



**Towards a Sustainable
Organisation**

A compass for sustainable operations at Saxion

Saxion Roadmap 2020 - 2024

Preface

Sustainability is a priority at Saxion. Saxion signed up to the Sustainable Development Goals of the United Nations and in recent years management and operations have become more sustainable. This has produced many results. However these have not been widely communicated and there has been no clear direction. Now is the time to change this.

As clearly indicated in Saxion's Strategic Plan the consequences of the climate crisis are becoming increasingly evident and the social demand for solutions is becoming ever stronger. During both the opening of the academic year 2019/2020 and the New Year's reception 2020 the urgency of the need to act was clearly raised. This roadmap "Towards a Sustainable Organisation" responds to this urgency by setting out a clear course and translating this into practical measures.

Saxion recognises its social responsibility to make an important contribution to the climate commitments by making our operations more sustainable. This sustainable ambition for operations, will help steer us through the sustainable challenges that lie ahead in the coming years. The task is clear, a carbon-neutral Saxion by 2050. This roadmap: "Towards a Sustainable Organisation" serves as a compass. Here we formulate our long-term ambitions and translate these into objectives and commitments for the period to 2024.

Let's work together and make Saxion a sustainable organisation. We look forward to a period when positive and important steps will be taken towards becoming a sustainable organisation!

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Introduction

Saxion as university of applied sciences, is responsible for educating new generations for the benefit of society. A society where climate change is high on the agenda, both internationally, nationally and with companies and people at home. Everyone sees and feels the consequences of climate change. The climate is always changing, but since the industrial revolution human influence on climate has grown rapidly. This is primarily due to the emission of greenhouse gases such as CO₂ and methane. The average temperature on Earth is rising, habitats for plants, animals and people are changing, sea levels are rising and we are more often affected by extreme weather.

In 2016, 195 nations, including the Netherlands, signed the Climate Agreement 2020-2050. This is an international treaty in which agreements were made to reduce greenhouse gas emissions. By 2050, CO₂ emissions must be completely phased out to limit global warming. Following this international agreement, the Netherlands adopted its own Climate Act at the end of 2018. This states that we jointly strive to emit 49% less CO₂ in 2030 compared to 1990, and by 2050 this should even be 95% less. To achieve these goals, the government, companies and social organisations all signed the Climate Agreement in June 2019. This agreement was reached at 5 climate tables. The Association of Universities of Applied Sciences participated on behalf of the universities of applied sciences at the Climate Table for the Built Environment.

