

2018 Sustainability 2019 Report

Supporting the global sustainability agenda

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The University of the West of England (UWE Bristol) aims to lead, innovate and create the powerful partnerships needed to address the complex issues we face in the world. We are committed to understanding and transforming our environment, health and wellbeing – and our students and staff play a vital part in that.

Professor Steve West Vice-Chancellor, UWE Bristol

Introduction

The University is committed to supporting the global sustainability agenda for a strong, healthy and just society living within environmental limits in everything that it does. Central to this commitment is the ambition to create an environment and culture in which all student and staff members have the opportunity to develop and use the skills and understanding required to contribute to global sustainability and health both at the University and throughout their private lives.

A holistic approach to sustainability across all aspects of the University enables continuous, innovative, genuine and embedded performance improvements which have been successful to date. The approach has enhanced the University's reputation externally, and encouraged faculties, services, students and wider stakeholders to work in partnership.

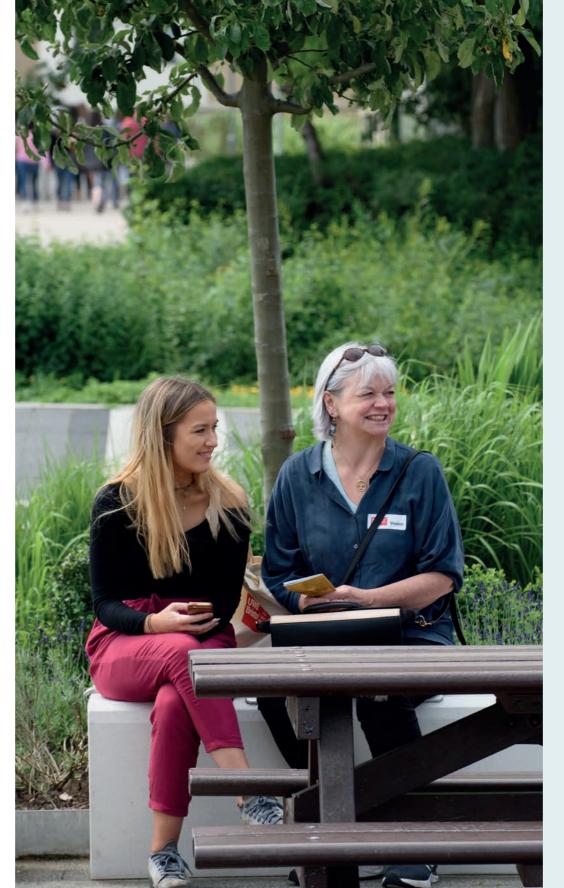
Award-winning success

Working in partnership with the Students' Union continued to embed good practice in terms of sale, supply and promotion of Fairtrade. In the South West Fairtrade Business Awards 'Full of Beans' coffee cart, which was outright winner in the category of Best Fairtrade café or restaurant, and Phaz café also received a gold award alongside a gold award for embedding Fairtrade across the board. The University is pleased to support the Students' Union with its Green Impact submission, and is delighted that for the third year in a row, the Students' Union at UWE Bristol has retained its Excellent accreditation rating, and received the 'Highest Scoring Students' Union' Award at the NUS' Green Impact Awards. UWE Bristol's sector leadership in sustainability continued to be demonstrated, UWE Bristol has been shortlisted for five awards at the UK Ireland Green Gown Awards 2019. With the pending release of the UWE Bristol Strategy 2030, which will include ambitious sustainability targets in recognition of climate change and the current environment emergency, the Sustainability Plan is written with a view towards 2030. This will recognise the inter-relations of themes, and set challenging standards to aim for as we progress through the decade.

Strategy 2030 commits UWE Bristol to:

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- Being carbon neutral as an organisation, with net-zero emissions of green-house gases by 2030.
- Using ISO 14001.2015 to set clear targets and plans to reduce water and energy use, cut waste generation including food-waste, and support biodiversity.
- As signatories to the UK Plastic Pact, eliminating all but essential single-use plastic and meet the 2025 targets for recycling and reuse.
- Establishing all our campuses as clean air and smoke-free zones.
- Investing in and securing year-on-year improvement in travel sustainability for staff, students and visitors.
- · Working with our students to explicitly address climate change and environmental challenges through our teaching, learning and curriculum.
- Supporting research addressing climate change, environment and biodiversity.



Awards

The Students' Union at UWE Bristol was the winner of the 2018 UK and Ireland Green Gown Awards and a finalist at the International Green Gown Awards

Key achievements

UWE Bristol is acknowledged nationally and internationally for its engagement with the sustainability agenda and has received the following external recognition:

- The Students' Union at UWE Bristol was the winner of the 2018 UK and Ireland Green Gown Awards and a finalist at the International Green Gown Awards.
- · Fairtrade Gold Award.
- - 81% recycling rate.





- Certified to the NUS Responsible Futures accreditation achieving the highest score yet awarded.
- ISO 14001.2015 Environmental Management System certification, covering both operations and educational activity.
- Silver Food For Life accreditation (Onezone).
- · Launch of The Frenchay Beeline.
- Continued development of SDG Programme Mapping Project.
- New CHP station and district heating network.
- 100% REGO certified renewable electricity purchased.
- CO₂e location based emissions down 13%.
- Market based emissions of CO₂e down 57%.
- 19% reduction in water consumption.
- 7500m² of wildflower meadow sown and 65m of new native hedgerow.
- 51% of non-pay spend within 50 mile radius of UWE Bristol.
- Single occupancy car travel to the university now just 22%.
- 7 tonnes of retired IT equipment recycled.
- 1/3rd of items on refectory menus now plant based.
- 18 wellbeing events in Feel Good February.







This document reports progress towards meeting the objectives and targets set out in UWE Bristol's award-winning Sustainability Plan 2.1. The Sustainability Plan presents and codifies a wide range of University policy, practice and ambition relating to the environmental, social, economic and cultural components of sustainable development. The Sustainability Plan draws its authority from and is subordinate to Strategy 2020.

The Sustainability Plan

- Defines the mechanisms by which sustainability is embedded within the University's day-to-day operations and effective decision making.
- Contributes to UWE Bristol's 2020 Strategy ambition by advancing the health and sustainability of our locality and region.
- Contributes to UWE Bristol's 2020 Strategy priorities through the delivery of ready and able, sustainability literate graduates.
- Guides the development of a sustainable estate infrastructure.

This report provides the 2018–2019 assessment of progress in meeting the aims and ambitions of the Sustainability Plan. Each section documents progress within that thematic area as well as drawing out areas where progress has been more difficult and detailing priorities for the forthcoming year.

The themes of the plan follow a similar structure setting out the purpose and aim of each theme. The contribution of each theme to meeting the UN Sustainable Development Goals is also documented. The overall purpose of the plan is to support the delivery of the ambitions set out in Strategy 2020 in the most sustainable manner possible. This Sustainability report sets out progress in achieving that overall aim.









Governance

Strategy 2030.



The governance of sustainability is delegated by the Vice-Chancellor to the Sustainability Board. This meets five times a year and is chaired by the Assistant Vice-Chancellor for Environment and Sustainability. Membership includes the PVC Research and Business Engagement, representing the Directorate, the Director of Estates and Facilities, the President and a Vice President of the Students' Union, an Associate Dean, Teaching and Learning and an Associate Dean for Partnerships. In attendance are the Sustainability Plan Theme Leaders, the SU Sustainability Officer and representatives from all three trade unions. Students and members of staff are welcome to attend as observers. The Board takes its authority from and reports to the Directorate, Academic Board and the Board of Governors.

At each meeting, the Board reviews progress with the themes of the Sustainability Plan. It undertakes regular reviews of policies including the Environmental Sustainability Policy and the Ethical Investment Policy, approves action plans arising from the Sustainability Plan, reviews progress with the commitment to adopt the principles of Responsible Management Education (PRME) across the institution, and provides the governance of the whole institution ISO 14001.2015 accreditation process and the Responsible Futures accreditation.

The University is currently preparing our new Climate Action and Sustainability Strategy 2030 for adoption in 2020. This strategy will set out the aims and mechanisms for delivering the sustainability ambitions of UWE Bristol's

Carbon management



The Sustainability Plan defines the aim of the carbon management is to continually reduce absolute and relative energy consumption in line with the University's Carbon Management Plan.

