

SEE PROGRAMME ANNUAL PLAN 2025

B.MARECHAL

MARCH 2025

UNIVERSITY OF TWENTE.



COLOPHON

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Campus & Facility Management (CFM)

SEE PROGRAMME

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PREFACE

The SEE programme annual plan details the plans and activities scheduled in 2025 to continue making the organisation more sustainable.

The way we live and work is unsustainable. Our consumption pattern exceeds the carrying capacity of the planet. Nine¹ boundaries have been set as indicators to illustrate when we have reached that limit. On seven of the nine boundaries that make life possible on earth, we have surpassed the limit. We have to take more responsibility and reduce the impact we have with our activities and actions on the emission of greenhouses gases, land use, material use, water use, emissions of toxic substances, plastics and chemicals. The core message is: all 7 indicators need to go down rapidly and simultaneously.

A sustainable campus in 2030 looks like:

We show what we do to make the campus more sustainable. We go gas-free to pollute less and because we want to show to our neighbours it is possible. We save energy: when we do not need it, we do not waste it. We make sure staff and students feel safe when cycling or walking on campus. Cars are discouraged. Food in the canteens is good for you and good for the planet. We take care of our water and re-use as much as possible so there is water left for our neighbours.

We are a front-runner. We, in western countries, have polluted a lot to get to standard of living we have now. Many countries have not polluted so much but suffer most from drought, flooding and failed harvest. We take our responsibility.

The SEE Sustainability programme supports UT in becoming a sustainable campus.

SEE Program Team:

Brechje Marechal, Programme Manager SEE, Environment & Sustainability Policy Advisor tot 1/4/2025

Birgit Dragtstra, Environment & Sustainability Policy Advisor

Corjan van der Kuil, Communications advisor sustainability tot 1/3/2025

Marja Horstman, Secretary SEE

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

¹ <https://klimaatplein.nl/wat-zijn-planetaire-grenzen-en-welke-zijn-reeds-overschreden/> ,
<https://www.stockholmresilience.org/research/planetary-boundaries.html>

MANAGEMENT SUMMARY

This report looks ahead to the plans for 2025. The figure below provides a summary of the major tasks for 2025.

