Theme	Objective and Target Description	Where (and who will this apply)	How (Actions required)	Who/Lead (responsible person)	When (Target Date)	Status
Emissions - Energy	Objective — achieve net zero emissions across scope 1, 2 and 3. Targets: • Reduce carbon emissions to meet net zero carbon emissions by 2040 across scopes 1, 2 and 3. • Interim target commitment to align with the Northern Ireland target, reducing carbon emissions by 48% by 2030 across Scope 1 and 2 emissions. • Further alignment will be unteraken to ensure the UK National target of 78% reduction in UK emissions by 2035.	Estates Directorate Procurement Department	Identify a range of energy programmes as required by the Carbon Management Plan Technical Group. e.g. Voltage Optimisation Programme, Sub-metering, PIR Installation, Insulation projects, CHP, Low Carbon Technologies. – Energy M&T Development of a bespoke net-zero carbon targets for QUB to cover scope 1, 2 and 3, carbon off-setting, climate change adaptation and associated costed action plan has taken place. They were created in partnership with appointed consultants (ARUP) in early 2023 following the completion of a Net Zero Engagement Campaign. Implementation and delivery of QUB Net Zero Strategy.	Head of Sustainability Energy and Carbon Manager	Summer 2023 onwards	 CHP units continue to operate efficiently at the Queen's Elms Site, DKB/Ashby Site, Main Site and Health Sciences Campus; Recurrent annual savings yielded from these initiatives is in the region of £950k. Additional minor works projects to the value of identified £160k identified and implemented. Significant Geothermal project installed at new Riddel Hall Business School – Pioneer project for Geothermal in NI. Dublin Road Accommodation will be 'Passive House'. Number of 'feasability studies' are complete/ongoing, focusing on the implementation of PV Panels and Air Source Heating. Queen's University Net Zero Plan launched in October, following sign-off by Senate in June. Travel, waste and engagement initiatives, as part of the Net Zero Plan, are also ongoing and can be viewed in the relative sections.

Sustainability Engagement Programmes	Objective – deliver phased pilot lab sustainability programme across the university. Targets: • 2021/22 (pilot phase) is 12 labs; • 2022/23 33% of all labs, • 2023/24 66% of all labs, • 2024/25 100% of all labs.	Estates Directorate	Implement Change Management initiatives. Review current labs, identify new labs, launch in September annually.	Head of Sustainability Environmental Manager Project Support Officer (Sustainability)	Ongoing	In 2021/22 12 Labs received Bronze LEAF Accreditation. A review to determine eligible labs was completed in 2022. In November 2022, the Faculty of Medicine, Health and Life Sciences committed to all their eligible labs becoming LEAF Accredited by 2025. A total of 31 labs received accreditation in 2023. A number of events and workshops took place during 2022/23: Intro, Lab Lunch Talk, Procurement Workshop, Audit Workshop and Awards Coffee Morning. Recruitment for 2023/24 is ongoing.
	Objective – development of a new staff and student behaviour change programme to incentivise positive environmental behaviours. Targets: Implement a pilot sustainable reward scheme. Development and pilot of Queen's Sustainability Award Programme.		Review existing external sustainability engagement programmes, identify key programme that will appeal to staff/students and launch in 2024. Develop resources to aid Schools/Directorates in creating their own bespoke baseline emissions and action plan. Liase with key schools to ensure recruitment for pilot is achieved and promote to key schools/directorates.	Environmental Graduate Intern		Review of programmes was completed in 2022. Creation of a summary report has been created for review by the Change Management Committee who have agreed on provider. New pilot Sustainability Engagement Tool will be launched in 2024. Pilot will be progressed with Accommodation (Elms Village) and key staff departments. Initial research into the creation of a Queen's Sustainability Award Accredditation is taking place. Selection of three pilot directorates will take place in late 2024.
