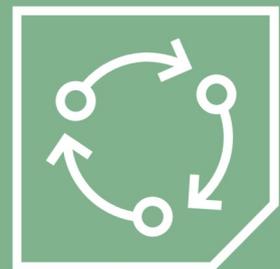




# Edinburgh Napier University Environmental Sustainability Strategy

2024/25 to 2026/27



**Environmental Sustainability Strategy Group**

February 2025

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# 1. Executive Summary

Edinburgh Napier has set transformational commitments within the University Strategy, *Shaping our Future: Driving Distinctiveness*. The strategic objectives and enabling commitments actively enhance environmental sustainability within and beyond the University.

The commitments made do not focus on one specific area or aspect. Instead, the commitments purposefully and proactively provide a strong foundation that enable holistic and embedded action building upon current and historic progress alongside project delivery and success. Ultimately, the commitments made permeate throughout the entire University community, governance principles, digital infrastructure, physical infrastructure and beyond to achieve collective success and impact.

This Environmental Sustainability Strategy extrapolates our commitments and guides action. The information contained within this document considers all commitments highlighted within the University Strategy and provides meaning including detailed purpose and project opportunity. The first version of our Strategy was published in December 2021. The document included project commitments covering our 2021/22, 2022/23 and 2023/24 academic years. Our updated Environmental Sustainability Strategy, published in February 2025 includes high level commitments up to the end of our 2026/27 academic year. Future opportunities will be introduced following ongoing and annual review of this document.

The expectations and targets set by the University will be achieved through collective and collaborative action. The University will continue to be an active leader within Edinburgh, working collaboratively as a member of networking groups such as the Edinburgh Climate Compact in addition to supporting the city wide 2030 Climate Strategy. The University will actively enable progress towards the legislative carbon reduction targets set by the Scottish Government.

An Actions & Projects Register sits underneath this document. The Register is used to collate and encourage a live and adaptable action list highlighting small and significant projects that will enable the delivery of our commitments. Key performance indicators (KPIs) and annual reports will highlight step change and track progress. Operational carbon emissions (tCO<sub>2</sub>e) is a core KPI at the University.

Examples of immediate action commencing within the 2024/25 academic year include the further embedment and ongoing development of key documents such as the Business Travel Plan; Travel Plan (day to day commute); Energy Plan and Offset Plan. The documents provide more detail in terms of day-to-day and planned actions at the University.

This Environmental Sustainability Strategy has been developed and written at a time of ongoing climate crisis conversations. More than ever, we know the historic, current and future impacts of climate change. More than ever, we are equipped with knowledge, technology and opportunity to adapt, mitigate and offset our impact.

The profound impact of the Covid-19 pandemic continues to highlight the very personal impact, individually and collectively, we all have within our local and global community. The impact of climate change and the Climate Crisis we currently face isn't always visible or apparent. But the impact is here. And the impact to our climate, our ecosystems and each other can only be mitigated by personal and collective action.

*#mustbenapier*

## 2. Introduction & Scope

We have a strong history of enhancing environmental sustainability within and beyond the University. An overview of our work to date is publicly available at [www.napier.ac.uk/environment](http://www.napier.ac.uk/environment)

To enable and develop our collective story further, fundamental and far-reaching environmental sustainability commitments are embedded within our core University Strategy 'Shaping our Future: *Driving Distinctiveness*' launched during our 2020/21 academic year.

The initial embedment of environmental sustainability principles and practice within the University Strategy, as extrapolated within this Environmental Sustainability Strategy, came at a key and threshold moment at Edinburgh Napier. Not just because of the transformational commitments made. But also because the commitments were developed and published at a time of global climate crisis conversations and within the midst of the global Covid-19 pandemic.

More than ever, we are aware of our global impact. As an academic, research, professional and community focused organisation, we are conscious of our collective accountability and our absolute responsibility to mitigate existing and future impacts as well as acknowledging our historic impact. The commitments detailed and explained within this Environmental Sustainability Strategy will be met through an embedded approach filtering throughout and encapsulating the entire University. We will enable demonstrable and measurable action and progress through utilising and enhancing the knowledge and expertise of the entire internal and external University community both professionally and personally.

