Leiden University Environmental Policy Plan 2016-2020

Universiteit Leiden
The Netherlands

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Leiden University

Environmental Policy Plan

2016-2020

Universiteit Leiden
The Netherlands

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Contents

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Introduction

As a leading European research university, Leiden University is aware of its role in society. One of the premises of the University's Institutional Plan 2015-2020 'Freedom to Excel' is that good academic research and education are crucial for a secure, healthy, sustainable, prosperous and just world. The University's role in society also means that it has responsibilities in the area of the environment and sustainability.

In its Environmental Policy Plan 2016-2020, Leiden University specifies in more detail how it intends to make its operations more sustainable and to incorporate issues relating to the environment and sustainability in its education and research. The Plan also covers the University's communications and involvement with the environmental policy.
This Environmental Policy Plan applies to all parts of Leiden University except for the Faculty of Medicine, which in organisational terms is part of Leiden University Medical Center (LUMC).

The previous Environmental Policy Plan covered the period from 2009 to the end of 2013. A number of measures and actions have been implemented on the basis of that plan, mainly in the area of operational management. Although advances have been made in such areas as introducing renewable energy, starting construction of the new Science Campus and including the environment in the policy cycle, Leiden University wishes to present a more emphatic profile with respect to its environmental and sustainability performance. This is in line with the ambitions set out in the Institutional Plan. Moreover, evaluations have revealed that staff and students are often still unaware of the measures that have been implemented, which creates the impression that the University is not very active in the area of the environment.

The objectives of Leiden University's Environmental Policy Plan 2016-2020 are:

- to further reduce the direct environmental impact arising from the University's activities to a level that at least corresponds with that of other broad-based universities;
- to make the environmental and sustainability policy much more visible to the University's students, staff and stakeholders, and to substantially increase their participation in this policy.

To achieve these two objectives, Leiden University will focus on:

- improving its environmental and sustainability performance by means of six relevant and measurable themes: build environment, energy use, water, procurement and investments, waste and mobility;
- further integrating sustainability in the University's core tasks: education and research;
- encouraging, implementing and safeguarding initiatives to ensure that the activities and results of the environmental and sustainability policy are widely visible, supported and recognised.

The measures within these six themes must reduce the University's CO_2 footprint in the coming years by 50%.

The Environmental Policy Plan has been formulated by a project team consisting of staff from the Real Estate Department, the Health, Safety & Environment Department and the Strategic Communication & Marketing Department, and students from Green Keys Leiden. The project team received external support in sustainability reporting from the company 'Duurzaamheidsrapporteurs'. The process was supervised by a steering group consisting of the Dean of the Faculty of Science, the directors of Real Estate, Operational Management and Strategic Communication & Marketing, a student representative and the project leader of the project team.

Developments in CO_2 footprint 2013-2020 resulting from implementation of the Environmental Policy Plan

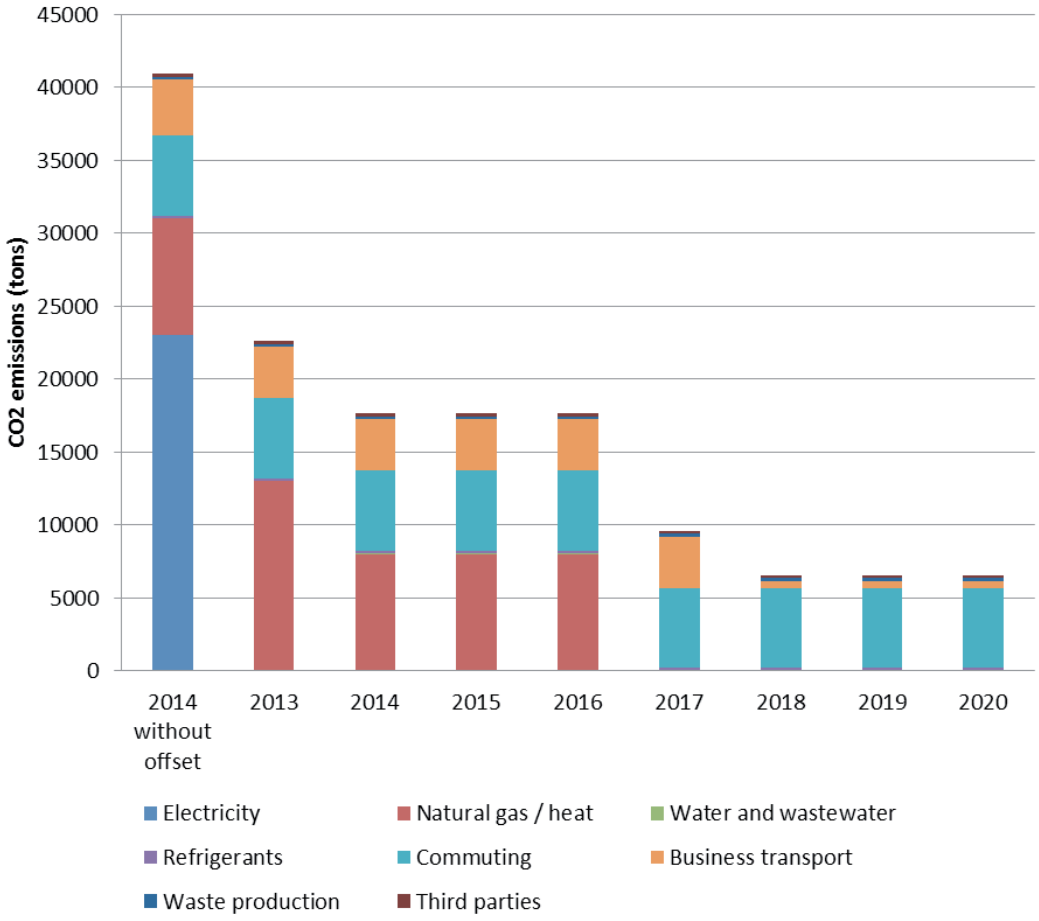

Figure 1: Actual CO_2 footprint of Leiden University for the years 2013 and 2014 and a projection of the CO_2 footprint resulting from implementation of the measures specified in the goals GAS2, MOB4, MOB5, MOB6, WAS2, WAS3, WAS4 and WAS5 of the Plan to 2020. The first bar in the chart shows the CO_2 emissions in 2014 without offset. 'Third parties' include the temporary site connection to the Science Campus and connections where the building is leased. Source: Van Beek, commissioned by Leiden University

This Plan is an important step towards a more active and visible environmental policy. In the period covered by the Plan, the policy will be implemented swiftly, and where necessary, further developed. The involvement of the University community – both staff and students – is an essential element in all this. The Green Office, which will be set up in 2016, will have a key role in the design and continuity of this involvement.

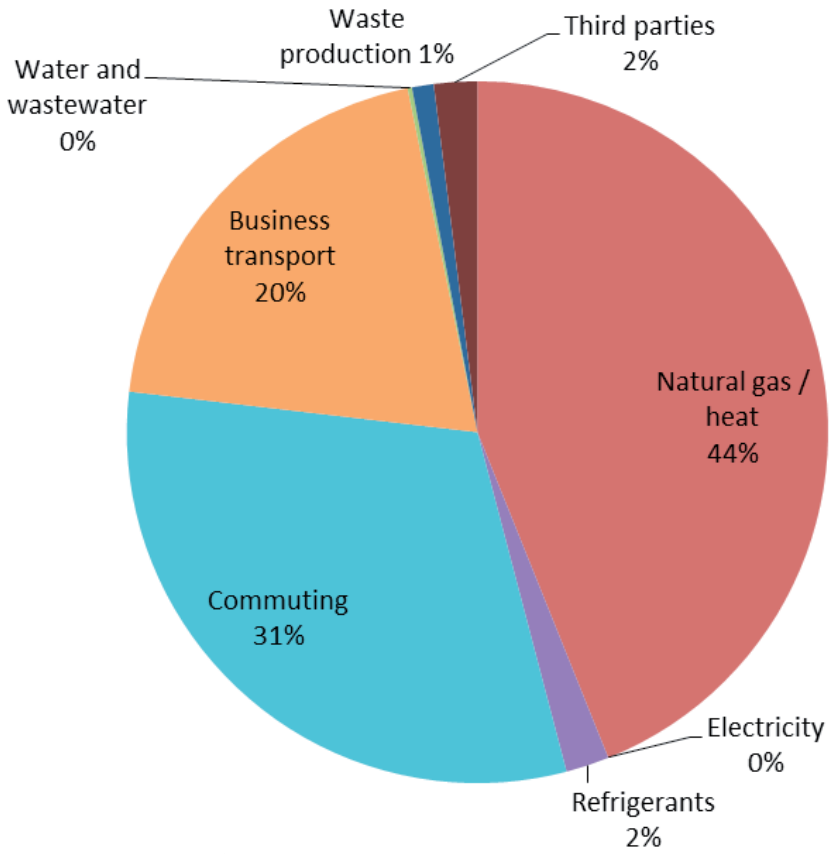

Figure 2: CO_2 footprint of Leiden University 2014

Accountability

The Environmental Policy Plan 2016-2020 is based on the University's Institutional Plan 2015-2020 'Freedom to Excel'. The topics included in the various themes are covered by extensive legislation. In this context, the Environmental Management Act is important for the University, and the Activities Decree, which is based on this Act, provides general rules for the office buildings, for instance. The University also has Environmental Permits for some laboratory buildings.

