

IMPLEMENTATION PLAN 2021 - 2023 SEE PROGRAMME

Sustainability Policy – Sustainability in Operational Management

UNIVERSITY OF TWENTE.



UNIVERSITEIT TWENTE.

IMPLEMENTATION PLAN 2021-2023

SEE PROGRAMME

Sustainability Policy – Sustainability in Operational Management



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COLOFON

MANAGEMENT

Campus & Facility Management (CFM)

SEE PROGRAMME

DATE

19 May 2021

KENMERK

VERSION

0.2

STATUS

concept

PROJECT

SEE PROGRAMME

PROJECTNUMBER

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DOCUMENTNAME

2021-2023_Implementation_Plan_Sustainability_Policy_SEE.pdf

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INTRODUCTION

The University of Twente considers sustainability in everything it does (Shaping 2030), not only to teach students to be global citizens able to offer sustainable solutions to wicked problems, but also to implement sustainable practices and measures in the organisation and operational management. The strategy states that by 2030 UT has become a sustainable organisation, starting with successfully implementing sustainable solutions on our campus in the areas of food, water, waste, travel and energy use. These five areas will be the focal areas for reducing our carbon footprint 15% by 2023. These themes align with the themes from the Sustainability Policy for operational management.

This Sustainability Policy has categorised the goals into ten themes: 1. Energy; 2. Water; 3. Waste; 4. Food and Drinks; 5. Travel and Mobility; 6. Biodiversity; 7. Procurement and Purchasing; 8. Buildings; 9. Events; 10. Finances. These themes ensure alignment within the organisational structure of UT, to facilitate the integration of sustainability in the existing organisational structure. The themes are interlinked, they influence one another. The Sustainability Policy provides the framework for the implementation of measures that improve the sustainability performance of the University of Twente. These goals are broad and will be translated into tangible measures in this implementation plan 2021-2023.

Momentum and support are important in taking steps on the road to become a sustainable organisation. Rather than setting in stone what we want to work on, we have opted to describe our plans till the first milestone period of Shaping, which is 2023. This enables us to make progress while being flexible to adapt to various external factors: external conditions impacting on our work (COVID), opportunities arising providing us with momentum to kick-start planned objectives (cycling mission higher education) and possibilities to involve UT students in developing tools (train zone map, travel check). We will align our work accordingly while maintaining focus on the goals for 2023 and the overall goals for 2050.

To create a sustainable organisation is a process. Unfortunately, we do not always follow a straightforward path, but a path where you sometimes retrace your steps and sometimes are able to sprint ahead. It is a meandering river we follow, a dynamic process which evolves. This makes it complex. Not all goals are set in stone: based on new information and growing insight, goals or methods may need to be adjusted. Most important is to remain flexible, to keep focussed on the ambition but adjust the path towards the ambition when required and when opportunities arise. The goals set during that process can be SMART¹ or process-oriented goals. Process-oriented goals keep the ultimate goal in mind, but the immediate focus is on the process of how to get there. In other words, the nature and means by which we progress along our meandering river of transformation for sustainability matter as much as the destination or end goal.

Applying this change management principle to our common purpose: while working together towards the 2023 goals, making progress is most important, as well as to build support and understanding in the UT community along the way, rather than only focussing on the 15% reduction.

In this sense, the following implementation plan will firstly evaluate the progress made in 2020 followed by the approach for 2021-2023.

¹ Specific, Measurable, Achievable/Acceptable, Realistic/Relevant, Time Specific/Trackable

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DOCUMENT MANAGEMENT

History

| VERSION | DATE | AUTHOR(S) | CHANGES | APPROVED |
|---------|-----------|-----------|--|----------|
| | | | | NAME |
| 0.1 | 14-1-2021 | SEE OSG | Initieel document | |
| 0.2 | 19-5-2021 | SEE OSG | Incorporating feedback SG SEE | |
| 0.3 | 18-6-2021 | SEE OSG | Added:2.2.1 visualisations implementation plan made by the Green Hub; 3.2 Implementation in faculties and service departments. | |

Distribution

| NAME | FUNCTION | ORGANISATION |
|--------|------------------------|--------------|
| SG SEE | Steering Group | UT |
| UCB | Operational Management | UT |
| MT-CFM | Management Team CFM | UT |

1 EVALUATION IMPLEMENTATION PLAN 2020

1.1 Summary plans implementation plan 2020

1.1.1 Travel/mobility and waste

The 2020 implementation plan focussed on two main themes: travel/mobility and waste for which a Mobility Plan and a Waste Plan would be developed, detailing the steps to be taken to achieve the set goal.

1.1.2 Top 5: Catering, Events, Open data, Energy, Purchasing

Besides, a list of five topics with so-called low-hanging fruit were identified. These are several measures that have been frequently mentioned in consultations when asked what the UT should tackled first. These measures are highly visible and enjoy broad support. Also these measures are relatively easy to carry out.

| | | |
|---|------------|--|
| 1 | Catering | Initiate exploratory conversations with our caterer on the range of options on offer. The default option for work lunches to become vegetarian. |
| 2 | Events | Conduct pilots to realize visible improvements with regards to sustainability at events on campus. |
| 3 | Open data | Create a carbon platform to be transparent and stimulate involvement. |
| 4 | Energy | Address perceived energy wastage: Reduce energy consumption with technical and behavioural measures combined with a communication campaign to share information. |
| 5 | Purchasing | Integrate sustainability criteria in tender processes. |

1.1.3 Collaboration with research and education

The aim was to facilitate student research projects on campus. An initiative supporting this is to make data available for students to do analysis on which may help us to improve on our sustainability performance. At the same time, ideas for student assignments will be shared which helps us to kick start initiatives for which we lack staff time.

1.1.4 Communication

Communication is a key element for sharing information as well as creating and enhancing support within the UT community. Communication does not only deal with reaching out to our own community but also beyond the University. Communication on sustainability, immediately accessible via the home page, helps to make it clear the University is taking sustainability seriously and supports the regional role the university has as a knowledge institute demonstrating examples of transitioning to a sustainable society.

1.1.5 Finances

The budget was estimated based on the plans for 2020 and divided into three categories: communication and promotion (€44k), training and development (219k) and staff (158k). Staff costs (Environment and Sustainability officer, secretary SEE programme, Communication advisor) are structural costs. Total budget was €421k.

1.2 Evaluation achievements 2020

Considering the fact that the policy was approved in May 2020, during the corona pandemic where physical presence on campus was severely limited, the focus shifted to developing plans rather than organising activities. Below, we list the main achievements of 2020.

1.2.1 Achievements: Travel/mobility and waste

Mobility/travel

- Mobility plan: draft version (project leader: Brechje Maréchal)
- Commitment to Cycling Mission (Ministry of Infrastructure and Water Management): 10% more people commute by bike (coordinated for universities by Radboud University).
- Survey Commuting pattern Students living in Germany (Martijn de Gruijter)
- Survey 30km/h zone (Ray Klumpert/Andre de Brouwer/Martijn de Gruijter)
- Postal code scan carried out as part of the mobility plan (Martijn de Gruijter)
- Meetings with companies exploring external support: Zero-E, Syndesmo, ride-sharing app company Toogethr, SWAP bike
- Meetings with external parties: Twente Mobiel, Kennispark, Saxion, ROC
- Development sustainability coordinators sub group on Flying
- Meetings with internal partners: BMS psychology, ET Transport studies, HR optional model, Travel Unit
- Input for tender car rental: from 2021 only hybrid and electric cars for rent for work travel.
- Input on mobility for 1.5 working group Corona Protocol.

Waste

- [Waste analysis](#) with SUEZ
- Waste Plan: draft version (project leader: Birgit Dragtstra)
- Participation Rijkswaterstaat working group on waste (Stichting Stimular, the 'milieucentraal' for companies)
- Meetings with external partners: SUEZ
- Meetings with internal partners: Contract manager SUEZ, Facility Management Team leaders, LISA (e-waste)
- Meetings with SUEZ and Green Hub officers to create visibility on waste, increase knowledge and improve recycling rates
- Waste separation campus-wide: meetings with De Veste on closed-off non-recyclable containers (to stop waste tourism)
- Initiated creation of a Workday Waste Walk platform and network (for the organisation of waste walks when the corona restrictions allow this)

1.2.2 Achievements: Top 5: Catering, Events, Open data, Energy, Purchasing

Catering

- Meetings with external partners: Appèl
- Meetings with internal partners: Contract manager Appèl, Green Hub officers on operations
- Ranking vegetarian products on banqueting portal
- Agreed to create KPIs for 2021/2022 and start evaluating them per September 2021.

Events

- A group consisting of students and staff linked to the Kick-in, Bedrijvendagen, GNSK, Create Tomorrow, InspireU, SU, CuriousU, Sustain & CFM met several times to share information on making events more sustainable and work together on initiatives to pilot at events. This was put on-hold after the lock-down started. Green Hub officers will continue with this and, when possible, bring the group back together.
- large (externally) organised events – project leader Birgit Dragstra
- smaller events – project leader Green Hub officers.
- [2020 Sustainability Week](#) (Project leader Birgit Dragstra): successful collaboration between UT, Saxion, ROC.

Open data

- [CO2 footprint report 2019](#)
- [Energy data platform](#)
- UT start-up Realised is developing a Carbon Platform. Contract is arranged and the first phase is planned to be completed by mid-2021 (input and storage data).
- Collaboration with [Business Intelligence Studio \(S&P\)](#), [Green Hub](#) and [Realised](#) on reporting data.
- Participation ranking Sustainabul (12th place overall, best practices ranking 5th)

Energy

- [Roadmap](#) Climate Agreement: An enormous amount of data was collected as input for a model to calculate what is needed to achieve the goals of 49% reduction in CO2 from building related energy consumption by 2030 and 95% reduction by 2050. In December the report was finalised. A presentation will follow (most likely in March when we can hold a physical meeting).
- MJA related energy efficiency projects (a selection):
 - Thermographic inspection (insulation buildings)
 - Instructions use of appliances
 - Videoconferencing options
 - Use of absorption cooling in combination with residual, solar or waste heat
 - Optimisation control technology Vrijhof, Horst complex, Ravelijn
 - Optimisation cooler Coolcirkel
- Other energy efficiency projects:
 - ITC hotel: gas heating replaced by district heating
 - Pakkerij: Remote energy monitoring Realised

Purchasing

- We produced a summary of the sustainability ambition and goals of UT (in Dutch) to be used as an annex in tender documents. Subscribers can be asked: what can you do to help UT meet its ambition, to ensure contractors integrate the theme into their proposal.
- Tender car rental – input provided
- Tender warm drinks – input provided and collaborated in case-study Purchasing Management course BMS, where this tender was the case study.