Looking ahead, we are aware that our scope may change. At the time of writing this document, the University is embarking upon Project Vision. Project Vision focuses on enabling our overarching strategy through the University estate over the next years and decades and we know our estates will need to change to meet the future needs of our organisation. To support the significant and extensive investigative work required, the University has led building condition, low/net zero heat and space utilisation surveys as well as a range of workshops with students and staff. As necessary works progress, Project Vision will influence reported carbon emissions and wider environmental sustainability impact, however it is also a key vehicle to further embed environmental sustainability throughout the University, such as through the removal of natural gas for heating sources.

## 3. Strategic Aim & Outcomes

Our University Strategy, 'Shaping our Future: *Driving Distinctiveness*' sets out key and overarching strategic objectives to 'build careers – create opportunities'; 'grow networks – connect communities'; and 'advance knowledge – deliver impact'. The three strategic objectives are underpinned by a core commitment to growing sustainability, encapsulating growth of reputation, income and impact. Environmental sustainability, including a measurable carbon focus, is committed to be at the forefront of growth and decisions made, supported by the distinct and underpinning commitments detailed within the Enabling Objectives section below.

This Environmental Sustainability Strategy provides a foundation for our wide reaching and holistic environmental sustainability actions and targets to develop. This Strategy follows a values-based approach in line with the transformational ethos of the University. The Strategy is also guided by our University values of ambitious, innovative, inclusive and professional.

## 4. Strategic Context & Alignment

Legislation, enabled through the Climate Change Bill (2019) legally commits Scotland to reach net zero by 2045. The target, encapsulating all greenhouse gases, will be met through a Just Transition creating a net zero carbon economy and society. Visit [www.gov.scot/policies/climate-change](http://www.gov.scot/policies/climate-change) for more information including a wealth of background and up-to-date information.

As a public body and a higher education institution physically based in Scotland, there is an expectation placed on the University to lead by example and embed innovative and pioneering activity to reduce carbon and wider environmental sustainability impact. The University has publicly committed to meeting this expectation by setting the environmental sustainability goals as detailed within the University Strategy and as explained within the Enabling Objectives section below.

In terms of geographical and place-based collaboration, an aspirational target of net zero by 2030 has been set in Edinburgh encompassing all impacts and opportunities. The development of a 2030 Climate Strategy for the city supports collaborative work and active engagement with all organisations and citizens leading towards 2030. To support this work, the University is a member of the Edinburgh Climate Compact, an independent group of organisations focusing on collaborative action. Visit [www.edinburghclimate.org.uk](http://www.edinburghclimate.org.uk) for more information including updates from the University.

The overall agreement and embedment of environmental sustainability targets within the University Strategy has been enabled by the action, engagement and passion of Edinburgh Napier students, staff and partners. Collaborative action and leadership is key, both personally and organisationally.

Given progress towards environmental sustainability goals is ever changing, we have developed an online hub at [www.napier.ac.uk/environment](http://www.napier.ac.uk/environment) to provide an organic and engaging overview of our progress, including active links to national and local government strategies and progress. The hub also includes a library of practical project examples and glossary of terms to ensure language and understanding around all commitments, work and progress is explicitly transparent and clear.

We will be influenced by and ready to act on new experiences, new ideas and new opportunities as well as new legislation and national expectation to ensure the University is an active leader. We recognise that this not only means acting with pace but being willing to learn and take risks as we go. We encourage and welcome your engagement and contribution at [environment@napier.ac.uk](mailto:environment@napier.ac.uk)

## 5. Enabling Objectives

The core enabling objectives referred to and explained below are ingrained within the University Strategy. The objectives are split within the themes of Net Zero Carbon, Our Expertise & Motivation and Embedding & Measuring Success. Within each of the three themes we have highlighted indicative opportunities covering our 2024/25 to 2026/27 academic years. We will review and update this Environmental Sustainability Strategy annually to ensure all opportunities listed are aspirational, relevant to our work and look ahead at least three academic years in time. In terms of monitoring action towards our commitments we have a number of management and monitoring measures in place, including a carbon key performance indicator and an internal carbon modelling tool looking ahead to 2030/31. We will further increase monitoring, including the level of monitoring detail by embedding detailed and purposeful SMART targets encapsulating our key environmental sustainability aspects within our 2025/26 Annual Plan.