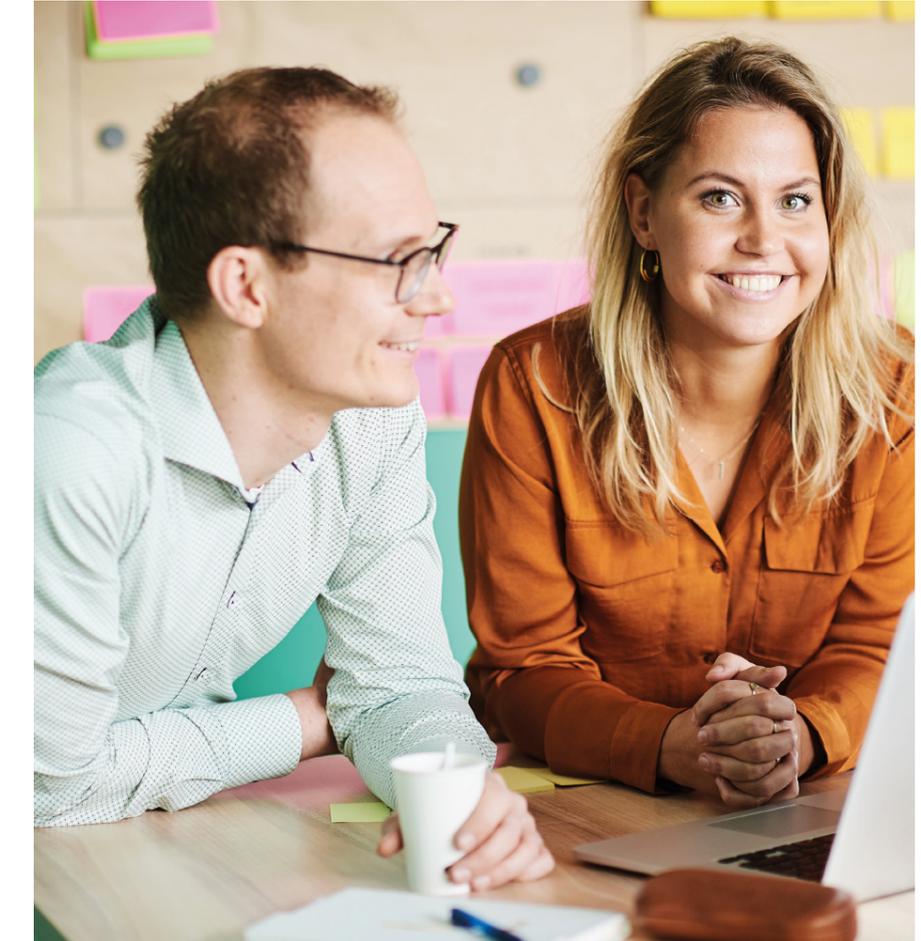
For Saxion it goes without saying that we are committed to our students, staff, environment and therefore also the climate. It was therefore a logical step to sign the Sustainable Development Goals of the United Nations. The SDGs are 17 goals to make the world a better place by 2030. They constitute a global compass for challenges such as poverty, education and the climate crisis. Furthermore, the climate crisis plays a key part in the Saxion Strategic plan 2020 -2024. We have not only given climate and

sustainability a prominent place in our education and research, but also in our operations. There are positive developments taking place at Saxion to make it a more sustainable organisation, but a clear direction is still lacking.

This roadmap: "Towards a Sustainable Organisation" serves as a compass. Saxion sees the coming 4 years as a transition period during which it will set a clear course for anchoring its sustainable ambitions in its operations. This will be done through 4 themes:

- Climate and energy
- Circularity
- Mobility
- Awareness and health

This roadmap clearly describes Saxion's sustainable mission, our ambitions for 2050 with regard to the above themes and what we need to do in the transition period up to the end of 2024. This period will be used to carry out further research, define and develop ambitions and above all improve cooperation in order to achieve our sustainable goals.



Ambition

Mission

Saxion wants to make a positive contribution to the climate commitments through its operations. Saxion describes its mission with regard to its operations as follows.

Saxion provides an inspiring, healthy and sustainable learning and working environment.

The sustainable mission is wide-ranging. To ensure that this is well-anchored in operations Saxion has divided this into four themes, namely:

- Climate and energy
- Circularity
- Mobility
- Awareness and health

Ambition per theme

Each theme has its own ambition for 2050. The year 2050 is also being used for the national climate commitments. At the same time, each ambition has a number of objectives to be reached within the duration of this roadmap, namely the end of 2024. The period this roadmap covers is also being used to take the first steps towards the ambitions of 2050.

The ambitions for these four themes can only be reached by integrating sustainability into the strategic decision-making at Saxion. For this reason, goals have also been formulated with regard to strategic decision-making.

Climate and energy

Saxion aspires to have carbon neutral operations and property portfolio as well as a climate adaptive outdoor

Strategic decision-making

Positive impact to the quality of the living environment:



Climate and energy

CO₂ neutral footprint of operations, buildings and climate adaptive premises



Circularity

100% circular operations



Mobility

CO₂ neutral mobility of staff and students



Awareness and health

Sustainability and health are part of the DNA of both students and staff

Figure 1: The four themes of the sustainable ambition including strategic decision-making

space by 2050. By the end of 2024, the carbon footprint of our operations will have been reduced by 35% and the carbon footprint of our buildings reduced by 20% compared to 2018. Furthermore, improvements are being made to make our premises climate adaptive, while focusing on biodiversity.