	Objective – increase carbon literacy levels across the University. • Phase One - 2021/22 - delivery to 200 students. • Phase two – 2022/23 - 400. • Phase three – 2023/24 - 800.		Deliver training in each Faculty via Carbon Literacy Champions – NBE (EPS) Management School (AHSS), School of Biological Sciences, School of Medicine and Dentistry (MHLS) as well as central course for staff and students outside this cohort.			Ongoing discussions are taking place with relevant academic staff and dates will be agreed with facilitators (Keep Northern Ireland Beautiful). Academics from a range of disciplines are involved – School of Biological Sciences, School of Natural and Built Environment, School of Dentistry, School of Medicine, School of Management and School of Aerospace and Engineering. Figures: 2021/22: 305 students, 35 staff 2022/23: 423 students, 112 staff.
	Objective – continue to deliver the Sustainability Change Makers Programme (Degree Plus Accredited). • Integrate the programme/workshops within existing structures.		Review current programme, engage with key facilitators, recruit students and discuss implementing the programme in existing structures with facilitators.			Master Your Environmental Leadership Program was hosted in collaboration with Graduate School during 2021/22. 18 students participated and will qualify for Degree Plus. The programme was re-created and named the 'Sustainability Change Makers Programme' and ran over the 22 and 29 March 2023. A total of 18 students took part. Discussions with other programme facilitators will take place over the 2023 summer to determine if workshops can be incorporated into existing programmes.
	Objective – Provide funding source for students and staff to delivery their own sustainability projects on campus • Fund £20k of projects over 12 months within the academic year		Update Green Fund resources, organise communications and launch in September annually.			University Green Fund will be re-launched for 2022/23 after it was put on hold for Covid. Launch took place in September 2022, money was allocated in November 2022 with 19 projects funded in 2022/23, bringing it to a total of 61 projects. Relaunch for 2023/24 took place in September 2023 with a further 13 projects funded. This includes funding a range of student events, a litterpick along the Lagan, a mural as part of the UPSURG Project and a wormery.
	Objective – Integrate sustainability activities within existing courses • Engage with 200 students through existing courses		Liaise with key schools to ensure engagement workshops have been planned for 2022/23 academic year.			Engagement activities have taken place with the following courses over 2022/23: • MSc Construction Management (100 Students) • Future Ready Skills for Leaders Programme (50 students)

	Update workshop resources.	 Future Ready Skills for Leaders Programme – Boston (10 Students) Welcome Sustainability Talks (60 students) Zero Carbon Enginering PGCert (12 Students) Level 1 Architecture BSc Course (30 Students) 2023/24 (to date): MSc Construction Management (100 Students) Future Ready Skills for Leaders Programme – New York (25 Students) Welcome Sustainability Talks (800+ Students) Zero Carbon Enginering PGCert (12 Students)
Objective – Undertake a rolling calendar of events, campaigns and communication pieces. • European Week for Waste Reduction • Green Week • Student Sustainability Summit • COP Campaign • Green Celebration Awards	Create calendar of events that includes key campaigns, engagement programmes, events, communication pieces.	In 2023, European Week for Waste Reduction was promoted via three key events: Autumn Clean Up (50ppl), Panel Disussion: Circular Economy – Fantasy or Reality' (45ppl) and Positive Volunteering (30ppl). Our annual Student Sustainability Summit will be held on 30 January, providing students with the opportunity to raise their concerns around 4 key topics – food, finance, travel and education. Web pages and ezine format updated and improved to increase engagement including alignment with the SDG's. Development of a 'sustainability corporate website' has been published and continual updates are ongoing.

Sustainable	Objective – Embed net-zero carbon	Estates	Recruit and appoint an Estates Manager	Estates Manager		Estates Manager (Sustainable Construction) has been appointed
Design and Construction	strategies across the University estate and begin to track progress.		Sustainable Construction to lead embedding of sustainable design and	(Sustainable Construction)	Ongoing	and commenced in December 2022 (Nathan Campbell).
			construction principles across University			The Net-Zero Design Guide is in the process of being signed off.
