



Sustainability Policy

Executive Summary

The University of East London has cemented its commitment to addressing the global climate crisis and championing sustainability across its core activities, aspiring to lead the charge as a net-zero carbon institution by 2030. At the heart of its Vision 2028, sustainability remains a fundamental objective, driving the institution's ambition to be a beacon of sustainable practices in London's academic landscape.

To actualise this commitment, the University has crafted a comprehensive framework for sustainability, grounding its approach on four foundational pillars: Sustainable Place, Sustainable People, Sustainable Policy, and Sustainable Practice. Within these pillars lie ambitious goals, foremost being the achievement of net-zero carbon (CO₂e) status, encompassing not only our owned emissions (scope 1 & 2) but also our indirect emissions (scope 3), including our entire supply chain.

Recognising the need for integration and transformation, the Policy outlines specific objectives. These range from establishing clear targets and metrics to reduce emissions, to fostering curriculum and research integration for sustainability, governance enhancement, and robust community engagement. The Policy further emphasises behavioural change and awareness, innovation and technology, biodiversity preservation, and active student and staff engagement as cornerstones of its holistic approach. In pursuit of these objectives, the University is committed to exceeding legislative compliance standards, continually improving our environmental sustainability performance, and actively engaging our community to collectively reduce our environmental impact.

The Policy emphasises three key focal points: academic community engagement, research and innovation, and enhancing the student experience, highlighting the pivotal role these domains play in fostering a sustainable ethos within the University.

A robust governance and implementation structure underpins the Policy, featuring dedicated steering groups, diverse representation, and a standardised reporting framework to ensure transparency and accountability in achieving its sustainability aspirations. However, while the strategy exhibits comprehensive coverage across various sustainability aspects, it acknowledges the need for more specific metrics, potential implementation challenges, and reliance on external factors that might impact goal achievement.

In summary, the University's Sustainability Policy is poised to chart a transformative path towards sustainability integration, focusing on academic, research, and community engagement while navigating challenges and leveraging opportunities to emerge as a pioneering force in sustainable higher education.

Defining our aim

The University of East London is committed to tackling the climate crisis and exemplifying sustainable behaviour and best practice in all that we do, supporting the delivery of the UN Sustainable Development Goals through our teaching, research, practice, and wider community. As part of our Vision 2028, we are committed to becoming a leader in the local and global climate change-responsive transition and a net-zero carbon institution. Sustainability is one of our four core strategic objectives, and we have publicly aimed to be the most sustainable university in London.

To deliver this, we have developed our Sustainability Strategic Plan, which embeds the principles of sustainability throughout our activities and operations. This is included as Appendix 1 to this paper. In addition, a SWOT analysis of the Policy and Strategic Plan is included as Appendix 2 to aid in future development.

Pillars

Our Strategic Plan is built upon four core pillars, which act as the building blocks for embedding sustainability across our institution:

1. Sustainable Place
2. Sustainable People
3. Sustainable Policy
4. Sustainable Practice

These are described in more detail in the Sustainability Strategic Plan, attached as Appendix 1.

Goal

Our headline sustainability goal is to become a net-zero carbon institution by 2030. This target applies not only to our scope 1 and 2 emissions, but also to our scope 3 emissions (including, but not limited to, our supply chain, staff and student travel, home-working, and energy-related T&D and WTT emissions). We define 'carbon' as referring to CO₂e; that is, the internationally recognised measure of not only carbon dioxide, but also of other greenhouse gases. We will achieve net-zero carbon first by reducing our scope 1, 2, and 3 emissions as far as reasonably practicable; and then by using transparent local carbon sequestration measures to account for residual emissions.

Objectives

In order to maximise the positive impact of our ambitious sustainability strategy, it is crucial to consider how we will integrate sustainability across the University. We therefore set out the following additional objectives.

