

**ENVIRONMENTAL
SUSTAINABILITY**
Report

2018–19

BVSH HOUSE

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COVER PHOTO: BUSH HOUSE BY NICK WOOD

Sustainable Development Goals

King's College London recognises that as an educator, we have a responsibility to play a central and transformational role in advancing the Sustainable Development Goals (SDGs) by 2030. The SDGs are a set of 17 goals aimed at transforming the world by 2030 and were approved by the member states of the United Nations (UN) in 2015. To showcase how our work relates to the Sustainable Development Goals, we have highlighted the relevant goals in each section of this report.



Introduction

In 2018-19, we have made significant steps towards achieving our sustainability commitments, one of the enabling foundations of King's Strategic Vision 2029. We are proud to have been ranked fifth in the world in the inaugural [2019 Times Higher Education Impact Rankings](#), recognising our contribution to achieving the UN SDGs. While we scored highly across a range of SDGs, particularly SDG 3 Good Health and Wellbeing, SDG 5 Gender Equality, SDG 12 Responsible Consumption and Production, and SDG 17 Partnership for the Goals, this report focuses on our progress towards environmental sustainability.

We have successfully decoupled our growth from increasing carbon emissions. By July 2019, we reduced our scope 1 and 2 carbon emissions by 41% compared to 2005-06. Our carbon intensity per student and staff member reduced by 64% over the same time period. We are now working towards our target to be net zero carbon by 2025.

Students and staff were engaged in sustainability throughout the year. A record 66 teams took part in our Sustainability Champions scheme, with 30 teams being awarded Gold at the 2019 Sustainability Awards. Students volunteered nearly 700 hours for sustainability initiatives, including supporting Sustainability Champions teams as Sustainability Champions Assistants, supporting a social responsibility audit of King's as part of the ESSA Project, and assisting in the organisation of the inaugural Universities Against Modern Slavery Alliance conference.

Following our improvements in waste management and recycling in the previous year, we focused our efforts in further supporting our students and staff to reduce, reuse and recycle. Our Don't Be Trashy campaign in

King's Residences encouraged students to think about the waste they produce, and explored different ways to increase recycling.

Finally, we have introduced several initiatives to improve food sustainability at King's. King's Food opened Roots, their fully plant-based café at Bush House in September 2018. Successful with students and staff, the café was named a finalist for a UK & Ireland Green Gown Award for its contribution to sustainability.

A new 20p levy on disposable coffee cups, introduced in February 2019, is aimed at reducing waste from our cafés. All funds raised will be put into a Sustainability Projects Fund, which will be made available for student and staff sustainability projects. Recognising their commitment to sustainability, King's Food have been awarded two stars from the Sustainable Restaurant Association in their 'Food Made Good' rating in 2019.




In this report, we outline our progress against our environmental sustainability targets, while also giving a brief look into the initiatives planned to address our key environmental impacts in 2019-20. We also welcome your thoughts on the sustainability agenda at King's. If you have any comments, or would like to get involved in sustainability at King's, please get in touch with us by emailing sustainability@kcl.ac.uk or visiting kcl.ac.uk/sustainability

2018–19 Sustainability targets


Target: TARGET ACHIEVED/ON TRACK PROGRESS TOWARDS TARGET TARGET NOT ACHIEVED

Environmental Management System	Maintain ISO 14001:2015 certification	
Water	Reduce consumption of water by 2% each year over the 2013–2020 period (m³ per total staff and student FTE)	
Waste and resource use	Achieve 65% recycling of non-hazardous office and residential waste by July 2019	
	Reduce total annual operational waste produced by the university	
Carbon	Reduce absolute CO ₂ e emissions to achieve a 43% reduction in scope 1 and 2 emissions from a 2005–06 baseline by 2020	
Partnership and community engagement	Achieve SRA rating of at least one star	
	Engage with at least one local community project which promotes and improves the environment	
	Take an active role in sector sustainability networks such as LUEG, EAUC and GCSO	
Clean Air	Implement at least 2 clean air initiatives recommended by Business Low Emissions Neighbourhoods	
	At least 75% of King’s directly controlled fleet to be zero/low emission vehicles	
	Increase the number of bicycle parking spaces across the estate	
Construction and refurbishment	BREEAM assessments carried out on all new buildings/major refurbishments as required by planning: New builds to achieve “Excellent” and major refurbishments “Very good”	
	All large-scale fit-out projects to apply King’s Sustainability Guidance and checklist, or complete SKA assessment	
Biodiversity	Implement at least 75% of the agreed 2018–19 opportunities identified in the Biodiversity Action Plan	
Training and awareness	Achieve at least 600 hours of student engagement opportunities	
	Achieve minimum of 60 Staff Sustainability Champion teams completing Bronze, Silver or Gold	
	Minimum of 90% of eligible Estates & Facilities staff to complete the Fit for King’s sustainability module within 12 months of induction	


2018–19 highlights




41%
reduction in carbon emissions since 2005–06




56%
of waste recycled or reused




5th
in the world in the Times Higher Education Impact Ranking




696
hours volunteered by students on sustainability projects




2,762
actions completed as part of the Sustainability Champions scheme



2 stars
in the Sustainable Restaurant Association’s ‘Food Made Good’ rating



2.3%
Reduced exposure of investments in companies that own fossil fuel reserves to 2.3%



201
tree saplings planted in the Maughan Library garden

Service at King's

'Service' is the term King's adopted in our Strategic Vision 2029 to describe our commitment to society beyond the traditional roles of education and research. The Service Strategy 2018–23 sets out what Service means to King's:

Social reform: We recognise that we have a responsibility to shape and transform local communities and societies across the world

Educational experience: King's graduates are distinguished not only by their knowledge but by their wisdom, character, service ethic and global mindset

Research impact: Our world-leading and outward-looking research is focused on meeting societal need

Volunteering: We support and facilitate students, staff and alumni participating in voluntary activities across numerous sectors

Environmental sustainability: We have made a commitment to protect the environment, whether it be in relation to energy saving, recycling or sustainable transport



King's was ranked fifth in the world in the 2019 Times Higher Education (THE) University Impact Rankings, a pioneering initiative that recognises and celebrates the social and economic contribution of universities. The new

THE University Impact Rankings use the UN SDGs as a framework for reporting on the social impact of universities.

Throughout 2018–19, the Service team led and supported a number of initiatives with social impacts, some of which are highlighted in this section. For the full range of inspirational stories on how King's is making a difference, read the Service annual report 2018–19 at kcl.ac.uk/service



Service Time

A key part of the Service Strategy is to enable staff to participate in Service activities, regardless of what role they have at King's. To make this possible, Service Time was launched in October 2018 as part of our benefits offer for employees. Service Time allows all staff to spend up to one day per year on external Service activities, for example by volunteering within the community or for charitable organisations. This is due to be increased to three days from January 2020. Many teams across King's have used their Service Time to volunteer together and do team-building while helping local communities. For example, King's Venues volunteered with Buses4Homeless to help transform decommissioned buses into sleeping, eating, learning and wellbeing spaces for homeless people.

King's Sanctuary Programme

King's Sanctuary Programme was formed in 2015 in response to the global issue of forced displacement, which affects more than 60 million people worldwide. The programme aims to initiate and lead on projects that create positive opportunities for young people whose education has been disrupted due to being displaced.

The Sanctuary Programme also supports the meaningful contributions that the King's community can make. As forced migration affects people locally as well as across the world, everyone at King's can make a difference. The Sanctuary Programme includes a range of projects, including the Partnership for Digital Learning and Increased

Access (PADILEIA), Sanctuary Scholarships, and the Refugee Community Sponsorship scheme.

PADILEIA is one of the Sanctuary Programme's flagship initiatives and was formed to meet the educational needs of a mobile and digitally literate refugee population in Jordan and Lebanon. With a shared interest in innovative digital pedagogy, student support and delivery, PADILEIA consists of three universities – King's College London, Al al-Bayt University in Jordan, and the American University of Beirut in Lebanon – as well as Kiron Open Higher Education (a digital-education NGO) and FutureLearn (a leader in online learning). The Programme is funded by the Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR)

programme, a competitive grant scheme established by the UK Department for International Development. SPHEIR is designed to catalyse innovative partnerships in low-income countries to improve the performance, governance and influence of higher education systems and institutions.

So far, the programme has launched three bespoke courses (English Elementary, English Intermediate and Nursing) on FutureLearn, designed by King's Online and King's faculties. 1,867 self-identifying refugees and disadvantaged young people have completed one of these courses so far, and there are approximately 95,000 learners registered on these courses worldwide.



