

# Our Green Plan to 2028

Protecting our patients, people and planet



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# Our vision for a greener future



**Tendai Wileman**

Guy's and St Thomas' Chief of Staff  
Director of Organisational Change  
Net Zero Board Lead

**We have a unique opportunity at Guy's and St Thomas' to deliver meaningful change that benefits our patients, people and planet.**

Research has shown that a cleaner, greener environment can be crucial<sup>(1)</sup> for patient healing and recovery. As put by Florence Nightingale, who established her first professional nursing school at St Thomas' Hospital in 1860, "nature alone cures".

Our Trust has a proud history of leading change. Alongside our partner King's College Hospital NHS Foundation Trust, we were the first NHS providers to launch a joint Clean Air Plan, recognising that air quality does not respect boundaries. We have also pioneered the use of drone deliveries of blood samples in London, speeding up turnaround times while removing carbon emissions and reducing traffic congestion in the capital.

In that time, we have also seen the ever-growing impacts of the environmental and climate emergency, from heatwaves and flooding to wildfires and droughts. Our own organisation felt this keenly when soaring temperatures damaged our data centres in 2022, impacting on the delivery of patient care.

As one of the largest NHS Trusts and an anchor institution, we have a major role to play to reduce our impact on the environment, and thereby improve population health.

Our Green Plan includes an unwavering commitment to incorporate sustainability into everything we do. This is central to our Trust Strategy to provide 'better, faster, fairer healthcare for all'. It means creating Net Zero clinical pathways, enhancing access to our green spaces, electrifying our fleet, improving the air we all breathe, minimising waste and helping our patients, staff and visitors to travel actively and sustainably.

We will shift away from a single-use culture to one that embraces the reuse of our precious materials. Not only will this help us to protect finite resources, but it will also help our budget stretch further in challenging times.

By taking these bold actions, we will benefit our local environment as well as the brilliantly diverse colleagues and communities we serve.

We have a unique opportunity to deliver sustainable healthcare at our Trust, to make it truly fit for the future. We must seize this opportunity now to protect our planet and patients, both now and in the future.

# The case for change

**Faced with an interconnected crisis of climate change and biodiversity collapse, it is clear that ‘business as usual’ is not an option for healthcare organisations.**

These issues are contributing to a global health crisis, disrupting services which provide clean air, water and food, while causing vector-borne diseases and respiratory and cardiovascular problems.

Climate change has been described by the World Health Organisation as the greatest threat to global health in the 21st century. Heat-related deaths are expected to double to 10,000 a year in the UK by the 2050s. Poor air quality, meanwhile, hospitalises four Londoners every day.

We also have legal obligations to leave our environment in a better state than we found it. The NHS, which contributes 4-5% of the UK’s carbon emissions, pledged to become the world’s first Net Zero service by 2040 (for emissions it controls) in the Health and Care Act 2022.

As a Trust, we are aware of our own impact. When Guy’s and St Thomas’ and Royal Brompton and Harefield merged in 2021, it brought us closer to providing world class healthcare and research in heart and lung care. But it has also combined the carbon footprint of five acute sites and 100 community sites, which has intensified the need for us to focus on sustainability.

Our commitment to a greener future aligns with the Government’s ‘three big shifts’ outlined in the 10 Year Health Plan for England: hospital to community, analogue to digital, sickness to prevention.

This will be made a reality through a coordinated approach, including:

- Delivering home appointments and remote care to reduce emissions from travel
- Implementing digital tools that help staff make the best clinical decisions and reduce emissions
- Helping our staff and patients to walk, wheel and cycle and choose increasingly plant-based diets
- Improving the air that we breathe to prevent and manage illnesses
- Championing the health benefits of access to nature by transforming our green spaces

The Trust plays an important role locally as an anchor organisation. We will lead by example and improve the health and wellbeing of the communities we serve, as outlined in our Trust Strategy. This will involve tackling healthcare inequalities by improving local air quality, which disproportionately affects the most vulnerable and deprived communities.

We will work with our regional and national partners who share our mission – including local authorities, healthcare providers and academic institutions. We will bring stakeholders together to create a greener, cleaner and healthier London.

We will make bold decisions that make a meaningful difference. This will help us build an NHS fit for the future – focused on world-leading, preventative and low-carbon healthcare. A greener future means better local health, prosperity and a healthier environment. That is the vision of our Green Plan - healing our patients and our planet.

# Our organisation

**Guy's and St Thomas' NHS Foundation Trust is one of the UK's leading healthcare, research and innovation organisations.**

Serving our patients and communities by providing consistently excellent personal care is at the heart of everything we do.

From our 5 hospitals, in the community and in partnership with others, we offer a comprehensive and lifelong range of general and specialist care of the highest quality.

Through leading clinical academic research, innovation and training, we are developing the staff, clinicians and treatments of tomorrow.

We are dedicated to diversity, inclusion and opportunity. And we are ambitious for the future of healthcare.

Our merger in 2021 brought together some of London's most renowned hospitals and services, with the Royal Brompton and Harefield hospitals joining Guy's, St Thomas', Evelina London and our community services.

Our clinical services, health research, education, training and innovation are delivered by a workforce of 23,600 people, including some of the best clinicians and researchers in the country.

We provide a unique and comprehensive range of services, from local and community care for people in Lambeth and Southwark to the most highly-specialist and globally-leading care, research and innovation for people across London, southern England and beyond.

Our main hospital sites stretch from central London to the outer regions of the capital.

## How we are organised

Due to the size of our organisation, we are organised into 4 clinical groups, and delivery groups including the corporate team and Essentia.

The clinical groups are:

- Cancer and Surgery
- Evelina London Women's and Children's
- Heart Lung and Critical Care
- Integrated and Specialist Medicine

The clinical groups have responsibility for operational leadership and delivery of Trust Strategy in their areas. Each clinical group has an executive team, which is supported by an advisory board that includes non-executive representation, and has the staff and budget akin to a large hospital trust, working across multiple sites.

The clinical groups are supported by our Essentia delivery group which provides a wide range of non-clinical support services. This includes our patient transport team, our catering services and our waste management team who ensure we handle and dispose of our waste safely and sustainably.

## Education and training

At our world-famous teaching hospitals we train the doctors, nurses, midwives, allied health professionals, dentists and scientists of the future.

At any time, we can have over 500 doctors in training; 1,000 nursing and midwifery students in clinical placements; and, over the course of the year, support 1,100 allied health professional students.

We are the largest dental teaching hospital in Europe, and 1 in 5 of all UK-educated dentists train with us.

We are members of King's Health Partners, alongside King's College Hospital and South London and Maudsley NHS Foundation Trusts - and a world-leading university, King's College London. This brings together research, education and clinical practice through more than 46,000 NHS colleagues and 31,000 students.