Work over the last year has focused on the installation of the combined heat and power (CHP) plant and completion of the district heating network to provide low carbon heat and electricity to Frenchay Campus.

CHP and district heating network

The combined £2.5million investment is set to deliver savings of £1,000 per day and annual savings of 683 tonnes of CO_2e . Whilst the district heating network will initially be powered by the gas CHP, it opens the opportunity for other lower carbon technologies to be added over time, in addition to extending the network to supply more areas of the campus.

Solar generation

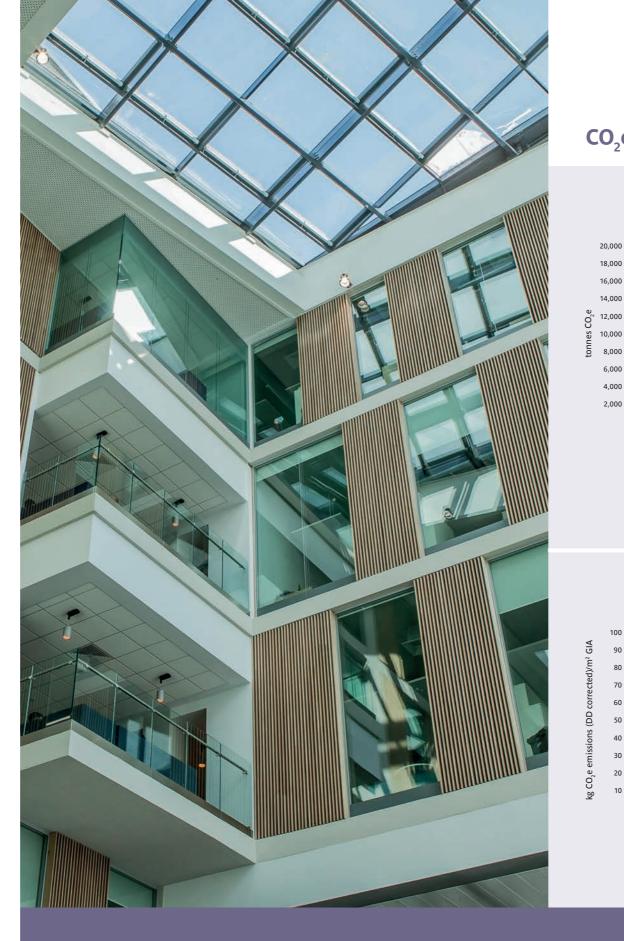
During 2018–19,451 MWh were generated across the UWE Bristol sites, saving 115 tonnes CO_2 and £49.6k from the UWE Bristol utility bill. New installations are continually being added, the most recent being on the Glenside Laundry project, and Building D at Bower Ashton.

Renewable electricity

UWE Bristol purchases 100% renewable electricity, assured through the Renewable Energy Guarantees of Origin (REGO) scheme.

2018–19 performance

- Absolute CO₂ emissions are now measured using both location based and market based methods. These reflect the reduction in carbon emissions as a result of purchasing electricity from certified renewable sources (market based), as well as emissions according to the overall UK electricity carbon emission factors (location based).
- Location based emissions show an absolute CO₂e reduction of 13%, i.e. 11,852 tCO₂e/pa from buildings compared with 13,612 tCO₂e/pa in 2005–2006, meaning absolute reductions of around 9.5% are required to meet the target.
- Recognising the impact of purchasing renewable electricity, the market based emissions show an absolute CO₂e reduction of 57.4%, i.e. 5,794 tCO₂e/pa from buildings compared with 13,612 tCO₂e/pa in 2005–2006, meaning that UWE Bristol is already exceeding the 2020 targets.
- Relative carbon emissions met the 2020 reduction target in 2017–2018, and continued to reduce through 2018–2019. 2018–2019 figures now show a 46% reduction on the 2005–2006 baseline year, and a 13% reduction on the 2017–2018 emissions level.



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CHP and district heating network is set to deliver annual savings of 683 tonnes of CO,e

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CO₂e emissions

Absolute CO₂e emissions

(Scope 1 and 2: buildings and EV charging points)



Total absolute CO₂e emissions from energy consumption tonnes (annual conversion factors)
2020–2021 target (22.5% absolute)-total CO₂ emissions (tonnes)

Total absolute CO_2e emissions from energy consumption tonnes (annual conversion factors)– taking account of REGO backed electricity

Total kg CO₂e emissions

(DD corrected)/m² GIA (scopes 1 and 2 from buildings and EV charging points)



Total CO₂e emissions kg CO₂e (DD corrected)/GIA m²

2020-2021 target (50% relative)-kg CO,e emissions (DD corrected)/m² GIA

Water management



The Sustainability Plan 2.1 defines the aim of water management which is to continually reduce absolute and relative water consumption in line with the University's Water Management Plan.

Water consumption has continued to reduce due to a persistent tightening of water management efforts and practice.

Water conservation measures during 2016–2017 resulted in a 13% reduction from the previous year. 2018–2019 saw a further 19% reduction on 2016–2017 consumption volumes. By the end of 2018–2019, water consumption was only 10% above the baseline year (2011–2012), compared to 57.6% in 2016–2017.

These spectacular results are as a result of:

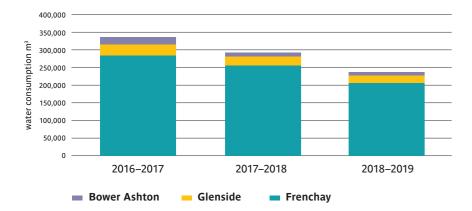
- Replacing urinal flush controls at Bower Ashton and Glenside.
- Replacing WC cistern flushes at Frenchay Student Village.
- Active leak control and high consumption alerts ensuring that the Energy Team respond to leaks and high consumption quickly.
- Continuous monitoring of night consumption to identify faults with appliances.
- Additional meter installation to allow greater visibility of leaks and flows.
- Re-instating rainwater harvesting system in R Block.

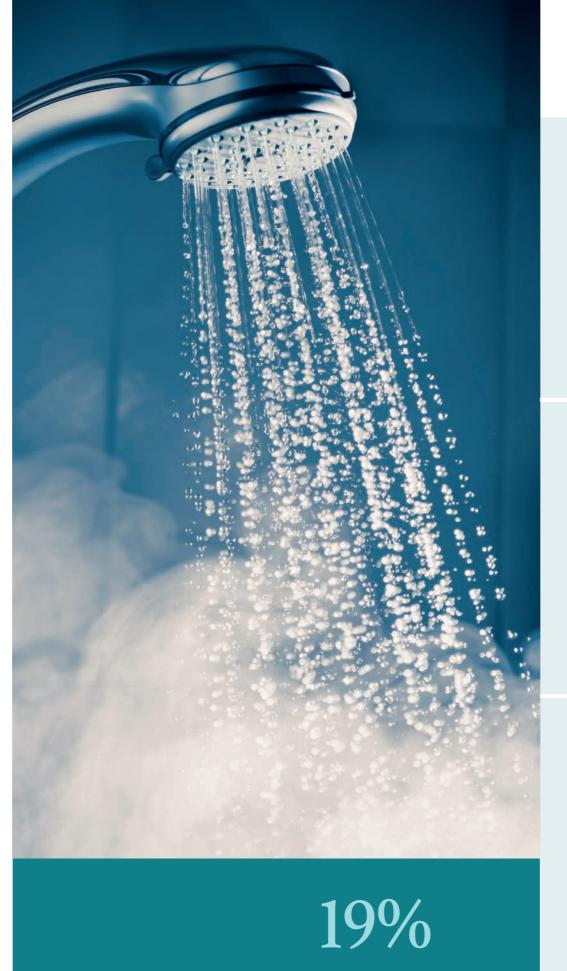
The reduction figures are more impressive considering the estate and user numbers have increased:

- Building stock increased by 21% since 2011–2012, with a large proportion of this being residential space (with higher water demand than teaching space).
- Since 2011–2012, there are now 2,100 extra staff & students (full time equivalent).

As can be seen in the graph below, water saving has been successful across all sites.