PADILEIA students graduating from the Foundation Course run by AUB-CCECS

Environmental Management



Target
 Maintain ISO14001:2015 certification
 ● TARGET ACHIEVED



Policy

King's has an overarching Environmental Sustainability Policy, which applies to all areas of King's. It sets out our key environmental commitments, including setting environmental objectives and targets, and providing opportunities for staff and students to engage with sustainability. As the policy is due to be reviewed in 2019, a new Environmental Sustainability Policy will be published in 2019-20.

Progress

Our Environmental Management System (EMS) was re-certified with ISO14001:2015 in May 2019,

following an external audit. The EMS covers all areas of Estates & Facilities, and makes sure everyone in the directorate knows how to carry out their roles in a sustainable way. Regular internal audits, as well as training for key staff members, ensure that our procedures to improve sustainability are followed across campuses. A key element of achieving ISO14001:2015 certification is to show continual improvement in our environmental management. A number of new initiatives and improvements have been introduced in 2018-19 across a range of sustainability topics. These are covered in more depth in the remainder of this report.

Spotlight on: Divestment



Policy

The King's College London Ethical Investment Policy commits King's to make no direct investments in tobacco, and to divest from all fossil fuel investments by the end of 2022. In addition, King's aims to invest 40% of its funds in investments with socially responsible benefits by 2025. Both commitments are subject to there being no significant impact upon financial risks and returns, and details on where the university's endowment funds are invested are made publicly available on the King's financial information webpages.

Progress and opportunities

The King's endowment is invested in funds that are reviewed to ensure they operate within both the letter and the spirit of our Ethical Investment Policy,

and the Investment Subcommittee of the university considers socially responsible investment as part of our asset allocation and investment manager selection process.

We have made further progress towards divestment from all fossil fuels in 2018-19. In July 2019, our exposure to fossil fuels was 2.3%, which means that 2.3% of our total investments at the time were in companies which own fossil fuel reserves. This is a significant decrease from 7.3% in July 2017, and 3.5% in July 2018. We will continue working towards full divestment from all fossil fuels, and expect to reach our full divestment target by the end of 2020, two years ahead of schedule.

King's has also divested fully from both tobacco and controversial weapons.



Carbon and energy



Target
Reduce absolute CO₂e emissions to achieve a 43% reduction in our scope 1 and 2 carbon footprint from a 2005–06 baseline by 2020

● TARGET ON TRACK



Policy
King’s is committed to reducing our carbon emissions through the Environmental Sustainability Policy. We have set the target to reduce our scope 1 and 2 carbon emissions by 43% compared to our 2005–06 baseline, and to be net zero carbon by 2025.

The Energy and Carbon Management Policy specifies further commitments towards reporting, funding and efficiency objectives.

Progress
We have now reduced our scope 1 and 2 carbon emissions by 41% compared to our 2005–06 baseline. This means

that we are only two percentage points from achieving our 43% reduction target, and are confident we will achieve this by our 2020 target date.

We have achieved these carbon savings despite significant growth of the university estate and student and staff numbers, with carbon emissions per full time equivalent (FTE) students and staff having reduced by 64% since 2005–06.

We are continually working on energy efficiency upgrades, particularly in improving the efficiency of lighting and upgrading to LED lights across our campuses.

Since October 2017, all electricity directly purchased by King’s has

Annual scope 1 and 2 carbon emissions (tonnes CO ₂ e)								
	Unit	2005–06	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
CO ₂ e	tonnes	52,389	42,607	39,416	39,013	36,475	32,904	30,882
University income	£000	387,951	603,668	684,225	738,286	778,150	841,030	902,000
CO ₂ e per £000 of income	tonnes	0.14	0.07	0.06	0.05	0.05	0.04	0.03
Staff and student numbers	FTE	21,764	28,031	28,888	30,616	32,669	34,521	35,764
CO ₂ e per FTE	tonnes	2.41	1.52	1.36	1.27	1.12	0.95	0.86
Space (Net Internal Area, NIA)	m ²	n/a	218,683	236,985	247,440	252,452	250,191	251,154
CO ₂ e per m ² NIA	tonnes	n/a	0.19	0.17	0.16	0.14	0.13	0.12

been sourced from 100% UK wind power backed by Renewable Energy Guarantees of Origin (REGO) certificates. When using a market-based calculation method and taking into account our renewable energy purchasing, our emissions have reduced by 62% from our 2005–06 baseline.

We have also engaged students in our carbon and energy policies. The King’s Energy Cooperative was founded in 2018 with the aim to increase the generation of renewable electricity on campus. The Energy

team have worked with them to deliver energy audit training and tours of existing solar panels at King’s. In 2019, the King’s Energy Cooperative won the King’s College London Students’ Union (KCLSU) Environmental Impact Award for engaging students with sustainability and energy.

Our indirect, or scope 3, carbon emissions continue to form a significant part of our overall carbon footprint. Scope 3 includes indirect emissions such as emissions from goods and services we buy, business

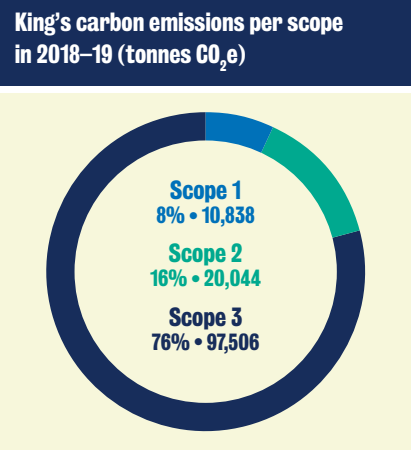
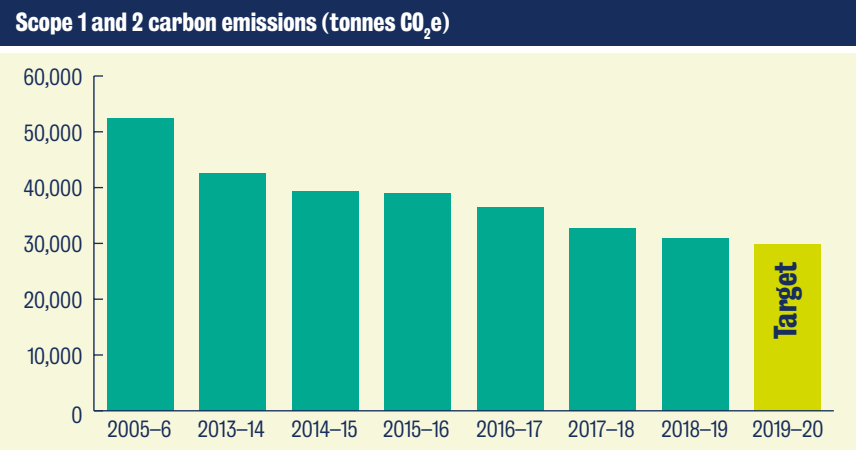
travel, and the treatment of waste from the university. We have made progress towards measuring these more accurately in 2018–19, with the view to set baselines and targets. A summary of our key sources of scope 3 emissions can be found on the following page.

Challenges and opportunities
With our 43% reduction in carbon emissions target only one year away, we will continue to focus on energy efficiency projects in 2019–20. For example, we are looking at improvements to our Building Management System (BMS) to ensure we can control our energy use appropriately.

We also continue to improve the sourcing of our electricity, and in October 2019 signed a Power Purchase Agreement (PPA) with wind farms in Scotland and Wales.

Having committed to be net zero carbon by 2025, we will develop a strategy and action plan for achieving this ambitious target by looking at how we can upgrade our existing buildings and ensure any new buildings meet high standards of energy efficiency.

Sources of King’s carbon emissions in 2018–19		
Scope	Emissions Source	Tonnes CO ₂ e
Scope 1	Natural gas	10,544
Scope 1	F-gas	235
Scope 1	Gas oil and diesel	30
Scope 1	Fuel for university-owned vehicles	29
Scope 2	Electricity	18,098
Scope 2	Steam and hot water	1,946
Scope 3	Supply chain	85,679
Scope 3	Business travel – air	6,849
Scope 3	Business travel – non-flight	56
Scope 3	Third-party Residences	2,986
Scope 3	Electricity transmission and distribution	1,537
Scope 3	Water supply and treatment	350
Scope 3	Waste	49
Total scope 1, 2 and 3		128,388



Spotlight on: Scope 3 carbon emissions



As scope 3 emissions make up a significant part of our total carbon footprint, this section gives an overview of two key sources of scope 3 emissions at King’s. Scope 3 emissions are defined as indirect emissions that occur up- and downstream in our value chain. For example, this includes the emissions from products we buy as well as from the disposal of our waste. While they are indirect emissions, we report on those we have data for through our annual Environmental Sustainability Report and the Higher Education Statistics Agency’s annual Estates Management Return. Over the next year, we are also looking at how to include these emissions in our net zero carbon by 2025 target.