- **Targets and Metrics** – Establish and communicate interim targets for scope 1, 2, and 3 emissions reduction annually. Develop clear, quantifiable metrics for each commitment within the Sustainability Strategic Plan and regularly report progress against these metrics.
- **Scope 3 Reduction Plan** – Develop a detailed plan to reduce scope 3 emissions, emphasising engagement with suppliers and other external partners to lower their carbon footprint.
- **Curriculum & Research Integration** – Create a dedicated plan to ensure sustainability is integrated into every course & research activity. Develop guidelines for integrating sustainable teaching and research practices, tracking the number of courses redesigned with sustainability content and the incorporation of sustainability in research themes.

- **Governance and Reporting** – Ensure sustainability representation in governance groups and implement a transparent reporting mechanism to monitor and communicate progress regularly, sharing updates on achieved milestones and challenges faced.
- **Community Engagement** – Outline specific programmes or partnerships benefiting East London, ensuring sustainable impacts within the local community. Engage with local communities, initiating projects to address environmental concerns and fostering sustainability awareness.
- **Behavioural Change and Awareness** – Implement campaigns and workshops to promote sustainable behaviour among staff and students, fostering a culture valuing sustainability. Develop initiatives encouraging responsible consumption, waste reduction, and energy efficiency, tracking participation and behavioural changes.
- **Innovation, Technology & Research** – Explore innovative technologies for renewable energy sources and smart infrastructure to reduce environmental impact. Collaborate with industry partners for pilot projects focusing on sustainable technology, tracking successful implementations and their impact.
- **Continuous Review and Adaptation** – Establish regular review intervals for the sustainability plan, allowing for adaptation to evolving sustainability standards and best practices. Incorporate feedback mechanisms from stakeholders to ensure continuous improvement.
- **Sustainable Estate** - Transition to a modern, integrated, clean energy system, delivering reliable energy supplies at an affordable price, whilst meeting environmental sustainability and net-zero greenhouse gas emissions targets. Ensure that all new development and refurbishment projects utilise best practice standards to drive a more sustainable built environment.
- **Procurement & Circular Economy** - Actively work and engage with the University’s suppliers and contractors to reduce emissions associated with the goods and services procured by the University and ensure environmental sustainability standards progressively improve their own working practices. Use our procurement powers to collaborate and drive change across our entire supply chain, ensuring that we consider the whole life-cycle impacts of everything we purchase.
- **Biodiversity and Green Spaces** – Focus on preserving and expanding green spaces on campus. Develop a biodiversity plan outlining specific initiatives for preserving and enhancing green areas, monitoring biodiversity indices and campus greening efforts.
- **Student and Staff Engagement** – Actively involve students and staff in decision-making processes related to sustainability initiatives. Create platforms for engagement, inviting suggestions, and involving them in shaping and executing sustainability programmes.

Delivery Mechanisms

Sustainability and carbon reduction have become paramount global concerns. UEL has a pivotal role to play in shaping the future by equipping students with the knowledge and skills needed to address these challenges. This strategy outlines a comprehensive approach to integrating sustainability and carbon reduction into the academic curriculum and learning outcomes, research & innovation, and the student experience across the university, along with the significant benefits of doing so.

Teaching & Learning

The University will work to effectively integrate sustainability and carbon reduction into the academic curriculum and learning outcomes. The benefits are substantial, ranging from producing well-rounded graduates equipped to address global challenges to enhancing the institution’s reputation

and impact on sustainability efforts. As catalysts for change, this strategy paves the way for a more sustainable and resilient future.

Research & Innovation

Universities are hotbeds of research and innovation, making them crucial players in addressing sustainability and carbon reduction challenges. This strategy commits the University to a comprehensive approach to integrating sustainability and carbon reduction into university research and innovation. With the launch of our new Royal Docks Centre for Sustainability, the University has already put itself on a clear footing for sustainable innovation, and this strategy intends to support the further development of sustainability integration within cross-organisational research activities.

In addition, sustainability will form a core aspect of the upcoming Impact & Innovation Strategy, being developed by the Pro-Vice Chancellor for Impact & Innovation. This will specifically focus on how the Sustainable Development Goals are prioritised within research and innovation, partnership activities, and our position as an anchor institution within East London.

