

## Environmental Sustainability Plan 2025 – 2027

### Energy

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective: Achieve net zero emissions across scope 1, 2 and 3.</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>Reduce emissions to achieve net zero carbon emissions by 2040 across scopes 1, 2 and 3.</li> <li>Interim target of 50% reduction in Scope 1 and 2 emissions by 2030 (market based) based on 2018-19 baseline ~ Science Based Target.</li> </ul> <p>Interim target commitment aligned with the Northern Ireland target, reducing carbon emissions by 48% by 2030 across Scope 1 and 2 emissions.</p> <p>Further alignment will be undertaken to ensure the UK National target of 78% reduction in UK emissions by 2035 is achieved.</p>	<p>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.</p> <p><i>Decarbonisation of Heat</i> Identification of schemes by Decarbonisation Working Group and Energy Manager/Officers.</p> <p><i>Onsite Renewable Energy Generation</i> Assessments ongoing around the implementation of renewable technologies (solar/PV panels, air-source heating).</p> <p><i>Energy Efficiency</i> A Green Revolving Fund (GRF) that finances the capital expenditure associated with energy efficiency projects has been present since 2009. Savings from the projects will continue to be ring fenced and returned to the fund hence enabling the fund to grow and finance future projects. The GRF now stands at over £2 million and</p>	<p>Estates Manager (Energy)</p> <p>Assistant Estates Manager (Energy)</p> <p>Assistant Estates Manager (Energy)</p>	<p>Ongoing</p>	<p><u>Queen's University Net Zero Plan launched in October, following sign-off by Senate in June.</u></p> <p>REGO Certified CPD Renewable Contract for Electricity re-established on 1 April 2025 (since 2020).</p> <p>Several energy efficient projects have been approved and completed.</p> <p>2023 - 2024 Projects:</p> <ul style="list-style-type: none"> <li>Feasibility study on solar PV on accommodation – BT9 site</li> <li>Core estate lighting replacement</li> <li>Whitla Hall solar PV</li> <li>Maths &amp; physics teaching centre – solar PV</li> </ul> <p>2024/25 Projects:</p> <ul style="list-style-type: none"> <li>Ashby building solar PV</li> <li>Continue to fund energy efficiency laboratory equipment upgrades</li> <li>LED lighting upgrades across the campus – Windsor Park, PFC, Admin Building, Mulhouse, PEC, McClay</li> <li>Fitting of a hybrid heat pump (ASHP and GAS) in 15 Chlorine Gardens (Living Lab with Sony).</li> <li>Pipeline of projects for each building across estates under development</li> </ul> <p>Baseline: 19078 tonnes CO2 (18/19) 2023/24: 15,605 tonnes CO2 (18% Reduction)</p>

	<p>typically finances projects to the value of £175k each year.</p> <p><i>Procurement of Electricity</i> Establishment of REGO Certified CPD Renewable Contract for Electricity.</p> <p><i>Space Utilisation</i> Review into space utilisation using Wi-Fi and building sensors.</p>			
--	--	--	--	--

## Sustainability Engagement and Communication

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective – deliver phased lab sustainability programme across the university.</p> <p>Labs Accreditation Target:</p> <ul style="list-style-type: none"> <li>2021/22 (pilot phase) - 12 labs;</li> <li>2022/23 33% of all labs,</li> <li>2023/24 66% of all labs,</li> <li>2024/25 100% of all labs.</li> </ul> <p>Labs Award Level Target:</p> <ul style="list-style-type: none"> <li>2024/25 60% of all labs,</li> <li>2025/26 80% of all labs,</li> <li>2027/28 100% of all labs.</li> </ul>	<p>Identification of existing labs, targeted recruitment from the bottom up and top down, recruitment of an Academic Lead.</p> <p>Investment in the structured, accredited programme LEAF (Laboratory Efficiency Assessment Framework), providing staff and students with guidance and support in minimising emissions.</p> <p>Review the potential to incorporate students into the programme via the creation of a student audit programme in May/October.</p>	Assistant Sustainability Officer	Ongoing – launched in October annually	<p>In 2021/22 12 Labs received Bronze LEAF Accreditation. A review to determine eligible labs was completed in 2022.</p> <p>In November 2022, the Faculty of Medicine, Health and Life Sciences committed to all their eligible labs becoming LEAF Accredited by 2025.</p> <ul style="list-style-type: none"> <li>31 labs recognised in 2022/23.</li> <li>68 labs (spaces) recognised in 2023/24.</li> <li>84 labs (spaces) recognised in 2024/25.</li> </ul> <p>Lab Sustainability Training took place in January 2025 (30ppl).</p> <p>Aim to create the student audit programme by May 2026.</p>
<p>Objective – deliver Green DiSC programme across the University.</p> <p>Target:</p>	<p>Identification of eligible labs, targeted recruitment and investment in Green DiSC (computational labs).</p>	Assistant Sustainability Officer	Ongoing	<p>Completed pilot in 2024/25 with 6 labs.</p> <p>A review of eligible labs will take place during 2025/26.</p>

<ul style="list-style-type: none"> <li>• 2025/26 (pilot phase) – 6 labs,</li> <li>• 2026/27 33% of all labs,</li> <li>• 2027/28 66% of all labs,</li> <li>• 2028/29 100% of all labs.</li> </ul>				
<p>Objective – embed environmental sustainability requirements of the UKRI Concordat for Sustainable Research and Innovation practice across all research activities.</p> <p>Target:</p> <ul style="list-style-type: none"> <li>• Creation of a ‘Concordat Tool Kit’ by June 2026.</li> <li>• Publication of Business Travel Decision Tool by June 2026.</li> </ul>	<p>Widening participation of sustainable lab certification programmes.</p> <p>Engaging with academics to prevent carbon outputs in a range of areas, including supply chains, project design and infrastructure.</p> <p>Provision of resources such as best practice materials and funding streams to enable academics to make informed sustainability decisions.</p> <p>Providing sustainable lab training to all lab users.</p> <p>Designing</p> <p>Introducing sustainability to early career researchers through annual sustainability workshops.</p> <p>Engaged with R&amp;E to create a Sustainable Research Hub resource</p>	Assistant Sustainability Officer	Ongoing	The university became signatories of the Concordat in February 2025. Ongoing reporting of Concordat information to begin in 2026.
<p>Objective – development of a staff programme that enables faculty’s/schools/directorates to create their own Local Sustainability Action Plan (LSAP).</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>• 2024/25 (programme launch) 3 School’s.</li> <li>• 2025/26 100% Schools</li> <li>• 2026/27 100% Directorates</li> </ul>	<p>Review of existing programmes, investment in supporting software, branding of programme, recruitment from top down.</p>	Sustainability Programme Officer	Launched in October 2024	<p>Review of programmes was completed, and plans were signed off by the Sustainability Engagement and Communications Working group in June 2024.</p> <p>New ‘Local Sustainability Action Plan’ (LSAP) Programme was launched in September 2024.</p> <p>2024/2025: All school’s engaged with 4 plans completed and published.</p>
<p>Objective – increase carbon literacy levels across the University.</p>	<p>Promotion of CLT to educational administrators, academics and SU.</p> <p>Roll out of free staff and student</p>	Assistant Sustainability Officer	Ongoing – launched in	Ongoing discussions are taking place with relevant academic staff and dates will be agreed with facilitators (Keep Northern Ireland

