# OUR SUSTAINABLE FUTURE

Environmental Sustainability Strategy 2023-2028

**The University of Manchester**

MANCHESTER 1824

## 1.0

# Introduction

**Professor Nalin Thakkar**
Vice-President for Social Responsibility

The world faces extraordinary environmental challenges and we, like all Universities, have a crucial role to play in meeting this challenge. The environmental threats facing humanity and the other species with which we share our planet are greater than ever and the speed at which we need to address them is immense. Climate change is already impacting our own communities and others across the world.

Our University's purpose is to advance education, knowledge and wisdom for the good of society. We need to apply this purpose with more passion than ever to protecting and enhancing our environment and preventing uncontrolled climate change.

In this strategy, we describe how we will reduce our carbon footprint, promote sustainability in our teaching and learning and research and innovation, and engage and support our community in the transition to a more sustainable society.

Our strategy sets out the practical steps we are commiting to, where it is already clear how best to protect and enhance our environment. We commit to transparency in reporting our progress towards our sustainability goals. We also outline our commitment to collaboration and deep enquiry where the solutions are less obvious, the challenges more complex or we need to be part of a broader shift to make the necessary changes possible.

The strategy is the result of numerous conversations with our students and our academic and professional services staff and we will all need to work together to achieve our goals.

We know that there are interdependencies between climate change, health and economic justice. The impacts will be greatest on those least able to bear them. We will not deliver on these other priorities either if we don't contribute to fighting climate change. This means environmental sustainability needs to be woven through the fabric of the University physically and culturally and be part of delivering excellence in all that we do.

We have already started our journey and made significant progress. Our operational carbon footprint has fallen significantly in the last decade. We have also ended endowment investment in fossil fuel companies and exceeded our initial 5 year-target of reducing the carbon intensity of our other public equity holdings. Our research on sustainability-related subjects, as captured by our Sustainable Futures platform, is world-leading and our consistently high placing in The Times Higher Education Impact Rankings reflects the quality of all we do in relation to the United Nations

Sustainable Development Goals.

However, we also know that many aspects of what we do as a University and as individuals, present us with significant environmental challenges. The climate and ecological emergencies we face will require a transformational response not only from us but across the globe.

The pace of innovation and the development of new technology mean that our commitments presented in this strategy will need regular review.

We all share a responsibility for creating a more sustainable future for ourselves and the planet and to leave behind a planet that is healthy and prosperous for our future generations. We all need to act with urgency and purpose now.

## 2.0

# About Us

**THE UNIVERSITY OF MANCHESTER'S VISION**

"We will be recognised globally for the excellence of our people, research, learning and innovation, and for the benefits we bring to society and the environment".

**44,000 STUDENTS**
Across undergraduate, master's and research.

**13,000 STAFF**
Across academia and professional services

**500,000 ALUMNI**
Across more than 190 countries

**SUSTAINABLE**
All of our degree programmes are kite-marked against the United Nations Sustainable Development Goals (SDGs).

**RANKED AMONG THE TOP TEN**
in the world in the Times Higher Education University Impact Rankings in 2022, measured against the SDGs.

TOP 10

**THE NOBEL PRIZE**

**25 Nobel Prize winners** among our current and former staff and students, including for the discovery of graphene which has numerous sustainability applications.

**CARBON FOOTPRINT FALLEN BY 35%**
Our operational carbon footprint has fallen by 35% since 2007, from approximately 81,000 tonnes $CO_2e$ to under 53,000 tonnes in 2022

**94% of our waste** is diverted from landfill

**PURCHASED 100% RENEWABLE ELECTRICITY**
backed by "REGO" certification since 2021.

Our Policy for Responsible Investment has ended our endowment investments in coal, oil and gas and exceeded our target for reducing the carbon intensity of our other public equity holdings.

Nominated for the prestigious "Earthshot" award for our work on Living Lab and the 50,000 Actions staff and student engagement campaign.

## 3.0

# Working together is the Manchester way

The University of Manchester does not operate in a vacuum. We are proud to be part of both a **regional and global community.** Working with partners to ensure we maximise our civic contribution is part of who we are.

We are proud of our role in the social, economic, and cultural life of Manchester and we will take every opportunity to support, innovate and engage internal and external partners on our shared journey to a more sustainable and just society. Every strategic and operational commitment and action presented in our strategy will require an unprecedented level of collaboration and partnership working to achieve the outcomes we desire. This work has already begun, and we are proud of our achievements so far.

## 3.0

# Working together is the Manchester way



## Here's just a few examples of how we work with others:

**Cultural Institutions.** Manchester Museum, Whitworth Art Gallery, Jodrell Bank and the John Rylands Research Institute and Library all focus on building civic, national, and international partnerships to advance the social, environmental, and individual wellbeing of our communities. They work actively with schools, colleges, and prospective students of higher education to provide a place of exchange, inspiration, and enjoyment. Our cultural institutions each have their own educational programmes, which are developed and led by specialist staff and through joint-working with our University's Student Recruitment and Widening Participation Team.