Student Experience

The University will work to enhance the student experience with engagement around sustainability and carbon reduction. The benefits range from providing students with a well-rounded education and practical experiences to fostering leadership skills and preparing them for sustainability-focused careers. As catalysts for change, this strategy paves the way for a more sustainable and responsible generation of graduates who will contribute to a greener and more sustainable future.

Governance and Implementation

The active management of governance and implementation underscores the University's commitment to effective governance, inclusive decision-making, and transparent reporting in advancing its sustainability goals. Through the implementation of these strategic objectives, the University aims to create a robust framework fostering active engagement, diverse representation, and clear accountability in its sustainability endeavours.

A governance framework will focus on three primary objectives: establishing a dedicated steering group, ensuring diverse representation within working groups, and developing a standardised reporting framework.

Steering Group

A steering group will be formed to spearhead operational sustainability. This steering group provides strategic direction and oversight, and has within it four working groups (one for each of the pillars). The steering group, and its working groups, have responsibility for the implementation of the actions within the Sustainability Strategic Plan. This group will consist of cross-functional members tasked with developing comprehensive strategies, monitoring progress, and aligning efforts with sustainability objectives. Regular meetings and progress tracking mechanisms will ensure accountability and effective execution.

In addition, a Sustainable Development Goals Steering Group has been established. This group exists to ensure the positive impact of the University is maximised, and sustainability within the operations of the University forms a vital part of this approach.

Representation

Emphasising inclusivity and diverse perspectives, efforts will be made to strengthen representation within steering groups overseeing sustainability initiatives. By involving stakeholders from various departments, academic faculties, directorates, and student bodies, these groups will benefit from a holistic viewpoint and enriched discussions, fostering comprehensive decision-making processes.

Reporting Framework

A standardised reporting framework will be developed and implemented to transparently track progress against set targets and commitments. This framework will delineate reporting protocols, data collection mechanisms, and reporting cycles to ensure accuracy, consistency, and accessibility of sustainability-related data. Timely publication and dissemination of reports will foster transparency and accountability across internal and external stakeholders.

The University Sustainability Policy is owned by the Sustainability Steering Group and supported by the Sustainability Team. The strategy shall be reviewed on a regular basis to ensure it remains relevant and achievable. Progress on the Sustainability Strategic Plan and the goals of this paper shall be reported regularly to the University’s Board and published in the University’s Annual Report.

Measuring Success












Regularly measuring and monitoring key metrics will provide the University with actionable insights to assess progress, identify areas needing improvement, and steer the Sustainability Policy toward achieving its ambitious goals. The following metrics have been identified to be used.















Category	ID	Metric	Description
Carbon Footprint Reduction	M1	Reduction Targets	Set specific, interim reduction targets for scope 1, 2, and 3 emissions annually to ensure progress towards the net-zero carbon goal of 2030.
	M2	Carbon Reporting	Regularly measure and report the carbon footprint, including Scope 3 emissions, to track reductions and adjust strategies accordingly.
Engagement and Participation	M3	Community Engagement	Measure levels of participation in environmental activities and initiatives across the University community through surveys, event attendance, and involvement in sustainability programmes.
	M4	Staff Training and Understanding	Evaluate staff awareness and understanding of sustainability pledges and their active engagement in driving positive change within their roles.
Resource Management	M5	Waste and Resource Metrics	Track waste reduction, recycling rates, and resource consumption (water, energy, materials) to monitor progress toward circular economy principles and reduction targets.
	M6	Water and Energy Efficiency	Measure water consumption/reduction and energy efficiency improvements in campus operations.
Sustainable Procurement	M7	Supplier Engagement	Monitor and measure the adoption of environmental sustainability standards and emission reduction efforts by suppliers and contractors.