<ul style="list-style-type: none"> <li>Phase One - 2021/22 - delivery to 200 students.</li> <li>Phase Two – 2022/23 - 400.</li> <li>Phase Three – 2023/24 - 800.</li> <li>Phase Four – 2024/25 – 1000</li> <li>Maintain levels at 1000 people from 2025 onwards.</li> </ul>	training sessions throughout the year to maximise opportunities.	Sustainability Programme Officer	September annually	<p>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.</p> <p><u>Figures:</u></p> <p>2021/22: 305 students, 35 staff</p> <p>2022/23: 423 students, 112 staff.</p> <p>2023/24: 1002 students, 74 staff</p> <p>2024/25: 896 students, 23 staff (ongoing)</p> <p>Dates for 2025/26 are currently being organised with schools and facilitators.</p>
<p>Objective – Provide funding source for students and staff to delivery their own sustainability projects on campus</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>Fund £20k of projects over 12 months within the academic year.</li> <li>Minimum of 10 projects funded per year.</li> </ul>	Update Green Fund resources, organise communications and launch in September annually.	<p>Assistant Sustainability Officer</p> <p>Sustainability Programme Officer</p>	Ongoing – launched in September annually.	<p>Relaunched every September, with money allocated by November. Figures:</p> <p>2019: 22 projects</p> <p>2020/21: 25 projects</p> <p>2022/23: 18 projects</p> <p>2023/24: 19 projects</p> <p>2024/25: 11 projects</p> <p>2024/25 projects include waste, biodiversity and engagement events.</p> <p>Green Fund will relaunch in September 2025.</p>
<p>Objective – Integrate sustainability activities within existing courses</p> <ul style="list-style-type: none"> <li>Engage with 200 students through existing courses</li> </ul>	Continue to engage with academics and course coordinators to ensure sustainability is embedded in key areas throughout campus.	<p>Assistant Sustainability Officer</p> <p>Sustainability Programme Officer</p>	Ongoing	<p>Engagement activities have taken place with the following courses over 2023/24:</p> <ul style="list-style-type: none"> <li>MSc Construction Management (100 Students)</li> <li>Future Ready Skills for Leaders Programme (50 students)</li> <li>Future Ready Skills for Leaders Programme – New York (25 Students)</li> <li>Welcome Sustainability Talks (400 students)</li> <li>Net Zero PGCert (12 Students)</li> </ul> <p>2024/25:</p>

				<ul style="list-style-type: none"> <li>• MSc Construction Management (100 Students)</li> <li>• Future Ready Skills for Leaders Programme – Amsterdam (25 Students)</li> <li>• Welcome Sustainability Talks (500 students) – September and January</li> <li>• Business Management (International) – 25 Students</li> </ul>
<p>Objective – Undertake a rolling calendar of events, campaigns and communication pieces.</p> <ul style="list-style-type: none"> <li>• European Week for Waste Reduction</li> <li>• Green Month</li> <li>• Student Sustainability Summit</li> <li>• Staff Sustainability Summit</li> <li>• Reach Sustainability and Arts Festival</li> </ul>	<p>Creation and continual update of calendar of events that includes key campaigns, engagement programmes, events, communication pieces.</p>	<p>Assistant Sustainability Officer</p> <p>Sustainability Programme Officer</p> <p>Sustainability Programme Officer</p> <p>Student's Union</p> <p>Sustainability Communications Officer</p>	Ongoing	<p>In 2023, European Week for Waste Reduction was promoted via three key events: Autumn Clean Up (50ppl), Panel Discussion: Circular Economy – Fantasy or Reality' (45ppl) and Positive Volunteering (30ppl).</p> <p>Our annual Student Sustainability Summit was held on 30 January, providing students with the opportunity to raise their concerns around 4 key topics – food, finance, travel and education (62ppl).</p> <p>Green Month of Community Action was held in May – it involved a litter pick (40ppl), bioblitz with a local community group (12ppl) and a range of planting sessions (53ppl).</p> <p>In 2024, European Week for Waste Reduction was promoted via 2 key events:</p> <ul style="list-style-type: none"> <li>• Autumn Clean Up</li> <li>• Repair Café</li> </ul> <p>Our annual Student Sustainability Summit was held in January, providing students with the opportunity to raise their concerns around to QUB, government representatives, council and academics. The staff summit was held in March, with the hybrid event resulting in over 60 participants.</p>
<p>Objective – Continue to embed sustainability information into staff and student inductions.</p>	<p>Liaise with key groups to ensure sustainability is embedded in their communications – Student Affairs,</p>	<p>Sustainability Team</p>	Ongoing	<ul style="list-style-type: none"> <li>• Included in International Student Welcome Talk to 500 students.</li> </ul>

	People and Culture, Community Engagement and Accommodation.	Community Engagement Team		<ul style="list-style-type: none"> <li>Embedded in 'Community Living Handbook' and the Accommodation handbook.</li> <li>Attendance at all New Staff Fairs</li> </ul>
<p>Communications objective - Target:</p> <ul style="list-style-type: none"> <li>Annual Sustainability Report published annually (May).</li> </ul>	<p>Liaise with key stakeholders on the development of the 2023-24 Annual Sustainability Report.</p> <p>The report includes case studies, key performance indicators and an overview of our work to address and incorporate the UN SDGs across all of our activity.</p>	<p>Sustainability Programme Officer</p> <p>Sustainability Communications Officer</p>	Completed	<ul style="list-style-type: none"> <li>Published June 2025.</li> <li>The design and delivery of an internal communications plan for promotion of the report.</li> <li>The co-ordination and delivery of a video address to align with the report.</li> </ul>
<p>Communications objective - Support the implementation of the University's integrated Net Zero Communications Plan by coordinating sustainability focused campaigns and communications that align with the University's strategic sustainability objectives.</p>	<p>Maintaining the University's Sustainability website</p> <p>Creating social media content that raises awareness and inspires behaviour change</p> <p>Writing content for web, news stories, blogs, email, newsletters, profiles, speeches and printed collateral</p> <p>Producing engaging video content</p>	Sustainability Communications Officer	Ongoing	<ul style="list-style-type: none"> <li>Ongoing effective development and maintenance of the University's sustainability website including the development of new and enhanced content such as designing and implementing a new dedicated UKRI Sustainability in Research web section, as well as introducing a new web calendar listing to promote sustainability events, in addition to a new sustainability blog showcasing staff and student voice.</li> <li>Ongoing effective social media content creation that raises awareness and inspires behaviour change, including gathering social media analytics for sustainability channels so insights can be generated to enhance future approached.</li> <li>Examples of written content includes a speech for the Reach'25 launch event on behalf of the Provost and Deputy Vice-Chancellor; Harnessing Arts, Culture, and Creativity for Climate Action; Vice-Chancellor's Foreword for the 2023-24 Annual Sustainability</li> </ul>