Within this section, all text provided within quotation marks refers directly to the University Strategy 'Shaping our Future: *Driving Distinctiveness*'.

## Net Zero Carbon

*"We will take progressive action to achieve net zero carbon in our operations by 2030 at the latest. We will also seek to minimise both our wider and legacy carbon footprint and influence sustainable practices within and beyond our campuses"*

We have measured and reported carbon emissions since our 2006/07 academic year. We can show significant action to date. For instance, carbon emissions associated with the consumption of electricity, natural gas and water at our campuses reduced by 65% between 2006/07 and 2019/20. The significant historic reduction supports and provides a strong foundation for all our current and planned work.

We are continually building upon our successes and are looking ahead to achieve net zero carbon in our operations by 2030 at the latest. Our operational emissions encapsulate business travel, electricity, natural gas, water, waste and fluorinated gases (f-gas). We will continually develop and embed key actions throughout all six operational areas underpinned by detailed plans and supported by our organic tracker of actions and project opportunities (see 'associated documents' referenced on page one). In terms of our recent measured emissions publicly reported to the Scottish Government see Table 1 below.

In terms of operational carbon, the data below shows that our key focus areas are electricity, natural gas and business travel. The data also shows the impact of Covid-19, with the reduction in overall emissions between 2018/19 and 2021/22 due to the impact of the pandemic on our operational emissions.

**Table 1 : Gross Operational Carbon Emissions**

Carbon (tCO <sub>2</sub> e)	2018/19	2020/21	2021/22	2022/23	2023/24
Electricity	2,093.7	1,203.1	1,314.4	1,517.4	1,529.6
Natural Gas	1,835.8	1,840.9	1,855.7	1,914.5	1,856.5
Water	22.1	2.5	6.0	7.4	5.0
F-Gas	0.0	48.4	0.0	4.6	101.6
Travel – Business	2,463.3	35.2	234.1	1,169.0	1,737.3
Waste	7.7	3.8	4.4	6.2	2.0
<b>Total</b>	<b>6,422.6</b>	<b>3,133.9</b>	<b>3,414.6</b>	<b>4,619.1</b>	<b>5,232.0</b>

In addition to measuring and reporting carbon emissions within our strategic boundary of operational emissions, we also publicly report carbon emissions defined by scope one, scope two and scope three. The emission sources bound within scopes one two and three are highlighted within Table 2 below. More information on scopes one, two and three is included within [www.napier.ac.uk/environment](http://www.napier.ac.uk/environment)

**Table 2: Gross Operational Carbon Emissions by Scope**

Scope	2021/22 tCO <sub>2</sub> e	2022/23 tCO <sub>2</sub> e	2023/24 tCO <sub>2</sub> e	Emission Sources
<b>One</b>	1,872.3	1,934.0	1,971.3	Fluorinated Gas (F Gas) Natural Gas Vehicle Fuel (Diesel and Petrol)
<b>Two</b>	1,204.3	1,396.6	1,405.2	Electricity Generation
<b>Three</b>	338.0	1,288.5	1,855.5	Electricity Transmission Travel - Business (Except Fuel) Waste Water (Supply and Treatment)
<b>Total</b>	<b>3,414.6</b>	<b>4,619.1</b>	<b>5,232.0</b>	All Above

We will also report against agreed carbon metrics to provide insight and context to our progress. The metrics will allow the University to carefully measure the influence of substantial fluctuation and change. The metrics, as shown within Table 3, include budget (per £1m); floor space (per 1,000m<sup>2</sup>); student full time equivalent (FTE) enrolled; staff FTE (peak during the year).

The information within Table 4 shows the result of calculating our operational carbon emissions (Table 1) using our chosen metrics.