and Partnerships	M8	Life Cycle Assessment	Implement life-cycle assessment metrics to evaluate the environmental impact of purchased goods and services throughout their entire life cycle.
Curriculum Integration and Impact	M9	Curriculum Evaluation	Assess the integration of sustainability across courses and curriculum by tracking the number of courses with embedded sustainability content and student participation in related programs or initiatives.
	M10	Student Achievement & Recognition	Develop metrics to recognise and reward student achievements in sustainable behaviours, projects, and initiatives.
Biodiversity and Campus Development	M11	Biodiversity	Monitor and evaluate biodiversity growth and preservation efforts on campus by tracking the expansion of green spaces and biodiversity indices.
	M12	Campus Development	Measure the impact of estate projects adhering to environmental sustainability standards and initiatives.
Governance and Reporting	M13	Steering Group Oversight	Assess the steering group's effectiveness in driving sustainability initiatives by evaluating the successful implementation of actions outlined in the Sustainability Strategic Plan.
	M14	Reporting and Accountability	Evaluate the frequency and quality of reports provided to the Board and published in the Annual Report, ensuring transparency and accountability in achieving sustainability goals.











Appendix 1. Sustainability Strategic Plan








SWG1 Sustainable Place

Category	Title	Description	Timeline	Success Measure	SDGs
1.1 Energy & Carbon Management	1.1.1 Estate Decarbonisation Plan	Develop detailed decarbonisation plans for our estate, compliant with PSDS standards	Creation of plans: <1 year Implementation of plans: By 2030	M2 Carbon Reporting M12 Campus Development	 
	1.1.2 Energy Management	Develop a detailed energy management plan, including the use of real-time metering and a codified commitment to continue 100% renewable electricity purchase, to improve our approach to energy management	<1 year	M6 Water and Energy Efficiency M12 Campus Development	 
	1.1.3 Renewables	Develop and implement a plan for increasing our on-site renewable energy generation	Creation of plans: <1 year Implementation of plans: By 2030	M6 Water and Energy Efficiency M12 Campus Development	 
	1.1.4 Energy Wastage	Undertake reviews to identify areas where energy waste is highest, and develop and implement interventions to minimise this waste	Reviews to begin: <1 year Implementation of interventions: 1-3 years	M6 Water and Energy Efficiency M12 Campus Development	
	1.1.5 Scope 3 emissions	Create a detailed reduction plan for our scope 3 emissions	Creation of plans: <1 year Implementation of plans: By 2030	M2 Carbon Reporting	 
1.2 Biodiversity & Ecosystems	1.2.1 Biodiversity and Green Spaces Plan	Develop and implement a robust, KPI-backed plan for improving biodiversity on our campuses	Creation of plans: <1 year Implementation of plans: By 2030	M11 Biodiversity	 










	1.2.2 Community Garden refresh	Develop and implement a plan to refresh and increase engagement in the Community Garden	<1 year	M3 Community Engagement	 
	1.2.3 Biophilic design	Explore opportunities to install living walls, green roofs, and other biophilic elements around our campuses	1-3 years	M11 Biodiversity M12 Campus Development	  
1.3 Waste Management	1.3.1 Waste Reduction Plan	Develop and implement a detailed waste reduction plan, including improving waste segregation, collaboration with suppliers to actively reduce procured waste, and transitions to more sustainable materials	Creation of plans: <1 year Implementation of plans: By 2030	M5 Waste and Resource Metrics	 
	1.3.2 WARP-IT	Implement a WARP-IT scheme to reduce furniture and equipment waste across the Uni	<1 year	M5 Waste and Resource Metrics	
	1.3.3 Freecycle	Continue the implementation of Freecycle hubs	Ongoing	M5 Waste and Resource Metrics	
	1.3.4 Food Waste	Develop a detailed plan to manage food waste at the University, including measurement of waste generated, actions to reduce waste generated, and the acceleration of food waste bin roll-out	<1 year	M5 Waste and Resource Metrics	 
1.4 Water Management	1.4.1 Water Efficiency	Review existing water efficiency measures and develop a programme for further rollout, including the promotion of conscious water usage	Creation of plans: <1 year Implementation of plans: By 2030	M6 Water and Energy Efficiency	  