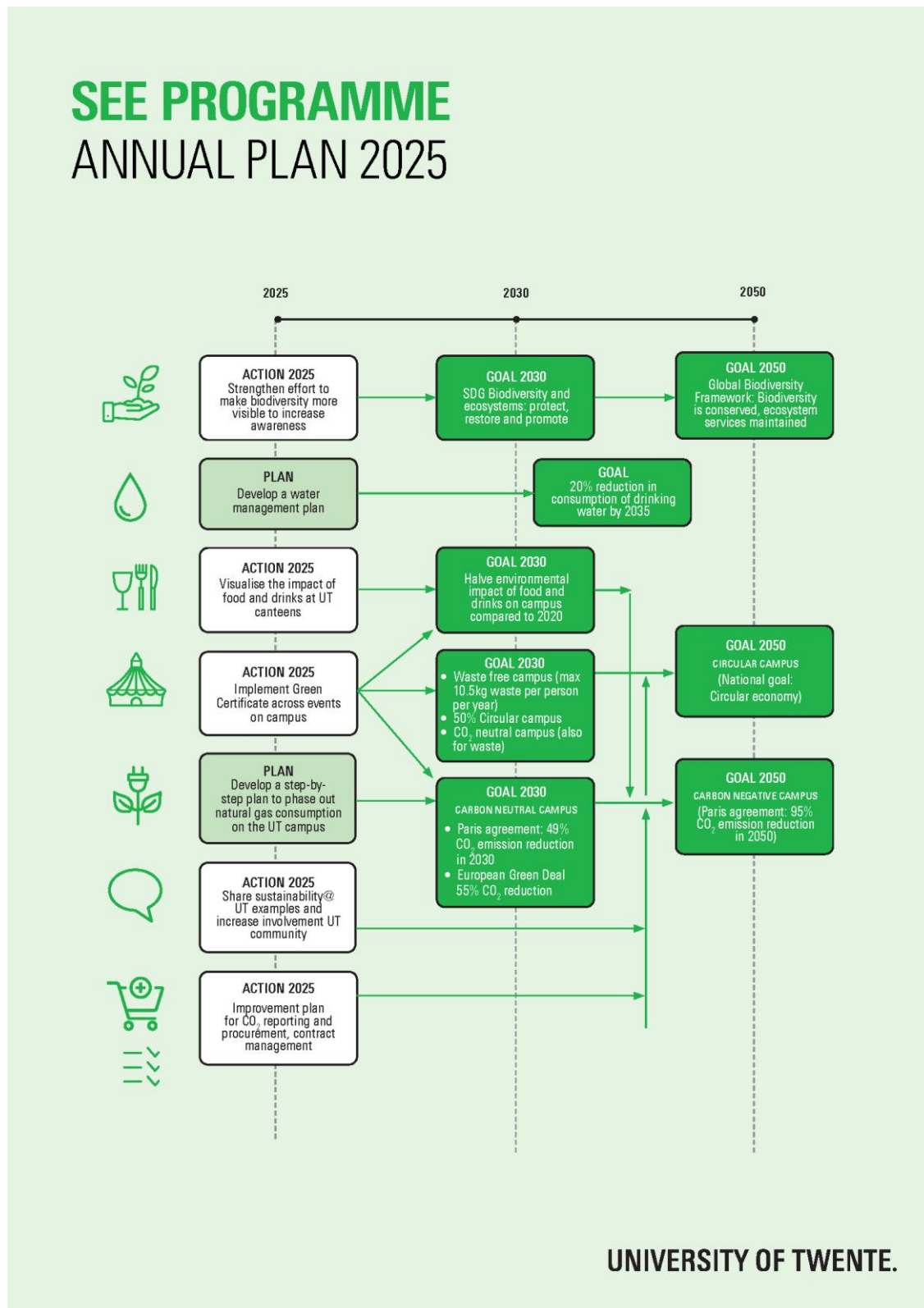


Figure 1. Overview focus SEE programme 2025

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1. INTRODUCTION

The SEE Annual plan for 2025 details the plans, activities and processes that will be carried out by the SEE Programme Team members in collaboration with colleagues from service departments, from faculties as well as students and initiatives such as Green Hub Twente, institutes like Climate Centre and organisations such as SUSTAIN and Scientists4Future.

The plans have the primary aim to contribute towards reaching the goals as agreed to in the Sustainability Policy for operational management in May 2020 by the University Council.

The main challenges are to reduce UT's greenhouse gas emissions, avoiding environmental pollution, reducing UT's impact on the depletion of natural resources and deforestation and combatting the loss of biodiversity.

The aims are carbon neutrality, circularity, strengthening biodiversity and minimizing the impact of UT's activities on the soil, air and water. Each year we aim to take steps towards reaching these large goals.

1.1 UPDATED DUTCH AND EU SUSTAINABILITY GOALS

The current Dutch cabinet has stated the climate ambitions to remain the same. In October 2024 the Netherlands Environmental Assessment Agency PBL news came out that the Dutch government is not going to meet its own goals² of reducing CO2 emissions by 55% in 2030. They advise additional policies are required to bring the goal closer.

Table 1 shows the overview of current legislation alongside the UT policy goals.

² <https://www.pbl.nl/actueel/nieuws/klimaatdoel-2030-raakt-uit-zicht-extra-beleid-met-snel-effect-nodig>

Table 1. Overview 2020 UT policy goals and updates in EU/National legislation

UT policy goals (as aligned with legislation 2019/2020)	Updates since 2019/2020	Details updated goals
<ul style="list-style-type: none"> -49% GHG emissions in 2030 vs 2019 (energy, water, food, procurement etc.) -95% GHG emissions in 2050 vs 2019 	<p>EU Green Deal (2020)</p> <p>Recommendation EU commission (Feb, 2024): GHG emission reduction target of 90% for 2040³</p> <p>EU Revised Energy Performance of Buildings Directive (May 2024)</p> <p>Dutch Climate Agreement: ambition (set during cabinet Jan 2022-July 2023)</p> <p>Dutch Work-related Mobility of persons decree (came into force 1 July, 2024)</p>	<ul style="list-style-type: none"> -55% GHG emissions by 2030 (Fit for 55) vs 1990 levels Climate neutral in 2050 Decarbonised building stock by 2050 -60% GHG emissions in 2030 vs 1990 levels 1 Mton CO₂ reduction in 2030
<ul style="list-style-type: none"> Become a sustainable organisation by 2030 	<p>(Feb 2024) EU Green Deal recommendation (in process for goals 2040 to be updated)</p>	<ul style="list-style-type: none"> -90% GHG emissions by 2040 vs 1990 levels
<ul style="list-style-type: none"> Circular campus in 2050 Waste-free in 2030 (max 10.5 kg residual waste p.p.y) aligned with Twente Afvalvrij 	<p>EU Circular economy action plan⁴, Dutch National Program Circular Economy 2023-2030</p> <p>EU Circular Economy Act, to be published in 2026</p>	<ul style="list-style-type: none"> use 50% less abiotic resources (all raw materials that are not derived from living organisms) by 2030.
<ul style="list-style-type: none"> Strengthen biodiversity on campus 	<p>EU New Global Biodiversity Framework for 2030</p>	<ul style="list-style-type: none"> Reducing threats, restoring & conserving natural areas, biodiversity inclusive planning
<ul style="list-style-type: none"> Zero water footprint in 2030 Full recycling of water in 2050 	<p>Dutch Parliament (Nov 2022) on drinking water</p>	<ul style="list-style-type: none"> -20% drinking water consumption by 2035
Reporting	<p>European Corporate Sustainability Reporting Directive (into force since Jan 2023)</p> <p>NL Recognised Energy Measures List (EML) reporting – measure obliged to implement when return on investment is 5 years (2023/2024).</p>	<p>Reporting standards for CO₂ emission reduction, impact to soil, water, air, biodiversity, on depletion of non-renewable resources.</p> <p>UT implements measures when return on investment is 7 years in principal.</p>