**Table 3: Carbon Calculation Metrics**

Year	2018/19	2020/21	2021/22	2022/23	2023/24
Budget (£1m)	122.5	128.7	136.6	148.3	172.4
Floor Space (1,000m <sup>2</sup> )	110.5	110.5	111.5	111.5	111.5
Student (FTE)	10,815	12,658	13,970	13,970	13,601
Staff (FTE)	1,445	1,404	1,507	1,626	1,669

**Table 4: Gross Operational Carbon Emissions Using Carbon Calculation Metrics**

Year	2018/19	2020/21	2021/22	2022/23	2023/24
tCO <sub>2</sub> e / £1m	52.43	24.35	25.00	31.15	30.35
tCO <sub>2</sub> e / 1,000m <sup>2</sup>	58.13	28.36	30.63	41.43	49.92
tCO <sub>2</sub> e / Student FTE	0.59	0.25	0.24	0.33	0.38
tCO <sub>2</sub> e / Staff FTE	4.44	2.23	2.27	2.84	3.13

In addition to the operational emissions detailed above, as a community of people, we know that we collectively emit carbon beyond our operational boundary and our physical estate. We have committed to taking progressive action within these areas to ensure we consider our full impact.

We estimate that in a typical academic year our community influences the emission of a further 500 tCO<sub>2</sub>e due to home working; 15,000 tCO<sub>2</sub>e due to procurement; 6,500 tCO<sub>2</sub>e due to the term-time commute (students travelling to Edinburgh to study); 6,500 tCO<sub>2</sub>e due to the day-to-day commute (students and staff travelling to campus each day); and 1,000 tCO<sub>2</sub>e due to our investments. Our potential wider emissions therefore total 29,500 tCO<sub>2</sub>e. For reference, all wider emissions are deemed to be scope three carbon emissions. A significant impact that we have committed to actioning and reducing.

We will use ethical offsetting to deal with emissions that, in the short term, we cannot eliminate. In the long term, we have also committed to address our legacy carbon emissions through offset. Ethical offsetting means a firm commitment to three actions, in order of priority:

- A. Reduce operational emissions through the embedment of best practice and further development of projects within our operational boundary.
- B. Use our influence and position as a thought leader to work with our community, partners, stakeholders and wider society to reduce their emissions.
- C. Offset emissions that we cannot avoid or legacy emissions that we have already produced through projects that are verifiable, fair and bring benefits in addition to carbon reduction.

We recognise that we will not achieve our net zero carbon target through mitigation alone. We will approach our net zero carbon target by continuing and augmenting our proven and successful carbon reducing activity blended with offset opportunities. We will adopt a mixed approach to offsetting, covering local, regional and international opportunities. We already host world-leading expertise in offsetting to fund nature-based solutions through projects developed and run by our community. This means we have existing academic experience of how offsetting money can be spent for the benefit of nature and people.

2024/25 to 2026/27 net zero carbon actions are listed within sections [A and B of Appendix 1](#).

## Our Expertise & Motivation

*"We will combine the expertise and motivation of our community to enhance environmental sustainability within and beyond the University through our curriculum, research, operations, partnerships and engagement"; and*

*"We will align and build academic excellence focused on Wellbeing & Sustainability, underpinned by the themes of: Health; Environment; AI & Technologies; and Culture & Communities"*

We are a global community of students, staff, alumni and partners. Our story is of academic leadership and community-based action. Our purpose is to enable and encourage confidence, experience, knowledge and expertise. We will approach our Environmental Sustainability Strategy with a clear focus and within the context of who we are as a university and community of people. We will build on our existing academic attributes and personal expertise to ensure we are a leader and pioneer of innovation, influencing professional practice and policy.

Our Learning & Teaching Strategy (2020 – 2025) and Research & Innovation Strategy (2020 – 2025) both reference their role in our environmental sustainability focus and enable interdisciplinary and innovative academic and research leadership, bringing our community and stakeholders together. We will ensure that our sustainability commitments are reviewed and updated to reflect any change in these core strategy documents as they are refreshed during this academic year.

2024/25 to 2026/27 expertise and motivation actions are listed within section [C of Appendix 1](#).