	Targets:		projects.	Head of		Significant collaboration has taken place within the Estates
	Target Passive House			Sustainability		Directorate, and beyond, in order to propose a workable
	certification for all new buildings;		Coordinate development of a net-zero	Head of Estates		document.
	Target EnerPHit certification for		design guide, collaborate with various Estates departments to understand	Planning		Identification of 'pathway projects' has taken place and
	all refurbishment projects >		challenges, and implement the new	i laming		development is imminent – this includes PV Panels on the Main
	£1m;		standard.			Site and Air Source Heating within the Maths & Physics Building.
	Begin to benchmark all projects		otaridard.			
	against carbon metrics for best		Review and update procurement			The first Passive House certified student accommodation block in
	practice.		documentation to ensure project teams fulfil			NI has been tendered by the University, with building starting in
	Release Net-Zero Design Guide		requirements.			2024.
	for use.					8 BREEAM Excellent
	Objective - Improve Sustainable		Ensure Whole Life Carbon assessment &			6 BREEAM Very Good
	Design and Construction of New		energy modelling is undertaken for all future			O BINEEP IIII VOIY GOOD
	Builds and Refurbishments.		projects.			Sustainability design and construction standards have been
	Danies and Moransisminonia.					reviewed as part of the development of the next stage of the
	Targets:					University carbon reduction strategy – including exploration of
	Achieve BREEAM Excellent					other standards – Passivhaus / SKA etc.
	for New Builds >£1,000,000-		Use applicable BREEAM criteria for new			The first Sustainable Construction Conference will be hosted on
	ongoing		builds and refurbishment projects from early design stage and integrate within design			Wednesday 28 February. Further information on the event can be
	Achieve BREEAM Very		criteria, reporting progress at each RIBA			found here.
	Good for Refurbishment –		stage.			isana noro.
	>£1,000,000		Jungon			
	Objective - Embed net-zero carbon		Review the Sustainable Design			
	principles and requirements across		Development Brief and develop an			
	all our design and construction		alternative appropriate process.			
	specifications in line with forthcoming					
	net-zero strategy requirements –		Review and update of all applicable			
	September 2023.		specifications integrating appropriate			
			sustainable design standards.			
			Delivery of costed ne -zero action plan -			
			including development of sustainable			
			design principles and standards.			

Waste Management	Objective - Increase percentage of waste recycled and reduce volumes of waste generated — ongoing. Target: • Maintain figure of over 80% of waste diverted from landfill from July 2021 onwards.	Improve use of existing recycling facilities for staff and students (June 2024): • Extend waste streams which can be recycled. This will include extending the roll out of Food Waste, Ban the Bin. • Review and update bin labels Develop waste/resource strategy/circular economy strategy - May 2024 Completion of waste audit/review across the Estate focus on high impact areas (integrate with student projects) – March 2024 Review consumables and align with waste audit to determine opportunities for eliminating/ reducing waste streams (including Single use Plastics and avoidable packaging) - March 2024 Review and improve recycling bin provision and information in key areas • Roll out of the Queen's reusable '2 Go Cup' • Lattee Levy	Estates Manager (Environmental) Assistant Estates Manager (Environmental) Estates Manager (Environmental) Assistant Estates Manager (Environmental) Head of Campus Food and Drink	Ongoing	Current recycling and recovery rate is 93.79% for Municipal General Waste i.e. 93.79% diverted from landfill. Reviews/actions undertaken to increase recycling/decrease waste: • Furniture donations to number of Charities/Schools/Clubs –Oxfam, Habitat for Humanity and use of WARP IT (ongoing). • Staff/ student working group established to review use of single-use plastics and identify opportunities for reduce single-use plastic across the University. • Identify and action new waste streams - review external recycling provision – maximise cardboard recycling (July 2024). • Improve recycling signage of internal bins (September 2024). Future work on signage will include engagement with students and staff. • Working with staff and students to undertake waste projects with the aim to establish recommendations and actions that minimise waste production and bin contamination (Elms Accommodation – December 2023). • Continue to roll out LEAF to ensure waste is being minised where possible from labs. • Queen's reusable '2 Go Cup' was rolled out in 2023, on offer within large-scale events and conferences, to minimise single use waste associated with coffee cups. Waste Management Contract tendered and awarded - focus on landfill diversion and contributing to circular economy.