³ https://ec.europa.eu/commission/presscorner/detail/en/ip_24_588 Legislative proposal to be made by the new European Commission.

⁴ https://environment.ec.europa.eu/strategy/circular-economy-action-plan_en

1.2 DEVELOPMENTS IN SUSTAINABILITY REPORTING

The EU Corporate Sustainability Reporting Directive (CSRD) of date January 5, 2023 (as part of the EU Green Deal), modernises and strengthens rules regarding the reporting on social and environmental risks that companies face and how their activities impact people and the environment. A broader set of large companies, as well as listed Small and Medium Sized Entities and some non-EU companies must report on sustainability (this will take place in phases until 2027, starting with the broader set of large companies in 2025 on the Financial Year 2024). This ensures that investors and other stakeholders have access to the information they need to assess the impact of companies on people and the environment and for investors to assess financial risks and opportunities arising from climate change and other sustainability issues. Finally reporting costs will be reduced for companies over the medium and long term by harmonising the information to be provided.

The EU CSRD has not yet been anchored in the Dutch national legislation and regulations yet (deadline June 30th, 2024). However, it is the intention of the Dutch legislator that the CSRD and associated European Sustainability Reporting Standards (ESRS) are not applicable for public sector organizations such as universities. However, several factors play a role in why it is important for the University of Twente to pay attention to the CSRD. We live in turbulent times where universities are increasingly asked to demonstrate its value for society in providing high-quality academic education and conducting high-quality scientific research to contribute to the development of a fair, sustainable and digital society (e.g., financial cuts). Reporting on Environmental, Social and Governance aspects meets the needs of various stakeholders of the University of Twente (students, employees, alumni, etc.) and offers opportunities to being a future proof organisation, enlarge its market share and employee satisfaction. Furthermore, the CSRD requires up- and downstream reporting which helps to gain greater insight at European level at the entire chain. Because universities are also part of this chain, universities are indirectly confronted with this.

Therefore, a working group from the Ministry of Education, Culture and Science on sustainability reporting is currently working on a handbook how educational institutes could do their sustainability reporting (on a voluntary basis). Universities of The Netherlands collaborate on this to form a joint approach. When all universities report in the same manner it will be possible to benchmark the organisations more accurately.

1.3 UT STRATEGIC 2030 GOALS

The UT strategy Shaping 2030⁵ set out the goal to reduce CO₂ emissions with 15% by 2023 in the areas of food, water, waste, travel and energy use and become a sustainable organisation by 2030. The strategy also stated: As a university, we lead by example. We consider sustainability to be a precondition for everything we do.

The [2024 SEE Annual Report](#) analyses what steps have been made and what is needed in the coming years to become a sustainable organisation in 2030.

1.3.1 Climate Centre

The UT Climate Centre⁶ was launched in 2023. Its mission is to empower students, staff, and society to maximize their impact on the world's climate challenges. It welcomes all students, staff and partners who want to contribute to climate solutions through concerted actions, knowledge and expertise development. Its goal is to ensure UT becomes a leading regional and (inter)national partner that fosters a climate-positive and resilient society. As such, while the Climate Centre is focused on research and education, its interests often align with the SEE programme.