				Report, and drafting content for the relaunched Sustainability Newsletter, and several news stories.
Communications objective – Successful implementation of an Institutional Travel Survey 2025	The design and delivery of a University wide travel survey campaign targeting all staff and students.	Sustainability Communications Officer	Completed	<ul style="list-style-type: none"> <li>Staff completions generated by the campaign: 2,009 – the highest ever staff response rate achieved for this survey.</li> <li>This highly successful internal communication campaign was delivered entirely in-house, including all collateral production, at no cost, including staff time.</li> </ul>
Communications Objective – Successful business partnering	To provide coordination to support consistent delivery of a high-quality service to colleagues and stakeholders in the development and delivery of sustainability communications.	Sustainability Communications Officer	Ongoing	<ul style="list-style-type: none"> <li>A proactive and supportive approach continues to be taken in business partnering relationships.</li> <li>A core focus on coordination across a wide range of areas, disciplines and stakeholders.</li> </ul>
Communications Objective – relaunch the University's corporate sustainability ezine.	Design and implement an engaging ezine for students and the public to showcase examples of sustainability work across the University and enhance support and buy-in promoting complying actions needed to enable the outworking of the Net Zero Plan.	Sustainability Communications Officer	Ongoing	<ul style="list-style-type: none"> <li>Successful development of a newsletter content plan to align with priority messaging</li> <li>Content creation, including multimedia, blog and podcast content</li> <li>Development of prize incentivisation</li> <li>Development of a social media plan including collaboration with the Marketing team to implement paid promotion.</li> </ul>
Communications Objective – Conduct a desktop review of the University's corporate sustainability webpages.	Refresh and update the website structure and content to enhance effectiveness and impact.	Sustainability Communications Officer	Ongoing	<ul style="list-style-type: none"> <li>A comprehensive desktop review has been conducted, this was a detailed and extensive mapping of the Sustainability and Estates web content, with a comprehensive spreadsheet produced setting out key recommendations for content removal, refresh and reconfiguration</li> <li>The recommendations generated through this desktop review and the</li> </ul>

				associated discussions will be implemented to the live site in Summer 2025 and will deliver key benefits for the University's sustainability web presence, including audience engagement and SEO.
Communications Objective – raise awareness of sustainability issues and communicate sustainability achievements to students, staff, civic partners, and the wider public via a sustainability themed podcast.	Establish thought leadership and showcase the expertise and thought leadership of academics and other staff members, helping to establish the University as a thought leader in its field.	Sustainability Communications Officer	Ongoing	<ul style="list-style-type: none"> <li>• The title of the podcast is 'The Ripple Effect', representing smaller issues becoming much bigger and deeper, not dissimilar to the climate crisis.</li> <li>• The podcast leverages four key opportunity areas; promoting climate optimism, leaning into climate solutions, making climate action personal, and making expertise accessible.</li> <li>• An ongoing multi-channel campaign is delivered to raise awareness of the podcast across the year to continue to embed awareness of the sustainability portfolio at Queen's.</li> <li>• Monthly discussions are featured during term time, so far we have completed podcasts focused around the power of art and sustainability, biodiversity, and volunteering for a greener future with internal and external stakeholders.</li> <li>• A podcast plan has been developed to include world-leading research experts, updates on the University's strategic sustainability priorities, and initiatives undertaken by students.</li> </ul>

## Education for Sustainable Development

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p><b>Objective:</b> Establish a baseline understanding of sustainability and SDG integration across the curriculum.</p> <p><b>Target:</b> Complete a comprehensive review of all modules across 15 Schools to identify sustainability and SDG content and inform future ESD strategy and curriculum enhancement.</p>	<p>Adapt and apply an SDG-aligned curriculum mapping framework to systematically review approx. 2,600 modules across all 15 Schools using published module data</p> <p>Collaborate with academic departments and digital systems teams to validate and categorise module content accurately</p> <p>Use the findings to inform staff development priorities, shape institutional reporting, and guide future ESD integration across the curriculum</p>	Climate & Sustainability in the Curriculum Officer	Completed	<ul style="list-style-type: none"> <li>Developed a bespoke SDG-aligned curriculum mapping tool.</li> <li>Mapped 2,173 modules across all 15 Schools using published module descriptions, learning outcomes, and skills data.</li> <li>Identified 1,755 modules as sustainability-focused, inclusive, or supportive or contained sustainability related learning outcomes.</li> <li>Established a university-wide baseline for Education for Sustainable Development (ESD) integration.</li> <li>Produced interactive dashboards for each School and institution-wide, showing SDG alignment across modules, programmes, and learning outcomes.</li> <li>Used the findings to inform the development of the institutional ESD Framework.</li> <li>Embedded sustainability and SDG requirements into module proposal, amendment, and review forms, as well as periodic School Review processes.</li> <li>Initiated enhancements to QGIS to capture module sustainability classifications and SDG alignment as standard.</li> </ul>
<p><b>Objective:</b> Build staff capacity and confidence to integrate Education for Sustainable Development (ESD) into teaching and learning.</p>	Launch the programme as a pilot in September 2023 and gather participant feedback to refine the model.	Senior Lecturer in Biological Sciences	Completed	<ul style="list-style-type: none"> <li>Pilot professional development programme launched in September 2023</li> <li>Participant feedback collected and used to refine programme content and delivery model.</li> </ul>

