

SEE PROGRAMME ANNUAL PLAN 2022 AND LONG-TERM OUTLOOK

B.MARECHAL

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UNIVERSITY OF TWENTE.



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AUTHOR(S)

B.Maréchal

TELEPHONE

+31-53 489 1855

EMAIL

b.marechal@utwente.nl

POSTAL ADDRESS

P.O. Box 217

7500 AE Enschede

WEBSITE

<https://www.utwente.nl/sustainability>

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PREFACE

This document details what the SEE programme and partners have done on sustainability in operational management in 2021 and contains the plans for 2022 as well as a long-term outlook towards 2030-2050.

Sustainability has been named as the 7th priority for 2022 next to six topics which primarily focus on education: ECIU university, VU-UT and Apeldoorn Hubs, Personal Development, LLL proposition, strengthening our master and digital transformation. The link between sustainability and these priorities is primarily formed by student assignments/challenges on topics that may help make the university operate more sustainably.

Support Group SEE Program:

Brechje Marechal, Programme Manager SEE, Environment & Sustainability Policy Officer

Birgit Dragtstra, Environment & Sustainability Officer

Henk Hobbelink, Energy coordinator

Corjan van der Kuil, Communications advisor sustainability

Leontien Kalverda, Programme Manager Centre for Energy Innovation

Marja Horstman, Secretary SEE

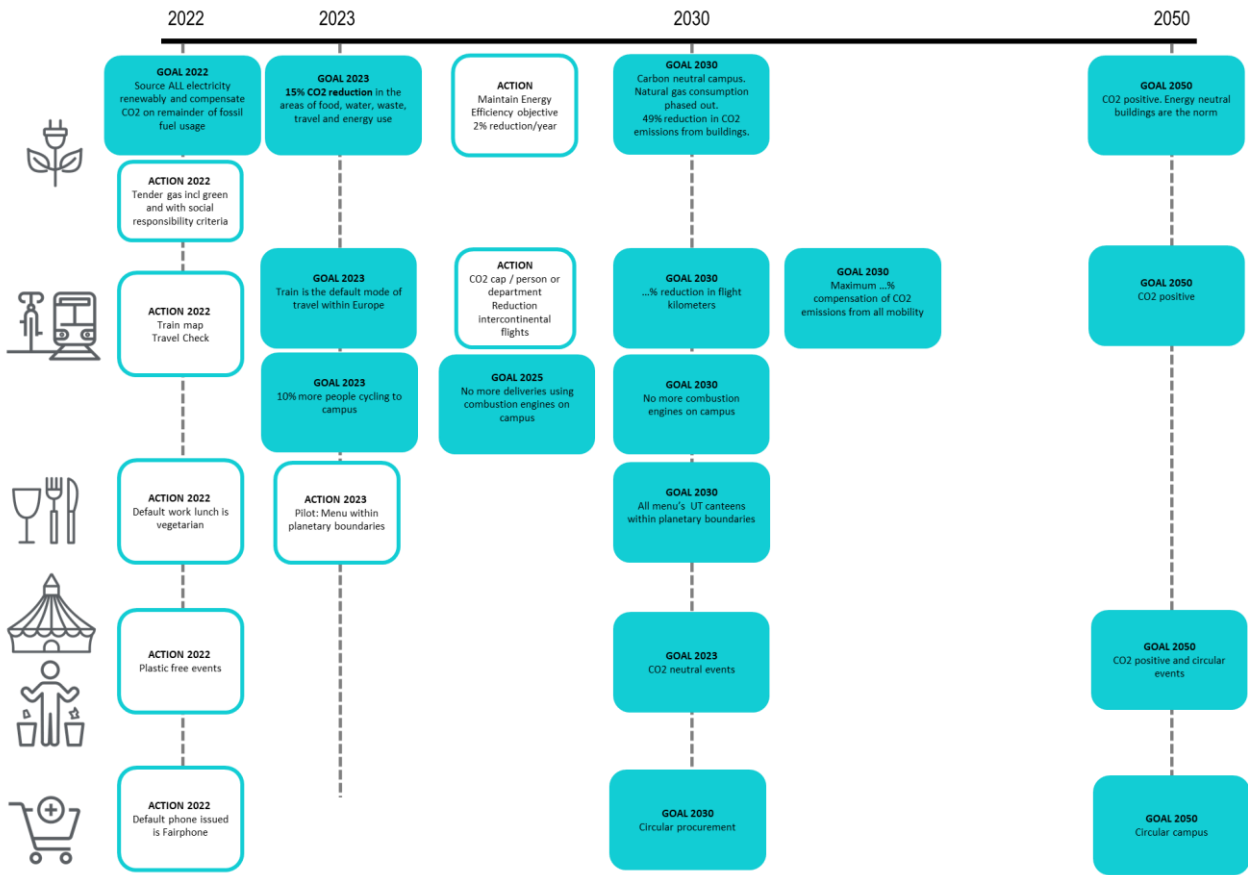
Via this [link](#), you can find the members of the SEE working group and steering group

MANAGEMENT SUMMARY

This report reflects on the progress achieved in 2021 and looks ahead to the plans for 2022.

In 2021 a new electricity contract was signed where we buy certificates of origin to green our energy. A sustainable mobility plan was written bringing together the information on mobility which is scattered across various service departments and faculties. A waste plan was written and immediately applied in tender processes as it makes it clear how UT wants to implement the policy goals on sustainability and waste. Sustainability monitoring for events was initiated and cycling lessons for internationals were held, thanks to a grant from the incentive fund, to enable internationals to commute sustainably to UT. UT ranked 12th on the Sustainabil ranking.

In 2022 we primarily focus on two themes: Energy and Mobility. At the same time we take advantage of the momentum on the themes of Food&Drinks, Events and Procurement. For the other themes background work will be done to enable us to highlight those further in the coming years.



A new gas tender will be started and processed in 2022 considering the sources of gas (green) and the social responsibility of the supplier. Energy saving measures, perhaps with a more positive return on investment due to the high energy prices, will be identified and projects developed.

In the multiannual agreements with the government UT committed to an annual 2% energy efficiency target, in the new agreement a 4% gas reduction a year was added where UT has agreed to commit itself to. A roadmap has been developed on working towards CO2 neutral real estate and in 2022 the integration of this work with the long-term strategy for housing and the multiannual maintenance planning will be done to ensure building work and renovations executed now are meeting the CO2 minimisation requirements for 2050 to avoid having to redo the work to meet the requirements in 2050.

A mobility survey will be carried out to obtain up-to-date numbers for UT's CO2 reporting, a plan on CO2 reduction targets and remaining CO2 compensation will be developed. A travel check and train zone map will be developed as a communications tool to encourage staff to take the most sustainable choice when travelling for work or when commuting.

The default work lunch will be vegetarian and more collaboration with the caterer on vegan and sustainable options will be done in 2022. Events will be monitored on their sustainability performance and options for plastic cup collection will be piloted to obtain a monostream that can be recycled properly reducing the plastic waste from festivals.

Procurement plays a large role in sustainability by including sustainability criteria in tenders. Promoting a sustainable, modular, repairable and upgradable smartphone as the default issue smart phone UT makes a clear statement it values circularity. This is one of the goals for 2022 on this theme.