⁵ <https://www.utwente.nl/en/organisation/about/shaping2030/>

⁶ <https://www.utwente.nl/en/sustainability/climate-centre/>

2. PLANS FOR 2025

The goal as described in the sustainability policy for operational management is to reduce greenhouse gas emissions by 55% in 2030 (updated goal following legislation) and to become carbon neutral. The CO₂ emission reduction goal is still valid, the CO₂ neutral goal is not. It is not possible to become carbon neutral by 2030 without any means of carbon offsetting or CO₂ compensation.

Despite that, there are many steps that can be taken to make the university more sustainable. A selection of those possibilities will be described in this annual plan.

The plans for 2025 build on the efforts and achievements of previous years. The annual plan is designed to provide a structure and will be flexible enough to adapt when necessary.

2.1 ENERGY: PLANS FOR 2025



Gas-free campus

Early 2024, the EB portfolio holder for operations gave CFM the assignment to develop a detailed exploratory plan by July 2024 on how to step by step become a gas-free campus, which conditions need to be met and what timeline is possible. Becoming gas-free is a long-term project requiring major renovations to facilitate the desired changes.

CFM Building Block Sustainability

For this building block an overview has been prepared what measures can be implemented which save energy (and save cost). There is a risk this topic will not receive sufficient priority due to lack of staff capacity. The sustainable lab coordinator prepared a [presentation](#) in which the possible energy and costs savings in labs is explained in detail⁷.

Energy savings

Young Professionals will finalise a project assessing the energy and sustainability situation at student sport associations, potentially leading to follow-up actions for colleagues from sports or internal service. A student from the minor Energy Transition challenges will finalise his research into stand-by energy consumption, which may also raise interesting points on where to make energy savings.

Legislation

Following Dutch legislation UT conducted an IP (information obligation) on buildings that consume more than 50.000 kWh electricity or 25.000 m³ natural gas (equivalent) and an OP (research obligation) on buildings that consume more than 170.000m³ gas/5380GJ district heating/10 million kWh electricity (Horst complex, Carré). The energy coordinator coordinates this compliance. The Environment Agency (ODT) has started with their inspection of the submitted information on the UT buildings. Their inspection reports will detail energy saving measures UT needs to implement to comply with current legislation to implement measures that have a return on investment of 5 years.

The Paris-proof target of energy consumption of 70 kWh/m²/year remains a challenge to work towards. In the [Annual Report 2023](#) you can read more about this⁸.

⁷ <https://utwente.yuja.com/V/Video?v=843602&node=4492270&a=141718731>

⁸ <https://www.utwente.nl/en/sustainability/attachments-forms/2023-see-annual-report.pdf>

Risks

Due to the UT's financial difficulties, certain cost savings which require an investment are at risk of not being taken or not being taken rapidly, even if there is a return on investment of only 2 years. According to the legislation, UT is obliged to conduct energy savings if the return on investment is 5 years or less.

The ODT reports may lead to the unbudgeted implementation of energy saving measures.

2.2 TRAVEL & MOBILITY: PLANS FOR 2025

ACTION 2025

Reporting on work-related mobility of persons decree (HR)

GOAL 2030

- Paris agreement: 49% CO₂ emission reduction in 2030
- European Green Deal 55% CO₂ reduction

The focus of the SEE Programme on reducing the impact of mobility will be to continue detailed monitoring. A [BI Studio dashboard](#)⁹ displays all emissions from flying in 2024 which are analysed per faculty/departments and service units. Managers receive a quarterly reminder when the latest quarterly data has been added in order for them to monitor progress towards the reduction goals.

The SEE steering group has expressed their ambition to adhere to the Paris Agreement and to realise a 55% reduction on emissions from flights by 2030 compared to 2019. Faculties and departments are making their own plans on how to make cost savings and CO₂ emission reductions. The SEE Programme can be contacted for support on this.