# Our impact on the environment

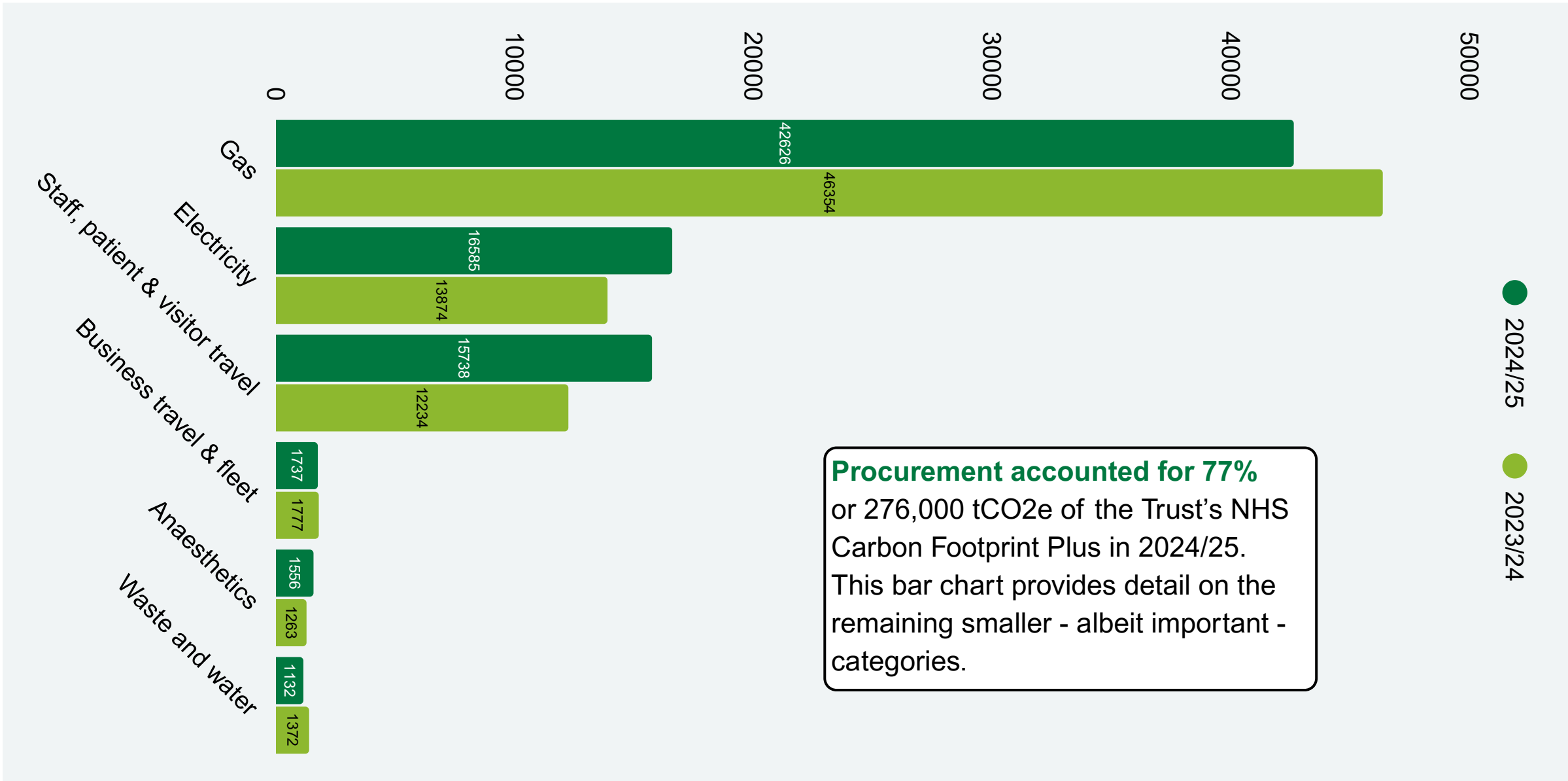
The Trust’s carbon footprint is reviewed and calculated annually.

In 2024/25, our NHS Carbon Footprint (the emissions we directly control) was 64,366 tonnes CO2e (carbon dioxide equivalent) and our NHS Carbon Footprint Plus (which we can only influence) was 347,323 tonnes CO2e. We have been able to reduce our NHS Carbon Footprint by 3% over the year, while our NHS Carbon Footprint Plus increased by 5%.

Heating our buildings is one of the main contributors to our overall carbon footprint. With funding from the Department for Energy Security and Net Zero we are progressing plans for a low-carbon District Energy Network at St Thomas’ Hospital which will increase our resilience and efficiency, and would help us to reduce our carbon emissions from heating by 80% by 2032.

Emissions from our core vehicle fleet (cars, vans and minibuses) were stable over the past year. While these remain a small proportion of total emissions, they still account for 1,100 tonnes CO2e and are a significant source of air pollution, emitting 2.62 tonnes of nitrogen dioxide, which is harmful to health. Full fleet electrification by 2035 will significantly reduce these impacts.

NHS Carbon Footprint Plus by category in 2023/24 and 2024/25 (tCO2e), excluding procurement

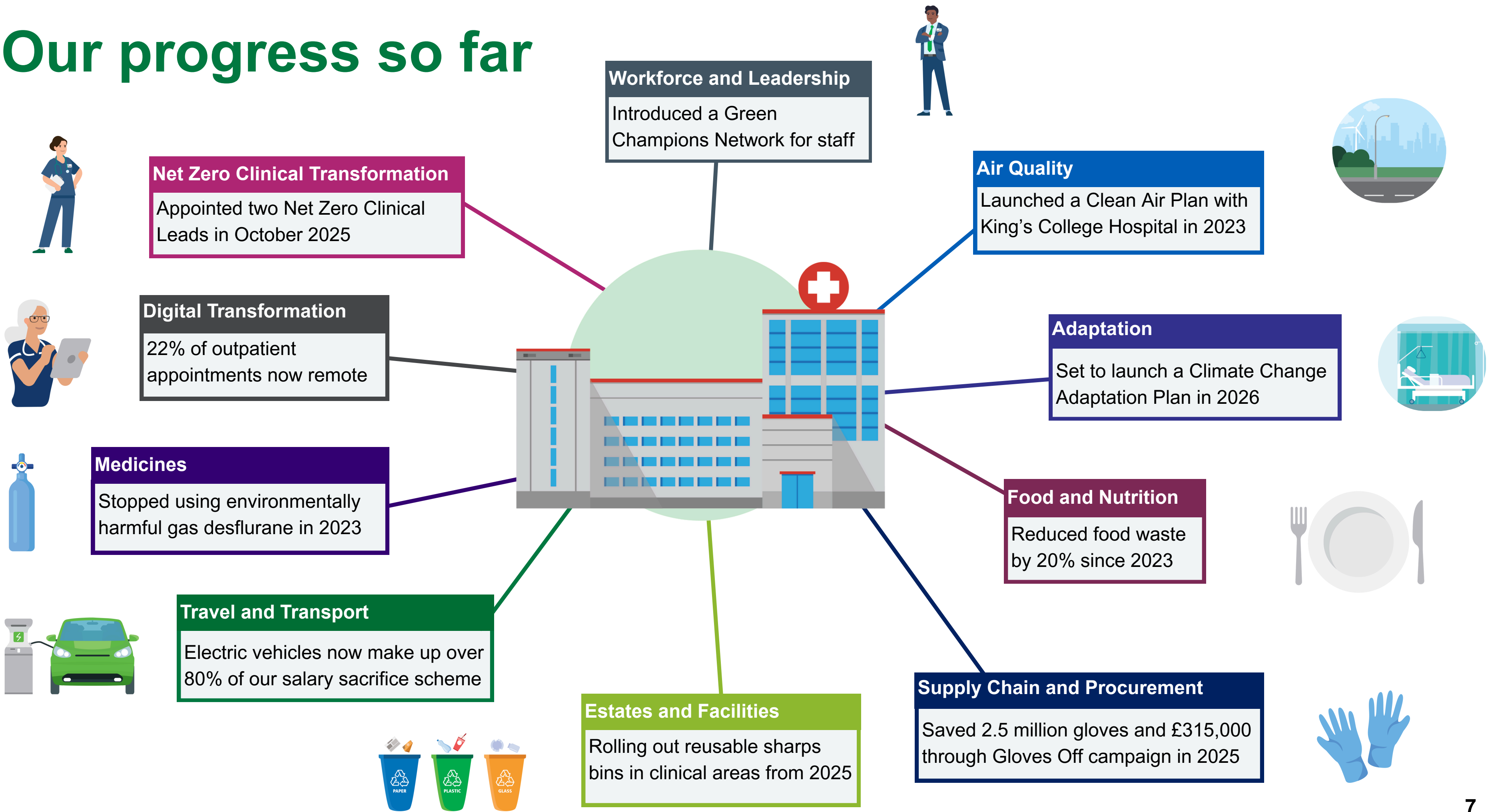


We are continuing to make progress in reducing air pollution and have gone beyond national requirements by including ‘Air Quality’ as a focus area in this Green Plan.

We also generate large volumes of waste, with more than 5,000 tonnes disposed of in 2024/25 alone. We will continue to focus on improving clinical waste segregation and increasing domestic waste recycling from our current rate of 56%.