Procurement

Procurement is the largest source of scope 3 emissions at King’s, making up 85,679 tonnes and 67% of our total scope 1, 2 and 3 emissions. However, it is also a category where the availability and quality of data has historically been poor. Currently, our procurement emissions are calculated on the basis of our spend on specific product categories. While this gives us an estimate of our emissions, many uncertainties remain. Product codes are often general, and wrong product

codes may be used by those purchasing goods and services. To reduce this, King’s is now using the United Nations Standard Products and Services Codes (UNSPSC) system, but our data shows that part of our spend remains in unclassified categories.

Business travel

Our second-largest source of scope 3 emissions is business travel, in particular air travel. This includes all journeys booked through our travel management provider, with university credit cards, as well as travel claimed through expenses. Our air travel emitted 6,849 tonnes of CO₂e in 2018–19, compared to only 56 tonnes for land-based business travel. While data quality for travel paid for through university credit cards or expenses is poor, our travel management provider supplies us with in-depth data on our air travel.

As we are starting a project on reducing air travel in 2019–20, we analysed our provider’s 2018–19 data to gain a better understanding of our travel. In 2018–19, 4% of flights booked through the provider were domestic, 32% were short-haul, 33% were long-haul, and 31% were international (from a non-UK airport to a non-UK airport). Our most common domestic destinations were Newquay, where the King’s Service Centre is located, followed by Glasgow and Edinburgh. This suggests that there may be scope for encouraging staff to swap flights for trains on some routes. 70% of trips to Paris are already made by rail. We also found that a small percentage of fliers made up a significant share of flight emissions, with the top 1% of fliers by emissions producing more emissions (728 tonnes of CO₂e) than the bottom 50% of fliers (663 tonnes of CO₂e).

Breakdown of our scope 3 emissions from procurement	
Category	Tonnes CO ₂ e
Business services	24,159
Paper products	2,461
Other manufactured products	6,193
Manufactured fuels, chemicals and glasses	2,714
Food and catering	3,287
Construction	22,454
Information and communication technologies	6,609
Waste and water	500
Medical and precision instruments	5,164
Other procurement	4,890
Unclassified	7,247
Total	85,679

Waste and recycling



Target:
Achieve 65% recycling by weight of total non-hazardous office and residential waste by July 2019
● PROGRESS TOWARDS TARGET

Reduce total annual operational waste produced by the university (excluding construction)
● TARGET ACHIEVED

Policy

The university’s Waste Management Policy, approved in June 2017, sets out our commitments and objectives regarding sustainable waste management. King’s is committed to following the waste hierarchy of ‘Reduce, Reuse, Recycle’, prioritising reducing waste, reusing items and recycling wherever possible over generating energy from waste. In 2018–19, our target was to recycle 65% of non-hazardous operational waste by the end of the academic year, rising to 70% in 2019–20. We are also committed to sending zero non-hazardous waste to landfill.

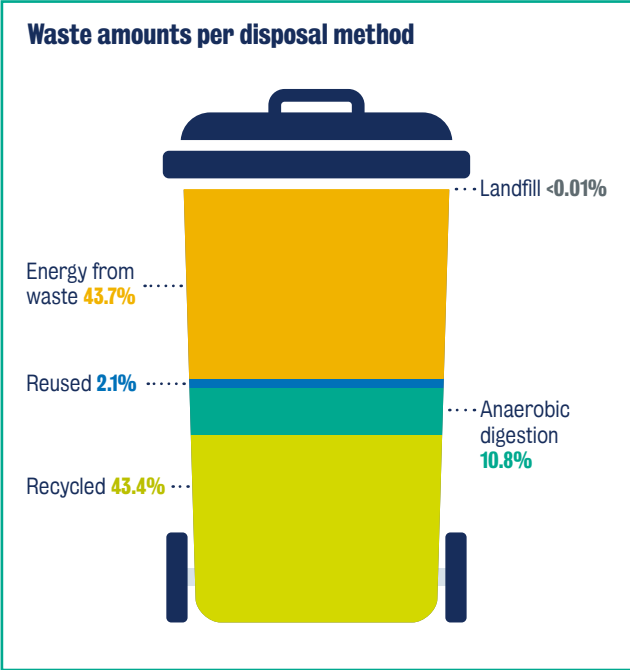
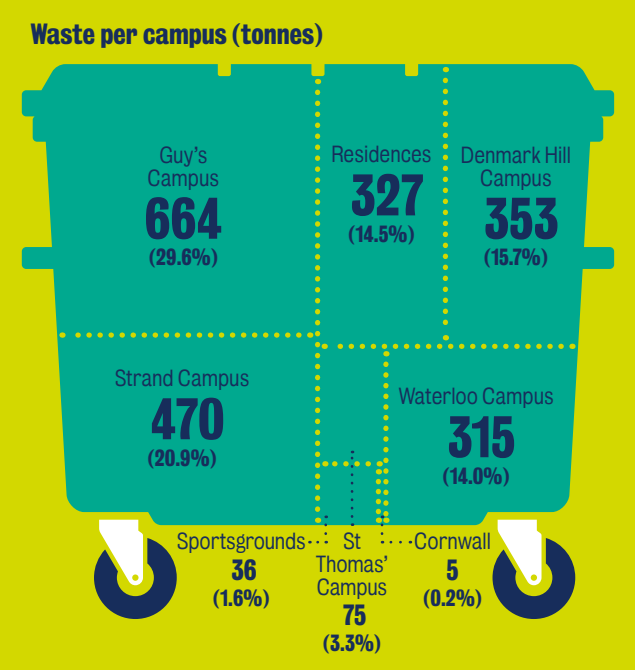
Progress

We have made further improvements to our waste management in 2018–19. In August 2018, our recycling rate was 54%. Following the improvements implemented throughout the year, the recycling rate increased to 64% by July 2019. While this means we

did not achieve our target of 65%, it was a significant improvement and puts us on track for our 70% target for 2019–20. Compared to August 2017, our recycling rate has increased by 25 percentage points from 39% to 64% in two years.

Monthly waste reports from our contractors mean that we can track our recycling rate throughout the year, and identify issues and improvements as they come up. Our waste management dashboard is shared with campus managers, enabling them to monitor their campus’s performance on our recycling league table.

By switching all recycling, glass, food waste and general waste collections to one contractor at all campuses and residences, we have been able to implement the same recycling guidelines across King’s, making it easier for our students and staff to recycle. Following a successful trial at the James Clerk Maxwell Building,



Waste and recycling *(continued)*

we also introduced food waste bins into all office kitchens. This means that rather than going into general waste, office kitchen waste such as coffee grounds, plate scrapings and tea bags now go to anaerobic digestion and are turned into biogas and fertiliser.

Recognising that further segregation of recycling waste streams is beneficial, we also introduced a separate cardboard waste stream. Cardboard balers were initially trialled at Denmark Hill, and are now being rolled out across all campuses. Using the balers means our cardboard is now separated from all other waste streams, and the bales tied by the machines can be sent directly to a papermill rather than going through the mixed recycling sorting process. When they were introduced in February 2019, the balers processed 2.7 tonnes of cardboard, rising to 4.2 tonnes in July 2019.

Use of our internal furniture re-use platform Warp It fell compared to the previous year, with 3 tonnes of waste, 8 tonnes of CO₂e and nearly £20,500 saved. This was due to the exceptionally high use of Warp It in 2017–18, when a clear-out of furniture of Bush House meant more items were available than in other years.

We have also reduced the total amount of non-construction waste produced at King's by 6%. In 2017–18, our total operational waste was 2,389 tonnes, equivalent to 69kg per FTE students and staff. In 2018–19, this was reduced to 2,245 tonnes, equivalent to 63kg per FTE students and staff.

Challenges and opportunities

In 2018–19 we came close to our 65% recycling target for non-hazardous operational waste, but missed it by

one percentage point. In 2019–20, this target will increase to 70%, pushing us to further improve our waste management processes. We will continue to roll out cardboard balers, work with campus teams to remove skips on site, and continue to engage with students and staff on recycling.