**Living Lab.** We want to affect positive change through experimentation in teaching and learning. With our University Living Lab we have developed applied research that students can adapt to their assessment with over 50 external partners, local to global, to help to meet their sustainable development goals. Our projects enable students to make a difference through their studies while developing their skills and enhancing their learning experience in an accessible way.

**Festivals and events.** We organise and take part in events which bring learning — and fun — to a world beyond our University campus. The Faculty of Science and Engineering, for example, is behind ScienceX, a festival "where visitors can discover what science and engineering is really about". The Festival is held annually at locations such as The Trafford Centre and Manchester's Central Library.

**Staff and Student Action.** 50,000 Actions is the most ambitious environmental sustainability initiative in the higher education sector. We challenge all our 44,000 students and staff to take small steps to live more sustainably. Our online platform inspires users as well as recording and tracking their progress to create a more sustainable world.

4.0

# Delivering Environmental Sustainability

Our overarching commitment is to use the full range of our knowledge and influence to lead progress towards a world that is environmentally sustainable.  The scale and urgency of the climate and ecological emergencies requires embedding environmental sustainability within our core business commitments and ensuring staff and students understand they all have a role to play in reducing our negative environmental impact.
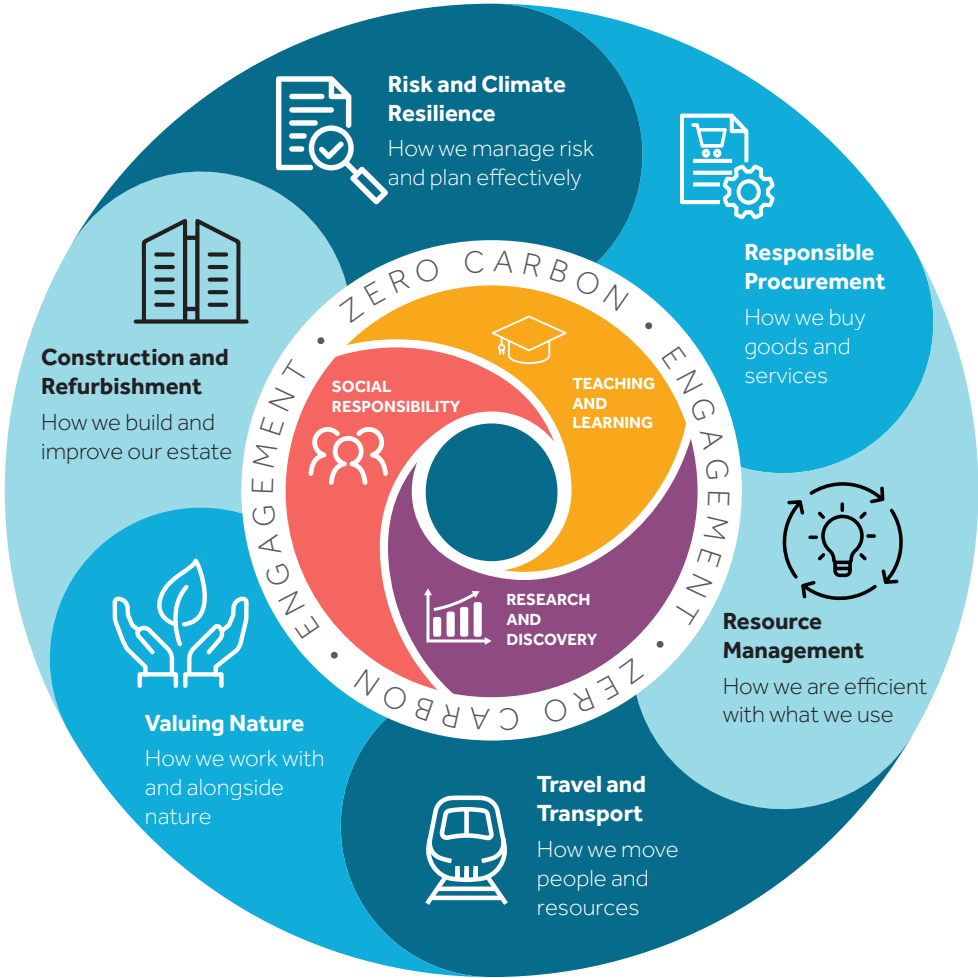
The role of the University's Environmental Sustainability Team is to support, align, and deliver complimentary activity that addresses both strategic and operational priorities.

4.1

# Core Goals

The University's strategic plan, Our Future, has three core goals, as seen at the centre of the circle on the right. This Environmental Sustainability Strategy seeks to achieve the commitments presented here as a contribution to Our Future's goals and priorities. All of these commitments and associated actions will support delivery of the UN Sustainable Development Goals. Each goal is tagged with the most relevant SDGs.