Above we provide a comparison of our 2024/25 NHS Carbon Footprint to 2023/24. These calculations are based on the best available data at the time of reporting and may be refined in future as data and methodologies improve. Comparisons to prior years are only partially possible due to data gaps and therefore not presented here.

# Our progress so far



# Engagement while developing the plan

**We have undertaken extensive engagement in 2025 so that our plan reflects what matters to the people who use our services, colleagues, leaders, governors and partners.**

Engagement has consisted of patient and staff surveys, in-person stalls, drop-in and online sessions, group and individual discussions and all-staff briefings. We designed the engagement to ensure we heard a wide range of voices, including targeted engagement with under-represented groups.

## **We engaged with:**

- 400 patients, members of the local community and our governors
- 350 colleagues

## **We heard:**

- People told us it was very important for the Trust to take action to protect the environment.
- They also wanted these efforts to support the health and wellbeing of staff and patients.
- Patients and the public told us their biggest priority was for us to cut down on waste, improve reuse and recycling and use fewer single-use items.
- They also want us to reduce energy use (e.g. cut down on unnecessary heating, lighting and equipment usage), provide more sustainable catering and create more green spaces.
- Our staff told us that clear and easy-to-follow objectives would encourage them to get more involved in sustainability efforts at work.
- They also want to see direct impact or results of actions, and support from leadership and management.
- Staff also want more frequent training and education to help them make more sustainable choices at the Trust.





# Our areas of focus



# Workforce and Leadership



**Our mission to reach Net Zero relies on our incredible colleagues.**

From doctors, nurses, midwives and allied healthcare professionals, through to porters, housekeepers and foodservice assistants - every single member of staff has a role to play.

There is already strong support for a greener future. Nationally, 9 in 10 staff back the NHS Net Zero ambition, while 6 in 10 say they are more likely to stay in an organisation taking decisive climate action.

We will educate and empower our staff to make sustainable choices in their everyday lives at work and home. We will also encourage ideas and feedback from our workforce to improve our green actions.

We recognise that we will need our most senior leadership to lead by example. By regularly monitoring our governance structures we will ensure our senior staff and executives are held accountable for delivering our Green Plan.

## Progress so far

- ✓ Launched a Green Champions Network
- ✓ Supported the growth of staff-led sustainability groups (i.e. Green Emergency Department)
- ✓ Integrated sustainability into online corporate inductions and e-learning
- ✓ More than 200 colleagues have joined our online platform to share ideas and best practice
- ✓ 6 staff members enrolled onto a levy-funded sustainability apprenticeship
- ✓ Appointed a designated Board-level Net Zero Lead



# Workforce and Leadership

## Our objectives are:



Ensure staff and patients have an understanding of Net Zero



Empower staff to take action to reduce environmental impact



Embed sustainability into staff performance objectives



Integrate sustainability into Quality Improvement projects



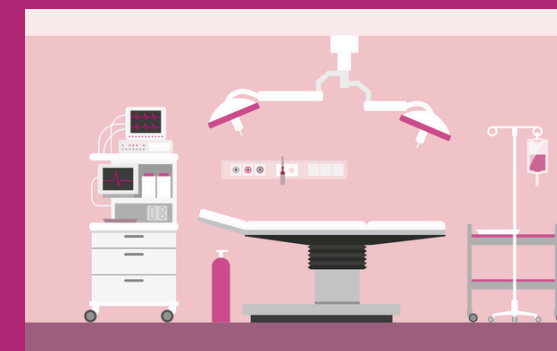
Incorporate staff and patient feedback into sustainability activities

## Examples of how we will achieve this:

- Run three Trust-wide behaviour change campaigns a year
- Hold 10 online and in-person educational events (i.e. webinars / Lunch and Learns) a year
- Ensure a minimum of one Green Champion representative within every directorate by 2026
- Achieve a year-on-year increase in staff involved in networks (e.g. Clean Air Action Group / Green Travel Network)
- Achieve a year-on-year increase in staff undertaking sustainability training including senior leaders
- Achieve a year-on-year increase in the number of staff undertaking a sustainability apprenticeship
- Support 1,500 staff to join a Healthy by Nature session, organised by Centre for Sustainable Healthcare, by 2028
- Integrate sustainability messaging into annual staff appraisal guidance by 2027
- Expand sustainability monitoring in ward accreditation scheme by 2027
- Incorporate sustainability into Quality Improvement (QI) training by 2027
- Track and measure sustainable QI (SusQI) projects through an online platform by 2027
- Set up an awards scheme for SusQI projects by 2027
- Undertake an annual sustainability survey for staff and patients



# Net Zero Clinical Transformation



**The best treatment for patients and the planet is high-quality, preventative and low-carbon at every stage.**

In line with the Government's 10 Year Health Plan as well as the Trust's Strategy to 2030, we are moving towards community-based, digitally-enabled care that focuses on the prevention of ill health and reduction in health inequalities.

We will champion sustainability across clinical pathways, focusing on areas where we can make the biggest difference, such as acute medicine, emergency care, diagnostics and long-term conditions such as renal disease.

## Progress so far

- ✓ Appointed our first Net Zero Clinical Leads
- ✓ Introduced a new electronic patient health record system which will support the transition to Net Zero
- ✓ Up to 250 patient contacts a day at our @Home community service which reduces inpatient stays
- ✓ Emergency Department (ED) in the Royal College of Emergency Medicine's (RCEM) Green ED initiative
- ✓ Palliative Care department participating in national pilot of Greener Palliative Care Awards
- ✓ Launched a campaign to reduce unnecessary pathology testing and associated emissions
- ✓ Blood samples are carried from Guy's Hospital to a lab at St Thomas' by drones



# Net Zero Clinical Transformation

## Our objectives are:

▶ Enable our Net Zero Clinical Leads to drive sustainable cultural change in clinical practice

▶ Decarbonise clinical pathways

▶ Reduce unnecessary imaging, testing and single-use items across all pathways

▶ Integrate digitalisation within clinical pathways

▶ Integrate access to greenspaces and nature within clinical pathways

## Examples of how we will achieve this:

- Communicate the appointment of Net Zero Clinical Lead to staff by 2026
- Stand up a multi-disciplinary working group by 2026 to deliver on clinical transformation ambitions
- Implement Getting It Right First Time (GIRFT) Greener Pathway guides by 2028 (addressing a minimum of 95% of recommendations):
  - 'Fully' achieve a minimum of 75% of recommendations
  - 'Partially' achieve a minimum of 20% of remaining recommendations
- Achieve a year-on-year reduction in number of referrals for imaging per 1,000 patients
- Achieve a year-on-year reduction in number of pathology testing per 1,000 patients
- Achieve a year-on-year reduction in number of peripheral lines in ED per 1,000 patients
- Achieve a year-on-year increase in home bed capacity
- Ensure 3,000 patients can join a Healthy by Nature session by 2028, to support preventative care





# Digital Transformation



**Strong digital foundations are essential for transforming care by improving access, quality, productivity and reducing emissions.**

Our digital estate, from electronic health records to PCs, laptops, servers and clinical systems, plays a vital role in how we care for patients. However, digital services can also increase emissions.

By embedding sustainability into digital transformation, we can improve access, reduce waiting times, cut paper and travel, and lower our carbon emissions. We will also reduce the digital estate's power consumption, enable energy-saving technology and promote good data hygiene across our workforce.

We will prioritise sustainability in the procurement, design and management of digital services. This includes maximising the benefits of digital transformation to reduce emissions and improve patient care, for example, by reducing the use of paper and providing remote care pathways where clinically appropriate. We will ensure every step of our digital strategy delivers for our patients and our planet.

