

# Year 1 Progress Report

Collective action on air quality  
and respiratory health

MARCH 2026



CAMDEN  
**BREATHING  
BETTER**



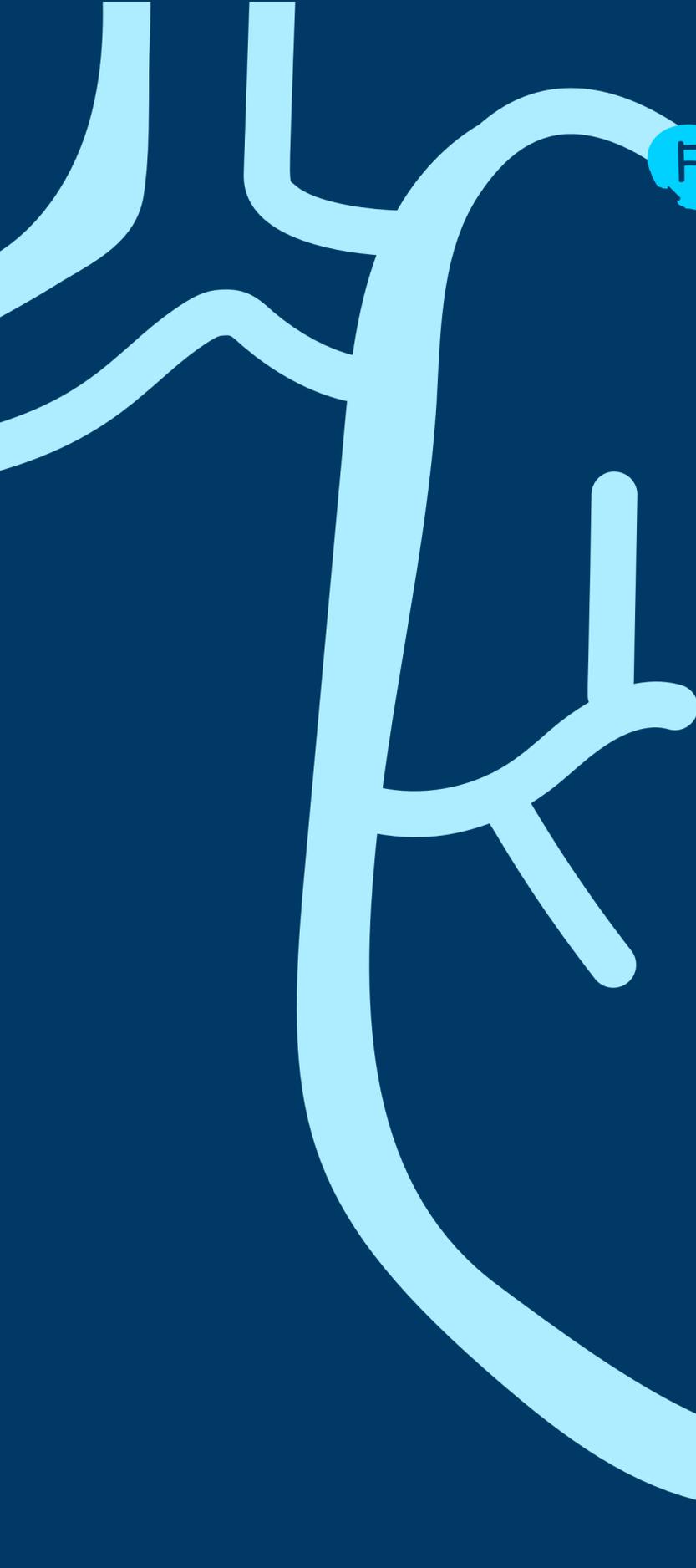
Sustainable  
Markets  
Initiative



CLEAN  
AIR  
FUND

\*GSK provided financial and in-kind support, in the form of employee time and provision of a venue for an event, to the Camden Breathing Better partnership.

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# Welcome

Breathing clean air is fundamental to life, but in the UK alone, air pollution is associated with over 30,000 deaths each year<sup>1</sup>. What if leading employers in a city came together to take collective action on air quality and respiratory health, building on existing efforts by public health bodies, government, and NGOs?

As members of the Sustainable Markets Initiative Health Systems Task Force, and with a shared ambition to reimagine healthcare by shifting from a reactive model to a more resilient, preventative approach that helps people stay well for longer, we launched the Camden Breathing Better Charter in 2025. This two year pilot aims to test and evaluate a place-based route to improve health in a changing climate, ease pressures on health systems, and decarbonise care through avoided hospital admissions.

Home to GSK's global headquarters and Bupa's Euston clinic, we chose Camden as our testbed as the borough has both challenging air pollution and a pioneering Council already working hard to improve it.

This report marks the halfway point in the pilot, and provides an update on our collective progress, shared learnings, and next steps. We would like to thank all 27 signatories, partners, and supporters for helping get this pilot off to a great start. We will continue to support signatories to find solutions together, and we look forward to sharing a full toolkit and impact model at the end of 2026.

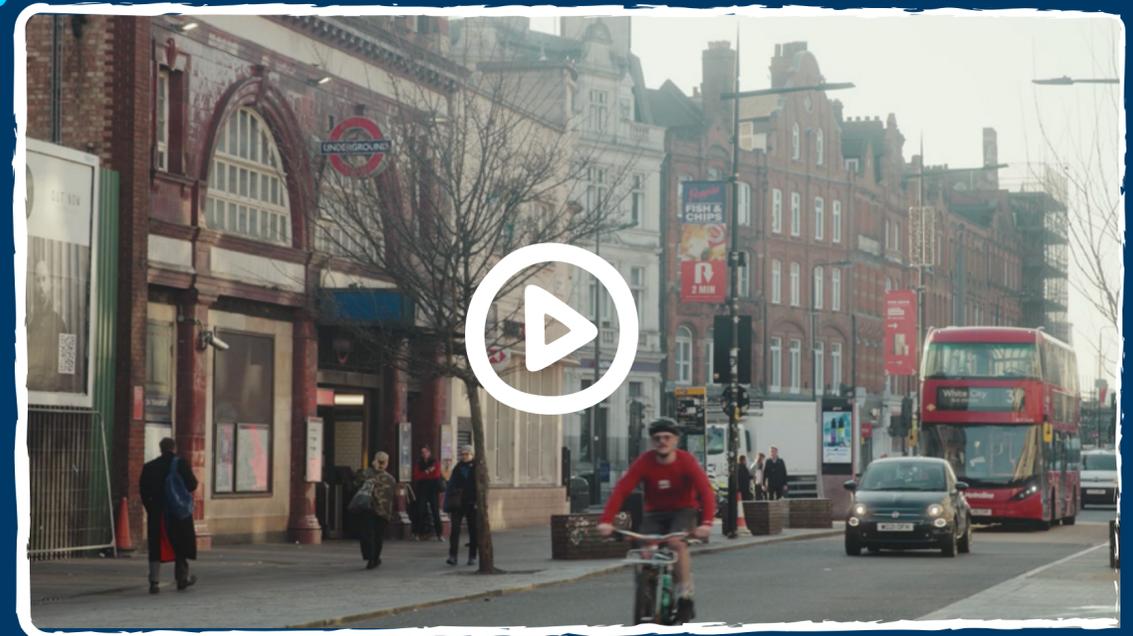
Our hope is that Camden Breathing Better becomes a blueprint for scalable, localised action far beyond the borough. This report shares emerging findings from the London School of Hygiene & Tropical Medicine, our independent research partner, highlighting the potential benefits to air quality, health, and health systems from our 12 commitments approach. These opportunities reinforce our shared belief that progress is not only possible, but within reach. We hope you enjoy this report.

**Anna Davies**  
Communications and Corporate Affairs  
Director - Europe Reckitt

**Anna Russell**  
Sustainability and Bupa Foundation  
Director, Bupa Global, India and UK

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Head of Communications and Government  
Affairs, UK Commercial GSK

This is how  
our project started



<sup>1</sup>A breath of fresh air: responding to the health challenges of modern air pollution (Royal College of Physicians, 2025)



# Executive Summary

**The Camden Breathing Better Charter interventions could contribute to reducing air pollution and improving both indoor and outdoor air quality, offering substantial health benefits across the borough of Camden.**

Globally, air pollution represents a significant public health challenge and economic burden, associated with over 30,000 deaths each year in the UK alone, and estimated to cost the UK economy up to £27 billion annually<sup>2</sup>. To respond, the Camden Breathing Better initiative, a collaboration led by Reckitt, Bupa, and GSK as part of the Sustainable Markets Initiative Health Systems Task Force, takes a place-based approach by prioritising prevention and mobilising cross-sector action to support health in a rapidly changing climate.

This two-year pilot brings together **27 organisations** representing **34,000 employees** to take action on air quality and respiratory health in the London Borough of Camden. This involves organisations signing up to a Charter of 12 commitments to reduce particulate emissions and support workforce health, with practical toolkits, workshops, and a peer-to-peer network to support implementation.

Thanks to the efforts of our signatories, we are pleased to report tangible progress across the Charter commitments in 2025, from technological upgrades to new forms of employee health

engagement. Despite budget and resource challenges for many organisations, peer-to-peer support at operational levels is spreading learning, unlocking new opportunities, and driving real impact.

Emerging research from the London School of Hygiene & Tropical Medicine, independent academic partner and fellow signatory, finds that our **signatories<sup>3</sup> could contribute to preventing up to 478 disease cases per year, saving up to £1.6 million in healthcare costs annually.** If scaled to the whole borough, **Camden organisations could save a remarkable 2,329 disease cases per year, and up to £9.4 million in healthcare costs annually, 3– 5× greater impact.**

This research also finds that indoor interventions in the workplace can contribute to reducing significant disease burden, with mechanical ventilation and HEPA charcoal filter interventions able to support improvements in air quality to **meet WHO guidelines** in Camden.

Looking ahead, the Camden Breathing Better initiative will continue to support signatories with Charter implementation, codify impact, and create a framework that can be scaled beyond the borough at the end of this pilot in December 2026.