## Embedding & Measuring Success

*"We will demonstrate delivery against Scotland's National Performance Framework and the United Nations Sustainable Development Goals. We will join our further and higher education peers by signing the Sustainable Development Goals Accord"*

To ensure an embedded, holistic, planned and structured approach we will continue to use measurement and performance frameworks such as Scotland's National Performance Framework and the United Nations Sustainable Goals to audit our work. We will also consider the achievement of international standards such as ISO14001:2015 to support structured and auditable development of our work.

We will measure success by using progressive and forward-looking annual targets supported by and reported through a sequence of key and supplementary performance indicators. We will ensure that all targets meet SMART principles. Our progress and all key projects developed will be open, shared and transparent. We'll also learn from and share when things don't go to plan!

2024/25 to 2026/27 embedding and measuring success actions are listed within section [D of Appendix 1](#).

## 6. Wider Commitments

Biodiversity; ecosystem services; health and wellbeing; and adaptation are inferred and encapsulated within our University Strategy commitments noted above. However, for the purpose of absolute clarity, all wider commitments warrant specific comment. We will protect and enhance biodiversity and all ecosystem

services throughout our physical estate. This includes reducing the wider impact of our actions, for example, construction and refurbishment and chemical use. We will continue to work collaboratively throughout disciplines, recognising and actioning the significant and symbiotic links between environmental sustainability, health and wellbeing.

In terms of adaptation, even with focused, substantive and legislative commitments in place, our climate has changed. Our climate will continue to change due to global society's collective impact and associated atmospheric emissions. We will work internally to ensure our physical estate is resilient. We will collaborate with partners and key external leaders to audit the risk and resilience of aspects we do not directly control, such as water courses and transport networks surrounding our physical estate.

2024/25 to 2026/27 wider commitments actions are listed within section [E of Appendix 1](#).

## 7. Accountability, Governance & Reporting

In terms of accountability, all members of the Edinburgh Napier community must be informed, enabled and supported to be accountable for reduction of impact that they can support and lead. This ranges from leadership within spaces with significant environmental impact such as laboratories to personal impact such as waste management and the day-to-day commute. Following the Scottish Government, our focus on a Just Transition is clear. In addition, from key development projects to day-to-day actions, to achieve the targets set by the University and the Scottish Government, environmental sustainability and carbon impact must be considered and acted on from the outset.

We will ensure continued compliance of all pertinent internal and external obligations including all legislative and reporting requirements. This includes the legislative requirement to submit an annual Public Bodies Climate Change Duties (PBCCD) report to the Scottish Government. Other annual reports include the Higher Education Statistics Agency (HESA) Estates Management Record (EMR). Internal reporting opportunities will also continue including the Annual Statutory Accounts.

We will develop and further embed appropriate key performance indicators to measure all quantitative and qualitative progress as shown within the Enabling Objectives section above. We will also meet or exceed all aspirations and targets set by the Scottish Funding Council, Scottish Government and other key partners and policy drivers.

The Environmental Sustainability Strategy Group (ESSG) will ensure that the responsibilities noted within the University Strategy and this Environmental Sustainability Strategy are met. The ESSG, with representation from throughout the University community, will meet quarterly and report quarterly to the University Leadership Team. Workstreams originating from the ESSG will further enable capacity and opportunity to continually develop all work required. Workstreams are Academic; Communication / Engagement; Operations / Net Zero; Societal Impact. Best fit and ongoing requirement will be continually assessed through the ESSG. We will also review the appropriate arrangements for reporting to and scrutiny by the University Court, our governing body.

To ensure our work is open and transparent, including all aspects of governance, we will use our publicly facing platforms, notably [www.napier.ac.uk/environment](http://www.napier.ac.uk/environment) to share our progress. We will also publicly share all key documents that provide more information on our governance processes including our ESSG Terms of Reference all subsequent strategies developed for instance.

2024/25 to 2026/27 accountability, governance and reporting actions are listed within section [F of Appendix 1](#).