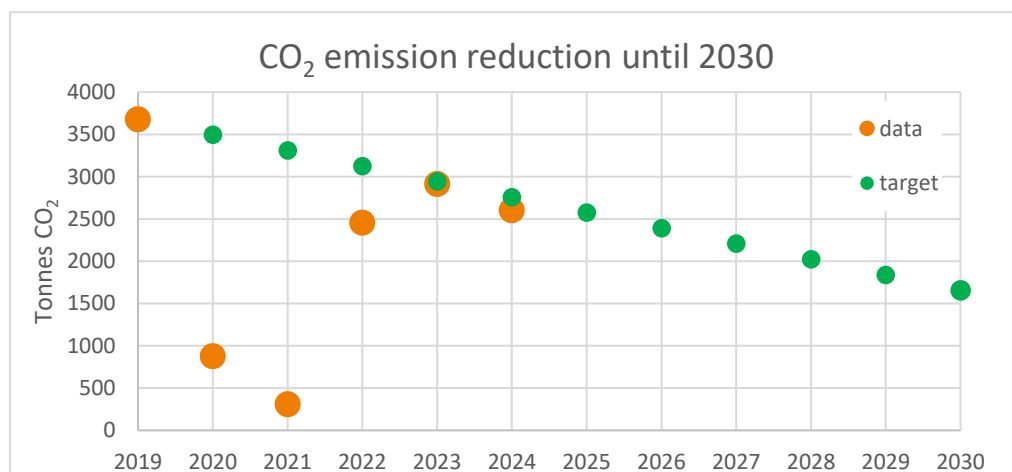


Figure 2. CO₂ emission reduction path until 2030 for flights

⁹ <https://www.utwente.nl/en/service-portal/reporting-monitoring/sustainability>

Table 2. CO₂ emission reduction path until 2030 for flights

Year	Data	Target
	tonnes CO ₂	tonnes CO ₂
2019	3678	
2020	876	3494
2021	307	3310
2022	2453	3126
2023	2912	2943
2024	2602	2759
2025		2575
2026		2391
2027		2207
2028		2023
2029		1839
2030		1655

No follow-up will be given in 2025 on carbon offsetting or CO₂ compensation. The decision was taken in 2024 to pause carbon offsetting or CO₂ compensation for a period of two years.

2.3 FOOD & DRINKS: PLANS FOR 2025

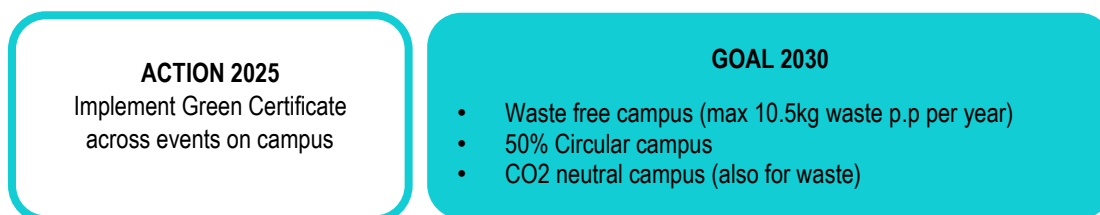


The focus will be on:

- Writing policy implementation plan for sustainable food and drinks on campus. This document can be used for the new tender for the canteens and banqueting that will likely take place in 2027 (new contract likely starts in 2028).
- Developing visualizations for all sandwiches and 5 types of warm beverages from the coffee machines to inform customers of the impact of their choices and analyze the results, following on from a pilot in 2024 with the visualizations on 5 sandwiches which showed that 36% of customers indicated that they had changed their buying behaviour after seeing the visualization.
- More warm drink machines that serve oat milk. We currently have 4 locations where the coffee machines contain oat milk instead of cow's milk. A survey showed that customers appreciate this, and it is more sustainable and more inclusive (for lactose intolerant and vegan users). Therefore we would like to increase the number of machines with oat milk.

Monitoring the choice for vegetarian work lunches has been paused as budget restrictions were issued concerning ordering work lunches. This decision will make comparisons with previous years irrelevant. The default setting for lunches paid for with a UT budget code has been vegetarian since October 2022.

2.4 EVENTS: PLANS FOR 2025



The focus will be on:

- Integrating the [sustainable events plan](#) and [implementation guide](#) among event organizers processes to support them to make their events more sustainable. Ensure that all event organizers are aware of these documents and the mandatory goals that are set.
- Ensuring usage of online [events monitoring form](#) and analyzing received data. Monitoring and analysing data from events are needed to align the events on campus with the sustainability policy goals. After monitoring the events, measures can be formulated to reduce the overall impact of the events. Therefore, all large events on the campus must monitor and report on their impact from 2025 onwards. All medium sized events must report these by 2028.
- Ensuring events integrate the Green Certificate in their protocols and ensure that they fill out the [online form](#) and obtain a Green Certificate for their events. Collaboration with the Green Hub (who created the Green Certificate) will likely take place.
- Network meetings between student committees will be facilitated by CFM to ensure exchange of experiences on how to make events more sustainable.
- Continuing with the SEE/GH/SU Sustainable events fund to help event organizers with becoming more sustainable. Currently the issue often is that boards are interested in doing a sustainable pilot or intervention during their events, but the budgets have been allocated before the new board starts. To prevent delays, the SU, GH and SEE programme started a fund to help out.