Circularity

Saxion aspires to have a 100% circular operation by 2050, despite all operations being currently linear. This means that it is essential to integrate circularity into all operations. In order to achieve this suppliers will become our partners. Collaboration with our suppliers is crucial for creating circular chains. Saxion will have reduced its residual waste by at least 50%, reduced paper use by 25% and taken 10 steps towards circular operations by the end of 2024.

Mobility

It is our ambition to have carbon neutral mobility for staff and students by 2050, or sooner if possible. During 2020 a complete picture will be made of the carbon footprint of student mobility and the daily staff commute. For the period up to and including 2024, Saxion will reduce its mobility carbon emissions by 40%, air travel by 25% and use of private cars for work by 30%. All these reductions are compared to 2018.

1: A climate-adaptive outdoor space is one that can cope with the expected climate changes this coming century, so that it remains a pleasant living environment for both humans and wildlife. This includes combating heat stress, collecting and retaining rainwater, good air quality and a sufficient and varied range of greenery (trees, plants, shrubs, flowers).

Awareness and health

Saxion aspires to make sustainability and health part of the DNA of both students and staff. We will make sustainability visible and actively involve and facilitate staff and students in sustainable initiatives. Furthermore, Saxion is committed within the influence of its operations, to having healthy and aware students and staff. The aim is to facilitate, inspire and encourage people to contribute to the sustainable challenges faced today, both inside and outside Saxion. By the end of 2024, 10% of Saxion's students and staff will be Saxion Sustainable Ambassadors and Saxion will be in the top 3 UAS in SustainaBul (ranking of sustainable development in higher education).

Strategic decision-making

At Saxion, SDGs and climate play a key role in strategic decision-making. It is our ambition to make a positive contribution to the quality of the living environment through the choices we make and to never have a negative impact. We can ensure that this is achieved by embedding ecological values in strategic choices. SDGs and sustainability are to be an integral part of all policy to be drawn up or updated.

SDGs and sustainable operations

Saxion is anchoring the SDGs in its education, research and operations. There is a direct and clear relationship between the SDGs and sustainable ambitions in all operations. In this roadmap Saxion has specified the SDGs that have a clear relationship with increasing the sustainability of operations.

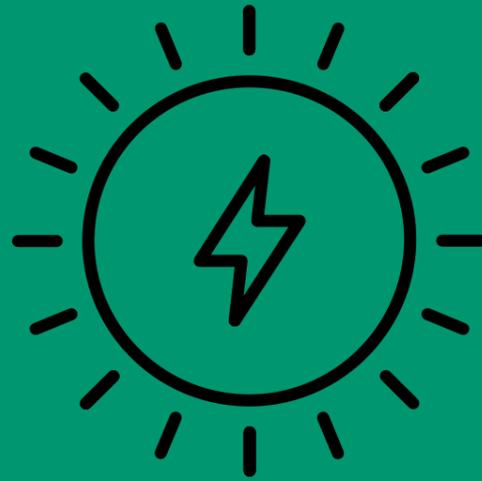
Improving the sustainability of operations will also contribute to these eight SDGs. For every improvement, Saxion has decided to establish the link with the SDGs and clarify the contribution the improvement makes to the relevant SDGs.



Themes in more detail



Climate and energy



The Climate Agreement was finalised on the 28th June 2019 and stipulates a 49% reduction of CO₂ emissions by 2030 compared to 1990, and 95% by 2050. During the drawing up of the Climate Agreement, the education sectors participated at the climate table "Built environment". The roadmap for the higher education sector is a result of this process.

This relates to the realisation of a 95% CO₂ reduction for property in this sector. The roadmap should give insight into how each UAS can achieve a carbon neutral footprint by 2050.

Saxion's carbon footprint in 2018 was 12,085.5 tonne and is caused by energy consumption, staff mobility and other



Figure 2: CO₂ emissions per sector, 2018

factors. The CO₂ emissions from student mobility still need to be established and will then be added to Saxion's carbon footprint.

Saxion's aspires to have by 2050, or sooner if possible:

1. A carbon neutral operation

Saxion will be focusing on property, staff and student mobility, waste, paper and water usage.

