

essentia



Guy's and St Thomas'
NHS Foundation Trust

A large, stylized graphic of a leaf or plant branch, rendered in white outlines against a teal background. The graphic starts from the bottom left and extends towards the top right, with several large, pointed leaves and a few smaller circles at the end of a branch on the right side.

Guy's and St Thomas'
Sustainability strategy 2021-2031
Our roadmap to sustainable healthcare

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Foreword

Guy's and St Thomas' NHS Foundation Trust has a history of promoting sustainability and we are proud of our many accomplishments. To continue leading the way, working with our partners and local councils, we now need a more ambitious approach.

We must decarbonise our operations, enrich our green spaces and find innovative solutions to how we use natural resources across our whole Trust. This will contribute to combating climate change and improving local air quality, enhance the look and feel of our estate and ensure we are adaptable by boosting the resilience of our assets and the systems and equipment we use to deliver our services.



Sir Hugh Taylor,
Guy's and St Thomas' Chairman

Our sustainability strategy sets out a clear path for the next ten years and the areas that we will focus on. We will monitor our performance and, with each passing year, ask ourselves what we need to do to keep delivering our ambitions. We recognise that this is an environmental sustainability strategy but its implementation will bring many social benefits too.

We will consider the environment in everything we do and, as an anchor institution and NHS leader, we will play an important role beyond the boundaries of our estate, leading by example and improving the health and wellbeing of the communities we serve. We will bring key stakeholders together to make the required changes for a greener, cleaner and healthier London. This strategy also responds to our legal and moral obligations to leave a positive impact on our surrounding environment. It won't be easy, but we are committed to playing our part.

Hugh Taylor

Introduction

Nature is struggling to cope with our rates of consumption and pollution. According to the World Health Organisation, climate change is the greatest threat to global health in the 21st century and scientists believe we are now in the sixth mass extinction because of human activity. To protect our own health and wellbeing, and to protect the existence of future generations, we need to prevent further harm and adapt to an already changing environment.

The UK government committed the country to net zero carbon emissions by 2050 and released the Environment Bill in 2020. So we are legally obliged to address climate change and to protect the environment. The NHS is responsible for about 4% of England's total carbon emissions and in October 2020 committed to reaching net zero direct carbon emissions by 2040 and net zero indirect carbon emissions by 2045.

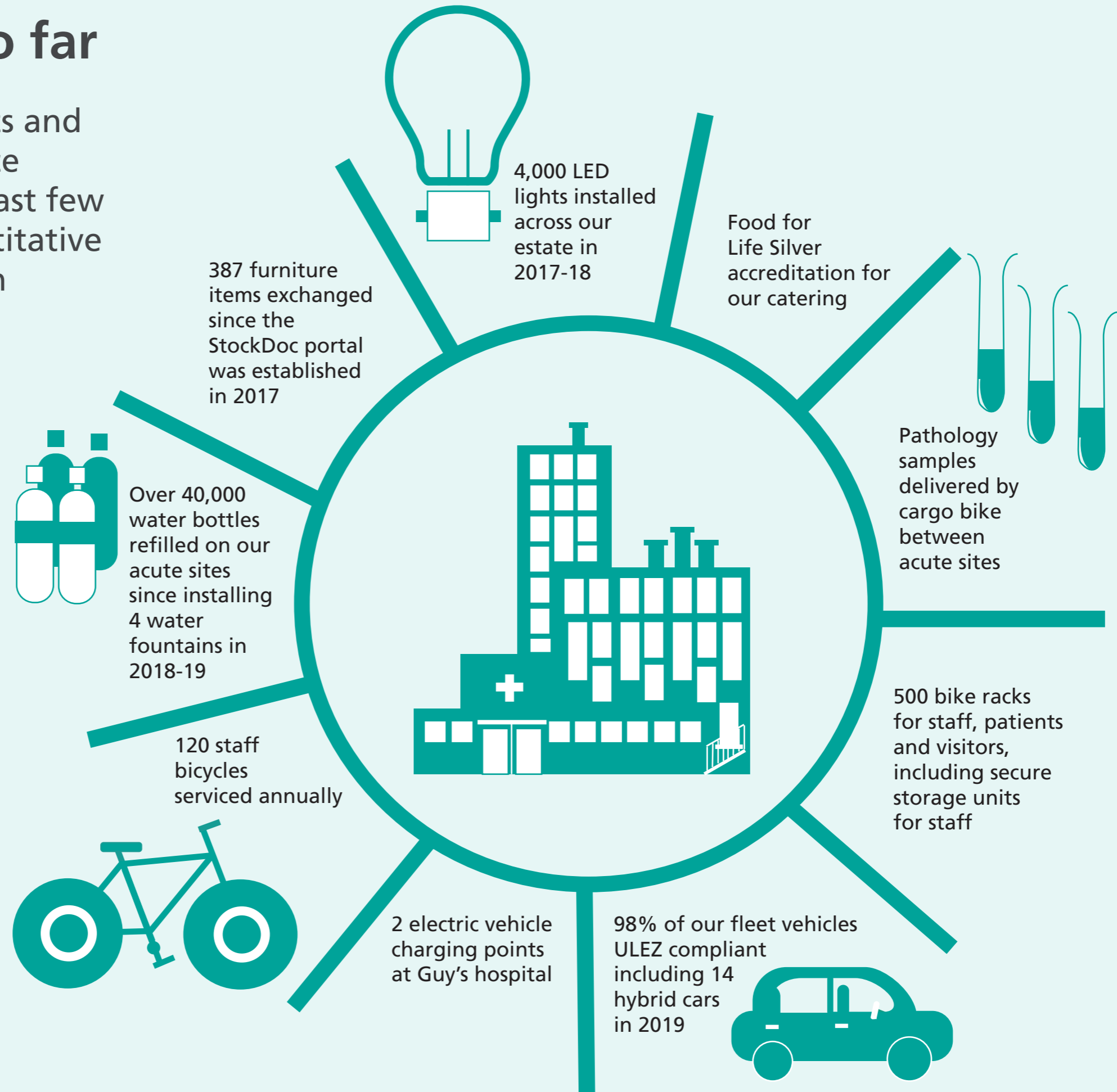
London population health is linked to poor environmental conditions; 40% of national tuberculosis cases are in London, 1.5 million Londoners have mental ill-health, and poor air quality hospitalises four Londoners every day. Increased patient admissions will drive up our consumption and our carbon emissions. Our status quo is adding to the environmental problem and bringing more patients to hospital. Business as usual is simply not an option anymore.