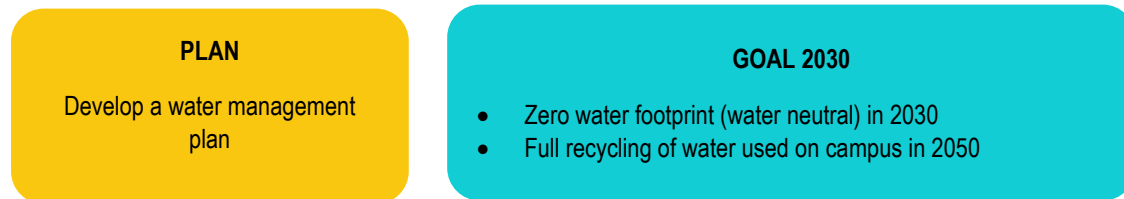
2.5 PROCUREMENT: PLANS FOR 2025



The department procurement and purchasing mission remains: Our department is there to help you purchase sustainably.

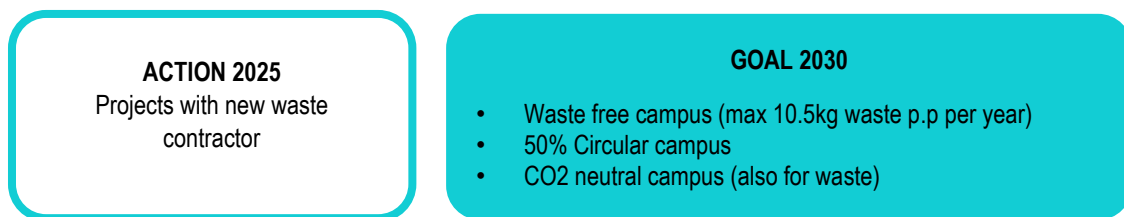
Together with the SEE Programme the procurement department will work on an CO₂ footprint improvement plan. The focus of this plan is on large suppliers that contribute most to the scope 3 of the UT's CO₂ footprint. Recording the reporting obligations better in contracts will lead to a more accurate CO₂ footprint. The process how to request data will be standardised, compliance will be increased and the emissions reporting will become more complete.

2.6 WATER: PLANS FOR 2025



UT needs to comply with the new goal of large water consumers to reduce their water consumption with 20% by 2035. Water use needs to be analysed, water consumption needs to be actively reduced and water use in the value chain needs to be considered. Following on from several student assignments looking into water reduction, in 2025 a plan on how to work towards the required water reduction goal of 20% in 2035 will be developed. This may include a proposal to expand waste water monitoring on campus to enable source identification of pollutants. When this is known plans can be made to reduce the impact.

2.7 WASTE: PLANS FOR 2025



The focus will be on:

- First projects with Renewi to improve waste separation and waste reduction. Renewi has a project leader, and the SEE program is only involved as project member to support when needed.
- Continuing using the Green Hub waste visualizations above the waste separation islands. We have received many positive reactions in 2024, so we will continue to help the Green Hub with finding new locations to place them (for example the library).

In the Annual Plan 2024 we mentioned the plan to develop a vision document on circularity. As no data is yet collected on this topic, it was not possible to develop this. In 2025, the processes will be developed enabling the collection of data on circularity in operational management, starting with renovation projects.

2.8 BIODIVERSITY: PLANS FOR 2025

ACTION 2025

Strengthen effort to make biodiversity more visible to increase awareness

The activities around World Biodiversity Day of 2024 will be repeated to engage and involve the UT community with the nature around them. These activities will include a bioblitz where as many species as possible will be counted in one month on campus where anyone can join by using the app Obsidentify.

A series of articles about biodiversity on campus started at the end of 2024 and will be continued in the first half of 2025. Together with a Biodiversity Photo Exhibition 'Nature in focus' these events will be the warm-up for the BioBlitz 2025. Until Feb 9 anyone can submit their photos¹⁰.

The Real Estate and Maintenance team has finalized a Species Management Plan for the UT campus at the end of 2024. SEE will support projects for improvement. The in 2024 established biodiversity advisory council will continue to ensure knowledge of our scientists is taken into consideration in the strengthening of biodiversity on campus. Also the outcome of the Biodiversity Insights project sponsored by the Climate Centre will be finalized.

