

# **UWE BRISTOL CLIMATE AND SUSTAINABILITY PLAN 2024–2026**



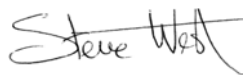
#OurPathTo2030

## OUR PATH TO 2030

**“Achieving net zero carbon by 2030 will not be easy – the fast road we’re already travelling on will only lead us where we need to go if we’re flexible, innovative and courageous. We know the actions we take must be direct, effective and socially just.**

**Thankfully, as a thriving university in one of the UK’s best-loved cities, we have all the resources and expertise required to face the many challenges of the future.**

**Through decisive action taken locally, nationally and worldwide, we hope to both empower our talented graduates and alumni, and realise our ambitious and vital commitments.”**



Professor Sir Steve West CBE, DL, Vice-Chancellor, President and CEO,  
UWE Bristol



This Climate and Sustainability Plan sets out our ambitions for the next two years, in line with the commitments established in Strategy 2030.

# WHERE WE'VE COME FROM

**1994**

UWE Bristol's first Environmental Policy written



**1995**

Environmental Policy committees established



**2004**

Sustainability Board set up



**2004**

Sustainability Manager appointed



**2006**

UWE Bristol achieved Fairtrade University Status



**2012**

Sustainability Plan: Positive Footprint launched



**2016**

NUS Responsible Futures accreditation



**2020**

Declaration of Climate and Ecological emergency  
New Transforming Future: Climate Action and Sustainability Strategy



**2022**

Carbon Literacy training launched  
Passivhaus student accommodation work started



**2023**

Climate Education module  
Sustainability Hub opened

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Climate and Sustainability Plan 2024–26	EMS.EOP.2401	1	29 April 2024	Vice Chancellor's Executive

# GUIDED BY THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

As a civic institution and signatories to the **SDG Accord**, we will continue to place the UN SDGs at the heart of all our activities, using them to guide our strategic direction.



## Other guiding principles:

- We'll identify the best available techniques for implementing change, keeping up with and leading developments across the higher education sector and beyond.
- We'll find connections between environmental, social and economic factors.
- We'll empower our students and staff to face and tackle climate and sustainability challenges. And encourage and support research that addresses issues relating to climate change, biodiversity enhancement and the environment.
- We'll continue to use a sustainability action planning approach, delivering workshops across the institution to foster and embed change.
- We'll look for 'stacked benefits', consciously aligning sustainability and climate action with equality, diversity, inclusivity, and health and wellbeing, to ensure any changes we make happen in an equitable and effective way.
- We'll accelerate our sustainable development efforts by:
  - sharing the costs of decarbonisation across our institutional value chain
  - identifying funding opportunities to speed up the decarbonisation of our campus operations.
- Most of all, we'll ensure UWE Bristol adapts to the changing conditions of the 21st century.

## Governance

Progress towards this action plan is overseen by the University Sustainability Executive Committee (USEC), which is chaired by a nominated member of the Vice-Chancellor's Executive (VCE).

This plan has been approved by USEC and signed off by the VCE on 29 April 2024.



# EDUCATION AND RESEARCH FOR SUSTAINABLE DEVELOPMENT

As educators we know we have a key role to play in facilitating the achievement of the UN SDGs. A big part of that is about offering all our students the chance to prepare for, and contribute to, addressing and solving urgent global and regional challenges:

- We'll support all our students to explicitly consider the urgency of climate change, through, for example, the continuation of our Climate Education course.
- We'll adapt our curricula to ensure it's fit for the changing conditions of the 21st century, working at a pace and level appropriate to the urgency of the climate and ecological emergency.
- We'll continue to encourage and support research addressing issues relating to climate change, enhancing biodiversity, and other environmental and social sustainability challenges.
- We'll also address the environmental and social sustainability of our research methods, so that we can deliver research that's as sustainable as possible, in line with both our funding body requirements and UWE Bristol's sustainability and climate change resilience research beacon.