## Progress so far

- ✓ Introduction of electronic patient system Epic and patient-facing MyChart has led to a 31% reduction in Trust-wide printing
- ✓ Reduced number of in-person appointments, with 22% of outpatient appointments now virtual
- ✓ Remote monitoring avoided 7,000 in-person appointments and 263,000 patient travel miles
- ✓ Digital-first approach has transitioned printed leaflets into accessible, inclusive webpages
- ✓ Changed in-house default printer settings to monochrome, saving at least 5p per print
- ✓ Decommissioned servers and replaced hard disk storage, reducing power consumption by 65%



# Digital Transformation

## Our objectives are:

▶ Accelerate adoption of home care pathways

▶ Ensure a digital first approach to reduce paper and printing

▶ Engage with suppliers and hosting partners to reduce environmental impact

▶ Reduce environmental impact of digital infrastructure

▶ Make informed sustainable hardware decisions

▶ Take advantage of emergent technologies in a safe and sustainable manner

## Examples of how we will achieve this:

- Increase in MyChart sign-ups to ensure the majority of the patient population are registered by 2028
  - Increase percentage of in-person outpatient appointments avoided and patient/staff travel miles avoided per year from 2026
  - Determine the sustainability impact of remote monitoring and prioritisation of patient appointments based on risk by 2028
- Reduce in-house printing and printers by 2028
  - Increase proportion of patient information leaflets digitised across the Trust each year
  - Annually reduce the number of paper-based records duplicated onto Epic
  - Digitise historic paper records in external long-term warehouse storage from 2026
- Ensure all new digital contracts include sustainability requirements and carbon reduction plans
  - Integrate sustainability-focused KPIs for six largest IT contracts by 2026, with similar standards for remaining contracts by 2027
  - Increase external data centre hosting with demonstrable progress in carbon impact reduction
- Achieve annual energy savings from the data centre programme, including an 80% reduction in energy consumption from physical server decommissions by 2026
  - Evaluate smart docking stations and identify 'non-production' servers as candidates for managed power downs
- Introduce digital employee experience platform to enable sustainability performance reporting for digital workplace by 2026
  - Identify and reduce the top 10% of abnormally energy intensive and inefficient digital devices from the Trust each year by 2027
  - Integrate sustainability criteria into hardware refresh from 2026
- Consistently consider the most environmentally and cost-efficient way to develop and use AI



# Medicines



**Medicines are a crucial part of improving peoples' health, but some of the choices we make are an avoidable source of harm to the environment.**

We can deliver best clinical practice and significant reductions in the NHS carbon footprint by making simple changes.

Medicines account for around 25% of NHS emissions overall. A few medicines account for a large portion of these emissions, for example anaesthetic gases and some inhalers. Waste from medicines, such as used inhalers or expired stock, leads to emissions from disposal and other environmental pressures.

We will continue to reduce nitrous oxide waste from inefficient piped systems, support patients to choose the most appropriate inhaler and help them to dispose of used inhalers in a more environmentally friendly way.

Please note that this section focuses on the 'point of use' emissions of medicines. Actions to reduce emissions from the medicines supply chain are set out in the 'Supply Chain and Procurement' focus area.

## Progress so far

- ✓ Stopped using desflurane - the most environmentally harmful anaesthetic gas - in all clinical settings in 2023
- ✓ Received funding from NHS England to reduce nitrous oxide wastage at Guy's and St Thomas' sites
- ✓ Our clinical pathways for asthma and chronic obstructive pulmonary disease (COPD) combine best clinical practice with low-carbon choices
- ✓ Taken part in an innovative inhaler recycling pilot
- ✓ Begun shift from intravenous (IV) to lower carbon oral paracetamol in Emergency Department and theatres, anaesthetics and perioperative (TAP)
- ✓ Teach younger patients to move from liquid to lower carbon solid pills where appropriate



# Medicines

## Our objectives are:



Reduce medical gas wastage



Support appropriate inhaler choice and technique



Switch from IV to oral administration of medicines



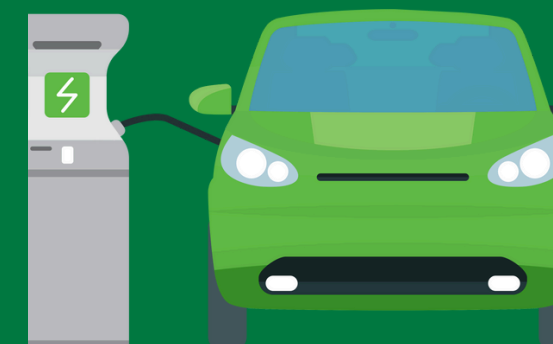
Reduce the impact of waste from medicines

## Examples of how we will achieve this:

- Decommission two out of five piped nitrous oxide systems by 2026
  - Continue to move to a lean supply to allow for the decommissioning of the remaining 2 systems by 2028
  - Ensure no new piped nitrous oxide systems by 2026
  - Complete audit of nitrous oxide and oxygen (Entonox) wastage across the Trust and develop action plan by 2027
- 
- Support approval and implementation of the South East London Emergency Department Acute Asthma Pathway
  - Achieve a 10% year-on-year decrease in the average non-SABA (short-acting beta-2 agonists) inhaler emissions from 2027
  - Achieve a 10% year-on-year decrease in SABA high-carbon metered dose inhalers (MDIs) issued in ED
  - Achieve a year-on-year increase in the number of staff who complete the 'High Quality and Low Carbon Respiratory Care' online training course
- 
- Achieve a year-on-year reduction in IV versus oral administration of antibiotics, where clinically appropriate
  - Stop all routine use of IV paracetamol unless oral medication is not clinically appropriate by 2027
- 
- Evaluate the inhaler recycling pilot at Trust level and, subject to its outcome, continue the scheme
  - Widely promote and encourage existing blister pack recycling



# Travel and Transport



**We can reduce the environmental impact of our travel and transport by championing cleaner, greener, and more efficient ways of getting around.**

The NHS fleet is the second largest in the country, and directly contributes to harmful air pollution. From staff commuting and business travel to patient transport and logistics, every journey matters.

We will support a shift towards zero-emission vehicles, active travel, and smarter journey planning by providing the right infrastructure, incentives and information. This includes expanding access to Electric Vehicle (EV) charging, promoting electric bikes (e-bikes) for business travel, and ensuring our fleet is increasingly zero emission.

We will embed sustainable travel into how we work, encouraging all staff to make greener choices and helping our travel and transport partners do the same. By rethinking how we travel, we can improve air quality, cut carbon emissions and support the health and wellbeing of our staff, patients and communities.

## Progress so far

- ✓ Launched a Green Travel Plan in 2023
- ✓ Offered only zero-emission vehicles on the Trust's salary sacrifice scheme since 2023
- ✓ Introduced e-bikes to support our neighbourhood nursing teams to travel sustainably to patient homes
- ✓ Reduced the number of under-utilised community vehicles
- ✓ Introduced EVs within our Non-Emergency Patient Transport Services and community engineering fleet
- ✓ Provide cycling storage facilities, Cycle to Work Scheme and Dr Bike (free onsite bike maintenance service)





# Travel and Transport

## Our objectives are:

▶ Improve access to EV charging infrastructure

▶ Expand our zero emission fleet

▶ Reduce vehicle idling across Trust and partner fleets

▶ Use vehicles more efficiently and encourage the least polluting modes of transport

▶ Support active travel at the Trust

▶ Develop new sustainable travel frameworks

## Examples of how we will achieve this:

- Grow the number of fleet-facing EV chargers across the Trust's estate on at least six sites by 2028
- Increase the number of offsite charging networks accessible to the fleet by 2028

- Enable the purchase/lease of only Zero Emission Vehicles from December 2027 (as per NHS England guidance)
- Ensure EVs make up at least 30% of the fleet by 2028

- Achieve a 5% year-on-year reduction in average monthly idling time across the fleet
- Launch anti-idling campaigns with applicable contractors including patient transport providers, taxi contractors, waste collection providers and couriers