		Review and improve recycling bin provision and information in key areas Roll out of the Queen's reusable '2 Go Cup'			Queen's reusable '2 Go Cup' was rolled out in 2023, on offer within large-scale events and conferences, to minimise single use waste associated with coffee cups. Waste Management Contract tendered and awarded - focus on

Travel and	Objective – Increase uptake of Estates	Implement the continual implement plan	Estates Manager Ongoing	2018 demonstrated a reduction in staff dependence on single
Travel and Transport	Objective — Increase uptake of Sustainable Travel across the University Targets: • Travel to Work Survey took place in October 2022 allowing up to date targets to be established. • Creation of travel strategy for Summer 2023. • Maintain Cycle Friendly Employer Accreditation Gold — on going — 2023/24 Objective - Increase cycling provision across campus via education, engagement and enhanced infrastructure. Targets: • Engage with external providers to host 8 events every academic year. • Provide additional cycling parking for a further 100 bikes across the campus by June 2023; 50 by 2024. • A yearly 10% increase associated with: bikes leased to students via hub; second hand bikes sold, bikes serviced. Objective - Engage with Translink and external stakeholders including Belfast City Council, Ulster University and Belfast Metropolitan College, to make public transport a more attractive option for staff and students travelling to the University. Objective - Increase availability of EV Charging • Install 3 additional EV Charging points across the campus by December 2023 • 4 additonal EV Charging	Implement the continual implement plan attached to the University Trave Plan Appointment of consultants to support development of a Travel to Work Survey and travel strategy. Completion of Staff and Student Travel to work surveys - October 2022 Undertake feasibility study to determine cost and options for moving current fleet (25 vehicles to EV) – October 2022 Liase with internal communications to promote the survey and strategy. Install at DKB,MBC and refresh at Admin building – December 2022 Work with key stakeholders to determine potential of a Belfast working group around Sustainable travel -November 2022 Continue to progress the Open Botanic Project – e.g. Round table with key MLA's and councillors via Public Engagement – September 2022 (dependent on NI Assembly returning)	Estates Manager (Environmental) Assistant Estates Manager (Transport) Ongoing	2018 demonstrated a reduction in staff dependence on single occupancy car travel from 33.7% (2015) to 30.6% and a reduction from 16.4% (2015) to 13.4% in student travel. 2020 Travel Survey undertaken to inform next stage of the Travel Plan: Reduce single occupancy car journeys by staff and students in accordance with Travel plan targets. 5% reduction in staff travelling to the University by single-occupancy car journey by 2020/21.5% reduction in students travelling to the University by single-occupancy car journey by 2020/21 Development of current plan under review considering COVID and significant change of working / travel patterns, plus the universities Net Zero aspirations. Travel to Work Survey was completed in October 2022, with work ongoing in regard to Travel Plan Strategy. Launch of new Travel Plan occurred in early 2024. Accreditation to Cycle Friendly Employer Accreditation – Gold Standard - first employer in the UK to achieve the standard Cycle + (Cycle to Work Scheme) in 2019. Awarded for 2021/22. Active travel hub on campus, in partnership with Big Loop Bikes, was established and launched in September of 2021 – 30 bikes leased, 45 recycled bikes sold, 400 bikes serviced. 2022/23 - 30 bikes leased, 73 recycled bikes sold, 166 bikes serviced. Range of events have taken place during Bike Week – 1xDr Bike Session, Social Cycle, Cycle Breakfast, Cycle Security Marking, talk with Cycling UK, Cycle + and local academic. Further events included Big Loop Bike Hub presenting at multiple Welcome events, including Fresher's Fair. In 2020/21 several cycle parking spaces were put in place - 60 in MBC, 30 in Ashby, 34 in the main site. 2021/22 - 20 spaces have been incorporated into the main site; 60 spaces in One Elmwood; 40 created in School of Management. Range of public transport incentives and promotions by Translink – monthly attendance on site – ongoing. Key awareness events (Bike to Work week, Bus and Train Week) are promoted – range of events and online campaigns took place in June 2023. Open
	● Install 3 additional EV Charging points across the campus by December 2023			on Botanic Ave. developed. Meeting with Minister to raise profile of the project. Now included within Bolder Vision for Belfast. 'Open Botanic Day' took place in November 2022 and due to take place in November 2023.