Campus water reduction 2016–2017 to 2018–2019





Water consumption

m³ (absolute) 400,000 350,000 300,000 250.000 200 000 150.000 100,000 50,000

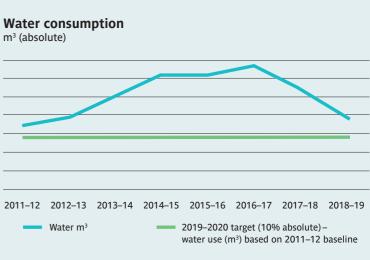
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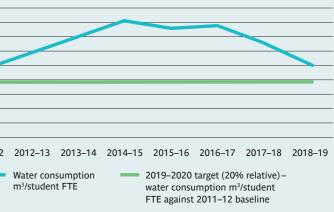
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2018–2019 saw a further 19% reduction on 2016-2017 water consumption volumes





m³/student FTE against 2011-2012 baseline







Resource management



The Sustainability Plan 2.1 defines the aim of resource management which is to reduce the quantity and hazardousness of our waste materials and to manage waste in ways that bring about financial, environmental and social benefits.

The year began with the roll out of a new primary waste contract, to remove all of the day-to-day general waste and recycling streams.

The University retenders its waste removal contracts on a regular basis in order to find the best value and service. Very little of our general waste is now sent directly to landfill, as it goes to treatment plants. Last year it was going to a mechanical and biological treatment plant in Avonmouth, where more recyclable waste was extracted and the remainder incinerated and landfilled.

Since this change in contract the general waste is now going to a 'waste to energy' plant where it is burned to make electricity. This has resulted in a small drop in our recycling rate, because the fraction that was separated at the MBT plant for recycling is now going for recovery instead.

The contract has also seen the introduction of a combined 'dry-mixed recycling' waste stream from our student accommodation. The rest of the University has retained source separated collections. We will keep this under review over the coming years.

Big Give campaign

This year's city-wide Big Give campaign was led by UWE Bristol. It encourages responsible waste management amongst students leaving their accommodation at the end of the academic year, and asks for donations of surplus clothing, brica-brac and small electrical items to the British Heart Foundation. 24,561 bags of donations were collected across the city, which equates to almost £350,000 once the donations are sold in local BHF shops. 2,847 bags were collected directly from UWE Bristol's set of collection banks that we have permanently located near to residences, as well as a small number of additional temporary banks.

The UWE Bristol furniture reuse scheme continues and has resulted in more than £100,000 savings in avoided procurement and waste disposal costs this year

The new compostable waste stream is being rolled out in line with the move to compostable food packaging in our food outlets. An initial trial has been successful, and all catering outlets where compostable packaging is sold will have a matching waste stream installed during the next few months. This measure is a step up the waste hierarchy as the single-use waste is captured and composted in an industrial composter. However, reuse is the better option and so we are continuing to promote refill via a levy on disposable cups and the sale of keep-cups at our cafes. Since introducing the cup levy we have gone from only 13% of customers using re-usable cups to over 40%.



2,847

Bags contributed to the British Heart Foundation from UWE Bristol

Waste quantities 2018–2019

Waste Quantity (tonnes) including Construction	4,225.3
Waste Quantity (tonnes) excluding Construction	1,756.5
Recycling Rate %, overall (Recycling defined to include reuse, composting etc)	80.8%
Recycling Rate %, excluding Construction Waste	55.7%
Recovery Rate %	99.0%
Reuse Tonnage	57.8
Reuse %, excluding Construction Waste	3.3%
Construction Waste Recovery Rate %	99.0%
Quantity of Hazardous Waste (tonnes)	5.1

The table above shows the overall quantities of waste, revealing that construction related waste comprises the greater portion of the University's waste in this year due to a number of significant campus development projects. Including construction waste we are achieving a high overall recycling rate of 81%, although the non-construction recycling performance is lower at 58%. The table below shows how this varies by campus, and further breaks it down into teaching/office space versus accommodation, revealing that recycling performance is significantly lower in the residential areas.

The analysis shows an overall diversion rate of 99% - i.e. less than 1% of the University's waste is sent to landfill.

Campus Bower Ashton Frenchay Glenside

The emphasis for the coming year will be on:

- laboratory spaces.
- ambassador network.

Teaching/offices		Residential	
Total waste (t)	Recycling rate	Total waste (t)	Recycling rate
89.0	58.9%	N/A	N/A
914.2	63.7%	507.0	42.7%
98.6	58.2%	86.3	37.4%

• Scaling up the communication around waste prevention, reuse and recycling.

• Waste reviews and resulting actions targeting Bower Ashton, ECC and

• Continued roll out of compostable waste stream.

• Plastic action, including consumption survey and creation of plastic

· Improved management of waste from laboratories.

• Development of a new UWE Bristol Circular Economy Plan, supporting the new Climate Action & Sustainability Strategy.

Climate action

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Sustainable ways of working, clean energy and air, and wider issues such as plastics and sustainable travel are increasing in importance to our students and the University.

Our ambitious and exciting climate action programme seeks to find creative ways of collaborating with the whole UWE Bristol community in embedding real change in response to the climate and ecological emergency.

Chris Abbott

Director of Estates and Facilities





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Biodiversity



The Sustainability Plan 2.1 defines the University's aim for biodiversity which is to increase and enhance biodiversity across all campuses including measures to create, enhance and manage habitats, with improved access to campus green spaces for students and staff.

The Beeline Project

The Frenchay Beeline has been successfully launched, and is an opportunity to promote areas such as biodiversity, nature connectivity and local food production to staff and students across Frenchay Campus.



Benefits

As well as the main aim of the project – to raise awareness and increase the number of pollinator plants across all our managed sites - there have been other associated benefits noted as part of this work:

- Increase in external social spaces.
- Reduction in green waste removed from campus.
- Lower peat usage.
- Less chemical usage.
- Staff and students more engaged in external spaces.
- Improved student offer.
- Wider benefits to local environment.
- Improvement in biodiversity at all levels.
- Improved aesthetics through conversion of spaces to places.
- Improved wellbeing via access to nature.
- · More motivated grounds staff.
- Free food!
- Increased climate resilience.

Plants are continuously grown in our greenhouse to supplement the core planting. All flowering plants added are chosen from the RHS plants for pollinator list that have demonstrated high pollinator value during RHS trials.



8,000

During November over 8,000 bulbs were planted across UWE Bristol campuses

We had a good start to the production season and grew a greater variety of plants and section leaders started to grow their own plants this year.

During November over 8,000 bulbs were planted across UWE Bristol Campus's. The benefit of these could be seen in early spring as many bulbs began to flower across the campus. Some planning, mostly for regeneration planting, took place near to R Block and behind S Block in particular, and pollinator plants were incorporated in the designs.

A new nursery orchard consisting of dwarf fruit trees has been put on hold until next year due to supply delays, however, we planted an additional 24 fruit trees, of various varieties of apple and cherry between Frenchay and Glenside campuses.

Vegboxes

To promote the Beeline 'Vegboxes' were harvested and this will continue. These are left in entrance halls, atriums and high footfall areas at random across the campus and they have generated some great feedback from staff and students.

Meadowscape

Hillside Gardens.

to the heart of our campus.

Interesting species have already started to come through and the Grounds Team have collaborated with members of the Faculty of Health and Applied Sciences to identify more of these.

the soil.

However, they will still be maintaining some limited areas of short-cut amenity grass in key places such as the accommodation villages.

Hedgerows

We have added 65m of mixed native hedgerow in total to the estate including to the perimeter of the Farmhouse Field, bordering the orchard to help provide greater biodiversity value for this area, and incorporated into the Envirotron garden which has been implemented by UWE Bristol Grounds in partnership with Envirotron clients.

Challenge

The monitoring of biodiversity on the campuses is still a challenging area which has not progressed throughout the sustainability plan 2012–2020. However, with the aid of the Faculties and external partners we should be able to start monitoring from early 2019–2020. Including use of external mobile applications which can be utilised by any site user.

We have implemented a BIG change to our grass cutting and have moved from a regularly mown campus with some wildflower meadows, to a campus of meadow grass with a just a few mown amenity spaces. We have worked with Buglife sowing of 7,500m² of wildflower meadows across UWE Bristol; 3,000m² of this at

This has produced great feedback from staff and we had a number of volunteers who were willing to give up lunchtimes to help with this work. We have incorporated this change into the Beeline philosophy to bring more pollinators

As part of this trial, areas which have been left to grow will need cutting back two or three times a year, with all cuttings removed to help reduce the fertility of

Biodiversity: meadowscaping



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I was at Glenside today, and the area up from the library parking area and towards the access road is looking lovely at the moment. And when you walk past, you can hear the entire area humming with insects. Great work.