<sup>2</sup>A breath of fresh air: responding to the health challenges of modern air pollution (Royal College of Physicians, 2025)

<sup>3</sup>Modelling data for signatory implementation impact represents the 26 organizations who joined the project in 2025



96%

of signatories completed 2025 self-reporting<sup>4</sup>

77%

of signatories feel supported by having a peer-to-peer network on this journey.

77%

of signatories feel that this initiative has positively supported them to take action on air quality and respiratory health.

58%

of signatories feel that this initiative has supported a change in employee awareness on air quality and respiratory health.

<sup>4</sup>Data represents reporting from 25/26 signatories, and excludes organisations who joined the project in 2026



# The **Challenge** & Our Collective Role



According to the Royal College of Physicians' 2025 report, *A breath of fresh air: Responding to the health challenges of modern air pollution*, around 30,000 deaths per year in the UK are estimated to be attributed to air pollution, with an economic cost of £27 billion in the UK due to healthcare costs, productivity losses and reduced quality of life.

[Read the report](#) →

It is against this backdrop that the Camden Breathing Better pilot was launched. With the belief that collective action is essential for meaningful change, this two year pilot mobilises cross-sector organisations to take targeted action on air quality, the UK's leading environmental determinant of ill health, through a Charter of 12 practical commitments.

The initiative supports Charter implementation through tailored workshops, peer-to-peer networks, and educational resources and services, all tailored to specific organisational needs.

Within this national picture, Camden faces a particularly acute public health challenge. Air pollution contributes to 7% of all deaths in the borough; three of the top five causes of ill health are linked to poor air quality; asthma-related hospital admissions are four times higher than the UK average; and pollutant levels are 24% higher than the national average<sup>5</sup>. The borough is also home to many leading employers, welcoming over 200,000 employees. This context highlights the need for coordinated, cross-sector action to improve air quality and respiratory health, building on Camden Council's pioneering leadership as the first local authority to commit to meeting the World Health Organisation's air quality standards.

**We are longstanding supporters of the Camden Breathing Better Charter. We firmly believe that CBB have set a new standard for what good implementation looks like: cross-sector collaboration, measurable commitments, and transparent progress reporting. This combination creates the conditions for scale, with Camden as a model that other places can adopt.**

[The London Clean Air Initiative](#)

The Charter focuses on four key areas to reduce harmful emissions and support employee health and wellbeing:



**Energy Use**



**Sustainable Travel**



**Operations & Supply Chain**

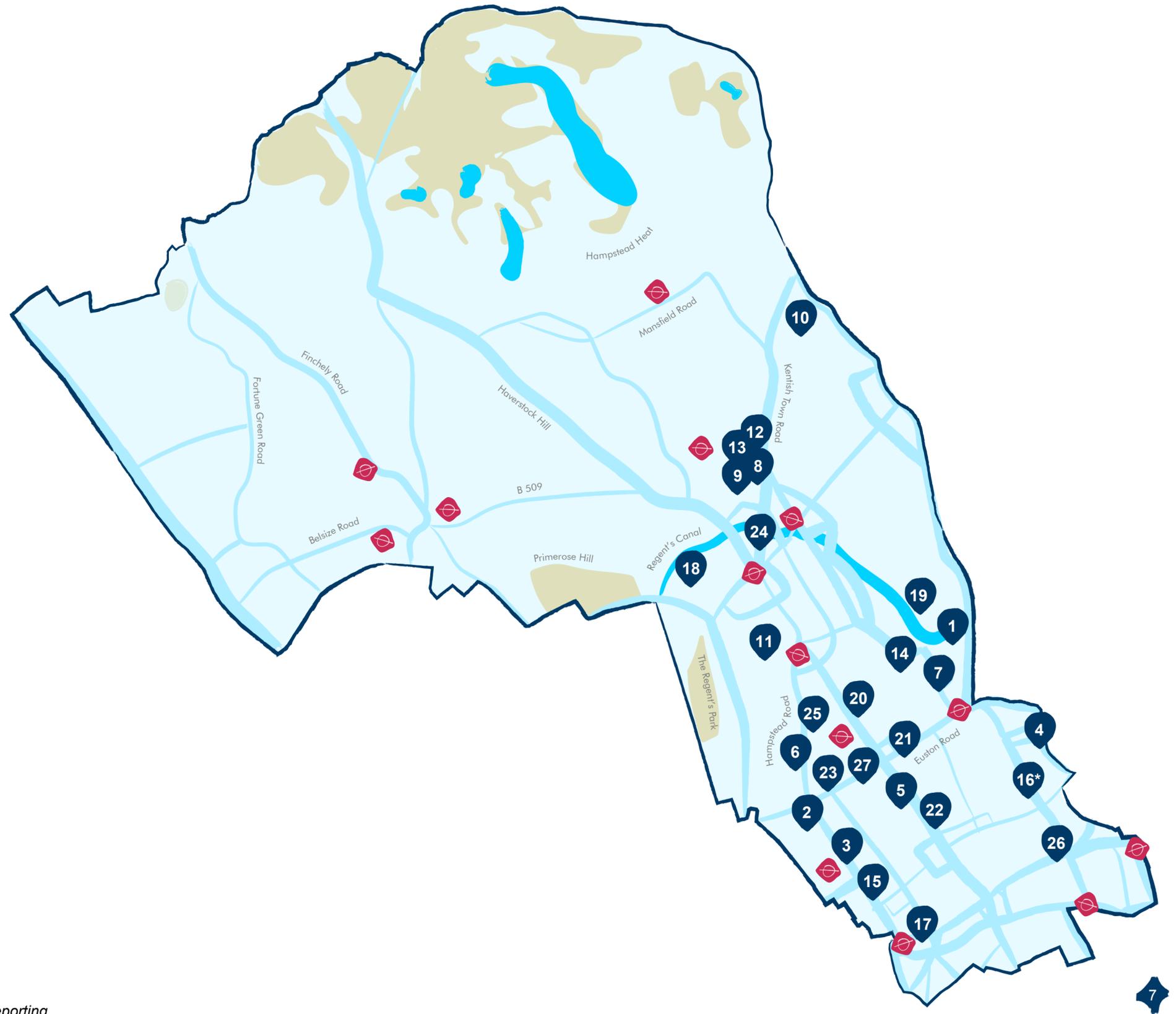


**Workforce Respiratory Health**

<sup>5</sup>Asthma + Lung UK; Camden Council; NHS Foundation Trust; NHS England; UK Gov Census; National Institute of Health

# Our Signatories

- |   |                                                                                                           |     |                                                                                                                                                    |    |                                                                                                                                               |
|---|-----------------------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 1 |  AstraZeneca             | 10  |  The Caversham Group Practice                                     | 19 |  HAVAS                                                     |
| 2 |  ARUP                    | 11  |  CLARION HOUSING GROUP                                            | 20 |  HS2                                                       |
| 3 |  BCG                     | 12  |  Collective                                                       | 21 |  LifeArc                                                   |
| 4 |  BENNETTS ASSOCIATES     | 13  |  EUSTON TOWN                                                      | 22 |  LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE              |
| 5 |  BMJ Group              | 14  |  THE FRANCIS CRICK INSTITUTE                                     | 23 |  University College London Hospitals NHS Foundation Trust |
| 6 |  Bupa                  | 15  |  FREUDS UP                                                      | 24 |  Paramount                                               |
| 7 |  Camden                | 16* |  Great Ormond Street Hospital for Children NHS Foundation Trust | 25 |  United Colleges Group                                   |
| 8 |  CAMDEN HIGH LINE      | 17  |  GSK                                                            | 26 |  VEOLIA                                                  |
| 9 |  CAMDEN TOWN UNLIMITED | 18  |  HAT TRICK PRODUCTIONS                                          | 27 |  wellcome                                                |



\*Great Ormond Street Hospital became a signatory in February 2026 and so did not participate in the 2025 self-reporting

# 2025 Progress & Good Practice

The pilot has demonstrated strong progress in its first year, with all signatories driving tangible action against the 12 Charter commitments.

In partnership with the London School of Hygiene & Tropical Medicine, fellow signatory and academic partner, we have conducted an in-depth analysis to understand the collective progress against the first 10 commitments across the signatory cohort for 2025.<sup>6</sup>

These findings and case studies provide a summary of what has been achieved to date from signatory reports, with examples of good practice and implementation experiences to support.



<sup>6</sup>Data represents reporting from 25/26 signatories, and excludes organizations who joined the project in 2026





Summary of signatory progress for 2025, showing the percentage of organisations who have achieved the commitments so far.<sup>7</sup>

## Energy Use

**1 Implement energy efficiency measures**

**2 Replace gas boilers & combined heat power systems with electric heating systems**

**3 Switch to 100% renewable electricity**

## Sustainable Travel

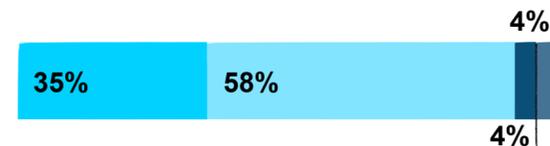
**4 Support & promote sustainable travel to work**

## Operations & Supply Chain

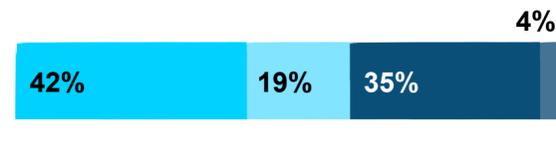
**5 Include vehicle standards in 100% of procurement tenders**

### COLLECTIVE SIGNATORY PROGRESS

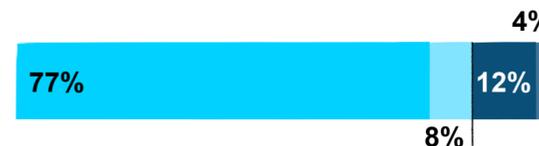
■ Yes ■ Partially ■ No ■ N/R (Not Reported)



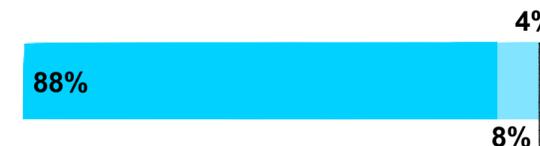
Signatories have started to make changes across some or all the listed areas with some already benefiting from existing set-ups.