In addition to the legal framework, Leiden University is also party to a number of long-term covenants. One of these is the third Long-Term Agreement on Energy Efficiency (MJA3), which commits the University to improving its energy efficiency by 2% per year until 2020. Another example is the covenants concluded with the government through the Association of Universities in the Netherlands (VSNU) in the area of sustainable procurement.

The most important data have been collected for each theme of this Environmental Policy Plan. On the one hand, these data relate to developments within the theme, such as energy consumption over time. On the other hand, comparisons were made – where possible – with the performance of other broad-based universities. However, relevant comparative material is not available for all the topics. Although the comparative numerical material should be interpreted with some caution, for instance because of differences in definition, it still offers an important basis for formulating our ambitions and goals for the years ahead.

1. Sustainable build environment

A sustainable building is energy efficient, offers a pleasant ambiance and also takes account of responsible use of sustainable materials and water. Making buildings more sustainable will contribute to goals that have been set both in the Netherlands and at European level. A total quality label that has developed strongly over the last few years is BREEAM-NL. It is currently the most comprehensive sustainability label in the Netherlands and determines sustainability in nine different categories, ranging from the use of energy, water and materials to waste production and transport movements. The possible ratings are: Pass, Good, Very Good, Excellent and Outstanding.

Current situation

When development of the new Science Campus began, Leiden University was one of the first principals in the Netherlands to use the quality label BREEAM-NL New Construction and Renovation for such a large laboratory building. The building obtained the rating Very Good for both design and construction. As yet, the development of the Science Campus is the only Leiden University project for which the BREEAM-NL label has been used.

Ambitions

Leiden University intends to use the BREEAM-NL quality label much more widely in its real estate policy. In addition to the label for new construction and large-scale renovation, the University will also use the labels for existing buildings, area development and demolition projects. The certification of existing buildings will be based on a pilot project that was recently launched for educational buildings.

New construction and large-scale renovation

Leiden University aims to achieve a BREEAM-NL Very Good rating for new construction and large-scale renovations, with an emphasis on energy saving and energy efficiency. This will make it possible to retain a financial balance between sustainability ambitions and the large investments required in the area of real estate.

Goal

SB1 From 2016, at least the BREEAM-NL Very Good rating will be achieved for new construction and large-scale renovations, with an emphasis on energy savings and energy efficiency.

Buildings in-use

Leiden University continually strives to make buildings as energy efficient as possible. The BREEAM-NL In-Use quality label was recently made available as a pilot project for existing educational buildings. The Netherlands Enterprise Agency (RVO) is participating, on behalf of the universities, in a pilot project for BREEAM-NL In-Use certification for university buildings. If this turns out to be feasible, the current periodic monitoring on the basis of Energy Performance Advice for Non-Residential Buildings (EPA-U) will be replaced by monitoring based on BREEAM-NL. In anticipation of this, in 2015 Leiden University started its own pilot project in which a provisional BREEAM-NL rating was determined as the baseline measurement for ten buildings. Following a positive evaluation, this baseline measurement will be extended to all relevant buildings in 2016. A plan will then

be formulated in 2016, showing the maximum attainable rating for each building, and when this can be achieved.

Goals

SB2 By the end of 2016, Leiden University will have conducted a baseline measurement for BREEAM-NL In-Use for all relevant buildings.

SB3 By the end of 2016, Leiden University will have formulated a plan for each building, showing attainable ambitions and timescale for BREEAM-NL In-Use.

Area development

Leiden University and Leiden City Council are working in close collaboration on the area development of the Bio Science Park. A quickscan has been carried out to further explore and realise the opportunities for sustainability here. On the basis of this, the parties have concluded that the BREEAM-NL quality label can be appropriately used for the new areas that are to be developed in the Bio Science Park. At least the rating Good must be attainable for these.

Goal

SB4 The University, together with Leiden City Council, will use BREEAM-NL for the new development in the Bio Science Park area development, with at least the rating Good.

Large-scale demolition

Goal

SB5 From 2016, at least the BREEAM-NL Very Good rating will be achieved for the demolition of buildings.

2. Energy

Leiden University is in the process of transitioning from one energy source to another: fossil fuels have to make way for sustainable energy from sunlight, water and wind. This is being done in three ways: firstly by reducing energy consumption, secondly by generating sustainable energy and finally by means of sustainable procurement. The University will actively work within the terms of the Energy Agreement for Sustainable Growth, signed by the Dutch government, societal institutions and commercial parties. This agreement encourages organisations to increase their energy efficiency and proportion of sustainable energy.

Like all other Dutch universities, Leiden University has signed the third Long-Term Agreement on Energy Efficiency (MJA3), whose participants work on achieving the objectives set out in the Energy Agreement for Sustainable Growth. The University has therefore committed to improving its energy efficiency by 2% per year until 2020. To fulfill this commitment, the University will produce an Energy Efficiency Plan (EEP) every four years, detailing the measures by which the objectives will be achieved.

Current situation

Total energy consumption

To determine the total energy consumption, the quantities of gas and electricity consumed are converted to Gigajoules (GJ). In 2014, Leiden University consumed approximately 539,000 GJ.

Year	Total energie (GJ)
2012	586.833
2013	603.034
2014	538.670
2015	541.728

Figure 3: Source: Leiden University, Energy Monitoring System

For comparison with other universities, at present only the figures for 2013 are available. In that year, Leiden University consumed approximately 603,000 GJ, which converts to approximately 0.9 GJ per square meter of gross floor area (GFA). This means that Leiden University performs better than the University of Groningen (RUG), Utrecht University (UU) and VU University Amsterdam (VU), but worse than the University of Amsterdam (UvA).

Energy consumption per university in 2013

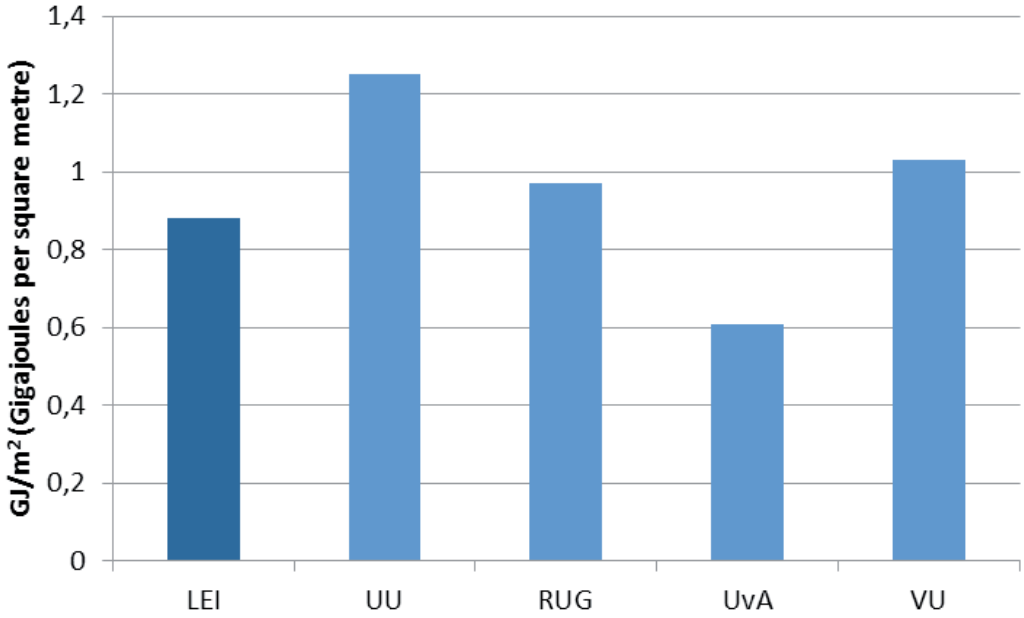

Figure 4: Energy consumption per m2 GFA of broad-based universities. Source: Benchmark for universities and university teaching hospitals 2014, consultation group of energy coordinators

Leiden University wishes to improve its energy efficiency by 2% per year. 'Energy efficiency' means reducing the quantity of energy needed for a specific service, or for producing or using a specific item. If less energy is needed to achieve the same purpose, this is more efficient. Over the last ten years since 2005, a robust package of measures has resulted in the University achieving considerably more than the minimum commitment, namely 2.5 % per year. This shows that the University is clearly on the right path, because as yet this does not include the largest improvement: development of the Science Campus. The most frequently applied measures are:

- replacing conventional lighting with HF-electrical ballast fluorescent (HF-VSA TL) lighting
- replacing old central heating boilers with condensing (HR107) central heating boilers
- modifying building services systems, such as air conditioning, heat recovery and control engineering
- using various types of insulation
- more sustainable procurement of electricity

Electricity

Leiden University consumed around 43,000 MWh (385,000 GJ) of electricity in 2014. This level has been more or less constant over the last few years. Given that the number of students and staff is increasing, the electricity consumption per staff member and per student is decreasing.