2. A carbon neutral property portfolio

Saxion will focus on improving its buildings and their installations, improving their management and use, generating sustainable energy and purchasing sustainable energy.

3. A climate adaptive outdoor space

A climate-adaptive outdoor space is one ready to cope with the expected climate changes this coming century, so that it remains a pleasant living environment for both humans and wildlife. This includes combating heat stress, collecting and retaining rainwater, good air quality and a sufficient and varied range of greenery (trees, plants, shrubs, flowers).

Objectives

The objectives for 2024 are:

- A carbon footprint reduction in operations of 35% compared to 2018.
- A carbon footprint reduction in buildings of 20% compared to 2018.
- 10 improvements for a climate-adaptive outdoor space focusing on biodiversity

Circularity

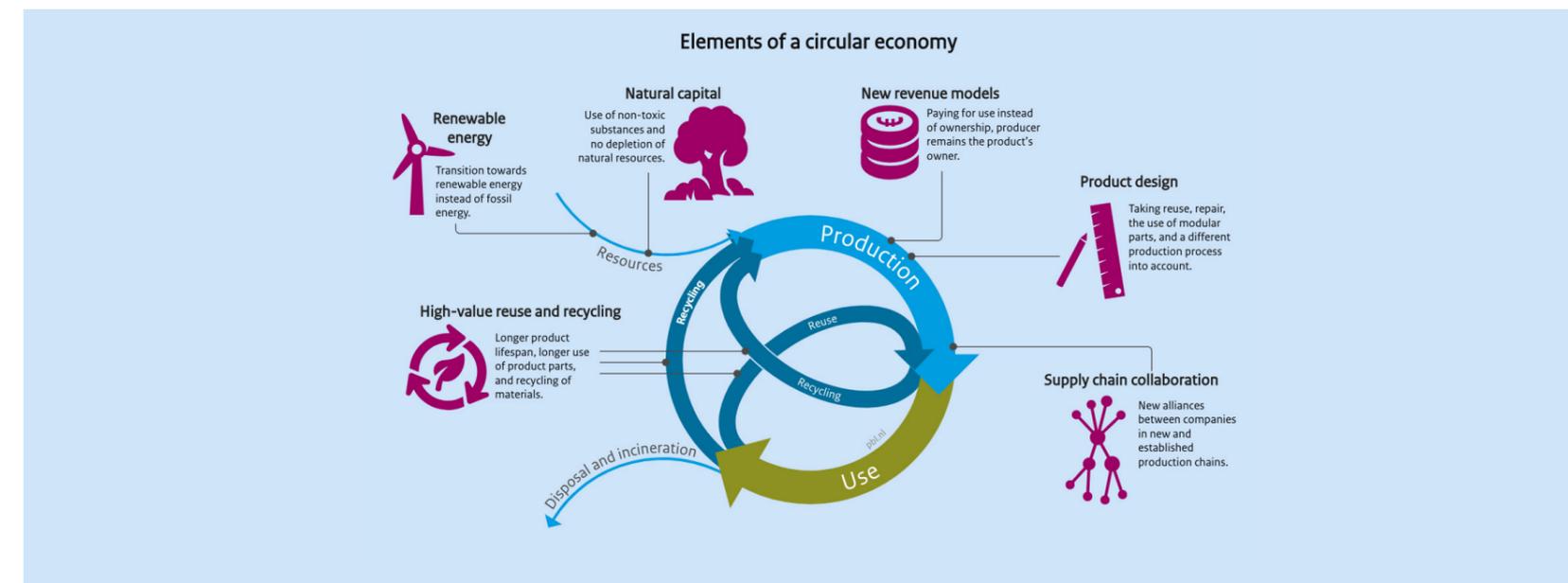


Our economy is currently still essentially linear. Products are made that we use and then discard. Raw materials are running out and the mountain of waste from discarded materials is large and still growing. In the coming years we are going to go through a transition from a linear to a circular economy. An economy in which products and materials retain their value and are reused as raw materials by making chains circular. In 2016, cabinet Rutte II announced the programme Circular Economy for the Netherlands by 2050.