Jacqueline Barker

"

I really like the way the grounds are looking with the meadowscape. I also love that the Grounds Team plant herbs for staff and students to use. The grounds continue to look great, which is one of the reasons I like to walk around Frenchay Campus at lunchtime. Thank you!

Neil Humphreys

7,500m²

of wildflower meadows sown across UWE Bristol campuses



"

Richie and his team are doing a really great job in naturalising the Campus, and you can see many insects flying about which now have something to eat.

We presently have well over a hundred and twenty native UK plant species growing on Frenchay Campus, many of them having found their way here naturally, including 4 species of orchid, 10 vetches and 15 grasses and sedges. There is even a mini oak plantation thoughtfully planted by the UWE Bristol jay.

Dave Molesworth

"

The site is looking really lovely – it is wonderful to see the more relaxed planting bringing wildlife into the Campus, and making it a beautiful place to walk through. It would be good to see more trees in the car park both to shade cars, but also to provide space for wildlife and to make it look more attractive.

Selena Gray

Campus development



The Sustainability Plan 2.1 defines the University's ambition for the inclusion of sustainability within campus development which is to ensure that it is considered from the outset in all construction, refurbishment and landscaping projects utilising smart design, innovation and procurement to address all relevant aspects of sustainability described within this plan and in particular human and social impacts, climate change mitigation and adaptation.

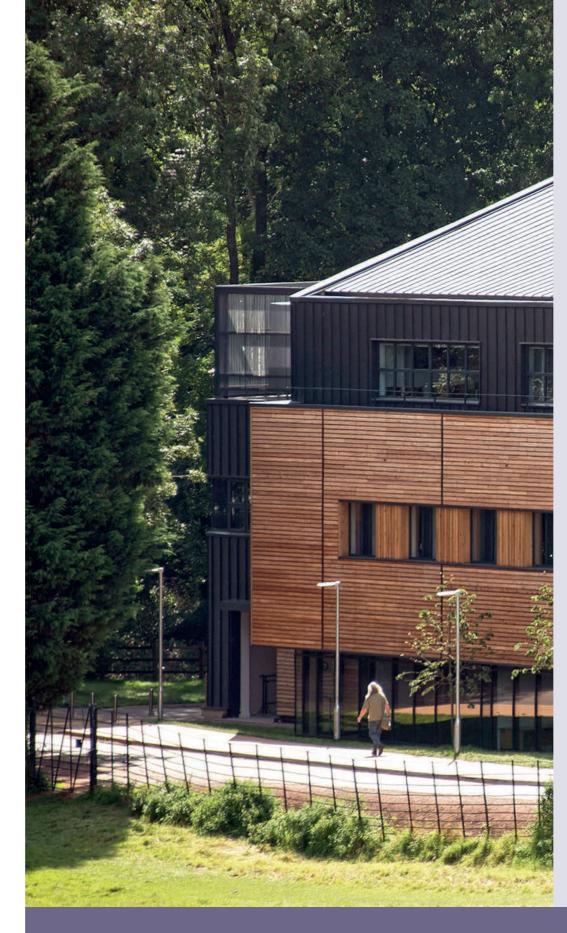
The refurbishment of spaces across campuses in 2018–2019 brought about UWE Bristol gain RICS SKA silver assessment for Glenside Optometry and clinical skills suite. RICS SKA assessment methodology is also being planned for the Glenside Blackberry Centre and Bower Ashton B Block refurbishment projects.

Within the year three projects were completed to BREEAM design standards, these being Bristol Business School, Bower Ashton Film Studios and Wallscourt Park phase two. Bower Ashton Design Studios have been designed to BREEAM standards, and the new engineering building shall be formally assessed to BREEAM excellent certification standards.

The current combined heat and power (CHP)/district heat network (DHN) project will connect T Block, Exhibition Conference Centre, The Students' Union and the Bristol Business School (X Block). Following a competitive process, CHP specialists were appointed to design, specify and produce a control strategy for the installation. The works commenced in Spring 2019 and the first engine was placed in May 2019.

This will be followed by extending out the connection to the Wallscourt Park student accommodation phase 2 and the new engineering building.





£1,000

The CHP and district heating network £2.5million investment is set to deliver savings of £1,000 per day

water supply for toilets.

Courtyard Improvement Project

These areas will include edible planters consisting of fruit trees, herbs and other edibles helping mitigate some of the tree loss on site.

Reinstatement of lost trees

plan for campus developments.

Hillside Gardens

The Hillside Gardens Sports Pitches project was finalised in Autumn 2018, providing two new artificial sports pitches and associated changing rooms. These new grounds will encourage healthy behaviours in our students, staff and local community which is a UWE Bristol key enabler for achieving Strategy 2020 priorities. UWE Bristol Grounds and 'Bugslife' have also carried out wildflower planting and meadowscaping on this site.

Campus development projects

There are a number of student engagement activities that took place as part of the campus development projects.

In addition, campus development consultant designers have delivered lectures to various degree programmes:

The potential existed to use ground source heat pumps during the enabling works of the new engineering building but unfortunately they were deemed unfeasible. However water harvesting has been incorporated into the scheme to provide

The Courtyard Improvement Project, as part of the Frenchay Campus Refurbishment Project, implemented a modest improvement scheme to four courtyards to enhance the areas staff and students can spend time outside in, improving health and wellbeing. Bristol Wood Recycling (BWR) were engaged to design and supply a variety of bespoke recycled wood products and all redundant wood furniture which had deteriorated beyond use was given to BWR for recycling.

To mitigate the loss of biodiversity during building works, discussions have taken place regarding the locations and species for reinstatement of lost trees around Frenchay Campus. In addition discussions are being held on a biodiversity action

• Energy Efficient Design (Hydrock).

• Sustainable Urban Design (UpCircle).

Sustainable procurement



The Sustainability Plan 2.1 defines the University's ambition for sustainable procurement as maximising the opportunity provided by procurement to improve the sustainability of UWE Bristol's purchasing decisions and the wider supply chain.

Sustainability continues to be embedded throughout the procurement process. Our strategy is to work towards sustainable, green procurement and where appropriate, tender evaluation criteria shall include sustainability and ethical procurement.

The University has undertaken the following activities in order to develop performance in line with the aims of the current 2020 Strategy:

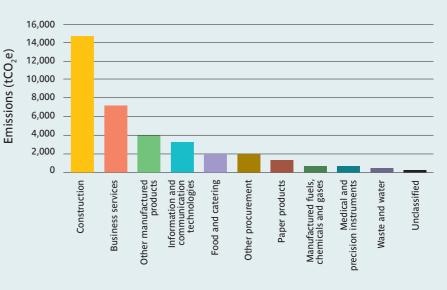
- As in previous years, we continue to look for opportunities to switch to more sustainable products where cost effective and practicable.
- Sustainability continues to be a standard agenda item at contract review meetings, offering regular opportunities to review existing contracts with views for improvement.
- Working with other contracting authorities to assist local SMEs, encouraging local economic development and growth.
- Ensuring that suppliers are treating their workforce in a socially sustainable manner, by requesting relevant information as part of the tender process.
- Mandating, via a Fair Payment Charter, that all tenderers adopt the University's policy of prompt payment within their own supply chain.
- Procurement staff successfully complete the annual Ethical Procurement e-learning course provided by CIPS.
- Participation in the National Responsible Procurement working group in collaboration with other institutions.
- Sharing information on the University's approach to sustainability within Invitation to Tender documentation.
- Assisting with the development and promotion of a Sustainable Palm Oil Policy
- The Climate Action and Sustainability Group have issued a Plastics Position Statement along with a plastics checklist and toolkit.
- Procurement are part of a sector Scope 3 review group looking at ways of updating the existing toolkit for carbon reduction.

Using the Scope 3 Emissions model, we are able to measure our wider procurement carbon emissions. The spend data for 2018–2019 shows UWE Bristol's Scope 3 emissions as 35,590 tonnes CO₂e compared to 23,435 tonnes CO₂e for 2017–18, this increase can mainly be attributed to an increase in construction spend.