## 8. Interdependencies

In addition to and as referenced within the overarching University Strategy *Shaping our Future: Driving Distinctiveness*, core strategies at Edinburgh Napier include the Learning and Teaching Strategy (2020 – 2025), Research and Innovation Strategy (2020 – 2025) and the International Strategy (2021 - 2025). Enabling plans and strategies include those within our core People and Services Strategy and the Finance and Operations Strategy.

As detailed throughout this document, including within the Accountability, Governance & Reporting section above, embedment of all University Strategy commitments and wider environmental sustainability aspirations within and throughout all core and enabling strategies is key to achieving success. In fact, strong focus towards Just Transition and Covid-19 Green Recovery continues to provide significant opportunity for the overall success and development of the University.

To ensure absolute transparency, it is important to highlight that there will be activity led by the University that could be seen as contradicting the carbon and wider environmental sustainability goals set within this Environmental Sustainability Strategy. International travel is one example, purely highlighted because the impact is obvious. Other activity could include increasing the physical size of the University estate, increasing staff and student numbers and increasing income. With embedded measures in place, including accountability, governance and planning, increasing any factor referenced above does not mean that there will be commensurate negative environmental impact. Our University Strategy commitments require the University to approach growth with environmental sustainability impact at the heart of decision making. Mitigation will be achieved through actively pursuing all opportunities, by embedding principles and actions towards environmental sustainability and reduced carbon from the outset.

## 9. Communication & Engagement

The environmental sustainability commitments embedded within our University Strategy and the development of this Environmental Sustainability Strategy have been supported and enabled by our active, dedicated and vocal community to provide, in addition to our academic and professional expertise, further confidence that our aspirations and targets will be met.

To facilitate success, we will ensure that our students, staff and all those associated with or engaged with Edinburgh Napier University are encouraged to lead and embed their sphere of academic, professional and personal influence and knowledge into all work carried out.

We will continue to develop and strengthen our existing local, national and international partnerships. We will continually seek new partnerships and networking opportunities. We will be encouraged, inspired and influenced by best practice led by others. To achieve our full collaborative potential we will publicly share all of our work. We will also encourage members of our community to share their stories of academic, research, professional and personal success. To do this we will fully utilise our information hub at [www.napier.ac.uk/environment](http://www.napier.ac.uk/environment)

Our 2024/25 to 2026/27 communication and engagement actions are listed within section [G of Appendix 1](#).

## 10. Enabling & Measuring Success

Within our University Strategy and the information provided throughout this document we've made significant reference to our commitments, how they're embedded within Edinburgh Napier and how we'll communicate our progress. But we appreciate that we also need to make significant reference to how we will plan and develop the actual work and projects that we'll carry out.

To ensure this Environmental Sustainability Strategy remains succinct and to ensure the work and projects that we will carry out remain appropriate and focused but also flexible and adaptable we have developed an Actions and Projects Register. The Register contains a myriad of immediate, medium-term, and aspirational opportunities.

The Register will sit underneath and support this Strategy document and will add to the opportunities referenced throughout this document. The indicative review of opportunities will be updated on an annual basis in line with the University planning round. To ensure this Strategy remains relevant we will also complete a fully review of this Strategy and publish an update within our 2026/27 academic year.

To view our progress and read examples of our work visit [www.napier.ac.uk/environment](http://www.napier.ac.uk/environment)

To engage with our activity through social media follow [@SustainableENU](https://twitter.com/SustainableENU)

To contribute and suggest actions please do not hesitate to contact us at [environment@napier.ac.uk](mailto:environment@napier.ac.uk)