In the coming years Saxion will work towards an economic system of closed cycles in which raw materials, components and products lose as little value as possible, renewable energy sources are used and systems thinking is key. This is shown in figure 3.

By achieving circular operations and paying extra attention to purchasing, Saxion will be able to use products more efficiently and extend their lifespan. If this is not completely possible, then Saxion can at least ensure that products get a second life by making appropriate arrangements with their suppliers.

Figure 3: facets of circular operational management



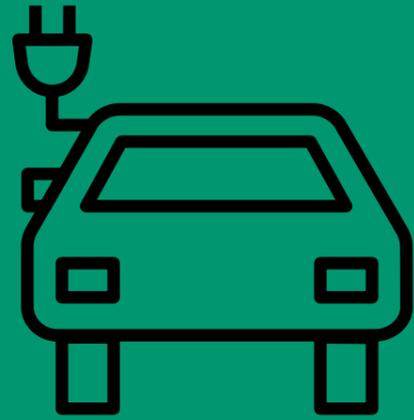
Saxion's ambition is to have a **100% circular operation** by 2050 or preferably as soon as possible. It is essential to have circularity fully integrated into all aspects of the organisation. Collaboration with our suppliers is also crucial for creating circular chains. In order to achieve this suppliers will become our partners.

Objectives

The objectives for 2024 are:

- Residual waste has been reduced by at least 50%.
- Reduction of paper use by 25%.
- In addition to the above objectives, 10 improvements are being implemented to help achieve circular operational management.

Mobility



In the Climate Agreement of 28 June 2019, agreements were made concerning mobility at the Mobility Table. The vision of the participants at the Mobility Table is carefree mobility, for everything and everyone in 2050. Zero emissions, excellent accessibility, access for young and old, rich and poor, able-bodied and disabled. Affordable, safe, comfortable, easy and healthy. Smart, sustainable, compact towns and cities with optimum flows of people and goods. Attractive, liveable and easily accessible areas and villages where mobility is the link between living, work and leisure.

CO2-emission Saxion – dividing scope 1, 2, and 3 emissions, 2018

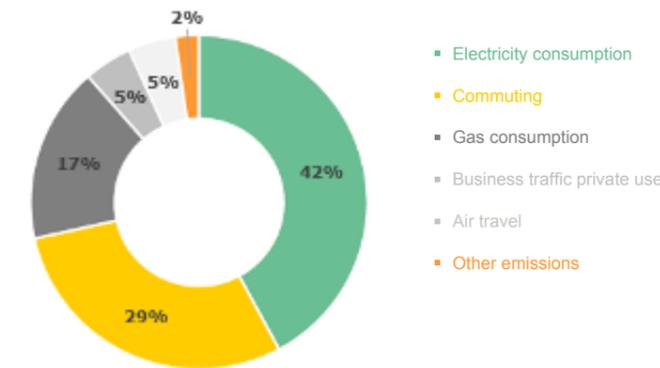


Figure 4: Dividing CO2 emissions Saxion, scope 1, 2 and 3, 2018

Saxion's mobility carbon footprint is 4,721 tonnes, excluding student emissions. This carbon footprint should be seen as a preliminary one due to assumptions concerning commuting and the lack of data on student mobility.

Saxion aspires to have **carbon neutral mobility** by 2050 or earlier if possible. To achieve this we will focus on staff mobility, including both commuting and travel during work as well as student mobility.

The location of the buildings, close to public transport, is an excellent starting point for making transport movements of staff and students as sustainable as possible. At the same time, we realise that the regions where we operate do not have optimal public transport and that staff who live further away, are currently dependent on using a car. For Saxion it's about making responsible choices when it comes to mobility. We choose the mode of transport with the least impact on CO2 emissions. At the moment this means, using the bicycle whenever possible, using public transport as the distance increases and only 'taking' the car or the plane, when both the other two options are not practically feasible.