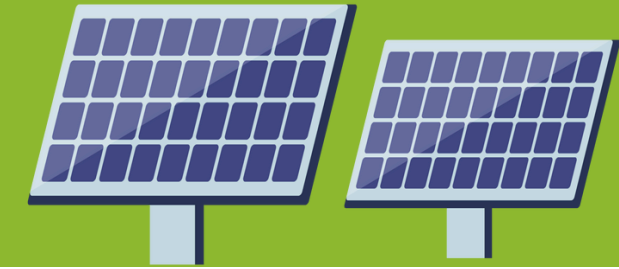
- Reduce the number of remaining under-utilised vehicles to less than 10% of the total fleet by 2028
- Reduce empty vehicle mileage in patient transport by 2028
- Grow the number of Trust e-bikes by 2028
- Improve access to public micro-mobility schemes (e-bikes / scooters) annually from 2026

- Maintain and improve free onsite bike maintenance service (Dr Bike)
- Improve active travel support by 2028 through initiatives such as improving cycling storage and shower facilities
- Increase proportion of staff using active modes of travel for work from 2025 (as shown through staff travel survey)

- Replace Green Travel Plan with a Sustainable Travel Strategy by December 2026 (as per NHS England guidance)
- Integrate sustainability into the Trust's existing Business Travel and Subsistence Policy by 2027



# Estates and Facilities



**There are opportunities across our estate to reduce emissions and lower costs, while improving energy resilience and patient care.**

The energy used in our buildings accounts for 93% of our NHS Carbon Footprint (the emissions we directly control). In addition, fossil fuel heating and local power production contribute to air pollution in and around our sites, which impacts our patients, visitors and staff directly.

We will minimise emissions from new build projects and major refurbishments, and ensure our new Estates Strategy assesses the sustainability performance of the existing estate. We will continue to reduce the waste we produce, reusing what we can and recycling what we can.

Our outdoor spaces offer an opportunity to support patient recovery as well as staff and visitor wellbeing by connecting with nature. We will further improve our green spaces to support preventative healthcare and explore innovative ways to green our grey spaces.

## Progress so far

- ✓ Carried out heat decarbonisation assessments at St Thomas'
- ✓ Secured funding to install solar panels at six of our community sites
- ✓ Begun the rollout of reusable sharps containers at our sites - they can be reused more than 500 times
- ✓ Received funding for the Centre for Sustainable Healthcare's Healthy by Nature programme
- ✓ Working in partnership with the Lambeth GP Food Co-op to help connect patients with nature
- ✓ Transformed four acres of land into wildflower meadows at Harefield Hospital



# Estates and Facilities

*\*Please note some of these initiatives are subject to grant funding*

## Our objectives are:

- ▶ Reduce the environmental impact of capital projects
- ▶ Complete heat decarbonisation plans for all of our hospital sites
- ▶ Continue to source low-carbon and renewable energy
- ▶ Achieve NHS England targets for waste management
- ▶ Support the Trust's Healthy By Nature programme
- ▶ Support compliance with environmental legislation

## Examples of how we will achieve this:

- Ensure all new build projects and major refurbishments are compliant with the NHS Net Zero Building Standard
  - Achieve BREEAM ‘excellent’ and ‘very good’ respectively for 100% of new build projects and major refurbishments by 2026
- Where these are not agreed, Board-level sign-off is required at design stage*
- Develop and deliver heat decarbonisation plans for our acute and owned community sites, with the aim to reduce our NHS Carbon Footprint from heat by at least 80% between 2028-2032 against our 2018/19 baseline
- Ensure 50% of all lighting across our owned estate is LED and has suitable energy efficient controls by 2028
  - Ensure 50% of suitable owned spaces have solar panels installed by 2028
  - Ensure all new building leases have an Energy Performance Certificate (EPC) rating of ‘C’ or above and are heated by low-carbon sources by 2026
  - From 2026, review up-to-date EPCs and Display Energy Certificates (DECs) for existing buildings to help us understand how we can achieve minimum targeted ‘C’ rating
- Achieve 60:20:20 clinical waste segregation ratios (60% disposed of as offensive / non-infectious waste, 20% infectious waste and 20% high-temperature incineration waste) by 2027
  - Achieve 80% non-clinical waste recycling rate by 2028
- Improve our outdoor spaces, with nature in mind, to enable the delivery of the Healthy By Nature Programme, from 2026
- Continue to manage and monitor our compliance with all relevant environmental legislation and regulations from 2026
  - Achieve a year-on-year improvement in audited environmental compliance performance



# Supply Chain and Procurement



**It is crucial that we reduce the environmental impact of the goods and services we buy and bring our suppliers with us on our Net Zero journey.**

Our supply chain accounts for 77% of our NHS Carbon Footprint Plus (including emissions we can influence). As one of the largest NHS Trusts, we recognise that our supply chain is extremely complex. However, as a member of SmartTogether - a procurement shared service with other London Trusts - we are also in a position to drive lasting change.

We will embed sustainability and circularity into procurement in line with Public Procurement Regulations. This will involve avoiding purchases where possible, and shifting to reusable, remanufactured or recycled solutions when clinically appropriate, which are often cost-saving.

We will continue to collaborate with our providers to reduce our NHS Carbon Footprint Plus and align with the NHS Net Zero Supplier Roadmap. Our supply chains will become more adaptable and resilient to climate risks and disruptions. Digital tools and supply chain data will be used to monitor carbon impact and enhance transparency and traceability across the supply chain. We will ensure ethical sourcing and labour standards are upheld.

## Progress so far

- ✓ Launched the SmartTogether procurement shared service with our partner Trusts
- ✓ Introduced a walking aid return scheme for patients at our acute and community sites
- ✓ Set up an online platform - called Warp It - for staff to reuse furniture and equipment
- ✓ Saved more than 2.5 million non-sterile gloves through our Gloves Off campaign in 2025
- ✓ Conducted Evergreen Sustainable Supplier Assessment training with procurement staff





# Supply Chain and Procurement

## Our objectives are:

- ▶ Ensure sustainability is consistently applied in procurement
- ▶ Improve circularity and phase out single-use items
- ▶ Introduce robust sustainable procurement guidance and policy
- ▶ Standardise approach to purchasing
- ▶ Increase collaboration with our suppliers
- ▶ Make our supply chain operation more efficient

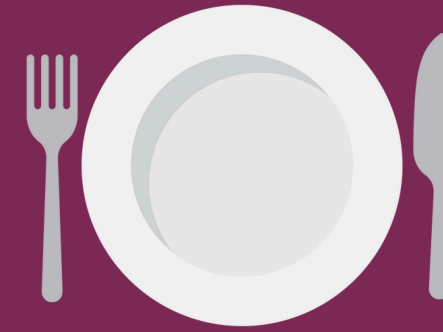
## Examples of how we will achieve this:

- Include a minimum 10% Net Zero and Social Value weighting in all relevant procurements and report where the Trust has enforced higher weightings from 2026
- Ensure all suppliers submit Carbon Reduction Plans (baseline emissions and published targets) by 2027
- Work with all new NHS Supply Chain suppliers to achieve Level 1 Evergreen Sustainable Supplier Assessment by 2027
- Request all other new suppliers (outside of NHS Supply Chain) are registered on Evergreen by 2027
- Develop at least one new opportunity a year to move away from single-use products Trust-wide
- Factor in repurposing services into our equipment replacement and capital project contracts where applicable from 2026
- Integrate sustainability criteria where possible when standardising product lines to reduce carbon footprint from 2026
- Appoint a procurement Green Champion who will collaborate with SmartTogether partners by 2026
- Include sustainability in our Sourcing and Category Strategies and procurement guidance by 2026
- Ensure Chartered Institute of Procurement & Supply accredited procurement staff complete sustainability training by 2027
- Include air quality criteria in new tenders and contracts for services with significant transport elements from 2026
- Improve data on suppliers and monitor opportunities to increase proportion of spend on nationally procured contracts by 2027
- Integrate sustainability into our Supplier Relationship Management process by 2026
- Establish 'sustainability and Net Zero' as an agenda item at all strategic supplier meetings by 2026
- Improve efficiency of deliveries and stock levels via the Trust's consolidation centre by 2028





# Food and Nutrition



**We can support our patients and the planet by reducing food waste and reviewing our menu choices.**

The food system produces more than 30% of global emissions and is the number one driver of nature loss. Half of these emissions come from food waste, which equates to the national emissions of the US and EU combined.