51%

of our non-pay spend is within a 50 mile radius of the University, a 1% increase on 2017–2018. This equates to over £54.5m



Supplier engagement in collaborative performance improvement

We continue to look for collaborative opportunities wherever possible. Currently we achieve approximately 37.4%. This accounts for approximately £40.97 million (inc. construction).

Small and Medium Enterprises (SME's)

to 84% of our supplier base.

HEI procurement emissions by category

As we can identify SMEs within our supply chain, we can calculate that 56% of our expenditure is with SMEs. This exceeds the Government's 33% target and equates

In terms of local economic sustainable impact, we can now identify that 51% of our non-pay spend is spent within a 50-mile radius of the University. This equates to over £54.5m being spent in the local economy.

This year as members of Partners in Procurement, we once again supported and sponsored the organisation of a 'Supplying the Public Sector' event. Event feedback indicates that attendees continue to value the event.

As well as two breakout sessions, on introduction to e-procurement portals and Contracts Finder and Writing Successful Tender Bids there was the opportunity for suppliers to meet staff from a range of local procurement teams.

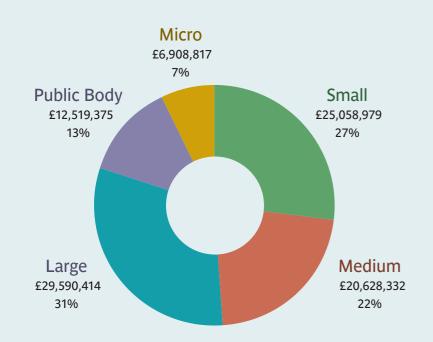
The event included topical information on

- Climate change/plastics.
- Brexit.
- Local food procurement.
- Stonewall.
- UWE Bristol support for SMEs, including internships and placements.

The team continues to publically advertise low value tenders either via In-Tend or Contracts Finder, as this is a successful strategy for generating interest especially where we have a small or limited tender list. This also ensures compliance to the Public Contracts Regulations 2015.

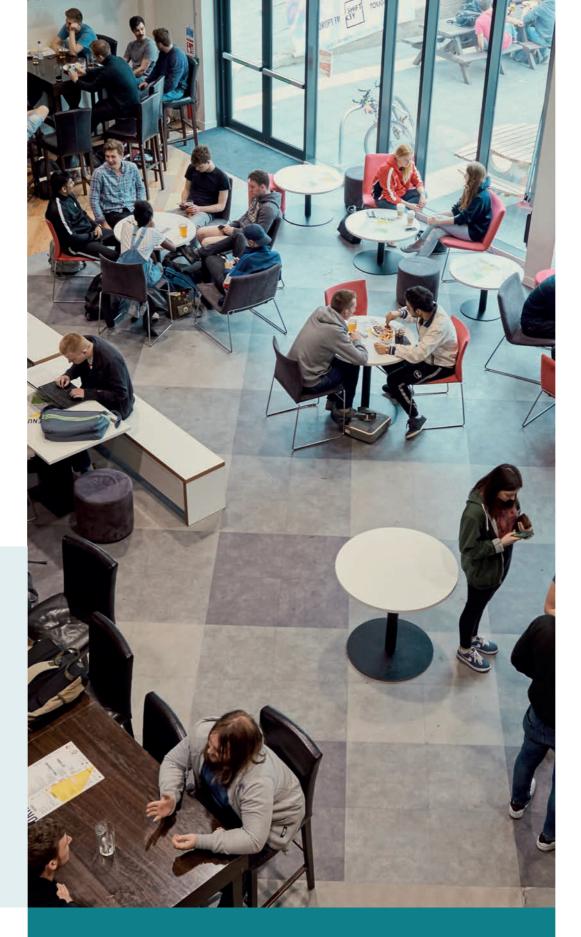
These actions are making the University more accessible to small and local businesses.

The analysis of our **Expenditure via Agresso** this year shows:



This shows by value 55.54% of expenditure was with SME's, this is a 1.19% decrease from last year (56.21%) and is still in excess of the Government's 30% target.

The percentage of SME suppliers used by the University this year has increased by 0.94% to 84.84% from 84.05%.



84%

The percentage of SME suppliers used by the University this year



"

Modern Slavery

Additionally, a request for a Modern Slavery Statement continues to be included on the Tender Evidence Checklist, which is sent out with tenders, this element of the strategy will help to ensure compliance from new suppliers who are keen to do business with the University. This part of the tender process enables the Purchasing Team to utilise the University's buying power to educate and support businesses in ensuring that their supply chains are free from modern slavery.

as part of the Annual Accounts: Slavery-Statement.pdf

Sustainability continues to be a standard agenda item at contract review meetings, offering regular opportunities to review existing contracts with views for improvement.

The University continues to actively monitor legislative compliance within its own supply base. Despite the regulation stating that only companies with a turnover of more than £36m are required to produce a modern slavery statement, the University actively encourages all current and potential suppliers to submit a copy of their statement via the In-Tend portal. This strategy highlights the need to monitor the entire supply network, ranging from core strategic supply partners through to infrequent tertiary suppliers.

The University's own Modern Slavery Statement has been updated and is issued

uwe.ac.uk/about/factsandfigures/financialinformation.aspx uwe.ac.uk/services/Marketing/about-us/Finance%20Services/Modern-

Sustainable travel



The Sustainability Plan 2.1 defines the University's ambition and aim for sustainable travel as promoting and embedding active and smart travel choices as the natural choice of travel at the University and providing alternatives that reduce the demand for travel.

Single occupancy car travel is now at a historic low of 22% and well ahead of our Travel Plan target of 30%. We now have around 1,000 fewer vehicles attending site each day in comparison to 2012 when single occupancy car travel was at 40%. This is against a backdrop of the total number of users attending site on a daily basis increasing by around 15% over the same period.

Bus travel has regained significant ground in the last 18 months with the introduction of Metrobus services and a record number of passengers accessing the University using public transport. This is slightly lower than our optimum target as more users are choosing to travel using active modes and students are increasingly choosing to live locally and walk to campus. Walking in particular is incredibly strong and the amazing growth in this mode is suppressing the increases in other modes which are still growing in real terms.

Our fleet of pool vehicles, including electric cars and electric/traditional cycles, continue to see strong utilisation. We are also continuing to roll out low emission vehicles in our own fleet, helping us to reduce our carbon emissions. To support our active travel users, free cycle maintenance has been extended for a further year and the student cycle loan scheme is now managed by the Students' Union and remains very popular with students. The pay-per-use yo-bike scheme, available on all UWE Bristol campus sites, is also well used. We have worked very closely with public transport operators and the majority of the vehicles that now serve our sites are Euro6 compliant with many of the newer metrobus services running on biogas, further helping us to reduce the environmental impact of travel.





1,000

fewer vehicles attending Frenchay Campus in 2018–2019 in comparison to 2012

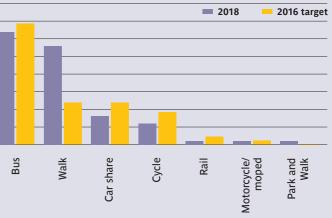


Net zero travel by 2030

Looking ahead, our new Travel Plan is being developed with an ambition to deliver net zero travel by 2030. It will also include measures to improve the air quality on our sites. The new Travel Plan will ensure all users to our sites will be provided with the opportunity to travel by the most sustainable mode available.

Communications are sent to all potential and existing students to inform them of the travel choices that are available to them and are backed up by engagement events that take place at key times during the year. In addition, we also provide regular communications via media channels to advise users of our busier days in advance, helping users make sensible transport choices when attending our sites.

2018–2019 has also seen the completion of an enhanced cycleway between our Frenchay and Glenside Campus sites and the opening of additional facilities to support active travel users.



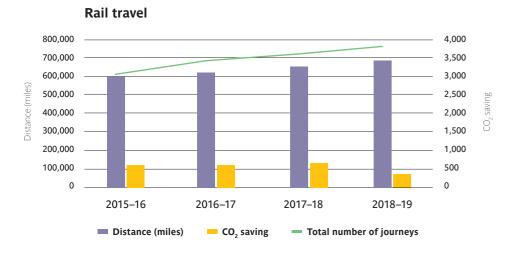
Travel methods to Frenchay Campus

(2018 actual and target percentages)

Rail travel

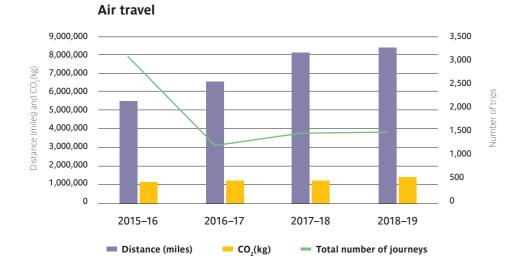
The table below shows the total number of rail journeys made by University staff (via the approved agent) and compares the carbon impact if the same number of journeys were undertaken in a petrol car.