<p><b>Target:</b> Pilot and secure SEDA accreditation for a professional development programme</p>	<p>Submit the revised programme for SEDA accreditation and promote it across faculties.</p> <p>Track staff participation and school representation to monitor uptake and inform future scaling.</p>			<ul style="list-style-type: none"> <li>• SEDA accreditation successfully secured in June 2024.</li> <li>• 10 Programme Leads from multiple Schools completed the pilot during 2023/24.</li> <li>• In 2024/25, 12 academic staff from 8 different Schools registered for the accredited programme.</li> <li>• Programme now embedded as a cross-Faculty staff development offer supporting institutional ESD goals.</li> </ul>
<p><b>Objective:</b> Establish structured institutional leadership to guide the integration of Education for Sustainable Development (ESD) across the curriculum.</p> <p><b>Target:</b> Set up the Sustainable Futures in the Curriculum Advisory Group by September 2023 to coordinate ESD curriculum development institution-wide.</p>	<p>Create a cross-School working group with academic and professional services representation to steer curriculum strategy, develop resources, and align efforts with institutional priorities and external frameworks like GreenComp.</p>	<p>Climate &amp; Sustainability in the Curriculum Officer</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>• Sustainable Futures in the Curriculum Advisory Group established in September 2023.</li> <li>• Group advised on the development and approval of the university's SDG-aligned curriculum mapping tool</li> <li>• Provided review and strategic input on mapping findings to inform the development of the ESD Framework.</li> <li>• Formally agreed GreenComp as the guiding framework for curriculum development.</li> <li>• Advisory Group concluded in December 2024, having delivered its remit.</li> </ul>
<p><b>Objective:</b> Establish an institutional reporting structure to support governance and accountability for Education for Sustainable Development (ESD).</p> <p><b>Target:</b> Set up an ESD Working Group that reports into the Sustainability Committee, with a clear reporting line to the University Management Board by mid-2025.</p>	<p>Establish the ESD Working Group in 2024 to coordinate institutional activity and drive delivery of the ESD Framework</p> <p>Define the group's remit, membership, and reporting responsibilities</p> <p>Embed the group's reporting line into the university's formal</p>	<p>Climate &amp; Sustainability in the Curriculum Officer</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>• ESD Working Group formally established in March 2024.</li> <li>• Group remit, membership, and reporting responsibilities agreed and documented.</li> <li>• Reporting line into the Sustainability Committee formalised in June 2025.</li> <li>• Group tasked with driving delivery of the institutional ESD Framework, using mapping findings and the GreenComp framework as foundations.</li> <li>• Upward reporting structure to the University Management Board confirmed to ensure</li> </ul>

	<p>governance structure via the Sustainability Committee</p> <p>Ensure upward reporting to the University Management Board to maintain senior-level oversight and strategic alignment</p>			senior-level oversight and strategic alignment.
<p><b>Objective:</b> Build academic engagement and peer-led support for embedding ESD into teaching practice.</p> <p><b>Target:</b> Launch a cross-disciplinary Community of Practice on ESD by January 2025, with regular engagement opportunities for teaching staff.</p>	Design and promote a structured, open Community of Practice to enable staff collaboration, sharing of case studies, curriculum enhancement tools, and good practice aligned to the SDGs and GreenComp.	Climate & Sustainability in the Curriculum Officer	Ongoing	<ul style="list-style-type: none"> <li>• ESD Community of Practice launched in January 2025 as an open, cross-disciplinary forum.</li> <li>• Management team established to coordinate activity and session planning.</li> <li>• Group currently includes around 25 members, with participation continuing to grow.</li> <li>• Staff attending sessions have included representatives from academic, professional support, operational, and Estates teams.</li> <li>• Terms of reference agreed to define purpose, structure, and responsibilities.</li> <li>• Initial ESD resource bank created to support curriculum enhancement and practice sharing.</li> <li>• Three sessions delivered to date; six per year scheduled as part of regular termly engagement.</li> <li>• Focus areas include case studies, curriculum tools, and good practice aligned to the SDGs and GreenComp.</li> <li>• Promoted as a peer-led staff development mechanism supporting the delivery of the institutional ESD Framework.</li> </ul>
<p><b>Objective:</b> Embed global challenges into the curriculum through Collaborative Online International Learning (COIL)</p>	Develop an initial draft of the COIL staff toolkit in 2023/24 to support staff in embedding global challenges into teaching	Climate & Sustainability in the Curriculum Officer	Ongoing	<ul style="list-style-type: none"> <li>• An initial draft version of the COIL staff toolkit was developed in 2024 to support staff in embedding global challenges into teaching.</li> </ul>

<p>and equip staff to implement COIL in their teaching.</p> <p><b>Target:</b> Develop and finalise a staff-facing COIL toolkit by 2025, piloting its use through an international teaching collaboration supported by the Fulbright Global Challenges Teaching Award.</p>	<p>Pilot the toolkit through the co-development and delivery of a module on inequality with Ohio University in 2024</p> <p>Ongoing review and refinement of the toolkit based on pilot experience and staff feedback, with finalisation and institutional launch scheduled for December 2025</p>			<ul style="list-style-type: none"> <li>• Toolkit content supported a successful Fulbright Global Challenges Teaching Award application.</li> <li>• A pilot COIL module on inequality was co-developed and delivered in 2024 in partnership with Ohio University.</li> <li>• Four workshops delivered in 2024/25 to engage academic staff and support COIL exploration across disciplines.</li> <li>• Toolkit is currently undergoing substantial revision and enhancement, incorporating feedback from the pilot and workshop participants.</li> <li>• Finalised toolkit to be launched institutionally in December 2025 to support broader COIL implementation.</li> </ul>
<p><b>Objective:</b> Develop and implement an institution-wide ESD framework with integrated tracking.</p> <p><b>Target:</b> Develop and approve a strategic ESD Framework by May 2025</p> <p>Design a digital tracking system for curriculum integration, with launch planned for October 2025</p>	<p>Draft a unified ESD Framework aligning student engagement, curriculum systems, Living Labs, and staff development</p> <p>Establish governance through the ESD Working Group reporting to the Sustainability Committee</p> <p>Secure approval by the Sustainability Committee (May 2025)</p> <p>Collaborate with Digital Systems team to design and test a curriculum tracking tool</p>	<p>Climate and Sustainability in the Curriculum Officer</p> <p>Digital Systems Team</p> <p>Sustainability Committee</p>	In progress	<ul style="list-style-type: none"> <li>• A strategic ESD Framework was developed during 2024–2025, aligning four key strands: student engagement, curriculum systems, Living Labs, and staff development.</li> <li>• Governance was established through the ESD Working Group, reporting into the Sustainability Committee.</li> <li>• The Framework received formal approval from the Sustainability Committee in May 2025.</li> <li>• The Digital Systems Team is collaborating to design and implement a curriculum tracking tool aligned to the Framework.</li> <li>• User acceptance testing (UAT) began in June 2025, with full system launch scheduled for October 2025.</li> </ul>