4.1

# Core Goals

## Social Responsibility

Social responsibility is how we are making a difference to the social and economic wellbeing of our communities through our teaching, research, and public events and activities.

As Britain's first civic University, we were founded by, and for, the people of Manchester. For us, contributing to the wellbeing and prosperity of Greater Manchester is a fundamental part of our purpose.

Our commitment to civic engagement can be seen in our research, our staff and student experience activities, the social impact of our cultural institutions, our role as an economic anchor and our alignment to the Greater Manchester strategy and ambitions.

### Link to SDGs



### Objective

To develop partnerships, programmes, approaches and systems that empower and support our civic, national and global partners to deliver their commitments to environmental and social responsibility.

### Commitments

- Be in the top 2% of Universities globally for impact on the Sustainable Development Goals.

- To perform in the highest "top decile" in the UKRI Knowledge Exchange Framework for Public Engagement

- To deliver our Social Responsibility & Civic Engagement Plan which commits the University to a range of actions that have local and global impact.

4.2

# Core Goals

## 🎓 Teaching and Learning

At Manchester, our commitment to social responsibility is at the heart of all we do. Our graduates will have a distinctive education that will prepare them for their futures as leaders and global citizens. We will ensure that our students and graduates represent the widest range of social backgrounds and will develop not only academic and professional skills, but also a sense of environmental, ethical and social responsibility.

Our sector leading Stellify award embeds ethical grand challenges, volunteering and leadership into undergraduate study. Using interdisciplinary approaches to learning, all students will be invited to learn about the UN's Sustainable Development Goals within their programmes and through the University College for Interdisciplinary Learning (UCIL). Through their research led teaching, students will further understand the challenges facing our world and will be prepared to take a lead on developing solutions locally and globally.

### Link to SDGs

| | | |
|---|---|---|
| **4 QUALITY EDUCATION** | **10 REDUCED INEQUALITIES** | **17 PARTNERSHIPS FOR THE GOALS** |

### Objective

Working in partnership, our student will learn to exercise environmental, ethical and social responsibility through their studies and co-curricular activities

### Commitments

· Enable student experiences to be co-created with sustainability targets/measures

· Work with our students through Stellify to enhance sustainability and sustainable development awareness and skills development.

· Through curriculum design explore ways to enhance sustainable Teaching and Learning

## 4.3

# Core Goals

# Research and discovery

Research is at the heart of our heritage, our present and our vision for the future. Our discoveries have helped develop a more sustainable world, from the first stored-program computer to modern economic theory to understanding the complexity of net zero targets.

We bring the world's best people together, combining expertise from across disciplines to understand and find new solutions to some of the world's most pressing problems.

## Link to SDGs

### Objective

Our research, guided by our Sustainable Futures platform, will address the major environmental challenges we face in the 21st century and beyond. Our open and responsible research environment will prioritise a positive impact on society.

### Commitments

- Deliver solutions into practice rapidly through unique established capabilities at the University.

- Connect a wider range of research institutes at the University to extend the scope of our environmental expertise and impact of Sustainable Futures.

- Integrate an unprecedented range of environmental expertise from across The University of Manchester to facilitate interdisciplinary research and impact.

## 4.4

# Core Goals

**In addition to the three core goals, there are two additional themes which interact with all our goals and operational priorities: Zero Carbon and Engagement.**

# Zero Carbon

Alongside the ecological crisis, climate change is the greatest threat facing humanity. It is critical we limit global average temperature rises to no more than 1.5 degrees, in line with the 2015 Paris Agreement. This requires severe and urgent reductions to our carbon emissions.

A carbon budget is the amount of carbon emissions an individual or organisation can emit into the atmosphere before emitting more than their "fair share" of the remaining carbon we can emit globally if we are to not exceed 1.5 degrees.

Our carbon budget was set by climate scientists at The University of Manchester's Tyndall Centre for Climate Change Research. The same team were also asked to set a carbon budget for Manchester, and this led to the adoption of the same target by many organisations across the city. This is captured in one of The University's eight measures of success in the Our Future strategy under Carbon Reduction: "We will align to the city's decarbonisation pathway and 2038 target for zero carbon".

Although the 2038 target and carbon budget relates only to our "operational" emissions (primarily the use of gas and electricity, or "Scopes 1&2" under the Greenhouse Gas Protocol), we recognise that our indirect ("Scope 3") emissions - which include all the carbon associated with our "value chain" - are likely to be considerably larger than our direct footprint and must be acted upon, despite being less within our control.

## 4.4

# Core Goals

## Zero Carbon

### Objective

Continually develop and deliver a "Zero Carbon Masterplan" for the University which delivers on the University's public commitment to achieving zero direct carbon emissions by 2038.