Objectives

The objectives for 2024 are:

- Reducing the mobility carbon footprint of staff and students by 40%.
- Reducing air travel by 25%.
- Reducing the use of private cars for business travel by 30%.

Awareness and health



An increasing number of students and staff are aware that we need to act together now for the quality of our living environment. We see changes in the choices people make. Criticism is also increasing about the amount of plastic used in the catering, the disposable cups at the coffee machines and the lack of insight into Saxion's sustainable initiatives. A growing number of students choose minors and semesters which contribute to the SDGs. At the same time, there is also a lot of unconscious and unhealthy behaviour that has a negative effect on the quality of our living environment.



Awareness and health is a broad and comprehensive theme. We are focusing on awareness and health within the influence of operations. This involves increasing knowledge, enthusing and stimulating students and lecturers to make a contribution. Saxion's Green Office (SGO) will play a key role in this.

Saxion is convinced that we can only achieve our ambitions for sustainable operations when everyone who works and studies at Saxion plays their part by making their own contribution. Saxion aspires to make **sustainability and health** part of **the DNA of its staff and students**. We want to make sustainability visible for staff and students. The aim is to facilitate, inspire and encourage people to contribute to the sustainable challenges faced today. In doing so Saxion applies the principle of leading by example.

Objectives

The objectives for 2024 are:

- 10% of students are Saxion sustainable ambassadors.
- 10% of Staff are Saxion sustainable ambassadors.
- Saxion is in the top 3 UAS in the SustainaBul ranking.



Strategic decision-making



Saxion will give the SDGs and sustainability a structural place in strategic decision-making. Research has shown that these themes are only integrated into the DNA of an organisation when there is commitment from the top of the organisation and that they are also put into practice by the top. This means it is essential for Saxion that the SDGs and sustainability are integral to all strategic choices made.

At Saxion this applies just as much to the Executive Board as to the boards of all organisational units. By doing so the Executive and other boards convey that sustainability is important in all we do and is also our own responsibility.

Saxion has a key role to play in meeting the Sustainable Development Goals for the year 2030. The urgency is recognised that we, as Saxion have to contribute to a more sustainable society. We also have to recognise that sustainable operations as such did not appear on Saxion's agenda until 2019. In recent years, numerous sustainable improvements have been implemented as separate initiatives without having

a clear overarching direction in this area. This changed with the advent of the Strategic Plan in 2019. Contributing to the climate commitments is a key priority and this has, among other things, been turned into an objective for a sustainable organisation. This states: "Reducing Saxion's carbon footprint." The Executive Board calls on the organisation to do this together. The commitment of the Executive Board and conveying the importance of taking action with regard to the themes of climate and energy is more than evident. Now it is important to further translate this into our daily actions.

"Research indicates that sustainability can only be integrated into the DNA of activities when the top of the organisation is committed to this and conveys this commitment."

Quote Dr Sandra Hoomans, researcher and lecturer Finance & Control

It is our ambition to **make a positive contribution to the quality of the living environment through the choices we make and not have a negative impact under any circumstances**. Saxion regards the embedding of ecological values in strategic choices as a precondition for the success of our sustainable ambitions.

Objectives

The objectives for 2024 are:

- CSR is completely embedded in strategic decision-making, where social, economic and ecological values are an integral part of decision criteria.
- The choices made by Saxion contribute to maintaining and, where possible, improving the quality of the living environment.

Saxion has decided to make ecological values an integral part of all policy to be drawn up and updated with immediate effect. The organisation as a whole will be supported in incorporating ecological values in all of its policy documents.

Practical matters

A number of practical matters have to be addressed in order to realise the ambitions and objectives.

Responsibility

The Executive Board adopts the sustainable ambition for operations as a compass leading the way to a sustainable organisation and sees itself as the commissioning party. It will monitor progress and act as an ambassador for the ambition. The point of departure remains the link with the SDGs. There is one clearly defined path and this is monitored by the SDG and Sustainability team.