## Sustainable Design and Construction

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective – All buildings adopt appropriate best practice building standards in line with Net Zero Design Guide.</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>Begin to benchmark all projects against carbon metrics for best practice using Whole Life Carbon Assessments - Feb 2025 onwards.</li> <li>Release Net-Zero Design Guide and KPI Tracker - September 2024.</li> <li>Continue to carry out pilot projects for all relevant standards – ongoing.</li> </ul>	<p>Recruit and appoint an Estates Manager Sustainable Construction to lead embedding of sustainable design and construction principles across university projects.</p> <p>Coordinate development of a net-zero design guide, collaborate with various Estates departments to understand challenges, and implement the new standard.</p>	<p>Estates Manager (Sustainable Construction)</p> <p>Head of Estates Planning</p>	<p>Ongoing</p>	<p>Estates Manager (Sustainable Construction) has been appointed and commenced in December 2022 (Nathan Campbell).</p> <p>Net Zero Design Guide was published in September 2024.</p> <p>The first Sustainable Construction Conference was hosted on Wednesday 28 February (220 ppl). Second Sustainable Construction Conference was hosted on the 25 February (225ppl).</p> <p>Review and update procurement frameworks around the purchase of procurement by June 2027.</p> <p>Ongoing engagement with Academia through Living Lab Projects.</p>
<p>Objective - Adoption of Best Practice Sustainable Building Standards</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>100% of new buildings/refurbishments in compliance with Net Zero Design Guide minimum requirements.</li> <li>Achieve BREEAM Excellent for New Builds &gt;£1,000,000- ongoing</li> <li>Achieve BREEAM Very Good for Refurbishment – &gt;£1,000,000</li> <li>Achieve Passivhaus/EnerPHit Certification for applicable project &gt; £1 million.</li> </ul>	<p>Review and update procurement documentation to ensure project teams fulfil requirements.</p> <p>Ensure Whole Life Carbon assessment &amp; energy modelling is undertaken for all future projects.</p> <p>Use applicable BREEAM criteria for new builds and refurbishment projects from early design stage and integrate within design criteria, reporting progress at each RIBA stage.</p>		<p>Ongoing</p>	<p>Piloted carbon optioneering template for assessing business cases to account for carbon in capital works projects. Whole Life Carbon assessments are now mandated in all capital work projects over £1 million in value. Three live projects embedding WLC – 89 to 95 University Road, High Performance Squad Gym and Mitchell Institute at Mount Charles.</p> <p>8 BREEAM Excellent 6 BREEAM Very Good</p> <p>Sustainability design and construction standards have been reviewed as part of the development of the next stage of the University</p>

	<p>Review the Sustainable Design Development Brief and develop an alternative appropriate process.</p> <p>Review and update of all applicable specifications integrating appropriate sustainable design standards.</p> <p>Delivery of costed net -zero action plan - including development of sustainable design principles and standards.</p>			<p>carbon reduction strategy – including exploration of other standards – Passivhaus / SKA etc.</p> <p>Identification of ‘pathway projects’ has taken place and development is imminent – this includes PV Panels on the Main Site and Air Source Heating within the Maths &amp; Physics Building.</p> <p>The first Passive House certified student accommodation block in NI has been tendered by the University, with building starting in 2024 (Dublin Road).</p>
--	--	--	--	--

## Waste Management

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective - Increase percentage of waste recycled and reduce volumes of waste generated – ongoing. Target:</p> <ul style="list-style-type: none"> <li>• Maintain figure of over 90% of waste diverted from landfill from July 2021 onwards.</li> <li>• A minimum of 50% residential and non-residential waste recycled.</li> <li>• Two ‘Circular Economy’ events are hosted each academic year.</li> <li>• Launch Equipment Sharing Database by June 2027.</li> </ul>	<p>Improve use of existing recycling facilities for staff and students:</p> <ul style="list-style-type: none"> <li>• Extend waste streams which can be recycled. This will include extending the roll out of Food Waste, Ban the Bin.</li> <li>• Review of waste labels</li> <li>• Open Warpit to external charities</li> </ul> <p>Focus on waste reduction initiatives and campaigns:</p> <ul style="list-style-type: none"> <li>• Roll out of the Queen’s reusable ‘2 Go Cup’</li> <li>• Latte Levy</li> <li>• Lab equipment</li> </ul> <p>Develop waste/resource strategy/circular economy strategy.</p>	<p>Sustainability Programme Officer</p> <p>Head of Campus Food and Drink</p>	<p>Ongoing</p>	<p>Current recycling and recovery rate is 93.79% (2022/23) for Municipal General Waste i.e. 93.79% diverted from landfill.</p> <p>Furniture donations to several Charities/Schools/Clubs –Oxfam, Habitat for Humanity and use of WARP IT is ongoing. The opening of Warpit to external charities in September 2024 will enhance this opportunity.</p> <p>Staff/ student working group established to review use of single-use plastics and identify opportunities to reduce single-use plastic across the University.</p> <p>Continue to roll out LEAF to ensure waste is being minimised where possible from labs.</p>

	To aid the completion of waste audit/reviews across the Estate focus on high impact areas will take place (integrate with student projects).			<p>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.</p> <p>A 'Latte Levy' has been in place since late 2023, offering individuals 20p when they bring their reusable.</p> <p>Waste Management Contract tendered and awarded - focus on landfill diversion and contributing to circular economy.</p> <p>In September 2024 the 'Repair Fund' was launched and has supported labs to repair vital equipment rather than purchasing/disposing. 2024/25: 26 projects funded</p> <p>A range of events and campaigns are hosted around the 'circular economy' – such as European Week for Waste Reduction and Repair Week. Events include Repair Café, litter pick, talks, bike maintenance checks etc.</p> <p>Student's Union launched a Swap Shop (2024) and free Refill Pantry (2023) in One Elmwood to assist students during the cost of living crises, whilst aiming to reduce waste.</p>
--	--	--	--	---

## Travel and Transport

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective – Increase uptake of Sustainable Travel across the University</p> <p>Targets:</p>	Appointment of consultants to support development of a Travel to Work Survey and travel strategy.	Estates Manager Environmental	Ongoing	<p>Travel to Work Survey took place from the 24<sup>th</sup> February to 14<sup>th</sup> March 2025.</p> <ul style="list-style-type: none"> <li>2018 Travel Survey: reduction in staff dependence on single occupancy car</li> </ul>