**Link to SDGs**

### Commitments

- Achieve zero carbon emissions in our operations (Scopes 1 and 2) by 2038 without exceeding our "carbon budget". We will follow the recommended pathway of a 13% year-on-year reduction in carbon.
- Define and measure our "Scope 3" indirect footprint and develop a target and plan to reduce it.
- Provide staff with training so they understand the causes and impacts of climate change and their own role in mitigating against it, including at all stages of decision-making. Colleagues in the most senior roles will be prioritised for training.
- The University's commitment to zero carbon will included in all job descriptions.
- Enter into one or more Power Purchase Agreements which will generate additional zero carbon electricity to match our own consumption.
- Achieve our investment-related carbon targets (see page 31).

4.5

# Core Goals

## Engagement

Engagement is central to our environmental sustainability activity.
It is how we share ideas, knowledge and research, inspire discussion, debate and creativity, and listen to and work in partnership with our staff, students, external communities and Cultural Institutions to achieve our sustainability commitments.

As global environmental sustainability challenges continue to grow we will tailor our engagement approaches to support and empower those who can create the greatest change. We recognise the need for innovation, leadership, diversity, and collaboration and will adapt our systems and processes to further enhance our sustainability impact.

## 4.5

# Core Goals

# Engagement

## Objective

Provide opportunities for our staff, students and external partners to engage with sustainability and take meaningful action, personally and professionally.

**Link to SDGs**

## Commitments

- Foster engagement specific to the core ambitions of the strategy.
- Provide staff with the skills and techniques to embed environmental sustainability into plans, policies, processes and everyday activities that are recognised and valued within the institution.
- Support the embedding of sustainability within teaching and learning by taking a partnership approach with our students and communities.
- Collaborate to maximise our research impact to sustainability.
- Focus on sustainability leadership with sustainability built into University training.
- Support leaders and managers, enabling them to learn the skills and confidence to take sustainability action.
- Develop and agree strategic partnerships to engage our communities to support proven natural solutions to capture carbon, restore the natural world and enhance environmental sustainability.

## 5.0

# Sustainable Decision-Making in our Operations

It is critical that we focus on embedding environmental sustainability within the systems and processes across our University, recognising that environmental sustainability is built into what we do as part of our civic, cultural and economic contribution, both locally and globally.

The key priority operational areas that will support our sustainability ambitions are considered here in more detail. For each section we have provided some context, a primary objective, and a series of commitments including which of the UN Sustainable Development Goals will benefit. All the sections are interdependent and have been developed incorporating expertise from across the University and reflecting on best practice on environmental sustainability. As described above, we will engage with communities within and outside our University to deliver this strategy.

**Risk and Climate Resilience**
How we manage risk and plan effectively

**Responsible Procurement**
How we buy goods and services

**Construction and Refurbishment**
How we build and improve our estate

**Resource Management**
How we are efficient with what we use

**Valuing Nature**
How we work with and alongside nature

**Travel and Transport**
How we move people and resources

## 5.1

# Construction and Refurbishment
## How we build and improve our estate

The way in which we construct and refurbish buildings is one of the most visible aspects of an organisation's commitment to environmental sustainability.  The choice of materials we purchase, all aspects of design and indeed whether the building should be built at all are all critical factors in a project's environmental impact, affecting embodied and operational carbon emissions, waste, pollution, water and more.  Buildings also impact on the wellbeing of staff and the student experience.  Our campus is likely to change in size, shape and usage in the coming decade.  We want to ensure any development is done in accordance with the highest possible environmental standards.

Introduction | About Us | Working Together | Delivering Environmental Sustainability | Sustainable Decision-Making in our Operations | Governance and Reporting | Appendices

## 5.1

# Construction and Refurbishment
How we build and improve our estate

## Objective

Embed sustainability into all construction, refurbishment, and maintenance activity, working towards zero carbon and the removal of other environmental impacts.

### Link to SDGs

## Commitments

- Embed sustainability and carbon commitments within our new Estates Strategy.
- Re-fit and refurbish buildings before considering new ones.
- Appoint an Environmental Sustainability Advisor to all major projects.
- Follow Passivhaus principles – or the most appropriate and environmentally beneficial standard - in refurbishments and new buildings (if/when they are required).
- No gas boilers will be fitted other than in exceptional circumstances and must be approved through the zero carbon governance process.
- Adopt standard metrics for monitoring and reporting embodied carbon for major construction, refurbishment, and long-term maintenance projects.
- Explore the potential for renewable energy generation on and/or around our buildings and campus.
- Reduce to a minimum construction and redevelopment waste, establishing clear expectations with contractors and measuring impact throughout.
- Achieve 20% biodiversity net gain on all major construction and refurbishment projects.
- Carry out Post Occupancy Evaluation to assess performance of new buildings and drive continued efficiencies and improvements.
- Apply "social value" principles across major projects to realise environmental, social and economic gains.