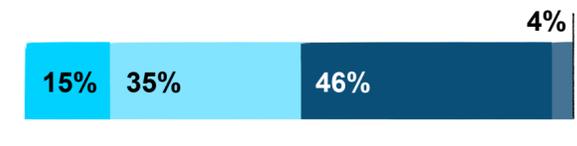
Signatories are at varied stages of decarbonising heating, with some already fully electric or having completed upgrades, others actively implementing or planning low-carbon heating solutions, and the remainder exploring feasibility, costs, or raising awareness where direct action is not currently possible.



Most signatories report using renewable electricity, typically through green tariffs or on-site generation such as solar panels, alongside commitments to guarantee renewable sourcing or explore improved procurement options. Some have achieved only a partial transition, focusing on selective provision to certain buildings and ongoing reviews of procurement strategies to balance costs. Where no changes have yet been made, this reflects alignment with organisation-specific climate roadmaps or limitations on decision-making where control sits with property owners.



Almost all reporting signatories offer a Cycle to Work scheme and most also provide season ticket loans, shower and changing facilities, and secure bike storage. Some signatories offer additional support such as bike repair and maintenance services, access to cycle parking, or discounts for public e-bike schemes, alongside wider commitments to sustainable travel through dedicated working groups and consideration of transport accessibility when selecting new facilities.



Signatories show varying levels of progress. Many have begun discussions or preparatory actions around procurement and delivery standards. Implementation actions include reviewing suppliers and standards, encouraging or requiring lower-emission vehicles, staff training on sustainable procurement, and introducing electric vehicles through contracts. Those fully meeting the commitment have measures such as consolidated deliveries and specified vehicle standards in place, often aligned with wider contractual or regulatory requirements (e.g., London low-emission zone).

<sup>7</sup>Please note that signatories of the Charter joined this initiative at different stages throughout 2025, which may account for varied stages of progress. Not all progress can be attributed to the Charter.



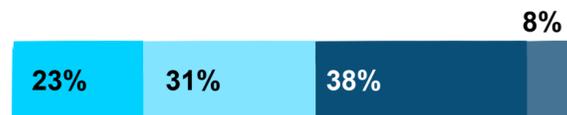
## Operations & Supply Chain

**6 Optimise & consolidate deliveries**

**7 Transition 100% of company fleet to zero-emission vehicles**

### COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



Actions taken include engaging with stakeholders and suppliers to review delivery practices, adjusting operations to enable fewer and more efficient deliveries, and implementing measures such as consolidated routes, revised scheduling, and early-morning deliveries to reduce emissions. Some signatories also use electric vehicles, consolidation centres, or shared ordering systems to further limit vehicle movements, particularly for smaller-scale or routine supplies.

Among those taking action, several have no fleet but are offering or exploring onsite electric charging, while others operate small or fully electric or hybrid fleets, or are gradually increasing the use of electric vehicles over time.

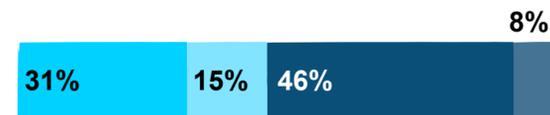


## Workforce Health

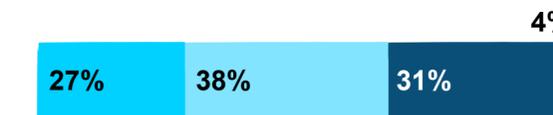
**8 Develop & implement an indoor air quality improvement plan**

**9 Actively engage & educate employees on protecting their health**

**10 Support employee flu vaccinations**



Current activity includes developing indoor air quality improvement plans, establishing baselines through surveys and sensors, and ongoing monitoring of indoor environmental quality. Additional actions include budget allocation for sensors, increased use of indoor plants, building certification, enhanced air filtration systems, research to inform targets and future design, and consideration of smarter, integrated air quality solutions in new or future buildings.



Signatories are at varied stages of progress on respiratory health initiatives, ranging from full or partial delivery to early-stage research and future commitment. Reported actions include health screening, vaccinations, information and education campaigns, wellbeing apps, and occupational health support, with some using public health awareness days and specialist resources to promote engagement, and others embedding respiratory health within wider wellbeing or climate resilience programmes.



Signatories report mixed progress in supporting flu vaccination and respiratory health, with activity ranging from established health programmes and communications to early-stage planning and initiatives scheduled for delivery in 2026. Actions include respiratory health checks for some staff, promotion of flu vaccination service, use of internal communications and wellbeing tools, sharing specialist resources, and delivery of engagement activities such as awareness days, educational sessions, and health screenings, often supported by occupational health and wellbeing teams.

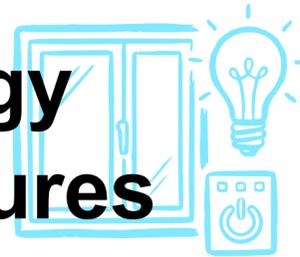
A woman with long dark hair, wearing a dark jacket, is watering plants on a rooftop garden. She is holding a large red watering can and pouring water onto a raised garden bed. The garden bed is covered with a green mesh netting and contains various green leafy plants. In the background, there are several multi-story apartment buildings under a clear sky. The overall scene is bright and sunny.

# Good Practice Case Studies



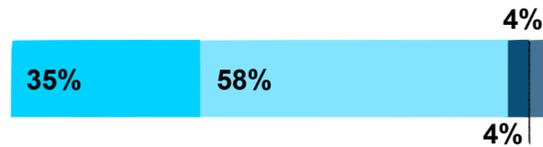
1 CASE STUDY

# Implement energy efficiency measures



COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



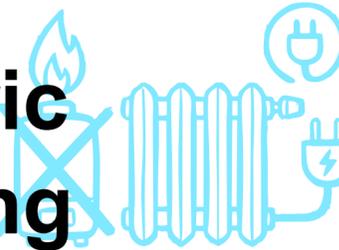
We have now successfully completed LED lighting upgrades across the building, replacing fittings and installing modern controls. We have also replaced gas boilers with Air Source Heat Pumps. Logistics such as cranning and road closures ensured safe public access, while controlled dry run commissioning allowed teams to rehearse isolation procedures, confirm readiness and reduce risk.

Close collaboration between the contractor, the Facilities Management team, and local council enabled the project to proceed safely and efficiently. Data already shows around a 67% drop in electrical consumption.

Arup

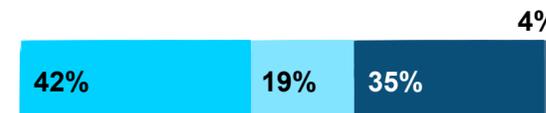
2 CASE STUDY

# Electric Heating



COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



Wellcome's ambition is to be net zero by 2030 across scope 1 and 2 emissions. To achieve this, we will continue to source 100% of our electricity from renewable sources. We are also actively exploring how we can upgrade our buildings to fully electric solutions for our heating needs. Phasing out our gas boilers and use of fossil fuels would both reduce our carbon emissions and improve air quality for our local community - a win-win intervention for climate and health.

Wellcome Trust





3 CASE STUDY



# Switching to 100% renewable electricity

## Hat Trick

### COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



# 100%

renewable energy powers our Camden offices, always

**We are committed to producing outstanding content responsibly and creatively within planetary boundaries. We recognise that the stories we tell and the way we make them both shape our impact on the world.**

Hat Trick Productions is committed to comply with, and where possible, exceed, industry standards including BAFTA albert and UK broadcasters net-zero targets. One of our commitments is to always have 100% renewable energy supply in our Camden offices. This has been achieved since 2020, and while 100% renewable was more expensive to begin with, costs are levelling out now. Working with a good broker has been key to our success, enabling us to explore all renewable contracts and term lengths.





4 CASE STUDY

# Support & promote sustainable travel to work Havas



### COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



**We have integrated clean air walking route information and sustainable travel guidance into our Staff Environmental Handbook, distributed to hundreds of new employees annually through our induction process, plus to all existing staff. The handbook educates staff on using low-pollution walking routes across Camden and London, promotes alternatives to driving, and provides links to Camden Council’s Clean Air Route Finder and airTEXT pollution forecasting service.**

It was a real team effort, with support from senior leadership who championed the initiative, and collaboration between our Facilities, Communications and People teams to create, distribute and implement the guidance, all building on useful external tools from Camden Council. We will update the handbook regularly to maintain relevance and demonstrate our ongoing commitment to sustainable practices, including ISO 14001 certification and our Building Services’ work on the BREEAM Outstanding-certified Havas Village London building.

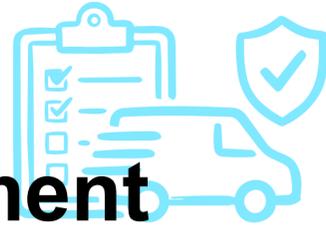
## STREET NATURE RESERVE





5 CASE STUDY

# Specifying vehicle standards in procurement



## Camden Council

### COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



**10**  
new electric refuse collection vehicles

**3**  
electrically-assisted cargo bikes

**We are committed to improving air quality and health, with plans in place to reduce air pollution to safer levels by 2030. The vehicles used by the council and its contractors and service providers play an important role in helping deliver on these commitments.**

The Green Vehicle Fleet Standard for Contractors focuses on key aspects of good vehicle and fleet management: using the most efficient and non-polluting vehicles possible, exploring alternatives to using vehicles, optimising vehicle usage and reducing driving mileage, and driving efficiently. The Standard clearly outlines a hierarchy of fuel preferences, prioritising zero tailpipe emissions (EV and hydrogen fuel cell), and signposts driver awareness training to avoid issues such as engine idling. Contractors are also expected to record and report their fuel uses for greenhouse gas footprinting.

Through this, Camden Council has seen improvements since the Standard was first introduced in 2021. A tangible example is Camden Council's ongoing contract with Veolia for recycling, waste collection and street cleansing services. In 2025 alone, 10 new electric refuse collection vehicles have been introduced for recycling collections, together with three electrically-assisted cargo bikes delivering more efficient cleansing in narrow urban streets and pedestrianized areas.