Total cost of rail travel (via the approved agent) during the period was £308,622, an increase of £9,675 in value, and an increase of approx. 5.4% in distance equating to 36,101 more miles.



Air travel

Total cost of air travel (via the approved agents) during the period was £990,591 compared to £844,878 the previous year. This is an increase of approximately 15.8% by value and 4.3% in distance; however, average journey distance has therefore increased by 0.5% compared to the previous year from 5,791 miles to 5,818 miles.





"

The University of the West of England Bristol is committed to supporting the sustainability agenda in everything that it does. In practice this means we consciously consider the sustainability impacts and benefits of our teaching and learning, campus operations, community engagements and research activities. We seek to minimise our impacts and enhance the positive sustainability benefits of our activities. We are developing a culture in which all student and staff members have the opportunity to develop their understanding of sustainable development and put this into practice throughout their professional and private lives.

Through a dedicated commitment to partnership working the sustainability initiatives engage with the whole University community, the Students' Union, the city-region and across the HE sector. We have been able to learn from successes and failures and put into practice innovative approaches that drive continuous improvement, all verified through certification to the ISO 14001.2015 Environmental Management System.

I am very proud that the work of the University and the Students' Union has been recognised by numerous awards and certifications but I know that much remains to be done if we are to make our contribution to help solve some of the most intractable problems that global society faces.

Professor James Longhurst Assistant Vice-Chancellor **Environment and Sustainability**

Green IT



The Sustainability Plan 2.1 defines the University's aim for green IT which is to continually improve the sustainability of the IT infrastructure whilst maximising the wider social and environmental benefits enabled by IT.

Cloud

Work to utilise cloud services to underpin strategic programmes and develop a sustainable hosting model is continuing, including working on the web transformation project to utilise Azure Cloud technologies. The Centre for Sports' Gladstone system was migrated to an off premise hosting solution in March.

Work continues designing the solutions for the strategic programmes that will utilise cloud particularly in relation to the system integration layer. As legacy systems are replaced, so less equipment will be housed in UWE Bristol's data centres. Improved integration between systems will provide access to more data.

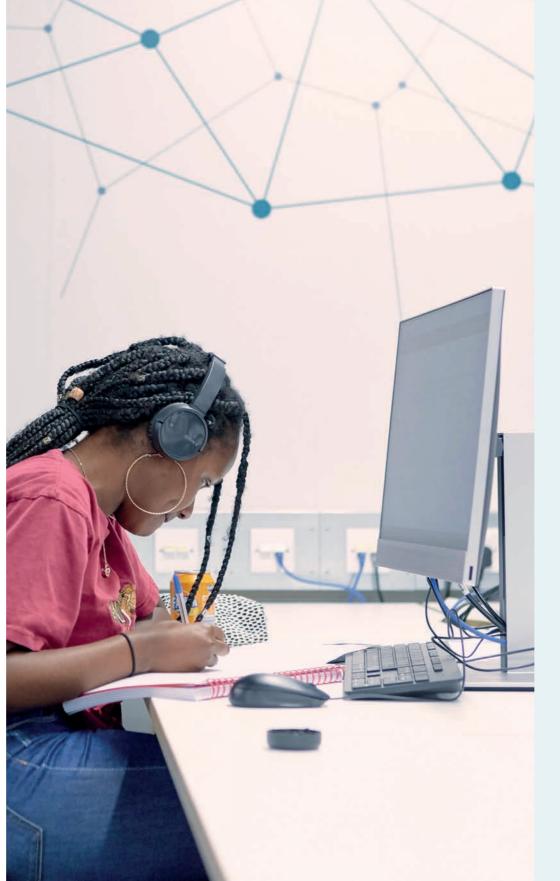
A series of workshops with a cloud technologies consultancy have been run with the architects and principle engineers. This has enabled IT to structure the Microsoft Cloud estate in a way that will be easier to manage in the future and goes someway to developing the hosting model.

Data centres

The data centre roadmap has a dependency on an exercise to map all the critical services (systems) that IT currently provides. This information will be used to improve the configuration management process within IT as well as shape how services are hosted.

Over the latest maintenance weekend, December 2018, core equipment that provides the University network was replaced. The new core routers are latest generation providing improved capacity and performance. The number of network nodes was reduced from 3 to 2 saving energy.

Approximately 7 tonnes of redundant equipment was removed from the University's data centres during February 2019. This has freed significant floor space in the FR1 data centre at Frenchay Campus.



7 tonnes

away for recycling

The ITS Service Plan is being reviewed and the work packages defined. These are likely to include the decommissioning of a number of legacy systems.

Skype for Business was successfully upgraded in April 2019 providing additional functionality to make online meetings a more feature rich experience. Work is also ongoing to improve the infrastructure that provides remote access (direct access and XA). Both these will help work remotely and reduce the need to travel.

Location based services

engagement analysis.



Legacy equipment and systems

Improvements to the Direct Access infrastructure are complete and along with the upgrade to Windows 10 and the implementation of Multi Factor Authentication, staff are able to more easily work remotely.

Work to explore location based services using the Wi-Fi network has been scoped and a proof of concept will start shortly to show how the technology can help understand space utilisation, provide wayfinding and produce data for student



Sustainable food



The Sustainability Plan 2.1 defines the University's aim for sustainable food as providing food which is local, seasonal, ethical, organic, fresh and healthy whilst informing and engaging our students, staff and visitors in issues of food production and procurement so as to enable them to make sustainable food choices.

Palm oil

The use of palm oil is currently under review aligning with our position statement. A small working group has been set up to explore current usage including what is responsibly sourced and certified by The Roundtable on Sustainable Palm Oil. Palm oil is produced from large scale plantations and the clearing of natural vegetation for plantations has had, and continues to have, a devastating impact on biodiversity.

The working group will decide how the University uses palm oil in the future and look at the use of suppliers that use sustainable palm oil.

Plant based offering

We have increased our menu offerings and now have around one third of items on main refectory menus listed as plant based.

During the review of menus, alternative choices were (and continue to be) made that offer good quality food without meat as well as reviewing portion sizes. Improved quality of vegan and vegetarian options gives more choice for all.

• 30% increase of vegan and vegetarian sandwich offering.

• Decrease in meat portion sizes from 200g per person down to 175g per person. We will be increasing plant based options in main refectories to aid reduction of meat based options.

Fairtrade products

The introduction of a Direct Trade coffee bean through our supplier enables assurance that the coffee bought is grown and dried at Sitio Arabela, where Rovilson Bertikubu, the grower, is paid 50% more than Fair Trade prices, this in turn is then spent improving the workers' wages and also on investment in the community.

Direct Trade is not a replacement for Fair Trade. We still need to maintain Fairtrade Status

Initiatives

Healthy eating promotions are run throughout the year, such as Feel Good February. Offering incentives for people buying healthy food options, such as free fruit and fruit smoothies. Healthy meal deal options are also available in our catering units. There are continual efforts in aiming to minimise salt in dishes, as dictated in our Food For Life accreditation criteria.



2.5%

Food waste within the units has reduced to under an average of 2.5% UWE Bristol continued to participate in the Sugar Smart campaign for Bristol, supporting the sale of low sugar/sugar free drinks. As a result, there was an ongoing demand for low sugar/sugar free drinks, and we now have a dominating supply of these in some of our catering units.

Cup levy

A hot beverage cup levy was introduced, whereby a 20p levy for anyone needing to use a single use hot beverage cup would be issued. Crucially, we did not increase the cost of hot beverages at all, but the expectation that you'd need to bring along a reusable cup has. We previously offered a 20p discount for any student or staff member that brought in a 12oz cup or mug but not enough people utilised the option.

through a cup levy.

Plastics

- Glass
- Aluminium

Food for life

This shows we are taking extra steps to make healthy eating easier for customers and using more eco-friendly, ethical ingredients. We encourage the use of local produce to support our local economy and protect the environment for the future.