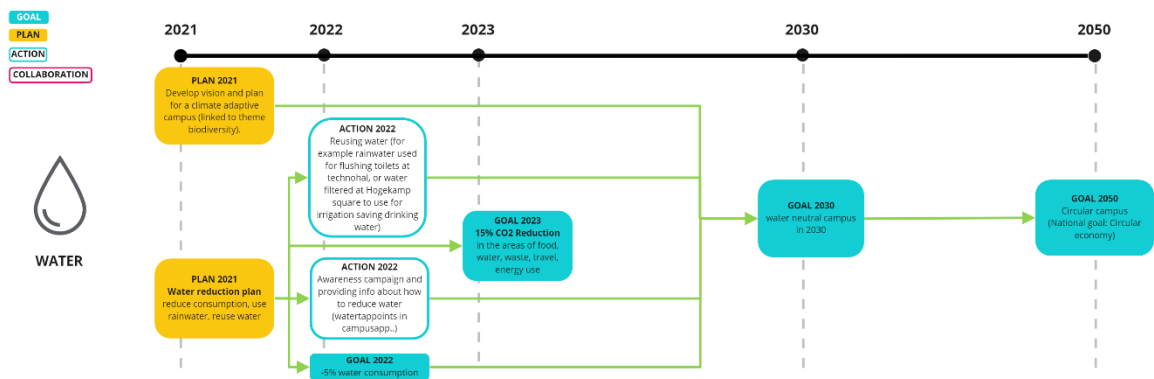
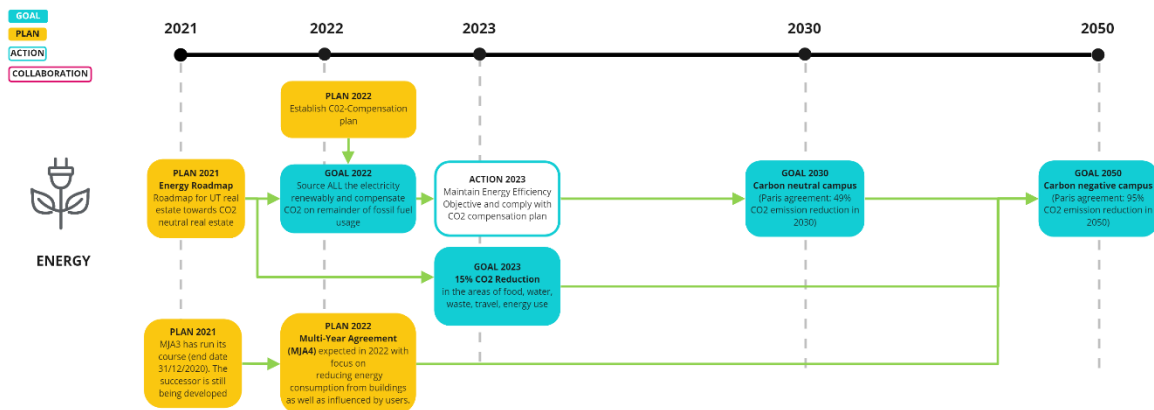
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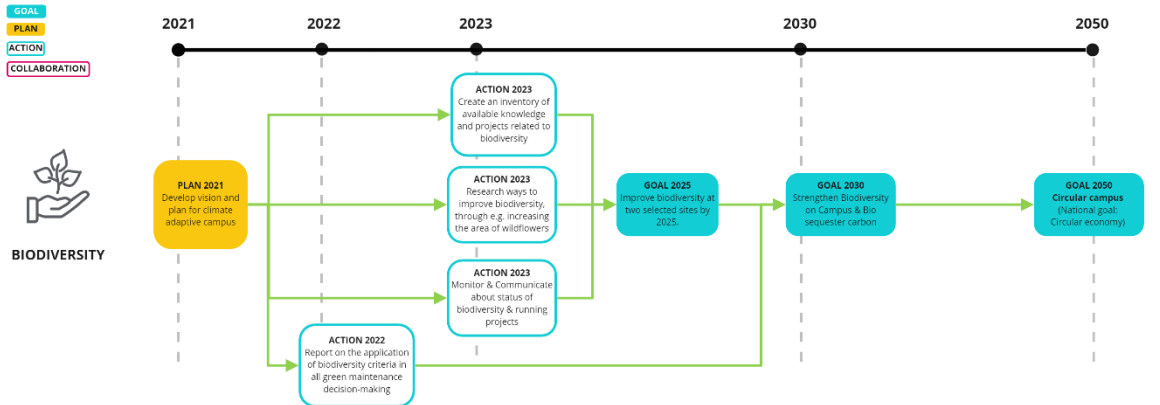
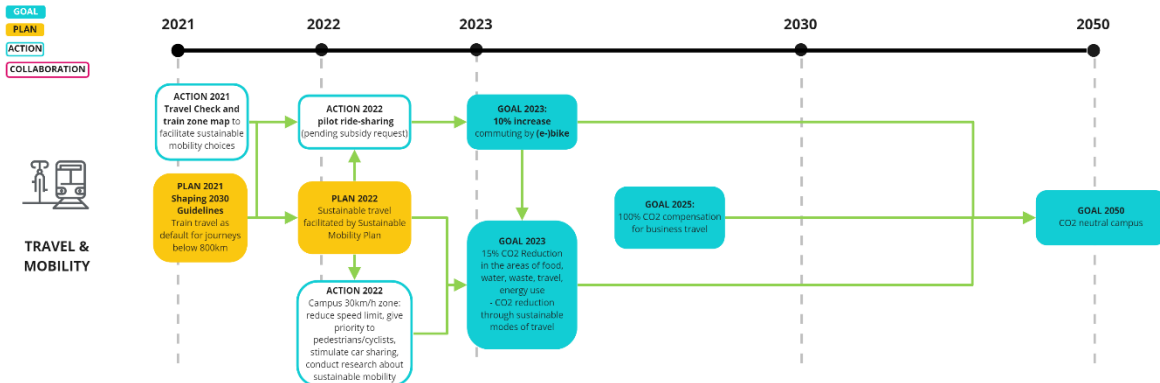
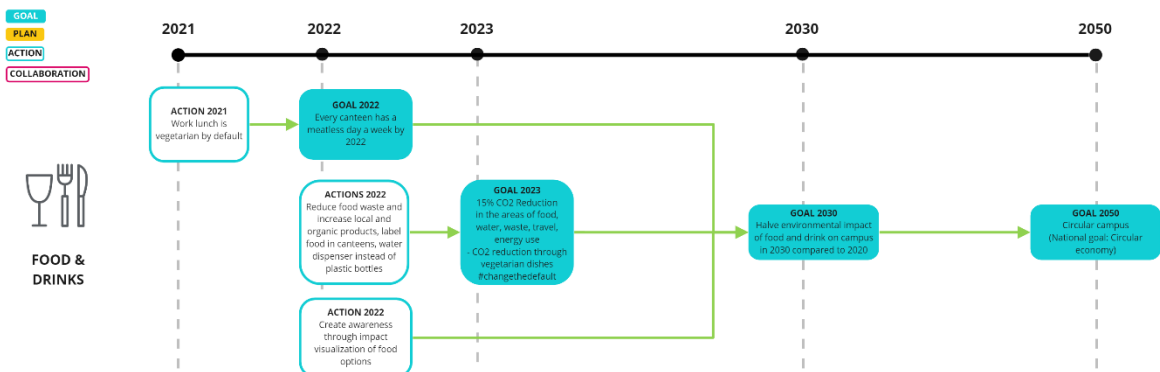
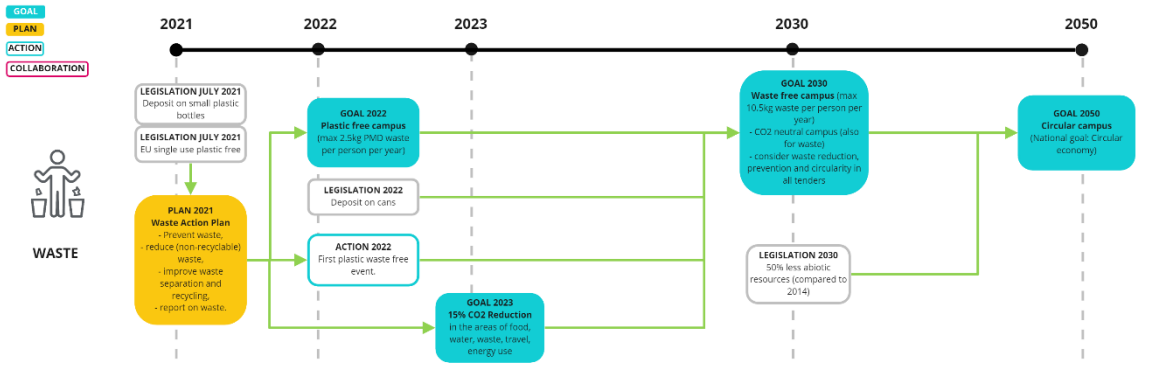
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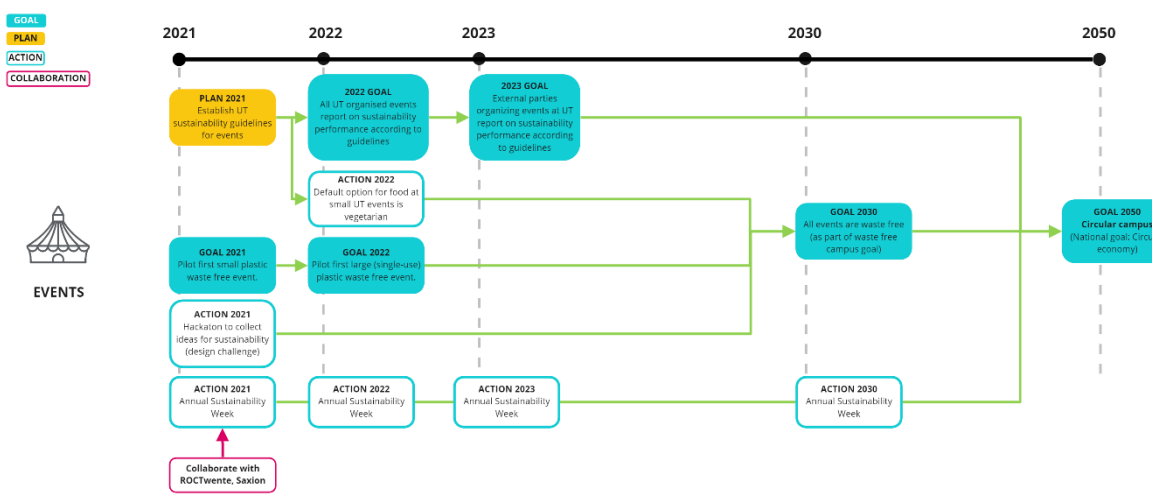
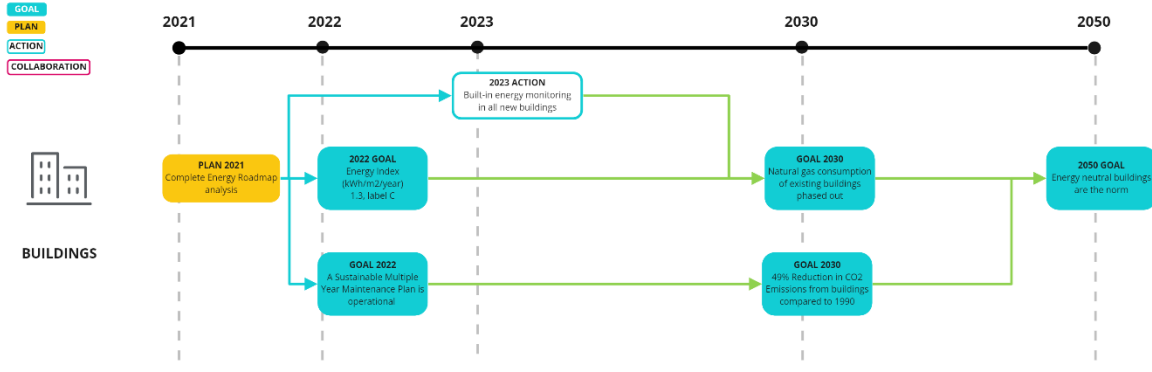
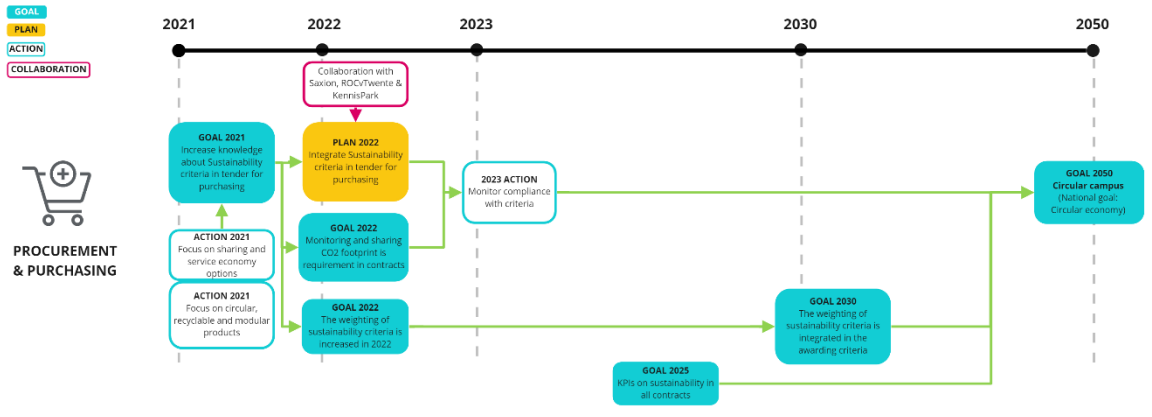
1. EVALUATION 2021

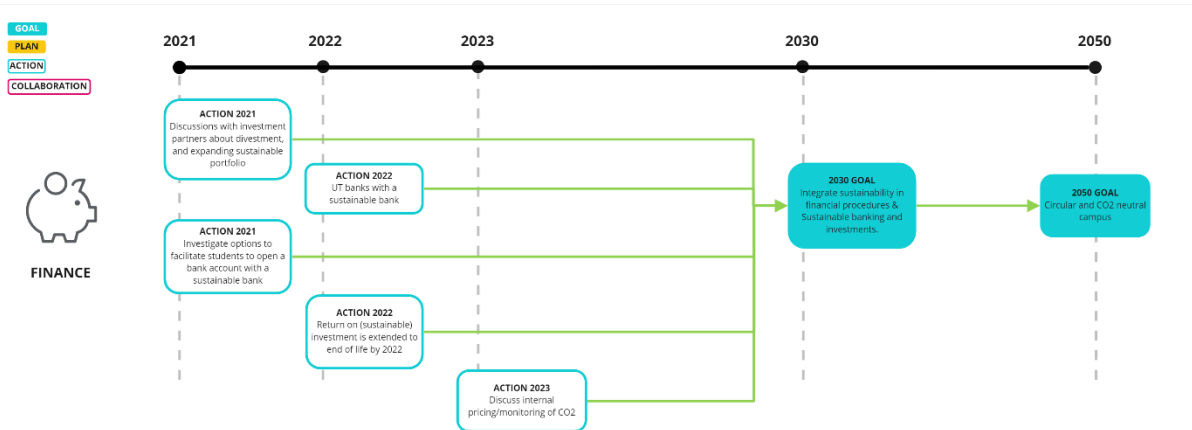
1.1 SUMMARY PLANS 2021

The plans for 2021 had been combined with the longer-term goals in a timeline from 2021 until 2050. These timelines had been produced for all 10 themes for which goals have been set in the UT's Sustainability Policy for operational management (approved May 2020): Energy, water, waste, food & drinks, travel & mobility, biodiversity, procurement & purchasing, buildings, events and finance (larger images you find in the Annexes). Communications, data, environment(al permit) and SEE Programme management are also evaluated.









1.1.1 Energy: What has been achieved in 2021?

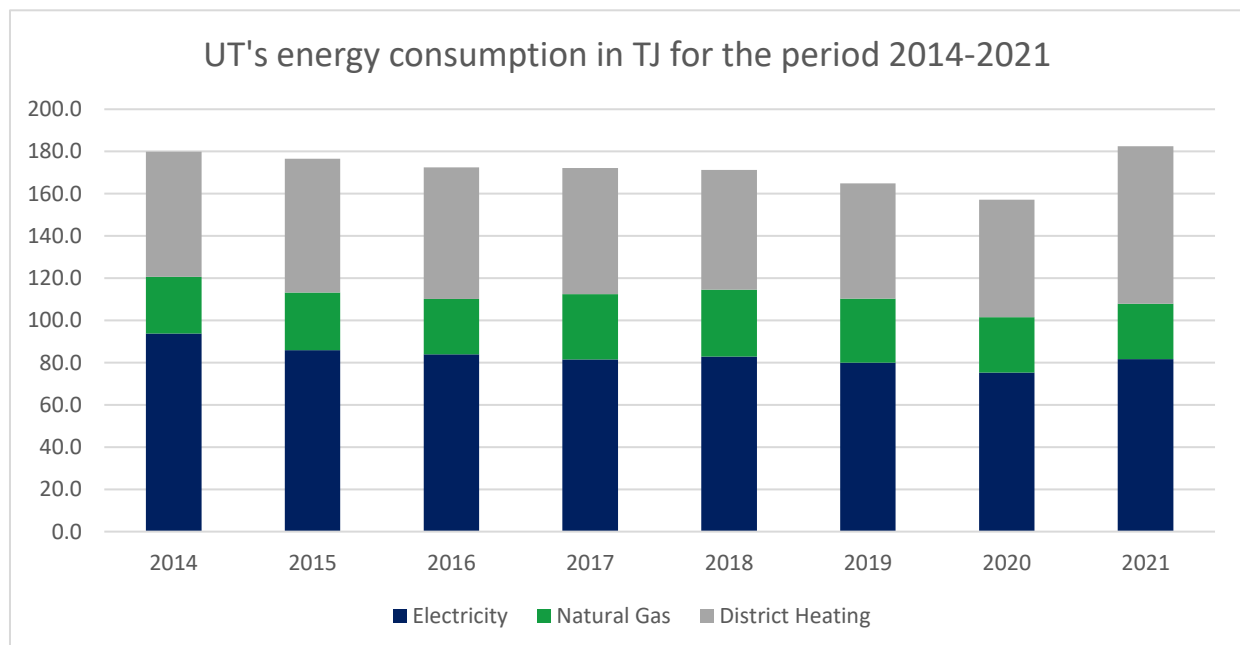
MJA4

The discussions around the Multi-Year Agreements (MJA4) for institutes for higher education have been on-going all year. In December 2021, UT committed itself to the preliminary goals ([link](#)) of this binding, long-term agreement (2024-2026) with the Dutch government to further reduce the energy consumption of its real estate. The goals are to reduce gas consumption in its buildings by at least 4% per year and to ensure that, by 2030, all of its buildings will have energy label A on average.

Electricity provider

The tender process for a new contract with an electricity provider focused on greening energy. Unfortunately it was not yet possible to include electricity with additionality (i.e. electricity from a sun or wind park that has been established specifically for UT) to show a more direct contribution to speeding up the energy transition in the Netherlands.

Energy consumption 2014-2021



A large increase in the consumption of district heating can be observed. Previous energy efficiency measures were reversed as (lecture) rooms are currently ventilated 24/7 instead of only when the room is reserved to be used. Recirculation of air was also stopped due to the COVID measures. The linking of climate regulation to the booking system of a room as well as heat exchange systems saved a lot of energy in previous years. It is not yet known when these energy saving measures can be reinstated.