## Milestones

2024/25	2025/26
Develop and promote our Climate Education course.	Increase the number of students on our Climate Education course by 10% (compared to last year)
Curricula SDG mapping (10 maps p.a.)	Curricula SDG mapping (10 maps p.a.)
Promote Education for Sustainable Development (ESD) guidance and develop internal case study document	Review internal case study document
Run student sustainability survey	Run staff sustainability survey
Responsible Futures reaccreditation	Progress against all Responsible Futures criteria to get ready for 2027 audit
Review academic inductions	Review academic role descriptions and promotion criteria
Prepare new reporting template in line with PRME SiP 2.0 requirements	Align reporting and data preparation processes for all sustainability needs
ESD best practice event	Student sustainability conference

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Education for sustainable development	Climate Education module–completion rates	458 enrolled	2023/24	20% increase	Georgina Gough
	Number of modules mapped to UN SDGs	80	2023/24	20 new SDG maps	
Research for sustainable development	Number of research projects by SDG	143 bids aligned to SDGs	2022/23	20% increase	Darren Reynolds/Ben Williams





## COMMUNITY AND PARTNERSHIPS

We'll work with a range of partners in the city region and beyond to facilitate coordinated action towards clean growth and net zero, helping partners in their decarbonisation and nature recovery journeys through research and student/staff involvement.

To support our graduates we will develop and promote a new set of sustainability and “green” careers resources for our Career Toolkit platform, promoted through Climate Cafes and via workshops and employer green career drop-ins.

### Living Lab

The sustainability measures underway at UWE Bristol are presenting academic and research opportunities for our students and staff.

In 2024, a Living Lab concept is being explored as a cross-collaborative activity, with the aim of encouraging more cross-working, enhancing our academic offerings, increasing research opportunities, and ensuring that we can tap into the latest research to enhance future projects.

As we develop the Living Lab over the coming years, we plan to widen it out to include partnerships with other education institutions, industry and regional partners.



# CLIMATE ACTION

The effects of the climate crisis are already visible and very real. Innovation in education has never been so urgent or important:

- We'll manage our operations, teaching and research activities to mitigate their impact on the climate now and in the future.
- We'll develop and refine an approach where individuals and teams are informed, educated and encouraged to participate in the net zero transition underway across our region and beyond.
- We'll pursue methods that bring tangible educational, enterprise and research benefits to our staff and students, for example by setting up a Living Lab Net Zero Accelerator Programme.

## Reducing our direct carbon emissions (scopes 1 and 2)

Much of the work to decarbonise our direct emissions (referred to in the [Greenhouse Gas Protocol](#) as scopes 1 and 2) involves investing in our infrastructure, improving energy efficiency and reducing energy waste:

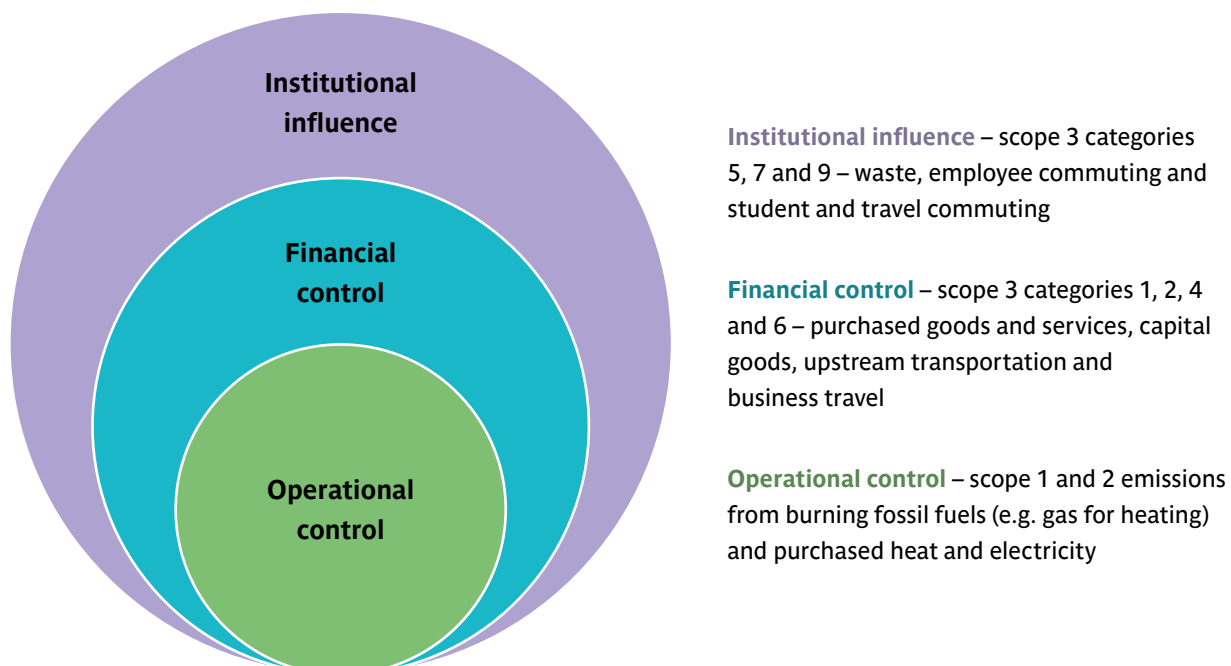
- We'll continue to find ways to reduce our carbon footprint, improve our understanding of our GHG emissions and prioritise actions in line with those categories where we can have the greatest influence and impact.
- We'll strip out older, less efficient gas boilers by extending our District Heating Network (DHN) across Frenchay campus.
- We'll also invest in on-site renewables such as solar arrays and replace or update any old, inefficient buildings.
- We'll get ready to adopt alternative heating technologies later in the decade, particularly the strategic heat main being developed through the Bristol City Leap programme, but also through on-site heat pumps.

## Milestones (scopes 1 and 2)

2023/24	2024/25	2025/26
Frenchay DHN extension underway	Frenchay DHN extension completed	Demolition of the Exhibition and Conference Centre (ECC)
Demolition of Octagon and Centre for Performing Arts (CPA) building	Building fabric improvements to D and E Block	Solar arrays on Enterprise Park, and on-site car parking
Solar array extension at T block and installation of new array on W block	Solar array installation on Student Village and Frenchay E Block	Enabling works to prepare Bower Ashton and Bush House for alternative heat sources
New Estates Design Specification issued	Strategic utilisation of student accommodation to maximise resource efficiency	Full feasibility study to determine the heat source for Frenchay campus' DHN
Develop back-up generator strategy to eliminate use of fossil diesel	Decide Decarbonisation Plan for Halley Nursery and Building 640	Northavon House and Farmhouse fabric improvements and air source heat pump installation
Passivhaus certified status for all three Purdown View buildings		27% reduction in scopes 1 and 2
		Increase Power Purchase Agreement electricity to 50% of annual electricity procured

## Managing our indirect carbon emissions (scope 3)

Scope 3 presents the most significant challenge in reaching our carbon reduction targets with large parts of our footprint laying outside our direct operational and financial control (see figure below). In March 2023 we were one of the first universities in the country to hire a member of staff to focus solely on scope 3 emissions:



- We'll improve understanding and visibility of the university's scope 3 emissions and develop tools to help with decision-making.
- We'll increasingly include real supplier data in our carbon reporting and use our buying power to influence and facilitate change.
- We'll find ways of supporting small businesses within our supply chain on their decarbonisation journeys.
- We'll continue to collaborate with higher education and the wider public sector to share best practice.

Our strategy over the period of this plan for addressing scope 3 emissions is based on three areas:

- **Data** – accurately measuring supply chain emissions and using data to inform and direct our strategy.
- **Internal engagement** – engaging staff and students, and shaping behaviours, policies and processes.
- **External engagement** – working with suppliers and collaborating with partners to decarbonise our supply chain and the regional transport system.