2.9 BUILDINGS: PLANS FOR 2025

GOAL 2030

- Paris agreement: 49% CO₂ emission reduction in 2030
- European Green Deal 55% CO₂ reduction
- 50% Circular campus

The Real estate and maintenance department and the LTSH programme work towards making UT's real estate CO2 neutral: The energy roadmap (more detail on UT website) is aligned with Long term Strategy for Housing (LTSH), the Multi-Annual Maintenance Planning (MJOP). The roadmap will be reassessed in 2025 by a new party as arranged via the Integral Housing Network (HOI) of real estate managers from all Dutch universities.

Many circular products are used in renovation projects. SEE will collaborate with building project leaders to develop a way to start structurally collecting this information to enable UT to monitor progress on becoming circular.

2.10 FINANCE: PLANS FOR 2025

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

¹⁰ <https://www.utwente.nl/en/sustainability/sustainability-news/2024/11/1847048/capture-biodiversity-on-campus-join-our-nature-photography-exhibition>

2.11 SUSTAINABLE LABS: PLANS FOR 2025

ACTION 2025
Awareness and behaviour

GOAL 2030

- Paris agreement: 49% CO₂ emission reduction in 2030
- European Green Deal 55% CO₂ reduction
- 50% Circular campus

SEE programme will support green teams of labs at faculties to join the LEAF certification scheme and promote LEAF so more labs join. The network of contact persons for LEAF per research group is valuable for spreading and implementing plans that involve behavioural changes of the lab personnel. Bottom-up projects include: LEAF (Laboratory Efficiency Assessment Framework) enrollment, waste separation and reduction, energy saving by turning off equipment when not in use and closing fume hoods in Carré, the reduction of chemical use, a data clean-up initiative, a freezer challenge for ULT freezers, and others.

Sustainable labs will be a regular agenda point at the SEE working group meetings as well as the Health, Safety, Environment UT Network meetings in order for Health, Safety, Environment officers of the faculties to raise issues they face and share progress on projects such as the day/night ventilation protocols and implementation measures to inspire others.

The SEE policy advisor will take over the administrator role for LEAF from the sustainable lab coordinator until a replacement starts.

2.12 ENVIRONMENT: PLANS FOR 2025

Environmental permit

The yearly environmental inspection on the conditions of the Environmental permit by the Environment Agency Twente (ODT) was done in November/December 2024. In 2025 we expect an environmental inspection as a result of the completion of the Cube building.

Other actions associated with the Environmental permit:

- Report on minimisation Substances of High Concern (ZZS) – due by the end of 2025
- Identify opportunities for research projects (i.e. waste water)
- Campus wide approach on compliance conditions permit (finalising adjustments to leasehold arrangements with third parties on campus to ensure compliance and monitoring on environmental legislation)
- Organise a gathering for neighbours to keep them updated of developments on campus
- Reporting on waste water and quarterly water monitoring to the Water Board as well as calibrations on measuring equipment
- Annually submitting the declaration of water treatment and pollution levy as well as requesting dispensation for daily monitoring to continue monitoring quarterly.

Permit for law on Nature Protection

From 2022 UT has been exempt from reporting to the Province on its contribution of nitrogen deposition, as a result of natural gas installations for the production of heat and air humidification as well as transport movements on campus. UT holds a permit due to proximity to a Nature-2000 area, Lonnekermeer.

Reassessment Health-Safety-Environment organisation UT

The tasks, authorities and responsibilities of the environmental coordinator at UT will be made clearer. A working group is

preparing the necessary vision document and will update the tasks, authorities and responsibilities document to enable the necessary actions to be taken to ensure the smooth and safe running of the organisation.

2.13 COMMUNICATION: PLANS FOR 2025

ACTION 2025

Share sustainability@UT examples
and increase involvement UT
community

Communication is an essential part of any real organizational change. Means of communication support and enhance the projects of the SEE programme on the various themes. Through storytelling and positioning change leaders, sharing and celebrating successes and encouraging interactions with the UT community, communication supports the necessary change and translates the goal of becoming a sustainable organization to concrete actions that members of our community can contribute to. This is done in cooperation with partners in other parts of the UT whenever possible and beneficial.

In 2025, the SEE programme will continue to support UT's sustainability transformation by informing the UT community of successes and supporting sustainability measures and projects – within the SEE programme and beyond.