- Tender Travel – provided input on elements that can be included in agreement on extension contract with VCK (Travel Unit – request from portfolio holder operations ITC)
- Meetings with companies/organisations to discuss external support: NEVI, Significant (Rinke Meijer/ Koen Spekrijse), Impact (Bas van Harselaar)
- Meetings with internal partners: tactical purchasers, clients (CFM)
- [BSc thesis](#) Saxion [Facility Management student](#) on enhancing sustainability in UT's procurement process

1.2.3 Achievements: Collaborations

Collaboration: general

- Establishment [Green Hub](#): recruitment process coordinator and in collaboration with coordinator recruitment process students
Collaboration with its student officers on operations, community and projects, communication etc.
- Virtual lecture as part of [Sustain lecture series](#) with Design Lab
- Participation in Shaping Expert Group by Brechje Marechal (SEE), Alex Baker-Friesen (Green Hub)

Collaboration on research and education

- Creative Technology (Richard Bults) – case owner for two students [thesis topic](#) related to raising awareness about energy consumption, one student on rainwater harvesting
- Providing information and background on sustainability topics UT to several students, among which minor Serious Gaming, Honours student Shaping the Future (water footprint, mobility), [personal pursuit](#) (ATLAS on water management), MSc sustainability assessment for universities (ET)
- MSc University of Tilburg thesis on sustainability & choice of university: The impact of a sustainable image on the attractiveness of a university
- Collaboration with Young Academy research on academic flying
- Guest lecture Purchasing Management course BMS on sustainability in operational management at UT
- Supervision Procurement department and Policy & Projects of [student Facility Management Saxion](#).
- Providing research topics via: <https://www.utwente.nl/en/honours/intranet/cases>
- Collaboration on mobility survey with Psychology and Transport Studies department
- Sustainability walks: guided tours on campus for ITC course [Global Challenges, local actions](#) / TU Delft students [Technology & Sustainable Development](#) (Karel Mulder) / ITC course [Nature's benefits to People](#)

1.2.4 Achievements: Communication

- Sustainability newsletters sent to [subscribers: nr1, nr2, nr 3, nr 4](#)
- News items on 'UT commitment to Cycling Mission', '[Launch Green Hub](#)', etc. can be found [here](#).
- UToday articles on sustainability can be found [here](#) (ENG) and [here](#) (NL): on [Waste analysis](#), [policy](#), [cycling mission](#), etc..
- Sustainability walk: based on physical guided tours, several highlights were selected for a virtual sustainability walk: <https://www.utwente.nl/sustainability-walk/>

- Information on mobility was gathered and put together on a new webpage: <https://www.utwente.nl/en/sustainability/initiatives/mobility/>
- Updated information on [Utwente.nl/sustainability](https://www.utwente.nl/en/sustainability/)
- [Animations](#) explaining the SEE Programme in a few minutes.

1.2.5 SEE programme

Support Group, Working Group, Steering Group

Support Group (monthly meeting): Birgit Dragtstra (Environment and Sustainability Officer) started in March 2020 and Marja Horstman in July 2020 (Secretary) and had to get to know the organisation while working from home. Members changed with Marielle Winkler taking up a role in the Steering Group as a representative of the Strategy & Policy department, being replaced in the support group by Leontien Kalverda, programme manager Centre for Energy Innovation (CEI). Corjan van der Kuil took up the role (June 2020) as communication advisor on sustainability UT wide, with an initial focus on the SEE programme, Centre for Energy Innovation and the Green Hub.

Working Group (meeting every two months): The meetings still centre around sharing information, keeping everyone up-to-date with recent developments. The aim is to work towards having different members take the lead on a topic and reporting back to the WG. This is already happening on real estate (Ray Klumpert), energy (Henk Hobbelink), Procurement (Rene Belt), Environmental permit topic Substances of High Concern (Bertus Dierink), Waste – Events – Food & Drinks (Birgit Dragtstra), Mobility (Brechtje Marechal). Compared to the initial WG meetings, the group has made a transition from a reactive group to a far more pro-active group.

Thematic working groups: The idea was to set these up with one WG member taking the lead and attracting other colleagues to join. On Energy (user influenced energy consumption) a group was developed consisting of the people involved in laboratories: Eddy de Ruiter Mesa+, Wim Leppink TechMed, Caroline Lievens ITC, Nancy Heijnekamp ET, Bertus Dierink TNW, Michel ten Bulte EWI and Jan Willem van 't Klooster BMS Lab. When corona measures had to be implemented this group of people was not able to continue this group. Also due to continual ventilation, it is hard to gather support for saving energy. Once the situation has returned to normal, this group may be re-assembled.

These working groups or project groups are not so successful yet on all topics. Colleagues have little time to dedicate and the initiative remains with member Support Group SEE. For now, the approach taken is to collaborate with colleagues and keep them well informed but not to impose the perceived burden of a working group. Once projects are more well-defined, a more structured way of collaborating will be decided upon.

Steering Group (Meeting 4x per year): It is important to have the involvement of directors, portfolio holders operations from various departments to assess the sustainability, energy and environment (SEE) programme in an integrated manner in order to come to integral decision-making. The steering group has met three times in 2020, the SG of November replaced by a written update.

Programme Management

The Programme has been described in a Programme Plan dating from June 2019 ([link for SG members](#)). As the SEE Programme is a new programme, some things have evolved and are not conducted exactly in the manner described in the Programme Plan. This has not yet been updated as all available time has been dedicated to the implementation of the Sustainability Policy.

Monitoring progress:

This is done by means of the [CO2 footprint](#) for the themes that can be numerically assessed. The other aspects have been described in the brief evaluation above. The aim is to not limit progress updates to an annual plan, but develop this into a continual process where the website is the main location for sharing this.

As there are multiple parties contributing to collating data on making the UT more sustainable, the administrative load for an annual sustainability report on top of the CO2 footprint report and continual updates via the website was considered too great and this idea will be discontinued. Dynamic sharing of data through for example the Carbon dashboard, Shaping dashboard and the Green Hub is the preferred method. In conjunction with this, the Green Hub will validate the idea of developing a Central Sustainability Intelligence Platform which could house relevant information pertaining to operational sustainability for the purpose of reducing such administrative burdens, thus streamlining the functioning of the SEE programme and other parts of CFM and other units in UT. This data is then available to be pulled down more easily for the UT annual report.

Audit:

The SEE programme plan includes an internal audit. As the programme links with many other departments of UT and so many developments were still taking place (for example: establishment Green Hub), it was not deemed the right time to conduct an internal audit. Considering the starting date of June 2019 we propose the first internal audit to be conducted within the first five year period (latest by June 2024). SEE will collaborate with the new audit team who will start to develop behavioural and operational audits.

Management review / assessment by the EB:

Until 2020 the management review was focussed on energy as part of the MJA3 covenant. In 2021, this will be expanded to a sustainability, energy and environment (SEE) management review to assess the suitability, adequacy and effectiveness of the SEE programme. It will consider changes in external and internal matters, needs and expectations of stakeholders, important Sustainability, Energy and Environmental aspects, risks and opportunities, progress towards the set goals, information on the performance of the organisation, available means, relevant communication and opportunities for continual improvement. The management review also includes conclusions on continued suitability, adequacy and effectiveness of the programme, recommendations for changes to the SEE programme, chances to improve the integration of the SEE programme with other processes at UT and potential consequences of the strategic direction of the University. This management review will be conducted over the year 2021.

1.2.6 Impact of 2020 activities

The achievements of 2020 are listed above in 1.2.1. till 1.2.5. In this section a summary is given of what the impact was based on the achievements and the efforts of the SEE programme.

Involvement and engagement

The establishment of the SEE Programme has brought together colleagues from various departments. In the meetings an increase in the level of engagement is observed during discussions. Members of the working group contribute their own ideas and take on action points to follow up. This path towards increased uptake of ownership is an important step in becoming a sustainable organisation where sustainability is a precondition in everything we do.

The procurement department has hosted a Saxion student Facility Management who looked into how sustainability currently is integrated and can be further integrated into the procurement

process. This collaboration between SEE and procurement led to more insight into each other's processes and forms a basis for further development and implementation.

In 2020, the collaboration with the newly established Green Hub was especially focussed on sharing information and developing and aligning plans.

The subscribers to the newsletter with updates on sustainability matters grew to more than 100 before the production of the newsletters was handed over to the Green Hub.

Internal and external people remarked positively upon the availability of a wide array of sustainability-related information related to the organisation on the UT website. The virtual sustainability walk has been used as an alternative to a visit to campus at online conferences enabling showing off sustainability on the campus in a virtual manner as well.

Entrepreneurship

Creative thinking by the Support Group led to IT students being asked to develop a system to visualise energy data. Through this first assignment, the students set up their own company, start-up Realised, and attracted a third person to the company. This start-up is now developing a carbon platform for UT (in addition to the annual carbon footprint report) to more dynamically show the CO2 footprint of the UT. This will ultimately lead to the possibility to monitor the impact of implemented measures on the CO2 footprint with increased frequency instead of just annually. Inspired by the entrepreneurial approach to open data-driven sustainability, the Green Hub coordinator seeks to expand these innovations into a digital sustainability intelligence platform, the purpose of which is to present a wide array of information across research, education, operations and business with respect to sustainability.

Education

The energydata.utwente.nl portal, developed in 2019, is used by teachers for assignments as this live UT data provides the experience for students to analyse, learn and understand about real-world scenarios.

Topics for study assignments were shared with BMS leading to several students considering UT sustainability topics for their thesis or assignment. This increases awareness on sustainability among the student population and paves the way for collaborations with other departments and faculties and thus expands our internal network.

2 PLANNING SEE ACTIVITIES 2021-2023

2.1 Implementation Plan 2021-2023

The University of Twente considers sustainability in everything it does (Shaping 2030), not only to teach students to be global citizens able to offer sustainable solutions to wicked problems but also to implement sustainable practices and measures in the organisation and operational management. This is increasingly discussed across UT and more people are engaged to work on strengthening sustainability in the organisation. The SEE Programme and the sustainability policy for operational management form the basis and the framework for this. As described in the Programme plan for the SEE programme, the significant sustainability aspects are identified as follows: CO2 emission (focus on reduction and phasing out usage fossil fuels) and circularity (indefinite re-use of resources). The significant energy aspects focus on insight in the energy consumption (user-influenced and building-related) and identification of the significant energy users (SEU), linked to the linked CO2 emissions. The significant environmental aspects centre around aspects that impact the environmental performance of UT: data on impact of UT activities on the soil, water and air.

Plans are developed and activities planned for all ten themes of the Sustainability Policy. All planned activities are added to a excel spreadsheet with a timeline from today to 2050, with a column for each month for the years 2021-2023. Legal requirements, approved goals and milestones are highlighted. This document will continually be updated. In this way we can be flexible responding to disruption factors such as the COVID measures while keeping focus on our set goals and keeping primarily the Support Group SEE and the Working Group SEE up to date.

To provide an overview of all themes and planned activities in a more comprehensive way, mindmap software has been used, where the viewer can choose the level of detail shown. This will help colleagues to identify where their work is located in the sustainability story. A non-editable, interactive link can be found [here](#) (Slow loading. By clicking on the circle next to a box you can show or hide the text to the right of it) or a non-interactive version [here](#) (save and open in a browser). Furthermore, in collaboration with the Green Hub's UX/UI Design Specialist the short and long term goals, plans and actions are visualised (see 2.2).

The creation of a sustainable organisation is a process with a multitude of stakeholders and a great deal of possible paths to take. We are also susceptible to external influences: The government increased targets for 2030 (55% instead of 49% CO2 reductions) will mean we need to up our game as well. The urgency of climate change is increasingly being felt and the consequences are felt more. There is little time to lose to stop adding CO2 emissions to the atmosphere. The UT community is becoming more vocal, more involved and more demanding. To become a sustainable organisation requires involving all stakeholders, keeping the UT community informed and ensuring the steps we take are communicated and made visible to strengthen the awareness and support within the UT community.

We will be flexible to react to new developments and opportunities while creating a structure for ourselves to use as a guide, our focus points and a framework to fall back on. This means that for the coming years we do not give fixed deadlines, but will provide regular updates on the process towards reaching the set goals.

COVID does not drastically affect our prioritisation where we develop projects on the sustainability themes based on impact, visibility and effort. The CO2 emission savings that occurred during the period of COVID measures were mainly linked to reduced energy usage due

to fewer people present on campus and fewer travel and commuting movements. These are not permanent reductions. Habits adopted during this period that can be prolonged will be stimulated. Especially on mobility, it is desirable to obtain a situation where staff and students make a conscious decision of whether you need to travel abroad or commute to work every day of the week, but we do not have the illusion all reductions can be maintained (the amount of waste will go up again when there are more people on campus) or if all reductions are desirable to be maintained (lack of social cohesion or collaboration when team members do not see each other regularly). A communications campaign to for example feel@home@UT and encourage people to keep doing the small things that everyone does at home, like use your own mug – no more disposable cups -, turn off lights, laptop/screen when you stop work, can help to focus attention on everyone's contribution to a more sustainable campus and can lead to more awareness, involvement and support also on the larger sustainable initiatives developed at UT.