We are a large Trust with a significant environmental impact. The ability to solve big challenges depends on bold decisions that really make a difference. We recognise there is an opportunity for us to take a lead role in driving shared goals in the context of the South East London Integrated Care System. Our commitment to the planet means working with key stakeholders who share our mission of sustainable healthcare, to help our budgets stretch further, reduce pressure on health services and support London's sustainable development ambitions.

We aim to align ourselves, wherever possible, with the United Nations' Sustainable Development Goals for 2030. In the crucial years ahead, we will all need to think differently and act urgently to reduce our carbon emissions from our own operations and supply chain, look after the natural environment, adapt to changing environmental conditions and move away from a disposable culture. In doing so our buildings, systems, supplies, operations and employees will be fit for the future, and able to provide a healthcare service for generations to come.

Our highlights so far

A range of projects, events and initiatives have taken place across the Trust over the last few years bringing both quantitative and qualitative benefits in sustainability.



Our impact

All our activities have a carbon footprint, which is categorised into three scopes. Scope 1 covers direct emissions from our operations and scopes 2 and 3 cover all indirect emissions in our upstream and downstream activities.

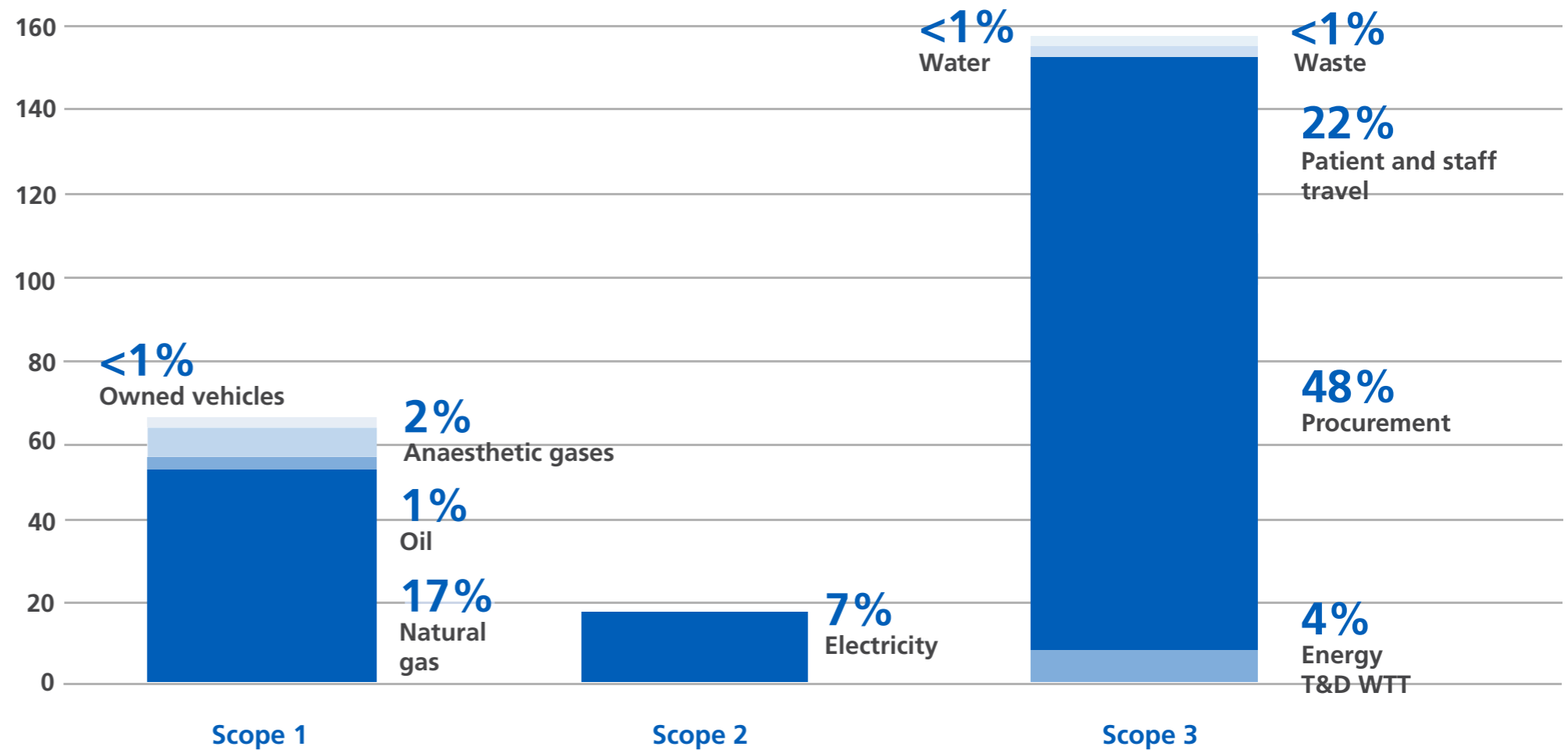
Scopes 1 and 2 emissions account for 26% and scope 3 emissions account for 74% of our total carbon footprint.*

Our carbon footprint has increased by 5.4% since 2018 -19. Scopes 1 and 2 carbon emissions have increased when compared against total patient contacts by 5.4%, internal floor space by 6.5% and number of staff employed by 2.3%.

We calculated our carbon footprint from a combination of actual and estimated data using the nationally recognised Sustainability Reporting Portal and the Health Outcomes Travel Tool. We have full and accurate datasets for most categories for scopes 1 and 2 emissions since 2018-19 and future emission reduction targets will be set against that baseline year.

Thousand tonnes of carbon dioxide equivalent emissions (CO2e)