6 CASE STUDY

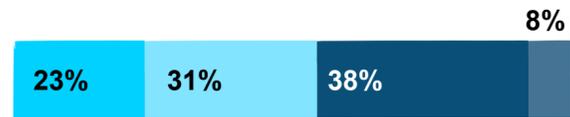
# Consolidating deliveries

## Francis Crick Institute



COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



**15k LGVs**  
removed since 2016

**13k HGVs**  
removed since 2016

**Our advice to others would be to really understand how your current delivery model works in practice, including staff time – when you have sufficient data, you can start to make the business case for consolidation. The unexpected issue we had is finding sufficient providers of consolidation services. We are more than happy with our provider, yet we remain their only client for this type of operation. A decade on, we thought it would be far more common.**

An early adopter of consolidated deliveries, we contracted an out-of-town consolidation centre operation to a third-party logistics provider (3PL) in 2015, before the Crick opened in 2016. Consolidation was the only way that the Crick could honour its Section 106 planning consent commitments and so, despite significant financial cost, our senior leadership has always fully supported it in the Building Management Plan and the ongoing Operating budget. We have reduced our logistics team size, offsetting **25% of the consolidation costs.**

Our 3PL (Restore Plc) operates a modern Consolidation Centre exclusively for the Crick, in Rainham, Essex. Open Monday to Friday, the Consolidation Centre receives, sorts and consolidates our deliveries on to two modern low emission HVO-fueled vehicles. As deliveries are made twice daily at a set time (give or take for London traffic), we can plan our team's working day more efficiently, rather than tying up staff unloading and receiving deliveries throughout the day. By consolidating our deliveries since 2016, we have removed more than **15k LGVs and 13k HGVs from central London.**

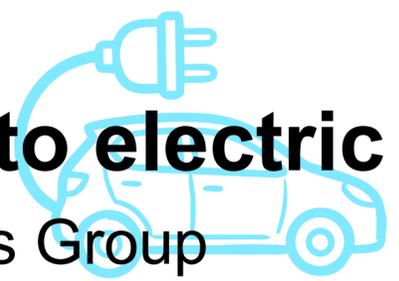




7 CASE STUDY

# Switching to electric fleet

## United Colleges Group



COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



### 2

#### new electric vans at our Willesden site

**To date we have introduced two new electric vans at our Willesden site. The transition delivered measurable operational and environmental benefits, including significantly lower fuel costs, reduced carbon emissions, and decreased air and noise pollution on campus, contributing to a healthier environment and more sustainable estates operations.**

The Estates team presented a proposal to the Senior Leadership Team (SLT) to purchase electric vans, as the existing diesel fleet is increasingly expensive to operate and maintain and does not align with the college’s sustainability commitments and net-zero ambitions. The SLT agreed in principle, as electric vehicles eliminate fuel costs, reduce maintenance requirements, and are exempt from Ultra Low Emission Zone (ULEZ) charges, as well as future-proofing the college against increasingly stringent emissions regulations.

Quotes were obtained from several vehicle dealers, the best value option was selected, CAPEX, and the order was placed.





8 CASE STUDY

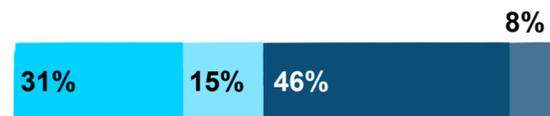
# Developing an air quality improvement plan

## GSK



### COLLECTIVE SIGNATORY PROGRESS

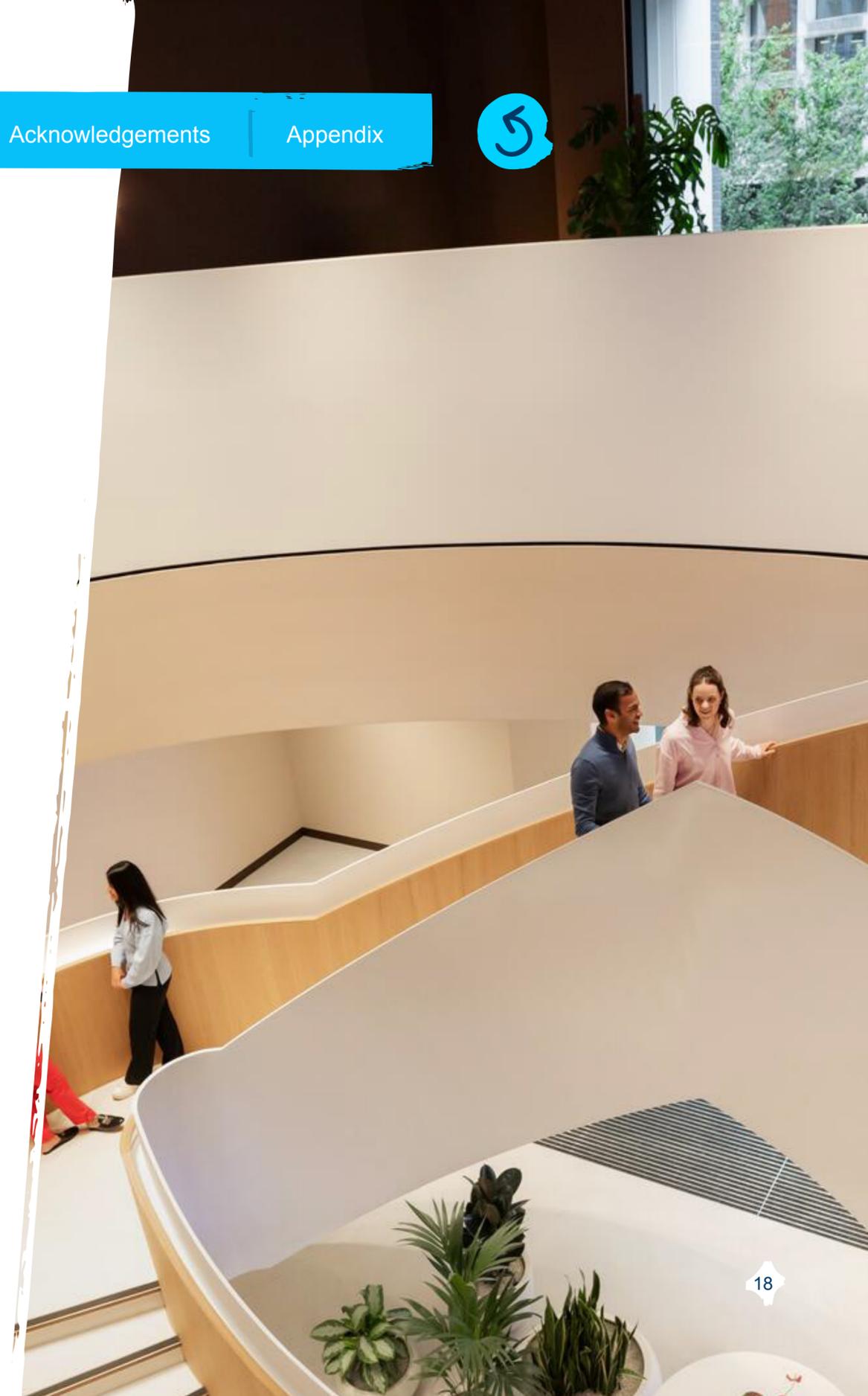
■ Yes ■ Partially ■ No ■ N/R (Not Reported)



**We installed indoor air quality IoT sensors throughout our new HQ as part of the original fit-out works in 2024, enabling us to be transparent in providing building health metrics to employees and Facilities teams. We publish live air quality data using both digital signage and also via our building community app. Indoor air quality was a core part of our ambition to create one of the World’s Healthiest Workplaces and contributed to our WELL Platinum certification.**

We advanced our indoor air quality commitment by leveraging the WELL Platinum v2 Air Quality preconditions already built into GSK HQ. We are currently collecting extensive sensor data across the building, and following the first Camden Breathing Better event, we engaged an ARUP specialist to help us interpret and optimise this data. This collaboration will guide evidence-based decisions on future improvements.

To deliver a project of this scale, we benefited greatly from the early support of our leadership team. Their commitment to designing a building that enhances human potential ensured full alignment with our goals from the outset. This early buy-in enabled us to progress confidently, supported by internal expertise and reinforced through collaboration with multiple external partners.