Of all the electricity generated in the Netherlands in 2012, 92% was generated from fossil fuels. Making electricity consumption 'greener' is usually achieved by buying Guarantees of Origin (GOs). The revenue from these GOs is used to encourage production of

sustainable electricity. Each year Leiden University offsets the CO_2 emissions of its electricity consumption by buying GOs of foreign hydro power. The University also generates electricity itself on a very small scale, with the solar cells that were installed on the roof of the Plexus Student Centre in 2013. The amount of electricity generated each year is 15 MWh, around 0.03% of the total consumption. Although this is a negligible contribution to the total energy saving, it nonetheless has symbolic value for the University's environmental policy.

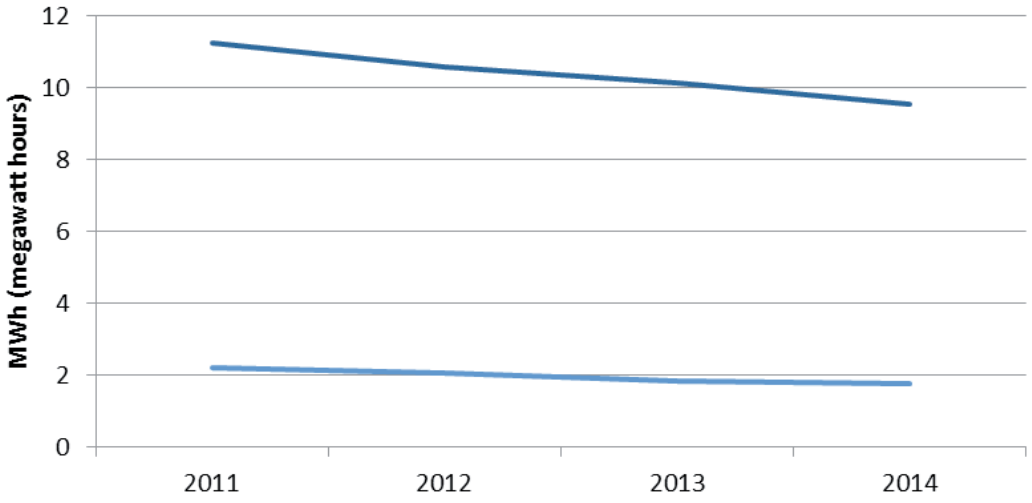

Figure 5: Electricity consumption per student and per staff member at Leiden University. Source: Leiden University, HSE Department

Natural gas

Natural gas is mainly used by Leiden University for heating, with a small amount being used in research. In 2014 the University consumed a total of around 4.8 million m^3 of gas (153,000 GJ), which is less than the previous year. The climate is one of the biggest factors affecting the level of gas consumption per year. The decrease in 2014 can be explained by the extremely mild winter. In 2014 the CO_2 emissions from natural gas consumption accounted for 44% of the CO_2 footprint.

There are several alternatives to using natural gas for heating, such as geothermal and solar heat. Thermal energy storage (TES) is a means of storing residual heat in the summer for use in the winter. This can significantly reduce natural gas consumption: the amount consumed by the University is expected to fall by 20% from 2016, after completion of the first phase of the Science Campus, where geothermal energy will be used for heating. A similar fall is expected when the second phase is completed.

Another alternative that is available to a limited extent is biogas, while gas consumption can also be made more sustainable by buying Voluntary Emission Reductions (VERs). VERs are (contributions to) projects designed to reduce global CO_2 emissions. Leiden University currently does not use this last option.

Gas consumption per student and per staff member

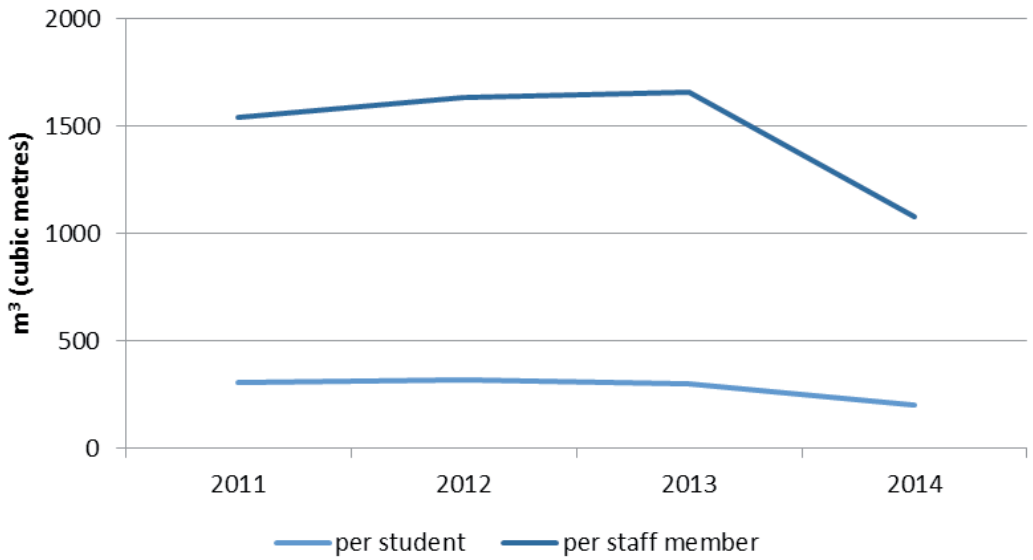

Figure 6: Gas consumption at Leiden University per student and per staff member. Source: Leiden University, HSE Department

Ambitions

Electricity

The University buys Guarantees of Origin (GOs) from foreign suppliers, but this does not encourage production of sustainable electricity within the Netherlands. Leiden University therefore wishes to buy GOs of Dutch origin. If this is done for the University's total use of electricity, it will cost around €150,000. Additionally, the University intends to generate electricity itself, where this is technically and economically viable. The ambition is to increase the percentage of electricity generated by the University itself by a factor of 10, from 0.03% to 0.3%, by installing solar cells. With government grants, such as Encouraging Sustainable Energy Production (SDE+), the investment costs will be recouped in 10 to 15 years.

Goals

ELEC1	In 2017 the University will buy 100% of the Guarantees of Origin (GOs) from Dutch sustainable electricity.
ELEC2	In 2018 the University will generate 0.3% of its total electricity consumption itself.

Natural gas

Leiden University will use thermal energy storage (TES) whenever the investment costs of the replacement system can be recouped within a period corresponding to half of the expected service life stated by the manufacturer. To offset the CO_2 emissions from gas consumption, the University can make the annual consumption more sustainable by buying Verified Emission Reductions (VERs).

Goals

GAS1 Thermal energy storage (TES) will be used in new construction and large-scale renovations whenever the investment costs of the replacement system can be recouped within a period corresponding to half of the expected service life stated by the manufacturer.

GAS2 From 2017, the CO_2 emissions from natural gas consumption will be fully offset by buying Voluntary Emission Reductions (VERs).

3. Water

Water is used in several ways at Leiden University: for research in laboratories, flushing toilets and making tea and coffee, for instance. Drinking water is not needed for all of these. By reducing the consumption of clean water, Leiden University is helping to minimise its environmental impact.

Current situation

Leiden University used around 124,000 m^3 of water in 2014, which works out at approximately 5 m^3 per student per year. The average water consumption per student has decreased by almost 30% over the last four years, and is expected to decrease even further as a result of the water-saving technologies being used in the construction of the new Science Campus.