By making changes to our menus, we can significantly reduce the environmental impact of catering, while making dishes healthier and more nutritious. However, we must carefully balance this with patient choice.

Our menus will place a focus on seasonal produce, high in fruit and vegetables supplemented by low-carbon proteins like wild venison and tofu. Placing plant-based options at the top of our menus will prompt greener, healthier choices.

Regular monitoring and reporting of our food waste volumes and emissions will enable us to reduce our costs and wider impacts on nature, including deforestation and pollution.

## Progress so far

- ✓ Reduced food waste by 20% since 2023
- ✓ Rolled out digital food ordering and waste monitoring tools for the majority of wards
- ✓ Made use of ingredients that would have been wasted in our retail and patient menus
- ✓ Standardised portion sizes and reduced the number of 'just-in-case' orders
- ✓ Carried out food donation trials at our acute sites
- ✓ Reduced the carbon footprint of our meals and put plant-based options at the top of menus
- ✓ Composter at Royal Brompton Hospital can reduce food waste disposal volume by 80% in up to 24 hours



# Food and Nutrition

## Our objectives are:



Measure and reduce waste and carbon emissions from our food



Put in place a digital meal ordering system for all patient food orders



Sustainably source our food



Incentivise plant-based meals and low-carbon meats



Minimise plate waste and increase patient nutrition outcomes

## Examples of how we will achieve this:

- Weigh all of patient and retail food waste at point of disposal (e.g. at ward level)
- Reduce Trust-wide food waste by 20% by weight by 2028, through a number of measures such as introducing ‘cook freeze’ within our Central Production Unit
- Donate food at risk of expiring to the local community and encourage our partners to do the same
- Obtain carbon footprint figures for 85% of ordered patient and retail food by 2027

- Order all of patient meals through a digital ordering system by 2028

- Ensure a minimum of 70% of annual food spend is certified to higher environmental standards by 2026
- Ensure a minimum 70% of food spend is for food grown, reared or produced in the UK by 2026

- Test the ‘greener by default’ approach in retail areas to incentivise uptake of plant-based and other low-carbon dishes by 2028  
*(This approach makes plant-based food the standard option on menus, while allowing diners to choose meat/dairy options)*

- Ensure at least one ward has completed the NHS England ‘blue crockery’ trial, to make food more visible, by 2026
- Ensure 90% of ward crockery matches the quality and specification of the blue crockery trial by 2028 (subject to successful trial)



# Adaptation



**Resilience to a changing climate is essential to meet increasing pressures on our services and avoid disruptions.**

Our climate is changing. Forecasts by the Met Office predict that the frequency of climate impacts such as extreme weather events will continue to increase, which poses a risk to Trust operations.

During the summer heatwave of 2022, the Trust suffered an IT incident which significantly impacted our operations and demonstrated how climate change could impact healthcare in the future. The need to adapt our estate is evident.

Infrastructure upgrades, including new green spaces, are underway at the Trust to boost our resilience to extreme weather events. We will publish our Climate Change Adaptation Plan during 2026 which will outline our approach to increase our adaptation Trust-wide.

We are also working with our partners to understand how climate change scenarios may affect our healthcare planning needs.

## Progress so far

- ✓ Put in place Emergency Preparedness, Resilience and Response (EPRR) plans to support business continuity during extreme weather events
- ✓ Undertook an infrastructure resilience review across our sites following data centre incident in 2022
- ✓ Installed additional cooling at our St Thomas' IT data centre
- ✓ Developed a Climate Change Adaptation Plan
- ✓ Replaced older chillers with newer models



# Adaptation

## Our objectives are:

▶ Publish the Trust's Climate Change Adaptation Plan

▶ Set up a Climate Change Adaptation Plan working group to support delivery

▶ Support business continuity during adverse weather events

▶ Establish accountability for adaptation at the Trust

## Examples of how we will achieve this:

- Publish our Climate Change Adaptation Plan by 2026

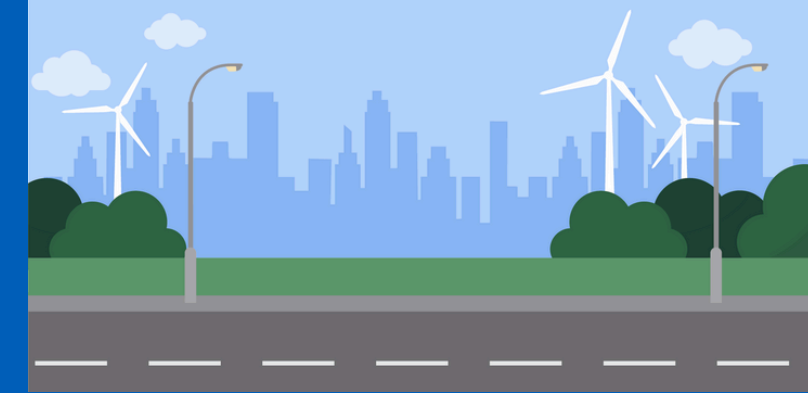
- Launch the Climate Change Adaptation Plan working group by 2026
- Complete the NHS England Climate Change Risk Assessment for one Trust site by 2027
- Build resilience into our Estates Strategy and capital project planning, including through green infrastructure

- Integrate NHS adaptation recommendations into our EPRR processes by 2026

- Appoint a senior member of staff who is accountable for adaptation measures by 2026
- Ensure climate risk is reported in line with Task Force on Climate-related Financial Disclosures (TCFD) annual reporting requirements by 2026
- Complete a deep dive review of climate change risk on the corporate risk register



# Air Quality



## **Air pollution remains the most important environmental threat to health.**

Poor air quality affects every single organ in our bodies and throughout all life stages, causing and worsening long-term conditions. It is estimated to contribute to 30,000 early deaths in the UK a year.

Not everyone is affected equally. London boroughs had the highest proportion of deaths attributable to air pollution in 2023. The most deprived and most diverse communities of London are more likely to live in the most polluted areas.

The Trust plays a dual role: we contribute to air pollution through our own operations and also treat the people who suffer from poor air quality.

The Government's 10 Year Health Plan highlights air quality as a key element to achieving one of its three fundamental shifts: from sickness to prevention. We will continue to take action to reduce our own impact and raise awareness through our Clean Air Action Group, staff training and education, and knowledge sharing with other trusts.

## **Progress so far**



Received funding from Impact on Urban Health, part of the Guy's and St Thomas' Foundation, to improve air quality and raise awareness of its health impacts



Published our first Clean Air Plan with King's College Hospital NHS Foundation Trust in 2023



Installed air quality monitoring at pedestrian entrances and loading bays at our acute sites



Reduced particulate matter pollution at St Thomas' main entrance by 16% between 2022 and 2025



Integrated air quality data into Epic and MyChart



Installed a green screen at St Thomas' Nursery which acts as a barrier to pollutants





# Air Quality

## Our objectives are:

- ▶ Continue to carry out air quality monitoring and reporting
- ▶ Further improve our understanding of air pollution at our sites
- ▶ Continue to raise awareness of air pollution with our staff, patients and visitors
- ▶ Enable our clinicians to take action
- ▶ Use green infrastructure to reduce exposure to air pollution

## Examples of how we will achieve this:

- Continue air quality monitoring at a minimum of five pedestrian entrances
  - Deliver a 5% year-on-year reduction in the most significant air pollution episodes on loading bays
  - Regularly share monitoring data internally and externally where relevant
- 
- Quantify the change in ED admissions on days of 'high' and 'very high' air pollution for conditions such as acute asthma and stroke by 2027
  - Assess ways to link ED admissions data to population demographics and health inequity to support wider research
- 
- Develop and implement a staff and patient engagement strategy by 2027
  - Continue to send out air quality alerts to all staff on days of 'high' and 'very high' air pollution
  - Improve air quality messaging to patients and suppliers through digital display boards in loading bays, waiting rooms and air quality data in MyChart from 2026
- 
- Evaluate use of air quality identifiers in Epic and increase usage year-on-year from 2027
  - Widely communicate air quality training opportunities to staff and identify ways to measure uptake from 2026
  - Co-develop damp and mould pathways and guidance for clinicians, working with regional partners, by 2027
- 
- Identify priority areas and funding routes for green infrastructure which reduces exposure to air pollution by 2028

# Governance and accountability

The Trust Board, through the Transformation and Major Programmes Committee, has responsibility for oversight, assessment and management of climate-related issues and our commitments relating to environmental sustainability.