	1.4.2 Rainwater Harvesting & Water Reuse	Explore further rollout of rainwater harvesting and water reuse for greywater use	By 2030	M6 Water and Energy Efficiency	  
	1.4.3 SUDS	Explore needs opportunities to install sustainable urban drainage systems around our campuses	1-3 years	M6 Water and Energy Efficiency M12 Campus Development	 
	1.4.4 Water Stewardship	Develop and implement a detailed plan to enhance water stewardship mechanisms at the University, including wastewater treatment processes, preventative measures for water system pollution, and responsible stewardship of the neighbouring aquatic ecosystem at Docklands	<1 year	M6 Water and Energy Efficiency	 
1.5 Construction and Refurbishment	1.5.1 Sustainable Construction Policy	Develop and implement an ambitious sustainable construction policy for all new builds and refurbishments, incorporating life cycle analysis to ensure thorough sustainability considerations at all elements of the project cycle	<1 year	M12 Campus Development	
	1.5.2 Siemens NZC upgrades and Living Lab	Continue collaboration with Siemens and wider industry to develop and implement sustainable standards for building operations and wider campus refurbishment	Ongoing	M12 Campus Development	  
	1.5.3 Space utilisation	Conduct a space utilisation review to ensure buildings are being used in the most efficient manner	1-3 years	M12 Campus Development	



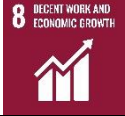




1.6 Travel	1.6.1 Travel Survey	Conduct annual travel surveys to estimate our travel associated emissions and identify areas of opportunity	Ongoing	M3 Community Engagement	
	1.6.2 Sustainable Travel Policy	Develop and implement a sustainable travel policy, including the promotion and support of active travel and public transport options to students, staff, visitors to campus, and the local community	Creation of plans: <1 year Implementation of plans: By 2030	M3 Community Engagement	
	1.6.3 Cycle infrastructure	Explore opportunities to implement cycle infrastructure, including secure cycle lockers, removal of the permit scheme, installation of showers and lockers, etc.	1-3 years	M3 Community Engagement	 
	1.6.4 Salary Sacrifice	Implement a salary sacrifice scheme for bicycles, EVs, and public transport passes	<1 year	M3 Community Engagement	
	1.6.5 Electric Vehicle Chargepoints	Accelerate the installation of EV chargepoints across the University	Ongoing	M12 Campus Development	
	1.6.6 Fleet	Replace all existing fleet, including contracted fleet such as the shuttle bus, with EV alternatives	1-3 years	M6 Water and Energy Efficiency	 
1.7 Food	1.7.1 Sustainable Food & Catering Policy	Collaborate with SWG3 to create and implement a Sustainable Food & Catering Policy, including collaboration with our service partners to continually improve the sustainability of our catering offerings	<1 year	M7 Supplier Engagement	
	1.7.2 Meat reduction	Explore opportunities to reduce the consumption of meat-based products on campus, including through advertising and behaviour change	Creation of plans: <1 year Implementation of plans: By 2030	M3 Community Engagement	

1.7.3 Local and Seasonal Produce	Ensure, where reasonably practicable, food purchased for use on campus is procured locally and seasonally, from sustainable sources, with rotational menus to support this	1-3 years	M7 Supplier Engagement	 
1.7.4 Seafood	Ensure that food that comes from aquatic ecosystems is sustainably harvested, and is accredited as such	<1 year	M7 Supplier Engagement	 
1.7.5 Single Use Levy	Introduce a levy on single-use items, as well as discounts for reusable items, across restaurants and cafés	<1 year	M7 Supplier Engagement	
1.7.6 Social Supermarket	Explore the feasibility of opening a social supermarket and zero-waste shop on campus to provide affordable and sustainable food, as an expansion of existing Fareshare initiatives	1-3 years	M3 Community Engagement M12 Campus Development	
1.7.7 Drink Refills	Accelerate the installation of water refill stations, and explore opportunities for soda refill stations (e.g. Coca-Cola Freestyle)	1-3 years	M6 Water and Energy Efficiency M7 Supplier Engagement	