Energy efficiency measures

Presence detection (continuous).	Switching the lights on and off when only staff is present in various UT buildings
Link reservation systems with climate systems.	Linking reservation systems to local climate systems for staff and students concerning variable workplaces, project rooms, lecture halls and meeting rooms
Reduce energy consumption of fans (general).	The capacity of the fan is proportional to the flow rate and the pressure difference.
Instructions for controlling climate and lighting.	No or unclear instructions can lead to misuse and waste of energy; clear operating instructions.
Use video conferencing (teams).	This is realised by using Teams.
Optimisation of existing chiller controls in the cold cycle.	Optimisation concerns controlling the three existing cooling machine installations in such a way that cold production is provided at the most favourable COP (coefficient of Performance).
Optimisation of UT building Ravelijn.	Optimisation of the UT Ravelijn building controls in combination with movement sensors and presence sensors
Optimisation control technology Horst complex.	During the optimisation of the control technology in the Horst complex, attention was paid to energy-saving steering and control. The new control technology will be linked to the scheduling programme for rooms and lecture halls. This will ensure that heat, cold and ventilation are only supplied in accordance with occupancy and demand.
Optimisation control technology Vrijhof.	During the optimisation of the Vrijhof control technology, attention was paid to energy-saving steering and control. The new control technology will be linked to the scheduling programme for rooms and lecture theatres. As a result, heat, cold and ventilation will only be supplied when there is an occupation and demand.
Optimisation of air conditioning systems in Carre.	The current 30 fume cupboards are always 100% on. By regulating the load on them, energy savings can be made. The regulation will control the volume of air extraction and room pressure supply in all Carre labs on the basis of window position signals.
Thermographic inspection of insulation outside education and research buildings.	Checking for heat leaks from the facades and roofs in order to include repairs during maintenance and renovations.
Counteracting contamination of cold buffer.	Pollution in the cold buffer causing unwanted growth of algae and other contaminations on vital parts have a negative influence on the cold production and delivery. This is now being cleaned periodically in order to make cold production more effective and thus also the supply of cold to the buildings.
Extend cooling circle.	The UT's cooling circuit is cooled by efficient cooling machines and free cooling, and the Technohal building is connected to this.
Replace incandescent and halogen lamps by more efficient types of lamps (continuous).	Replace incandescent and halogen lamps by energy-efficient lamps (low-energy lamps or LED lamps).
Avoid simultaneous cooling and heating in an air handling unit (continuous).	Prevent heating and cooling from being switched on at the same time in the same air handling unit.
Avoid unnecessary running of the CH circulation pump (continuous).	By only running the heating circulation pump when it is needed, the electricity consumption of this pump can be reduced in many situations.
Heat recovery from ventilation air (continuous).	In many cases, heat can be recovered from the ventilation air that is emitted to the outside. Energy can be saved by using this heat elsewhere, for example to (pre)heat the incoming air.
Implement digital energy metering (continuous).	Energy monitoring provides insight into the energy consumption of a building and this has been implemented in the Pakkerij and Windpark buildings.
Provide Erve Holzik with a hybrid heat pump.	Replacing the gas boiler in Erve Holzik with a hybrid heat pump
Insulation, regulation of temperature	Student association building Pakkerij has been assessed for energy efficiency and insulation and initial insulation steps have been taken. In 2022, this will be finalized. .

Solar car port, at the Paviljoen car park 9 car parking spaces have been covered by a solar car port, where research will be done on energy management to make optimal use of the existing energy grid. [More information can be found in this news article on utwente.nl.](#)

1.1.2 Water: What has been achieved in 2021?

Water lab Hogekampplein and water storage in basement

A water miracle shipping container is currently filtering waste water until drinking water quality. This is stored in a 1000m³ basement and can be used to irrigate the (artificial) sports fields saving a huge amount of tap water previously used for this. Annually 20.000m³ drinking water can be saved. If the irrigation demand is higher this can be scaled up to 40.000m³ (5m³/h can be filtered).

The water lab will go ahead where research on membrane filters on medicines and microplastics in waste water can offer great insights for UT's impact on water.

Student projects

A student of Creative Technology researched toilet flushing behaviour and whether it can be influenced by using memes. A student of Creative Technology created an installation (dataphysicalisation) displaying the amount of water used per building per month for 2020 and comparing it to minutes showered, bath tubs filled, or washing machine cycles. There is interest among students to use data to create more awareness on sustainability topics on site.

1.1.3 Waste: What has been achieved in 2021?

UT's waste plan

The Waste Plan is shared on the [website \(link\)](#). It has been put to use in European tender processes to indicate to potential contractors what the goals are at UT.

Waste analyses

Indoor and outdoor analyses have taken place. Outdoor this has led to a pilot to separate plastic waste from grey waste. Also Coop has replaced its combined paper-plastic bags by plastic-only bags as the combined bags cannot be recycled.

Lab waste

IsoGen trays, styrofoam and plastic film are lab specific waste streams. Together with Green Hub student officers an assessment was done. Several labs are now in the process of obtaining waste bags for styrofoam and plastic film. For IsoGen trays a solution has been found, currently the supplier collects and recycles them.

Refilling water bottles

The campus app has included all outdoor water tap points in its app making it easier to refill one's bottle.

A water tap point was installed at the library in Vrijhof to encourage refilling one's bottle instead of buying disposable bottles of water.

Student project

Students of the Autumn challenge researched how to improve recycling behaviour of students in the student housing on campus.

A student of Creative Technology is researching how to stimulate recycling behaviour.

SEE provided support for Green Hub project to be able to separate green waste from the student houses on campus.

1.1.4 Food & Drinks: What has been achieved in 2021?

Vegan/vegetarian food

Appèl, Coop, Starbucks, Subway all joined a discount action on vegan or vegetarian products during Sustainability Week. All parties were enthusiastic although Appèl indicated they had a lower revenue. Vegetarian/vegan food is placed higher in the banque app to encourage people to choose these options.

Student project

Students of Honours programme Shaping the Future researched the CO₂ impact of food.

Collaboration

Regular meetings were held with contract managers UT, Appèl and sustainability staff to discuss how to reduce the impact of the canteens.

1.1.5 Travel & Mobility: What has been achieved in 2021?

e-bike

The campus app has included all e-bike charging location its app.

Bike lessons for internationals

A proposal was submitted to UT's Incentive fund which granted funding for bike lessons for internationals to enable them to gain the skills needed to participate fully in Dutch society as well as reduce the CO2 footprint ([U-Today article](#)). [Course](#) will continue in 2022.

30km/h zone on campus

The [30km zone](#) on campus was largely realised in 2021 to make the campus safer.

Student projects

Students from Creative technology worked on mobility projects for their thesis project. A travel Check will be developed further in 2022 and will be combined with a travel map. A workshop with colleagues from HR, Travel Unit, ET Transport Studies and CFM maintenance and real estate was held to collect input.

The 2nd student developed BLIKE, an app to encourage people to start cycling and to cycle more.

Optional model purchase bike

The amount available has been increased to €1500 every 4 years to make it easier for staff to purchase an electric bike.

Commuting allowance

As of 1/1/2022 all staff can use the NS Business card 2nd class to travel to work (previously only staff with temporary contracts). This encourages staff to more easily choose to travel by train.

Working from home allowance

An allowance of €2/day is provided when working from home. This may stimulate staff to work from home and thus reduce commuting kilometers.

Student travel

Presentation and workshop at the online Let's Go Fair and Partner Days (November 2021) in collaboration with [CES](#).

1.1.6 Biodiversity: What has been achieved in 2021?

Two activities with the KNNV: Dragonfly inventory at UT campus on June 19 and inventory of night butterflies on [July 30](#). Regular activities by terrain maintenance contractor Krinkels that benefit biodiversity are not yet recorded as such.

SEE supported the Green Hub in developing the Allotments boxes project, where five 1m2 boxes were placed at the allotments for student to grow vegetables.

A memo was written on biodiversity and certification for the EB.

1.1.7 Procurement & Purchasing: What has been achieved in 2021?

Contracts

[Rental cars](#): From 276 cars/vans rented 62% were hybrid or electric.

European tenders

A few examples:

Electricity – inclusion of certificates of origin to demonstrate we receive green energy.

Cleaning – Within 4 years: Plastic free, natural, bio-degradable cleaning products, cleaning operations 100%CO2 neutral, record of water footprint and water reduction plan

Warm Drinks machines – focus on reduction packaging, no plastic disposables, limit number of disposable cup used.

Company will write an annual plan how to improve sustainability performance.

Maintenance Terrain– 50% reduction CO2 in 2025 and CO2 neutral in 2030 and requirements on waste, waste processing,

obtaining insight in water consumption and circularity and strengthening flora and fauna.

1.1.8 Buildings: What has been achieved in 2021?

Energy roadmap

The energy roadmap for CO2 neutral real estate ([more detail](#) on UT website) was presented to Executive Board, faculty management, management support services and CFM colleagues in Waaier.

Sustainability measures

In renovation projects some of the following measures have been implemented. In future, we aim to report on the specific measures that have been implemented. For more information, the [LTSH](#) and [campus development](#) website can be consulted.

Drienerburcht: Renovation of the roof: insulation value Rc 6,5 (M2).

Spiegel staircases: windows and window frame (M11).

Replacement sliding doors Bastille incl. glass (M11).

Renovation Tennis pavilion (M13,M21, M27).

The list of measures that was used to develop the [roadmap to CO2 real estate](#) can be found below.

Type	Roadmap measures
Structural	M1 Insulate the roof: Re-insulate to Rc 3.5
	M2 Insulate roof: Re-insulate to Rc 6.0
	M3 Insulate facade: Re-insulate to Rc 3.5
	M4 Insulate facade: Re-insulate to Rc 6.0
	M5 Insulate floor: Re-insulate to Rc 3.5
	M6 Insulate floor: Re-insulate to Rc 6.0
	M7 Enkelglas: toepassen achterzetramen
	M8 Single glazing: replace with HR++ glass, including removal of existing glass
	M9 Double glazing: replace with HR++ glass, including removal of existing glass
	M10 Double glazing: replace with HR++ glass, including removal of existing glass
	M11 Replacing HR glass with HR++ glass, including removal of existing glass
	M12 Replacing HR glass with triple HR+++ glass, including removal of existing glass
Installation	M13 Lighting (C-TLD/5 to LED 7 W/m2)
	M14 Presence detection
	M15 Replace instantaneous water heaters with solar water heaters
	M16 Remove humidification
	M17 WTW: from half twincoil to full twincoil (70%)
	M18 WTW: from twincoil to HR twincoil
	M19 WTW: HR twincoil
	M20 WTW: from heat wheel to HR heat wheel
	M21 WTW: HR heat wheel
	M22 Air Heat pump (heating)
	M23 Outdoor shading
	M24 CHP + Heatpump (based on very low temperature heating)
	M25 Speed-controlled ventilators
	M26 High Temperature Heating to Low Temperature Heating
	M27 Smart building techniques
	M28 From mechanical cooling to cool circle
	M29 From district heating to air/water heat pump on cool circle
	M30 From gas boiler to district heating
PV	PVD PV cells roof
	PVGPV cells facade

1.1.9 Events: What has been achieved in 2021?

Small plastic free event

The Green Drink was organized during Sustainability Week 2021. Strict agreements were made with the caterer to provide environmentally friendly drink and food options and to avoid plastic where feasible.

Monitoring sustainability at large events

During Høtspot energy (electricity and diesel), waste and water consumption were monitored as well as catering. Detailed waste analyses were carried out. This provides valuable input on the monitoring process in 2022 at large events. Also sustainability criteria have been discussed with the external event organiser to enable implementing improvements during the events of 2022.

First test rPET cups

During kick-in a first test with collecting rPET cups took place. Visitors could return their cups on a voluntary base in cup-collectors. The return rate was not high enough so it has been recommended to continue with rPET cups and a deposit scheme.

Sustainability Week

From 10 to 16 October 2021, the third edition of the [Sustainability Week](#) took place. It was organized by UT, Saxion and ROC van Twente.

Check list associations

Green Hub developed a [checklist](#) for student associations that organize small events/activities/drinks and want to make these more sustainable.

1.1.10 Finance: What has been achieved in 2021?

ABP decided to divest in fossil fuels. A number of universities and [S4F](#) spoke out on this topic.

A UT Flex assignment was carried out on the possibilities to advise students when opening a bank account to choose a sustainable bank. UT provides advice to students on opening a bank account via [this webpage](#). The most sustainable banks do not offer services in English making the promotion of these banks difficult.

Concerning the bank UT banks with: When in the coming years an evaluation is held, sustainability will be a point of discussion, Finance department has said.

1.1.11 Environment(al permit): What has been achieved in 2021?

Environmental inspection by the Omgevingsdienst Twente (ODT) early 2021. Due to COVID they could not conduct the inspection on-site but requested all information in writing and through photos. Together with the Health, Safety and Environment coordinators, mechanical engineers from CFM this information was collated and shared with the ODT. Two follow-up action relate to renovations plans in the process of being finalised for which UT needed to submit evidence before September. All other information was met with approval.

In December 2020 we submitted a report to the ODT detailing the use of substances of high concern (ZZS: Zeer Zorgwekkende Stoffen) as a requirement for the environmental permit UT was given in 2019. We continue to work on alternatives for these substances and the minimisation of its uses. Especially for new research the use of ZZS should be discouraged.

After the event(s) an evaluation was held on the sound/noise measurements with Events Office and the external expert.

An annual gathering for the neighbours was organized on issues related to the environmental permit on October 7.

1.1.12 Communication: What has been achieved in 2021?

To better bring the UT's efforts into the spotlight and to involve the wider UT community, a communication plan was written by the communication advisor for sustainability.