The responsibility for realising the ambitions lies with the line organisation. The tasks arising from the sustainable ambition for operations are mainly the responsibility of the Facility Service Organisation (FSO) and for mobility the Human Resource Management (HRM) department. The Marketing and Communication (DMC) department also has an important role in making the SDGs and sustainability visible and conveying the message. In addition, other departments, services and schools all have a responsibility to contribute to realising the ambition.

Organisation

Transition

Ideally, the SDGs and sustainability form an integral part of all our actions. Whether this involves organising an event, tendering for ICT resources, carrying out a renovation or how often and in what way we travel to Saxion. The reality is that we are not that far yet. We will grow towards this step by step by:

- giving early adapters the space and opportunity to function as examples to others
- offering advice and support to staff who want to integrate the ambitions into their work, but don't know how.
- giving staff examples of how small changes can already contribute.

In this way everyone can take the next step at their own pace and so set something positive and permanent in motion. Saxion will be in transition these coming years.

Director SDGs and Sustainability

Saxion will appoint a Director SDGs and Sustainability to drive, advise, guide and support the organisation in this. The director ensures that initiatives are followed up and establishes cooperation in order to realise the ambition. In addition, the director monitors and reports on progress, and consults with the organisation about plans for each subsequent year.

In carrying out their tasks the director will be supported by a trainee from Fast Forward, who also supports the Green Office. Together they comprise the team SDGs and Sustainability.

Construction and Maintenance Team, FSO

The implementation of a large part of the activities falls under the responsibility of the FSO. In order for the FSO to carry out the measures, the Construction and Maintenance team will be supplemented with an external technical project manager Sustainability. This staff member is project manager for making our property more sustainable.

Marketing & and Communication department

A communication officer from the marketing and communication department will be affiliated to the programme line SDGs and Sustainability and therefore also with the Green Office. This employee will make the SDGs and sustainable ambition for operations visible to both students, staff and beyond.

Cooperation

Cooperation is an important value at Saxion and in order to realise our ambitions and objectives good cooperation is essential. All operating units within Saxion will make capacity available to tackle and supervise the sustainable commitments together. This capacity enables the director to combine the need for support with the existing knowledge in the organisation. The starting point of this Roadmap is that measures are developed in combination with the available knowledge and expertise within Saxion and its partners.

Communication

Support and commitment are key to ensure the realisation of the ambitions and objectives of this roadmap. Internal and external communication are essential in achieving this. In the first instance the focus needs to be on informing (potential) students and staff of our ambitions, objectives and the progress made, but we also need to do more. Our communication will be aimed at getting students and staff involved in taking action to help achieve our ambitions. The underlying principles of our communication are visibility, encouragement and connecting. We say what we are

doing and how that contributes to achieving our sustainable ambitions. We want to make the most of every opportunity to share positive developments, both internally and externally. We are transparent about our ambitions and their progress.

Planning

An outline plan has been drawn up for the scheduling of measures for the period up to and including 2024. Periods of six months have been chosen to give direction while at the same time allowing space for further elaboration of the planning of measures each year. This planning is coordinated with the relevant services that play a role in the implementation of the activities and measures.

Finances

Realising the sustainable ambition and objectives requires investments and pre-investments and has an impact on Saxion's operating costs. Saxion is taking this into account in its long-term budget. The resources required for the implementation of the sustainable measures will be included in the annual budget of the relevant service. The plans should

be included in the annual plan of the of the service or department concerned and come with by an advisory note from the SDGs and Sustainability director.

In addition, the director shall receive an annual budget for external guidance and advice, communication resources and organising events.



Appendix 1: Tasks per theme

Climate and energy

The measures up to and including 2024 are aimed at improving the energy efficiency of all premises, both building-related and user-related. The measures will lead to a reduction in CO₂ emissions and energy consumption, an improvement in energy labels and the use of sustainable energy sources. In order to achieve the objectives, we will apply the following principles:

- Saxion's energy consumption will be reduced by 20%.
- All buildings have energy label A.
- 5% of the energy requirements will come from renewable energy sources.