5.2

# Risk and Climate Resilience

How we manage risk and plan effectively

Change is inevitable. How we prepare to do things differently is important both in the short and long term. Changes in weather patterns, financial shocks and the recent pandemic have demonstrated to us very clearly that without robust risk management we will be vulnerable to unpredictable events. The extreme heat experienced on campus in the summer of 2022 demonstrated the disruptive impact our changing climate is having on our people, buildings and activities. We need to ensure resilience against climate-related impacts is embedded within our systems, processes and campus infrastructure alongside our teaching, learning and research. Adaptation measures are crucial if we are to continue to thrive and deliver excellence for our students and for the community. We must be agile and responsive.

## 5.2

# Risk and Climate Resilience
How we manage risk and plan effectively

## Objective

Build climate risk awareness and resilience into all our activities.

## Commitments

- Review our current and future vulnerability to climate-related risk.
- Adopt and implement a climate risk and resilience plan with input from interdisciplinary advisors across the University.
- Train staff to understand the importance of managing climate risk and resilience.
- Use our governance processes to manage climate risk and resilience effectively.

### Link to SDGs

## 5.3

# Responsible Procurement
How we buy goods and services

As a University we need a range of goods and services to function and to deliver the contribution we make through our research, teaching, and learning. However, virtually all the products and services we purchase come with both a financial and environmental cost and are a major contributor to our indirect Scope 3 carbon emissions. Annually we spend around £500m to support our day-to-day operations and understanding the environmental, social, and economic impacts of what we buy, how we buy and who we buy from will help us deliver this strategy. Understanding our supply base and supporting efficient and sustainable products and businesses will help us to deliver our commitments.

## 5.3

# Responsible Procurement
How we buy goods and services

## Objective

Ensure that our purchasing activity and practices support our environmental, social, and economic priorities.

**Link to SDGs**

## Commitments

- Continue our commitment to responsible procurement using appropriate benchmarks, including ISO20400, to demonstrate best practice in action.
- Develop appropriate Scope 3 emissions targets in relation to the procurement supply chain and measure estimated emissions against these targets.
- Develop and deliver a category demand management engagement programme in line with our carbon commitments.
- Revise capital equipment business processes to include carbon emissions and whole life costing in all equipment purchases over £100,000.
- Measure the carbon footprint of our catering in residences, hospitality on campus and retail outlets, inform customers of the impact of their choices through clear carbon footprint labelling and commit to setting a target to reduce the negative impact of catering.
- Achieve Fairtrade University and College Award accreditation for all catering.

5.4

# Resource Management
## How we are efficient with what we use

Our activities produce around 4,500 tonnes of waste a year. Reducing this is a key priority because waste is a resource and has a cost. Implementing new ways of thinking and supporting staff to find innovative ways to reduce waste is important as there is significant pressure on resource availability and the impact of waste disposal contributes to our carbon footprint. As a University we are committed to supporting the circular economy by considering the whole lifecycle of the products we purchase and the resources we use. This includes everything from Information Technology to the food we buy, the water we use and the energy we consume. The scale of the challenge requires a transformational response.

## 5.4

# Resource Management
How we are efficient with what we use

## Objective

To drive efficiencies and embed whole life cycle considerations into decision making and operations.

### Link to SDGs

## Commitments

- Increase awareness of the impacts caused by choice of materials, considering carbon and end of life implications.
- Work with suppliers, staff and students to increase positive action to reduce waste at all stages of procurement, use and disposal.
- Establish mechanisms to encourage and support a low consumption model alongside reuse and sharing across the University.
- Recycle 45% of the waste we produce through campus operations by 2025.
- Divert 100% of waste (general, clinical and offensive) from landfill via new waste contracts from 2023 onwards.
- Roll out food waste collection facilities to 100% of buildings by 2024, or when legislation demands it, whichever is sooner.
- Seek opportunities to reduce food waste both at point of ordering/purchase and consumption, working with external partners to find ways to minimise food waste.
- Require all laboratories to achieve a LEAF award to a minimum of Bronze and adopt a 6R "responsible plastics protocol" by August 2025.  25% of labs to achieve minimum of LEAF Silver.  LEAF aligns to multiple environmental priorities beyond waste.
- Improve water metering to provide greater clarity on consumption and opportunities for increased efficiency and a potential reduction target.
- Reduce our energy consumption by a total of 10% against a 2018 baseline, achieved by joint working across the University led by The Directorate of Estates & Facilities and IT Services.