Carbon footprint 2018 -19 by scope and activity



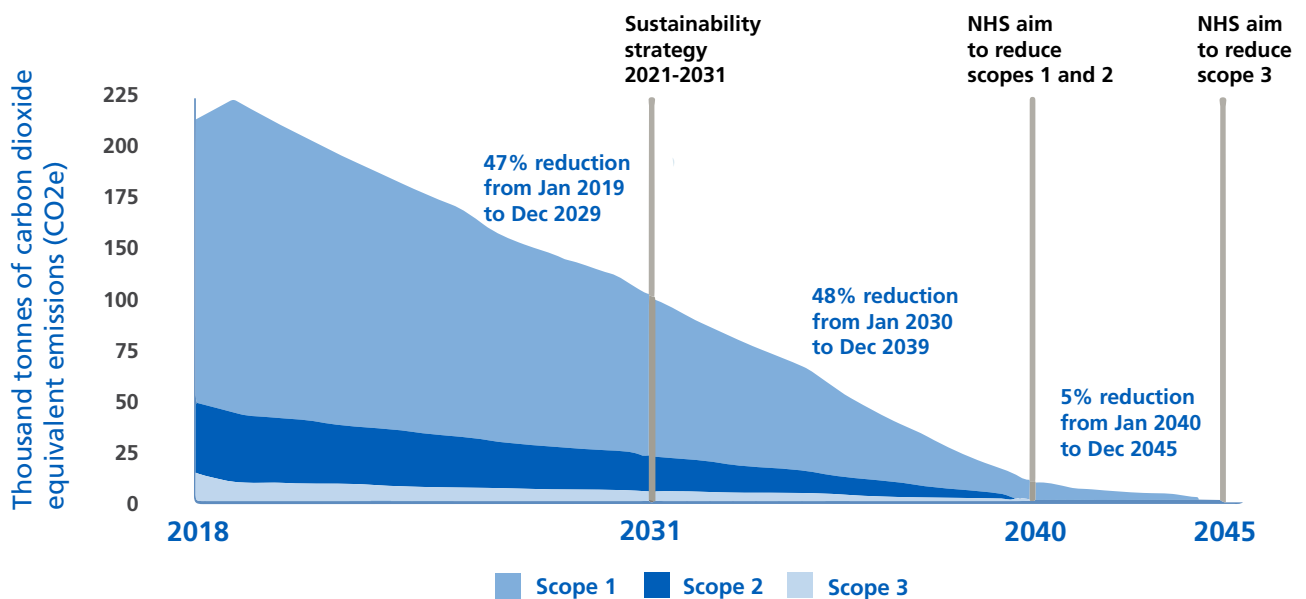
Although some of our activities appear to have a minimal footprint, they are still key resources used by the Trust and so are included within this strategy. Calculations based on financial year 2018 - 2019.

*Procurement emissions are calculated based on the data provided in 33% purchase orders (2018 - 19) and 51% of purchase orders (2019 - 20). Waste streams have been combined for the purposes of calculating waste emissions with the carbon conversion factors currently available. Emissions from Owned vehicles are likely to be underestimated.

Our projection

We must have net zero carbon emissions by 2050 but we need to work even harder to align ourselves with the NHS net zero targets by 2040 (direct emissions) and by 2045 (indirect emissions). To do this we will need to reduce our absolute scopes 1 and 2 emissions by 47% by December 2029, which will require a significant increase in the speed and scale of our action plan delivery. Aiming for this target will put us in the best position to meet the NHS net zero targets with a few years to spare, to make sure we are net zero by 2050.

Carbon footprint projections



We are committed to understanding the impact we have on nature. We will enhance our surrounding natural environment, increase access to nature, encourage active transport and improve our air quality.

We are committed to understanding how we use natural resources. We will drive efficiencies in natural resource use and keep valuable materials in circulation for as long as possible.

Our responsibility

Guy's and St Thomas' NHS Foundation Trust has historically considered how nature is linked to our own health and wellbeing. Florence Nightingale said "nature alone cures" and those words have never been more important than now, with the threats of climate change and environmental degradation that our planet faces. To ensure the health and wellbeing of our population, we must ensure the health of our planet. We believe we can drive world-leading healthcare without depleting Earth's resources and by giving back to the environment that we rely on. That's why we are committed to taking responsibility for the impact of both our direct activities and those we are indirectly responsible for, including the lifecycle of the products and services we buy.



The United Nation's 17 Sustainable Development Goals (2015-2030) are an ambitious commitment to end all forms of poverty, fight inequalities and combat climate change. We will address as many of these goals as possible through our sustainability strategy.

Developing our strategy

This strategy seeks to recognise wider public expectations concerning the environment and population health. It also drives implementation of the sustainable development objectives in the NHS Long Term Plan and the NHS commitment to net zero direct carbon emissions by 2040 and net zero indirect carbon emissions by 2045.

The process of developing this strategy involved staff as well as wider stakeholders. It was important that it reflected the needs and ambitions of the Trust and empowered our staff to contribute their views on sustainable healthcare.

1 Understanding our current position
We reviewed legacy work and performance to date, and identified areas for improvement for the Trust.

2 Learning from others
We learnt from best practice by meeting other leading Trusts and reading their strategies and plans. We familiarised ourselves with national and local government drivers, and the central NHS steer.

3 Engaging with key players
We engaged with key stakeholders by gathering their thoughts, guidance and feedback in meetings and hosting group virtual workshop sessions.

4 Wider consultation
We shared our proposed focus areas and priority actions with staff, patients and partners through virtual workshops and online surveys, to make sure we included everything that was important to them, used the right language and agreed on a sustainable development mission for the Trust.

5 Finalising the strategy
We gathered all feedback and input from staff, patients and partners in the final development of this strategy.

Our role as an anchor institution

Guy's and St Thomas' NHS Foundation Trust have long been established in the South East London communities that we are here to serve, and we are committed to acting as an anchor for the benefit of our local populations. We recognise that we can positively contribute to our local areas in many ways beyond providing healthcare, and this sustainability strategy enables us to make a difference to local people by:

Purchasing more locally and for social benefit

The sourcing team manage over £300m of expenditure across clinical and non-clinical spend categories. We are committed to including social value award criteria in new tenders and to working with our supply chain to make local sourcing possible.

Using buildings and spaces to support communities

The Trust occupies 350,000 m² of space across South East London. We will work with our local strategic partnership to connect, protect and promote the use of local green and blue spaces, and identify adequate maintenance for these.

Widening access to quality work

The Trust is one of the biggest employers in South East London, with 22,000 staff. We will promote environmentally-focused staff benefits and we will apply our strategy to each clinical group so all staff will have the opportunity to deliver on our themes and areas.

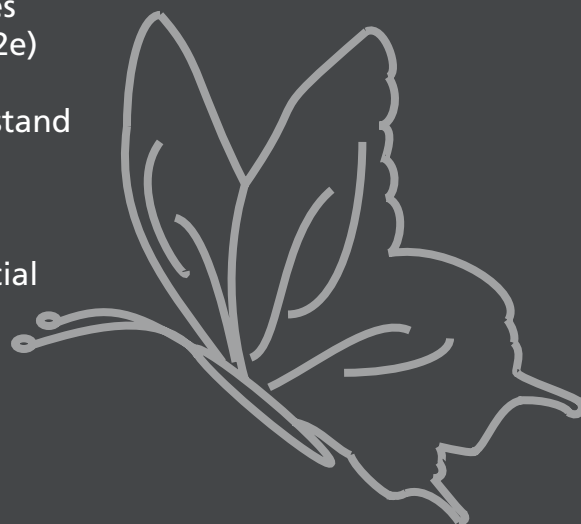
Working more closely with local partners

We will share good ideas with other members of King's Health Partners and other local community partners, and agree a joined-up approach to delivering sustainability initiatives across the South East London Integrated Care System.