SWG2 Sustainable People





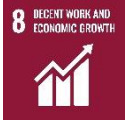

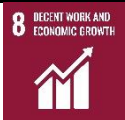


Category	Title	Description	Timeline	Success Measure	SDGs
2.1 Student & Staff Engagement	2.1.1 Digital Engagement Platform	Implement a digital engagement platform (i.e. Green Rewards) to incentivise sustainable behaviour change	<1 year	M3 Community Engagement	
	2.1.2 Green Welcome	Develop a programme of events to be held as part of our Welcome activities	<1 year	M3 Community Engagement	
	2.1.3 Sustainability Festival	Organise an annual programme of events each March to promote sustainability	<1 year	M3 Community Engagement	
	2.1.4 Sustainable Behaviour Change Plan	Develop a plan to monitor and assess crucial behavioural KPIs	<1 year	M3 Community Engagement	
	2.1.5 Students' Union engagement	Improve engagement with the Students' Union to promote sustainability in student life	Ongoing	M3 Community Engagement	 
	2.1.6 Social Media	Improve engagement with the UEL Sustainability social media, and with sustainability on the main University social media channels	Ongoing	M3 Community Engagement	
	2.1.7 Staff Sustainability Network	Launch a network for staff to engage with sustainability across the University	<1 year	M3 Community Engagement M4 Staff Training and Understanding	 



	2.1.8 Student Sustainability Ambassadors	Launch a network of student ambassadors to promote sustainability across the University, including via social media	<1 year	M3 Community Engagement M10 Student Achievement & Recognition	 
	2.1.9 Staff Training	Introduce mandatory sustainability training for staff, and explore opportunities for the University to become a Carbon Literate Organisation	<1 year	M4 Staff Training and Understanding	 
	2.1.10 Green Impact	Resume participation in the Green Impact scheme, promoting teams and departments to aim for the highest possible standard of sustainability	<1 year	M3 Community Engagement M4 Staff Training and Understanding	
2.2 Community Engagement	2.2.1 Local Authority	Improve collaboration with Newham Council, the Greater London Authority, and the wider East London area on sustainability initiatives	Ongoing	M3 Community Engagement	 
	2.2.2 Community Partnership	Develop a plan to improve sustainability engagement in our local communities, mapping our existing initiatives and identifying opportunities to further expand our positive impact	Creation of plans: <1 year Implementation: By 2030	M3 Community Engagement	 
2.3 Enterprise and Industry Partnerships	2.3.1 EAUC	Join the EAUC to ensure collaboration with other universities on sustainability	<1 year	M3 Community Engagement	 
	2.3.2 External Universities	Explore additional collaboration opportunities with other universities on sustainability projects	Ongoing	M3 Community Engagement	 

2.3.3 Living Lab	Develop partnerships with Siemens and wider industry to deliver collaboration and solutions from the Living Lab project	Ongoing	M3 Community Engagement M7 Supplier Engagement	 
2.3.4 Fossil Free Careers	Ensure our careers service upholds our standards of sustainability by committing to fossil-free careers standards	<1 year	M3 Community Engagement	
2.3.5 External Organisations	Identify & develop opportunities to collaborate on sustainability with external organisations, mapping existing and potential collaborations with a plan to continually improve sustainability	Ongoing	M3 Community Engagement M7 Supplier Engagement	 
2.3.6 Social Innovation	Support the development of innovative start-ups and student-led projects, including the launch of an Enactus team	<1 year	M3 Community Engagement M10 Student Achievement & Recognition	 