All means of communication support one or more of the following goals:

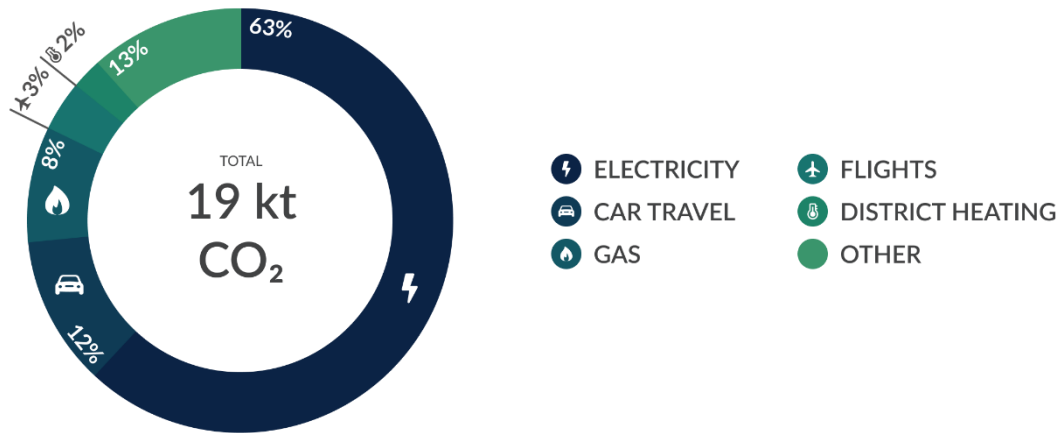
- Inform the target groups about the actions the UT takes to become a sustainable organization
- Create awareness & change the mindset about the importance of sustainability in our daily operations
- Connect, activate & involve target groups: participate and collaborate in making the UT a sustainable organization

News stories, Sustainability Week, activating colleagues, Collaboration ROC, Saxion for Sustainability week

- The Green Hub has produced monthly **newsletters**. You can find them all via [this link](#). The Green Hub has submitted the UT contribution to the **Sustainabul**. [UT ranks 12th](#).
- There have been several **news items** published on the website and the employee portal with news surrounding sustainability: [link](#).
- **Campus Talks** on [June 1](#) was all about sustainability with Mirjam Bult as a guest.
- **UToday's** news items on sustainability can be found here: [link](#).
- In collaboration with the Green Hub and counterparts from ROC van Twente and Saxion the Sustainability Week was organized and promoted.
- Connections made and maintained with MC-colleagues to better integrate sustainability in their communication, e.g. LTSH and CFM
- A house style (fitting with the UT house style) is being developed to be used in continuous small campaigns about sustainability on campus. This includes 10 icons for each theme of the SEE programme
- An extensive redesign/update of [utwente.nl/sustainability](#) was conducted.

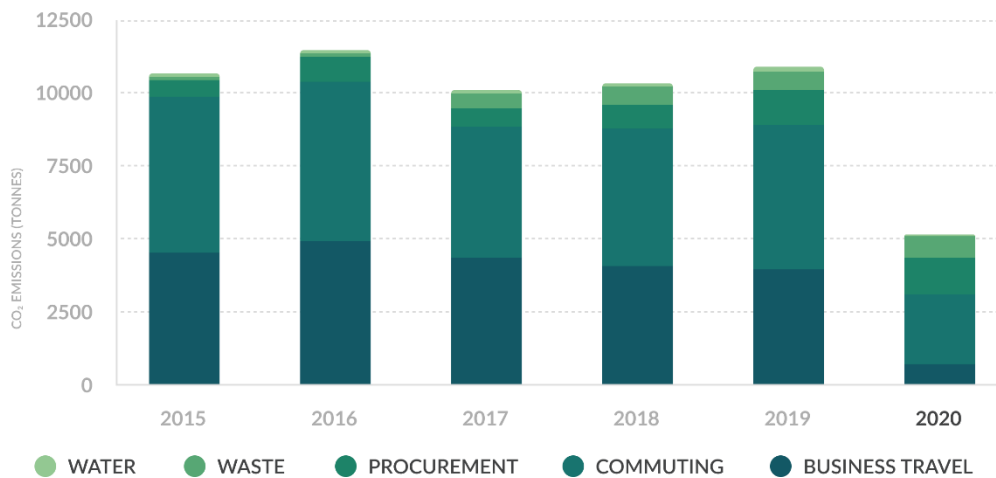
1.1.13 Data: What has been achieved in 2021?

CO2 footprint 2021 ([link](#) to report and management summary)



The CO2 footprint is not representative for a regular situation as COVID-19 measures advising home working were in place for a large part of the year.

The CO2 emissions that occur in the supply chain are shown in the graph below. These are emissions associated with the products and services UT uses throughout the year as well as mobility such as business travel or travel from home to work. 17 additional companies reported on their emissions in 2021 compared to 2020 (all captured under procurement).



Energy data platform

Five additional buildings are connected to <https://energydata.utwente.nl/> where electricity, gas, district heating and water consumption can be seen and downloaded.

A new site was created to calculate the energy consumption per faculty instead of per building. The energy usage in the faculties based on Gross Floor Surface used for office and labs has been estimated and visualised here (pilot version by Realised): <https://energydata-faculties.utwente.realised.nl/> where a formula has been applied approximating the energy consumption in an office or laboratory environment. Data on assigned floor space in m2 per faculty in the various buildings was used for this.

Carbon Platform

Together with [Realised](#) SEE worked on the development of a carbon platform where CO2 emission monitoring can take place more dynamically than currently in a yearly report, enabling UT to monitor the impact of interventions periodically.

1.1.14 SEE Programme in 2021

Change in vice-chairman Executive Board and several members of the steering group from September 2021. The Environment and Sustainability officer was replaced for five months due to maternity leave. A Saxion Facility Management intern conducted her management traineeship with the SEE Programme on sustainable events.

The Support Group (OSG in Dutch) met monthly. The Working Group held six meetings in 2021. The Steering Group met in January, June and November.

A CO2 project group was established to strengthen collaboration on the path towards CO2 neutral Real Estate.

SEE presented to all faculty councils together with the Green Hub to inform the councils on sustainability at UT.

SEE was asked to hold meetings with all faculties and service departments on how to include sustainability in their annual plans. Most of these meetings were held in Q4.

The SEE Programme collaborates a lot with the Green Hub. For these projects Please have a look at their [reporting](#) over 2021 on [their website](#).

SEE members participate in the following:

- Environment and Sustainability Policy Officer and communications Advisor
- Network on waste and circularity organized by VANG Buitenshuis of the executive agency of the Ministry of Infrastructure and Water (NL: Rijkswaterstaat)
- SaazUnie Environment group
- Sustainability coordinators network Universities and Universities of Applied Sciences in which SEE takes the lead organizing online exchange of best practices and projects on several topics.
- Cycling Mission (Ministry of Infrastructure and Water Management)

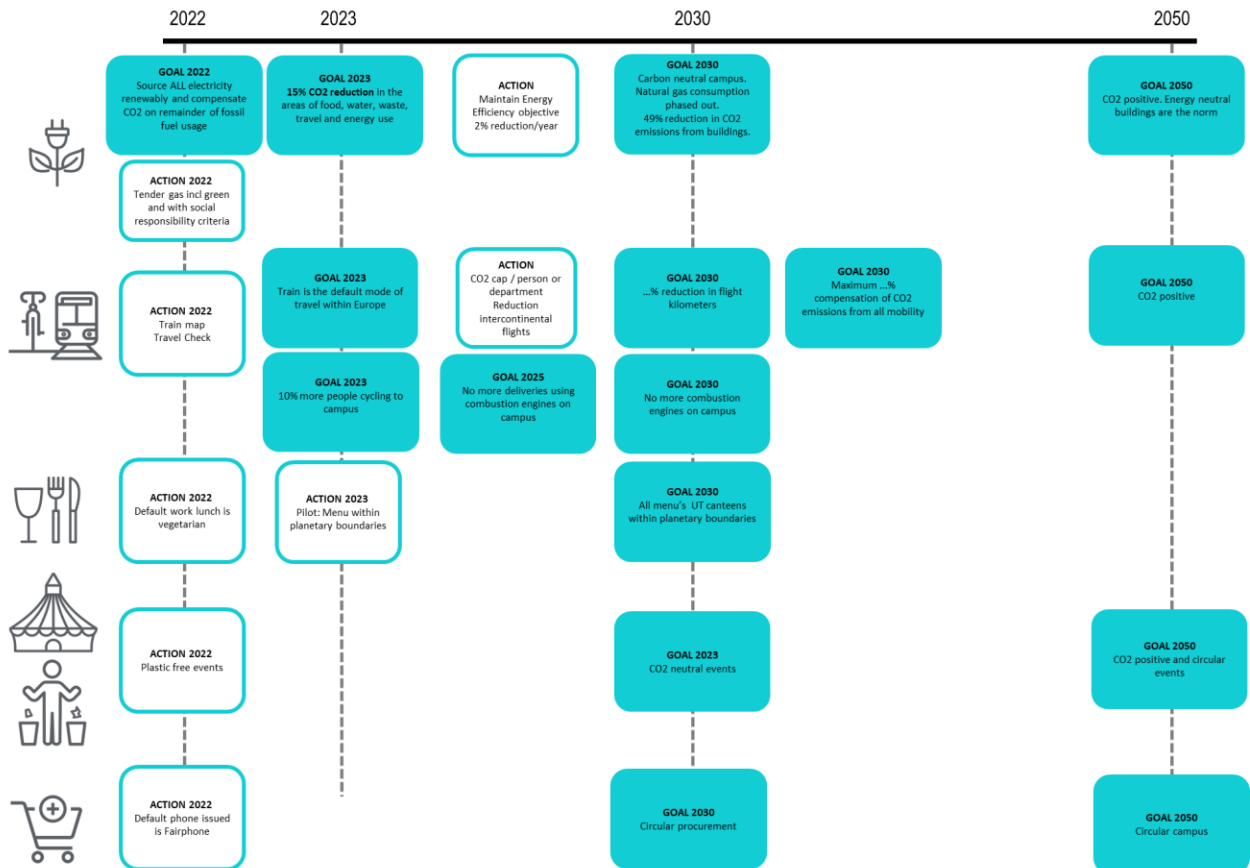
Regular meetings with the sustainability coordinators from Saxion and ROC were held and a connection was made to MST on sustainability. Internally regular meetings between SEE, LTSH and Maintenance and Real Estate were set up.

Sustainability walks around the UT campus were organized for ITC students from the course Nature's benefits to People.

- SEE was invited to the Strategy Day for Higher Management February 2021.
- SEE was asked to present Sustainability in operational management and the approach at UT during the campus [visit](#) of the [Zwolve8](#).
- SEE was part of the jury for the [Eco Challenge](#) organized by Student Union, Green Hub and SEG Sustainability.
- SEE was asked to be part of the accreditation assessment of Creative Technology in March due to the collaboration on global competences by providing cases for Bachelor thesis assignments.

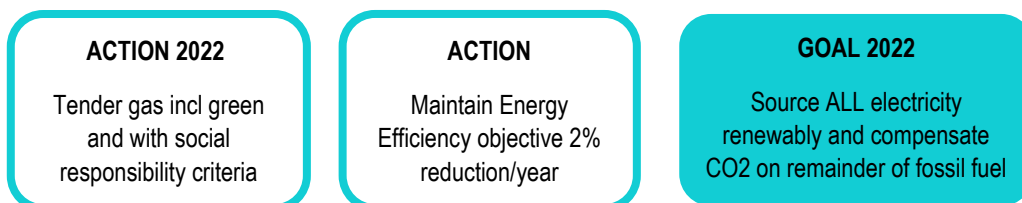
2. IMPLEMENTATION PLAN 2022 - 2050

2.1 PLANS FOR 2022



The focus in 2022 lies on energy, mobility (business travel and commuting), impact of food, sustainable events and procurement. Specific actions have been defined for 2022. This does not mean no action will be undertaken in the other themes, it merely emphasizes the focus. Below, the themes have been ordered in line with this prioritization.

2.1.1 Energy: plans for 2022



- Energy efficiency measures
 - Adjustment/optimising Pakkerij
 - Inventorise Zuidhorst to improve energy efficiency of cooling, heating, ventilation and steam usage.
 - Replace controls Air Handling Unit Meander and finetune Meander.
 - Optimise Building management System Linde.
 - Expand energy measurements Citadel

Energy efficiency innovations are always considered here to make buildings smart(er).

- Energy efficiency measures at renovation projects (roadmap to CO2 neutral real estate)
- Project working groups SEE will develop a project plan on:
 - Unnecessary energy usage / Concrete energy reduction measures
- UT Flex assignment to inventorise sports associations
- Start tender gas with criteria for green gas and a socially responsible partner, with multidisciplinary project team incl. external expertise

Reasoning for these choices

Impact

UT applies the Trias Energetica: limiting the demand for energy, using sustainably generated energy and looking at energy reduction throughout the chain.

Communication statement

There is not sufficient renewably generated energy in the Netherlands. Energy we do not use, does not need to be greened. Therefore UT's efforts to reduce energy consumption remain a priority.

Roadmap

The energy coordinator continually assesses projects and buildings for energy saving opportunities. In collaboration with the working group SEE energy saving actions have been identified in faculties (labs) and a plan will be worked out for this by the end of 2022. In 2022 a project group for a new gas tender will prepare and conduct the tender.

Communication campaign

UT community will be informed on the energy consumption and the need for energy saving measures and changes in behaviour.

Effort

Changes in buildings require a lot of work and changes in behaviour require time. Both are thus high-effort.

Awareness & visibility

Energy saving is on people's mind as a major factor for reducing the CO2 footprint, only often it is unknown what can be done. Concrete actions and sharing information via news items, the website and energydata.utwente.nl will increase awareness.

Risks & how to deal with these

The current situation (March 2022) energy prices are volatile and the situation is uncertain. Discussions are taking place at a European level on limiting/phasing out dependency on gas from Russia. UT will monitor this situation and prepare for possible outcomes. Extra attention is needed for this.

Financial aspects

Energy prices have increased steeply. The return on investment for energy saving measures also changes due to this. UT will have to be alert to identify energy saving measures¹ it is obliged to apply when the return on investment is less than five years.

Next steps

Alignment of Roadmap of CO2 neutral real estate with the long-term strategy for housing and the multiannual maintenance planning to ensure building work and renovations executed now are meeting the CO2 minimisation requirements for 2050 to avoid having to duplicate work to meet the 2050 requirements.

¹ <https://www.rvo.nl/sites/default/files/2020/04/erkende-maatregelenlijst-onderwijsinstellingen-april-2020.pdf>

2.1.2 Travel & Mobility: plans for 2022

ACTION 2022

Decide on ...% reduction CO2 &
... % CO2 compensation
for business travel

Reasoning for these choices

Impact

The impact of such a statement is substantial as it demonstrates real transparency and commitment in working towards a CO2 neutral campus. It will be possible to estimate what measures will be required to reach those targets. CO2 neutral is a term that does not mean very much on its own, but by making it explicit, you can make a real statement.