Reducing our environmental impact

The Trust was responsible for 210,356 tonnes of carbon dioxide equivalent emissions (CO₂e) in 2018-19. We will reduce our total carbon footprint, and we will seek to better understand and improve the impact we have on natural resources.

To effectively deliver on these corporate social responsibility ambitions, this sustainability strategy works alongside other Trust strategies and initiatives.



Our Sustainability strategy

We have embarked on a bold mission to be at the forefront of delivering sustainable healthcare, not just for today's patients but tomorrow's too, by actively protecting the environment we depend on.

The overall aims of the sustainability strategy are to:


- Be recognised as a leading NHS acute Trust for sustainability locally, regionally and nationally
- Make sustainability an explicit aim in our Trust's core objectives, embed sustainability into service planning, contractual agreements and business processes
- Empower all staff to embed sustainability into their day to day work through the provision of training, facilities and resource
- Work with our partners, suppliers and other key stakeholders to drive shared sustainability objectives
- Measure, manage and report on the progress we make against our targets.

Strategic themes and areas


We will focus our environmental sustainability work in areas where we believe we can make the biggest difference, and where we can measure and evidence progress against our baseline year of 2018-19, whenever possible.

Our ambitious mission requires dedication, focus and innovation across three themes, nine areas and two enablers that outline where we are headed and what we intend to achieve.

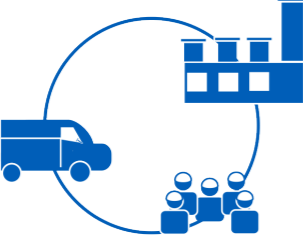
Carbon zero



Building emissions
Reduce emissions from energy use and anaesthetic gases.



Transport emissions
Reach net zero emissions from own fleet.



Indirect emissions
Identify and target indirect emissions hotspots.

Connecting with nature



Greenspace and biodiversity
Maximise the quality of our natural assets.

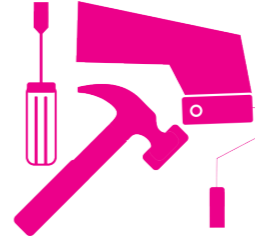


Our food
Reduce the environmental impact of our food.

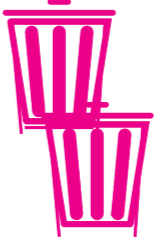


Adapting to change
Learn from nature and adapt to climate change.


Cycle of resources



Capital projects
Consider whole-life costs of materials.



Reduce single-use
Move away from a buy-use-dispose culture.



Circular economy
Drive out waste through repair, reuse and recycling.

Our people: Are active players in delivering our strategic areas.

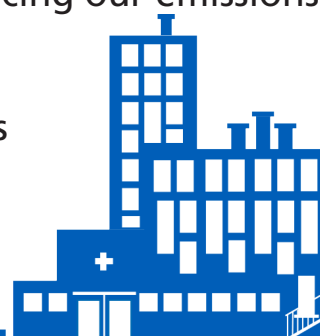
Our approach: Steers our progress through clear leadership and governance.

Carbon zero

We take responsibility for the emissions associated with our own operations, as well as emissions from the products and services we buy. We are committed to showing clear progress towards carbon neutrality across our entire carbon footprint by reducing our emissions and investing in carbon removal solutions.

Our 10-year journey towards 'Carbon zero' will focus on three areas.

Building emissions



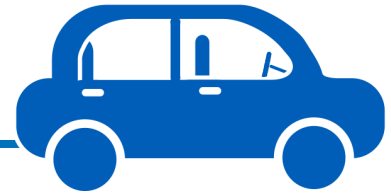
Our activities are intensive and constant. Anaesthetic gases and energy are very costly and represent a large part of our impact on the environment. It is essential that we accurately measure and reduce consumption, where possible, to ensure we are getting the best value for money and minimising our environmental impact from these building emissions.

Objective for 2031: Embed technologies and operational efficiency into clinical and non-clinical practices throughout our estate so we deliver a 30% reduction in our emissions from energy and anaesthetic gases compared to 2018-19 levels.

To get there we will:

- Develop a sustainable anaesthesia programme, raising awareness of the impact of anaesthetic gases on the environment and taking actions to reduce this by reducing and capturing most polluting gases
- Monitor utility consumption across our estate and use this data to deliver a programme of targeted energy efficiency schemes to manage and reduce use, including matching occupancy levels with energy consumption
- Specify renewable energy when we enter into new purchasing agreements for electricity
- Invest in low carbon heat and power energy centres for both acute sites and on-site renewable technologies in our community sites, wherever appropriate
- Assess lifecycle energy costs when purchasing new equipment and use this as criteria in decision-making.

Transport emissions



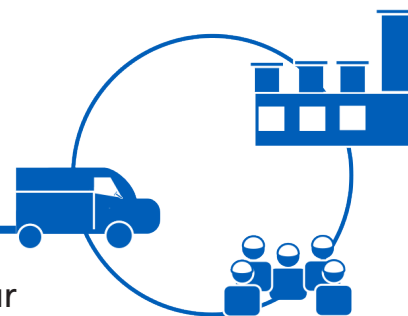
The transport of patients, staff and visitors has a significant impact on local air quality, congestion and health. We consider our impact on local air quality as our duty of care. By developing a Travel Plan and supporting staff, patients and visitors to use more active and sustainable travel methods we will reduce the environmental and health impacts of these activities.

Objective for 2031:
Reach net zero carbon emissions from our own vehicles, and see significant reductions in emissions from staff and patient travel.

To get there we will:

- Develop a Travel Plan to ensure adequate facilities are in place to increase active, sustainable travel in our current and future estate including cycling and walking to our community sites, in particular
- Work with clinical groups to reduce emissions from patient travel by reducing total outpatient visits and aligning with the digital transformation agenda
- Operate 'green fleets' across the Trust, by increasing the use of (cargo) bikes, phasing out diesel engines and ensuring any new vehicles are electric, hybrid or hydrogen vehicles, where available
- Reduce single occupancy car journeys and support travel by electric vehicles to our sites through the provision of charging points, dedicated parking and cheaper parking fees for electric vehicles
- Ensure all staff have access to facilities for teleconferencing to reduce business miles between sites and from attending external meetings
- Encourage remote working for all staff who don't need to travel to a 'place of work'.

Indirect emissions



Everything we do generates a carbon footprint so our entire footprint includes the emissions from the products and services we buy, the goods and services that we distribute and the waste we generate. In fact, these indirect carbon emissions account for the majority of our carbon footprint.

Objective for 2031: Accurately measure our indirect carbon emissions in our upstream and downstream activities, our 'goods in and goods out', identify hotspots including procurement, water and waste, and take targeted action to reduce these emissions.