-In January the SEE Programme Team starts with sustainability outreach presentations. Starting with the secretariats of the faculties a presentation (developed in late 2024) will be given by one of the SEE Programme team members, followed by time for discussion and questions. The goal is to engage and activate secretariats, who play a pivotal role in many organizational units, on their role in the process of becoming a sustainable organisation. These will continue throughout the year.

-A series of articles highlighting biodiversity on campus was started in late 2024, this will continue in 2025.

-Various projects and successes will be supported with communication campaigns, such as the visualisation of food impact in UT canteens, helping events to become more sustainable and the annual carbon footprint.

-Depending on the progress of the project, communication about the gas-free campus project can be started in late 2025.

-Guided Sustainability Walks will be given by members of the SEE programme team to increase awareness of sustainability measures taken on campus.

2.14 DATA AND REPORTING: PLANS FOR 2025

Carbon Platform

The carbon platform where all data required to calculate the CO₂ footprint for UT is collected will be maintained together with Realised. A plan to improve the data collected will be carried out with the procurement department.

Energy data platform

When buildings systems are able, these will be added to <https://energydata.utwente.nl/> where electricity, gas, district heating and water consumption can be seen and downloaded.

Monitoring and reporting

The SEE Programme strives to year on year improve monitoring aspects to improve our transparent reporting. Led by the procurement department, there is an improvement plan for CO₂ reporting where we aim to improve the provision of data by external suppliers by strengthening how the data request is included in tenders and in contract documentation. Contract managers are then able to include this in their quarterly meetings with suppliers to monitor compliance.

3. SEE PROGRAMME: PLANS FOR 2025

The staffing of the SEE programme was reduced in 2024 by 3fte equivalent. In 2025 this is further reduced as M&C will no longer supply someone to SEE (even though this was charged to the SEE budget). At the time of writing it was still uncertain if the sustainable lab coordinator (24h in 2024) will be replaced. A business case for this position has been written.

Also the programme manager (32h) will need to be replaced from April onwards. This leaves a team of a policy advisor (26h), external communications support (when justified) and a secretary who will also take the role of project officer for a few hours a week (10h). This basically leaves just over 1fte to run the sustainability programme and manage the environmental permit as well as communicate about everything related to sustainability.

The collaboration with Green Hub and support from paid student officers will be severely reduced in 2025. Due to the financial situation no students can be hired. The Green Hub coordinator resigned and will not be replaced. Green Hub will try to work with volunteer students but it is clear SEE cannot expect students to conduct long term projects on operational matters anymore. Green Hub may be able to contribute to the visibility of sustainability.

SEE runs into the issues that work pressure is high among the members of the SEE working group, sounding board and steering group, resulting in less than efficient meetings when people cannot attend or have not had time to prepare the agenda points. Discussions will have to continue in 2025 how SEE can be supported to comply with legislation and continue to be the force for sustainability in operational matters at UT.

The question what is needed to achieve the required movement or progress on sustainability in operational management at UT. In some cases, it has been observed that SEE does not get involved when decisions are taken which impact the progress towards the set sustainability goals. Also, situations occur where SEE can provide colleagues with support on getting sustainability better assessed when decisions are made, but that those colleagues do not use the structure of the SEE programme. Whether this is due to lack of knowledge or lack of time to think is something worth finding out. It is essential that managers support SEE and involve SEE at these crucial moments where SEE does not have a seat at the table. Bottom up and top down needs to meet in the middle.

For more information on the SEE Programme, please visit [SEE Programme website](#).

3.1 BUDGET 2025

The budget for the SEE Programme is divided into three parts: salaries, communication and promotion and training and development (structural budget). This budget was approved to SEE in May 2020 when the [Sustainability Policy](#) was adopted. In 2024 it was decided to reduce the budget by 10% for 2025, making the total budget €396,000.

Staff costs have increased as the Green Hub staff member moved to the SEE budget.

Category	Budget 2024	Budget 2025
Staff	262,090	454,000
Communication & Promotion	44,000	
Training & Development	114,910	
Housing costs		11,000
Other		31,000
Total	421,000	396,000
Shortfall		93,000

Under "other" are included: the membership to the International Sustainable Campus Network (ISCN), membership Environmental Professionals Association (VVM), Software license LEAF (Laboratory Efficiency Assessment Framework), membership BMD Environmental legislation training, collaboration with Realised for data disclosure and visualization as well as support for CO₂ reporting, the contribution to the SU Sustainability Fund.

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