Circularity

In order to achieve the objectives, we will focus on the following:

- Mapping the effects of circular operations.
- Update purchasing policy to explicitly include circular business operations.
- Gaining experience in circular tendering procedures .
- Rolling out the pilot scheme Less Waste within Saxion.
- Setting up chain collaboration for waste reduction.
- Implementing an improvement plan for reducing paper use.
- Making use of opportunities for improving circular operations.

It is expected that the measures can be implemented within the available capacity and budgets of the Facility Service Organisation.

Mobility

In order to achieve the objectives, we will focus on the following:

- Calculating a complete carbon footprint for mobility, including students.
- Determining and implementing improvement options
- Conduct research into the preferred mode of transport for business trips.
- Limiting the amount of air travel and own vehicle use for business travel.
- Reduce mobility movements through online education and working from home.
- Update mobility policy with specific attention to the sustainable goals of 2024.

Mobility policy is completed by 2021 at the latest, so that the policy can also contribute to the objectives set for 2024.

Awareness and health

In order to achieve objectives Saxion is committed to:

- Increase the knowledge and involvement of staff and students.
- Making the sustainable ambitions, objectives and progress visible.
- Having building-related data with regard to energy consumption and CO₂ emissions.
- Having more plants in Saxion buildings.
- Having healthy and sustainable catering.
- Limiting the environmental impact of office supplies and other products in and around Saxion's buildings also for communication purposes.

In all the aforementioned matters, cooperation will be sought with Saxion staff and students, with the Green Office operating as central hub for coordinating all cooperation.

Strategic decision-making

The commitment involves the following:

- Adding the impact on the quality of the living environment as standard format to all resolution outlines.
- All proposed resolutions submitted to the Executive Board include sustainable recommendations, which incorporate the impact of the resolutions on the quality of the living environment.
- Consulting with the Executive Board on a regular basis about the integration of CSR in Saxion's strategic choices and supporting the Executive Board and policy-making staff in implementing this.
- Developing an assessment framework for resolution criteria in strategic decision-making based on corporate social responsibility focusing on people, planet and profit.



Appendix 2: Circularity in more detail

Saxion applies the 10 levels of circularity (10 Rs) in its realisation of circular operation, with special attention to purchasing. The levels and explanation are shown in figure 5.

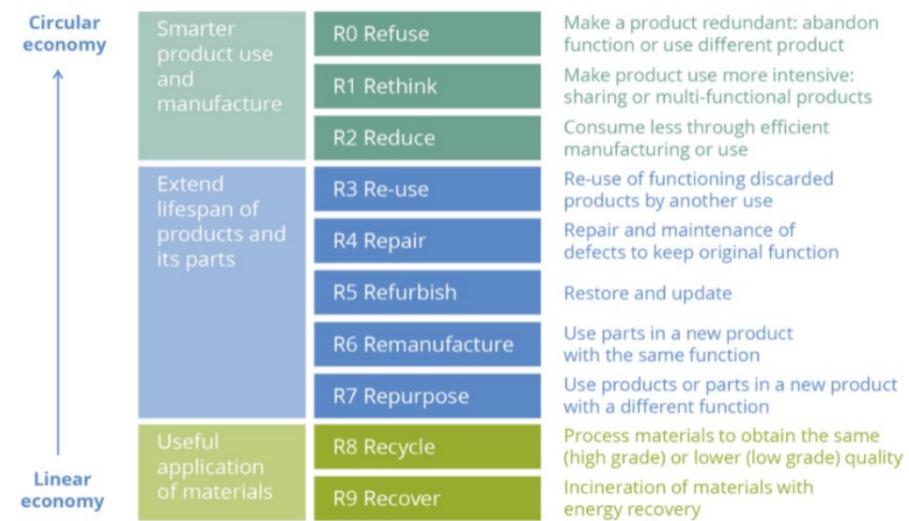


Figure 5: 10 levels of circularity

As shown in figure 5, Saxion will use products more efficiently, extend their lifespan and when this is not possible, Saxion will ensure the products have a second life by making appropriate arrangements with the supplier. The levels of circularity will be covered in every tendering procedure. And during the contract period, opportunities will be periodically discussed and KPIs refined aimed at improving circularity.