To get there we will:

- Deliver an ambitious annual programme of carbon reduction projects targeting carbon hotspots including medical equipment and pharmaceuticals, and reducing number of prescribed Metered Dose Inhalers
- Reflect our sustainability and social value commitments in our procurement policy frameworks and contract specifications, and select corporate partners and suppliers who reduce carbon emissions from our supply chain
- Optimise our inter-site deliveries through consolidation and by switching to 'green fleets' including electric vehicles and cargo bikes to deliver goods
- Reduce our mileage by working with our supply chain to make local sourcing possible
- Seek compensation of unavoidable emissions by investing in a credible carbon offsetting programme
- Calculate and report carbon emissions from our indirect activities in line with the Sustainability Reporting Portal.

Summary of 'Carbon zero'

United Nations Sustainable Development Goals



Over the next two years we will commit to:

Building emissions

- 80% reduction in use of desflurane anaesthetic gas from clinical practices compared to 2018-19 levels, and monitoring nitrous oxide usage
- 100% renewable mains electricity supply through the Renewable Energy Guarantees of Origin (REGO) scheme.



Transport emissions

- Switching 85 of our pool and lease cars to electric or hybrid cars.



Indirect emissions

- 75% inter-site deliveries by electric vehicle or cargo bike.

Connecting with nature

We believe nature matters and we will proactively look after our natural environment for people to enjoy and for the services it provides, including our food. We will develop estates that are buzzing with life and learn from nature as we adapt to protect our people and our buildings from the effects of climate change.

Our 10-year journey 'Connecting with nature' will focus on three areas.

Greenspace and biodiversity



Nurturing and improving greenspace has benefits for mental and physical health and wellbeing. If our natural assets are safe, clean, accessible and biodiverse they will also be teeming with life and enjoyable to use. These spaces will also improve our air quality, reduce noise and help combat climate change.

Objective for 2031:
Maximise the quality and benefits of our greenspace and reduce biodiversity loss by protecting and enhancing our natural assets so our grounds exceed planning requirements for safe, clean, accessible and biodiverse outdoor space.

To get there we will:

- Promote health and wellbeing through social prescribing and offering staff and patients opportunities to take part in food growing, beekeeping and other physical activities in nature
- Develop a Greenspace and Biodiversity Plan that focuses on bringing wildlife to our estate by repurposing roof space, walls or other unused areas
- Work with greenspace partners to ensure our estate developments offer bountiful outdoor spaces with varied natural textures, even where land is constrained
- Seek to provide biodiversity net gain through our new building developments
- Work with our local strategic partnership towards adequately maintaining, connecting, protecting and promoting our local green and blue spaces.

Our food



We are proud of the food we offer patients and staff through our own catering and retailers on our sites. We offer great quality, diverse food choices and have invested in a sustainable sourcing programme for our catering operations. In spite of our efforts, we know we can do more to drive a food and packaging system in which people, animals and the planet thrive.

Objective for 2031: Reduce the environmental impacts of our hospital meals and the food provided by retailers across our sites by optimising our operations, cutting food waste down by a third and increasing environmentally-friendly food choices.

To get there we will:

- Promote healthy and nutritious plant-based meal options and reduce the consumption of animal products in our foods outlets, as much as possible
- Follow the food waste hierarchy so food waste can be used to make animal feed, converted into energy or used to make compost. Landfill is a last resort
- Recycle kitchen waste materials including cooking oils and packaging materials
- Deliver initiatives to reduce food waste in cooking, in our restaurants and cafes, and in our wards
- Work with suppliers and commercial outlets on our sites to minimise food and packaging waste and promote ethical farming practices
- Source ingredients from our local community.

Adapting to change



In London we are exposed to dangerous levels of air pollution, and susceptible to the direct effects of climate change including extreme and unpredictable weather events such as heat waves, storms and floods. Nature can have a buffer effect on climate and improve local air quality levels so by implementing nature-based solutions we can lessen these risks.

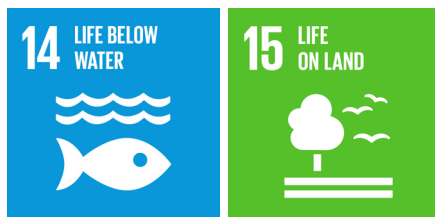
Objective for 2031: To ensure our Trust invests in adaptation measures inspired by nature, so we can improve local air quality and protect our estate and our people from the impacts of climate change.

To get there we will:

- Maximise the quality and resilience of our greenspace, and use plants to mitigate outdoor pollution hotspots, shielding patients and staff from local noise and air pollution
- Promote clean air routes to our patients and, in particular, those with cardiorespiratory disease
- Use indoor plants to improve local air quality inside our hospital sites
- Prevent overheating through building orientation and natural shading, explore natural ventilation options for suitable areas and source recycled aggregate for concrete where alternatives to steel and concrete are not suitable for our building developments
- Implement sustainable drainage systems and increase area of permeable surfaces on our estate
- Plant trees locally and further afield to help clean our air, soak up flash floods and offer natural shading outdoors.

Summary of 'Connecting with nature'

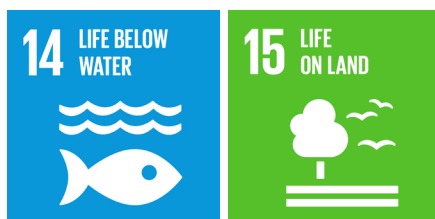
United Nations
Sustainable
Development Goals



Over the next
two years we will
commit to:

Greenspace and biodiversity

- Documenting the extent, type and quality of our natural assets so we can inform our plans to extend and protect these.



Our food

- Knowing how much food waste we produce in our wards so we can target our reductions.



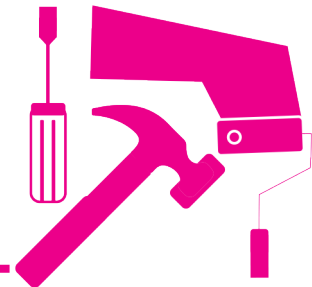
Adapting to change

- Using vegetation to shield our hospital entrances from air pollution, and construction noise and dust.

Cycle of resources

We believe in conserving Earth's resources when developing our estate, operating our facilities and in clinical practice, so we will consider lifecycle costs, drive out waste and close the loop by moving away from a disposable culture to one that embraces the principles of a circular economy.

Our 10-year 'Cycle of resources' journey will focus on three areas.



Capital projects

The construction industry uses natural resources including energy and water, generates huge volumes of waste, and creates air, water and noise pollution. We continually refurbish our estate and we have an opportunity to embed emerging technologies and smart design into our major estate redevelopment programme over the next decade.