While we are committed to sending no non-hazardous waste to landfill, a small quantity (95kg) of bulky

furniture waste was sent to landfill in 2018–19. To ensure this reaches zero in 2019–20, we have ensured only our preferred contractors, who send no waste to landfill, are used for bulky waste collections.

The total amount of operational waste produced at King's decreased in 2018–19, but to push further reduction we will set specific targets for waste reduction in 2019–20.

Don't Be Trashy

Don't Be Trashy is an innovative engagement campaign we ran in collaboration with the behaviour change charity Hubbub. Our aim was to trial positive and fun 'nudge' techniques to find the best way to help students recycle in halls.

For the campaign, we picked flats in three of our residences and made small changes to encourage reuse and recycling. At Stamford Street Apartments (SSA) we gave students a 're-use' kit, including reusable coffee cups and straws, shampoo bars, and food containers. We also included a 'How to' [guide booklet](#) with tips on how to reduce waste, for example by properly storing food to keep it fresh and cooking popular takeaway dishes rather than ordering them. The aim of this was to make reuse as easy as possible.

At Champion Hill, we installed vinyl stickers throughout the flat, reminding students to freeze leftovers, recycle bathroom items and use the different recycling bins. We hoped that this would give residents a visual reminder of recycling when they were about to put something in the bin.

At Great Dover Street Apartments (GDSA) we created 'community gallery' posters. The posters showed images of the halls' cleaning teams, their names, and messages about looking after rooms, shared areas and bins. The aim of these was to instil a sense of pride and shared ownership in residents, making them more likely to look after facilities.

Alongside this, Hubbub and King's ran a social media campaign and made resources like the 'How to re-use' guide available to all online. When we asked students about their attitudes on recycling at move-in in September, 64% said they recycle even if it requires extra effort. By November, this went up to 75%. Throughout the year we also improved recycling facilities at the halls, and as a result recycling rates increased from 40% in February 2018 to 56% in February 2019.

Sustainable food



Target:

Achieve SRA Rating of at least one star for King's Food

● **TARGET ACHIEVED**

Policy

Our Sustainable Food Policy commits King's to providing sustainable and healthy food to the university community, while addressing environmental and social impacts of our catering and hospitality operations. In addition, King's and KCLSU are co-signatories of the Fairtrade Policy, which commits the university and students' union to supporting and promoting Fairtrade products and campaigns at the university.

King's is also a member of the Sustainable Restaurant Association (SRA), and completes an annual submission to their 'Food Made Good' rating. This rating gives us the chance to be externally benchmarked for our sustainability efforts, and allows us to measure our improvements year on year.

Progress

King's Food have made significant improvements on food sustainability

in 2018–19. In September 2018, King's became one of the first universities to open a fully plant-based café. Roots, located on the 8th floor of the newly refurbished Bush House, makes plant-based options easily available to the King's community.

King's Food have also reduced the amount of disposable coffee cups sold in their outlets. Where in 2016–17 4% of hot drinks were sold in reusable cups, this increased to 54% in the period from February to July 2019. This was due to two initiatives.

Due to a lack of dishwashers, cafés only offered disposable coffee cups to those who did not bring their own reusable cups. King's Food have now installed dishwashers and bought crockery mugs for each outlet, giving students and staff the option to enjoy their drinks in reusable mugs while in the cafés. In February 2019, King's Food also introduced a 20p levy on all disposable coffee cups. All funds raised from this are put towards the Sustainability Projects Fund, which



Sustainable food *(continued)*

will be used to fund sustainability projects proposed by students and staff.

The King's Food team have also increasingly worked with the university's Procurement team to source more sustainable products. This has had a particular impact on the hospitality menu served at events at King's. Honey is now sourced locally from Bermondsey Street Bees, which are located less than a mile from Guy's Campus. Bread is sourced from Paul Rhodes, an independent bakery located in Greenwich in southeast London. For events where alcohol is served, King's Food serves Hawkes Cider which is made from London apples and brewed a mile from Guy's Campus, as well as beer brewed in Westminster.

Throughout the year, the Fairtrade and Sustainable Food Steering Group provided a forum for King's Food and KCLSU to align their initiatives, and for students and staff to raise ideas and concerns. Ideas raised in the group are often turned into new initiatives, such as a proposal by student societies to donate food from King's Food cafés. Starting in September 2019, King's Food are donating leftover packaged food from their outlets to be distributed to local homeless people by the Hot Chocolate Society.

As a result of these increased sustainability efforts in 2018–19, King's received a two-star rating in the 2019 SRA Food Made Good rating, increasing our score from 59% in 2018 to 68% in 2019.

Challenges and opportunities

After achieving two stars in the 2019 SRA Food Made Good rating, King's Food are now targeting the highest level of three stars for their 2020



Roots – a plant-based café for King's

In September 2018, King's Food opened its first 100% plant-based café on the 8th floor of the newly refurbished Bush House. The café is a natural next step in our work to reduce meat consumption, an often carbon intensive food choice, and instead promote lower carbon plant-based options. Now named 'Roots', the café has a daily salad bar and serves snacks as well as hot lunches. When having hot drinks, students and staff can choose from four different plant-based milks free of charge. Creating menus and exciting new dishes for Roots meant that chefs learned more about plant-based meals, and attended plant-based cooking courses – this knowledge now influences menus at other outlets too. Roots has also gained national recognition by being shortlisted for a UK & Ireland Green Gown Award, and has resulted in King's being named as one of PETA's most vegan-friendly universities.

submission. The SRA has suggested actions King's can take towards achieving this, in particular making sure any policies around responsible sourcing are written down and published to ensure greater transparency and consistency in sourcing.

King's will also be audited for the new Fairtrade University Award in Spring 2020. The new accreditation looks at a wider range of criteria than the previous award, so King's Food, KCLSU and the Sustainability team will work together to ensure King's retains its Fairtrade University status.

Fairtrade



Policy

King's and KCLSU approved a joint Fairtrade Policy in 2017, committing the university to supporting, promoting and using Fairtrade goods. This should be done by holding regular Fairtrade Steering Group meetings, procuring Fairtrade goods and selling them on campus, and raising awareness and engaging students around Fairtrade.

To show our commitment, King's signed up to the new Fairtrade Universities Award, a collaboration between the National Union of Students (NUS) and the Fairtrade Foundation.

Progress

In 2018–19, we started work towards achieving the new Fairtrade Universities Award in conjunction with KCLSU. The new scheme required us to develop and publish an action plan, which is available on the King's website. Actions include making sure that Fairtrade products are on sale at all outlets, holding events and promotions around Fairtrade, and stocking Fairtrade in new product categories.

We are also monitoring and reviewing the number of Fairtrade items sold across our campuses.

Coffee and tea sold at our outlets and hospitality events are Fairtrade certified, and in 2018–19 we served over 425,000 cups of Fairtrade coffee and over 95,000 cups of Fairtrade tea in our cafés, as well as nearly 400,000 cups of Fairtrade coffee and tea at events and conferences. Going beyond hot drinks, King's Food also sold over 95,000 Fairtrade snacks including cookies, chocolate bars and muffins. As King's Food move towards increasing the range of baked goods made in-house, they are also using Fairtrade ingredients to bake these treats.

Our Fairtrade and Sustainable Food Steering Group continues to meet four times per year, and helps us keep our Fairtrade commitments on track as well as providing an opportunity to identify new Fairtrade items that could be introduced or swapped.

During Fairtrade Fortnight 2019, King's Food held a number of promotions on Fairtrade items to encourage students and staff to buy Fairtrade. We also held a flagship "How to feed the college sustainably" event with King's Food and the

Department of Geography, where chefs from King's Food told students about the various sustainability initiatives King's Food is working on.

In March 2019, we also supported the inaugural Universities Against Modern Slavery Alliance (UAMSA) conference. Founded by a King's staff member, UAMSA aims to bring together academics, procurement professionals and students to tackle issues surrounding modern slavery. You can read more about UAMSA in the case study on page 17.

Challenges and opportunities

As the new Fairtrade Award is run over a two-year period, our first audit will not take place until spring 2020. This means that over 2019–20, we will continue to prepare for the audit by completing further actions, targeting one star in our first year. To achieve this, we will continue to work with our catering and procurement teams, as well as KCLSU, to embed Fairtrade further into King's. For example, we will look at stocking Fairtrade products in additional categories such as wine and clothing.