Biodiversity	Objective - Increase awareness of biodiversity amongst staff, students and the local community. Target: • A minimum of 4 biodiversity events for staff and students	, , , ,	Head of Sustainability Estates Manager (Environmental)	A range of biodiversity hotspots have been created across the Estate as part of the wider Nurture and Grow programme - Lennoxvale Tree Nursery, Pharmacy Garden, Elms Village Allotment Garden, DKB Quad. Queen's university Belfast was a winner within the 2020 UK and Ireland Green Gown Awards.
	to participate in every academic year. Objective – Maintain Green Flag for the university main site. Renewal – February/Audit in either June or November.	Renew Green Flag application in February	Head Gardener Project Support Officer (Sustainability) Environmental Graduate Intern	The formation of our next biodiversity hotspot includes the creation of a wildlife meadow at the Ashby Hill. This was completed in May 2023. A range of yearly biodiversity events and new initiatives have/will take place during the 2022/23 academic year: • Community clean-ups – November 2022 (30ppl) and March 2023 (50ppl)
	Objective – Enhance the biodiversity found within Queen's campus. Target: • Two new biodiversity opportunities identified and implemented each academic	Liase with the Gardening Team and Students' Union to establish key	Graduate interii	 Elms Allotment Workshops October 2022 and May 2023 (10ppl) Lennoxvale Tree Nursery – sapling removal and planting (15 and 16 November 2022 – 60ppl) Future events in 2023/24 includes bulb planting and surveying; tree planting; the usual litterpicks/Allotment Workshops.
	year. Objective – Enhance Pollinators and native species across campus. Targets:	opportunities and involvement.		Green Flag and Green Heritage Award retained for the Lanyon Site for 2021/22 (Benchmark National Standard for public green spaces). Application submitted for 2022/23 with our 5 th Green Flag Award achieved in July.
	 Maintain and uphold commitment to All Ireland Pollinator Plan - ongoing 	Identify tree planting and pollinator opportunities throughout the campus.		Hedgehog surveying cemmenced in Summer 2023. Partners in the Million Trees for Belfast Initiative: 2019 to 2023: 600 trees planted on campus as part of the initiative.
	 Plant native trees, hedging and plants (mainimum of 20 native trees each year, and 30 linear metres of wildlife hedging). 			No Mow areas - set aside as part of commitment to Pollinator Plan - Ashby Hill (Chlorine Gardens), DKB Quad, Riddel Hall, MBC, Elms Village. In 2024 a significant area in PEC will be set aside for No Mow.
	3 3,			Biodiversity Action Plan created for spring 2024.
				2020/21 - 21 trees planted across the campus; >80 Linear metres hedge and >320 plants placed within Riddel Hall.
				2021/22 - 41 trees planted across campus; >30 linear metres hedge planted; 50 plants.
				2022/23 – >500 trees planted across campaus (Malone Playing Fields); >30 linear metres (Riddel Hall School of Management)
				2023/24 – 40 trees planted across campaus (Malone Playing Fields)
Water and discharges	Objective - Increase efficiency of water use via the use of borewells, rainwater harvesting technologies,	,	Estates Manager (Environmental) Ongoing	Borewells at several sites across campus – David Kerr Building, Elms Accommodation, Malone Playing Fields and Medical Biology Centre – completed.
	monitoring and other water efficient technologies.	Monthly monitoring - borewell usage at each location - ongoing	Estates Manager Maintenance	Implementation of flow control devices, water metering and water efficient WCs and taps.