Total water consumption over the years

Year	m^3 water
2012	128.486
2013	135.000
2014	123.699
2015	127.769

Figure 7: Source: Leiden University, Real Estate Department

Water consumption at Leiden University (m3/student)

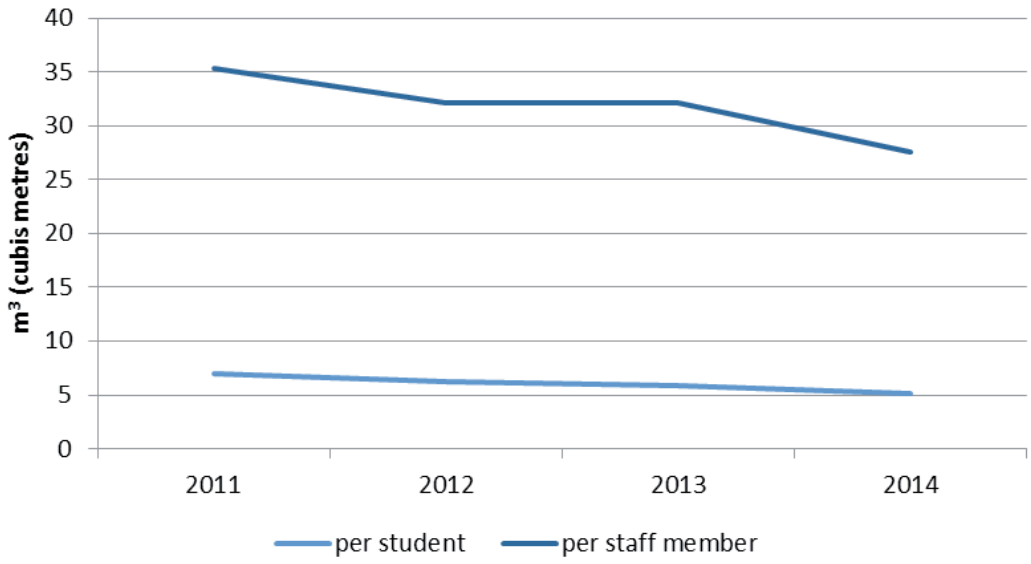

Figure 8: Water consumption per student and per staff member. Source: Leiden University, Real Estate Department

Ambitions

When any new buildings or large-scale renovations are planned, measures will be taken to conserve water. Leiden University is also taking more visible and symbolic measures, such as installing 'Join the Pipe' tap water stations. The Join the Pipe project promotes tap water drinking, with the aim of achieving a fair distribution of drinking water throughout the world. It also helps to reduce the use of packaged mineral water, including water coolers, and the resulting environmental impact. Proceeds from the sale of tap water stations and refillable tap water bottles are used to finance clean drinking water projects in developing countries.

Goals

WAT1 Water-saving measures will be included in new construction and large-scale renovations, in line with the latest state of the technology.

WAT2 Leiden University will participate in 'Join the Pipe' and install tap water stations in all its buildings.

WAT3 In 2016 Leiden University will remove all the water coolers.

4. Sustainable procurement and investments

Leiden University purchases a wide range of goods and services every year, from scientific equipment to office supplies, and from cleaning services to food products sold in its restaurants. All these goods and services have an environmental impact, resulting from their production, the use of raw materials and transport, for instance.
In 2008 all Dutch universities (research and applied sciences) agreed in a covenant with the then Minister of Housing, Spatial Planning and the Environment (VROM; now Infrastructure and the Environment) that by 2012 at least 50% of their procurement would meet the sustainability criteria set by the Ministry. These criteria set out the minimum requirements and tendering conditions relating to the environment and international social provisions for a number of product groups. All procurement and investments must be 100% sustainable by 2020 at the latest. Leiden University has more than achieved the concrete objectives for 2012, and continues to work in line with the principles of the covenant.

Current situation
The total amount spent by Leiden University on procurement of goods and services in 2014 was € 83 million, and the largest procurement items were:

- equipment, apparatus, education resources € 22.8 million
- maintenance € 9 million
- energy and water € 6 million
- cleaning € 3.7 million
- books and other (digital) collections € 4.6 million
- business travel (transport and hotels) € 9.7 million
- auxiliary materials and raw materials (such as gases and chemicals) € 5.1 million

Leiden University complies with the (EU) tendering rules in its procurement. An EU tendering procedure must be used for the procurement of all goods and services with a value above € 207,000, and the criteria for sustainable procurement are also applied. The number of EU tenders for goods and services rose from 5 in 2008 to 14 in 2014, involving both once-only purchases and long-term contracts. The University's procurement has been fully compliant with the Ministry's covenant since 2012: in all cases where criteria have been set, they are applied by the University.

Sustainable procurement in tendering procedures

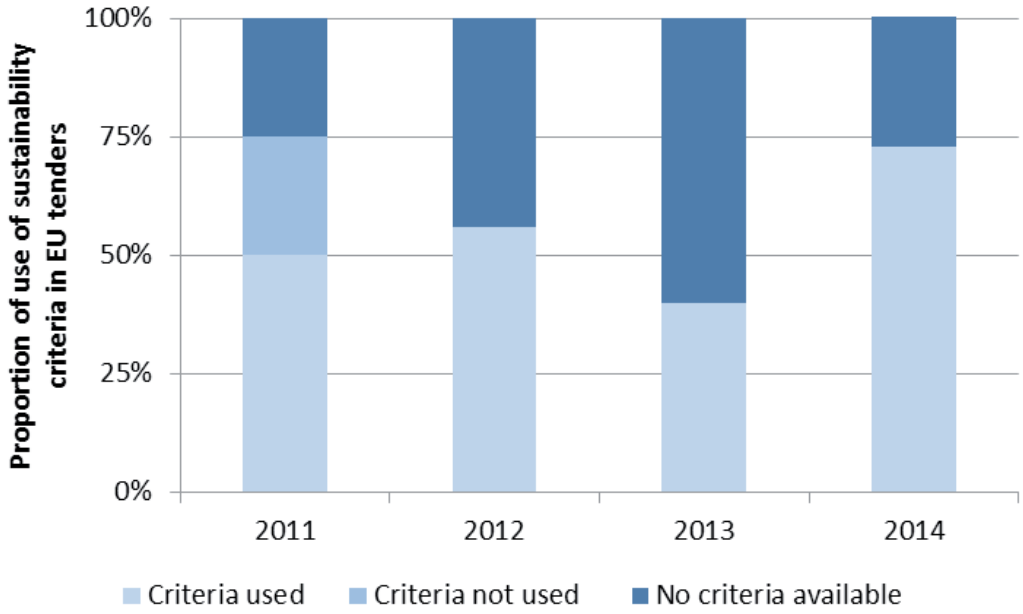

Figure 9: Proportion of use of sustainability criteria in all EU tendering procedures per year. Source: Leiden University, Leiden University Procurement Department

Some recent examples of sustainably procured goods and services are cleaning services, printing and computers. The purchasing of sustainable products is mainly visible for students and staff in the University's restaurants. Some of the products are already organically produced and/or fair trade. For instance, all the dairy products are 100% organic, and all the coffee is 100% fair trade (Max Havelaar/UTZ).

The recent EU tender for office and computer supplies was decided on the basis of the product's use and maintenance costs, rather than the purchase price. Leiden University also looks carefully at the number of deliveries made: fewer transport movements mean greater sustainability of the logistics process. Emission requirements are also imposed for removal vans and trucks, while computer hardware purchased on the basis of EU tenders complies with the latest energy consumption standards.

For the investments made by its support funds, such as Praesidium Libertatis, the University uses socially responsible, sustainable investment funds and instruments (trackers), which take account of internationally recognised CSR standards and avoid investing in controversial funds. Investments are only made in company bonds if the company concerned satisfies the criteria of the UN Global Compact.

Ambitions

Leiden University intends to make the procurement of goods and services even more sustainable. In 2018 the University will apply sustainability criteria to all procurement segments for which this is possible. Where the Ministry of Infrastructure and the Environment has not yet made sustainability criteria available, Leiden University will set its own criteria, working in conjunction with the Association of Universities in the Netherlands (VSNU). However, it is not possible to set criteria for all product groups, and this should be taken into account.

From 2016, Leiden University will introduce its own criteria for such procurement areas as business travel and waste separation. The University is also working towards increasing the proportion of organic, fair trade, vegetarian and regional products in its restaurants. Sustainable and regionally produced foodstuffs promote the local economy and reduce CO_2 emissions arising from production and transport.

Goals

PRO1 In 2018 the University will use sustainability criteria for all forms of procurement of goods and services, where this is possible.

PRO2 Leiden University will take the initiative to encourage all Dutch universities to formulate sustainability criteria for product groups where national criteria have not yet been set.

PRO3 In 2018, depending on market supply and prices, 80% of the product groups in the University's restaurants will be organic and/or fair trade; where possible they will be regional products, and sufficient choice will be offered for vegetarians.