Spotlight on: Supply chain



Policy

King's approved its new [Socially Responsible Procurement Policy](#) in March 2019, ensuring the King's Service Strategy is reflected in the way we procure goods and services.

The policy's objectives include purchasing fairly-traded, local, seasonal food and drink, using local businesses and small and medium enterprises especially in our home boroughs, and increasing the number of social enterprises in our supply chain.

To support this policy, the Procurement team provides guidance to King's staff and suppliers to help them understand requirements and procedures.

They will also encourage the inclusion of small and medium size enterprises by making procurement processes proportionate, and identify contracts particularly suitable for social enterprises and local businesses. Social, economic and environmental criteria will be incorporated into scoring mechanisms to ensure these objectives are met.

Progress

We know that our supply chain makes up the biggest part of our scope 1, 2 and 3 carbon emissions, and amounts

to an estimated 85,679 tonnes of CO₂e in 2018-19. As this estimate is based on spend data, it is reliant on the availability of accurate procurement records. 2018-19 was our first year using a new finance system, which now requires the use of the United Nations Standard Products and Services Codes (UNSPSC) for each product or service bought. These go into more detail than the previous Proc HE coding system, so allow

us to get a better picture of how funds are spent across King's.

Challenges and opportunities

In 2019-20 we will continue to work towards reducing our carbon emissions from our supply chain. The Procurement Services & Strategy team are holding regular meetings with key suppliers to assess how we can make carbon savings.



Universities Against Modern Slavery Alliance (UAMSA)

UAMSA was set up in 2019 by King's staff member Rebecca Brown. Its aim is to be a new association between universities which aims to bring the issue of sustainability and labour exploitation in supply chains into the public conscious. It has two goals:

- To bring together students, academics and professional services staff to engage in knowledge sharing and collaborative action, with a goal to turn our institutions into business models of fair and sustainable practice
- To empower and equip students UK-wide with the tools to be successful changemakers, through effective activism or by gaining practical work experience in these fields.

The inaugural UAMSA conference was held in March 2019 at King's. It featured a series of afternoon roundtable discussions bringing together students, academics and professional services staff to exchange ideas on best practice and current initiatives within their own institutions. In the evening, a panel discussion featuring academics and activists explored how we can implement effective measures against slavery towards a fairer and more sustainable economy.

Engagement



Target

Achieve at least 600 hours of student engagement opportunities

● **TARGET ACHIEVED**

Achieve a minimum of 60 Staff Sustainability Champions Teams completing Bronze, Silver or Gold level

● **TARGET ACHIEVED**

Minimum of 90% of eligible Estates & Facilities staff to complete the Fit for King's sustainability module within 12 months of induction

● **PROGRESS TOWARDS TARGET**

Policy

The Environmental Sustainability Policy commits King's to promoting environmental management by increasing the awareness of environmental responsibilities amongst staff and students. We are also committed to supporting students who would like to develop sustainability skills.

Progress

Both students and staff engaged with sustainability through a number of projects in 2018-19.

Our Sustainability Champions programme encouraged more teams to embed sustainability in their departments than ever before, growing to 66 teams. Of these, 26 were awarded Bronze, while 10 achieved Silver. An outstanding 30 teams achieved Gold this year, nearly doubling from 17 in the previous year.

In the laboratories, 10 teams tested the new Laboratory Efficiency Assessment Framework (LEAF). LEAF has been designed specifically for labs, and is aimed at making calculating cost and carbon savings as easy as possible, with

an additional focus on research quality and reproducibility. Like the Lab Sustainability Champions programme, it consists of Bronze, Silver and Gold levels. Four teams achieved Bronze, two achieved Silver, and four achieved Gold in the pilot year.

Students also had the opportunity to get involved in the Sustainability Champions programme. We trialled a Sustainability Champions Assistants (SCA) scheme, where students received training from the NUS and were assigned a staff team to support throughout the year. They were then also offered the opportunity to train as auditors and audit a Champions team at the end of the year.

To celebrate the achievements of our Sustainability Champions, we published a "[Sustainability Champions Stories 2018-19](#)" booklet, available through the King's website. It highlights 19 case studies and quotes from our Champions and their student auditors. A few stories from the booklet are highlighted in this section.

Students volunteered 696 hours of their time for sustainability projects in 2018-19. A significant part of this was for the European Students



European Students Sustainability Auditing (ESSA) project

In 2018-19, King's volunteered to be audited as part of the ESSA project. As part of the project, students were trained to audit participating universities against the Benchmark Standards for University Social Responsibility across the European Higher Education Area and received a Certificate in Social Responsibility Auditing. King's was the final audit host, welcoming students from the University of Porto, the University of Edinburgh and the Kaunas University of Technology. To ensure King's students gained valuable insights into social responsibility audits as part of the project, we recruited eight student volunteers from King's. They were trained as Social Responsibility Audit Assistants at the University of Edinburgh, and supported visiting students during the audit by introducing them to King's and participating in the audit interviews. The audit included interviews with senior leaders, staff and students from across King's. At the end of the week-long audit, the student auditors presented their findings in the four key areas:

- Research, teaching, support for learning and public engagement
- Governance
- Environmental and social sustainability
- Fair practices

Since the audit, King's has taken steps to implement the recommendations, and our Social Responsibility Audit Assistants presented the findings to key groups such as the Service Committee and Audit, Risk and Compliance Committee to ensure they are followed up on.



Sustainability Auditing (ESSA) Project, which saw a group of eight students receiving training and supporting a social responsibility audit of King's.

The King's Sustainability team also delivered a number of events during Welcome Week, Sustainability Week and Fairtrade Fortnight. During Welcome Week, we were present at Welcome Hubs, and ran a vegan lunch as well as an 'Introduction to sustainability' session. During Sustainability Week, we ran Pop Ups at all campuses, did gardening at the Maughan Library and organised a vegan potluck lunch.

The Estates & Facilities "Fit for King's" programme continued to support sustainability by ensuring all Estates & Facilities staff are inducted in sustainability. All new starters are enrolled in the programme, and in 2018-19 approximately 80% completed the sustainability module within 12 months of starting at King's. We are also working with the Organisational Development team to include sustainability in their "Welcome to King's" inductions, which are open to all new staff at King's.

Challenges and opportunities

While we had a lot of interest in the SCA scheme, engagement often depended on whether staff Sustainability Champions had the time to assign tasks. We hope to formalise this part of the programme more in the next year, making it easier for staff to integrate the SCAs into their team.

Following the success of LEAF, all laboratory Sustainability Champions will transfer to the new framework in 2019-20.

Sustainability Champions Stories



Education, Communication & Society

The Education, Communication & Society Champions within the Faculty of Social Science & Public Policy worked to build sustainability and environment into curricula across the School. In 2018-19, they developed three new modules that will support students to critically engage in ideas of environment and sustainability as they pursue degrees in Science, Technology, Engineering and Mathematics (STEM) Education and Social Sciences. The modules are due to be available in 2019-20.

The first is the Environmental Education, Sustainability and Society module, developed as part of a new MA STEM Education programme. It will introduce students to key perspectives in environmental education with a view to critically applying these to their personal lives, professional practices and their engagement with wider society.

The second, entitled Making in STEM, will support Masters students to examine the pedagogy underpinning practice of 'making' related to STEM learning and will include a substantive focus on environmental science.

Finally, a new degree course, the BA Social Sciences, will embed themes of sustainability, climate and environment across its curriculum, including through the Environment and Society module that focuses on understanding and addressing the complex social, cultural, political and economic facts that underpin environmental problems.

In addition, the team have embedded sustainability into many areas of the School. For example, they have worked with King's Food to ensure reusable crockery can be used at Waterloo Bridge Wing. They have also released two research reports examining the current state environmental educational policy and practice in England's secondary schools, making a series of policy recommendations which have already prompted rich discussions across the sector.

Cardiology Laboratories

There are no central stores at Denmark Hill, and so there are no cost or sustainability benefits that can be obtained from bulk purchasing. This increases the number of deliveries that are necessary from each supplier to provide for the requirements of this site.

The Cardiology Laboratories team, led by Rosie-Marie Minaisah, dedicated huge effort to set up supplier freezers for two suppliers in the James Black Centre (JBC) to serve the Denmark Hill Campus. The freezers stock most of the consumables bought from these companies. This has led to a significant reduction in the volume of deliveries from both suppliers, as deliveries are only triggered once the stock of one product dips below 50% instead of anytime a product is taken. Over the course of the year, stocks are adjusted with the aim to result in a single delivery being made each month, compared with up to 20 deliveries a month previously. There is also a reduction in storage space required to house reserves of these consumables in the labs and a discount of 10% on every product bought.