<ul style="list-style-type: none"> <li>25% reduction in carbon associated with staff and student commuting by 2028.</li> </ul>		Assistant Estates Manager (Transport)		<p>travel from 33.7% (2015) to 30.6% and from 16.4% (2015) to 13.4% in student travel.</p> <ul style="list-style-type: none"> <li>2020 Travel Survey: 5% reduction in staff travel by single-occupancy car journey/21.5% reduction in students travelling by single-occupancy car journey</li> <li>2025 Travel Survey: the survey noted a 6% reduction in the number of staff travelling by single occupancy car travel since 2022 (44% to 38%) and from 17% (2022) to 16% in student travel.</li> </ul> <p>Queen's <a href="#">Travel Plan 2023-2028</a> was launched in May 2024.</p> <p>Continue to be accredited with Cycle Friendly Employer Accreditation.</p> <p>Baseline: 8400 tonnes CO2 (22/23) 2023/24: 7375 tonnes CO2 (12% reduction)</p>
<p>Objective - Increase cycling provision across campus via education, engagement and enhanced infrastructure.</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>Engage with external providers to host 8 events every academic year.</li> <li>Provide additional cycling parking for a further 100 bikes across the campus between June 2024 and June 2027.</li> <li>A yearly 10% increase associated with: bikes leased to students via hub; second hand bikes sold, bikes serviced.</li> <li>Engage with Translink and external stakeholders including Belfast City</li> </ul>	<p>Engage with key internal and external stakeholders to ensure:</p> <ul style="list-style-type: none"> <li>'Green travel' and its benefits are continually communicated to our community.</li> <li>Queen's continues to campaign and engage with Dofl/Translink for better travel and infrastructure options.</li> </ul>		Ongoing	<p>Engagement:</p> <ul style="list-style-type: none"> <li>Active travel hub on campus was established in 2021 while supporting a social enterprise. In 2024 the hub rebranded to Freedom Cycles: 2021/22 30 bikes leased, 45 recycled bikes sold, 400 bikes serviced. 2022/23 - 30 bikes leased, 73 recycled bikes sold, 166 bikes serviced. 2024/25 49 bikes leased, 672 bikes serviced, 3 cycle to work orders, 3 recycled bikes sold</li> <li>Range of events have taken place during Bike Week (June 2025) – 1xDr Bike Session, Social Cycle with representatives from the Department for Infrastructure, Cycle</li> </ul>

<p>Council, Ulster University and Belfast Metropolitan College, to make public transport a more attractive option for staff and students travelling to the University.</p>				<p>Security Marking, E-Bike Experience, a cycle to work breakfast and a presentation on the Cycling Delivery Plan with representatives from the Department for Infrastructure. Further events included Freedom Cycles presenting at multiple Welcome events, including Fresher's Fair.</p> <ul style="list-style-type: none"> <li>• Cycle Parking: In 2024/25 80 cycle spaces were added within the new e-bike parking facility, new secure cycle parking at the PEC and accessible and adaptive cycle parking on the Main site.</li> <li>• Range of public transport incentives and promotions by Translink – monthly attendance on site – ongoing.</li> </ul> <p><a href="#">Open Botanic project</a> – working with School of Natural Built Environment and Public Engagement - proposal for a cycle lane 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.</p> <p>In December 2023, as part of COP28 Awareness Events, a '<a href="#">Connecting Belfast: Transforming Travel</a>' panel event was hosted in a local community centre. Over 50 staff, students and members of the local community took part in the discussion.</p>
<p>Objective – Increase availability of EV Charging.</p> <ul style="list-style-type: none"> <li>• Install 3 additional EV Charging points across the campus by December 2023</li> <li>• 4 additional EV Charging points by June 2024</li> </ul>	<p>Continue to review the estate to identify areas for EV potential.</p>		<p>Ongoing</p>	<p>2023 EV Charging Points: Two EV charging points installed in School of Management; 1 EV charging point in MBC; 1 EV charging point in Ashby.</p> <p>2024</p> <p>2025 EV Charging Points: A delay on delivery of the EV charge points was due to Procurement,</p>

				however in May 2025 4 EV charge points were delivered on the Main site, 2 EV charge points were delivered in Fitzwilliam Street, 4 EV charge points at the MBC, 4 EV charge points at the Ashby and 6 EV charge points at the Queen's Business School. Total: 20 charge points in total.
Objective – Increase number of EV vehicles in QUB fleet. Target: <ul style="list-style-type: none"> <li>100% fleet to be converted to EV by 2030.</li> </ul>	Continue to review the estate to identify areas for EV potential.		Ongoing	Baseline: 3% (18/19) 2023/24: 23% (6 out of 25) 2024/25: 45% (18 out of 40)
Objective – reduce emissions associated with business travel. Target: <ul style="list-style-type: none"> <li>50% reduction in Business Travel by 2030 against 2018/19 baseline.</li> </ul>	<p>Publication of Sustainable Travel Guidance and revision of the Business Travel Policy.</p> <p>Develop a Travel Decision Tool.</p> <p>In partnership with Procurement, improve reporting of business travel.</p> <p>Ongoing engagement with staff via the Local Sustainability Action Plan Programme.</p> <p>Sharing of travel data with Schools/ Business Area – reporting</p>		Ongoing	Baseline: 9450 tonnes CO2 (18/19) 2023/24: 42% reduction
Objective - review of current sustainability policy, practice and emissions for international education. Targets: <ul style="list-style-type: none"> <li>Complete a benchmarking review from peer institutions by Jan 2025.</li> <li>Develop and agree action plan on benchmark outcomes by December 2025.</li> </ul>	<p>Participate in the Climate Action Barometer.</p> <p>Review outputs with relevant people from the University.</p> <p>Agree Action Plan.</p>		Ongoing	IESG Climate Benchmarking - Climate Barometer for International Travel Data share and information return complete (July 2024) Benchmarking performance complete and report received (Jan 2025)

<ul style="list-style-type: none"> <li>Establish improved methodology for data collection by October 2025.</li> </ul>				
---	--	--	--	--