Communication statement

UT CO2 neutral, 50%² reduction, 50%¹ compensation by 2030 for business travel.

Roadmap

In 2022 focus group discussions will be held where staff are invited to provide input on the discussion how much CO2 emission reduction UT should aim for, and what (resulting) percentage of CO2 emissions we think is reasonable to compensate (concerning mobility). First step is a percentage for flights as these have most impact. This will be done before the end of May 2022.

Communication campaign

There are two campaigns: one to collect input by means of focus group discussions on deciding the percentages and the second once the percentages have been decided and de UT staff need to be informed. A campaign will include informing, involving and providing opportunities for giving feedback.

Effort

Involving people in this plan by means of focus group discussions takes a lot of time but this step cannot be omitted. The aim is to create support and acceptance to this change. The interventions to reach the agreed percentage of reduction in flight emissions will start with nudging, with voluntary actions. When this does not yield the desired reduction, other measures will be decided upon which may be less voluntary.

Awareness & visibility

A percentage provides a understandable goal which can be communicated clearly. During COVID many people became aware that it is possible to travel far less than was done and are willing and actively trying to reduce their flight miles. Guidance on this topic is asked for.

Risks & how to deal with these

There will be staff that will not be happy with a hard figure that we will collectively work towards. Focus group discussions will provide everyone with the opportunity to give input for this discussion. When this opportunity is given and people's voice is heard more understanding will be created for this change.

Financial aspects

CO2 compensation involves using budget. A CO2 compensation plan will be developed including several options on how CO2 compensation can be put into practice. Options are: an internal system where compensation money is spent on making the organisation more sustainable, budget for organisations that prevent or uptake CO2 from the atmosphere. These and other options will be explored. A realistic CO2 price should be used³, based on a realistic carbon price which is currently around €100/tonne CO2 and which will increase in time. In 2019, the base year against which UT compares its progress, 3,678 tonnes CO2 were emitted through flying for work at UT.

Next steps

Focus group discussions of CO2 emission reduction for commuting leading to a proposal.

Focus group discussions of CO2 emission reduction for all other CO2 emissions due to the activities at UT.

² Percentage to be decided in 2022 through focus group discussions

³ <https://ember-climate.org/data/carbon-price-viewer/>



Reasoning for these choices

Impact

A train zone map is a communication tool to promote and instill the idea within the UT community to which cities it is the norm to take the train (defined by time and number of transfers rather than purely based on geographical distance).

1. The train is the norm (default option)
2. The train is recommended (journey is long but comfortable and max. 3 changes)
3. The train is challenging (traveler is a real UT sustainability ambassador)

This will be visualised in a map providing the UT community with a clear communication and nudging tool to start reducing our CO2 footprint for international travel.

The expected reduction in CO2 emission is 0.6% (190 tonCO2) of the total UT footprint based on no flights below 700km only and no reduction in travel kilometers. This is 5% of all CO2 impact of flying. This train map will also include trips longer than 700km based on number of transfers (comfort level) and travel time. Additionally, by increasing people's awareness on the impact of travelling, it can be expected that fewer trips will be made. The estimate of 0.6% reduction in CO2 emissions is therefore the most conservative estimation.

Communication statement

At UT, train is the default mode of travel within Europe.

Roadmap

The first step is to use a Train Zone Map detailing the cities UT staff travel to. These cities will be divided into three categories based on travel time and number of transfers.

The second step, following the train zone map, is a Travel Check where the UT community is more strongly nudged towards choosing the most sustainable travel option (for both international travel and commuting). This takes the shape of an online decision tree model, where a person is guided towards the most sustainable option.

Communication campaign

A broad, high profile communication campaign using staff members who share their personal experiences will be developed to bring attention to this tool and the goal it aims to achieve.

Effort

Certain adjustments need to be made for this project to be successful. The responsibilities are spread across UT on this topic. A multidisciplinary working group consisting of HR, CFM maintenance, representation from faculties and support departments (HR), Travel Unit, FIN will need to be established who can coordinate:

- adjustment of the travel expenses manual (declaratievoorschrift) to add a point in section 8 describing the decision that to certain cities the norm is to take the train.
- that the NS business card needs to be used for international train travel.
- correct information and explanation booking a train trip using a personal NS business card on the UT website
- enabling Travel Unit to book train travel, especially for groups, via an NS account

For the Travel Check

- Connection of the decision tree tool to the NS business card site and the Airgo tool for booking flights ensuring the option with the least CO2 emissions are provided as the first suggestion.

Awareness & visibility

This tool raises awareness and encourages staff and student to think about their travel, to make a conscious choice on how they travel, for work and while commuting.

Risks & how to deal with these

As it is a communications tool, there is a risk it will not be adopted by the people travelling. A broad, high profile communication campaign using high profile staff members will be planned to avoid this.

Financial aspects

Train travel is currently more expensive. Considering the large support and awareness among scientific staff, these costs can be absorbed by the department of the person travelling.

For students this is a different matter, study grants for sustainable travel are limited. This is an area for further study.

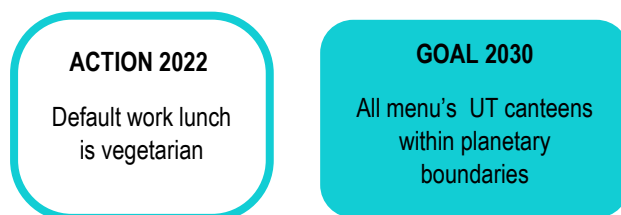
Next steps

Based on the decision on which percentage of CO2 emission reduction UT wants to achieve (and what percentage UT is thus willing to compensate its emissions for), the character of the guidelines can become more strict to be able to achieve the set goals.

All Actions:

- Development of a plan how UT will achieve the mobility goals (carbon neutral in 2030)
 - Decision on mobility reduction targets compared to CO2 compensation targets
 - 2 scenario's 30-70 / 50-50 (scenario evaluation)
 - Regular evaluation to adapt/strengthen measures to ensure UT stays on track
 - Options: changes to parking scheme, commuting compensation
 - Voluntary / compulsory / combination
- Interventions
 - To fly less – Train zone map and Travel Check
 - Travel less and take train within Europe
 - To commute more sustainably
 - Ride-sharing pilot Netmobiel (dependent on preceding pilot phase)
 - Related to the Cycling Mission for higher education
 - E-bike try-out week
 - Bike-to-work day 19 May
 - Cycling course for internationals ([link](#))
- Mobility Survey UT to obtain more accurate data and gauge the opinions and intentions of the UT community on mobility issues (in collaboration with Transport Studies department, ET)
- Research into Shared mobility / Mobility as a Service with e-car, e-bike for work travel
- CO2 compensation plan (UT wide)
- Reduction transport movements on campus by establishing more package drop-off points (in collaboration with DeBuren)
- Participation in Cycling Mission (Ministry of Infrastructure and Water Management)
- Coordination Sustainability coordinators network on Mobility

2.1.3 Food & Drinks: plans for 2022



Reasoning for these choices

Impact

Food has an enormous CO2 footprint (as well as water footprint and land use footprint). At UT we do not have a good baseline on the impact of our food as we are reliant on our contractor. As it is well known that meat, especially red meat, has a higher CO2 footprint than other products, we know by setting the default work lunch to vegetarian (lunches that a UT budget pays for), UT will reduce its CO2 footprint. Work lunches are a perk and an easy tool to show that UT considers sustainability in everything we do. Public money should not be used on food that we know has a higher negative impact on the environment.

Communication statement

➤ Default vegetarian work lunches

Communication campaign

When the decision is made to have the default option for all work lunches to be vegetarian, secretaries and boards are contacted for a taste session with the contact manager from UT and the caterer where the reasoning behind this initiative will be explained and questions can be asked and samples tasted. Currently when ordering a regular lunch, half is cheese, half is meat. This will remain the same when the dietary wish for a 'meat' lunch is recorded: only half will be meat. The change will also be communicated through other internal channels, such as the employee portal.

Effort

This change requires quite a bit of effort from our contractor and its staff. A contract resulting from a European tender cannot be substantially changed without collaboration. Many meetings will take place to ensure stakeholders are involved and on-board.

Awareness & visibility

This is a very visible measure with guaranteed impact. The comments box can be used for dietary wishes, including the wish for animal products. As the experience is that most people won't change the default setting, CO2 impact will be made.

Risks & how to deal with these

If offered variety is perceived to be poor, a loss in revenue may occur as people will order vegetarian food elsewhere.

Important to have the caterer on-board to ensure ample variety.

Criticism can be expected that cheese is just as bad and plant-based lunch should be the default. This can be taken into account in the next steps. The preferred way is a gradual change in habits to minimize resistance in the organisation.

Financial aspects

None, non-vegetarian and vegetarian lunches can both be ordered.

Next steps

We are looking into developing a menu that stays within the planetary boundaries to reduce the footprint will be taken. The aim is to be able to establish a baseline and measure the progress, as this is not a change that will happen overnight. This will be guided by external expertise. Canteen staff and customers need to be brought on board when transferring to a menu within the planetary boundaries. Collaboration and communication are the tools for this. Increasing awareness through sharing knowledge via an expert agency will give canteen staff the opportunity to learn by doing and receive support while doing this.

Concerning the lunches, default vegetarian could gradually lead to a situation where people get used to it so that after one year all work lunches are vegetarian. This can only happen if a mechanism is in place that lunches ordered from outside companies cannot be refunded if not vegetarian.

All Actions:

- Working towards a menu within the planetary boundaries in collaboration with Green Dish
- Interventions focused on raising awareness
 - Visualize food impact in canteens
 - Vegetarian week in one canteen
 - Promotion of vegetarian food at whole campus
- Interventions to reduce CO2 impact food and drinks
 - Vegetarian work lunch is default
 - Vegetarian work meals and snacks vegetarian
 - Pilot vegan (oat)milk in coffee machines
 - Remove disposable cups from coffee machines
 - Promotion of refilling water bottles at water taps and coffee machines
- Sustainable Food & Drinks plan: September 2022

2.1.4 Events: plans for 2022



Reasoning for these choices

Impact

Events are very visible. A lot of people can be reached by a message that is implemented at an event. Corporate events (DIES) as well as music events are organized in 2022. At these events staff and students can be reached, this offers a perfect opportunity to highlight the sustainability ambition of UT with regards to its operational management.

Communication statement

A sustainable DIES

A plastic waste-free music event

Communication campaign

Music events, where a return system is implemented in order to obtain a clean monostream of plastics that can be recycled, will have to communicate very clearly about this system. There are many examples of festivals where this worked well. SEE programme and events office UT will work with external event organizer and UT committees to ensure the communication campaign is satisfactory. Corporate event DIES can highlight and communicate about the steps it has taken to reduce the impact of the event (e.g. use of resources, menu within planetary boundaries). A sustainable Dies can also be used as an example for other events that are organized by UT staff.

Effort

The effort lies mainly in ensuring staff at events follow the agreed procedure and communicate about the positive value of it.

Awareness & visibility

A simple intervention as a return coin for a plastic cup works well and provides little impact for the visitors. All visitors of a music event experience it and will know it is implemented for sustainability reasons. A small step will raise a lot of awareness.

Risks & how to deal with these

For music events, the system for collecting cups needs to be in place and staff need to be willing to implement it. These discussions were started in autumn 2021 with the external event organizer to ensure ample time for implementation. Due to staff shortages there may be a small risk that staff will not be trained enough and won't follow the return system procedure for cups. Also, clear agreements need to be made on the recycling of the monostream of plastic cups.

Financial aspects

Limited extra costs. Society is requiring event organisers to take steps. Sustainability criteria will be part of the contract.

Next steps

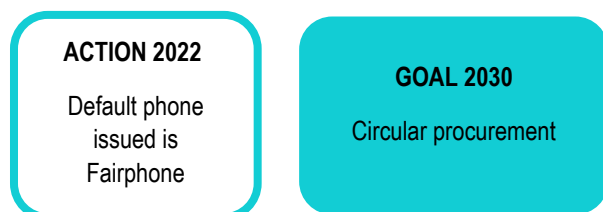
At all large events from April till September monitoring will take place of the energy consumption, waste, water and food & drinks. Based on this data, next steps will be developed in collaboration with the external event organizer. Best practices will be shared among student committees and advice will be shared for small events at UT.

All Actions:

- (Re)start events network with UT event organizers (between several organising committees of the Kick-In, Bata race, Bata party, Company Fair, CuriousU, Create Tomorrow and Vestingbar, Events Office and sustainability officer CFM and terrain manager CFM, Green Hub, Sustain)
- Develop Sustainable Events plan
- Large single-use plastic free event(s)
 - Return scheme rPET cups at large events to become plastic waste-free
 - Collaborate with external and internal Event Organisers to implement this
- Monitoring Sustainability performance events

- Recording water, waste, catering and energy usage of large (internal and external) events
- Sustainable DIES, signature event for UT where use of resources (no single-use, no individually wrapped snacks, no or sustainable give-away's) is a focus, plastic-free and as low waste as possible, and the menu is designed to remain within the limits of the planet (GreenDish).

2.1.5 Procurement & Purchasing: plans for 2022



Reasoning for these choices

Impact

Considering the impact the mining of precious metals has on health, the environment and people working in the mines, any step UT can take towards minimizing environmental degradation, awful labour conditions and child labour occurrences, should be taken. It sets a precedent and through this the impact may initially be limited, it can snowball. The impact is perhaps greatest in terms of the communication of our ambition to take this step, as a first step, towards a circular campus.