The Cardiology Laboratories team was shortlisted for a King's Award for this project.



Sustainable transport



Target:
Implement at least two clean air initiatives recommended by Business Low Emission Neighbourhoods

● TARGET ACHIEVED

At least 75% of King's directly-controlled fleet to be zero/low emission vehicles (excluding sportsgrounds' off-road and King's Food static vehicles)

● TARGET NOT ACHIEVED

Increase number of bicycle parking spaces across the estate

● TARGET ACHIEVED

Policy

The King's Green Transport Policy aims to encourage sustainable travel for those studying and working at King's, as well as those visiting our campuses. This includes promoting walking, cycling and public transport, and reducing the use of individual vehicles run by the university.

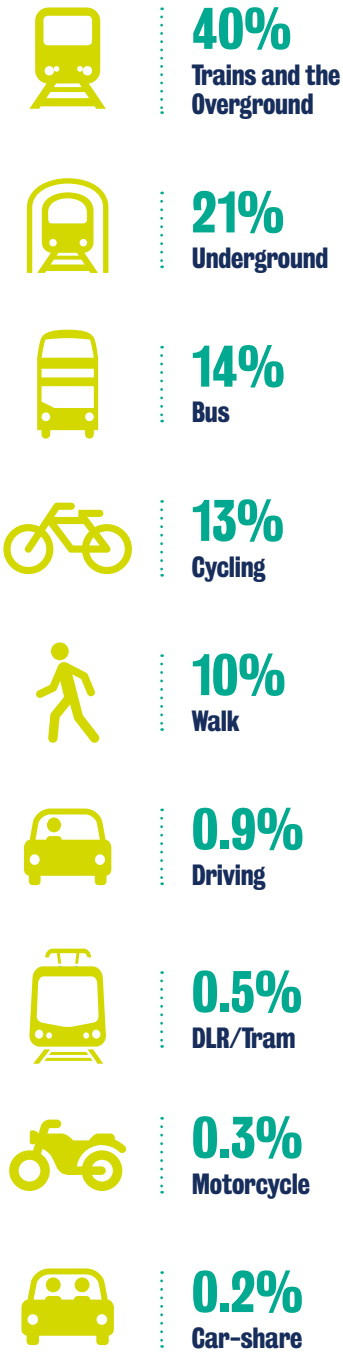
Progress

In 2018-19, we conducted a travel survey among King's students and staff with the aim to find out how they commute to campus.

We found that the vast majority of King's students and staff travel to campus by public transport, with trains and the Overground (40% of respondents), as well as the Underground (21% of respondents) being the most popular modes of transport. The use of cars is very low, with only 0.9% of respondents driving a car alone, and 0.2% sharing a car as a passenger.

13% of respondents said that cycling is their primary mode of transport to university, and 7% listed cycling as an additional or occasional mode of transport. Overall satisfaction with cycling facilities was medium for the security and number of cycle parking spaces at King's, and low for facilities such as showers, lockers, bicycle repair and information on routes and facilities. This was reflected in the improvements suggested when asked what would encourage students and staff to cycle to campus, with many saying good shower and changing facilities, as well as good lighting/security on the route would encourage them. However, the most common answer was that nothing would encourage them to cycle, with

Main modes of travel to campus for students and staff



many citing concerns about road safety, the lack of cycle lanes and lack of confidence in cycling on the roads as barriers.



As our campuses are spread out across London, the majority of students and staff travel between campuses at least occasionally. Many choose active travel modes for this, with nearly half of respondents saying that walking is one of their main modes of transport between campuses.

With some of our campuses falling within the London Mayor's 'Low Emission Neighbourhoods' (LEN), we have engaged with local Business Improvement Districts (BIDs) on clean air initiatives. At Guy's Campus,

we opened up the courtyard outside the Science Gallery to Team London Bridge, the local BID, to host a cargo bike expo. During the event, local businesses could meet a range of cargo bike suppliers and couriers, and learn about Team London Bridge's support for businesses who switch to cargo bike deliveries to improve air quality. We also promoted local campaigns to encourage the use of collection points for parcels to reduce the number of deliveries and delivery vans in central London.

At Strand Campus, the former KCLSU shop at 171 Strand was used to display plans for City of Westminster's transformation of the Strand Aldwych area. A consultation was run during spring 2019 on transforming the space around Strand Campus by removing traffic from parts of the Strand, improving public spaces including creating a new plaza around St Mary Le Strand Church, and creating a cultural and learning quarter by joining up with organisations and institutions in the area.

Challenges and opportunities

Our travel survey showed that despite making improvements to cycling facilities and increasing the number of cycling spaces to approximately 1,200 spaces, further improvements are necessary in many areas. We will continue to work with campus and projects teams to make sure cycling is an attractive option for our students and staff.

Estates & Facilities vans have not yet been replaced with electric vehicles, but this remains an objective for the next year.

Carbon emissions from business travel remain an important issue. In 2018-19, air travel was responsible for 6,849 tonnes of CO₂e, or 5% of our total scope 1, 2 and 3 carbon emissions. In summer 2019, a travel group was set up to discuss how to reduce these emissions, and how to embed sustainable travel into the updated university-wide travel policy. This includes improving IT facilities, providing new procedures, and discussing the issue of air travel emissions with the wider university including committees such as our Academic Board.

Biodiversity



Target
Implement at least 75% of the agreed 2018-19 opportunities identified in the Biodiversity Action Plan

● **PROGRESS TOWARDS TARGET**

Policy
Through its Environment and Sustainability Policy, King's is committed to maintaining the grounds and buildings of our estate in an environmentally sensitive way to cultivate biodiversity. We have developed and published a Biodiversity Action Plan with the London Wildlife Trust, assessing our campuses' current value for biodiversity and suggesting actions to improve it.

Progress
After finalising the Biodiversity Action Plan, we worked with campus operations teams to assess the feasibility and timescales of the actions proposed by the London Wildlife Trust, and worked with them to start implementing the actions.



27, or 44%, of the 61 proposed actions for 2018-19 were completed on time, with a further 11 actions in progress. At the New Malden sports ground, edges of the field that were not used for sports were left unmown to provide cover for wildlife from the neighbouring Hogsmill Valley Nature Reserve. At Guy's Campus, the lawn in the Memorial Gardens was replaced following damage from a marquee set up during Welcome Week, and the edges around the lawn were re-planted with a range of shrubs and bushes. At Denmark Hill, an invertebrate habitat nicknamed "The Grand Bee-dapest Hotel" was formally "opened" by the IoPPN Sustainability Champions and Denmark Hill Campus Operations teams.

Over the summer, Oliver Austen, Sustainability Champion in the Multi-Disciplinary Labs at Guy's Campus, started a King's Community Garden at Guy's Campus, making use of unused planting beds. The

Community Garden is going to run weekly sessions in 2019-20, inviting students and staff to take a break and volunteer in the garden.

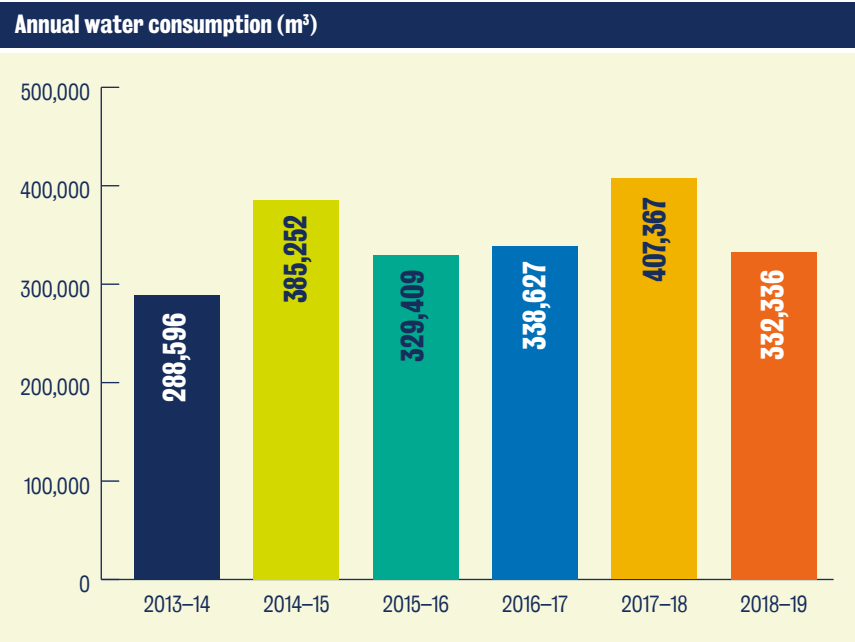
Challenges and opportunities
The remaining 36% of actions that were not started in 2018-19 will be carried forward and completed alongside the agreed 2019-20 actions. Many incomplete actions were due to budget constraints, as especially large-scale initiatives such as green roofs and walls require significant investment and investigation into building structures. At Strand Campus, many actions centred around the Quad were paused due to the construction works on the ongoing Quad project. At St Thomas' Campus, a plan to redevelop Block 9 and the Prideaux Building has meant that biodiversity improvements are paused and will be included in the project, or implemented after completion if they are small actions such as additional planters.