### Milestones (scope 3)

2023/24	2024/25	2025/26
Develop carbon data analysis and reporting to help with decision-making	Introduce shadow carbon cost tool and guidance	Small to Medium sized Enterprises (SME) support programme
Annual projects on data analysis and visualisation for MSc Data Science students	Student travel survey – improved methodology	Launch visualisation dashboard
Development of enhanced role-specific carbon literacy training	Refined understanding of the carbon impact of digital software	Reduce scope 3 emissions by 35.7% from 2018/19 baseline
		Work across sectors, and with suppliers, to have actual carbon emissions data for 50% of our spend

### Climate resilience: adapting to a changing climate

As well as reducing our climate impact by lowering GHGs, we also need to respond, and adapt, to climate change. Despite global efforts to reduce emissions, the effects of a rapidly changing climate will be felt for many decades to come.

Climate change, and the associated extreme weather events it entails, pose a serious and growing risk to our operations, teaching and research activities, as well as to the health and wellbeing of our people. It's essential we understand, and plan for, how to manage these risks into the future.

With this in mind, during the period of this two-year plan, we'll be carrying out a full risk analysis of the university's vulnerabilities to climate change, based on current and projected future conditions, using the latest scientific knowledge, and in the context of government advice and sectoral guidance.

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Carbon  All figures are per capita (staff and students), tCO <sub>2</sub> e/FTE  <i>(For a more detailed breakdown see further detail in table below)</i>	Scope 1 (gas/fuel used in boilers and vehicles)	0.17 <i>(0.22)</i>	2022/23 <i>(2018/19)</i>	0.21	Kirsti Norris
	Scope 2 (purchased electricity)	0.12 <i>(0.22)</i>	2022/23 <i>(2018/19)</i>	0.08	Kirsti Norris
	Scope 3 (indirect carbon emissions)	2.95 <i>(1.97)</i>	2022/23 <i>(2018/19)</i>	1.27	Thomas Finn
	Total carbon footprint	3.24 <i>(2.41)</i>	2022/23 <i>(2018/19)</i>	1.56	Kirsti Norris
Climate adaptation	Number of operational disruptions related to extreme weather	N/A	N/A	N/A	Jeff Davey

	Baseline year 2018/19	2022/23	Target 2025/26	Target 2029/30
<b>Scope 1</b>	6,062	6,122	5,741	0
<b>Scope 2</b>	6,030	4,339 <i>(market based 26)</i>	2,195	0
<b>Scope 3</b>	53,648 <i>(53,539 market based)</i>	106,114 <i>(104,922 market based)</i>	34,496	26,288 <i>(50.4% reduction)</i>
<b>Total footprint</b>	<b>65,740</b> <i>(59,637 market based)</i>	<b>2022/23</b>	<b>Target 2025/26</b>	<b>Target 2029/30</b>
<b>Category 1: Purchased goods and services</b>	24,707	35,919	15,887	12,255
<b>Category 2: Capital goods</b>	10,947	14,621	7,039	5,430
<b>Category 3: Fuel and energy related activities</b>	1,269	1,671	816	629
<b>Category 5: Waste</b>	No data	53	34	26
<b>Category 6: Business travel</b>	3,734	4,147	2,401	1,852
<b>Category 7: Employee commuting and home working</b>	3,696	3,332	2,377	1,833
<b>Category 9a: Student daily commuting</b>	8,942	16,652	2,141	1,652
<b>Category 9b: Student termly travel (UK domestic)</b>		1,483	191	147
<b>Category 9c: Student termly travel (international)</b>			3,418	2,636
<b>Category 14: Downstream leased assets</b>	353 <i>(244 market based)</i>	1,659 <i>(467 market based)</i>	227	175

All figures location based. All figures in tCo<sub>2</sub>e.

**Category 9:** This is a large and growing proportion of our emissions, with student FTE increase of 35% from 2018/19 to 2022/23 and international student numbers more than quadrupling.