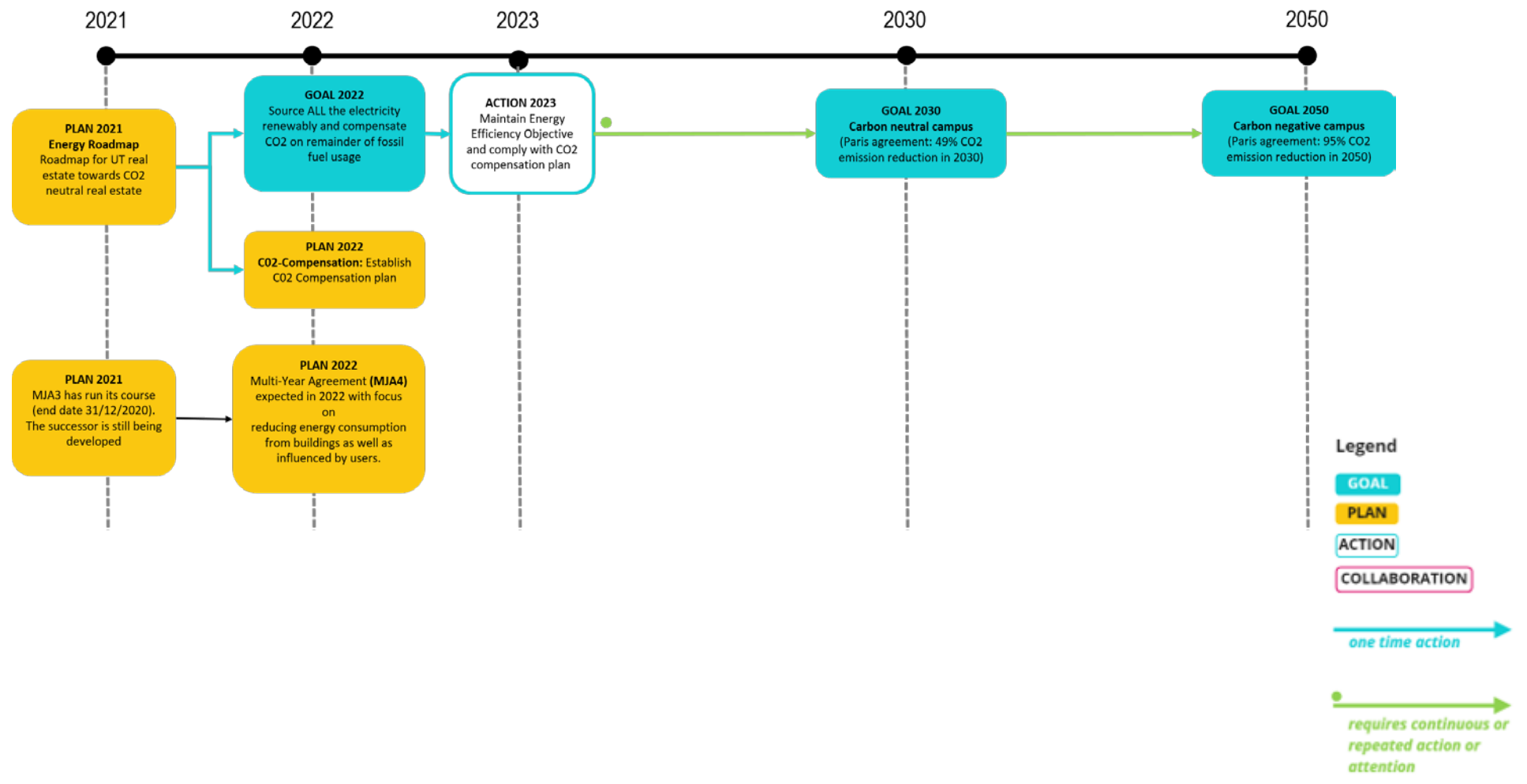
We are conscious not to overload the UT community and the SEE programme colleagues with information and initiatives straight after the COVID measures are lifted, therefore we can maintain this planning and continue building on developed plans and initiatives.

2.2 Goals, plans and actions implementation plan per theme

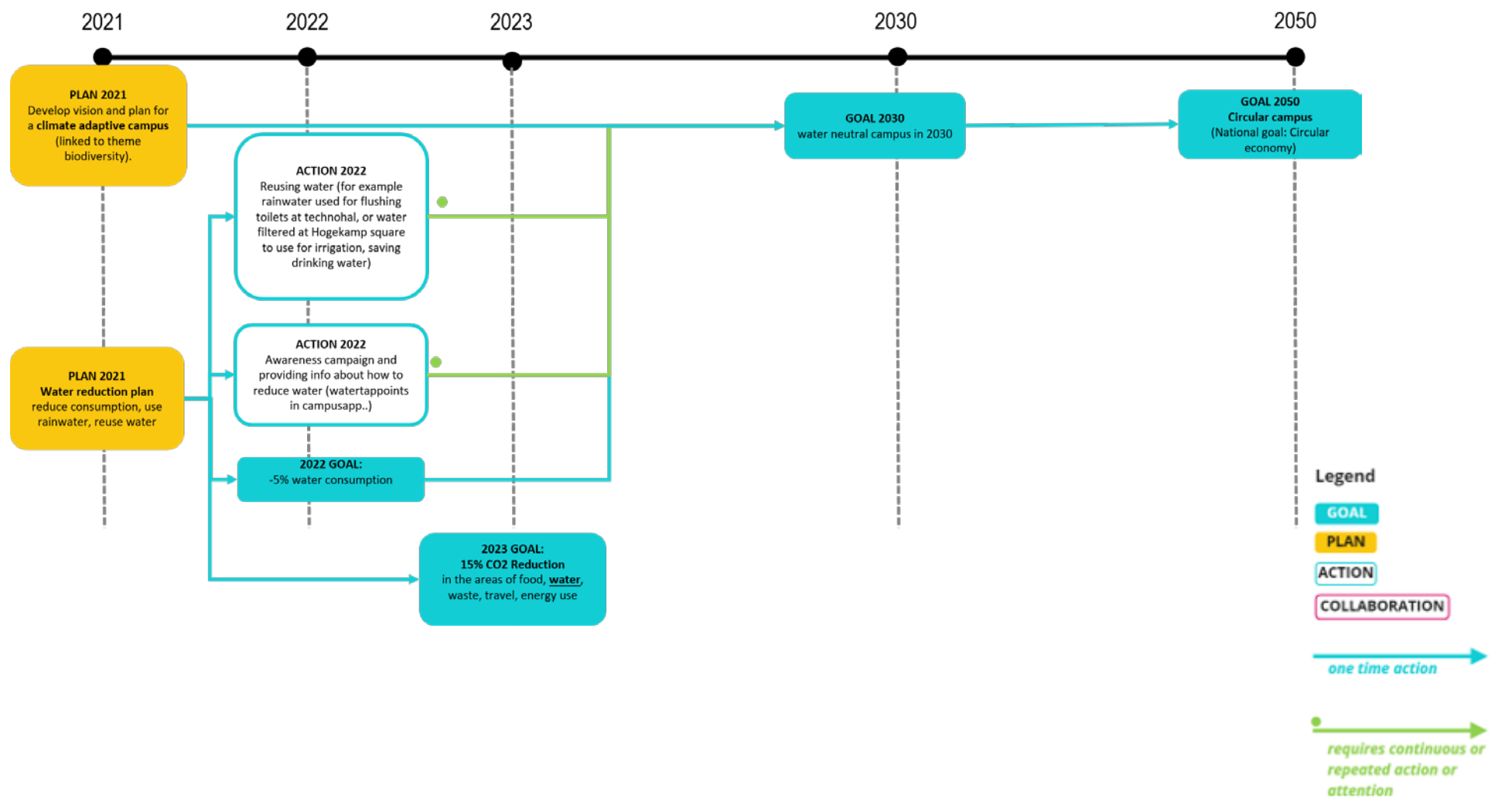
Below we describe briefly the main attention points, initiatives and plans we will work on in the coming three years. In this way we can make progress on all areas. For some themes this means large steps, on other themes the focus is more on bringing together the right people and information to enable us to take the next step.