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# Appendix 1

## A: 2024/25 to 2026/27 Opportunities - Net Zero Carbon (Operational)

2024/25	<ul style="list-style-type: none"> <li>Business Travel Plan. Embed a clear travel hierarchy, including explicit reference to the measured impact of travel and ending all domestic flights. Introduce quarterly reporting at School / Service level and consideration of carbon budgets per School / Service.</li> <li>Energy Plan. Ensure that the Energy Plan is a live document and includes an ongoing and up to date list of energy management and reduction opportunities throughout the entire University estate.</li> <li>Offset Plan. Ensure that the Offset Plan continues to reflect Scottish Government best practice. Ensure the Plan offers a live platform for the investigation and partnership of trusted offset programmes that will be used within the University.</li> </ul>
2025/26 2026/27	<ul style="list-style-type: none"> <li>Ensure ongoing and at least annual review of all opportunities embedded within all planning activity highlighted above. Make in-year commitments explicit and based on progress, audited data and increasing knowledge of opportunity.</li> </ul>
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> <li>Measured carbon emissions, tCO<sub>2</sub>e. Existing internal and external public reporting.</li> <li>Achievement of annual targets specified in the Offset Plan.</li> </ul>	

## B: 2024/25 to 2026/27 Opportunities - Net Zero Carbon (Wider & Legacy)

2024/25	<ul style="list-style-type: none"> <li>Travel Plan. Use all data available within the University, including from key partners such as the City of Edinburgh Council to further support day-to-day and term-time commute journeys. Ensure the Plan contains relevant guidance and encapsulates all opportunities covering the themes of walk, wheel and cycle; public transport; and private vehicle ownership, including further action towards developing more electric vehicle charging points throughout the University estate.</li> <li>Ethical Financial Investment Policy. Ensure the existing Policy remains relevant and includes further opportunities to enhance environmental sustainability through indirect investments (banking, pensions and partnerships for example).</li> <li>Implement sustainable by default procurement policy and practice.</li> </ul>
2025/26 2026/27	<ul style="list-style-type: none"> <li>Procurement. Review further and collaborative opportunities to confidently report carbon impact of procurement through existing tools such as the Higher Education Supply Chain Emission Tool (HESCET).</li> <li>Legacy Carbon. Agree to what the University means by legacy carbon. Linked to the Offset Plan, agree an active programme of works that will action legacy emissions.</li> </ul>
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> <li>Measured carbon emissions, CO<sub>2</sub>e. Existing internal and external public reporting.</li> <li>Measured</li> </ul>	

## C: 2024/25 to 2026/27 Opportunities – Our Expertise & Motivation

2024/25	<ul style="list-style-type: none"> <li>Curriculum Framework. Continue the introduction of learning opportunities through ENhance to ensure all colleagues have resources and knowledge made available to further identify, support and embed environmental sustainability through the curriculum. Draw upon QAA and Advance HE education for sustainable development guidance.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Research. Further engage with academic theme leads to fully embed mapping of all research against all appropriate and pertinent environmental sustainability themes, including UNSDGs</li> <li>• Module. Continue the development of the University wide 'Achieving Sustainability: a better world is possible' module.</li> <li>• Scotland Beyond Net Zero. Ensure active membership of the partnership group developed within the 2023/24 academic year <a href="http://www.scotland-beyond.net-zero.ac.uk">www.scotland-beyond.net-zero.ac.uk</a></li> <li>• UKRI. Join the UKRI Environmental Sustainability Concordat and embed all aspects of the concordat into existing management of research throughout the University.</li> <li>• Carbon Literacy. Run Carbon Literacy training in partnership with the EAUC.</li> </ul>
2025/26 2026/27	<ul style="list-style-type: none"> <li>• Continually review connections, embedment and references to environmental sustainability within existing curriculum and research activity.</li> <li>• Continue to scope living laboratory opportunities, linking academic and research expertise to practice throughout the University.</li> <li>• Disseminate innovative practice developed by students and staff to further build University reputation as a leader in the sector and beyond.</li> </ul>
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> <li>• Number of students actively participating in module.</li> <li>• Number of learning, teaching and research areas where aspects of environmental sustainability are embedded.</li> <li>• Growth in external esteem markers and institutional invitations to lead debate.</li> </ul>	