As a result we decided, as a service, to change our ethos - from rewarding our students and staff for using reusable cups, to penalising those that did not -

Since introducing the cup levy in September 2018 we have gone from only 13% of customers using reusable cups to over 40%. Thereby dramatically reducing the approximate 500,000pa single use cups previously used throughout UWE Bristol.

We are working towards minimising the plastic bottles of drink we sell on campus. Plastic waste is a key environmental issue and cannot be ignored. We will need to take into account cost when considering alternatives to ensure we balance environmental impact and value for money. Other material lifecycles to consider: • Biodegradable or compostable consumables

Frenchay Onezone currently holds the Food For Life Silver award, and plans are in place to gain awards for the main outlets at Glenside and Bower Ashton.

All eggs (shell and liquid) used and sold in products on campus are currently free range

All milk is organic

All fish used is MSC certified

Tap water is available at all campus outlets and hydration stations

Fruit and vegetable purchases are in line with our current policy

Seasonal produce is purchased and supplied in all circumstances.

Health and wellbeing



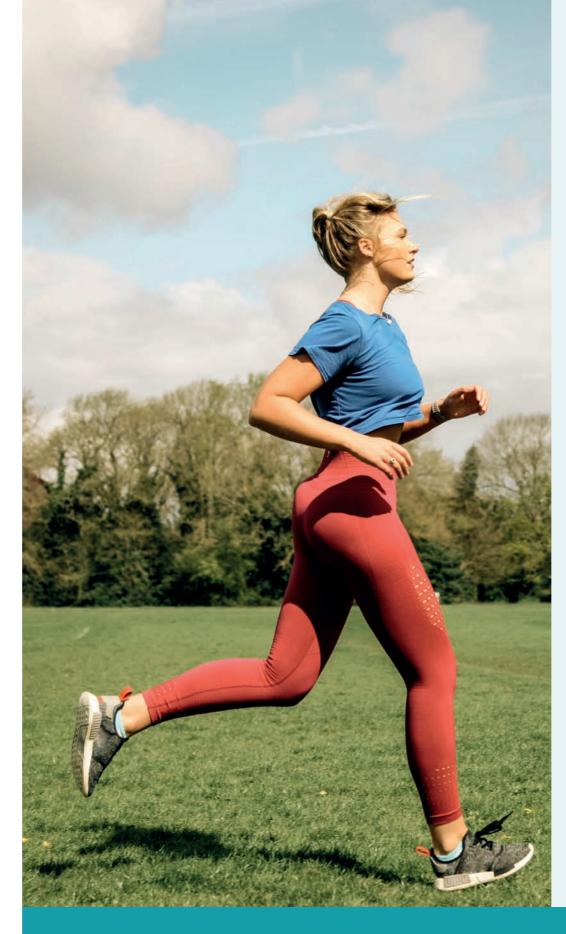
The Sustainability Plan 2.1 defines the University's aim for health and wellbeing which is to provide a positive and enjoyable student, staff and visitor experience and to enhance everyone's health and wellbeing by creating and promoting healthier working, learning, living and social environments.

In 2018, UWE Bristol made a commitment to make mental health and wellbeing a strategic priority through the 'Mental Wealth First Strategy'. The strategy aims to equip individuals within our community with the knowledge, resources and confidence to: be an empowered community who deliver a mental wealth culture, reduce factors associated with mental ill health and provide and signpost effective and timely provision for those who need support. This vision is being actioned through:

- Promotion: encouraging positive wellbeing, raising awareness and tackling stigmas around mental health.
- Prevention: piloting and rolling out interventions to improve mental health and wellbeing and embedding best practice into all strands of University life.
- Provision: making it easy for all students and staff to find and access the support services they need, when they need them, in a way that suits them.

UWE Bristol is currently developing the Transforming Futures: Health and Wellbeing strategy 2030 which will build upon the Mental Wealth First Strategy and have a focus on social connections, curriculum, healthy campus, eating well, being active, safety and respect and health and wellbeing within policies.





94%

of people said the event they were attending had a positive effect on their day

Feel Good

The Healthy University Group runs the Feel Good programme, which is a yearround programme of communications and events. The aim of the programme is to promote positive health and wellbeing in our students and staff. One way in which this is achieved is through Feel Good February – a month of free health and wellbeing events and activities open to UWE Bristol students and staff. In 2019 the programme was rebranded, with each week of the month focusing on one of four themes: relax, eat well, get active and try something new. Each theme is a tangible way to improve wellbeing, and were inspired by the 5 ways to wellbeing.

Feel Good February

- 74% female. 23% male.
- 72% said they felt more relaxed.
- 72% said they felt uplifted.

Feel Good February 2019 hosted a range of events, such as a Health & Wellbeing Fair with 'meet the guide dogs', a vegan street food market, the Big Wellbeing Walk, the Big Sing, the Big Yoga and Craft Club.

- Evaluation of Feel Good February participation:
- 56% students, 42% staff attended.
- 94% of people said the event they were
- attending had a positive effect on their day.
- 85% said the event had encouraged them to think about their health and wellbeing.
- Most well attended event was the Mental Health and Wellbeing Fair with meet the guide dogs (footfall of 800+).

This year, the Feel Good programme expanded to offer a new initiative -Feel Good Fortnight. Feel Good Fortnight provided students with 'a healthy way to kick off university' through two weeks of alcohol-free health and wellbeing welcome events and activities in September. The schedule ran alongside the welcome programme across Frenchay, Glenside and Bower, and was run by UWE Bristol and the Students' Union. There were 18 events, including a Feel Good Brunch, yoga and a pledge wall at the Students' Union's Eco Fest, as well as 'give it a go' sessions at the Centre for Sport and Centre for Music.



Education for sustainable development



The Sustainability Plan 2.1 defines the University's aim for education for sustainable development which is to ensure that a sustainability culture permeates our curriculum, research and the knowledge base and behaviour of our staff and students, evidenced by the ability of staff and students to articulate links between sustainable development and their discipline.

The knowledge, skills and attributes developed in higher education should prepare graduates to thrive in the increasingly unpredictable world which they will encounter in their professional and private lives. UWE Bristol has committed to providing all students with the opportunity to consider sustainability in the context of their discipline of study, particularly in relation to contributions of and implications for professional practice.

UWE Bristol is acknowledged nationally and internationally for its engagement with the sustainability agenda and has received external recognition for this work.

Student expectations that the University sets and then meets meaningful sustainability goals remain high. The Students' Union at UWE Bristol is the highest-ranking union in the NUS Green Impact accreditation scheme and our partnership with students is critical to the achievement of our ESD ambitions.

UN Sustainable Development Goals (SDGs)

UWE Bristol achieved its target of ensuring that all UG and PGT programmes engage with ESD back in 2015. Since then we have been working on a more ambitious target to map every programme against the UN Sustainable Development Goals.

Mapping of the SDGs has progressed well during 2018–2019 with Knowledge Exchange for Sustainability Education (KESE) staff reps pursuing completion of mapping within their department.

60 programmes have undertaken or are currently undertaking mapping activity and others are lined up to begin their mapping, an increase of 20 programmes on 2017–2018.

Translation of SDG mapping content into finished maps has been delayed due to long-term staff illness. However, new approaches to completing this graphics work have been identified and all maps will be published in a single document at the end of the next academic year (2019–2020).



60 programmes

have undertaken or are currently undertaking mapping activity of the SDGs

Education for Sustainable Development (ESD) in the Enhancement Framework

Engagement

The 'programmatic by design' principle of the UWE Bristol Enhancement Framework supports the integration of ESD in programme design and delivery. A series of design notes supports implementation of the enhancement framework and a bespoke ESD design note has been created to support staff to make their contribution to the achievement of our ESD objectives.

More information can be found in the ESD annual report 2018–2019.

UWE Bristol remains an Advanced Signatory of Principles of Responsible Management Education (PRME), and submitted its Sharing Information on Practice (SIP) report for the period 2016–2018. The report outlines our success in achieving all of the objectives set in the 2014–2016 report. This was UWE Bristol's 4th biannual SIP report. **Click here to see the report.**

The annual round of ESD meetings with the Faculty senior teams was undertaken in autumn/winter and a number of opportunities for progressing staff engagement emerged from these. The discussions between the AVC Environment and Sustainability, Associate Professor in ESD, members of the Sustainability Team and the full set of Deputy Deans and Associate Deans from each Faculty centred on ways by which responsibility for sustainability can be more effective devolved across the institution, as well as on the identification and planning for resolution of issues at Faculty level. Opportunities for more effective collaborative working towards sustainability objectives were identified in all meetings.