PRO4 In 2016 the University will investigate whether the sustainability criteria for its investment policy can be more closely specified, for example in line with criteria used by pension funds such as ABP.

5. Waste

The transport and processing of waste cause CO_2 emissions. The University's main aim is therefore to avoid producing waste as much as possible. Any waste that is still produced will be processed sustainably, so that the raw materials are recovered. The residual waste can then be sent for incineration with energy recovery. Leiden University is then contributing to the circular economy, in which waste is returned to the supply chain as a raw material.
Leiden University's waste management complies with the provisions of the Environmental Management Act, the Environmental Permits, the Activities Decree and the National Waste Management Plan. In this context, the government applies the basic principles of Lansink's Ladder (the acknowledged standard for waste management, also known as the 'waste hierarchy') and reasonableness (all waste must be separated, unless this is not reasonably possible).

Current situation
Staff, students and visitors of Leiden University together produce around 700 tons of waste per year, an amount that has been stable over the last three years. Two-thirds of the waste is non-separated commercial waste, which is incinerated. A quarter of the waste is paper and cardboard. In total, waste accounts for 1% of the University's CO_2 emissions.
32% of all the waste collected by the University is already separated into categories such as paper, wood, construction and demolition waste, frying oil, glass, high-value plastics, computers and other equipment. Old furniture is sometimes re-used within the University, but no formal arrangements or rules have been made about this. The amount of non-hazardous waste per student is comparable to other broad-based universities.

Amount and type of waste per year in tons

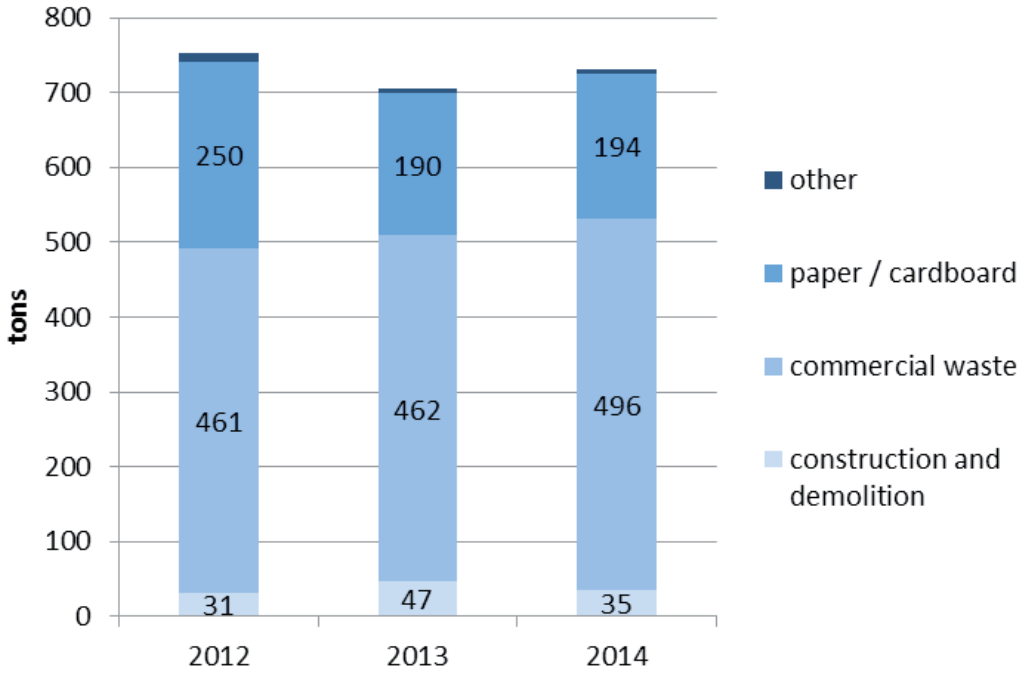

Figure 10: Amount and type of waste in tons over the years. Source: Vliko/Shanks

Amount of waste per student of broad-based universities

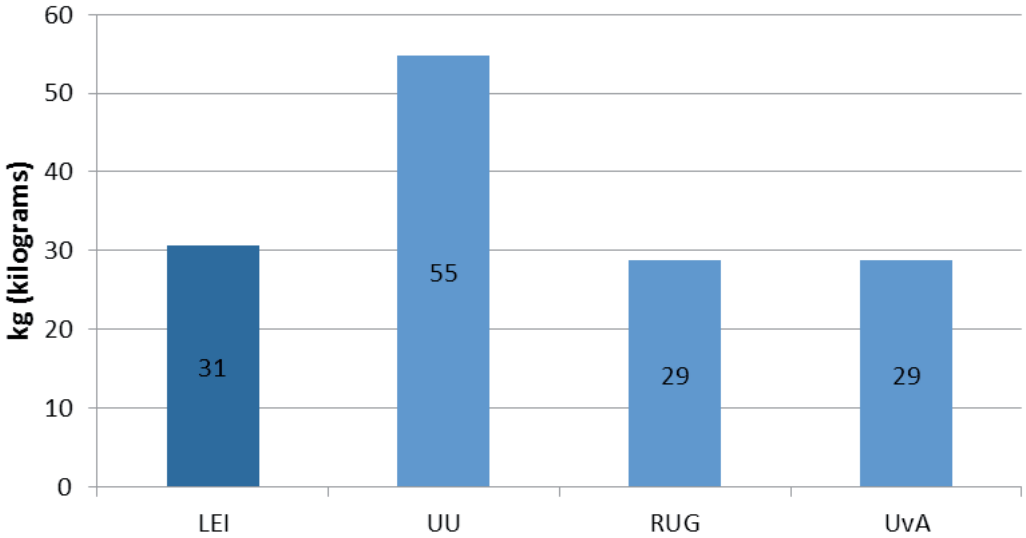

Figure 11: Amount of waste produced by broad-based universities. Source: the environmental coordinators of the universities concerned and the university website (University of Groningen; RUG). Utrecht University (UU) produces more waste because of its Faculty of Veterinary Medicine.

Ambitions

Preventing waste

Leiden University has a three-pronged approach to reducing waste. The main aim is to prevent waste. This is the most effective way to reduce the environmental impact of waste. More than a quarter of the University's waste is made up of paper and cardboard, which is why the University is conducting an active campaign to reduce paper use. An example of this is the project aimed at achieving 95% digital external communication by the Administration & Central Services Department (BB) in 2017, and therefore a 40% reduction in its paper use compared with 2015. The experiences gained with this department will then be applied in looking at how the faculties can also reduce their paper use.

The University also conducts regular awareness campaigns to advise staff and students on how to prevent waste. It is also exploring whether single-use packaging can be replaced by biodegradable disposables. Each year the amount of waste per student will reduce, to a maximum of 25 kilos per student in 2020.

Goals

WAS1 In 2017 the external communication of the Administration & Central Services Department (BB) will be 95% digital, reducing its paper use by 40% compared with 2015.

WAS2 Each year the amount of waste per Leiden University student will be reduced, to a maximum of 25 kilos per student in 2020.

Separating waste

The second prong of the University's waste policy is to separate more of the waste. This can be done at source or after collection. A higher separation percentage can be achieved by, for instance, placing containers with separate sections for different types of waste in more workplaces. This will also increase the environmental awareness of staff and students. Another measure is to stipulate achievement of a higher separation percentage and better after-collection separation of commercial waste in the forthcoming tendering process. By 2020, less than 250 tons of commercial waste will be incinerated.

Goals

WAS3 The amount of incinerated commercial waste will be less than 250 tons in 2020.

WAS4 Collection points for plastic, paper and commercial waste will be installed in all University buildings (50 people or more) in 2017 at the latest.

Recycling

Recycling waste can also help the University to further reduce its environmental impact. The University will set up an online recycling shop, offering items that it no longer uses. Staff and students will be able to bid for these items. This system will promote re-use and reduce the costs of waste disposal. The webshop will be operational from the beginning of 2017, and its success will be measured in terms of the number of transactions per year.

Goal

WAS5 From 2017, items that the University no longer needs will be offered to staff and students via a webshop. In 2020 there will be 200 transactions per year via the webshop.

6. Mobility

Leiden University is a dynamic community, with over 60 locations in Leiden and The Hague, more than 4,500 members of staff, 25,000 students and a large number of visitors. Every day, thousands of transport movements take place from, to and between the University buildings. Staff commute from home to work, students from home to their study locations. Staff also frequently make business trips by bicycle, car, public transport or plane. The University also has its own company vehicles for transporting goods between the different locations. All these forms of transport account for 37% of the University's total CO_2 emissions.

There are several arrangements for staff to encourage the use of bicycles and public transport. In addition, most of the University buildings are easily accessible by public transport and bicycle, which makes environmentally friendly travel a convenient option. The University also maintains good contacts with partners such as the local councils and housing associations, to ensure that future accommodation for students and PhD candidates is situated in easily accessible locations.