Communication statement

Working towards a circular campus step by step: default issue phone at UT is Fairphone

UT can make a statement on circularity by making a sustainable, modular, repairable and upgradable phone the standard issue mobile phone for staff who need a smartphone for work purposes. Circularity, a circular economy, is a difficult concept to grasp. By choosing the most sustainable, modular, repairable and upgradable smartphone as the default issue smart phone UT makes a clear statement it values circularity, considers human rights in its supply chain and welcomes collaboration with other companies with a similar ethos.

Communication campaign

This small step can be clearly explained as a way to practice treating sustainability as a precondition for what we do. It will be accompanied by a series of inspirational speakers on circularity, from researchers to companies to raise the awareness on circularity UT wide and not only among staff who need a new phone.

Effort

The phone is already supplied by the UT provider through the self-service portal.

Awareness & visibility

Through the communication campaign the visibility will be increased. It makes circularity tangible and understandable to all.

Risks & how to deal with these

The phone has been tested by LISA, is safe and has good functionality. By proposing this as the default choice, no-one is restricted but it gives a positive nudge in a more sustainable direction.

Financial aspects

Based on the number of phones issued annually (185 in 2021), an estimate of the costs can be made. The Fairphone costs €580. Out of 10 phones staff can choose from in the self-service portal, five are more expensive (up to 2x more expensive) and three are cheaper. It could lead to a reduction in expenses. As the Fairphone can be repaired and upgraded easily, the phone can be used longer which also will reduce costs (and resources).

Next steps

This statement may attract companies who have a similar ethos that we are not aware about helping UT to take steps towards a circular campus.

All Actions:

- Training by Copper8 on Sustainable Procurement (4 sessions)
- Reporting
 - Sustainability criteria per tender
- European tenders and multiple private tender processes will be designed in a sustainable way
 - Inclusion sustainability criteria
- Focus on increasing contracts with suppliers from the Twente region
- Proposal to make Fairphone the default smartphone issues at UT

2.1.6 Water: plans for 2022

- Water use reduction plan incl inventory and interventions
- Intervention
 - Pilot water saving nozzles

2.1.7 Waste: plans for 2022

- Improve waste separation inside the buildings
 - Accurate information provision
 - Stickers on all waste separation islands and waste containers
 - New stickers on all containers for batteries, small office waste etc.
 - Interventions focused on behavioural change
 - “Wobblers” on all waste separation islands to direct cup or face mask into correct bin
 - Expand waste collection options
 - Styrofoam and plastic film waste bags at all lab locations were needed
- Improve waste separation outside:
 - Pilot of outdoor waste separation (4)
 - Stickers on regular outdoor bins with information about where you can separate waste
- Waste analyses to monitor performance and success interventions
- Minimize waste:
 - Remove cups from coffee machines
 - rPET cups with return system for all large events (see events)
- Pilot GFE waste collection at student houses
- Develop plan for minimising e-waste and improving collection processes (incl. interventions)

2.1.8 Biodiversity: plans for 2022

22 May 2022 World Biodiversity Day: Within the network of sustainability coordinators of universities and universities of applied sciences the plan was made to collectively organize activities for this day with as end product a film showing the activities. This film will show the collective approach of educational institutes in the Netherlands highlighting the importance of biodiversity.

In collaboration with the ecologist of campus maintenance contractor Krinkels, an inventory will be conducted on opportunities to strengthen biodiversity on campus. A plan will be made in 2022.

Besides biodiversity, discussions will be started on issues such as climate adaptation, climate robustness in order to develop a vision for the UT campus. The vision on climate adaptation, circularity will also be combined with an assessment on historic value to come up with a comprehensive campus plan.

2.1.9 Buildings: plans for 2022

CO2 neutral real estate: Energy roadmap ([more detail](#) on UT website) will be aligned with Long term Strategy for Housing ([LTSH](#)), the Multi-Annual Maintenance Planning (MJOP) and the developments around the new Multi-Year Agreements (MJA4) for institutes for higher education (set by the government).

Circularity: a vision on circularity at UT will be developed. It is important to clarify what UT understands under this broad term and how UT aims to apply circularity in its operational management.

Currently a PEng candidate is developing a BIM (Building Information Modeling)-based circularity assessment method. The objective is to “Provide an insight into circularity potential of buildings throughout their lifecycles, by exploiting BIM open standards and developing a BIM-based circularity assessment tool, to fulfil information needs of chain partners in the construction sector.” The Real Estate group is closely involved and will assess if this method is applicable for UT.

2.1.10 Finance: plans for 2022

The financial aspects of the SEE Programme are added twice a year to the MARAP management reporting cycle and spring memorandum.

No specific plans have been formulated with regards to the impact of the bank or insurance companies the UT uses. Scientists4Future would like to encourage insurers to divest from fossil fuels as ABP pension fund committed to in 2021.

2.1.11 Environment: plans for 2022

Environmental permit

The yearly environmental inspection on the conditions of the Environmental permit by the Omgevingsdienst Twente (ODT) was held in January/February 2022.

Other conditions associated with the Environmental permit

- Continue reporting on minimisation Substances of High Concern (ZZS)
- Identify opportunities for research projects (i.e. waste water)
- Campus wide approach on compliance conditions permit
- Organise a gathering for neighbours to keep them updated of developments on campus
- Reporting on waste water and quarterly water monitoring to the Water Board as well as calibrations on measuring equipment
- Annually submitting the declaration of water treatment and pollution levy as well as requesting dispensation for daily monitoring to continue monitoring quarterly.

Permit for law on Nature Protection

Annual reporting on nitrogen deposition, as a result of gas installations for heat and air humidification as well as transport movements on campus was done to the Province. This permit is required due to proximity to a Nature-2000 area, [Lonnekermeer](#). Due to changes in emissions (removal of gas powered installations) a new AERIUS nitrogen deposition calculation needs to be made in 2022.

Sustainable labs

Overlapping several themes is the Sustainable labs project, where environmental issues, waste and energy issues converge.

- Develop Sustainable labs project
 - My Green Labs pilot
 - Pilots LEAF ([Laboratory Efficiency Assessment Framework](#))

An inventory is done based on several themes (energy, plug load, fume hoods, cold storage, recycling and waste reduction), feedback is given with points for improvement, depending on how many a lab improves a certificate is given. These pilots will be conducted to test if this is a method to roll out University wide to enable labs to become more sustainable.

2.1.12 Communication: plans for 2022

All means of communication support one or more of the following goals:

- Inform the target groups about the actions the UT takes to become a sustainable organization
- Create awareness & change the mindset about the importance of sustainability in our daily operations
- Connect, activate & involve target groups: participate and collaborate in making the UT a sustainable organization

A secondary aim is to make our efforts more visible externally in line with the role UT wants to take up on being an example for the region. Having UT's management put the topic on the agenda, to speak about it in presentations, will help make visible and audible that becoming a sustainable organisation is in the DNA of UT's leadership and is being woven into the entire organisation.

Communication campaigns always supports an intervention by the organization, connected to a theme. Communication plans will be written and executed to inform the community, bring them on board with measures and prevent/lower resistance, activate community members to take action themselves, as well as contribute to the image of the UT as a sustainable organization. The implementation of interventions is always accompanied by a communications plan/campaign to illustrate, explain and build support for the intervention. This communication campaign includes material for relevant means of communication: e.g. social media, website, press releases/news items, slides for screens on campus and other ideas that are suitable for the specific topic.

In 2022, communications strategies will be developed at least for interventions taken in the areas of mobility, events, energy and food. Activities connected into these strategies are for example a campus walk on energy or biodiversity as an extension to the existing Sustainability Walk.

A number of special days are selected (such as the cycle to work day, Earth Hour, warm sweater day etc.), for which in collaboration with the Green Hub communications officers communication material will be developed. The main goal is to raise awareness on the importance of sustainability, get community members to connect to the sustainability community of the UT (through the Green Hub) and activate them to take action themselves wherever possible.

The communication advisor maintains regular contact with the Green Hub communications officers to align communications related to operational sustainability issues and provides guidance on corporate communications for the Sustainability Week which is organized in collaboration with Saxion and ROC.

The communication advisor is a member of M&C and works to build the knowledge within the M&C colleagues on sustainability issues to ensure integration in the regular communication where possible. The communication advisor also ensures to maintain good connections with other relevant groups in the UT community, such as the SEG Sustainability and the Green Hub.

Other activities include:

- Continuously updating the Sustainability website to keep the information relevant and up-to-date
- Writing ad-hoc news articles surrounding important or visible sustainability-related activities/changes on campus
- Support 'signature projects' -such as the launch of the Train Map- when they are implemented
- Updating the Sustainability Walk and relevant signs on campus
- Publishing a series of interviews with UT community members about the role sustainability plays in their work
- Promoting events about sustainability on campus (together with the Green Hub and other stakeholders, for example Studium Generale)

2.1.13 Data: plans for 2022

Carbon Platform

Together with [Realised](#) SEE will pilot the carbon platform for the reporting on the CO2 footprint of 2021. CO2 emissions of

external partners that come in after the deadline can still be added to make the assessment more accurate as the report can be produced on the spot. During 2022, the aim is to monitor the impact of interventions.

Energy data platform

Add more buildings to <https://energydata.utwente.nl/> where electricity, gas, district heating and water consumption can be seen and downloaded.

Monitoring and reporting: The SEE Programme strives to year on year improve monitoring aspects to improve our transparent reporting. This also means on top of reporting what we have achieved, we will over 2022 report on actions we were not able to do and why this was not possible. We aim to see sustainability integral to everything we do, then we also need to visualize what we are struggling with and why in some areas we are lagging behind our ambitions.

2.1.14 SEE Programme: plans for 2022

Umbrella structure

In Q1-2, SEG Sustainability produces a proposal to the Executive Board on how to integrate sustainability in the organisation (education, research, community, organisation and operations). The result from this proposal will have an impact on SEE and its structure and organisation.

When SEG sustainability asked a sub-group on operations what concrete steps are needed to make SEE reach the goals set, the following was our reply:

- Create opportunity: Sustainability budget for faculties (scientists TAS code, budget for sustainability measures)
- Create accountability: Sustainability in Planning & Control cycle for all departments/services.
- Make sustainability explicitly defined in all relevant work processes at UT. a. streamline the governance and structure of UT's various units; b. create a broad representation of all service units in the SEE Programme.
- Sustainability as a matter of course: make sustainability to be a part of people's job profile in faculties and service departments so they can dedicate time to working on it.
- Create knowledge: create a central knowledge bank where employees and students go for information and help. A palette of sustainability courses tailored to academic and support staff (managers and operational staff) respectively to equip everyone with the knowledge to contribute to the UT's sustainability goals in their own (professional) environment.

When the question was asked: What do you need? The following was the reply:

- People to have time/budget to work on sustainability for whom sustainability is not the core task, so it is not seen as extra burden on top of other tasks.
- Sustainability to actually be a precondition in all decision-making at the UT (not something optional added at the end)
- The overall objective should be: the concrete points are designed to actually embed sustainability into the UT's organisation.
- More people who have sustainability in operational matters in their job profile and are actively involved in this transformation process.

SEE Programme Working Group

In January a brainstorm session was held to come up with tangible projects that members of the working group could and wanted to tackle.

Three topics were prioritized:

1. Unnecessary energy usage
2. Concrete energy efficiency measures
3. Re-use of furniture

These project groups will present their plans in the next working group on March 8.

The Working Group meeting will continue to function partially as a sounding board group where feedback on all themes is provided so the members can share this information within their department or faculty and provide feedback from their faculty/department in the following SEE working group.

3. APPENDICES

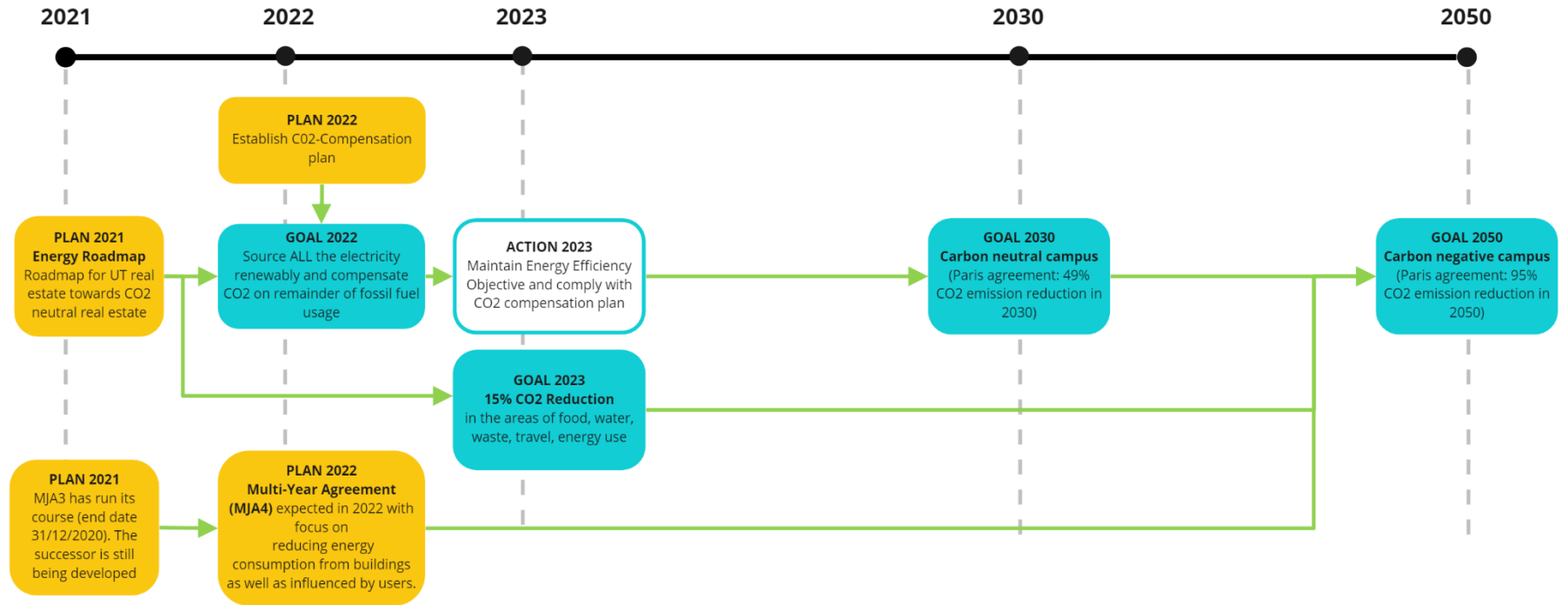
- 3.1 ENERGY 2022 & LONG TERM OUTLOOK
- 3.2 WATER 2022 & LONG TERM OUTLOOK
- 3.3 WASTE 2022 & LONG TERM OUTLOOK
- 3.4 FOOD & DRINKS 2022 & LONG TERM OUTLOOK
- 3.5 TRAVEL & MOBILITY 2022 & LONG TERM OUTLOOK
- 3.6 BIODIVERSITY 2022 & LONG TERM OUTLOOK
- 3.7 PROCUREMENT & PURCHASING 2022 & LONG TERM OUTLOOK
- 3.8 BUILDINGS 2022 & LONG TERM OUTLOOK
- 3.9 EVENTS 2022 & LONG TERM OUTLOOK
- 3.10 FINANCE 2022 & LONG TERM OUTLOOK