SWG3 Sustainable Policy













Category	Title	Description	Timeline	Success Measure	SDGs
3.1 Procurement	3.1.1 Sustainable Procurement Policy	Develop and implement a sustainable procurement policy to cover all procurement activities	<1 year	M7 Supplier Engagement M8 Life Cycle Assessment	
	3.1.2 Procurement Training	Produce resources to support and facilitate in the delivery of sustainable procurement activities	<1 year	M8 Life Cycle Assessment	
	3.1.3 Life Cycle Costing	Ensure that life cycle costing is considered in all procurement activities	<1 year	M8 Life Cycle Assessment	
	3.1.4 Supplier Resources	Produce and publish resources to support suppliers and prospective suppliers in understanding and adhering to our ambitious targets	<1 year	M7 Supplier Engagement	 
3.2 Policy Updates	3.2.1 Biodiversity & Green Spaces Plan	Collaborate with SWG2 to create a Biodiversity & Green Spaces Plan	<1 year	M11 Biodiversity	 
	3.2.2 Sustainable Construction & Refurbishment Policy	Collaborate with SWG1 to create a Sustainable Construction & Refurbishment Policy	<1 year	M12 Campus Development	 
	3.2.3 Sustainable	Develop and implement a Sustainable ICT policy	<1 year	M5 Waste and Resource Metrics	 








ICT & Digital Policy					
3.2.4 Waste & Resource Management Policy	Collaborate with SWG1 to create a sustainable waste management policy	<1 year	M5 Waste and Resource Metrics		
3.2.5 Climate Change Adaptation & Resilience Plan	Develop an adaptation and resilience plan for the University's estate	<1 year	M12 Campus Development		
3.2.6 Sustainable Travel Policy	Collaborate with SWG2 to create a policy for sustainable travel	<1 year	M3 Community Engagement		
3.2.7 Sustainable Food & Catering Policy	Collaborate with SWG1 to create a policy for sustainable food services	<1 year	M3 Community Engagement M7 Supplier Engagement		
3.2.8 Ethical Investment & Banking Policy	Create a policy for ethical and sustainable investments, including pensions, with a focus on divesting from carbon-intensive industries (notably coal and oil)	<1 year	M7 Supplier Engagement	 	
3.2.9 Ethical Careers Policy	Collaborate with SWG2 to create a policy for ethical and sustainable careers, including the Fossil Free Careers pledge	<1 year	M3 Community Engagement M9 Curriculum Evaluation	 	
3.2.10 Sustainable Engagement Strategy	Collaborate with SWG2 to create a strategy for engagement in sustainability	<1 year	M3 Community Engagement		

	3.2.11 Policy Refresh	Review all other UEL policies to identify sustainability-related opportunities	<1 year	M14 Reporting & Accountability		
	3.2.12 Maturity Audit	Commission an external auditor to review our sustainability governance maturity	Ongoing	M14 Reporting & Accountability		

SWG4 Sustainable Practice

Category	Title	Description	Timeline	Success Measure	SDGs
4.1 Teaching for Sustainable Development	4.1.1 Sustainability in Teaching	Develop a plan to review all existing teaching around sustainability and identify any opportunities or support needs	Ongoing	M9 Curriculum Evaluation	 
	4.1.2 Sustainability Lecture Series	Continue supporting the existing lecture series on sustainability	Ongoing	M3 Community Engagement	 
	4.1.3 Prospective Students	Produce resources for prospective students demonstrating the range of sustainability-focused teaching and opportunities at UEL	<1 year	M9 Curriculum Evaluation M10 Student Achievement & Recognition	 
4.2 Research and Innovation for Sustainable Development	4.2.1 Fossil Free Research	Commit to the Fossil Free Research pledge and identify any actions needed for this commitment	<1 year	M9 Curriculum Evaluation	 
	4.2.2 Living Lab	Continue to develop the Living Lab project with Siemens and other corporate partners, with an ambition to utilise our campuses as living labs for research and innovation	Ongoing	M7 Supplier Engagement M9 Curriculum Evaluation	 