9 CASE STUDY

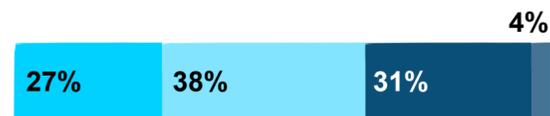
# Workforce education

## Bupa



### COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



# £1m

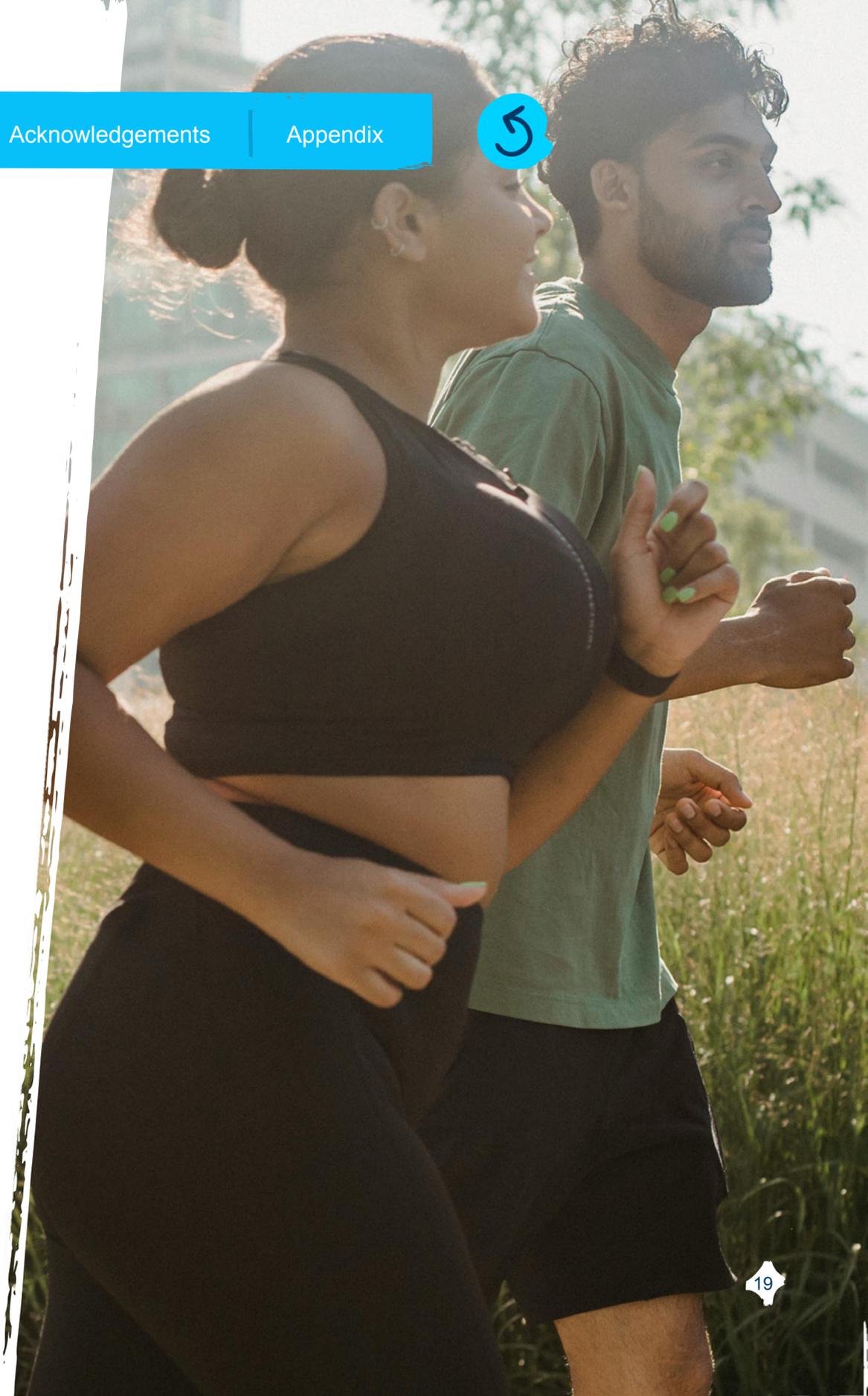
invested in urban tree planting and green space improvements in cities

**We hope that by making respiratory health easy to understand and easy to act on, we're helping everyone breathe a little easier – at work and at home.**

At Bupa, we want to help people live longer, healthier, happier lives and make a better world - which includes improving people's respiratory health.

We're also finding ways to make respiratory health part of everyday life at work. Our Bupa clinicians regularly share clear, everyday guidance through wellbeing events and internal comms – from tips to manage seasonal allergies to advice on air quality, exercise, and early warning signs to look out for. We make space for conversations about lung health in our digital channels, teaming up with brilliant charity partners, like Asthma + Lung UK, to bring trusted expertise straight to our colleagues through webinars and awareness campaigns.

Every year, we help colleagues play a part in creating healthier communities through our 'Bupa Healthy Cities' initiative. In June, we invite our people, customers and partners to take part in some healthy competition with a 30-day movement challenge. In 2025, over 20,000 people covered more than 1 million miles. In return, we invested £1m in urban tree planting and green space improvements in cities – helping to improve air quality for local communities. We encourage other organisations to join our free challenge, find out more at [bupafoundation.org/healthycities](http://bupafoundation.org/healthycities) or email [healthycities@bupa.com](mailto:healthycities@bupa.com)





10 CASE STUDY

# Flu vaccinations

## University College London Hospitals (UCLH)

### COLLECTIVE SIGNATORY PROGRESS

■ Yes ■ Partially ■ No ■ N/R (Not Reported)



**We run an annual flu vaccination campaign throughout autumn and winter to help protect both patients and staff from serious illness. The vaccine is offered free of charge to all NHS staff, and each trust runs their own campaign, making it as easy and accessible as possible to receive.**

To maximise uptake, UCLH sets up pop-up clinics across its buildings, provides bookable appointments, and operates a mobile vaccination service where trained vaccinators visit offices and clinical areas to offer immediate jabs.

The trust also runs an active internal communications campaign, tackles misinformation by debunking common myths, and offers staff vouchers as an incentive.

Uptake is tracked against a set vaccination target and compared with progress from the previous year, with departments and staff groups celebrated when they meet their goals.

Together, these efforts help maintain strong baseline immunity across the organisation and limit the spread of flu.



# Key **Learnings** from Signatories & Partners





# Key **Signatory** Learnings

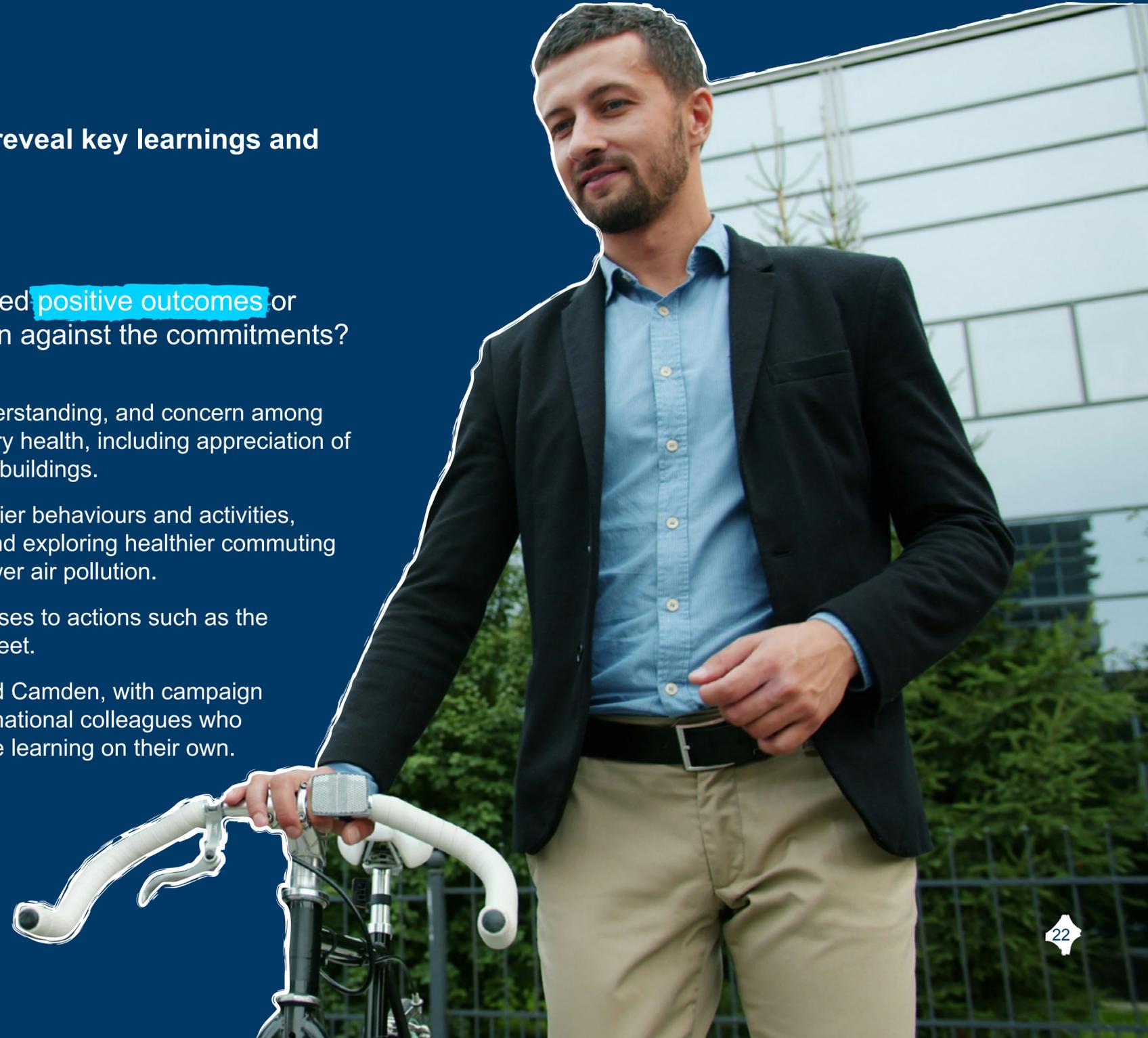
Findings from the London School of Hygiene & Tropical Medicine's analysis reveal key learnings and areas for improvement, reported by our signatories.

What are some of the **biggest changes** that signatories have made this year to improve air quality & respiratory health?

- ◆ Significant commitments to finance and implement building upgrades including technological aids (e.g., heat and lighting controls), infrastructure (e.g., heat pumps), redesigning available space (e.g., green spaces to sit) and moving to more modern buildings.
- ◆ Focused efforts to raise awareness of the issue of air pollution to employees and across leadership teams, using novel approaches (e.g., breathing sessions as part of wellness check-ins), accessible learning (e.g., webinars), and encouraging action.
- ◆ Emphasis on reducing emissions via new electric vehicles and electric assisted bikes.
- ◆ Engagement with respiratory-specific research teams and product design, and working to expand and integrate efforts where possible (e.g., indoor air quality programme for residents of Camden).

Were there any unexpected **positive outcomes** or benefits from taking action against the commitments?

- ◆ Increased awareness, understanding, and concern among employees about respiratory health, including appreciation of clean air technology within buildings.
- ◆ Increased interest in healthier behaviours and activities, including cycling to work and exploring healthier commuting and walking routes with lower air pollution.
- ◆ Positive community responses to actions such as the introduction of an electric fleet.
- ◆ Influence extending beyond Camden, with campaign materials shared with international colleagues who were motivated to apply the learning on their own.





# Key **Signatory** Learnings

What **challenges** have signatories experienced so far?

- ◆ Finding and allocating dedicated costs (money, time and resources) to the Charter alongside other existing sustainability and operational initiatives and against commercial stressors.
- ◆ Coordinating stakeholder management, both internal and external, to enable collaboration and ensure consistent engagement and behaviour change.
- ◆ For those in tenanted arrangements in particular, difficulties in being able to identify key carbon contributors, measure air pollution footprint, and work to minimise emissions.