3.1 ENERGY 2022 & LONG TERM OUTLOOK

GOAL
PLAN
ACTION
COLLABORATION



ENERGY

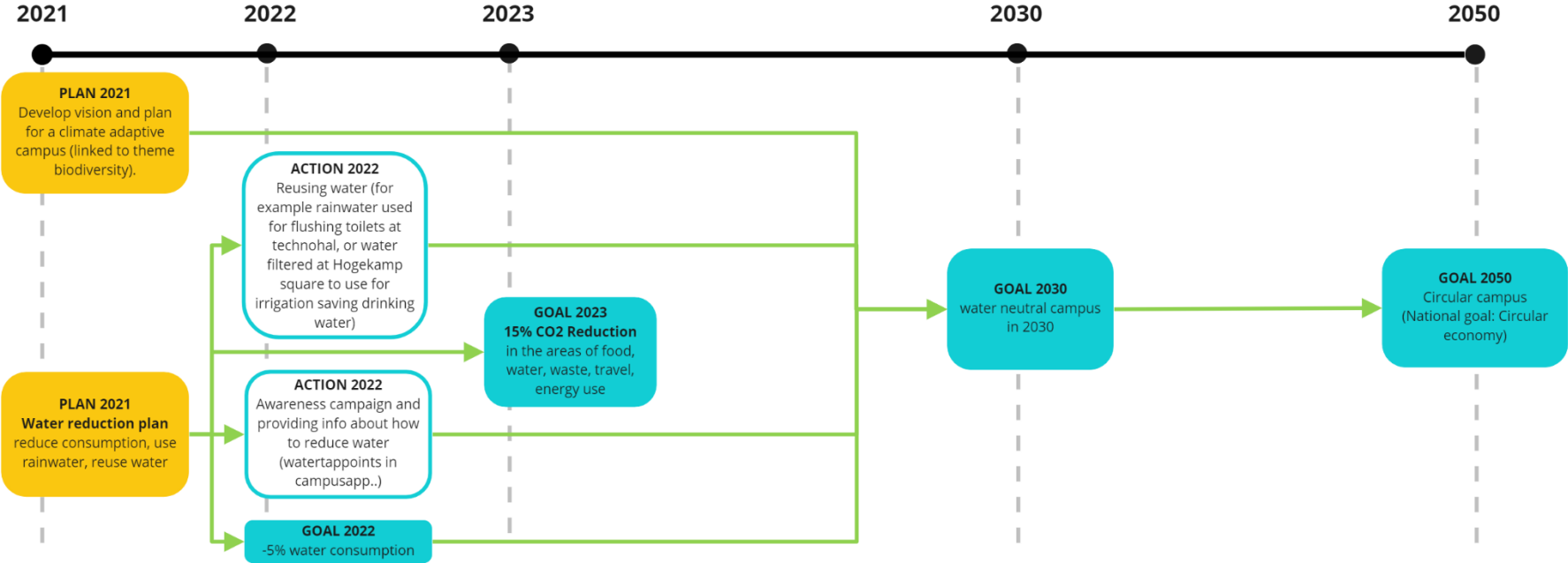


3.2 WATER 2022 & LONG TERM OUTLOOK

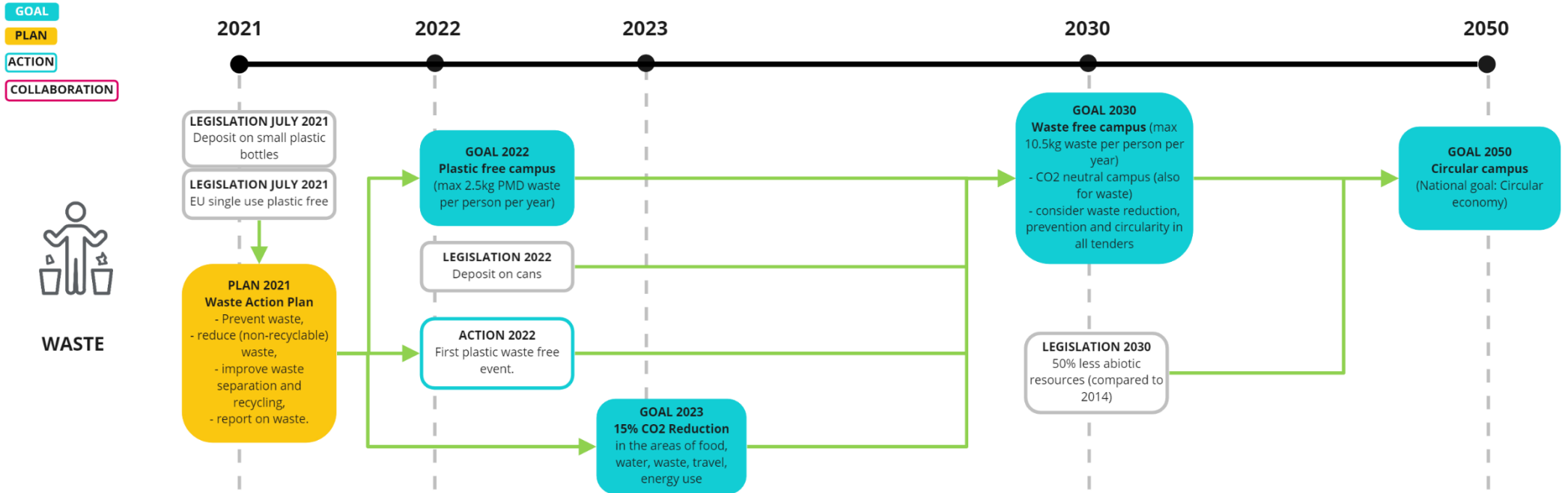
- GOAL
- PLAN
- ACTION
- COLLABORATION



WATER



3.3 WASTE 2022 & LONG TERM OUTLOOK

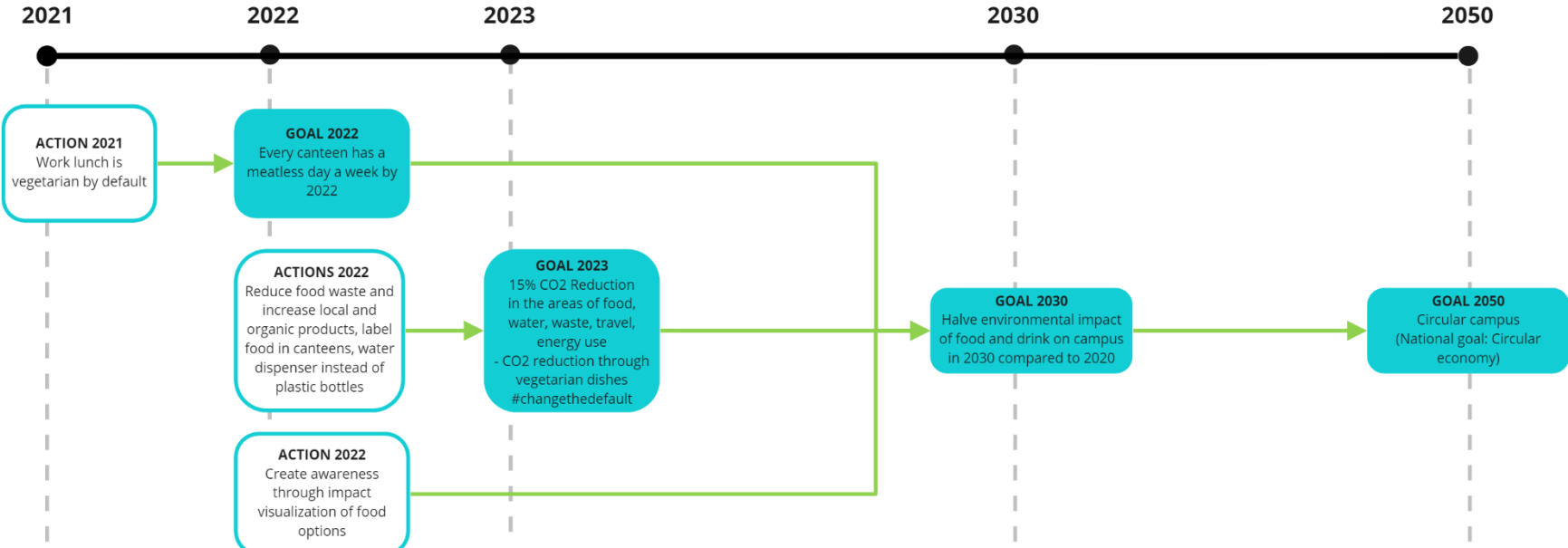


3.4 FOOD & DRINKS 2022 & LONG TERM OUTLOOK

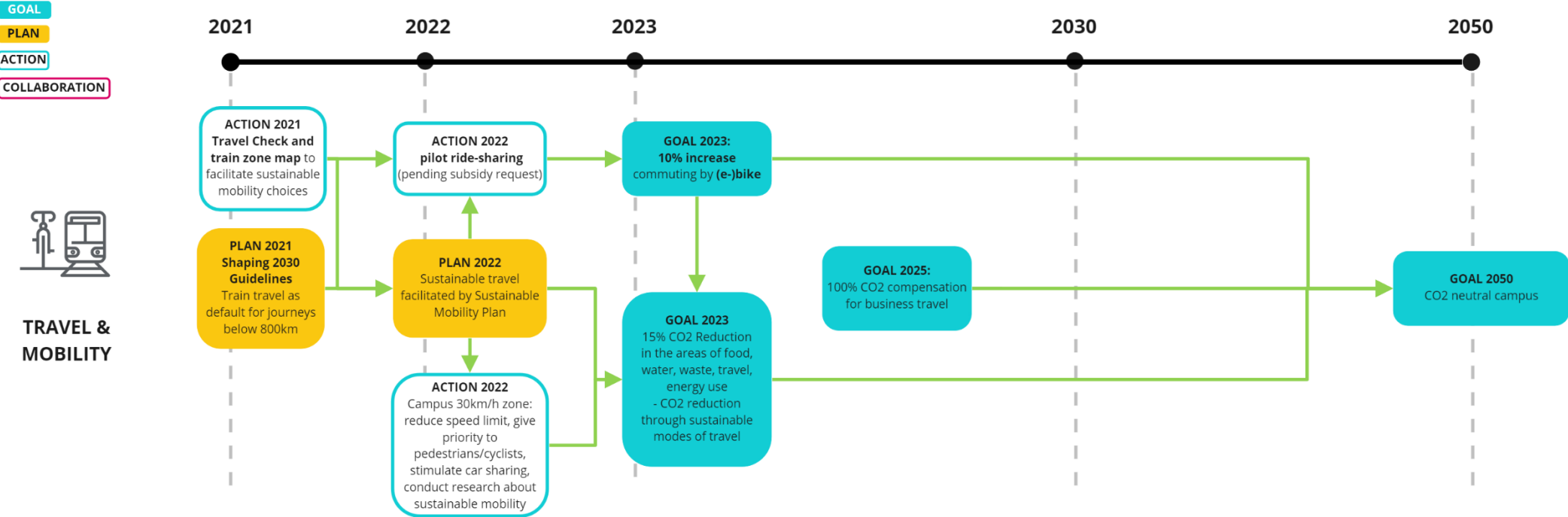
- GOAL
- PLAN
- ACTION
- COLLABORATION



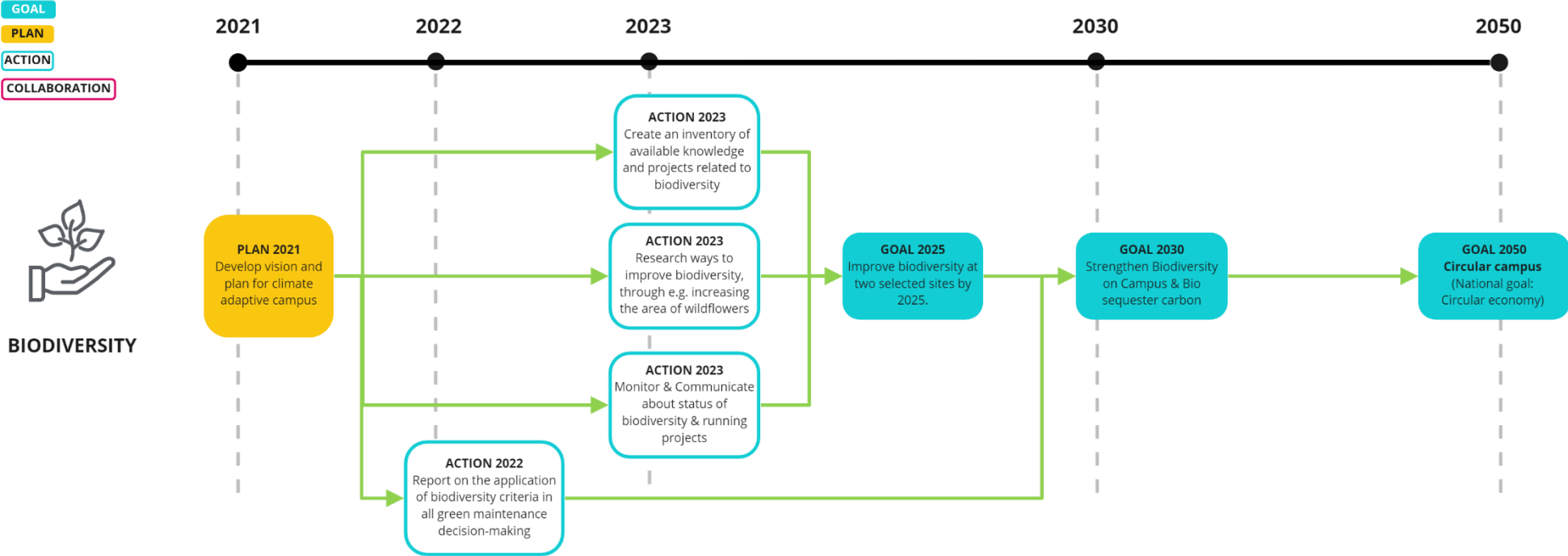
FOOD & DRINKS



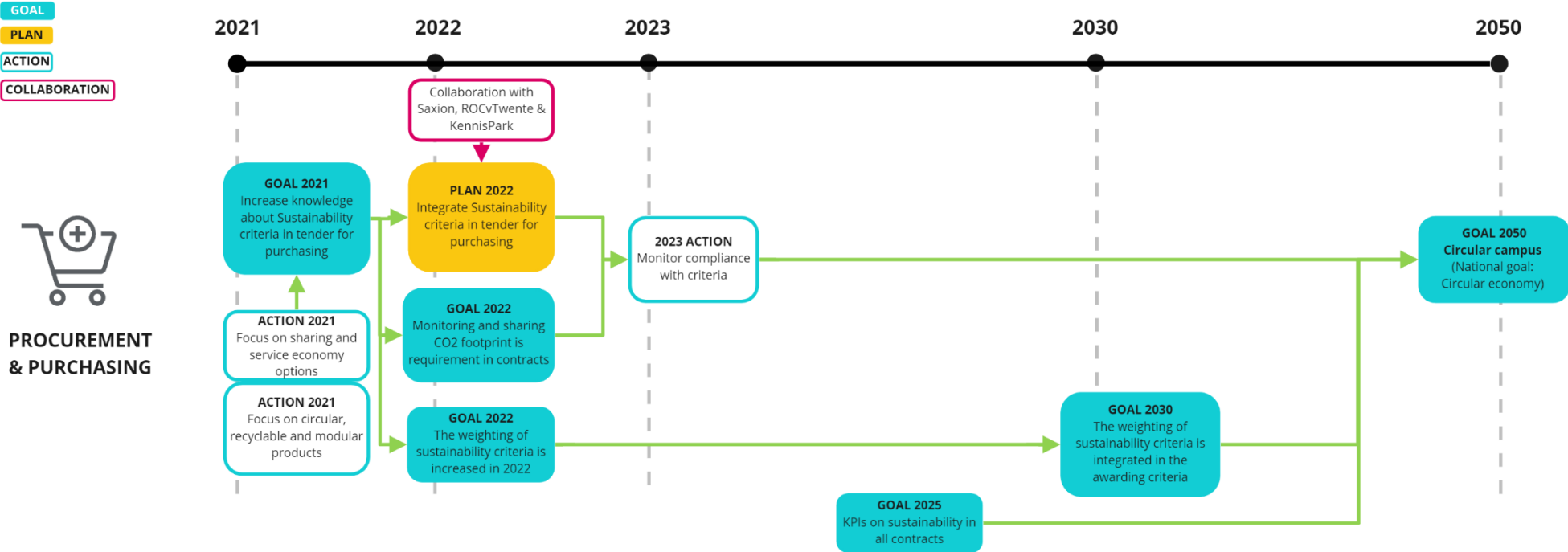