## Biodiversity

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective - Increase awareness of biodiversity amongst staff, students and the local community. Target:</p> <ul style="list-style-type: none"> <li>A minimum of 4 biodiversity events for staff and students to participate in every academic year.</li> </ul>	Identify opportunities for enabling staff & students to participate in biodiversity enhancement projects – 4 new opportunities every academic year.	<p>Sustainability Programme Officer</p> <p>Assistant Sustainability Officer</p>	Ongoing	<p>2023/24 Events:</p> <ul style="list-style-type: none"> <li>Bulb planting in November (4760 bulbs planted) – 10ppl</li> <li>Tree planting in Malone – 146 saplings planted – 20ppl</li> <li>Three litter picks – 150ppl</li> </ul> <p>2024/25 Events:</p> <ul style="list-style-type: none"> <li>YMCA Community Allotment Building Event – 15ppl</li> <li>Herb Planter creation for Elms Accommodation – 5ppl</li> <li>TCV Learning Summer Events – 27+ ppl (ongoing)</li> </ul>
Objective – Maintain Green Flag for the university main site.	Renew Green Flag application in February (annual).		Ongoing	Green Flag and Green Heritage Award retained for the Lanyon Site for 2023/25 (Benchmark National Standard for public green spaces). Application submitted for 2024/25 with our 6 <sup>th</sup> Green Flag Award achieved in July.
<p>Objective – Increase number and area of Biodiversity areas across the University estates.</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>Maintain and uphold commitment to All Ireland Pollinator Plan – ongoing since 2019.</li> <li>Plant native trees, hedging and plants (minimum of 20 native trees</li> </ul>	Liaise with the Gardening Team to establish key opportunities and involvement.		Ongoing	A range of biodiversity hotspots have been created across the Estate as part of the wider Nurture and Grow programme - Lennoxvale Tree Nursery, Pharmacy Medicinal Garden, Elms Village Allotment Garden, DKB Quad, Ashby Wildflower Hill, University Square Green Corridor.

<p>each year, and 30 linear metres of wildlife hedging).</p> <ul style="list-style-type: none"> <li>• Increase number of 'No Mow' areas across the University by 2 sites by 2027.</li> </ul>				<p>Seven 'No Mow' areas have been created as part of our commitment as Supporters of the All-Ireland Pollinator Plan.</p> <ul style="list-style-type: none"> <li>• Ashby Hill (Chlorine Gardens),</li> <li>• DKB Quad,</li> <li>• Riddel Hall,</li> <li>• MBC,</li> <li>• Elms Village,</li> <li>• PECx2</li> </ul> <p>7063.16m2 'no mow' areas on campus formed since 2021.</p> <p>Future sites include School of Biological Science and School of Natural and Built Environment.</p> <p>Over 10,500 bulbs planted since 2023.</p> <p>Partners in the Million Trees for Belfast Initiative since 2021:</p> <ul style="list-style-type: none"> <li>• 884 trees planted.</li> <li>• 380 linear metres wildlife hedge planted.</li> </ul>
<p>Objective – Creation of a Biodiversity Plan for the Campus.</p> <p>Target:</p> <ul style="list-style-type: none"> <li>• Creation of a Biodiversity Plan by October 2025.</li> <li>• Undertake a baseline ecological survey of key areas within the campus by June 2027.</li> </ul>	<p>Liaise with the Gardening Team and Sustainable Construction Manager to create Biodiversity Plan.</p>		<p>Ongoing – due October 2025</p>	<p>Completion and publication of the Biodiversity Plan is due in October 2025.</p>

## Water and Discharges

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective - Increase efficiency of water use via the use of borewells, rainwater harvesting technologies, monitoring and other water efficient technologies.</p> <ul style="list-style-type: none"> <li>Target: 12.5% improvement in water consumption over baseline water consumption (BREEAM) for every new-build over £1 million.</li> </ul>	<p>Water efficiency is included in Queen's Design Brief to ensure all new builds and refurbishments incorporate water saving technologies.</p>	<p>Estates Manager Energy</p> <p>Estates Manager Maintenance</p> <p>Estates Minor Works</p>	<p>Ongoing</p>	<p>Implementation of water efficiency technologies is ongoing: flow control devices, water metering and water efficient WCs and taps.</p>
<p>Objective – Reduce dependence on imported water supplies.</p> <ul style="list-style-type: none"> <li>Target: 50% of water to be provided by onsite borewells.</li> <li>Meet abstraction licence requirements for borewells at each location (as per licence).</li> <li>Meet water quality standards set at by drinking water inspectorate at each borewell location - ongoing</li> <li>Prevent pollution to local waterways – Compliance with Control of Pollution (Oil Storage) Regulations (Northern Ireland) 2010</li> </ul> <p>Comply with effluent consents as stipulated on licence requirements</p>	<p>Ensure necessary controls and monitoring are in place to ensure compliance.</p> <p>Monthly monitoring - borewell usage at each location - ongoing</p> <p>Monthly monitoring of water quality to comply with DWI requirements – ongoing as stipulated in licence</p>		<p>Ongoing</p>	<p>45% of water demand is now provided for by onsite borewells. These are located at several sites across campus - David Kerr Building, Elms Accommodation, Malone Playing Fields and Medical Biology Centre – completed.</p> <p>Pilot meter scheme with NI Water to minimise water leaks from source – completion December 2023.</p> <p>Ongoing monitoring to comply with licencing requirements</p>

## Community Involvement

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective - Increase engagement and involvement of local residents with sustainability programmes, initiatives and events within Queen's. Target:</p> <ul style="list-style-type: none"> <li>Complete 3 community events per year.</li> </ul>	<p>Identify opportunities to engage with the local community with the Grounds and Garden Team, Community Engagement and Handy Helpers (SU).</p>	<p>Sustainability Programme Officer</p> <p>Assistant Sustainability Officer</p>	Ongoing	<ul style="list-style-type: none"> <li>Community clean-ups – November and March.</li> <li>Participants in the Belfast Million Trees program.</li> <li>Community group involvement – YMCA, Friends of the Field</li> <li>July 2025 – Green Week of Action: Bioblitz with Friends of the Field; Litter pick.</li> </ul>