# NATURE POSITIVE: ECOLOGY AND BIODIVERSITY



As humans, we depend on nature for our very survival and protecting and supporting it to flourish are vital to addressing the climate and ecological crises. Creating high quality spaces and green infrastructure are also central to us building a connected, inclusive and thriving multifunctional network that's fit for a modern and progressive university:

- We'll collaborate widely to bring about actions that tackle biodiversity loss through our teaching, research events and engagement activities and campus operations.
- We'll continue to use sector-leading standards such as Building with Nature to inform our campus development.
- As an active member of the Nature Positive University (NPU) network, we'll address our impact on nature.
- We'll work with our university community and partners to promote nature protection and regeneration on our estate, in our supply chain and across the city.

## Milestones

2024/25	2025/26
Review progress of the Landscape and Biodiversity Action Plan (LBAP) and Species and Habitat Action Plan	Develop bespoke "Habitat" signage to ensure significant habitats across all campuses are identified, enhanced and protected
Establish Nature Positive University (NPU) targets	NPU Progress Report
Embed a process for Small Project Landscape Assessments (SPLAT)	Refresh the Landscape and Biodiversity Action Plan

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Nature Positive: biodiversity	Tree population losses and gains report	23 net new trees	2022/23	20% increase	Richie Fluester
	Number of SPLAT assessments	2	2022/23		
	LBAP actions in progress				

# RESPONSIBLE CONSUMPTION AND CIRCULAR ECONOMY



The work we’re doing around responsible consumption and the circular economy will involve prudent financial management, looking for ways to improve our resource efficiency, and reusing wherever we can, to avoid having to buy new:

- We’ll reduce our reliance on raw materials and our impact on natural resources, by continually refining how we manage waste to improve sustainability outcomes and people’s experience of our estate.
- We’ll also become a key player in developing a local circular economy by sharing and reusing networks both on and off our campuses.

## Single-use plastics

UWE Bristol is an academic supporter of the **UK Plastics Pact**:

- We’ll continue to focus on plastics sustainability, identifying actions that align with our role as academic supporters of the UK Plastics Pact, and minimising the use of single-use plastics.

## Milestones

2024/25	2025/26
Sustainability training for catering staff	Achieve LEAF Gold in at least one UWE Bristol lab
Sustainability hubs open on all campuses	Process for buying refurbished IT and tech equipment
50% reduction in the use of plastic bin bags by our cleaning service	Remove in-scope, single-use plastic packaging
Four student projects delivered towards the UK Plastics Pact	
Clear and transparent data provision on plastic waste arisings	

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Waste management/ Responsible consumption and CE	Waste kg per person (staff and student)	68.7kg/FTE	2022/23	61.8kg/FT	Joanna Dainton
	Recycling rate %	56.6%	2022/23	70%	
	Reuse rate %	2.6%	2022/23	10%	
Plastics action	Quantity (kg) of plastics waste arising at UWE Bristol	27,200kg plastics present in recycling stream	2022/23	Target TBC once overall kg baseline is calculated	



# WATER MANAGEMENT

Water is the most abundant natural resource we have, but its supply is particularly prone to environmental pollution and the impacts of climate change. How we manage rainwater directly affects downstream flood risk and water quality:

- We'll continue to introduce sustainable drainage measures across our estate to adapt to a future of more intense rainfall.
- We'll use our clean water supplies efficiently, and be mindful that water waste costs money and results in unnecessary carbon emissions.
- We'll remain alert to water leaks using our water management software and consider installing rainwater harvesting systems in any new academic buildings and refurbishments.
- 2024/25 – Partnership working with term maintenance contractor to identify leaks and high water consuming fittings.
- 2025/26 – Active leak management across all sites.