Objective for 2031: Reduce the environmental impact of building works during design, refurbishment, construction, operation and decommissioning stages, and consider whole-life costs of materials and products in our construction and refurbishment specifications.

To get there we will:

- Create bespoke sustainability criteria for capital projects, linked to industry best practice, and embed this into procurement processes for design and construction teams
- Develop a sustainability decision-making tool for capital projects, including refurbishments and decommissioning, to encourage estate repurposing, material reuse, resource efficiency and a culture of reducing raw material consumption
- Work with contractors to take a whole-life carbon and costing approach to the design and construction of new buildings, and refurbishments, to maximise in-use energy and water efficiency, and allow building adaptability and flexibility
- Apply certifications such as BREEAM and WELL Building standard to guide selection of appropriate measures and maximise benefits, including the installation of best-in-class technologies that improve our carbon performance
- Embed sustainable travel and efficient delivery of goods and services into estate design and development.

Reduce single-use



We live in a world of finite resources and yet single-use items are used only once before they are thrown away, sometimes seconds after they've been used. Many single-use plastics are made from fossil fuel-based chemicals and cannot be recycled, so they place a burden on the planet and our pockets when we send these to expensive and polluting high temperature incineration plants at end-of-life. Single-use plastics are used for packaging and medical devices, but we will push through barriers to roll out reusable solutions.

Objective for 2031: Move away from a buy-use-dispose culture to a culture that cares about the long-term impact of the consumables it buys by choosing reusable alternatives whenever available and whenever financially feasible to make the switch, and showing a 40% reduction in the purchase of non-essential single use items compared to 2018-19 levels.

To get there we will:

- Identify and replace single-use items used in medical, dental and surgical clinical practice, including personal protective equipment, with viable reusable alternatives
- Reduce the need for single-use clinical items through virtual consultations and other process changes
- Identify and replace non-clinical single-use items with reusable alternatives or more sustainable disposables where reuse is not an option
- Work with suppliers to drive down clinical single-use, to minimise packaging and to remove the plastics in our packaging that cannot be recycled
- Choose on-site retailers that share our commitment to reduce single-use

Circular economy

A circular economy aims to eliminate waste and support the continual use of resources. We generate large volumes of waste and have legal responsibilities to make sure that it is properly segregated, handled and disposed of. By applying the waste hierarchy, rethinking traditional waste models and working closely with our staff and supply chain, we can move away from a throwaway culture towards a circular economy approach, in which we keep resources in use for as long as possible then recover and regenerate products and materials at the end of each service life.



Objective for 2031: Adopt innovative ways of driving out waste and delivering year on year savings in cost and tonnage of waste produced by standardising what we buy and use, repairing and sharing equipment, and finding waste minimisation solutions with our suppliers and contractors to reach a recycling rate of 70%.

To get there we will:

- Ensure we recycle the products we buy by streamlining product lines, including clinical consumables, and continually upgrading our recycling facilities
- Segregate more waste streams at source to improve recycling rates of our suppliers and on-site retailers, as well as our own waste
- Consider whole-life costs when assessing equipment for purchase or lease by prioritising those we can fix, recover or refurbish to use again and again
- Work with suppliers to procure products that offer innovative solutions to waste reduction, including take-back schemes, and promote sharing platforms for staff and patients
- Move towards being paper-free and favour products with high recycled content
- Identify opportunities for supporting waste reduction across our Integrated Care System.

Summary of 'Cycle of resources'

United Nations Sustainable Development Goals



Over the next two years we will commit to:

Capital projects

- Secure credits under BREEAM 'Project waste management' for reuse and recycling of materials.



Reduce single-use

- 98% reduction in single-use catering plastic items.



Circular economy

- Reusing 50% of our sharps bins.

Our people

To steer positive change in an inclusive and practical way we must empower our people. By engaging our staff with the sustainability agenda, we have a real opportunity to make every person part of the solution to providing sustainable healthcare. Every single member of staff has an active role to play in delivering this strategy because of their daily decisions on, for example, what to buy, use and throw away. Engaging our staff to adopt sustainable practices will enable them to take ownership within their own areas of influence at work, with our partners and our supply chain, and at home too, where they can influence sustainable lifestyles choices.

Objective for 2031: Our training, facilities and resource enable and empower our staff and patients to play their part in implementing our sustainability strategy by running projects and making sustainable choices in their everyday lives at work and home.

To get there we will:

- Embed the sustainability strategy themes and areas in each clinical group through tailored action plans of specialist projects that are considered at key departmental meetings
- Provide staff with a variety of development and training opportunities so they feel empowered to implement sustainability projects in their areas of work, at home and in their communities
- Identify a workforce lead for sustainability and work together to link the sustainability strategy themes and areas in job descriptions and professional development reviews
- Support the setting up of sustainability groups and staff-led user groups through which staff can steer positive change on a departmental level, focus on areas of specific interest, and work with other established staff groups and forums to enhance and align our approach with other Trust initiatives
- Boost staff health and wellbeing through environmental initiatives including active travel and outdoor volunteering
- Improve services and facilities provision to enable staff and patients to make sustainable choices and purchases when on site.

Our approach

To make this strategy a reality, we recognise that we need our most senior people on board, and clear leadership and governance. It is essential that our senior staff, non-executive directors and other key stakeholders are engaged with and accountable for delivering our sustainability strategy, and that our policies, procedures, business cases and processes reflect this, too.

Objective for 2031: A nominated Non-Executive Sustainability Lead drives the agenda at our most senior level, and our Strategy and Partnership Executive Committee makes sure sustainability is aligned with Trust values and is embedded within Trust strategy and processes. This governance ensures commitments in sustainability are implemented and performance is monitored and reported.

To get there we will:

- Set up a Sustainability Steering Committee, with senior members from across the Trust, accountable for evidencing ongoing compliance with all relevant environmental legislation and monitoring progress against sustainability strategy commitments
- Identify a Sustainable Procurement Lead, integrate sustainable and ethical procurement practices into our purchasing policy, processes and specifications especially for major contracts
- Develop and implement a Sustainability Impact Assessment for all business cases
- Raise awareness of sustainability through educational and promotional materials, and enable staff, patients and visitors to provide feedback and suggestions to improve sustainability performance
- 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 and leading the way in our Integrated Care System.

Summary of 'Our people' and 'Our approach'

Over the next two
years we will
commit to:

- Identifying and promoting environmentally-focused staff benefits
- Including social value award criteria in new tenders
- Agreeing a joined-up approach to delivering sustainability initiatives across the South East London Integrated Care System.