UWE Bristol has been monitoring national discussions on use of the Living Laboratory concept for sustainability education. The Sustainability Coordinator contributed to the development of a publication on Living Lab approaches through the creation of a UWE Bristol case study. We do not at present have a formal Living Laboratory programme. However, the Sustainability Team continue to expand their engagement with academics and with formal teaching and research activity within the institution. The informal and extra curricular opportunities which these relationships also result in are a valuable complement to the formal curriculum.

Key ESD Actions 2019–2020

- Active engagement with the development of the new institutional Sustainability Strategy to ensure that educational activity is core to UWE Bristol's sustainability commitments and actions, particularly noting commitments made in Strategy 2030 for pursuing sustainability by design, a sustainable university, sustainable communities, sustainable ways of doing things, and creating solutions to global challenges.
- 2. Ongoing action against Responsible Futures criteria, including planning towards reaccreditation in 2020-2021 and conducting surveys of the knowledge and attitudes of staff and students.
- Active working relationship with UWE Bristol's Academic Practice Directorate in revision/reframing and implementation of the Enhancement Framework Design Principles, UWE Bristol's Quality Enhancement processes and the Postgraduate Certificate in Academic Professional Practice.
- 4. Continued development of the working relationship with the Students' Union, specifically ensuring ESD engagement with new officers, building relationships with the members of the SU Sustainability Committee (particularly the ESD officer) and supporting implementation of Green Impact recommendations.
- 5. Partnership with the NUS and the Students' Union at UWE Bristol to conduct a five year review of the Responsible Futures accreditation scheme, as part of our role as Responsible Futures Host Partnership status in 2019-2020.
- 6. Implementation of ESD recommendations arising from ISO 14001.2015 (re)certification in July 2019.
- 7. Completion of mapping of academic programmes against the Sustainable Development Goals and ongoing mapping of other areas of University activity.
- 8. Provision of staff development and activities for students to raise awareness of the SDGs including hosting of events themed around the SDGs.
- 9. Working with Academic Student Societies to explore the potential for collaboration and running of extra curricular events/activities focused on sustainable professional practice.
- 10. Engage with EAUC, professional bodies, OfS/Advance HE and other agencies to raise national profile and promote renewed policy commitments to ESD in HE.
- 11. Continued engagement with the Bristol Green Capital Partnership, the Bristol SDG Alliance, PRME UK and Ireland Chapter and other local and regional organisations and partners as relevant to progressing opportunities for students to develop knowledge and skills for sustainable development and sustainable professional practice. This includes an ongoing commitment to the Sustainability Literacy Test (SuLiTest) Steering Group and promotion, where appropriate, of use of the test.
- 12. Working with Heads of Department, Faculty Executive Teams, Programme Leaders, UWE Bristol professional services and other internal colleagues to ensure continued enhancement of our ESD activity.



Engagement



The Sustainability Plan 2.1 defines the University's ambition for engagement which is to provide wide-ranging opportunities for all students and staff to engage in sustainability as a key part of their experience at the University, whether it be through the curriculum and extra curricular activities, the physical environment, such as the workplace, University grounds and student accommodation, internal networks, or community and public engagement, both on and off campus.

Throughout the year, in the face of increasing interest and demand, our day-today communication and engagement work has continued, focussing on a range of sustainability issues and using different communication channels across the University and the Students' Union at UWE e.g. Green UWE Bristol and Green Team Facebook pages, Twitter, student and staff on-line news items and more.

Events and face-to-face interaction are of primary importance and have taken place throughout the year, e.g. the staff welcome fair, welcome week events, student inductions, our annual Big Green Week, Fairtrade Fortnight and our annual film series, all of which are made possible through working in partnership with the Services, the Students' Union, students and academics. However, we have found that these events were ever more competing for space in the packed student and staff agenda and that paradoxically whilst interest and concern are increasing, it has proved increasingly challenging to get airspace. A specific area where we were not able to meet staff demand is that of working with staff groups on sustainability issues with a view to changing behaviour.

Another key area of our engagement work lies within teaching and learning at the University, bringing our real-world experience on campus into education for sustainable development. We offer a range of support and interventions from inductions through to setting projects and providing lectures and seminars. In this growing area of our work, the number of students and staff engaged, between October 2018 and April 2019, was 691 students on 33 courses over an array of workshops, tours and other activities within the curriculum, plus 245 academic staff members, reached at the staff welcome fair, on the PCAP teaching course and through work in the curriculum. This figure does not include the work that Sustainability Team members plus staff from Travel, Energy, Procurement, ITS and Hospitality Services do throughout the year, which is considerable.

Overall our engagement work in all its forms makes a significant contribution to the culture and social norms of the University and is only set to intensify.



691 students in 33 subject areas engaged in Sustainability



WasteAid

- CPD courses;



The UWE Bristol Sustainability Team have adopted WasteAid as their chosen charity to support on an ongoing basis from 2018–2019. One of the reasons we chose to partner with them is due to their work being very topical.

They address waste management in general and have a particular impact on plastics in rivers and seas, a current issue of public concern. As such their work is likely to engage staff and student interest and contribute to behaviour change.

For 2019–2020, the strategy is to focus on making the most of our time and resources to increase our impact by:

• Working with academics to create materials they can deliver e.g. student inductions and tailor made short sessions for different courses;

• Offering sustainability teaching and learning opportunities at the beginning of the student journey in Foundation level and year 1 and early on in Masters and

• Prioritising departments and courses we have not worked with before e.g. Drama, to provide some sort of consistency of delivery and establishment of a credible track record across the board;

 Supplementing our existing contacts with other strategic contacts within the different departments e.g. through liaison with KESE and staff member Georgina Gough on approaches.

Summary

This annual report has provided a rigorous and robust overview of UWE Bristol's actions over the 2018–2019 academic year in addressing the ambitions set out in its Sustainability Plan. Good progress has been made in this, the penultimate year of Strategy 2020. However, the nature and significance of the sustainability challenges facing society are so large and multi-faceted that we must redouble our efforts to demonstrate leadership and commitment. In particular we must support our students in preparing for the climate and environmental challenges they will face in their professional and private lives.

Next year will see the conclusion of Strategy 2020 and the Sustainability Plan that accompanies it. There remains some work to do to ensure that all of the aims and ambitions of that plan are realised before we turn our attention to the new Strategy 2030. Over the last year the Sustainability Board has been developing its contribution to the University's new Strategy 2030. This sets out sector-leading ambitions for the University so that by 2030 the University will have:

- Achieved carbon neutrality
- Met ambitious circular economy targets to reduce use of virgin materials and reduce overall consumption
- Eliminated all but essential single-use plastic
- Established effective clean air zones
- Produced significant improvements in sustainable travel by staff, students and visitors
- Ensured our teaching explicitly addresses climate change, environmental challenges and the SDGs
- Produced internationally leading research through Sustainability by Design thereby addressing the interlinked climate and environmental emergency and contributing to the achievement of the SDGs.

The challenge laid out by Strategy 2030 is significant but we are determined to achieve these goals.

The commitment in Strategy 2030 was reinforced by UWE Bristol's declaration of a climate and ecological emergency. Click here for further details.



greenuwebristol

Further details on sustainability at the University: uwe.ac.uk/sustainability

42 Sustainability Report 2018-2019

UWE Bristol

Acknowledgements

The Sustainability Report 2018–2019 was created by collaborating with thematic leads for each area, using their expertise and knowledge to inform the content.

Kirsti Norris Carbon management Kirsti Norris/Alan Cook Water management Paul Roberts Resource management **Richie Fluester** Biodiversity Alistair Brooke/Simon MacSorley Campus development Vicky Johnson/Rosie Hale Sustainable procurement Chris Donnelly Sustainable travel Marcus Falla Green IT Jayne Seymour Sustainable food Lizzie Johnson Health and Wellbeing Georgina Gough Education for Sustainable Development Vicki Harris Engagement Louise Finch Content collation Trevor James Design



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