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Water management	Annual water consumption, m3	222,155 m3	2022/23	222,155 m3	Kirsti Norris
	Annual water consumption, m3 per capita (staff and students), m3/FTE	6.1 m3/FTE	2022/23	6 m3/FTE	





# CAMPUS DEVELOPMENT

As we continue to develop our campus with new and updated buildings, environmental considerations will sit at the heart of our design approach. We'll design new buildings to the highest environmental standards, use sustainability assessments to mitigate any environmental risks, and align our developments to UWE Bristol's 2030 net zero carbon ambition:

- On every building project, from inception to completion, we'll determine and communicate what standard and assessment methods we're using.
- All new buildings at UWE Bristol will be built to **Passivhaus** standards, and any major refurbishments to EnerPHit (the Passivhaus certificate for retrofits).
- Projects with an impact on the external landscape or public realm will be designed and delivered to the Building with Nature standard.
- We'll continue to look for where we can make improvements to create an energy resilient estate and use the latest available techniques to help decarbonise our operations.
- We'll create a smart campus that uses technology to drive decisions about our buildings and automates building management – for example by turning off lights and heating when rooms are not occupied.

## Milestones

- Review current capital projects to make sure our campus development programme is financially sustainable.
- Extend the Frenchay campus District Heating Network (DHN).

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Campus development	Number of projects delivered to industry recognised sustainability standard	0	2022/23	100% of new builds and major refurbishments	Stephen Denning
	Number of new DHN connections	6	2023/24	15	



# TRAVEL

Travel is one of the biggest contributors to our greenhouse gas emissions, from the daily staff and student commute, to business travel and international students’ inevitable reliance on travelling by air. All students, staff, visitors and contractors are affected by travel and could be supported to make more sustainable travel decisions.

We need to comply with planning regulations imposed by local authorities, but also consider both our own and wider regional growth projections when it comes to how we develop as a university:

- We’ll upgrade existing active travel facilities with the aim of securing external funding to improve the provisions for sustainable travel to our campuses.
- We’ll explore options for generating revenue and incentivising behaviour change, to encourage lower carbon modes of travel.
- We’ll improve our understanding of the carbon emissions caused by business travel and internationalisation.

## Milestones

2024/25	2025/26
Review existing travel plan and associated policies	Launch new integrated travel policy
Open an enhanced ‘mobility hub’ at Frenchay Campus	Conduct annual travel survey
Support the launch of the West of England integrated ticket system	
Review UWE Bristol Travel and Expenses Policy	
Conduct annual travel survey	

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Travel	Travel modal splits – increase in low carbon travel (active travel and public transport)	27.2% by single occupancy car	2021/22	<20% single occupancy car	
	Carbon emissions from staff and student commute and staff home working	19,948 tCO <sub>2</sub> e	2022/23	4518 tCO <sub>2</sub> e	
	Fossil fuel consumption from fleet	47,668 litres diesel 2,094 litres petrol	2021/22	20% reduction	
	Carbon emissions from business travel	4,147 tCO <sub>2</sub> e	2022/23	40% reduction	



# CLEAN AIR

Air pollution is a major environmental health risk. Bristol introduced a clean air zone in 2022 to improve the city centre’s air. It’s important we continue to monitor air quality at our campus locations, and take measures to improve it.

The pollutants we’re most concerned about are particulate matter (PM10 and PM 2.5) and nitrogen dioxide (NO2). Most of the emissions contributing to pollution experienced on our campuses are from road traffic, with smaller contributions from gas-fired heating systems, construction activity and background emissions. Meaning, much of the air quality experienced on our campuses comes from emissions generated elsewhere.

Air quality improvements will largely come from a combination of traffic and travel management, and be delivered through the UWE Bristol Travel Plan and measures introduced by the local authorities and other large employers in the West of England.

Improvement will also be delivered through our heat decarbonisation work, where we’re swapping gas-fired boilers for alternative heat sources.