[1] LEAF "Laboratory Efficiency Assessment Framework" is a sustainable lab certification tool to drive improvements in laboratory efficiency
[2] The 6R protocol is an approach developed by the University to reduce plastics in labs, on campus and at home
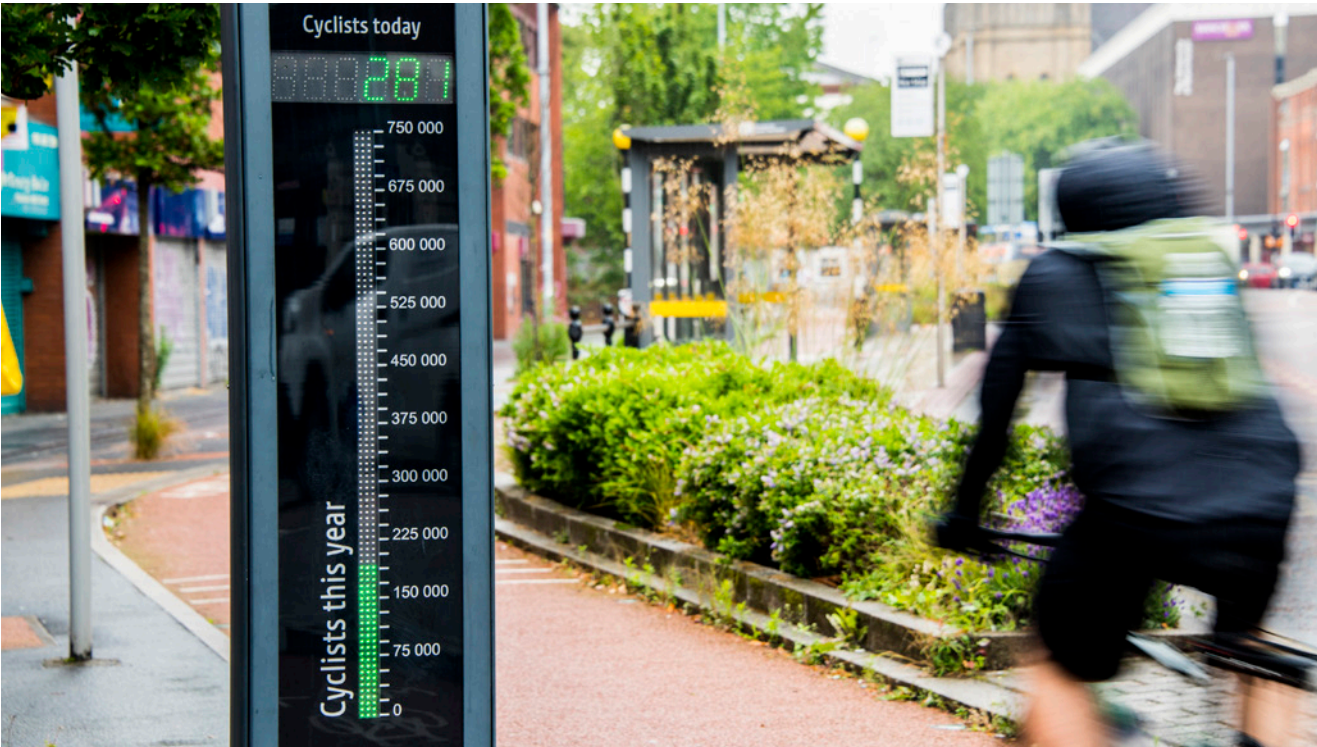
## 5.5



# Travel and Transport
How we move people and things

We have long been committed to implementing sustainable travel initiatives including interest free loans to purchase public transport season tickets, offering the Cycle to Work scheme to staff and installing 4,000 cycle parking spaces. We are committed to reducing congestion, minimising emissions from travel and transport and working with local stakeholders, partners and suppliers to continue to reduce our environmental impact, especially along Oxford Road.

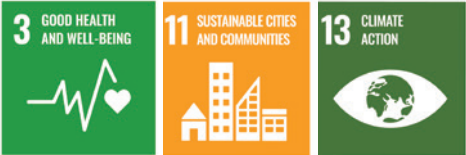## 5.5

# Travel and Transport
How we move people and things

## Objective

Reduce the impact of our travel and transport decisions on people and the environment.

**Link to SDGs**

## Commitments

- Aim to limit annual emissions from air travel to 50% of our 2018/19 level (pre the Covid-19 pandemic) with immediate effect.
- Estimate our staff and students' travel emissions as part of their University lives and commit to setting a target to reduce it.
- De carbonise fleet vehicles by 2030 and provide adequate electric vehicle charging points for staff, students and visitors.
- Update sustainable travel and car parking plans and policies to ensure they complement each other and support a transition to sustainable modes of travel.
- Promote active travel (walking, cycling, wheeling) as the preferred and most beneficial form of travel alongside a commitment to encouraging virtual meetings and avoiding travel wherever possible.
- Collaborate with other organisations and stakeholders along the Oxford Road Corridor and beyond to maximise the benefits of sustainable travel schemes and infrastructure.

5.6



# Valuing Nature
How we work with and alongside nature

We want our estate to be memorable and distinctive with a strong sense of place, contributing to the health and wellbeing of staff, students, visitors and the surrounding local community.

This includes opportunities for wildlife, including pollinators and birds, to flourish and aims to promote the development of an estate that embraces nature and provides high quality spaces. We understand the clear connection between the natural environment and the wellbeing of our staff and students and that is why we believe valuing nature is about valuing our community as well as wildlife.