What are some **key learnings** so far that others could benefit from?

- ◆ Central role of behavioural change in driving impact where having a specific emphasis on air pollution created opportunities to learn and shaped more nuanced awareness.
- ◆ The process of awareness-raising has been a positive way to empower employees that can 'organically generate new ideas and pressure for action within the organisation' and bring new clarities around the value of effort (e.g., 'even gradual and small changes are still meaningful and impactful' and 'Clean air is about taking ownership and everybody's responsibility').
- ◆ The need for leadership and integrated commitment to get air quality improvement embedded within the organisation and alongside wider sustainability objectives.
- ◆ Capitalising on the learning-to-action cycle by making it a collective process.
- ◆ Educating staff and actively involving them in development plans as well as encouraging new skills (e.g., managing funding).





# Project **Team** Learnings

- ◆ Framing air pollution as a health issue is an engaging route to driving employee pro-environmental behaviours, and is a fresh angle on reducing climate emissions.
- ◆ Wider stakeholders appreciate that this project has positively galvanised the private sector on air quality where others haven't.
- ◆ Financial investment, lack of internal bandwidth, and landlord resistance are often key barriers for signatories, all of which lie beyond the project's influence.
- ◆ In person, peer-to-peer workshops offer useful opportunities to share learnings and support operational implementation in a more detailed way.
- ◆ Indoor air quality interventions offer greater health benefits.



**Cleaner air means healthier staff, customers, and communities – and stronger, more resilient businesses. Camden Breathing Better has demonstrated that businesses can be central to efforts to tackle air pollution. From the leadership businesses can demonstrate in reducing their own emissions to the increasingly important role they can play in speaking up for clean air - businesses can shape healthier, more sustainable futures.**

## **Global Action Plan**





**Future Modelled Impacts  
On Air Quality,  
Health & Health Systems**

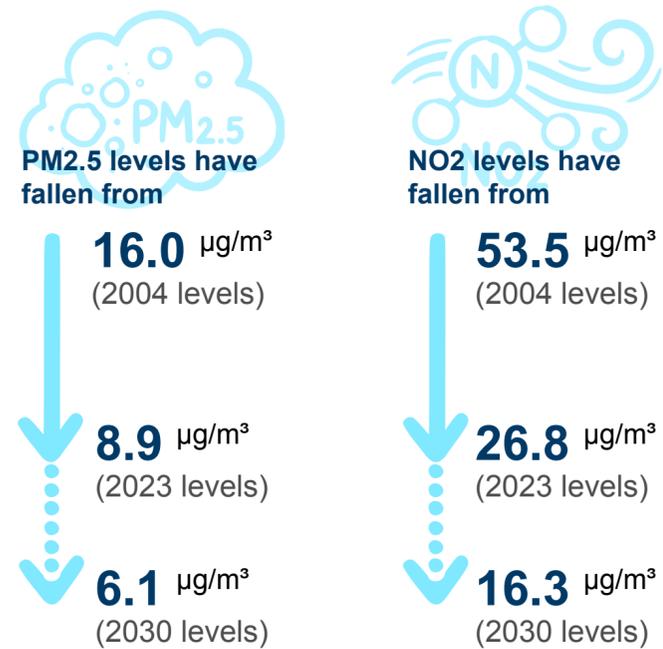


# Impact Forecast

In partnership with the London School of Hygiene & Tropical Medicine, we have also conducted in-depth research to calculate the future impacts on air quality, health, and health systems<sup>8</sup>, assuming full Charter uptake and implementation by 2030, across two scenarios - signatories (30,000 employees) and Camden borough (200,000 employees) - demonstrating potential benefits if scaled:

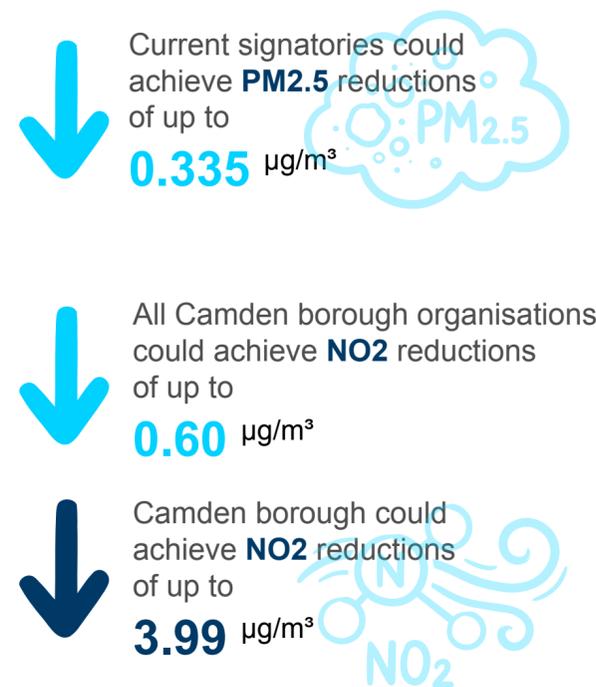
## Air pollution trend

Conditions are improving, but don't yet meet the WHO standards

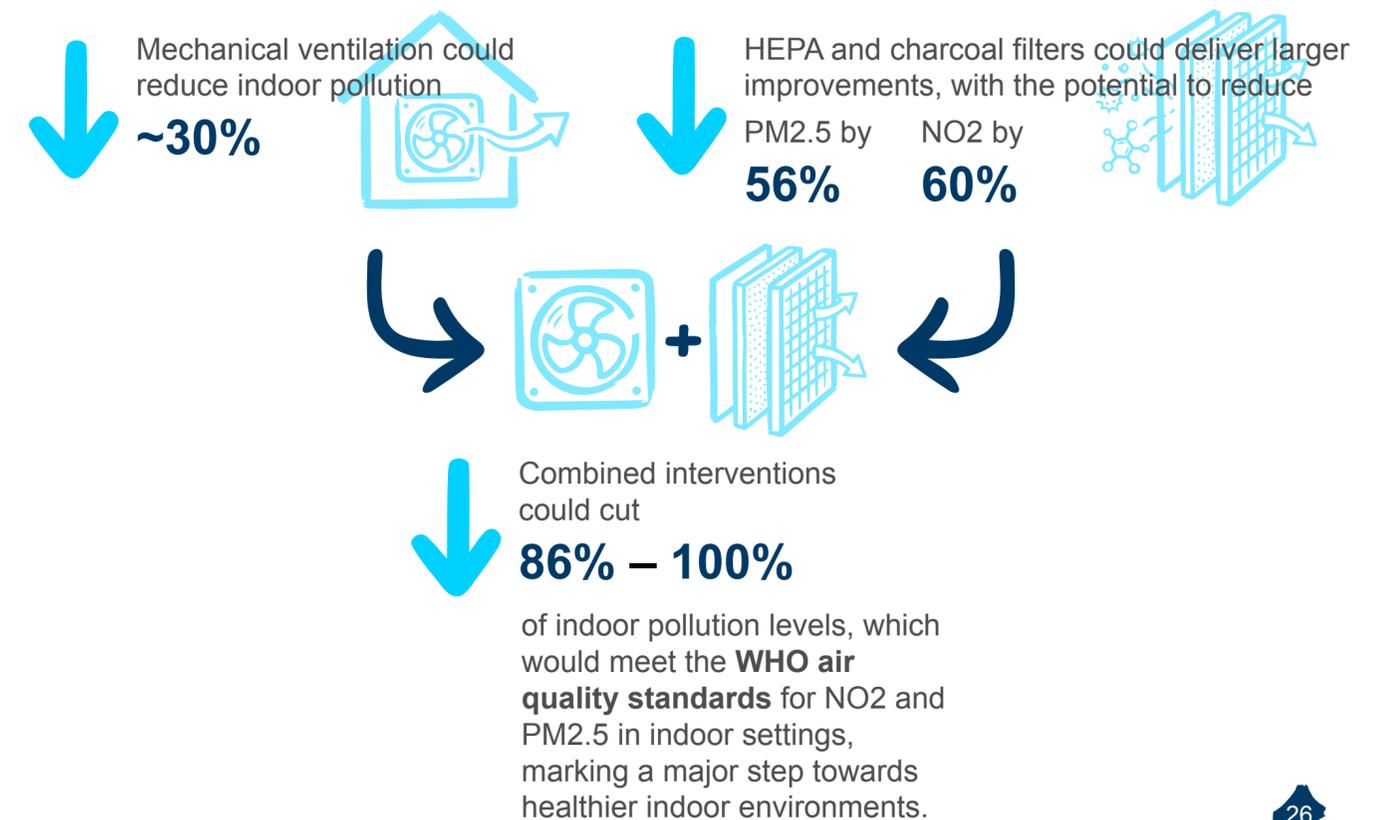


## Air quality impacts

Charter actions can deliver meaningful reductions in air pollution



## Indoor interventions provide the largest health protection



<sup>8</sup>Data estimates reflect average risks and long-term sustained air pollution exposure, and do not capture the effects of short-term pollution spikes or health fluctuations.