3.5 TRAVEL & MOBILITY 2022 & LONG TERM OUTLOOK



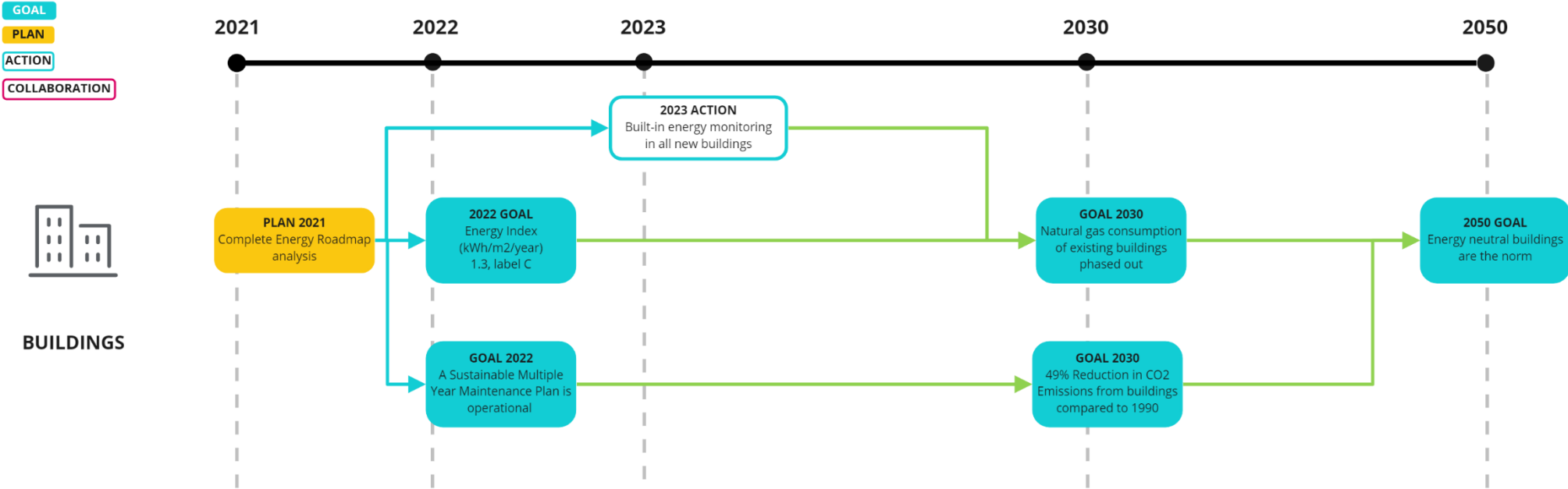
3.6 BIODIVERSITY 2022 & LONG TERM OUTLOOK



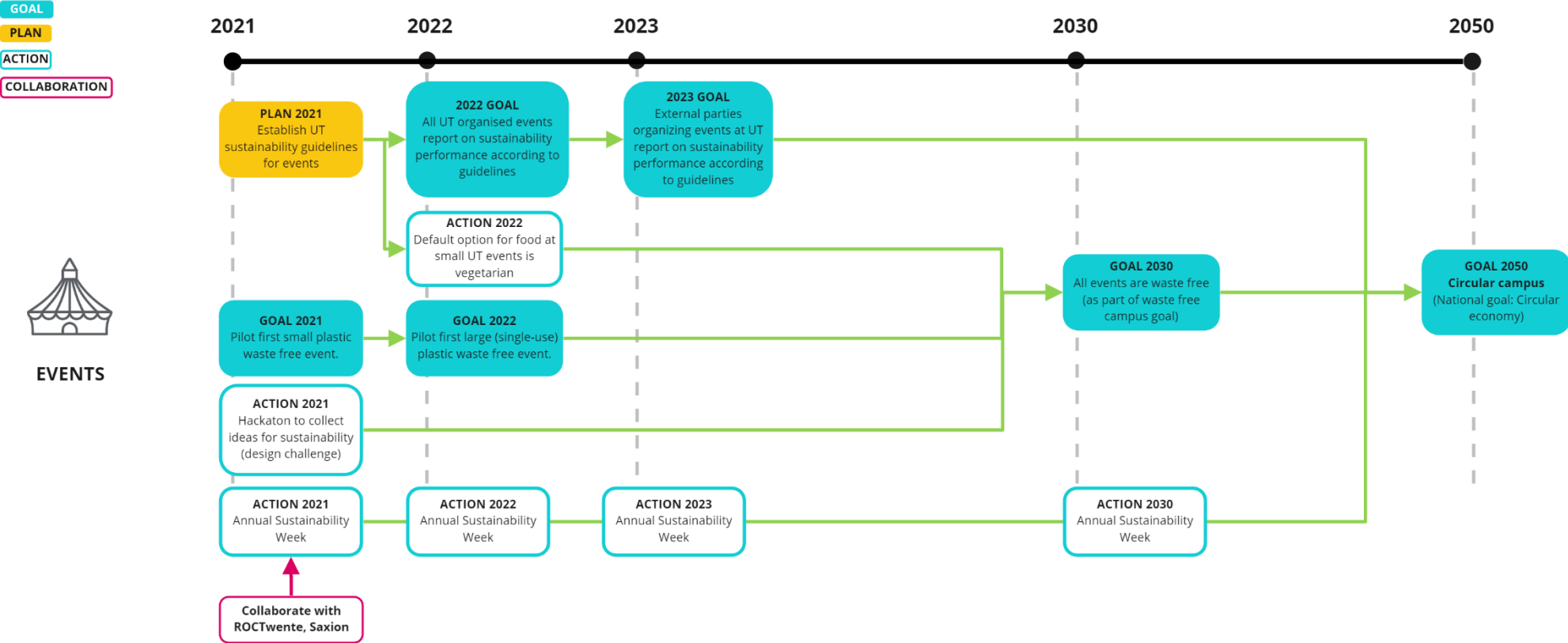
3.7 PROCUREMENT & PURCHASING 2022 & LONG TERM OUTLOOK



3.8 BUILDINGS 2022 & LONG TERM OUTLOOK



3.9 EVENTS 2022 & LONG TERM OUTLOOK

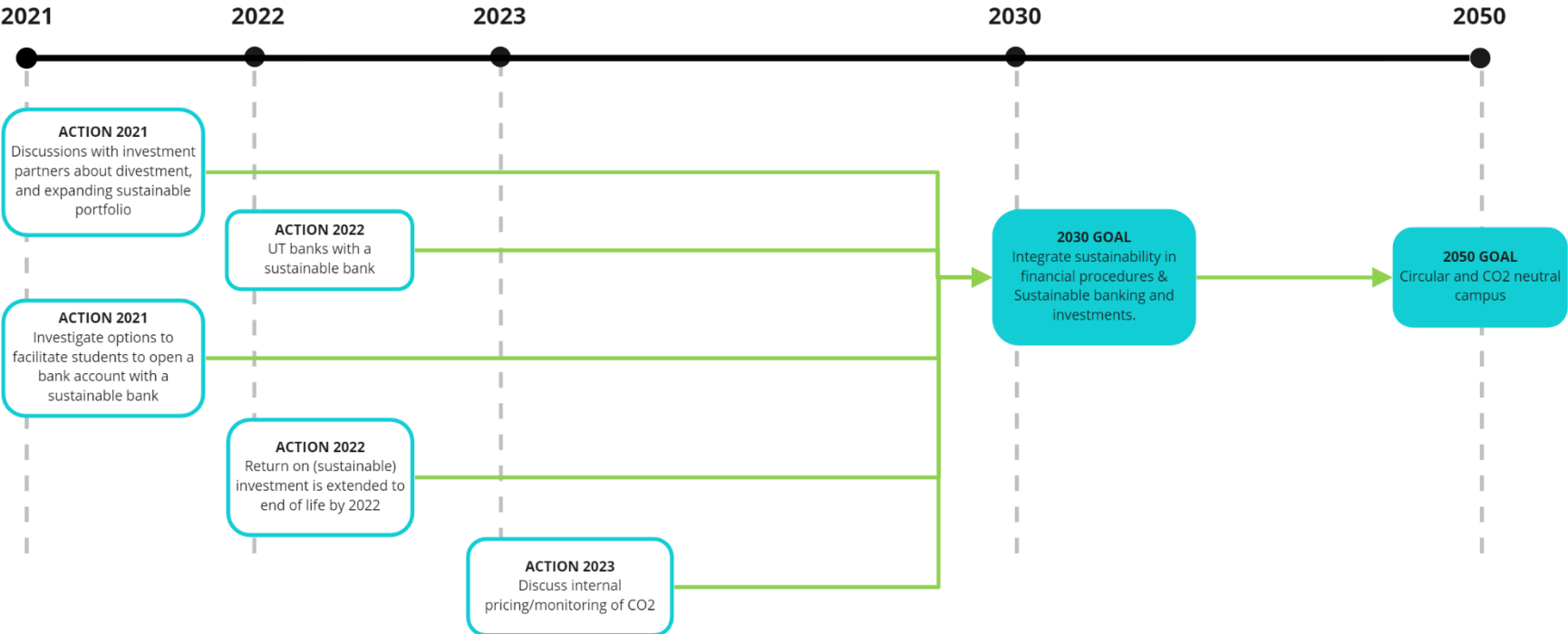


3.10 FINANCE 2022 & LONG TERM OUTLOOK

- GOAL
- PLAN
- ACTION
- COLLABORATION



FINANCE



UNIVERSITY OF TWENTE
Drienerlolaan 5
7522 NB Enschede

P.O.Box 217
7500 AE Enschede

P +31 (0)53 489 9111

info@utwente.nl
www.utwente.nl