	Objective – Fulfil legal requirements: • Meet abstraction licence requirements for borewells at	Monthly monitoring of water quality to comply with DWI requirements – ongoing	Estates Minor Works	Pilot meter scheme with NI Water to minimise water leaks from source – due for completion December 2023.
	each location (as per licence). • Meet water quality standards	as stipulated in licence		Ongoing monitoring to comply with licencing requirements Ashby/DKB bund replacement - completed
	set at by drinking water			

	inspectorate at each borewell location - ongoing • Prevent pollution to local waterways – Compliance with Control of Pollution (Oil Storage) Regulations (Northern Ireland) 2010 • Comply with effluent consents as stipulated on licence requirements Delivery of bund improvement/ gas conversion program at key locations - Review all existing bunds and tanks by 30 September 2021 - Undertake improvements – by November 2022		Completion of ongoing program – Bund improvements and maintenance			Program ongoing to update tanks and replace with gas where appropriate (under review in light of Net Zero commitment) Review and update of bunds completed.
Community Involvement	Objective - Increase engagement and involvement of local residents with sustainability programmes, initiatives and events within Queen's. Target: • Complete 3 community events.	Estates Directorate	Identify opportunities to engage with the local community with the Grounds and Garden Team, Community Engagement and Handy Helpers (SU).	Estates Manager (Environmental) Head Gardener Project Support Officer (Sustainability) Environmental Graduate Intern	Ongoing	Continuing to work with San Souci Residential Association via the Lennoxvale Tree Nursery and then by assisting them with their Malone Road Trees Project and Elms Village Sapling Planting event. Community clean-ups – November and March. Participants in the Belfast Million Trees program. Alley way transformation project - via Handy Helpers program. For 2024, creation of a community mural on Botanic Avenue is currently being planned. 2024 – 'Green Week of Community Action'
Sustainable Procurement	Reduce emissions associated with Procurement Targets:	Procurement Department Estates Directorate	Appointment of consultants to support development of bespoke net-zero carbon targets for QUB to cover scope 1, 2 and 3, carbon off-setting, climate change adaptation and associated costed action plan. Review and report on data available to the University to baseline scope 3 inventory – October 2022. This will include staff/student travel data. Creation of a supply chain stakeholder map for scope 3 hotpots that will be included in Queen's Carbon Reduction Plan – November 2022. Complete a review of and report on the most impactful actions currently being undertaken on Scope 3 by other organisations in the UK – November 2022. Creation of a costed action plan including identifying supply chain hotspots and actions to support supply chain to reduce emissions – March 2023.	Head of Sustainability Estates Manager (Energy) Senior Procurement Manager (Sustainable) Head of Campus Food and Drink	Ongoing	Suppliers to the University are being directed to register with and utilise NETpositive (or equivalent), a free tool that will help suppliers to create a simple sustainability action plan for their business. Ongoing review of progress against action plans will be undertaken at contract management meetings. A Sustainable Food Policy and Sustainable Print Policy have been established - includes key sustainability procurement actions — report to senior management. Plastic Working Group has been established and a key theme which is being addressed within the working group is procurement. Procurement Department has drawn together various strands of responsible procurement into an overarching Supply Chain Code of Conduct which is applicable to all suppliers and links directly to the United Nations Sustainable Development Goals which sets out a blueprint to achieve a better and more sustainable future for all — published online and supplied to all significant suppliers. Work by consultants (ARUP) and the university has been completed, with the establishment of a baseline and action plan for our Scope 3 data published in June 2023.

Development of action plan to support		
delivery of the Sustainable Food Policy -		
2024.		