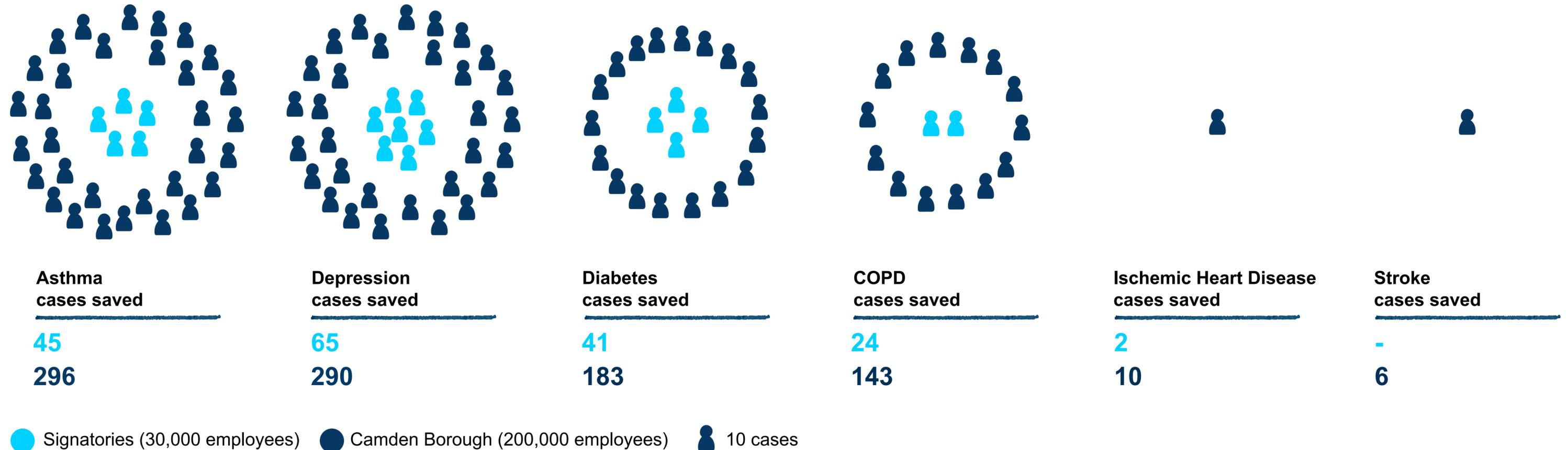


## As a result of Charter implementation, the estimated air quality improvements could translate into substantial public health benefits<sup>9</sup>:

Current signatories could prevent 67-478 disease<sup>10</sup> cases per year, and if scaled, all Camden Borough organisations could prevent 373-2,329 cases per year, 3–5× greater impact.



### Health Impacts



<sup>9</sup>Data is based on impact modelling calculations focused on the reductions of NO<sub>2</sub> and PM<sub>2.5</sub>, and only on the health outcomes for the age specific population of Camden for these conditions.

<sup>10</sup>Air pollution exposure, particularly to fine particulate matter (PM<sub>2.5</sub>), has been linked to increased risks of type 2 diabetes and obesity, and mental health impacts including depression, as a result of structural and functional brain changes" (European Environment Agency, 2026)



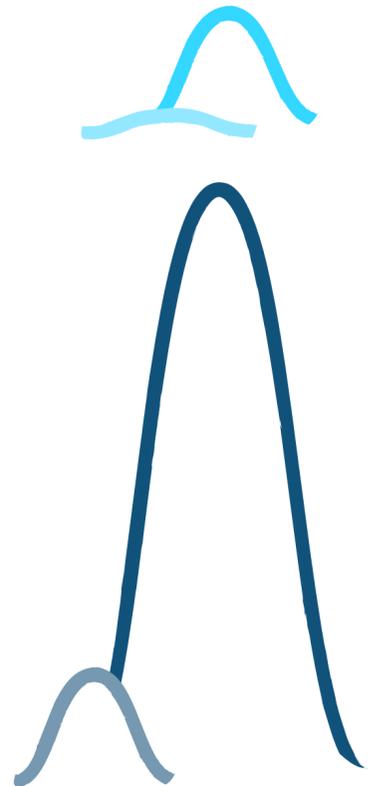
# The potential disease cases prevented would relieve significant pressures on health systems, resulting in substantial financial cost and carbon emission savings.



## Economic savings

Signatory action could save the UK health system

**£247k – £1.6m** annually



Camden Borough action could save the UK health system

**£1.7m – £9.4m** annually

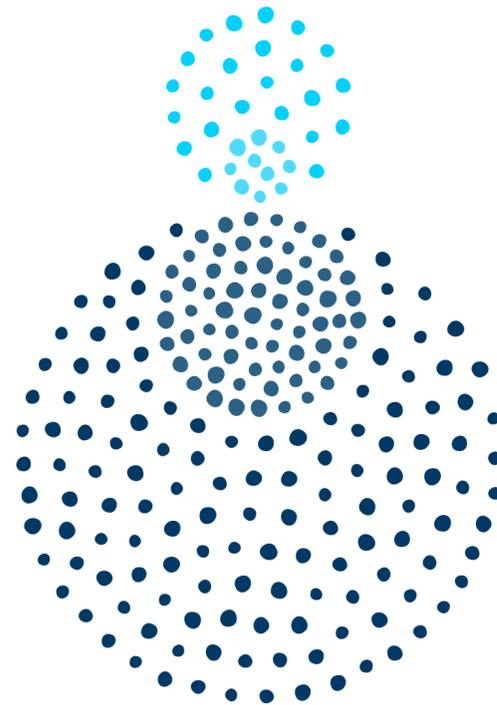


## Carbon savings

### Outdoor

Signatory action could save the UK health system

**1,012 – 3,315** kg CO<sub>2</sub>e

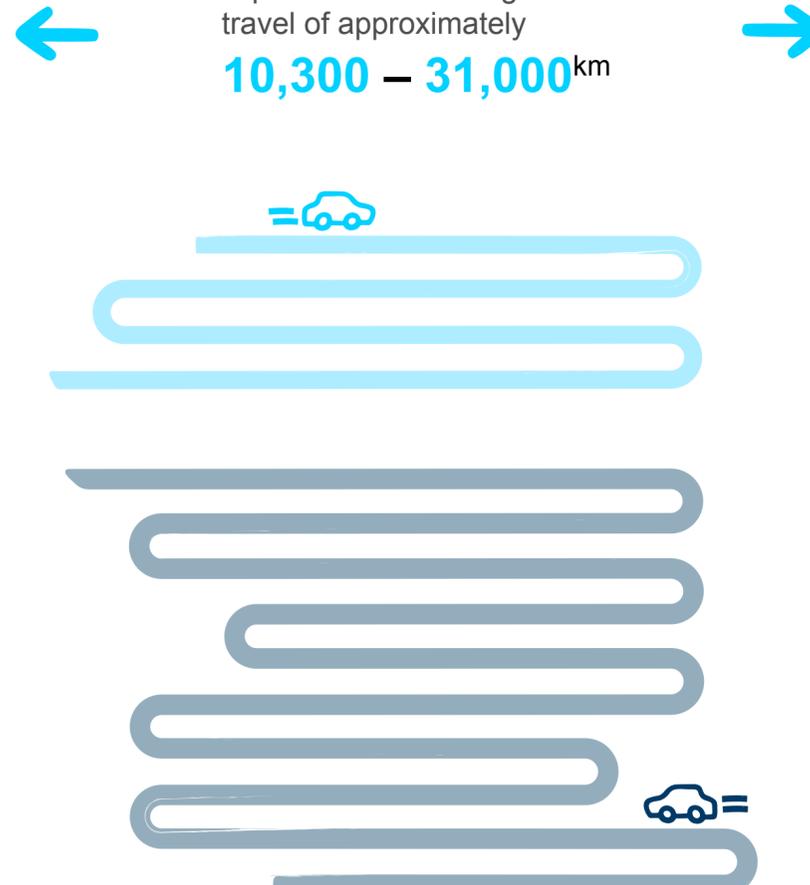


Camden Borough action could save the UK health system

**6,659 – 19,926** kg CO<sub>2</sub>e

Equivalent to avoiding car travel of approximately

**10,300 – 31,000** km



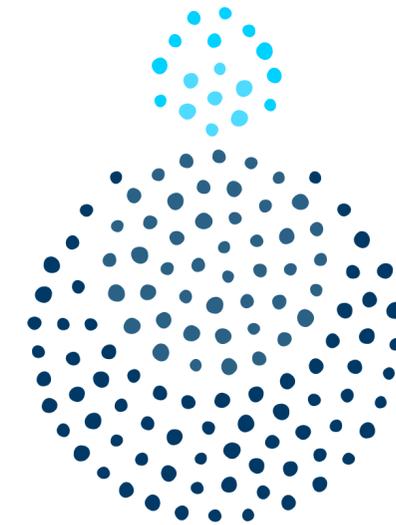
Equivalent to avoiding car travel of approximately

**69,200 – 195,300** km

### Indoor

Signatory action could save the UK health system

**653 – 1,669** kg CO<sub>2</sub>e



Camden Borough action could save the UK health system

**4,571 – 11,769** kg CO<sub>2</sub>e

# Next Steps





# Next steps for 2026

As we move into the second and final year of the Camden Breathing Better pilot, our focus is building on our foundational progress. In 2026, we will be working to deliver sustained, measurable impact and establishing a replicable model for broader change. This year will be crucial to solidify our achievements and demonstrate the full potential of this initiative.

**“We hope this pilot creates a really simple, practical model that works both in Camden and in cities across the world, to reduce air pollution and improve people's health.”**

**Anna Russell**

Sustainability and Bupa Foundation Director, Bupa Global, India and UK

# Our priorities for the coming year

- ◆ **Continue to foster a peer-to-peer support network:** Facilitate opportunities for signatories to connect, share experiences, and learn from one another, creating a supportive and collaborative environment.
- ◆ **Support signatory implementation:** Provide targeted resources, guidance, and workshops to help all signatories implement their commitments, address challenges, and achieve measurable progress.
- ◆ **Measure and codify impact:** Utilise self-reported data and modelling to understand collective progress and demonstrate potential future impacts.
- ◆ **Develop a scalable model:** Create a framework that can be adapted and implemented in other locations beyond Camden.



# Acknowledgements

We gratefully acknowledge the contributions of all our signatories and supporters who have played a vital role in the initiative's successes this year.

The collective effort and dedication of every partner has been instrumental in advancing our shared vision for a cleaner, healthier Camden. We are immensely grateful for this impactful collaboration.

Reckitt

Working alongside such dedicated organisations and individuals truly embodies our purpose to get ahead of disease together. We extend our thanks for your commitment to improving respiratory health in Camden.

GSK

Our mission to help people live longer, healthier, happier lives and make a better world is significantly strengthened by the incredible support we've received. Thank you to all who have contributed to Camden Breathing Better.

Bupa

We extend our special thanks to the following organisations and individuals:

Asthma + Lung UK  
Camden Council  
Crawley Council  
Clean Air Fund  
Dr Mark Hayden  
Dr Jane Myat  
Dr Simon Lewis  
Global Action Plan

Global Generation  
Green School Runs  
Lewis Advisors  
London Clean Air Initiative  
Lord Pitkeathley  
Ricardo  
Southwark Council

Your support has helped make Camden Breathing Better a reality.