**Milestones are contained in other sections.**

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Clean air	Average annual concentrations of NO2, at each campus	Bower Ashton 24 µg/m <sup>3</sup> Glenside 26.5 µg/m <sup>3</sup> Frenchay 29 µg/m <sup>3</sup>	2021/22	To comply with England’s air quality objectives	Ben Williams
	Average concentrations of particulate matter PM10 and PM2.5 at each campus	Bower N/A Glenside N/A Frenchay PM10 9.24 µg/m <sup>3</sup> PM2.5 8.03	2021/22	To comply with England’s air quality objectives	

# SUSTAINABLE FOOD



We've made a commitment to using local food and ingredients at UWE Bristol, both to cut food miles and contribute to local economies and sustainable livelihoods.

Our commitment to Fairtrade has also remained strong, amid an increasing range of ethical food standards, which has seen us receive many awards over the years:

- We'll continue to provide sustainable and healthy food to our community and help introduce longer-term changes in buying and eating habits.
- We'll continue our commitment to the Food for Life standard for our main One Zone restaurant, which has been awarded silver for the last eight years, and explore expanding this standard to other campuses.
- We'll keep focusing on raising awareness of the benefits of healthy and climate-conscious eating.
- We'll introduce carbon information alongside our menus and train our catering staff in offering a sustainable food service.
- We'll continue our efforts to eliminate food wastage and investigate on-site composting. We also plan to introduce, and sell, a range of zero-food-mile, UWE Bristol-grown produce on site.

## Milestones

2024/25	2025/26
Sustainable food service training for catering staff	UWE Bristol-wide roll out of carbon information at point of sale
Produce a business case for on-site composter	Food for Life extended to other campus locations

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Sustainable food	% plant-based food	51.6%	2021/22	60%	Jayne Seymour
	% local produce (as defined by Food for Life)	56.8%	2021/22	60%	
	% Fairtrade coffee	64%	2022/23	>65%	
	Food waste quantities by location	5%	2022/23	<3%	
	Number of catering staff to have received sustainability training session	0%	2022/23	90%	
	Number of UWE food outlets with point of sale carbon information	0%	2022/23	5 (inc. Onezone)	



# ENGAGEMENT

## Staff:

- We'll run action planning workshops and engagement activities across colleges and services to:
  - inspire measures that align with strategic priorities, looking through the lens of the SDGs
  - help affect meaningful change, cross disciplinary research and inspire a climate-conscious and enterprising culture.
- We'll update and promote carbon literacy training to all staff, with key staff offered tailored/enhanced training specific to their roles.

## Students:

- We'll increase the availability and accessibility of sustainability initiatives for students to participate in practice-based learning.
- We'll introduce a Living Lab Net Zero Accelerator Programme.
- We'll continue to work in partnership with The Students' Union at UWE Bristol to run collaborative campaigns and projects for maximum impact.

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Engagement	Number of student study projects and participants	64 students in 9 projects	2022/23	25% increase	Vicki Harris
	Number of students engaged within the curriculum in different courses	471 attendees in 17 events	2022/23	40% increase	
	Number of events and attendees in Green fortnight	969 attendees in 70 events	2022/23	30% increase	



# PROCUREMENT

Much of our environmental footprint lies in our supply chain for the goods and services that keep the university running:

- We'll continue to address this, ensuring that UWE Bristol's buying power is used for maximum social and environmental benefit.
- We'll embed social value via our buying activity and report on our achievements.
- Buying activity is dispersed across the institution. We've produced a sustainable procurement checklist and will train key staff to use it.
- We'll continue to influence for positive change, collaborating at a regional and national level to create, share and promote best practice.
- We'll engage key suppliers on their sustainability credentials, increasing the expectation for credible and coherent carbon management plans.
- We'll prioritise actions in high-risk sectors like construction and technology. For example, we'll work with construction companies on the embodied carbon within new or refurbished buildings, and with IT suppliers, in relation to factory working conditions (via Electronics Watch).
- We'll signpost suppliers to available training resources.

## Indicators, baselines and targets

Focus area	Indicator	Baseline data	Baseline period	Target 2025/26	Responsibilities
Responsible Procurement	Number of staff trained in the sustainability procurement checklist	N/A	N/A	N/A	Helen Baker