2.2.1 Visual representation goals, plans and actions implementation plan per theme

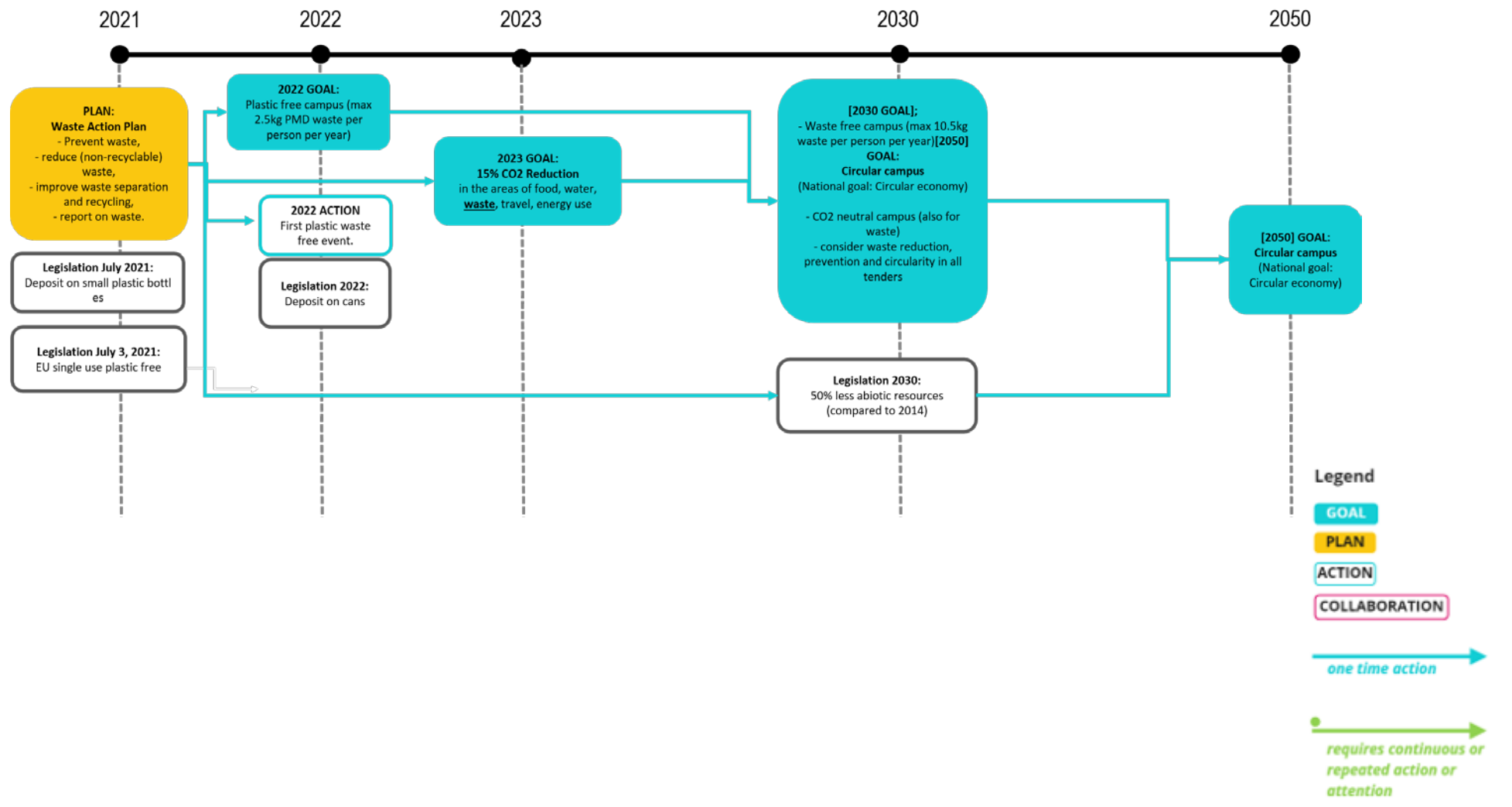
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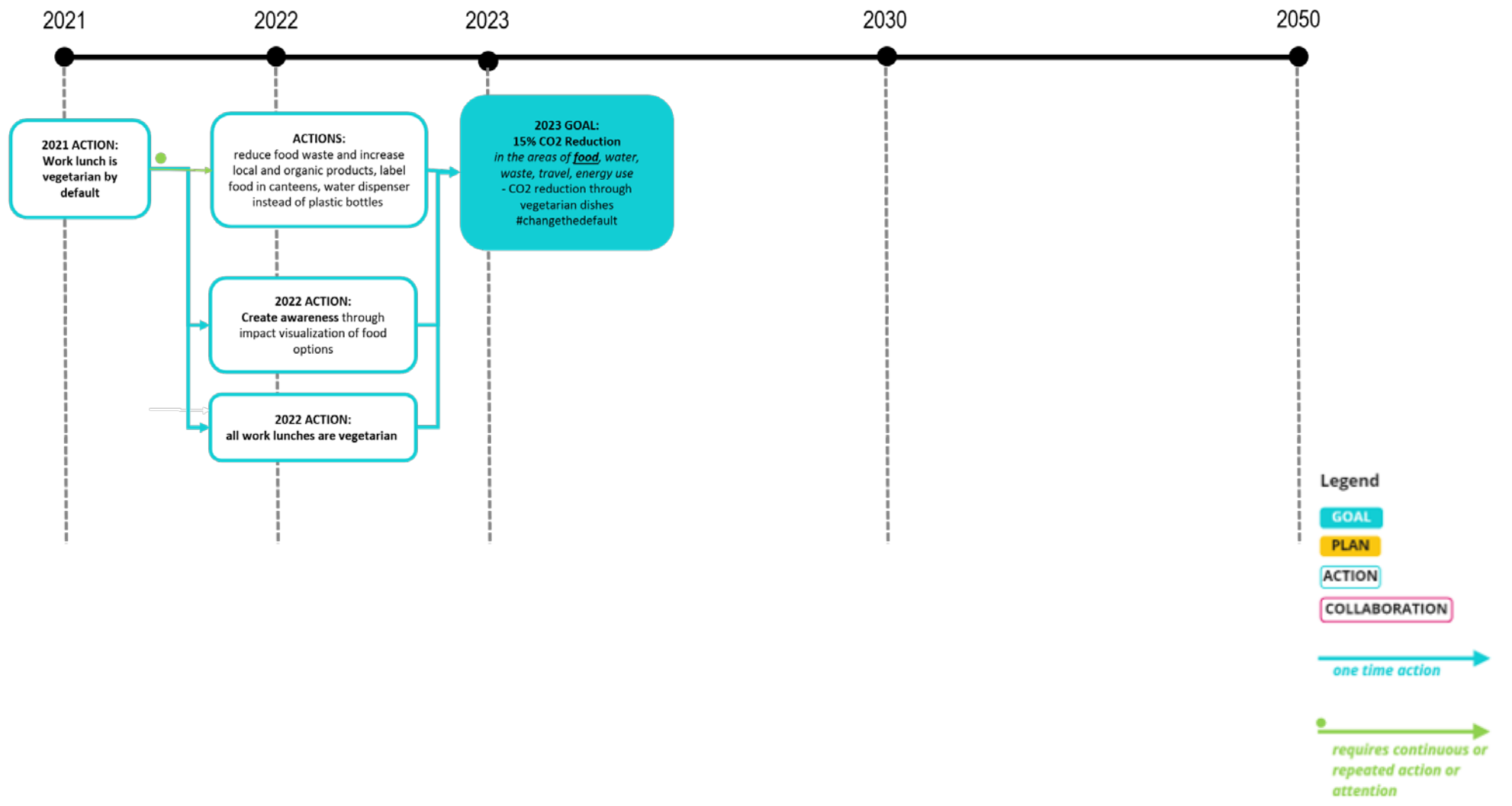
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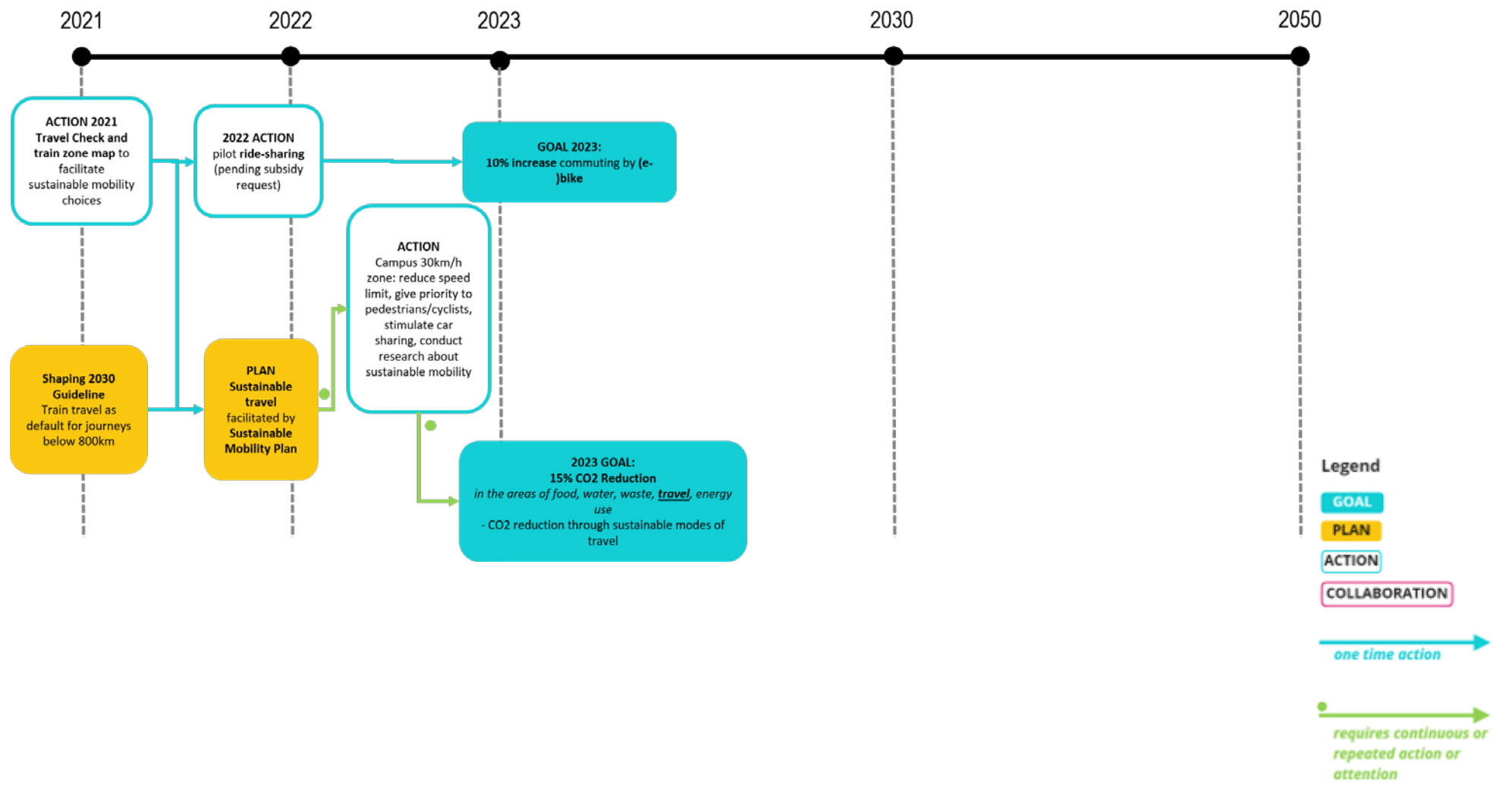
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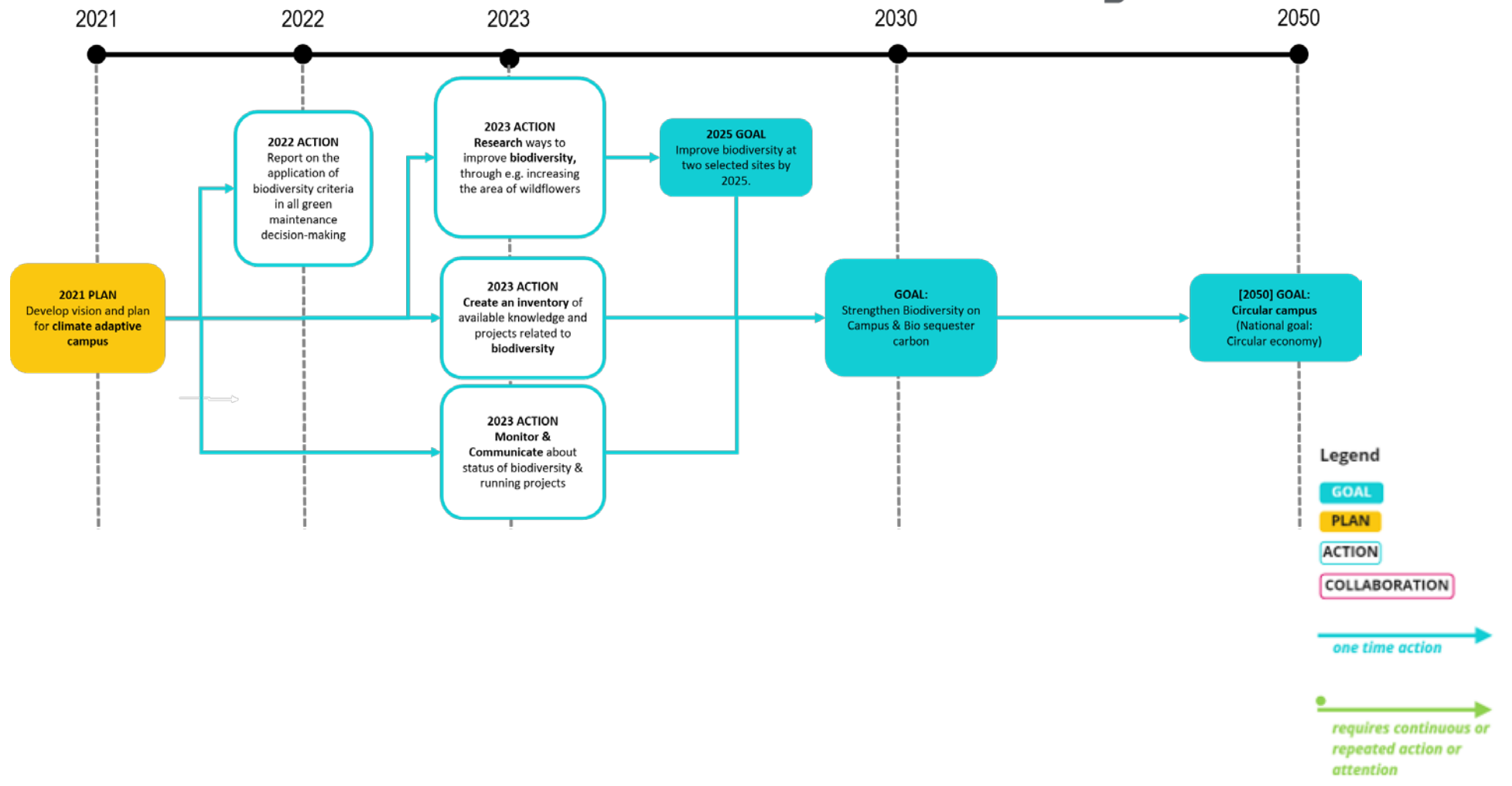
FOOD & DRINKS