Current situation

Commuting to work

Leiden University commissioned a survey in 2014 to discover how staff travel to and from the University, and similar surveys have also been conducted at other universities. Although these surveys were conducted in different years, the results are still comparable, because transport choice patterns do not change very quickly. More than half of all Leiden University staff members travel to work by bicycle, while 25% of them use public transport. Leiden University's staff use environmentally friendly modes of travel relatively more than staff of other universities. The University's CO_2 footprint shows that a total of 23% of its CO_2 emissions are caused by home-to-work and home-to-study commuting.

How do staff travel to work?

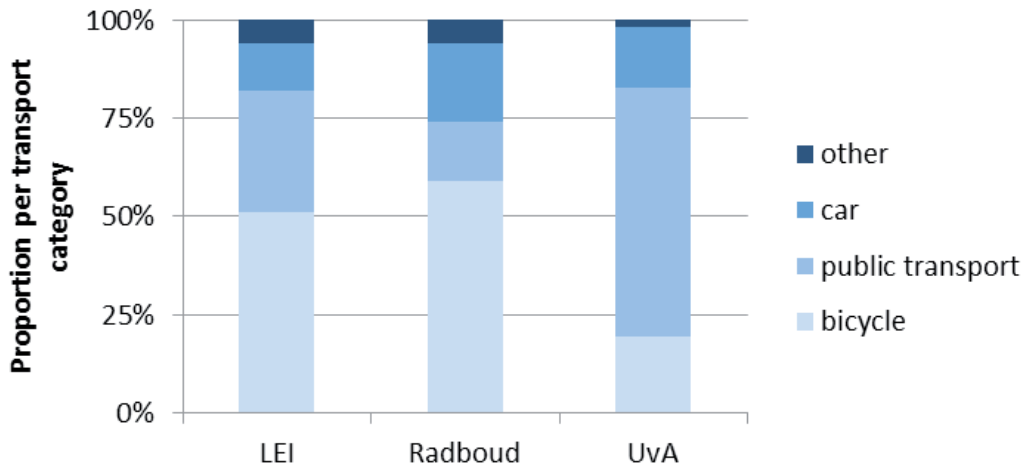

Figure 12: Mode of transport of staff of various universities. The category 'other' consists of walking, scooter, moped, motorcycle and other modes of transport. Source: Mobility surveys of the various universities

Leiden University has an arrangement that encourages staff to move closer to their workplace, including the possibility of receiving a moving expenses allowance. Staff are also offered the opportunity to buy a bicycle under tax-friendly conditions.

Commuting to study

Leiden University's students use environmentally friendly modes of travel relatively often. More than 90% of them travel by bicycle or public transport. Students at the University of Amsterdam (UvA) use a car to travel to their study location relatively more often.

How do students travel to their study location?

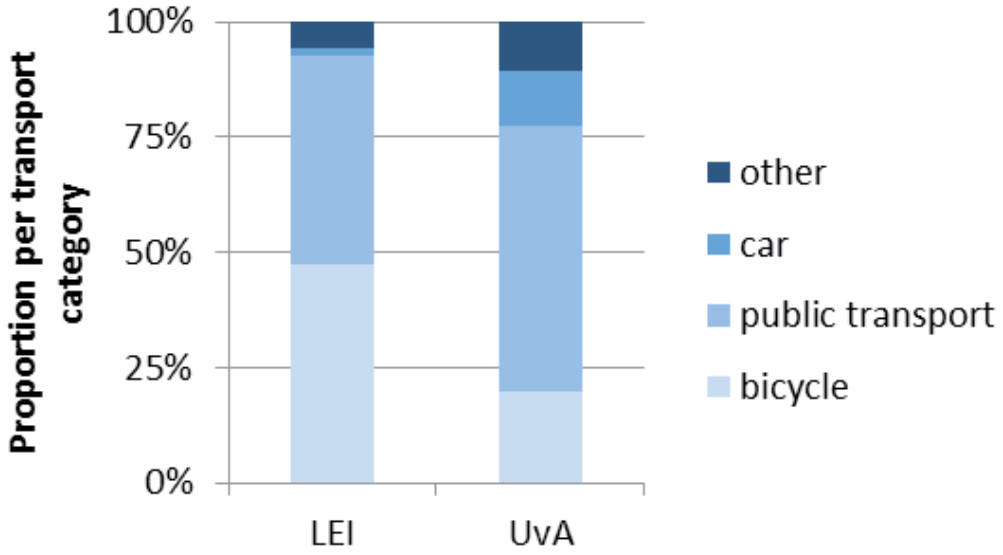

Figure 13: Mode of transport of students of various universities. The category 'other' consists of walking, scooter, moped, motorcycle and other modes of transport. Source: Mobility surveys of the various universities

Most of the University's locations are in the city centre and are easily accessible for students by public transport. In Leiden, all the University buildings are within 15 minutes' walking distance of Leiden Central train station. The city council and provincial government are planning to improve public transport connections with the Science Park, where our new Science Campus is located. In The Hague, all the University buildings are in the city centre, within 10 minutes' walking distance of The Hague Central train station. The new Wijnhaven complex, which will be completed in 2016, is virtually next door to the station.

Business travel

Leiden University's staff go on business trips to attend meetings, give lectures and participate in international conferences. They make these trips by car, public transport and plane. Business travel accounts for 14% of the University's total CO_2 emissions. Almost all of these emissions come from air travel.

Business transport
Leiden University has 12 company vehicles – cars, small and large vans – for transporting goods between the various University locations. These company vehicles account for less than 1% of the University's total CO_2 emissions. The University also has a number of bicycles available for staff, mainly for going to meetings or seminars elsewhere in the city.

Telework
Leiden University has various provisions for teleworking, including remote workplaces, SharePoint and the digital library catalogue. There are also facilities for electronic meetings; the type most frequently used by staff is Skype, which is installed by default on all work computers. Peripheral equipment, such as a webcam and headset, can be requested from the University.

Ambitions

Commuting to work
Leiden University is currently working on improving the various arrangements to incentivise the use of bicycles and public transport. For instance, the arrangement for buying a bicycle under tax-friendly conditions was recently improved. The University is also developing a more attractive 'moving expenses regulation', which includes offering a removal bonus of €2,500 net for staff who have a contract with the University for more than a year and live more than 25 kilometres from their work, if they move within two years of starting work or being transferred and reduce their travel distance by at least 60%. The University is also investing in facilities for electric vehicles: locations with at least 50 parking spaces will be equipped with electric charging points for cars if this is technically feasible and there is sufficient demand.

Goals

MOB1	Locations with at least 50 parking spaces will be equipped with charging points for cars.
MOB2	In 2016 an environmentally friendly removal bonus will be included in the 'moving expenses regulation' for staff who have a contract for more than a year.

Commuting to study
Leiden University believes it is important for students to be able to reach University buildings easily by bicycle and public transport. Most of the University's locations are in the city centre and are already easily accessible. The Science Campus is an exception, but the city council and provincial government are planning to improve the public transport connections with the Science Park, where our new Science Campus is located. The University will also investigate possibilities for good, environmentally friendly accessibility of the Science Campus.

Goal

MOB3	In 2016 Leiden University will investigate possibilities for good, environmentally friendly accessibility of the Science Campus.

Business travel

Nearly all the CO_2 emissions for business travel come from air travel. The focus is therefore mainly on reducing or offsetting the emissions due to air travel. For short trips, the University requires its staff to use public transport, while the CO_2 emissions due to air travel will be offset, thus reducing the CO_2 footprint by around 13%. In addition to these measures, Leiden University is also exploring the opportunities for teleworking, focusing on such options as the use of Skype. However, business travel will always be necessary for Leiden University, as a leading international research university, in order to maintain contacts both within and outside the Netherlands. In this context, the most important principles are that the travel should be responsible and sustainable.

Goals

MOB4 The standard mode of travel for business trips with a travel time less than 6 hours will be the train.

MOB5 In 2018 at least 90% of the CO_2 emissions from air travel will be offset via the Fair Climate Fund, for instance.

Business transport

The company vehicles account for less than 1% of the total CO_2 emissions. Leiden University is therefore not actively pursuing a policy to reduce these emissions. However, as company vehicles contribute to the University's image, when new vehicles are purchased, these will be environmentally friendly models. Vans will be in the 'Top 10 clean and fuel-efficient vans' of the Royal Dutch Touring Club (ANWB) and cars will have at least energy label Class A for petrol cars and Class B for diesel cars.

Goal

MOB6 From 2016, when new company vehicles are purchased, they will be environmentally friendly models (Class A or B).