Delivery of the Trust Green Plan is overseen at an executive level by the Green Plan Delivery Board (GPDB), which has representation from all clinical and corporate delivery groups. The GPDB meets every two months and reports biannually to the Trust Executive Committee. The GPDB is responsible for collating good practice from across the Trust.

The GPDB is chaired by a nominated Board-level Net Zero lead, whose role is to drive forwards the sustainability agenda and promote environmental considerations through the GPDB and its members.

In 2025, the Trust appointed its first Net Zero Clinical Lead - a member of the GPDB - who will shape and drive the integration of sustainability into our clinical pathways, ensuring we deliver high-quality, preventative, low-carbon care across the Trust.

The GPDB will identify operational support for each of our 10 focus areas. A number of sustainability working groups, many of which sit within the clinical groups, will lead on the implementation of Trust-wide initiatives in their areas - as well as group or departmental specific pieces of work.

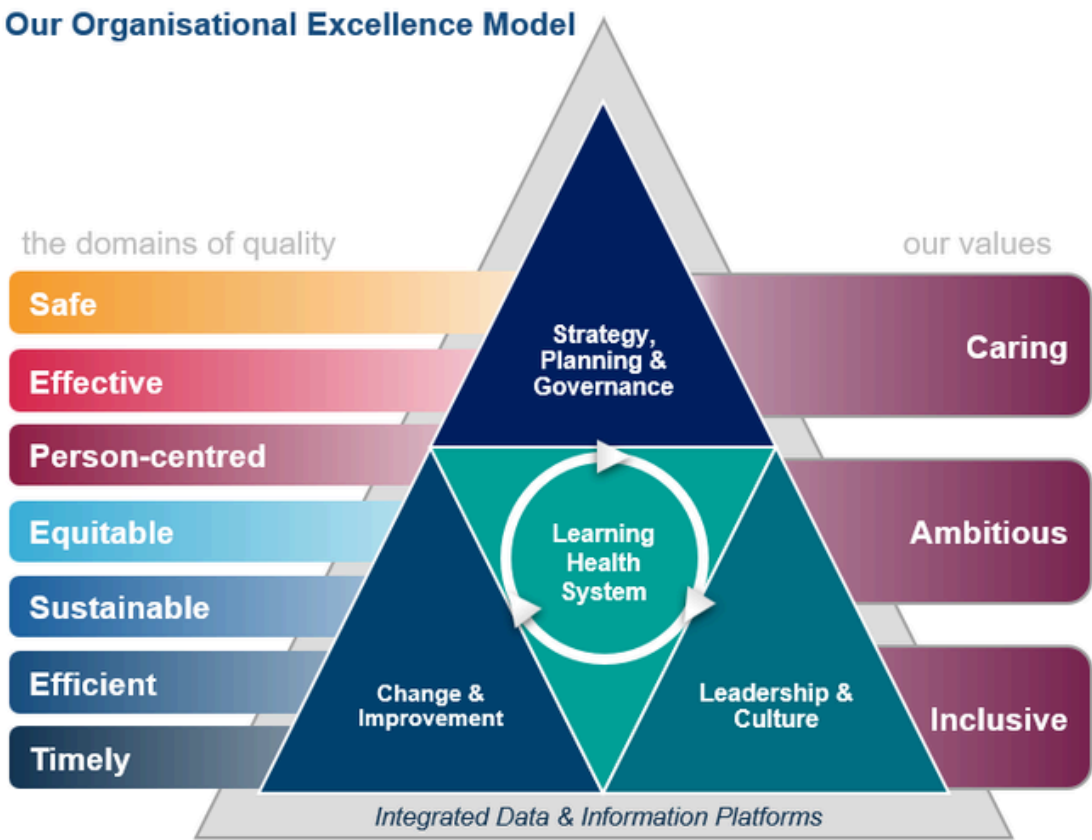
The Sustainability team continues to partner across Guy’s and St Thomas’ NHS Foundation Trust and King’s College Hospital NHS Foundation Trust. The team carries out cross-functional collaboration to integrate sustainability into all aspects of the organisations.

Our new Organisational Excellence Model - which outlines our Trust strategic objectives - will include sustainability as one of the seven domains of quality. This will ensure our efforts to protect the environment are central to quality improvement activities at the Trust.

We will continue to embed environmental sustainability into existing policies, projects and processes, by committing to develop and implement a Sustainability Impact Assessment for all business cases.

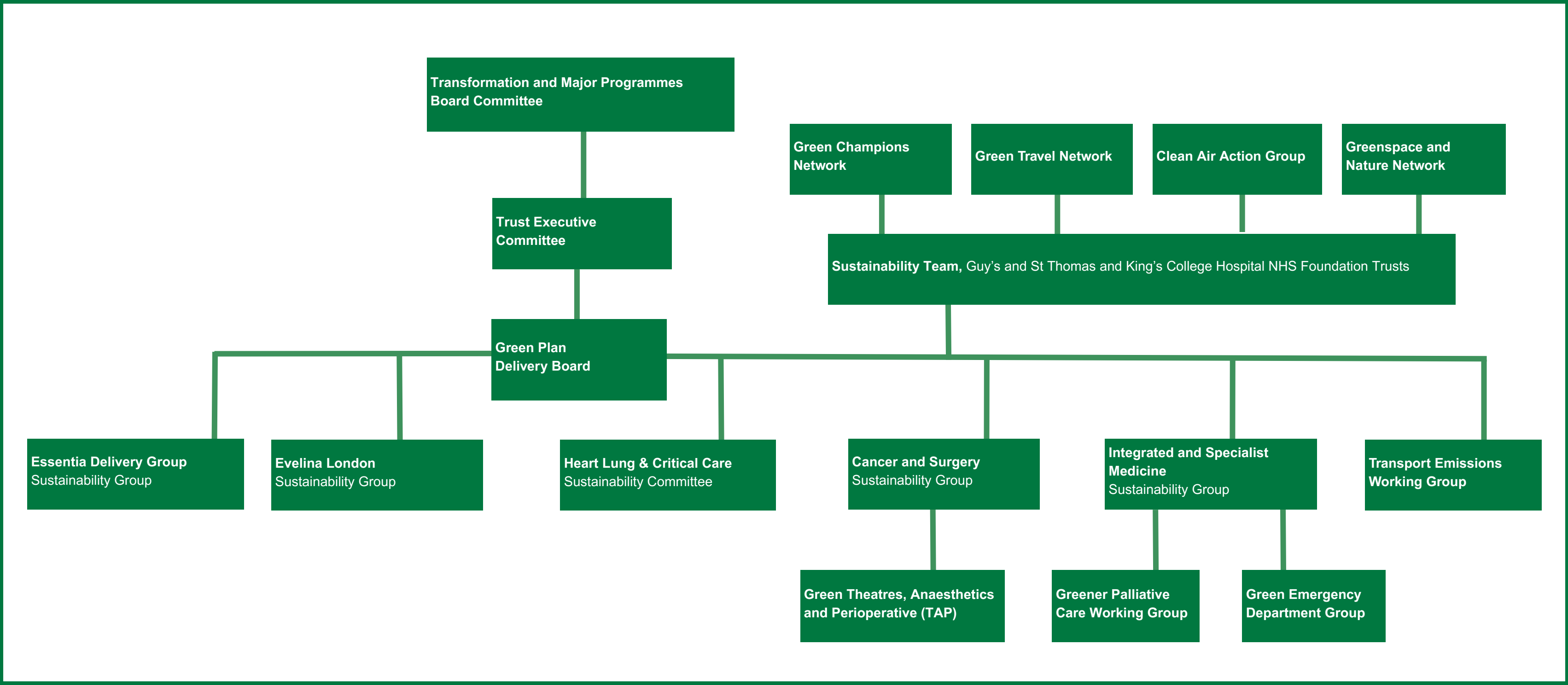
We will learn from best practice, share progress across the sector, and play an active role as an anchor institution by working with our partners, tenants and local organisations, contributing to and delivering against key local environmental strategies.