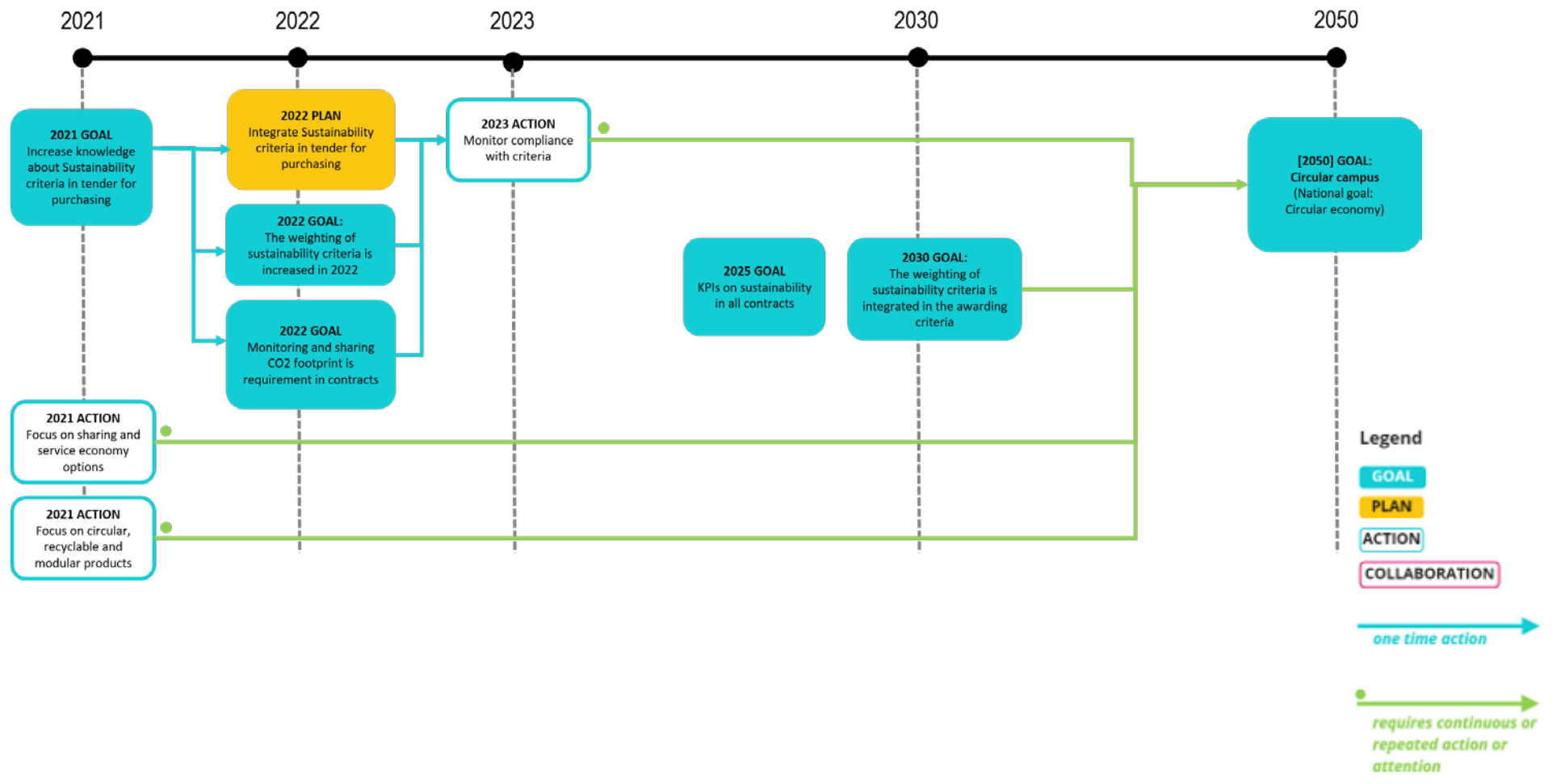
TRAVEL & MOBILITY



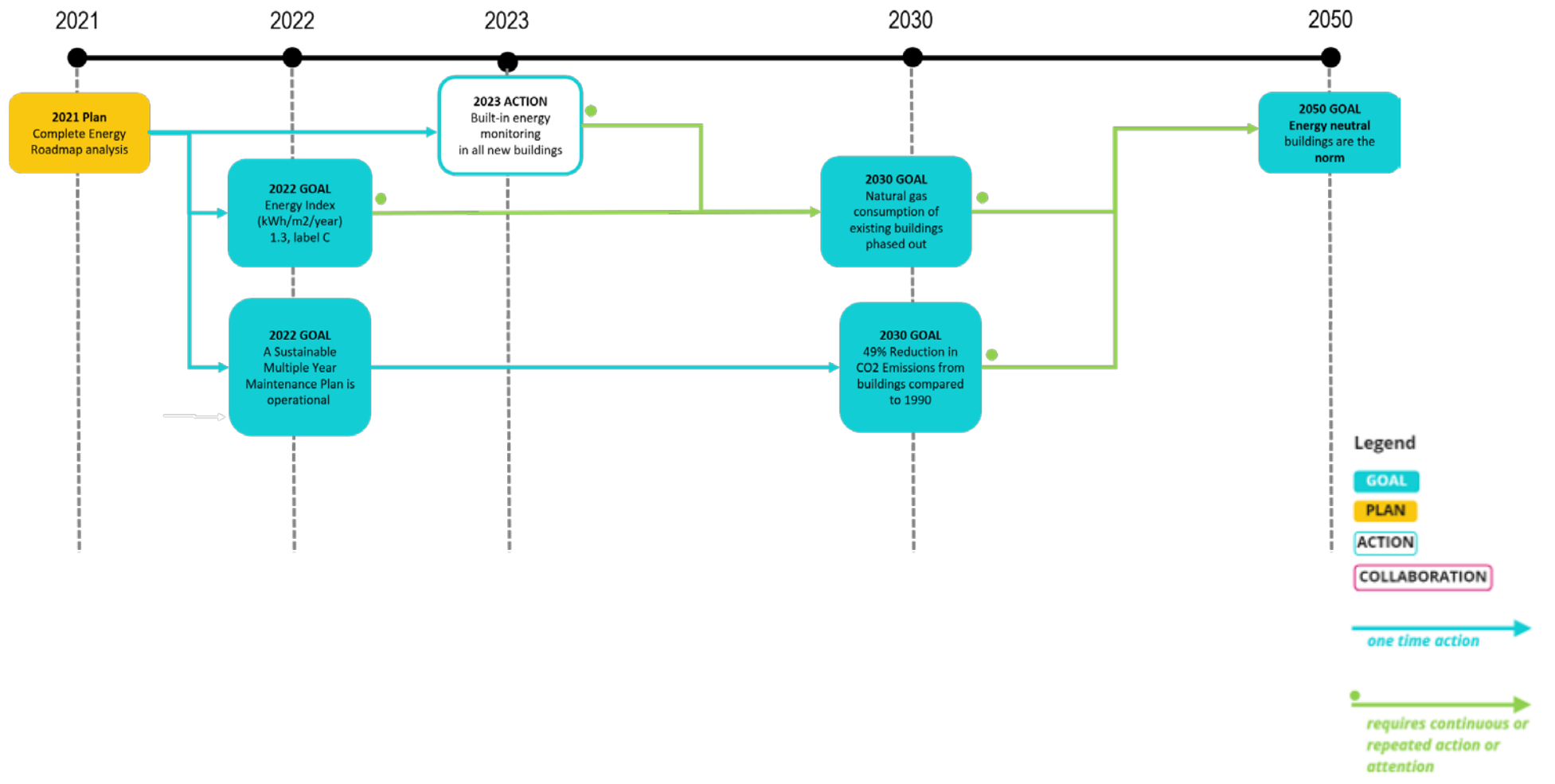
BIODIVERSITY



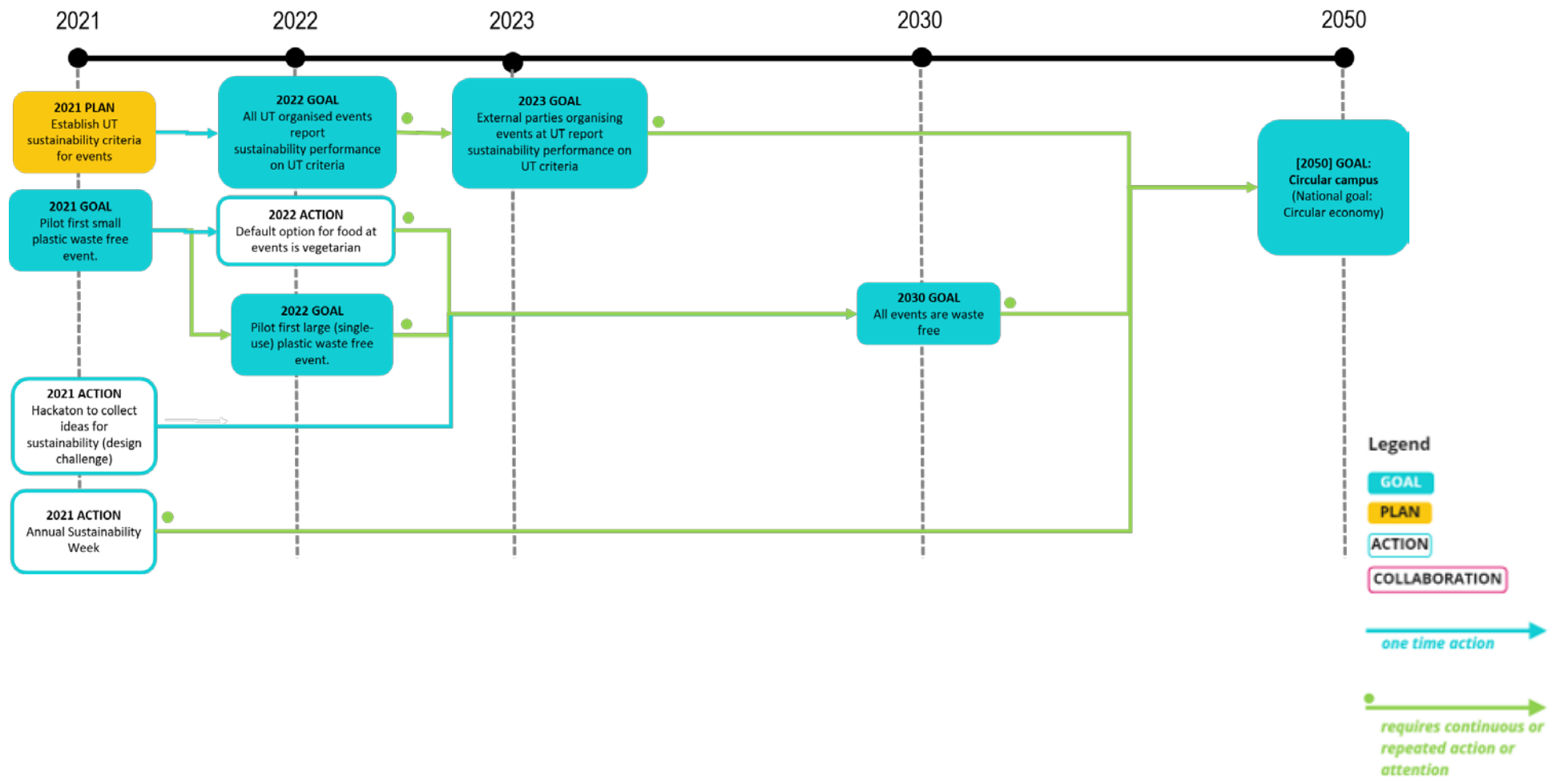
PROCUREMENT & PURCHASING



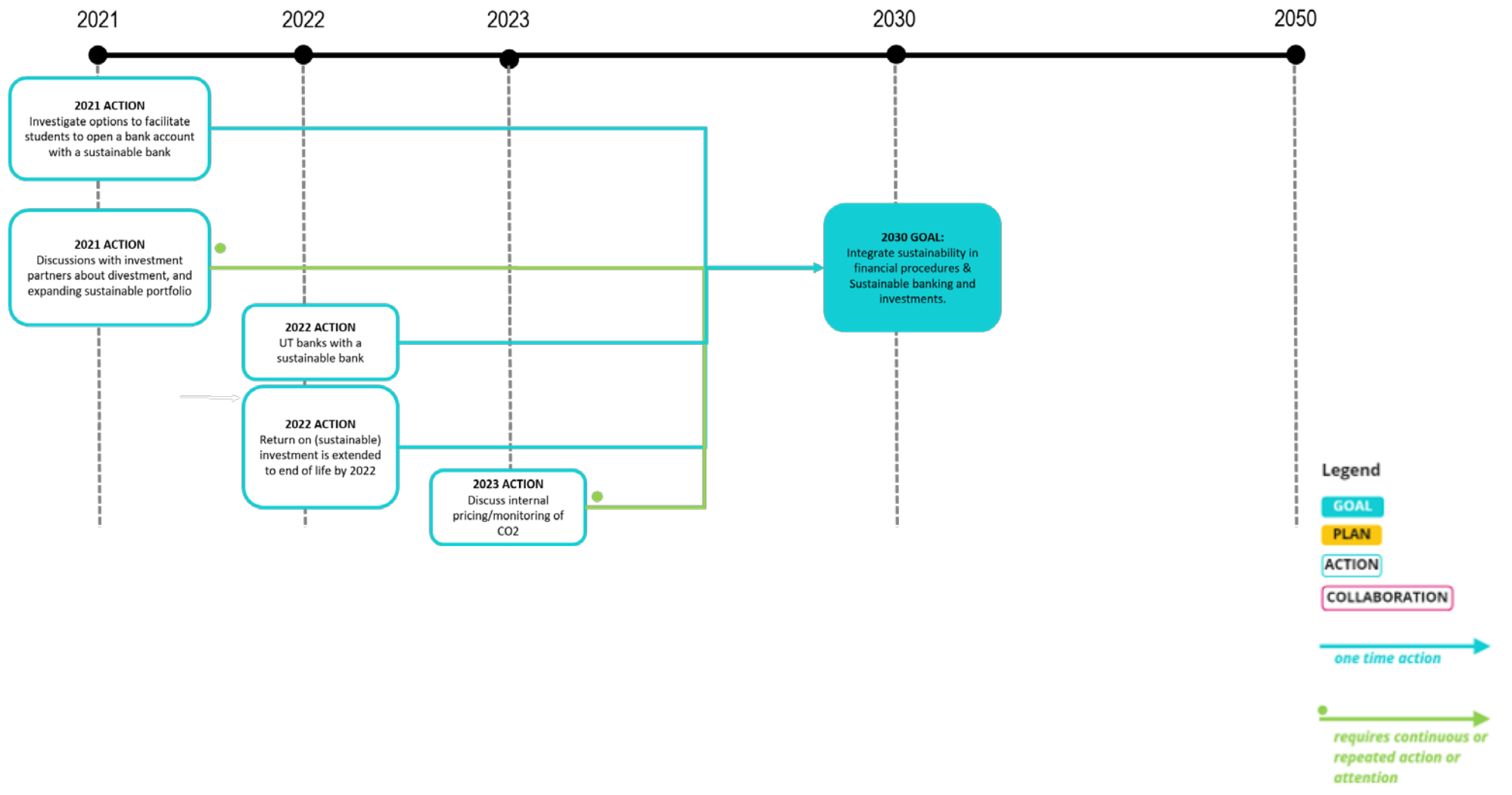
BUILDINGS



EVENTS



FINANCE



2.2.2 List goals, plans and actions implementation plan per theme

Energy

- Finalise and implement Roadmap for ensuring UT real estate meet the Climate Agreement targets (49% CO2 emission reduction in 2030, 95% in 2050).
- MJA3 has run its course (end date 31/12/2020). The successor MJA4 is still being developed. We propose to maintain the objective of a 2% annual energy efficiency target on user-influenced energy consumption on top of the energy usage reductions achieved with the Roadmap.
- CO2 compensation plan energy consumption resulting from fossil fuels (from 2022).
- Phasing out natural gas usage in buildings (continual process till 2030)

Water

- Develop vision and plan for a climate adaptive campus (linked to theme biodiversity).
- Water reduction plan

Waste

- Finalising and implementing Waste Action Plan: Prevent waste, reduce (non-recyclable) waste, improve waste separation and recycling, report on waste.
- 2022: Plastic free campus
- 2023: -15% CO2 emissions
- Collaboration with the research cluster on behavioural change will be sought for assessing the effectiveness of nudges and communication used.

Food and Drinks

- CO2 reduction canteens: #changethedefault: default option when ordering work lunches will become vegetarian
- Visualise impact food options in canteens
- Organise pilots with Green Hub on meatless day/week

Travel and mobility

- Implementation Mobility Plan: stimulate and facilitate sustainable modes of travel and promote alternatives to reduce CO2eq emissions
- Commuting survey/panel
- Develop Travel check and train zone map (in collaboration with CreaTe)

Biodiversity

- Develop vision and plan for a climate adaptive biodiverse campus (linked to theme water).
- Visualise biodiversity on campus and make plan for strengthening biodiversity on campus with Green Hub (in collaboration with external partners: Saxion, Council, Kennispark, Citizen Science project)

Procurement and purchasing

- Build awareness and knowledge base on sustainability criteria within Purchasing department.
- Integrate sustainability criteria in tender. Challenge subscribers to come with ideas to contribute to meeting UT's ambition. Focus on tenders related to operational management. Exploration of regional procurement and collaboration with Saxion, ROC.
- Requirement contracts: CO2 monitoring and sharing data for UT's CO2 footprint assessment

- Develop a process for monitoring compliance with sustainability criteria during contract period
- Monitor and report on sustainability criteria applied at tender processes from 2021 onwards

Buildings

- See Energy roadmap to enable UT to realise a CO2 neutral real estate portfolio in 2050
- Alignment maintenance planning (MJOP) with new built and renovations plans (LTSH) with this Roadmap.
- Develop a vision and plan on climate adaptive buildings
- Develop a plan on circularity and buildings

Events

- Make small and large events more sustainable: pilots and communication materials
- Sustainability Week to raise awareness, bring people together and build partnerships.
- Organise plastic free and circular events (start with small and develop further)

Finance

- Start conversation on divestment (bank, investments, pension)
- Discuss internal pricing/monitoring of CO2 (incentive for change)

Programme Management

- Communication: a communication plan will be developed with a focus on making progress visible, creating awareness and involvement leading to a situation where people know how they can contribute to tangible goals (Annex II).
 - Campaign
 - Products that can be expected are:
 - Uniform template : LTSH information panels outdoors indoors and energy label certificates. Realisation outdoor panels for: Hogeekamp, Technohal, Koudecirkel.
 - Phase 2 sustainability walk
 - Continual improvement website operations
 - Collective UT sustainability website: research-education-operations-GreenHub
 - Phase 2 [sustainability walk](#)
- Reporting: Annual CO2 footprint
- Open data: Carbon platform
- Management review template to include besides Energy, also Sustainability and Environment will be developed in 2021.
- The context analysis and SWOT need to be updated and this will be done in 2021. As sustainability is further integrated in the organisation and more stakeholders arrive on the scene, the context analysis changes as well. [Chapter 2 Programme plan].
- Engagement/collaboration
 - Green Hub
 - Shaping Expert Group
 - Faculties and student through projects
 - Present SEE programme, policy and implementation plans in UT community
 - Active collaboration through SEE working group and thematic working groups