## 5.6

# Valuing Nature
### How we work with and alongside nature

## Objective

Our campus is an environment where people and wildlife thrive together.

**Link to SDGs**

## Commitments

- Work with our academics, staff and students to develop biodiversity priorities to enhance wildlife and public spaces on campus.
- Identify opportunities to increase green, cooling and absorbent spaces as an adaptation response to climate change.
- Integrate biodiversity themes into current and future Estates strategy, with nature and green spaces an integral part of planning.
- Eliminate the use of peat-based compost by 2023.
- Continually seek to reduce the use of synthetic chemical herbicides on campus.
- Increase the quality and quantity of existing green space, achieving a 10% increase in urban green space by 2028, from 2018 levels.
- Calculate a baseline and set a target to provide a measurable improvement in biodiversity by 2030.
- Continue our work with academics to measure wellbeing outcomes and improve the staff and student wellbeing scores associated with campus green space by 25% by 2028 from a 2018/19 baseline.
- Maximise opportunities to integrate learning and teaching with our estate's biodiversity.
- Zero reportable pollution incidents to air, land and water across the University estate.
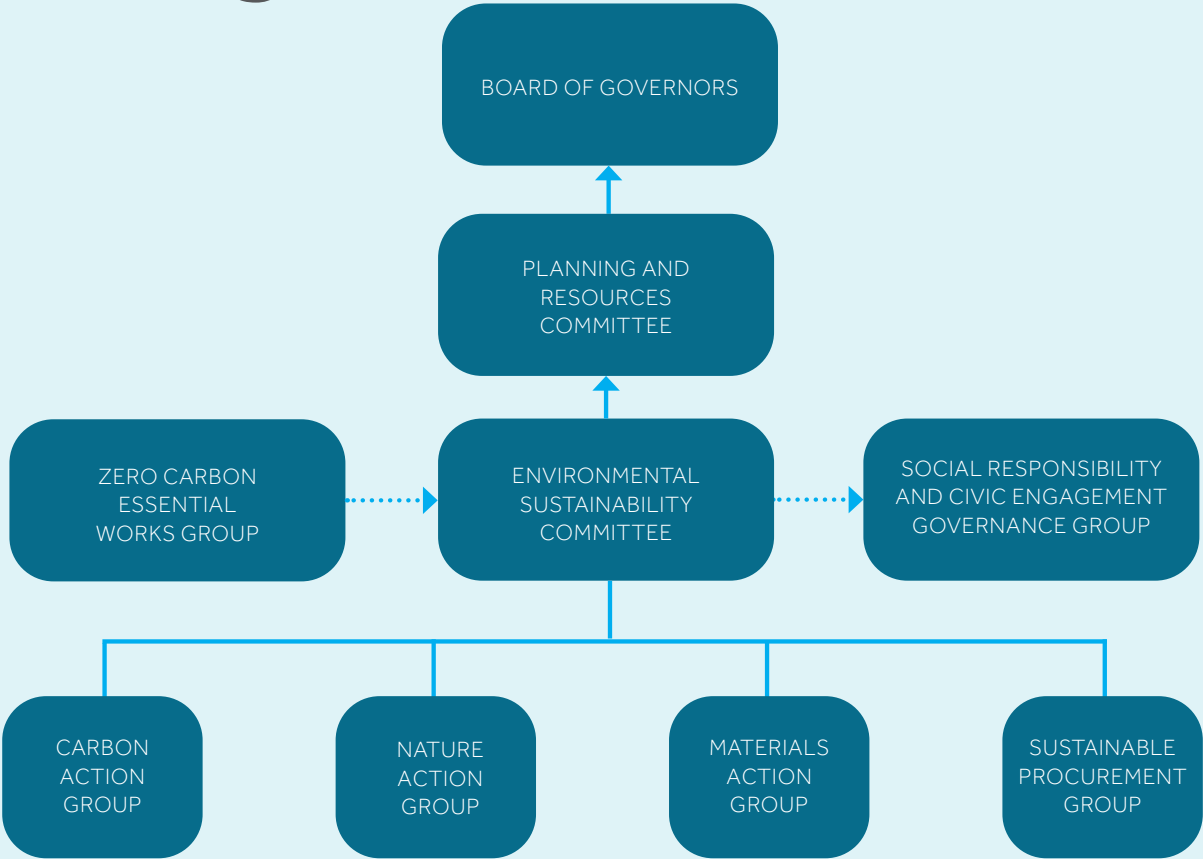
6.0

# Governance and Reporting

The dynamic nature of the environmental challenges facing the University and society means that regular review and reporting is essential. To ensure this is effective, each year we will:

**Review, and if necessary, update the policies, objectives and commitments within this strategy and report on progress through both the governance structure below and publicly through the University's Environmental Sustainability website.**