Please note some of the objectives and Key Performance Indicators (KPIs) outlined in this document are subject to grant funding.



# Sustainability governance structure

As of January 2026



\*Please note that other, more informal, grassroots sustainability groups exist at the Trust

# Tracking and reporting

The Trust will report on progress against its Green Plan in line with the requirements set out in the Department of Health and Social Care (DHSC) Group Accounting Manual, the Foundation Trust Annual Reporting Manual and the NHS Standard Contract.

**Annual reporting:**

- Trust carbon footprint (NHS Carbon Footprint and NHS Carbon Footprint Plus), - this goes beyond NHS England reporting requirements. NHS Carbon Footprint Plus reporting, which includes indirect emissions through our supply chain, is an area of improving methodology.
- Trust Annual Report:

The ‘sustainability’ section includes:

- Narrative updates on progress and key achievements
- Delivery of key milestones
- Task Force on Climate-related Financial Disclosures (TCFD) which will be increased in scope from 2026 to enhance decision making, strategic planning and transparency

Going forward, this will also include an assessment of risks to future delivery.

- Estates Return Information Collection (ERIC)
- Premises Assurance Model (PAM)
- Greener NHS Transport Data Collection
- NHS Food Data Collection

**Bi-annual reporting:**

- Trust Executive
- Transformation and Major Projects Board

**Quarterly and monthly reporting:**

- Greener NHS Data Collection
- Reporting against all KPIs
- Clinical groups and Essentia report to Trust Executive at Performance Review Meeting (PRM)
- Essentia environmental compliance score

**Ad-hoc:**

- Progress against the delivery of our Green Plan will also be reported on as part of the Care Quality Commission (CQC)’s Well-led single assessment framework.

As set out in NHS England’s reporting guidance, we are adopting a phased approach to publishing sustainability disclosures and meeting reporting requirements.

We are working hard to ensure that we collect robust data across a wide range of environmental performance indicators, including our carbon footprint, which we have been able to report on across all Trust sites and activity since 2023/24.

Work is ongoing to ensure environmental sustainability considerations are fully embedded into clinical and delivery group planning and reporting.

All clinical and delivery groups have defined KPIs for environmental sustainability which are reviewed regularly and enable the Trust to track progress and escalate any issues.

We will develop an environmental sustainability dashboard to support reporting efforts and visualise progress as well as gaps in delivery.

To shape subsequent delivery windows, the Trust will commission a quantified gap analysis by 2028, which will compare progress to date to the system-wide Net Zero targets and identifying revised delivery milestones and timelines to 2040 and 2045.



# Glossary

**BREEAM (Building Research Establishment Environmental Assessment Model)** - a method of assessing, rating and certifying the environmental, social and economic stability of buildings

**Circularity** - A system where materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling and composting

**Climate change** - A large-scale, long-term shift in the planet's weather patterns and average temperatures

**CO2e (carbon dioxide equivalent)** - A unit of measurement that is used to standardise the climate effects of various greenhouse gases

**Consolidation centre** – A facility where goods from multiple suppliers are combined into larger, more efficient loads for final delivery

**Core vehicle fleet** - the essential vehicles that a business or organisation uses through lease, ownership or hire to support its primary operations

**Decarbonise** - Reduce or eliminate carbon emissions being released by a process

**Deforestation** - The removal and destruction of a forest or stand of trees from land that is then converted to non-forest use

**Desflurane** - An anaesthetic gas which has been decommissioned for routine use by NHS England due to its high global warming potential (2,500 x that of carbon dioxide)

**Emergency Preparedness, Resilience and Response (EPPR)** - Planning for, and responding to, a wide range of incidents and emergencies that could affect health or patient care

**Ethical sourcing** - The process of sourcing products and services in a responsible way that considers the social, environmental and economic impacts of the supply chain

**EMS (Environmental Management System)** - a framework designed to help organisations monitor, control, and continuously improve their environmental performance.

**Epic** - An electronic patient record system used at Guy's and St Thomas'

**Evergreen Sustainable Supplier Assessment** - An online self-assessment tool which enables suppliers to engage with the NHS on their sustainability journey

**Fossil fuels** - A natural non-renewable fuel (e.g. coal or gas) formed from the buried remains of ancient living organisms

**Greener by default** - Making plant-based food the standard option on menus, while allowing diners to choose meat/dairy

**IV (intravenous)** - A medical process that administers fluids, medications or other substances directly into a person's vein for rapid delivery

**LED** - a light emitted diode (with low power consumption and longer lifetimes over incandescent light sources)

**Low-carbon** - Causing only small amounts of carbon dioxide added to the atmosphere

**MyChart** - An app and website which lets patients securely access parts of their health records (as part of Epic)

**Net Zero** - A state in which the greenhouse gas emissions going into the atmosphere are balanced by removal from the atmosphere

**NHS England Climate Change Risk Assessment** - A tool which helps NHS organizations identify, assess, and plan for climate-related risks to their operations, infrastructure, and service delivery.

**Nitrogen oxides** - A family of gases which are toxic pollutants, formed mainly from burning fossil fuels

**Non-SABA (short-acting beta-2 agonist)** - Inhalers used for the long-term management of conditions like asthma and COPD

**NEPTS (Non-emergency patient transport services)** - Funded transport for patients who would struggle to safely attend their treatment independently

**Particulate matter pollution** - Harmful pollution from a mixture of solid particles and liquid droplets found in the air

**NHS Supply Chain** - A national body which supports the NHS by managing the sourcing, delivery and supply of healthcare products, services and food

**Pollution** - The introduction of substances into the natural environment that cause harm

**Plant-based meal** - A meal consisting mostly or entirely of foods from plants

**Plate waste** - Uneaten food that is left on plates after a meal

**Quality Improvement** - A systematic and continuous process for evaluation and improving systems, often focusing on patient experience, safety and efficiency

**Remanufactured** - The build of a product to its original specifications using a combination of reused, repaired and new parts

**Renewable energy** - Energy from naturally replenishing natural sources (e.g. sunlight, wind, water and heat)

**SABA (short-acting beta-2 agonist)** - quick-relief inhalers that open airways to treat asthma and COPD symptoms like wheezing and breathlessness

**SusQI (Sustainability in Quality Improvement)** - An approach to improving healthcare in a holistic way, measuring the health outcomes against its environmental, social and economic costs and impacts to determine its "sustainable value"

**Task Force on Climate-related Financial Disclosures (TCFD)** - A framework to support public sector bodies to disclose climate-related risks and opportunities

**Under-utilised vehicles** - Vehicles that have not been used as often as expected i.e. those being driven for less than 15 miles per day on average

**Ward accreditation scheme** - A process where hospital wards are assessed against a set of criteria to measure and improve the quality of care, patient experience and staff morale



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# Next steps

**Our plan is ambitious:** designed to address the environmental challenges facing our healthcare systems to give us hope for the future. It will be delivered through the talent and dedication of our people and by harnessing the power of new technology and innovation to help us to meet the needs of the communities we serve.

We will continue to engage with patients, colleagues, our governors and a wide range of external partners as we implement our plan.

Our clinical groups, Essentia and corporate services will drive delivery through local strategies that align with this overarching plan, and our Trust Strategy to 2030 will guide this work.

Our Board will monitor progress, and we will review and adapt our plans in response to changing circumstances where necessary, holding true to our commitment to protect our patients, people and planet.

For further information about our Green Plan, please contact our Sustainability Team at [gstt.sustainability@nhs.net](mailto:gstt.sustainability@nhs.net).