United Nations
Sustainable
Development Goals



Governance

Guy's and St Thomas' Board – Felicity Harvey, Non-Executive Sustainability Lead

The Trust Board offers senior level leadership, supports implementation and ensures that the sustainability strategy is aligned with Trust values, culture, strategy and operations so these reflect our commitment to sustainability. Progress is communicated bi-annually to the Non-Executive Sustainability Lead.

Sustainability Steering Committee (SSC) – chaired by the Director of Performance and Improvement for Essentia with the Director of Essentia as the Executive Sponsor

A sub-committee of the Strategy and Partnerships Executive Committee which ensures accountability for the sustainability strategy is considered at the highest management level at the Trust. The Committee meets monthly to guide and monitor our sustainability strategy, assign resource for implementation and present bi-annual performance reports to Strategy and Partnerships Executive Committee.

Sustainability team

This team sits within Essentia and provides expertise and guidance with project delivery across the Trust. The team supports members of the SSC, and their teams, with setting targets against key performance indicators and action plans to deliver on agreed targets. The team leads on collating progress on sustainability for bi-annual and annual reports, and communicating progress to staff and external stakeholders through working groups and the Trust internet pages.

Staff-led user groups

Our Bicycle User Group (BUG) is our most active example of a sustainability staff-led user group. The BUG represents a staff interest relating to sustainability and the workplace, and currently has no formal reporting lines.

Sustainability groups

Department and directorate-level sustainability groups coordinate localised efforts aimed at implementing our strategy themes and areas. Pockets of best practice in sustainability are often found among these groups driven by sustainability enthusiasts. There are informal reporting lines between these groups and the Sustainability team.

Reporting

Annual

- **Environmental Legal Register**
An environmental register will be created and reported on annually to manage and monitor our compliance with all relevant environmental legislation and regulations
- **ERIC (Estates Return Information Collection)**
This is mandatory data collection and reporting for all NHS Trusts required by the Department of Health
- **Sustainability Reporting Portal**
Gathering the required datasets and completing this portal will enable us to calculate the Trust's full carbon footprint (scopes 1, 2 and 3 carbon emissions). We use this information for the sustainability section of the Trust's Annual Report
- **Staff engagement**
Carrying out annual sustainability surveys enables us to measure staff awareness and participation levels
- **Sustainability reporting**
We will report on key achievements and provide highlights on the year's activities in sustainability including progress against our key performance indicators, so that we can evidence improvement towards reducing our carbon footprint, protecting and adapting to our natural environment, and managing our resource use.

Bi-annual

The Sustainability Steering Committee produces progress reports for the Non-Executive Sustainability Lead and Strategy and Partnerships Executive Committee.

Monthly

Data collation to measure progress against our key performance indicators and for all categories needed for calculating the Trust's and Strategy and Partnerships Executive Committee full carbon footprint, land use and resource use, including but not limited to utilities, anaesthetic gases, consumables, building materials, waste, water and waste water, transport, biodiversity and food.

Communication

We want everyone to know what we are doing, how they can contribute and what we have planned. To do this we will adopt a structured and engaging approach to sustainability communications that we believe will develop a culture where sustainability becomes the norm.

Staff will be encouraged to contribute by setting up or joining sustainability groups and staff-led user groups to actively identify new opportunities in their own departments that will help to address our sustainability themes and areas. Online platforms will enable idea sharing and learning from best practice. These groups are run independently by staff who are supported with materials and through a dedicated email address for queries.

In addition to our official reporting, we will produce an online annual communications calendar to publicise national activities such as Clean Air Day. This will help us structure and plan our communications and initiatives with staff on our key priorities and key achievements, through case studies from staff groups.

Risk

To effectively implement the sustainability strategy it is important to identify potential risks to delivery and to strive to lessen their likelihood and severity.

- Statutory compliance with all relevant environmental legislation and regulations will form the foundation of the sustainability strategy but the size and scale of our Trust's activities could make this challenging. An environmental register will be created and reported on annually to lessen the risk of any non-compliance and enable us to anticipate changes to mandatory and legislative drivers.
- Carbon emissions may not decrease in absolute terms as the intensity of our Trust's services and activities increase and our estate expands. Our efforts could result in relative reductions in carbon emissions only, and so there is a risk that we shall need to invest more in carbon offsetting programmes than we might anticipate.
- Funding is required to deliver on the proposed strategic areas. NHS Trusts continue to face funding challenges, which will affect our ability to resource our annual plans appropriately in terms of staffing hours, equipment and contractual/operational changes.

Get involved and tell us what you think!

- G** Get a sustainability group together for your department and help to work out how we can implement our strategy in your area of work.
- S** Set up a staff-led user group and get like-minded people together from across the Trust to drive a particular project, run an event or champion an initiative.
- T** Tell us your ideas, share best practice and encourage implementation by joining our online forums and discussions.
- T** Think about how else you can personally contribute, talk to your colleagues and line manager, and spread the word to help embed sustainability practices across our Trust.



Email us with your ideas
sustainability@gstt.nhs.uk

Glossary

A Active transport

Any self-propelled, human-powered mode of transportation, such as cycling or walking.

Air quality

Levels of air pollution in our air measured using the Air Quality Index on a scale of 1 (low) to 10 (very high).

Anchor institution

A large, typically non-profit, public sector organisation whose long-term sustainability is tied to the wellbeing of the populations they serve. Anchors get their name because they are unlikely to relocate, given their connection to the local population.

B Biodiversity

The name we give to the variety of all life on Earth.

Building Research Establishment Environmental Assessment Method (BREEAM)

A method of assessing, rating and certifying the environmental, social and economic sustainability of buildings.

Biodiversity net gain

An approach that aims to leave the natural environment in a measurably better state than beforehand.

C Carbon footprint

The total amount of greenhouse gases (sometimes referred to as 'carbon emissions') produced to directly and indirectly support human activities, usually expressed in equivalent tonnes of carbon dioxide (CO₂e).

Scope 1 – direct greenhouse gases

Emissions from sources that are owned or controlled by an organisation.

Scope 2 – indirect greenhouse gases

Emissions from the consumption of purchased electricity, steam, or other sources of energy generated upstream from an organisation.

Scope 3 – other indirect greenhouse gases

Emissions that result from the operations of an organisation but not directly owned or controlled by the organisation.

Carbon neutrality

Achieving net zero carbon emissions by balancing emissions with removal, through carbon offsetting, or just by eliminating carbon emissions from the atmosphere altogether.

Carbon offsetting

Schemes that counterbalance the carbon footprint of an organisation by allowing organisations to invest in environmental projects to compensate for the organisation's current or future carbon emissions through e.g. tree planting, rolling out clean energy technologies and agricultural practices that sequester carbon in soils.