- The SEE Programme aims to set up a reflection group that will be consulted at relevant moments throughout the year to add a formal moment for research and support staff to be consulted and provided with the opportunity to provide feedback on proposed plans as well as the opportunity to become involved in the initiative. This can be facilitated and enhanced together with the Green Hub in conjunction with catalysing presentations to

Faculty Councils and Boards.

Environmental permit

- Reporting and minimisation plan Substances of High Concern (ZZS)
- Reporting on waste water, nitrogen deposition (consumption of natural gas)
- Identify opportunities for research projects (i.e. waste water)
- Campus wide approach on compliance conditions permit
- Organise a gathering for neighbours to keep them updated of developments on campus

These plans contribute to reaching the larger goals set for 2030 and 2050. During this time the process will also be started to develop plans to achieve the goals set for 2030 and 2050:

- 2030 carbon neutral & 2050 carbon negative campus
- Water neutral in 2030
- Waste free campus in 2030 & Circular campus in 2050

2.3 Preliminary description of expected impact

In the 6 and 12 monthly reporting cycle the SEE Programme will provide an update on these ten themes.

Our focus is on a limited set of activities that cover 70-80% of what we want to achieve, where impact, visibility and effort of these activities are weighted to reduce the CO2 footprint (impact), show the UT community and beyond what we do (visibility) and ensure we have sufficient capacity to execute what we intend to do (effort).

We expect to make progress, report on this progress and report on the development of new plans. This helps to keep the UT community informed, aware and involved. This awareness and involvement will lead to the possibility to scale up the initiatives by having more people involved.

For example, on mobility we intend to have a travel check operational – after COVID restrictions are lifted - that will guide staff and students in making conscious choices on their decision to travel and on their mode of travel. With a good product and a good communications campaign, we expect this initiative will contribute to a situation where we do not return to the levels of the CO2 footprint of travel of 2019.

The biannual reporting schedule will support departments in recording and monitoring data on sustainability, for example the procurement department will monitor sustainability criteria applied in tender processes from 2021 and for renovation projects waste data will be registered internally. All these steps lead to a situation where we can make better informed decisions on what initiatives to prioritise to become a sustainable campus. Additionally, we can involve the UT community better by making this data available for research and student projects.

2.4 Step-by-step approach for longer term impact

Throughout the organisation we want to work towards a situation where everyone is aware of what their impact is or can be in the process of becoming a sustainable organisation and that their contribution is important. We want to empower all these stakeholders in reaching the shared goal. This connects with the change management strategy in the sense that organisational transformations for sustainability take time, intrinsic focus, and involvement from all relevant actors of the UT. The organisational transformation we follow at UT will be a manifestation of the

Shaping 2030 strategy and follow an interconnected, cross-sectionality of the nature and culture of our unique university. The follow sections detail how we plan to navigate this transformation.

2.4.1 Cross-sectionality and interconnectedness

Chapter 2.2 lists the main attention points, initiatives and plans grouped by the themes detailed in the Sustainability Policy. All these themes together are elements of the UT system that will go through this transformation to become sustainable. In a system, none of the elements can be considered in isolation. Decisions made for a new contract may influence the amount of waste generated, affecting the indicators on the theme waste. This overlap or interconnection between elements is important to be aware of to effectively work towards becoming a sustainable organisation.

Insight into this interconnectedness is key to moving towards our goals. This is systems thinking in our sustainability management practice. Applying this is cutting edge and has its benefits.

For example in real estate. Sustainable real estate is one part of becoming a sustainable organisation. The roadmap for CO2 neutral real estate cannot be seen in isolation from the LTSH and the MJOP (Long Term Housing Strategy and multi annual maintenance planning), an integrated approach will need to be facilitated.

The SEE programme will – jointly with the relevant colleagues - play the role of monitoring where opportunities arise for alignment, interconnection and integration, signal this to the relevant stakeholders and provide support to enable the necessary steps to be taken.