	4.2.3 Sustainability in Research	Review and map existing sustainability-focused research across the University to identify positive impacts and additional support needs to further enhance these impacts, and develop a plan to embed sustainability as a core foundation of all research across the University	1-3 years	M9 Curriculum Evaluation	 
	4.2.4 Sustainability Research Institute	Develop a sustainable model to support the Sustainability Research Institute, providing opportunities to partner with the wider community and industry to increase its capacity and impact, aiming to embed sustainable innovation across research, teaching and practice	1-3 years	M9 Curriculum Evaluation M10 Student Achievement & Recognition	  
4.3 Monitoring and Reporting	4.3.1 Reporting	Develop and publish annual reports on the progress of the Sustainability Programme, including a ratchet mechanism to continuously improve our commitments	Ongoing	M13 Steering Group Oversight M14 Reporting & Accountability	
	4.3.2 EcoCampus EMS	Continue implementation of the EcoCampus environmental management system	Ongoing	M2 Carbon Reporting	 
	4.3.3 Transparency	Ensure our sustainability plans, reports, and governance documents are all visible on our website, and develop an active feedback loop with engagement from our students, staff, partners, and wider community	<1 year	M14 Reporting & Accountability	 
	4.3.4 People & Planet	Develop an action plan for the actions recommended by People & Planet, and integrate these into our workstreams	<1 year	M13 Steering Group Oversight	 

				M14 Reporting & Accountability	
	4.3.5 Carbon Sequestration	Develop and implement a detailed plan for in-house carbon sequestration activities, including through the conservation/restoration of ecosystems	Ongoing	M14 Reporting & Accountability	 
	4.3.6 Green Impact	Collaborate with SWG1 to reintroduce the Green Impact scheme for the university	<1 year	M3 Community Engagement	 
4.4 Governance & Leadership	4.4.1 Sustainability Steering Group	Implement a steering group to oversee the Sustainability Programme, and its four identified working groups, ensuring student involvement in all	<1 year	M13 Steering Group Oversight	
	4.4.2 Senior Responsibility	Ensure that a member of the University's Executive Board is designated with overall responsibility for Sustainability, including reporting the progress of this Strategic Plan	<1 year	M14 Reporting & Accountability	
	4.4.3 Sustainability Impact Assessment	Develop and implement an impact assessment for all decision-making processes	<1 year	M14 Reporting & Accountability	

Appendix 2. SWOT Analysis

Strengths

1. Comprehensive Scope – The strategy covers various aspects of sustainability across operations, teaching, research, and community engagement, showcasing a holistic approach.
2. Clear Goals and Commitments – The commitment to achieving net-zero carbon by 2030, including Scope 3 emissions, demonstrates a strong commitment to sustainability.
3. Multi-Stakeholder Engagement – Encouraging active participation from the University community, suppliers, and industry partners enhances the potential for collective impact.
4. Governance Structure – The creation of steering groups and working groups ensures strategic direction and oversight, fostering implementation and accountability.

Weaknesses

1. Lack of Specificity in Metrics – While the strategy outlines goals, it could benefit further from more specific metrics and targets to effectively measure progress.
2. Implementation Challenges – Implementing certain commitments, such as transitioning to clean energy or engaging suppliers, might pose financial and logistical challenges.
3. Dependency on External Factors – Achieving sustainability goals might rely on external factors like technological advancements or supplier cooperation, which are not entirely within the University's control.

Opportunities

1. Innovation and Technology Integration – Opportunities exist to leverage innovative technologies to reduce environmental impact, especially in energy systems and resource management.
2. Curriculum Integration – The integration of sustainability into the curriculum offers a chance to shape future generations as responsible global citizens and change agents.
3. Community Engagement – Strengthening ties and initiatives with the local community could amplify the University's impact and create mutually beneficial partnerships.

Threats

1. Resource Limitations – Financial and resource constraints might hinder the implementation of certain sustainability initiatives, affecting the pace of progress.
2. Changing Regulatory Landscape – Evolving legislative and regulatory requirements might pose challenges in meeting and exceeding compliance standards.
3. Resistance to Change – Resistance from various stakeholders within the University community or supply chain partners could hinder the adoption of sustainable practices.