Water



Target
Reduce consumption of water by 2% each year over the 2013-20 period (m³ per total staff and student FTE)

● **TARGET ACHIEVED**



Policy
In our Environment and Sustainability Policy, we commit to designing, operating and maintaining our facilities to ensure water efficiency across our estate. Water efficiency also forms part of our Sustainability Guidance for Capital Projects, which requires construction and refurbishment projects to reduce water usage by integrating efficient equipment and

fittings, and to consider grey water systems like rainwater collection and water recycling.

Progress and challenges
While there was a significant reduction of 18% in total water usage in 2018-19 compared to the previous year, we believe that this is due to inaccurate billing in 2017-18, which saw a 20%

increase compared to the year before. We have fitted Automated Meter Reading (AMR) meters in buildings to accurately monitor water consumption, however most water invoices are still based on estimates. In 2019-20 we will continue to work towards more accurately capturing our water usage across campuses by working with our water suppliers to ensure meter readings are recorded on invoices.

Annual water consumption							
	Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Water consumption	m³	288,596	385,252	329,409	338,627	407,367	332,336
Student and staff numbers	FTE	28,031	28,888	30,616	32,669	34,521	35,764
Water consumption per FTE	m³	10.3	13.3	10.8	10.4	11.8	9.3
Target water consumption per FTE	m³	10.3	10.1	9.9	9.7	9.5	9.3
University income	£000	603,668	684,225	738,286	778,150	841,030	902,000
Water consumption per £000 income	m³	0.48	0.56	0.45	0.44	0.48	0.37
Space (Net Internal Area, NIA)	m²	218,683	236,985	247,440	252,452	250,191	251,154
Water consumption per m² NIA	m³	1.32	1.63	1.33	1.34	1.63	1.32

Spotlight on: Residences



Policy
King's manages four halls of residence. Like our campuses, these fall under our environmental policies, and are included in our Environmental Management System.

In addition to our directly managed residences, King's reserves spaces for King's students with third-party providers and at University of London Intercollegiate Halls. While we do not manage these halls and their environmental performance, we aim to collect and report their carbon emissions in our annual report.

Progress
Building on last year's recycling improvements at our halls, we launched a new initiative to reduce waste this year. The "Don't Be Trashy" campaign was an innovative engagement campaign run in collaboration with behaviour change charity Hubbub. Its aim was to trial positive and fun 'nudge' techniques to find the best way to help students reduce waste and recycle in halls. Interventions such as the provision of 'zero waste kits', visual reminders and community galleries took place at Stamford Street Apartments, Champion Hill and Great Dover Street Apartments. You can read

more about the campaign in the case study on page 13.

We also ran the NUS Student Switch Off campaign again, with the aim of encouraging students to take small actions to reduce energy consumption and increase recycling. Following the previous year's trial of a new methodology focused on engagement, we continued to measure the involvement of our students in the campaign. 367 students pledged their support for the campaign, which equated to 6% of students in King's Residences. 5 students trained as student ambassadors, and during hall visits by the NUS, 540 students engaged with the campaign.

At the end of the academic year, we ran our successful Re-use campaign again, enabling students to donate any items they did not wish to take with them. Students donated over 3 tonnes of items during their move-out in 2019. This included 1,403 kg of clothes, shoes and bags; 938 kg of duvets, pillows and bed linen; and 476 kg of kitchen equipment. 96% of items

were re-used by charities, 3% were recycled, and 1% went to Energy from Waste.

Challenges and opportunities
While students did engage in the NUS Student Switch Off campaign, engagement was down from previous years. Therefore, we have decided to replace the Student Switch Off with an innovative King's-run campaign in 2019-20. The Sustainable Living Community (SLC) will engage students in our residences around all areas of sustainability, with a particular focus on the UN SDGs. We will pilot this new project with two communities. One will be a vegan community living at Champion Hill, while the other will be a zero-waste community living at Wolfson House. Students who express interest in joining one of the SLCs will be able to take part in an exclusive event programme throughout the year. In addition, King's Residences will focus on one SDG each month, with events in the residences geared towards activities and challenges around this theme.

Residential carbon emissions in 2018-19		
Emission source	Scope	Emissions (tonnes CO ₂ e)
Gas	Scope 1	641
Electricity	Scope 2	1,408
Waste	Scope 3	6
Water supply	Scope 3	36
Wastewater treatment	Scope 3	75
Carbon emissions from Intercollegiate Halls	Scope 3	262*
Carbon emissions from other third-party residences	Scope 3	2,724*
Total emissions (Scope 1 and 2) from directly-managed Residences		2,049
Total emissions (Scope 1, 2 and 3) from all Residences		5,152

*Data was not received for all residences

Residential and non-residential carbon emissions in 2018-19	
University Scope 1 and 2 carbon emissions (tonnes CO ₂ e)	30,882
University Scope 1, 2 and 3 carbon emissions (tonnes CO ₂ e)	128,388
Residential emissions % of total (Scope 1 and 2)	7%
Residential emissions % of total (Scope 1, 2 and 3)	4%

Partnership and community engagement



Target
Engage with at least one local community project which promotes and improves the environment
● TARGET ACHIEVED

Take an active role in sector sustainability networks such as LUEG, EAUC, GCSO
● TARGET ACHIEVED

In King's Strategic Vision 2029, we set out our ambition to be "a civic university at the heart of London" while also being "an international community that serves the world". This page highlights some of our initiatives around partnership and community engagement.

Board Bank
King's students made it clear during the consultation for our Strategic Vision 2029 that they want to do more to serve and sustain our local communities. Local charities and community organisations also told

King's they often struggle to recruit trustees and asked if King's could help. To do this, the London team at King's set up Board Bank.

The Board Bank connects King's staff and students with local charities and organisations that are looking to recruit new trustees. In June and July 2019, King's worked with specialist charity Getting on Board to run a pilot Board Bank for staff members. Over 120 staff signed up for Lunch & Learns, application workshops, training and a Trustee Fair to meet charities with vacancies. We have also pledged to play our part in the Young Trustees Movement. A Board Bank for students will be launched in 2019-20, along with a second staff programme.

The business of learning
At King's Business School, final-year undergraduates are being paired with small-medium enterprises (SMEs) in Westminster to address live challenges that local entrepreneurs are facing. The King's Business School Consultancy Project has been developed and organised in partnership with Westminster City Council. It delivers mutual benefits by providing local SMEs with valuable support, while giving students an

opportunity to test their skill and knowledge in the world beyond the university. At the start of the inaugural programme in 2018, students were organised into groups and each spent a month working with local enterprises, examining their specific business challenges. Each project culminated in a final presentation to the group's business partner, detailing their analysis and recommendations.

Sustainability working in partnership
The King's Sustainability team have worked with various networks to improve sustainability at King's and share our experiences with others. This includes sharing information at groups such as the London Universities Environment Group (LUEG) and presenting sustainability initiatives and learnings at the annual conference of the Alliance for Sustainability Leadership in Education (EAUC). The Sustainability team also works with local Business Improvement Districts (BIDs) to promote environmental sustainability. For example, King's hosted a cargo bike expo organised by Team London Bridge in the Science Gallery courtyard, aimed at encouraging local businesses to switch to cargo bike deliveries.



Key Performance Indicator (KPI) Table

The following key performance indicators have been chosen according to our key impact areas for sustainability. Their structure follows the principles of the International Sustainability Campus Network (ISCN) and Global Universities Leaders Forum (GULF) Charter.