**Use the latest science and research to ensure we are on the right track and draw on the vast expertise across the University as we implement our plans.**

**Seek opportunities to embed environmental sustainability considerations within our systems and processes.**

**Draw on best practice from the higher education sector and beyond to inform our thinking and action.**

**Engage, support, and challenge our colleagues to deliver against these commitments alongside, and with the support of, the Environmental Sustainability Team.**

**Use our progress to demonstrate our contribution to the Sustainable Development Goals.**

**Use other committees and groups such as the Senate, the People Committee and the Audit and Risk Committee to further our goals, when needed.**

6.0

# Governance and Reporting



BOARD OF GOVERNORS

PLANNING AND RESOURCES COMMITTEE

ZERO CARBON ESSENTIAL WORKS GROUP

ENVIRONMENTAL SUSTAINABILITY COMMITTEE

SOCIAL RESPONSIBILITY AND CIVIC ENGAGEMENT GOVERNANCE GROUP

CARBON ACTION GROUP

NATURE ACTION GROUP

MATERIALS ACTION GROUP

SUSTAINABLE PROCUREMENT GROUP

# Appendices

# Appendix 1

# **Our commitments at a glance**

The following table summarises key commitments made elsewhere in the document. The list is not exhaustive and focuses on objectives where there is a defined metric to measure progress. We will develop an action plan and tracker to monitor progress against all commitments in this strategy.

| Priority | Commitments | Target Date |
|---|---|---|
| **Zero Carbon** | Achieve zero carbon emissions in our operations (Scopes 1&2) by 2038 and without exceeding our "carbon budget". | Aug 2038, with carbon budget monitored annually |
| **Energy** | Reduce our energy consumption by a total of 10% against a 2018 baseline, achieved by joint working across the University led by The Directorate of Estates & Facilities and IT Services. | Aug 25 |
| **Travel** | Aim to limit annual emissions from air travel to 50% of our 2018/19 level (pre the Covid-19 pandemic) with immediate effect. | Aug 24 |
| **Waste** | Recycle 45% of the waste produced as a result of campus operations. | Aug 25 |
| **Procurement** | Develop appropriate Scope 3 emissions targets in relation to the procurement supply chain and measure estimated emissions against these targets. | Develop target: Dec 2023 Measure emissions: Aug 2024 |
| **Training** | Provide staff with environmental training, with senior staff prioritised. | SLT trained by Aug 24; all staff trained by Aug 26 |
| **Biodiversity** | Achieve 20% biodiversity net gain on all major construction and refurbishment projects. Increase the quality and quantity of existing green space, achieving a 10% increase in urban green space, from 2018 levels. | Aug 2025 Aug 2028 |
| **Laboratories** | Require all laboratories to achieve a LEAF award to a minimum of Bronze and adopt a 6R "responsible plastics protocol" by August 2025. 25% of labs to achieve minimum of LEAF Silver. | Aug 25 |
| **Endowment Investment** | Reach net zero on investment portfolio. Reach 100% renewable energy use within the endowment investment property portfolio. Reduce weighted average carbon intensity of public equity holdings by at least 50% against 2019 baseline. Reduce carbon intensity within the investment grade credit allocation by 40%. Reduce energy consumption within the investment property portfolio by 10%. | Aug 2038 Aug 2027 Aug 2027 Aug 2027 Aug 2027 |

# Appendix 2

# **Summary of strategy consultation process**

The University of Manchester is a large and complex organisation consisting of around 13,000 staff and 44,000 students.  As part of the development process, we wanted to ensure we received the best input we could from a range of key stakeholders and used the engagement process to build our collective capacity to deliver the commitments we have presented in this document.

## To achieve this, we:

**Reviewed existing plans and commitments across the University**

**Held 1-1 stakeholder discussion with policy leaders, a range of academics and subject experts**

**Engaged and listened to our students via the Students' Union and student consultation exercises**

**Engaged and listened to our staff through virtual and  in person sessions**

**Presented the strategy to key groups and committees to ensure appropriate governance and sign off**

Well over 100 people  have seen, responded or contributed to this document in some way.  Every verbal and written comment was considered and in many cases the strategy was amended. Although the number of respondents represents only a fraction of the total University community, we believe we have actively sought the opinions of the most relevant stakeholders and experts on the topic and given opportunity for everyone  to comment on the draft strategy should they wish.

Appendix 3

# Contact Details

Our Sustainable Future has been written primarily by Richard Smith, Head of Environmental Sustainability, The University of Manchester, and Sheri-Leigh Miles and Jimmy Brannigan of the sustainability consultancy Net Positive Futures.

We welcome your comments and suggestions as to how it can be improved.

Please contact us using any of the routes below.

**The University of Manchester Environmental Sustainability Team:**

✉ **ES@manchester.ac.uk**

◉ **@uomsust**

▼ **UoMSust**

f **UoMSustainability**