Carbon removal

Is a process through which greenhouse gases are removed from the atmosphere through e.g. tree planting to offset emissions. This could slow or even reverse climate change but is not a substitute for cutting greenhouse gas emissions.

Cargo bike

Bicycles that are specially made to carry more than just their rider. They are used by organisations for delivering goods between sites.

Circular economy

An alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value for them whilst in use, then recover and regenerate products and materials at the end of each service life.

Climate change

Describes a change in the average conditions - such as temperature and rainfall - in a region over a long period of time. Global climate change refers to the average long-term changes over the entire Earth including warming temperatures and changes in precipitation, as well as the effects of Earth's warming such as rising sea levels, shrinking mountain glaciers and changes in flower and plant blooming times.

D Decarbonise

To reduce the amount of carbon emissions resulting from a process such as generating electricity from renewable energy sources.

E Electric vehicle

A vehicle that is driven by an electric motor which draws its current either from storage batteries or from overhead cables.

Energy efficiency

Cutting down the amount of energy required to perform an action like switching on a light, opening a fridge or heating water.

Environment bill

A bill to make provisions about targets, plans and policies for improving the natural environment, to make sure that we have a cleaner, greener and more resilient country for the next generation.

Glossary

Environmental degradation

The deterioration of the environment through depletion of resources such as air, water and soil, the destruction of habitats and ecosystems, the extinction of wildlife, and pollution. It is defined as any change or disturbance to the environment that is harmful or undesirable.

Environmental impact

The effect people's actions, including their activities, products and services, have on the environment. This effect can be adverse or beneficial.

Environmental sustainability

Is about acting in a way that ensures future generations have the natural resources available to live an equal, if not better, way of life as current generations. It is one of the three pillars of sustainability.

Estates Return Information Collection (ERIC)

Requirement of NHS Trusts to report annually on the costs of maintaining and servicing their estates and facilities.

F Florence Nightingale

Florence Nightingale (1820-1910) was a British nurse, social reformer and statistician best known as the founder of modern nursing. She established St. Thomas' Hospital and the Nightingale Training School for Nurses.

G Green and blue spaces

Green spaces include woods, meadows and parks, and blue space include rivers, lakes and seas.

Green fleets

A number of vehicles operating together or under the same ownership with the goal of reducing conventional fuel consumption, greenhouse gas emissions and waste sent to landfills.

Green plan

A Board-approved document that assists organisations to clarify their objectives on sustainable development and sets out a plan of action. This document is a NHS requirement and was formerly known as Sustainable Development Management Plan (SDMP)

H Health Outcomes Travel Tool

SDU's tool to help NHS organisations measure the impact their travel and transport has in environmental, financial and health terms.

Hydrogen vehicle

A vehicle that uses hydrogen fuel for motive power.

L Landfill

An area of land that is used to dump waste, either directly on the ground or by filling an unwanted hole in the ground.

LED

Is a light-emitting diode; a semiconductor light source that emits light when current flows through it.

Lifecycle

In the context of our hospitals, this refers to the replacement of assets as required over the duration of the project.

Low carbon heat and power

A heating and electricity system whose power needs are not primarily derived from carbon-intensive energy sources such as fossil fuels but from less carbon-intensive energy sources or renewable energy sources.

N Natural asset

Resources of the natural environment including land, natural biological resources such as timber and fish, mineral and energy resources, water resources and soil.

Natural resource

Materials from the Earth that are used to support life and meet people's needs including air, sunlight, soil, water, oil, coal, natural gas, metals, stone and sand.

Net zero emissions

Also referred to as 'carbon neutrality', where carbon emissions need to be removed altogether and any unavoidable emissions need to be counterbalanced through carbon offsetting initiatives.

P Pathology

The branch of medical science that involves the study and diagnosis of disease or injury through the examination of human organs, tissues, bodily fluids and in some cases the whole body.

Population health

An approach aimed at improving the health of an entire population. It is about improving the physical and mental health outcomes and wellbeing of people within and across a defined local, regional or national population, while reducing health inequalities.

R Renewable energy

Often called 'clean energy', comes from natural sources or processes that are constantly replenished including carbon neutral sources like sunlight, wind, rain, tides, waves and geothermal heat.

S Single-use

Sometimes called 'disposable'. A product or item that is used on a single patient during a single procedure, or used only once before being discarded. Examples include single-use sterile instruments, disposable water bottles and disposable personal protective equipment.

Glossary

Sixth mass extinction

Often referred to as the 'Holocene extinction' or 'Anthropocene extinction', is an ongoing extinction event of species as a result of human activity.

Social value

Looks beyond money to the collective benefit to a community and the wider world, including wellbeing, inclusion and environment. It is a quantification of the relative importance that people place on the changes they experience in their lives e.g. from working somewhere with access to nature.

StockDoc

Is an online platform used by the Trust of available bulky/furniture items so each requisition is first checked against the items on the database to assess whether a new item has to be procured or whether there is a suitable replacement onsite.

Sustainable Development Unit (SDU)

A national body working on behalf of the health and care system. It supports the NHS, public health and social care to embed the three elements of sustainable development – environmental, social and financial.

Sustainability

Means meeting our own needs without compromising the ability of future generations to meet their own needs. It generally refers to the capacity for nature and humanity to coexist and consists of three areas: economic, environmental and social – known as the three pillars of sustainability.

Sustainability Reporting Portal

SDU's online tool designed to support NHS Trusts with calculating carbon emissions by providing a template for annual sustainability reporting.

Sustainable sourcing

The integration of social, ethical and environmental performance factors into the process of selecting suppliers.

Sustainable healthcare

A health and care system that delivers high quality care and improved public health without exhausting natural resources or causing severe ecological damage.

T The Renewable Energy Guarantees of Origin (REGO) scheme

Provides transparency to consumers about the proportion of electricity that suppliers source from renewable generation.

Travel plan

A set of actions implemented by an employer to encourage staff to use alternatives to travelling alone by car. This can save time and money as well as reducing environmental impact.

U ULEZ

The Ultra Low Emission Zone is a fee charged to the most polluting vehicles in central London to help improve air quality.

W Waste hierarchy

Ranks waste management options according to what is best for the environment. It gives top priority to preventing waste in the first place. When waste is created, it prioritises preparing it for re-use, then recycling, then recovery, and last of all disposal (e.g. landfill).

WELL Building Standard

Best practice design and construction of buildings to support human health and wellbeing.

Whole-life costs

Can sometimes be called 'lifecycle cost' and is an approach that assesses the absolute cost of a product or service over its entire lifetime, from its conception through to its end of life, taking into account purchase, maintenance and repair, training, utilities and disposal.





**This strategy serves as the Green Plan for Guy's
and St Thomas' NHS Foundation Trust
Version 1.0**