	Priority Topics	Target	Unit	Baseline	Baseline Year	2014–15	2015–16	2016–17	2017–18	2018–19	Target Progress	Key initiatives
Our buildings and their sustainability impacts												
Resource Use	Electricity from grid	Reduce CO ₂ e emissions by 43% by 2020, compared to 2005–06 baseline.	kWh	68,616,841	2005–06	61,021,046	65,519,884	67,528,476	68,511,946	70,806,839	Positive	Energy efficiency projects, including LED lighting replacements
	Gas excluding CHP input		kWh	59,894,645	2005–06	53,044,335	50,806,725	50,741,375	58,071,119	54,937,305		
	Gas for CHP input		kWh	0	2005–06	1,941,016	5,034,160	6,178,156	2,577,437	2,418,336		Metering issues mean we had to estimate this year's consumption from CHPs.
	Gas oil		kWh	5,372,558	2005–06	0	297,000	39,612	240,262	120,755		Measurement of oil usage through sensors.
	Heat		kWh	31,418,485	2005–06	4,753,486	8,011,243	11,253,079	10,790,913	11,054,022		
	Energy (heat and electricity) generated/consumed from onsite CHP		kWh	0	2005–06	1,343,110	3,241,868	3,233,724	1,909,193	1,813,733		Metering issues mean we had to estimate this year's energy generation from CHPs.
	Energy generated/consumed from onsite photovoltaic		kWh	0	2005–06	6,000	95,753	143,142	123,448	117,276		Metering issues mean we had to estimate this year's electricity generation from solar panels.
	Vehicle fuel		Litres	Not recorded	2005–06	3,095	8491.703	8,043	9,278	10,743		Vehicles currently being used are leased, and we are working towards replacing them with electric vehicles.
	Water use	Reduce water use by 2% year on year per FTE.	m ³	288,596	2013–14	385,252	329,409	338,627	407,367	332,336	Positive	Billing based on consumption resulted in large fluctuations over the last three years.
	Water use per FTE		m ³	10.3	2013–14	13.3	10.8	10.4	11.8	9.3		
Waste	Total waste	No target defined yet.	Tonnes	3,559	2013–14	1,206	2,864	4,322	3,246	2,932	Positive	Engagement campaigns such as Don't Be Trashy, as well as reduction efforts such as reducing plastic in King's Food.
	Operational waste		Tonnes	3,559	2013–14	1,174	2,641	2,434	2,398	2,245		Engagement campaigns such as Don't Be Trashy, as well as reduction efforts such as reducing plastic in King's Food.
	Operational recycling rate	Recycling rate of 65% for 2018–19		46%	2015–16	Not recorded	46%	45%	47%	56%	Positive	Improvements such as the introduction of food waste caddies in office kitchens and cardboard balers on campuses.
Buildings Design	Sustainable building standards	BREEAM to be carried out on all new buildings and major refurbishments: new buildings to achieve “Excellent”, major refurbishments to achieve “Very Good”.				Maurice Wohl Clinical Neuroscience Institute assessed as “Excellent” at design stage.	Champion Hill assessed as “Outstanding” for new buildings and “Excellent” for existing building at design stage.	No BREEAM carried out for projects.	No BREEAM carried out for projects.	No BREEAM carried out for projects	No change	No projects required BREEAM ratings, but SKA assessment is increasingly carried out for refurbishment projects
Campus-wide long-term planning and target setting												
Carbon	Carbon emissions	Reduce CO ₂ e emissions by 43% by 2020, compared to 2005–06 baseline.	Tonnes CO ₂ e	52,389	2005–06	39,416	39,013	36,532	32,904	30,882	Positive	
	Carbon emissions per FTE		Tonnes CO ₂ e	2.41	2005–06	1.36	1.27	1.12	0.95	0.86		Student and staff numbers have grown while emissions have fallen.
	Carbon emissions per £ income		Tonnes CO ₂ e	0.14	2005–06	0.06	0.05	0.05	0.04	0.03		Income has increased while emissions have fallen.
Food	Fairtrade Accreditation	Achieve Fairtrade University accreditation.		No	2015–16	No	No	Application submitted	Yes	Yes	Positive	While our previous certification is still valid, we have started work towards the new Fairtrade Universities Award.
	Sustainable Food Policy	Develop Sustainable Food Policy.		No	2015–16	No	No	Yes	Yes	Yes	Positive	Our Sustainable Food Policy was renewed in June 2018.
	Sustainable Restaurant Association (SRA) rating	Receive SRA star rating.		n/a	2015–16	n/a	n/a	No	1 Star	2 Stars	Positive	Our score improved from 59% (1 Star) to 68% (2 Stars) from 2018 to 2019.
Biodiversity	Biodiversity Action Plan	Develop university-wide Biodiversity Action Plan.		No	2015–16	No	No	No	Yes	Yes	Positive	Biodiversity Action Plan has been published, and campus actions have been agreed.
Integration of research, teaching, facilities and outreach												
Social integration	Sustainability Champions: Winning office teams	Increase sustainability awareness.		14	2014–15	14	13	21	26	41	Positive	More teams, including all residences, signed up with the scheme this year.
	Sustainability Champions: Winning laboratory teams	Increase sustainability awareness.		10	2014–15	10	15	25	20	25	Positive	The new LEAF programme was piloted in a number of labs this year, rolling out to all labs next year.
	Sustainability volunteering (hours volunteered by students)	Increase sustainability awareness.		195	2016–17	Not recorded	Not recorded	195	267	696	Positive	More volunteering opportunities, particularly the ESSA Project, were offered to students.
	Hours of opportunities for students	1,000 hours of opportunities for students		534	2017–18	Not recorded	Not recorded	Not recorded	534	1,055	Positive	Running Welcome Week events has helped us reach more students especially at the start of the year.
Commitments and resources for campus sustainability	Student Switch Off engagement (students pledged support)	Increase sustainability awareness.		554	2015–16	N/A	554	679	1,292	367	Negative	Despite hall visits, we were unable to train Student Switch Off Ambassadors at the start of the year, which could have resulted in the lower number of students engaged.
	ISO14001:2015	Achieve ISO14001:2015 certification for Estates & Facilities.		No	2013–14	No	Partial – Strand Campus only	Yes	Yes	Yes	Positive	Audits were carried out by a new provider (NQA) who audited and re-certified us in May 2019.

2019–20 Environmental sustainability targets



Environmental Management

- Maintain an Environmental Management System (EMS) to the standard of **ISO 14001:2015**
- Achieve a reportable environmental pollution incident rate of **zero**



Construction and Refurbishment

- BREEAM assessments carried out on all new buildings/major refurbishments as required by planning:
 - New builds to achieve minimum **“Excellent”**
 - Major Refurbishments to achieve **“Very Good”**
- All large-scale fit-out projects to apply King’s Sustainability Guidelines and Checklist, or complete SKA assessment



Water

- Reduce consumption of water by **2%** each year over the 2013–20 period (cubic metres per total FTE – staff and student)



Carbon and Energy

- Reduce absolute CO₂e emissions to achieve a **43%** reduction in scope 1 and 2 carbon footprint from a 2005–06 baseline by 2020
- Achieve **net zero** carbon emissions by 2025



Partnership and Community Engagement

- Achieve SRA Rating of at least **two stars** for King’s Food
- Engage with at least one **local community project** which promotes and improves the environment



Clean Air

- Implement at least **two** clean air initiatives recommended by Business Low Emission Neighbourhoods
- At least **75%** of King’s directly controlled fleet to be zero/low emission vehicles (excluding sports ground off-road vehicles)
- Increase number of **bicycle parking** spaces across the estate



Biodiversity

- Implement at least **60%** of the agreed 2018–20 opportunities identified in the Biodiversity Action Plan



Training and Awareness

- Minimum **90%** of eligible Estates & Facilities staff to complete Fit for Kings sustainability module within 12 months of induction
- Offer at least **600 hours** of student engagement opportunities
- Minimum of **60** Staff Sustainability Champion teams completing Bronze, Silver or Gold level



Waste and Resource Use

- Achieve **70%** recycling of total non-hazardous office and residential waste by July 2020
- Reduce total annual **operational waste** produced by the university (excluding construction)

Stay in touch

We welcome your thoughts on the sustainability agenda at King’s. If you have any comments, or would like to get involved with sustainability at King’s, please get in touch with us: sustainability@kcl.ac.uk



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blogs.kcl.ac.uk/sustainability

✉ King’s Sustainability, Directorate of Estates & Facilities, 3rd Floor, 5–11 Lavington Street, SE1 0NZ

➡ For further information on our sustainability initiatives, visit kcl.ac.uk/sustainability

It's our deeds that define us