7. Education and research

Leiden University is committed to developing, disseminating and applying academic knowledge, and serving as a reliable knowledge partner in national and international public and political debate. This is set down in the University's Institutional Plan 2015-2020. Societal developments and dilemmas relating to the environment and sustainability are therefore naturally part of our education and research, and we have taken important steps in this area in recent years. The University will continue this progress in the years to come, with a particular focus on education. By enabling students to learn more about sustainability during their studies, Leiden University aims to provide them with the knowledge they need to address the major challenges of the coming decades.

Current situation

Issues relating to the environment and sustainability are covered in the research at all faculties, to a greater or lesser extent. These topics will receive more attention, because of the creation of the Centre for Sustainability, a collaboration between Leiden University, Delft University of Technology and Erasmus University Rotterdam (LDE).

Leiden University currently has 45 bachelor's and 76 master's programmes. Of these, three bachelor's programmes and six master's programmes have a specific focus on sustainability. The University also offers three minors, and Leiden University College offers two majors in 'sustainability', while five extra courses can be taken in this area. In the autumn of 2015, a Massive Open Online Course (MOOC) was introduced, in conjunction with the LDE partners, on the topic 'Circular Economy: An introduction'. All these options offer students the opportunity to specialise in sustainability during their academic education.

The extent to which sustainability is integrated within education in the Netherlands is not very clear. This is particularly true of study programmes that do not have a specific focus on sustainability, but include sustainability as part of the curriculum. On the basis of study programmes focused entirely on sustainability, Leiden University has only an average score in terms of the curricula offered, compared with other universities.

Integration of sustainability in study programmes

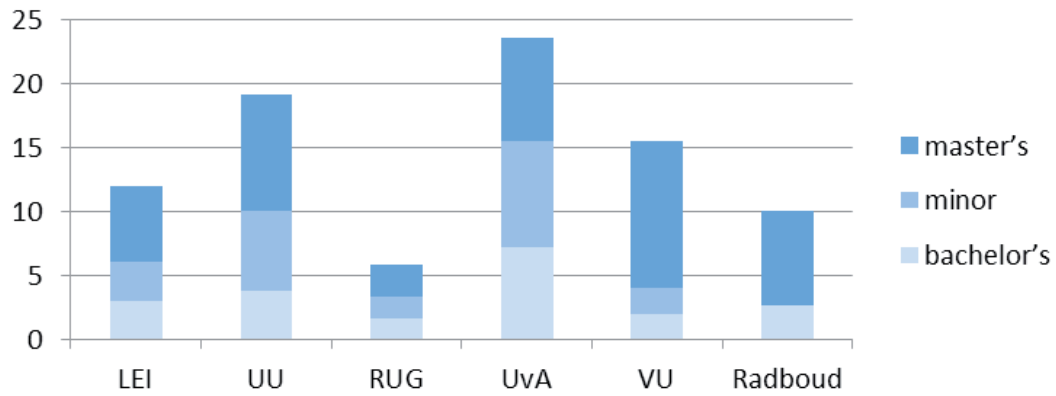

Figure 14: Study programmes with sustainability integrated in the teaching, corrected for student numbers. Source: Keys to the Future

Leiden University, like all universities in the Netherlands, is participating in SustainaBul. This is the sustainability ranking awarded by 'Students for Tomorrow' (*Studenten voor Morgen*) after assessing the sustainable character of universities (research and applied sciences). In 2015, Leiden University came ninth out of the participating universities for both the 'Education' aspect and the 'Research' aspect.

Ambitions

Leiden University would like more students to include sustainability as part of their study programme, and therefore intends to draw greater attention to the existing range of options (bachelor's programmes, minors, master's programmes, 'extra courses', MOOCs) in the information that it provides. A clear overview will be produced to enable better communication to students about the elective courses and study opportunities that focus specifically on sustainability. The University also wishes to communicate more effectively about the full range of sustainability research conducted here.

The University is considering whether its range of curricula should be expanded, and in this context is gaining inspiration from other universities. The University of Groningen (RUG) is investigating whether general sustainability education can be made accessible through a range of general studies courses. The University of Amsterdam (UvA) has an overview of how sustainability is currently integrated in both its curricula and its research.

The Centre for Sustainability is investigating whether there is a need for a course for teaching staff who are interested in sustainability but are having difficulty in finding a place for it in their curricula. It is also investigating whether, following the example of Delft University of Technology (TU Delft), a 'sustainability endorsement' can be introduced into examinations and degree certificates, in collaboration with TU Delft and Erasmus University Rotterdam. A student will qualify for this 'endorsement' by obtaining a specific number of credits in the area of sustainability. Together with these two universities, Leiden University will aim to further expand the Centre for Sustainability.

Finally, the University is exploring whether more workshops on sustainability can be held. The Lorentz Center, for instance, could be used for sessions to work out how research on the environment and sustainability can be developed further. Extending the work area of the Lorentz Center to include the Social Sciences and Humanities offers an excellent opportunity to explore these possibilities. Another option might be an interdisciplinary Studium Generale series on sustainability. Studium Generale is an ideal partner for promoting sustainability in the University. An example can be taken from Utrecht University, whose Studium Generale already introduced the topic in 2014 with the course 'Sustainability as a world view'.

Goals

EDU1 In 2018 there will be a clear overview of all the activities in the area of sustainability in education and research at Leiden University.

EDU2 In 2018 there will be a communications framework in which this overview can be presented and supplemented in a user-friendly way.

EDU3 In 2018 the possibilities for including a compulsory general studies core curriculum course on sustainability in every bachelor's curriculum will have been investigated.

EDU4 In 2018 the possibilities of a 'sustainability endorsement' on degree certificates will have been investigated.

EDU5 From no later than 2018, the Centre for Sustainability will offer a course on 'integrating the theme of sustainability in existing curricula', if a preliminary survey confirms the need for this.

EDU6 No later than 2018, one or more workshops will be held in the Lorentz Center to explore how research in the area of the environment and sustainability can be developed further.

8. Awareness and involvement

Frequent, inspiring communication with internal and external stakeholders is an essential aspect of promoting their awareness of the Environmental Policy Plan and encouraging them to be more involved with it. Communication at the internal level can make students and staff more involved, and also inspire and support them in changing their behaviour. External communication helps the institution to be transparent and accountable to society. A new, ambitious Environmental Policy Plan should include a (step-by-step) communication plan, complete with content calendar, which helps to clarify and accomplish the ambitions of the University's environmental policy. This is not the only action to be taken: Leiden University is also investing in a Green Office, which will increase awareness and involvement of students and staff.

Current situation

In recent years, Leiden University has included developments concerning its environmental policy in its regular news reports. These have included items on its CO_2 footprint, transport policy and travel expenses, for instance. The annual report has also contained information about the environmental policy. However, because sustainability as a theme has not been over-emphasised, the internal and external target groups have remained insufficiently aware of the University's environmental measures. As a result, many excellent opportunities are still available in the areas of creating support and changing behaviour.

Ambitions

Communication

Leiden University's ambition is to increase awareness of its environmental policy and environmental measures among staff, students and external stakeholders. They must also be encouraged to support the policy. All this can be achieved with a communication plan in which the goals set out in the Environmental Policy Plan are translated into – and supported by – appropriate and effective communication developed by the Strategic Communication & Marketing Department (SCM). One aspect of this will be a content calendar, providing details of the concrete action plans.

The communication will mainly be in digital form, presented via the website, social media and email newsletters. Other possibilities could include blogs and vlogs, videos, apps and narrowcasting. The University's new website will have a separate dossier on 'the sustainable university', maximising accessibility to content about the environmental policy. Leiden University will communicate not only about high-profile projects but also about less visible measures that still have a big impact on the environment. It is intended that the communication will mainly provide users with the opportunity to write and speak about the measures. The aim is to present Leiden University's environmental policy as progressive and innovative.

Goal

AI1 Converting the Environmental Policy Plan into an action programme will result in a (step-by-step) communication plan, including a content calendar, in which the proposed environmental measures will be supported by / translated into effective and inspiring communication.

Green Office

Leiden University's Institutional Plan 2015-2020 'Freedom to Excel' states that students will be more involved in implementing the University's environmental policy. An effective way to achieve this is to set up a Green Office: a sustainability platform for the University's students and staff. The Green Office will carry out sustainability projects and provide support in implementing ideas suggested by the University itself and by students and staff.
Students will be employed in the role of 'student assistant' for executing the projects. The Green Office will therefore increase the involvement of students and staff in making the University more sustainable, and also enable students to learn leadership and entrepreneurial skills by executing projects in practice.