The SEE programme will collaborate with research clusters on behavioural change and sustainability, with students who want to focus on sustainability aspects that are relevant for the campus and other opportunities when they arise. The Green Hub will play a role through the network they build and information they collect.

Towards this purpose, the Green Hub is developing a central sustainability intelligence platform which aims to house quantitative and qualitative data that supports visualising and strengthening the possible connections within UT. This platform's design purpose is also to reduce the administrative burden of those responsible for monitoring, assessing and reporting on the UT's transformation to sustainability, as well as amplifying our inherent practical scientific expertise and education towards these ends.

However, SEE-programme, Green Hub and the growing governance structure for sustainability in UT cannot do this along. We ask everyone to spread the information on the sustainability ambitions, goals and initiatives. Word of mouth throughout the UT community on sustainability will be a strong contributor to reaching the set goals.

2.4.2 Change management strategy

Change brings about a lot of uncertainty and there are many different modes of change possible for a complex organisation such as a university. Through implementation plans and the Sustainability Policy as a framework, we aim to provide clarity on the direction and how we will take steps towards the goal. Transparency and openly sharing data and decision-making processes are an important part of becoming a sustainable organisation. Through communication, pilots and sharing experiences we will facilitate an open dialogue on the change process and provide opportunities to express concerns, to revisit previous decisions, all in order to ensure progress towards our common goal on becoming a sustainable organisation. Sustainability is complex, there is not just one path, there are many possible pathways all leading

towards our goal. Our task as the support group of the SEE programme is to guide the process and to create the necessary conditions to find our common path.

Realising change within an organisation is never smooth sailing. Individually it may feel like unit, faculty and team-level values and beliefs are changing, which may affect identities, leading to discomfort and in some cases resistance. This is why transformational leadership also becomes important, where emotional and social intelligence play key roles in the onwards inclusive process of change. This is also in keeping with our aspirations to be a high tech university with a *human touch*. Ideally, everyone strives to find a connection to one's personal mission so that sustainability feels like a logical step in the process of developing in your work, so that this becomes part of one's identity. It may require us to adjust our way of working, for example where collaboration across departments becomes essential while this was previously not common practice nor part of the job description. In this sense, we face the challenge of effectively defragmenting siloed faculty cultures, and breaking down disciplinary walls. It is a challenge to take on responsibility where it is not clear yet how this process evolves; this is also where building trust and mutual respect comes in. Becoming a sustainable organisation relies on pro-activeness and an inquisitive mind open to try things. Trying and failing is part of that process. The organisation's culture influences how an individual reacts to change. Unwritten rules may end up being re-written. All of these elements will need to be artfully and scientifically managed.

Collaboration with the Green Hub, the central point of contact concerning sustainability and a key driver for change, is central to increasing awareness and support UT wide. The Green Hub takes the lead role in the aforementioned change management addressing UT culture, while its activities contribute to raising awareness and building a community that collectively works towards a sustainable university, with the SEE Programme in a supporting role. Through close collaboration, the SEE Programme and the Green Hub will ensure that each party plays its part in a complementary way, that needs and roles are clear and that both programmes support each other to create the right circumstances in which UT can reach the goal of becoming a sustainable university.

2.4.3 Conditions and feedback loops

It is difficult to predict when an intervention, an activity or a measure will precisely be implemented at this stage with the current uncertainties due to the COVID measures as well as dependencies on having created the right conditions for a measure to be implemented successfully: sufficient support, alignment with other initiatives, budget or staff capacity to name a few. Therefore, this implementation plan covers 2021-2023 to ensure we are flexible to anticipate and react to our surroundings while moving forwards towards the goals. This is also where and why we are working with research groups who can help with interventions along the way, such as the BMS multidisciplinary behavioural change group.

There are positive and negative feedback loops that will come our way and which we should anticipate. Also, there is evolving insight in what are the best approaches or interventions. It will be necessary to keep our ears to the ground with new developments, best practise and methods that can help. The Green Hub's growing network can well be a channel to help anticipating and managing feedback loops. In this respect, incoming intelligence can be used in an implementation plan that is flexible enough to adjust accordingly when and where needed. This is the meandering river we will need to follow as mentioned in the introduction, rather than a straight path. That is where we actively need to navigate the transformation to sustainability.

2.4.4 Planning and scenario's

The mindmap shows the multitude of aspects for the various themes to consider. To enable flexibility, as described above, for anticipating and reacting to ongoing developments, and simultaneously ensuring we remain focussed and make progress, the SEE programme develops scenarios for each theme.

As mobility and waste were identified as focus areas in 2020, these will be elaborated further here. For CO2 neutral buildings a roadmap has been developed. For the overview what the different goals are per theme, the [mindmap](#) is recommended. Based on progress, capacity and priorities, detailed plans with timelines will be developed for the other themes.

The activities contribute to reaching the short term (2021), mid-term (until 2023) and long term (till 2030-2050) goals.

2.4.4.1 MOBILITY

Planning

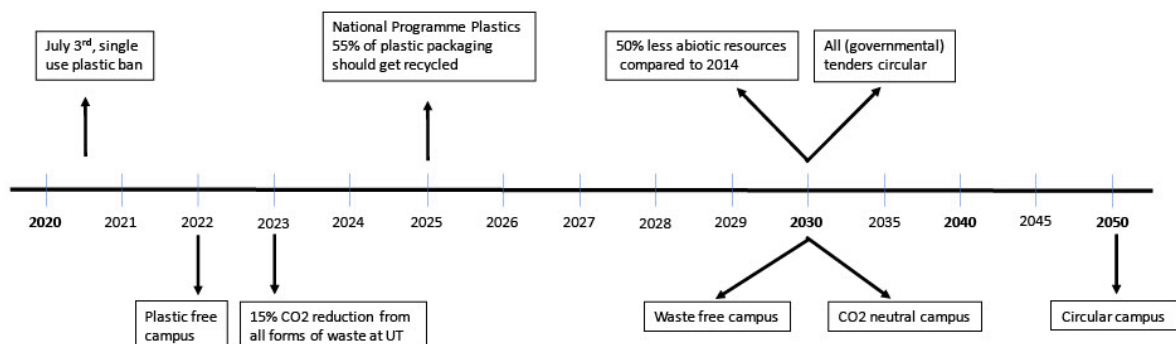
| Phase 1 | Phase 2 | Phase 3 | Phase 4 | Phase 5 |
|----------------------|-------------------------------------|---|--|---|
| Sept '20 – April '21 | May '21 – Sept '21 | Oct '21 – Dec '21 | Jan '22 – June '22 | Sept '22- Dec '22 |
| Mobility Plan | Preparation Mobility survey | Mobility Survey | Pilot ride-sharing (planned start Feb/Mrt) 1 yr | Repeat mobility survey or conduct physical counting commuting modes |
| Mobility webpage | Travel check (with CreaTe students) | Communication campaign 'sustainable travel' | Roll-out initiatives: for example: Try out weeks e-bikes | Feasibility study impact and implementation paid parking |
| | Inventory possible initiatives | Implementation travel check | | |
| | Involvement stakeholders | Implementation cycling app | | |
| | | Development initiatives | | |

Scenario 50-80% before-COVID situation in September

This planning is based on the assumption in September 2021 before-COVID occupancy on the UT campus of around 50-80% is reached. When this scenario does not materialise the decision will be taken to postpone the mobility survey until Feb '22 and consequently all other activities will be moved forward as well. This scenario is based on the realisation that a lot of travel may not be essential for our operations as a university, the planning is such that once people start travelling again tools will be available to guide them towards making more sustainable decisions.

2.4.4.2 WASTE

Planning



| Phase 1 | Phase 2 | Phase 3 | Phase 4 | Phase 5 | Phase 6 | Phase 7 | Phase 8 |
|--|--|---|--|--|---|---|---|
| Feb-March 2021 | | | Spring/Summer 2021 | | Autumn 2021 | | 2022-2023 |
| Inventory waste streams, incl. SUP and unnecessary disposables | Finish project plans on removing SUP and disposables | Create support | Prepare communication campaign | Execute project plan on SUP and disposables | Material flow and data sharing in online platform | Minimize waste (at events) | Prevent waste from entering UT |
| Inventory of coffee machines next to pantry with dishwashers and reusable mugs | Advice on promoting re-usable mug, purchase of dishwashers & mugs. | Serious Gaming waste separation app: testing phase. | Green Hub infographic on waste separation and recycling on campus. | Communication campaign on campus, start with ban on single use plastics. | Register waste from new buildings/renovations. | Promote using appliances longer, better compliance e-waste regulation from LISA. | Include waste plan in new tenders, aim to minimize waste. |
| Overview of alternatives to (single use) plastics | | Start discussions with external parties at campus (Gallery) | Serious Gaming waste separation app: launch during kick-in. | Inventory of improvements waste collection labs. | Share data on residual, PMD, paper and food waste in dashboard. | E-waste race. | Create indicators for the purchasing process to minimize waste. |
| | | | Communication campaign waste separation ITC building. | Communication about deposit scheme for plastic bottles (July 2021) and cans (late 2022). | | Workday Waste Walk event. | |
| | | | Communication campaign on using reusable mugs in coffee machines. | | | Pilot project nudging/communication waste separation. Followed by waste analysis to measure impact. | |

Scenario 50-80% before-COVID situation in September

The focus of this waste plan lies on **visibility, impact and effort**. A lot of preparatory work can be done disregarding the occupancy on campus, but the communication efforts and analysis depend on near-regular occupancy of the buildings. Based on the COVID measures in place decisions will be made on what activities to start and which to postpone.

3 BUDGET

This table details the categories and amounts currently allocated to the tasks of the SEE Programme.

| Approved budget May 2020 | Category | Amount postponed activities | Budget 2021 |
|--------------------------|---------------------------|-----------------------------|-------------|
| € 44.000 | Communication & Promotion | € 11.000 | € 33.000 |
| € 219.000 | Training & Development | € 110.000 | € 109.000 |
| € 158.000 | Staff | | € 158.000 |
| € 421.000 | Total | € 121.000 | € 300.000 |

3.1 Means and capacity

We believe in the current circumstances, where we expect to work from home till approximately September 2021, we will have sufficient financial means in 2021 to carry out our plans. Concerning staff time and capacity: We do look into external support for large projects (including grant proposals) or concerning topics we do not have sufficient knowledge of. Also, for the implementation of mobility measures we will need some external support. For 2022 onwards, we expect the budget, approved in May 2020, will be reinstated.