#### D: 2024/25 to 2026/27 Opportunities – Embedding & Measuring Success

2024/25	<ul style="list-style-type: none"> <li>• THE Impact Rankings. Continue to use and report against the UNSDG audit framework provided through the THE Impact Rankings. Identify and promote successes as well as identify and action significant aspects for future development.</li> <li>• SDG Accord. Continue membership and reporting activity through the Accord.</li> <li>• Business School. Continue and further develop all reporting activity through the Principles for Responsible Management Education (PRME).</li> </ul>
2025/26 2026/27	<ul style="list-style-type: none"> <li>• Annual Action. Continue all annual actions as identified within 2024/25.</li> <li>• Sustainability Leadership Scorecard. Use the Sustainability Leadership Scorecard tool to complete a full review of existing progress, including progress against the UNSDGs.</li> </ul>
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> <li>• Number of UNSDGs embedded within learning, teaching, research and professional work.</li> <li>• Reported scoring provided through the annual THE UNSDG Rankings.</li> </ul>	

#### E: 2024/25 to 2026/27 Opportunities – Wider Commitment

2024/25	<ul style="list-style-type: none"> <li>• Adaptation Plan. Develop a Plan, linking to key partners such as the City of Edinburgh Council and Adaptation Scotland.</li> <li>• Biodiversity Plan. Develop a Plan, linking to key partners.</li> <li>• Planning. Further embed and audit environmental sustainability impact and opportunity led by all Schools and Services within the University. Build upon the environmental sustainability commitments included within the 2024/25 School and Service plans.</li> </ul>
2025/26 2026/27	<ul style="list-style-type: none"> <li>• Ensure ongoing and at least annual review of all opportunities embedded within all planning activity highlighted above.</li> </ul>
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> <li>• Development of Plans and impact on related indicators.</li> </ul>	

### F: 2024/25 to 2026/27 Opportunities – Accountability, Governance & Reporting

2024/25	<ul style="list-style-type: none"> <li>Environmental Sustainability Strategy Group (ESSG). Ensure the ESSG remains a catalyst for change. Review the ESSG Terms of Reference annually.</li> <li>Governance. Ensure all opportunities to fully embed environmental sustainability within the wider governance of the University are sourced and pursued.</li> <li>Funding. Continue to review all internal and external funding opportunities to support all short, medium and long term opportunities.</li> </ul>
2025/26 2026/27	<ul style="list-style-type: none"> <li>Partnership. Continue to engage and further develop relationships with external networking bodies such as the EAUC and Edinburgh Climate Compact.</li> <li>Progress. Environmental Sustainability Strategy Group (ESSG) to continually audit progress, including a complete and full review of this Strategy in 2026/27.</li> </ul>
<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>Number of external bodies collaboratively linked to and engaged with.</li> <li>Measure change through existing carbon and wider reporting opportunities.</li> </ul>	

### G: 2024/25 to 2026/27 Opportunities – Communication & Engagement

2024/25	<ul style="list-style-type: none"> <li>Every Action Counts. Build upon the significant campaign developed within 2023/24.</li> <li>Develop a Communication, Engagement &amp; Training Plan.</li> <li>Local expertise. Build on existing examples of best practice including the Laboratory Efficiency Assessment Framework (LEAF) led by the School of Applied Sciences.</li> <li>Website. Continue the ongoing development of <a href="http://www.napier.ac.uk/environment">www.napier.ac.uk/environment</a> as an information hub for sharing all progress, projects and activity.</li> <li>Partnerships. Continually investigate opportunities for continued and new partnerships.</li> <li>Training. Seek all pertinent training opportunities ensuring students and staff have the day to day knowledge and resources available to make active choices to enhance environmental sustainability.</li> </ul>
2025/26 2026/27	<ul style="list-style-type: none"> <li>Continue and enhance all measures highlighted above and previously reported.</li> <li>Implement a sustainability theme within University research and L&amp;T staff conferences.</li> </ul>
<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>Use existing reporting frameworks and expertise to measure reach and impact of all communication activity.</li> </ul>	

## Version Control

Version	24
Date of current version	29/01/2025
Date of first version	18/01/2021
Updates since last version	Complete review and update led by ESSG members. Relocation of all 2024/25 to 2026/27 opportunities to Appendix 1.
EMS reference	ENU-EMS-0307
Author	Environmental Sustainability Strategy Group (ESSG)
Approver	University Leadership Team (ULT)