Several universities in the Netherlands have already set up a Green Office or are in the process of doing so. The University of Applied Sciences Leiden has had a 'pop up Green Office' since 2015. Leiden University is engaged in preparations to set up a Green Office: the Leiden University Green Office (LUGO). The day-to-day work will be performed by students and staff of the University. The environmental advisor is responsible for the budget of the Leiden University Green Office and will supervise the student assistants. The aim of the Leiden University Green Office is to improve communication about the environmental policy, and to increase its visibility. This will make the Leiden University Green Office a central point for sustainability within the University, where students and staff can together resolve sustainability issues. This clearly fits within the current move towards increasing student and staff involvement in the University's policy.

The Leiden University Green Office will have a permanent location at a central and visible point, and will be easily accessible for the students and staff. It will be set up under the responsibility of the Health, Safety & Environment Department (HSE), while the day-to-day work will be performed by students and staff of the University. Its functioning will be supervised by a Supervisory Board. Partners in the collaboration will include Green Keys Leiden and student parties such as the EL CID / Vademecum committee, the Study Association Consultation Platform (StOP) and the Local Chamber of Student Associations (PKvV).
An interim evaluation of the Green Office's performance will take place at the end of 2016.

Goal

AI2 The Leiden University Green Office will be operational from the beginning of 2016.

9. Organisation and implementation

Leiden University's Environmental Policy Plan 2016-2020 contains a total of 31 goals, across six different themes. It is naturally important that these goals should be attained in a transparent and structured manner. This chapter specifies which units within Leiden University are responsible for attaining the goals, how the progress will be monitored and what budget is needed for each goal.

Organisation

All the faculties and central services are involved with implementing the Environmental Policy Plan 2016-2020. The responsibility for implementing the goals in the area of education and research lies primarily with the faculties. The goals in the area of University operations will be achieved under the leadership of the Administration & Central Services Department (BB) and the expertise centres, in particular the Real Estate Directorate, the University Services Department and the Health, Safety & Environment Department (HSE). The Green Office will be the focus for student involvement. Monitoring will be done by the HSE Department, which is also responsible for implementing the Environmental Policy Plan as a whole, and will write reports for the Executive Board (CvB), the Administration & Central Services Department (BB), the Operational Management Consultative Committee (OBV) and the University Council (UR).

Implementation

Key performance indicators (KPIs) will be established for implementing the Environmental Policy Plan, so that the results of each action can be monitored. The progress in terms of the KPIs will be collected and analysed on a structural basis, in order to reveal trends. A concise report of this progress will be given in Leiden University's Health, Safety and Environment Annual Report, which is produced by the HSE Department. The action plan will also be included in the University-wide Health, Safety and Environment Plan (AMP), which is evaluated and updated every two years. This HSE Plan is also managed by the HSE Department. Both the HSE Annual Report and the HSE Plan are discussed with the Executive Board, the Operational Management Consultative Committee and the University Council. This concludes a two-yearly Plan-Do-Check-Act cycle, ensuring that attention at the management level remains focused on the action plan. After each cycle, a management review and improvement plan are produced with the aim of improving the system.

Finances

The Environmental Policy Plan has financial consequences. The costs will in principle be covered within the regular University budgets. Some actions will involve considerable amounts of money, such as applying the BREEAM-NL system in new construction and large-scale renovation projects. A strategic choice must then be made regarding the target ambition level, and this choice will be made for each project individually. The costs of the Green Office (€ 50,000 per year) cannot be covered from an existing budget. It is therefore proposed that funds should be released for this from the Innovation Fund for a three-year period. If the evaluation at the end of this period is positive, funding will then be provided on a structural basis.

Appendices

I. Sources
II. Action List 2016-2020

Appendix I. Sources

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Appendix II. Action List 2016-2020

No.	Goal	Responsible for initiation	When
SB1	From 2016, at least the BREEAM-NL Very Good rating will be achieved for new construction and large-scale renovations, with an emphasis on energy savings and energy efficiency.	Real Estate	From 2016
SB2	By the end of 2016, Leiden University will have conducted a baseline measurement for BREEAM-NL In-Use for all (relevant) buildings.	Real Estate	From 2016
SB3	By the end of 2016, Leiden University will have formulated a plan for each building, showing attainable ambitions and timescale for BREEAM-NL In-Use.	Real Estate	From 2016
SB4	The University, together with Leiden City Council, will use BREEAM-NL for the new development in the Bio Science Park area development, with at least the rating Good.	Real Estate	From 2016
SB5	From 2016, at least the BREEAM-NL Very Good rating will be achieved for the demolition of buildings.	Real Estate	From 2016
ELEC1	The University will buy 100% of the Guarantees of Origin (GOs) from Dutch sustainable electricity.	Real Estate	2017
ELEC2	The University will generate 0.3% of its total electricity consumption itself.	Real Estate	2018
GAS1	Thermal energy storage (TES) will be used in new construction and large-scale renovations whenever the investment costs of the replacement system can be recouped within a period corresponding to half of the expected service life stated by the manufacturer.	Real Estate	From 2016
GAS2	The CO2 emissions from natural gas consumption will be fully offset by buying Voluntary Emission Reductions (VERs).	Real Estate	From 2017
WAT1	Water-saving measures will be included in new construction and large-scale renovations, in line with the latest state of the technology.	Real Estate	From 2016
WAT2	Leiden University will participate in 'Join the Pipe' and install tap water stations in all its buildings.	Real Estate	From 2016
WAT3	In 2016 Leiden University will remove all the water coolers.	Faculties and units	2016

PRO1	The University will use sustainability criteria for all forms of procurement of goods and services, where this is possible.	HSE	2018
PRO2	Leiden University will take the initiative to encourage all Dutch universities to formulate sustainability criteria for product groups where national criteria have not yet been set.	HSE	2016
PRO3	In 2018, depending on market supply and prices, 80% of the product groups in the University's restaurants will be organic and/or fair trade; where possible they will be regional products, and sufficient choice will be offered for vegetarians.	HSE	2018
PRO4	In 2016 the University will investigate whether the sustainability criteria for its investment policy can be more closely specified, for example in line with criteria used by pension funds such as ABP.	Administration & Central Services	2016
WAS1	The external communication of the Administration & Central Services Department (BB) will be 95% digital, reducing its paper use by 40% compared with 2015.	Administration & Central Services	2017
WAS2	Each year the amount of waste per Leiden University student will be reduced, to a maximum of 25 kilos per student in 2020.	HSE	2020
WAS3	The amount of incinerated commercial waste will be less than 250 tons in 2020.	HSE	2020
WAS4	Collection points for plastic, paper and commercial waste will be installed in all University buildings (50 people or more).	HSE	2017
WAS5	From 2017, items that the University no longer needs will be offered to staff and students via a webshop.	HSE	2017
MOB1	Locations with at least 50 parking spaces will be equipped with charging posts for cars.	Real Estate	From 2016
MOB2	In 2016 an environmentally friendly removal bonus will be included in the 'moving expenses regulation' for staff who have a contract for more than a year.	HRM	2016
MOB3	In 2016 Leiden University will investigate possibilities for good, environmentally friendly accessibility of the Science Campus.	Faculty of Science	2016
MOB4	The standard mode of travel for business trips with a travel time less than 6 hours will be the train.	HRM	From 2017

MOB5	In 2018 at least 90% of the CO2 emissions from air travel will be offset via the Fair Climate Fund, for instance.	HRM	2018
MOB6	From 2016, when new company vehicles are purchased, they will be environmentally friendly models.	HSE	From 2016
EDU1	In 2018 there will be a clear overview of all the activities in the area of sustainability in teaching and research at Leiden University.	HSE	2018
EDU2	In 2018 there will be a communications framework in which this overview can be presented and supplemented in a user-friendly way.	Communication	2018
EDU3	In 2018 the possibilities for including a compulsory general studies core curriculum course on sustainability in every bachelor's curriculum will have been investigated.	Centre for Sustainability	2018
EDU4	In 2018 the possibilities of a 'sustainability endorsement' on degree certificates will have been investigated.	Centre for Sustainability	2018
EDU5	From no later than 2018, the Centre for Sustainability will offer a course on 'integrating the theme of sustainability in existing curricula' for interested teaching staff.	Centre for Sustainability	2018
EDU6	No later than 2018, one or more workshops will be held in the Lorentz Center to explore how research in the area of the environment and sustainability can be developed further.	Lorentz Center	2016
AI1	Converting the Environmental Policy Plan into an action programme will result in a (step-by-step) communication plan, including a content calendar, in which the proposed environmental measures will be supported by / translated into effective and inspiring communication.	Communication	2016
AI2	The Leiden University Green Office will be operational from the beginning of 2016.	HSE	2016

Februari 2016

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