3.2 Implementation in faculties and service departments

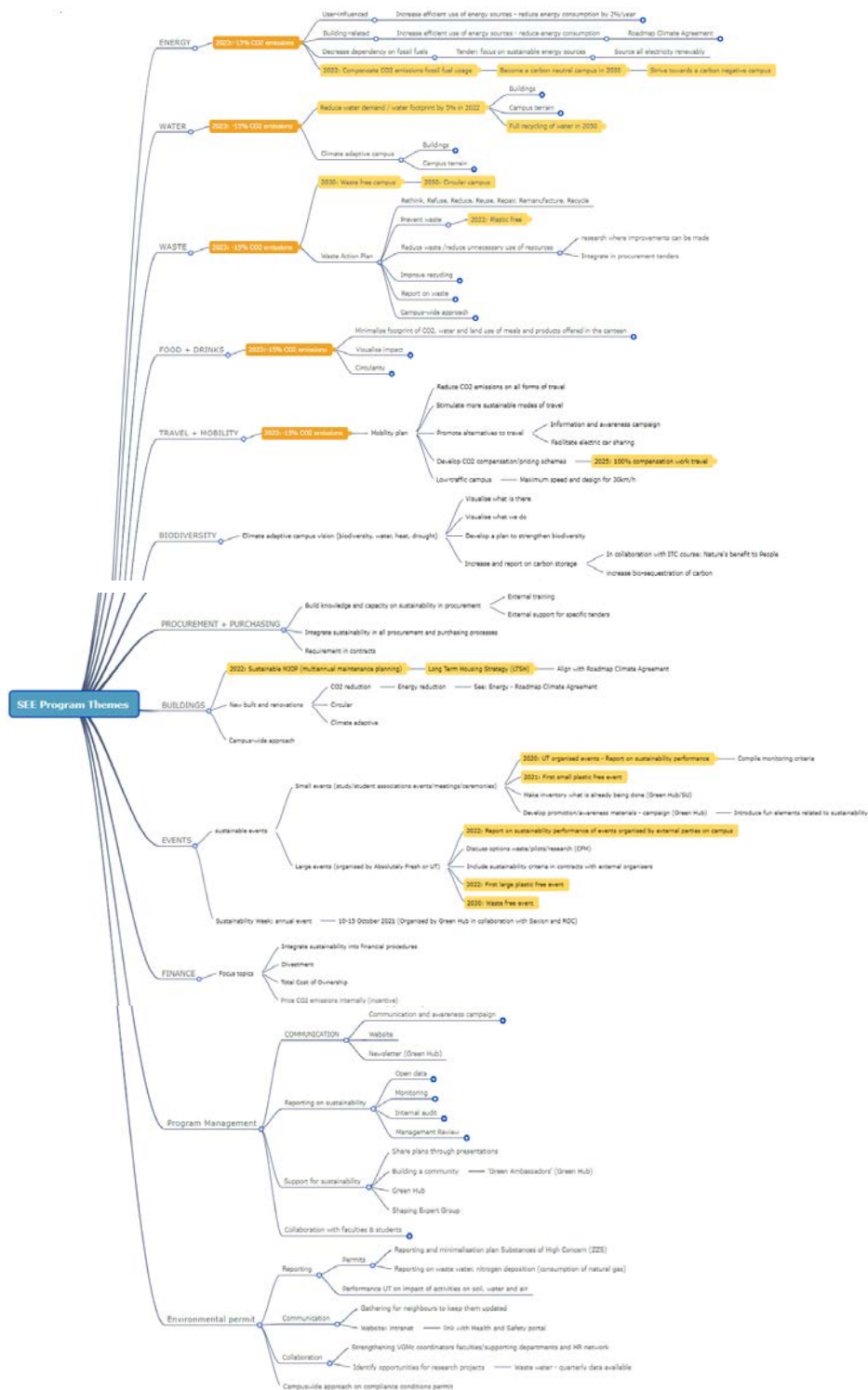
The implementation of the Sustainability Policy will take place across all service departments and faculties. Not everything is organised centrally, therefore the implementation will need to become integrated into the entire organisation. This also means the separate units will need to reserve budget and staff capacity for its implementation. Most service departments and faculties have a representative in the SEE programme working group. The feedback process from faculty to SEE Programme and from SEE working group to faculty will enable the SEE Programme to report on the progress overall.

ANNEXES

- I Overview Implementation Plan
- II Communication Plan

ANNEX I OVERVIEW IMPLEMENTATION PLAN

Mind map image of the SEE Implementation Plan 2021-2023, on [Teams](#) or an interactive version via this [link](#).



ANNEX II COMMUNICATION PLAN

1. INTRODUCTION

In Shaping2030, the University of Twente's mission, vision and strategy for 2020-2030, sustainability plays a large role. The document sets out ambitious goals to give sustainability a prominent place in its research and education – while at the same time striving to become a sustainable organization itself in 2030.

To that end, the university has launched the Sustainability, Energy & Environment (SEE) programme, a university-wide programme to manage its sustainability, energy & environmental performance. Together with the programme's steering and working groups, the programme manager has written a sustainability policy document for operational management in which the programme's goals and means are detailed. For the period 2021-2023, an implementation plan has been written that sets the specific actions and goals for this period. This communication plan is meant to accompany and supplement the implementation plan. It is also a part of the wider strategic communication plan about sustainability at the University of Twente.

2. ANALYSIS

The SEE programme and the goal of a sustainable campus are part of a larger movement towards sustainability at the University of Twente. Based on both the Shaping2030 strategy and wider societal developments, many groups inside and around the university are springing up to strive towards a sustainable world – and a sustainable university. Notable among these are the Shaping Expert Group (SEG) Sustainability, the Green Hub, the Centre for Energy Innovation, Scientists4Future Twente and student association SUSTAIN. It can be surmised that there is a growing group of students and staff members for whom sustainability is one of their main priorities in their study, work and daily life. It is likely there is also a large group of people who are willing to help reach the UT's sustainability goals if it is made easy for them to do so and if they feel the UT itself is taking the necessary steps to reach this goal.

In the past couple of years, the SEE programme has already deployed activities to reach its goals, led primarily by two environment & sustainability policy officers. They have deployed several means of communication in the past, but this has naturally not been the focus of their work. Since in June 2020, the SEE programme is supported part-time by a communication advisor from the MC department. The implementation plan 2021-2023 provides many activities in this period to make the UT more sustainable that can be supported by communication. It also divides these activities in clear and easy to understand themes that can be used in communication.

Green hub

The student-led Green Hub, that started in September 2020, is expected to play a pivotal role in all aspects of sustainability at the UT. Two of the student officers at the UT are focused on external affairs and communication. As the Green Hub is coming out of its startup phase, it will begin playing a larger role in this aspect in the (near) future.

Risks & challenges

As has been noted, there is a growing group of staff and students that want to help to make the UT a sustainable organization. These groups are often ambitious, but disparate and loosely

organized, and unclear on what they can do to make their ambitions a reality. These groups also communicate with the wider community themselves. It is therefore important that this group is aware of the steps the UT is taking to realize this goal and what they can do to help. However, this is also a group that can be critical if they believe the UT is taking insufficient steps and fails to fulfill promises: the risk is that the UT is accused of greenwashing. It is therefore important to keep them 'in the loop' and be open to their feedback and ideas on how the UT and the SEE programme can work towards the shared goal of a sustainable organization in 2030.

Information about the SEE programme -and sustainability at the UT in a wider sense- is often fragmented and difficult to find for those who do not know where to look or who to contact. That does not mean there has been no work done on this at all: for example, there is a website that contains a lot of information about sustainability at the UT (www.utwente.nl/sustainability), an internal newsletter (with 196 recipients at the time of writing) and an energy data platform. Improving the findability and ease of use of these resources, and ensuring easy two-way communication to target groups, must be a priority.

The goals of a sustainable organization cannot be reached with just the group of already enthusiastic people. As noted in the Shaping2030 strategy, it requires the commitment of every member of our community. The larger group of 'people of good will', who are willing to help but who are not currently actively working towards sustainable organization, therefore needs to be activated to help work towards the goals of the SEE programme. There are also staff members that, due to the nature of their position in the organization, can have a much larger impact on the sustainability of the organization than others; it is extra important to communicate and work with these people.

Another group that plays a large role in realizing a more sustainable university are the suppliers of services and goods to our organization. Without them working with us towards sustainability, the university cannot become fully sustainable itself. While the UT can force improvements through putting specific requirements in contracts and tenders, this is not always (immediately) possible or sufficient. Making it clear that sustainability is a priority and a prerequisite to suppliers is therefore essential, before awarding a contract as well as during the contract. Finally, the past six months have shown a high demand for the limited capacity of the communication advisor. This means that smart choices have to be made about when and where to communicate. Where this will impact the effectivity of communication, ensuring the availability of more capacity will need to be considered.

3. GOALS 2021

Any means of communication should support one or more of the following goals:

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

The ideal is that communication surrounding sustainability on campus creates a 'snowball effect': visibility should lead to more enthusiasm, the generation of new ideas and more support for measures the SEE programme takes, making a focus on sustainability a matter of course for both the individual and the UT as a whole.

4. TARGET GROUPS

Based on the analysis, four main target groups are identified:

Staff

Activated
Dormant
Decision makers/key positions
Supporting staff
Faculty staff

Internal partners

Green Hub
SEG Sustainability
Sustain
...

Students

Activated
Dormant

External stakeholders

Suppliers
Municipality of Enschede
Saxion & ROC van Twente

5. STRATEGY

Because the target groups of the SEE programme are groups in and close to the UT, an internal branding strategy is used. The goal is for the target groups to associate the UT with a sustainable organization and activate them to be involved with this goal themselves – and be ambassadors of this goal toward others. This way, the UT not only says it is a sustainable organization, but we all contribute to ensuring that it actually is, and propagate this behaviour and promise to others inside and outside of our university.

The SEE programme will not try to become its own brand. Instead, means of communication about sustainability at the UT will be from the entire organization. However, it will utilize a recognizable style within the UT house style, with green as its main color, and focus on one or more of the 10 themes of the SEE programme. Whenever it offers additional value, we will work together with internal and external partners in communicating about sustainability at the UT. However, the core message and sustainability of the UT are always leading.

An important aspect of communication about sustainability is activating individuals to incorporate sustainability in their own daily lives at the UT. However, this should always be combined with what the UT is doing to achieve their goals and how their help fits into a larger goal, so that it doesn't seem the UT is passing the responsibility on towards individuals. The tone of communication is generally positive, where we celebrate successes and milestones. Whenever possible, means of communication will connect to the 10 themes of the SEE programme.

Collaboration

As noted above, there are various different groups at the UT working on sustainability in some capacity. While each group has its own goals, way of working and network(s) inside and outside of the UT, these are closely aligned and often overlap with one another. Because of this, they can strengthen each other by adhering to roughly the same core message (see below) and by helping to spread each other's means of communication. An example is using the Green Hub's sustainability newsletter to spread relevant news about the SEE programme, or using the Sustainability website to promote an event from the Centre for Energy Innovation.

Core message

The core message of all means of communication can be summarized as follows:

The University of Twente is working to become a sustainable organization by 2030. We take action to apply sustainability in our daily business operations. We do so together with our students, employees and external partners, so that sustainability becomes a natural part of our daily lives at the UT.

ACTION PLAN

| What | Why/how | Who | When |
|---|---|---|---------------|
| Website | Resource for all sustainability-related questions. Main focus on operational sustainability, with links to research & education topics. Large role for Green Hub. Accessible via UT corporate homepage. | Corjan (lead), Fenja, evesh (support), Brechje, Birgit (content advisors) | March 2021 |
| House style | Development of a simple, easy to use house style (part of the UT house style) to be used in all communication about sustainability | Corjan, Traffic | March 2021 |
| Communication calendar | Creating a communication calendar based on both internal and external opportunities. | Corjan, Birgit, Green Hub | Continuous |
| Storytelling | Regular stories about positive, work-related actions UT employees and students take in their daily lives to become more sustainable Published on sustainability website, employee portal & in newsletter. | Green Hub, Corjan | Once a month |
| News stories | (Internal) news stories about actions the UT/SEE takes to make the UT more sustainable. Irregular: seize good opportunities, celebrate successes (comm. calendar). | Brechje, Birgit, Corjan | Continuous |
| Sustainability Week | High point of the year with focus on sustainability, many internal and external participants. | Green Hub, Corjan | 11-14 October |
| Information signs on campus | (updated) information signs on campus at relevant sustainability projects: -Cold circle -Hogekamp Square -Technohal -ITC building -... | Birgit, Corjan, Brechje | Summer 2021 |
| Campaign development | A campaign to promote sustainable behavior fitting with the 10 themes of the SEE programme. Ex. messages to promote filling your water bottle at the tap points or ride the bike to campus, always in combination with UT action on the subject | Corjan, Green Hub | Summer 2021 |
| Activating MC-colleagues | Encourage other MC-colleagues to pay attention to sustainability where possible. | Corjan | Continuous |
| Update virtual Sustainability Walk | New videos to be shared in the Sustainability Walk. | Corjan, Kim | May 2021 |

3.3 Budget

Communication & Promotion

2020 - €44.000

2021 - €33.000

This includes expenses for communication design, materials, meetings, campaigns, competitions and events.

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