## Sustainable Procurement

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective - Reduce emissions associated with Procurement Targets:</p> <ul style="list-style-type: none"> <li>Development of Sustainable Procurement Implementation Plan by December 2024.</li> <li>Delivery of Sustainable Procurement Implementation Plan key milestones by June 2027: <ul style="list-style-type: none"> <li>Updated Supply Chain Code of Conduct</li> <li>Sustainability by Design principles</li> <li>Supplier emissions tracking and carbon reduction plans</li> <li>Sustainability Tender Questions and Weightings</li> <li>Staff Guidance</li> </ul> </li> </ul>	<p>Embed sustainability measures in every stage of the procurement process, from initiation (planning) through to contract management.</p> <p>Development of sustainable procurement enabling documentation by December 2025:</p> <ul style="list-style-type: none"> <li>Sustainable Procurement Guidance for Staff</li> <li>"Before You Buy" Sustainability Checklist</li> <li>Sustainable Guidance for Supplies, Works and Services, covering 12 main categories of spend</li> <li>Sustainability PQQ/ITT Questions</li> <li>Sustainability KPIs</li> </ul>	<p>Senior Procurement Manager (Sustainability)</p>	Ongoing	<p>Baseline of Scope 3 carbon emissions established and published in June 2023, reported against on a yearly basis.</p> <p>Sustainable Procurement Implementation Plan developed in December 2024.</p> <p>Supply Chain Code of Conduct updated to best in class, published June 2025.</p> <p>Mandatory sustainability clauses included in Specification template from May 2025 for all procurement processes, ensuring sustainability measures on carbon reduction, circular economies and waste minimisation (as a minimum) are designed into all requirements.</p> <p>Supplier emissions declaration included in all above threshold tender processes at selection stage from May 2025. Suppliers must agree to</p>

<ul style="list-style-type: none"> <li>○ Supply Chain Engagement and Monitoring</li> </ul> <p>Development of a training package for staff involved in purchasing, to raise awareness, drive motivation and build knowledge by June 2026.</p>	<ul style="list-style-type: none"> <li>- 4 x carbon hotspot specific guidance documents</li> </ul> <p>Delivery of training module on Sustainable Procurement, accessible to all staff within the university.</p>			<p>calculate their Scope 1 and 2 carbon emissions <u>prior</u> to the award of any resultant contract.</p> <p>Supplier Net Zero Target position requested as part of the procurement process from May 2025.</p>
<p>Objective - Ensure Supply Chain Awareness of expected Sustainability standards</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>• Inclusion of Supply Chain Code of Conduct within all contract requirements and contract terms and conditions by June 2025.</li> <li>• Provision of resources to support QUB Supply Chain in addressing emissions by January 2026.</li> </ul>	<p>Sustainability targets and minimum requirements to be communicated to suppliers at Pre-Market Engagement stage by December 2025.</p> <p>Provision of SME resources such as FAQs, guides and training by January 2026.</p>		Ongoing	<p>Updated Supply Chain Code of Conduct incorporated within all contract terms and conditions (with remedial action for breach) from June 2025.</p> <p>For all above threshold contracts, or those of a recurring nature regardless of value, suppliers to the University must register with the free Supplier Engagement HE Tool from NETpositives and create a Sustainability Action Plan for their business. From May 2025, suppliers must submit their Sustainability Action Plan prior to the award of contract. Ongoing review of progress against action plans will be undertaken at contract management meetings.</p>

<p>Objective - Development of a Sustainability Supply Chain Risk Management System. Targets:</p> <ul style="list-style-type: none"> <li>• Identify and monitor sustainability risks in our supply chain.</li> <li>• Supplier segmentation of our carbon hotspot areas.</li> <li>• Identify and monitor supply chain resilience risks in our supply chain</li> <li>• Supplier segmentation of our critical Tier 1 suppliers.</li> </ul>	<p>Embedding a system by June 2026 to identify and monitor sustainability and supply chain resilience risks in our supply chain, to enable appropriate risk mitigations to be put in place.</p>		Ongoing	<p>4 Carbon Hotspot Areas have been identified, where the biggest impact can be made: Construction, Labs, IT and Facilities Management</p> <p>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.</p>
--	---	--	---------	--

## Investments

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective - Monitor and advise on investments which are detrimental to the institution's Net Zero commitments around fossil fuels and the aspirations of the SDGs.</p> <p>Target:</p> <ul style="list-style-type: none"> <li>• Investment Committee to update the Responsible Investment Policy every 2 years.</li> <li>• Increase the investment portfolio to include sustainable infrastructure funds.</li> </ul>	<p>Associate Pro-Vice-Chancellor for Sustainability and Strategic Projects sits on the Investment Committee to ensure sustainability is included in the Committee's discussions and targets.</p>	<p>Associate Pro-Vice-Chancellor for Sustainability and Strategic Projects</p>	Ongoing	<ul style="list-style-type: none"> <li>• Responsible Investment Policy updated and approved in March 2024.</li> <li>• Responsible Investment reviewed by Investment Committee with oversight of PFRG.</li> <li>• Widening investment portfolio to include sustainable infrastructure funds.</li> </ul>

<ul style="list-style-type: none"> <li>Review the potential opportunity to invest in green portfolio projects.</li> </ul>				
---	--	--	--	--

## Governance and Reporting

Objective and Targets	How	Individual/s Responsible	Timeline	Status
<p>Objective – Implement best practice measures whilst aligning methodology and procedures with sector approved standards.</p> <p>Target:</p> <ul style="list-style-type: none"> <li>Align data methodology and procedures with the following by December 2025: ISO14064, GHG Protocol, Higher Education Standardised Carbon Emissions Reporting Framework.</li> </ul>	<p>Review undertaken into the requirements for the GHG Protocol and Education Standardised Carbon Emissions Reporting Framework – requirements incorporated into data by 2025.</p> <p>Auditor employed in early 2025 to review data in preparation for ISO 14064 accreditation in late 2025.</p>	<p>Estates Manager (Energy)</p> <p>Assistant Estates Manager (Energy)</p> <p>Estates Manager Environmental</p>	Ongoing	<ul style="list-style-type: none"> <li>Data conforms to the GHG Protocol and Education Standardised Carbon Emissions Reporting Framework from 2018/19 onwards.</li> <li>Certification of 2023/24 against ISO 14064 due 2025.</li> </ul>
<p>Objective – Verify all sustainability related data via external auditors.</p> <p>Target:</p> <ul style="list-style-type: none"> <li>Sustainability data reviewed by external auditor every year.</li> </ul>	<p>Assessment of appropriate companies will be undertaken in 2025 in preparation for the review of 2024-25 data.</p>		Ongoing	<p>External verification of 2023/24 carbon data completed Jan 2025 by accredited auditor.</p>
<p>Objective – Improve scope 3 data capture.</p> <p>Target:</p> <ul style="list-style-type: none"> <li>Review and improve procurement and international student travel by June 2026.</li> <li>Develop dashboard for carbon and sustainability data by June 2026.</li> </ul>	<p>Review into scope 3 undertaken during 2024-2025.</p> <p>Necessary actions communicated to the relevant Queen’s departments/companies by July 2025 to ensure the following year’s data is collected with the necessary information.</p>		Ongoing	<p>Review completed in 2024.</p> <p>Finance Directorate and Travel Survey Consultant engaged in early 2025 to ensure future data is collected with the necessary requirements.</p>