# Appendix: Research Methodology

The projected air quality and health impacts and signatory progress and learnings outlined in this report are based on modelling and analysis conducted by our independent academic partner and fellow signatory, the London School of Hygiene & Tropical Medicine (LSHTM).



## Impact Modelling

Camden has an estimated residential population of 240,000 and a workforce of approximately 200,000 people; our signatory cohort represents approximately 33,000 of these employees.

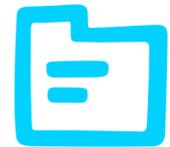
In the first scenario, signatories (33,000 employees) are assumed to achieve a 100% reduction in emissions from the Charter commitments by 2030. In the second scenario, this assumption is extended to the entire Camden workforce (200,000 employees), modelling a full elimination of Charter-related emissions to illustrate the maximum potential improvement in air quality if borough-wide participation was achieved by 2030. These projected changes are then translated into anticipated health benefits and economic savings for the healthcare system.

The health impacts reported are statistical estimates of deaths or disease cases that may be partly or wholly caused by air pollution. They reflect average risks at average exposure levels, not risks for specific individuals, although differences by age and sex are included to reflect the workforce population. The estimates also reflect long-term sustained air pollution exposure and do not capture the effects of short-term pollution spikes or health fluctuations.

The modelling methodology involves developing sophisticated epidemiological models that integrate various data sources, including:

- ◆ **Baseline air quality data:** Existing and newly collected air quality measurements specific to the Camden borough.
- ◆ **Intervention data:** Incorporating the 12 commitment areas and the expected scale of implementation by signatory organisations.
- ◆ **Health outcome metrics:** Linking changes in air pollutant concentrations to established health impact functions for respiratory conditions, hospital admissions, and associated economic costs.
- ◆ **Demographic and population data:** Accounting for Camden's population structure and vulnerability factors.





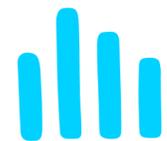
## Research considerations

The health impacts reported are statistical estimates of deaths or disease cases that may be partly or wholly caused by air pollution. They reflect average risks at average exposure levels, not risks for specific individuals, although differences by age and sex are included. The estimates also reflect long-term sustained air pollution exposure and do not capture the effects of short-term pollution spikes or health fluctuations.

Several assumptions were required, which influence the results. These include:

- ◆ Applying health evidence from outdoor air pollution studies to indoor workplace exposures.
- ◆ Not accounting for time lags between changes in air pollution and resulting health effects.
- ◆ Assuming workers spend all working hours inside their workplace (eight hours per day, five days per week)
- ◆ Using generalised infiltration and ventilation data drawn from studies conducted in different geographic, climatic and building contexts.
- ◆ Not distinguishing between working age populations and the general population in baseline disease rates or exposure histories, age populations and the general population in baseline disease rates or exposure histories.

Further details on the specific modelling parameters and assumptions can be provided upon request.



## Signatory Analysis

26 signatories from the Camden Breathing Better initiative were invited to complete an online survey collecting information on progress towards the 12 Charter commitments. 25 signatories participated in the survey from October-December 2025.

LSHTM reviewed the self-signatory reporting data. Participant responses were both quantitative and qualitative. Quantitative data were calculated in Excel and presented in visual figures. Qualitative data were extracted and once familiarised, grouped (e.g., thematically) and summarised.





## Summary of progress & challenge findings per commitment from signatory self-reporting

### 1. IMPLEMENT ENERGY EFFICIENCY MEASURES.

**Progress** Signatories have started to make changes across some or all the listed areas, with some already benefiting from existing set-ups.

**Challenges** The most reported challenge was cost (budget and time), followed by building restrictions, such as not owning building/leasing arrangements.

### 2. REPLACE GAS BOILERS & COMBINED HEAT POWER SYSTEMS WITH ELECTRIC HEATING SYSTEMS.

**Progress** Signatories are at varied stages of decarbonising heating, with some already fully electric or having completed upgrades, others actively implementing or planning low-carbon heating solutions, and the remainder exploring feasibility, costs, or raising awareness where direct action is not currently possible.

**Challenges** Key challenges to completing commitments include limitations related to cost and available resources, restrictions on taking direct action where properties or systems are controlled by others, and the need to balance long-term decarbonisation goals with immediate operational requirements such as maintaining essential heating and hot water infrastructure.

### 3. SWITCH TO 100% RENEWABLE ELECTRICITY.

**Progress** Most signatories report using renewable electricity, typically through green tariffs or on-site generation such as solar panels, alongside commitments to guarantee renewable sourcing or explore improved procurement options. Some have achieved only a partial transition, focusing on selective provision to certain buildings and ongoing reviews of procurement strategies to balance costs. Where no changes have yet been made, this reflects alignment with organisation-specific climate roadmaps or limitations on decision-making where control sits with property owners.

**Challenges** Key challenges to completing commitments include the additional costs associated with green tariffs, contractual constraints linked to energy procurement processes, complexity and limitations in definitions and technologies around renewable energy options, and restrictions on adapting buildings where ownership sits with the council.

### 4. SUPPORT & PROMOTE SUSTAINABLE TRAVEL TO WORK.

**Progress** Almost all reporting signatories offer a Cycle to Work scheme and most also provide season ticket loans, shower and changing facilities, and secure bike storage. Some signatories offer additional support such as bike repair and maintenance services, access to cycle parking, or discounts for public e-bike schemes, alongside wider commitments to sustainable travel through dedicated working groups and consideration of transport accessibility when selecting new facilities.





**Challenges** Key challenges to completing commitments include the building works required to install shower facilities and variability around employee engagement. Some reported that uptake of available schemes can be more challenging than provision but there was also evidence from internal surveys indicating high levels of active or public transport commuting.

## 5. INCLUDE VEHICLE STANDARDS IN 100% OF PROCUREMENT TENDERS.

**Progress** Signatories show varying levels of progress. Many have begun discussions or preparatory actions around procurement and delivery standards. Implementation actions include reviewing suppliers and standards, encouraging or requiring lower-emission vehicles, staff training on sustainable procurement, and introducing electric vehicles through contracts. Those fully meeting the commitment have measures such as consolidated deliveries and specified vehicle standards in place, often aligned with wider contractual or regulatory requirements (e.g., London low-emission zone).

**Challenges** Key challenges include engaging stakeholders and ensuring oversight of environmental requirements in contracts, defining appropriate vehicle standards, staff turnover, and managing operational disruption. Additional barriers relate to supplier limitations, lack of clarity on specificities within existing procurement agreements, and the time and cost required to implement changes gradually.

## 6. OPTIMISE & CONSOLIDATE DELIVERIES.

**Progress** Actions taken include engaging with stakeholders and suppliers to review delivery practices, adjusting operations to enable fewer and more efficient deliveries, and implementing measures such as consolidated routes, revised scheduling, and early morning deliveries to reduce emissions. Some signatories also use electric vehicles, consolidation centres, or shared ordering systems to further limit vehicle movements, particularly for smaller-scale or routine supplies.

**Challenges** Key challenges include engaging and coordinating multiple stakeholders and suppliers, managing complex contract arrangements, and defining appropriate vehicle standards. Additional barriers relate to limited space and infrastructure for consolidation, and competing priorities due to resource and capacity constraints.

## 7. TRANSITION 100% OF COMPANY FLEET TO ZERO-EMISSION VEHICLES.

**Progress** Among those taking action, several have no fleet but are offering or exploring onsite electric charging, while others operate small or fully electric or hybrid fleets, or are gradually increasing the use of electric vehicles over time.

**Challenges** Key challenges include limited charging infrastructure and onsite space, practical issues around charging vehicles during the working day, the cost of installing higher-capacity charging points, and technological constraints where suitable electric vehicle specifications are not yet available.





## 8. DEVELOP & IMPLEMENT AN INDOOR AIR QUALITY IMPROVEMENT PLAN.

**Progress** Current activity includes developing indoor air quality improvement plans, establishing baselines through surveys and sensors, and ongoing monitoring of indoor environmental quality. Additional actions include budget allocation for sensors, increased use of indoor plants, building certification, enhanced air filtration systems, research to inform targets and future design, and consideration of smarter, integrated air quality solutions in new or future buildings.

**Challenges** Key challenges include variable organisational buy-in, financial and resource constraints, and limitations of existing building fabric. Additional barriers relate to lack of control over managed or council-owned buildings, absence of clear indoor air quality standards and measurement tools, and sensitivities around employer and union perceptions, although attitudes toward adoption are more positive where moves to new facilities are planned.

## 9. ACTIVELY ENGAGE & EDUCATE EMPLOYEES ON PROTECTING THEIR HEALTH.

**Progress** Signatories are at varied stages of progress on respiratory health initiatives, ranging from full or partial delivery to early-stage research and future commitment. Reported actions include health screening, vaccinations, information and education campaigns, wellbeing apps, and occupational health support, with some using public health awareness days and specialist resources to promote engagement, and others embedding respiratory health within wider wellbeing or climate resilience programmes.

**Challenges** Key challenges include limited time and resources to develop and deliver engaging information, incomplete organisational integration where ownership of the commitment is unclear, and cost constraints.

## 10. SUPPORT EMPLOYEE FLU VACCINATIONS.

**Progress** Signatories report mixed progress in supporting flu vaccination and respiratory health, with activity ranging from established health programmes and communications to early-stage planning and initiatives scheduled for delivery in 2026. Actions include respiratory health checks for some staff, promotion of flu vaccination service, use of internal communications and wellbeing tools, sharing specialist resources, and delivery of engagement activities such as awareness days, educational sessions, and health screenings, often supported by occupational health and wellbeing teams.

**Challenges** Key challenges include limited organisational ownership and siloed working, financial and capacity constraints, and difficulties finding the time and resources to develop and deliver effective respiratory health activity. Additional barriers relate to engaging staff attention and presenting information in ways that are compelling, relevant, and actionable beyond existing awareness initiatives.





CAMDEN  
**BREATHING  
BETTER**

Thank you for reading this report.  
To get in touch or find out more, please email

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