BREAKING
BOUNDARIES
STRATEGY TO
20 30
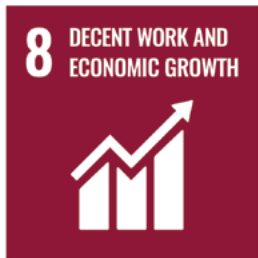
University College Dublin
An Coláiste Ollscoile, Baile Átha Cliath

UCD
SUSTAINABILITY
PLAN TO 2030

DRIVING TRANSFORMATIONAL CHANGE
FOR SUSTAINABILITY

SUSTAINABILITY IS PERHAPS THE MOST IMPORTANT AND URGENT CHALLENGE OF OUR TIME.

Not only are we causing climate change and biodiversity loss at rates unprecedented in human history, but we are also failing to provide food, education, justice, equality, health and well-being to a very large proportion of the world's population.

Sustainability means meeting the needs of the present without compromising the ability of future generations to meet their own needs while living within planetary boundaries. The **UN Sustainable Development Goals (SDGs)** lay out an agenda for targeted action across environment, society, economy and governance to move us towards a more sustainable relationship with nature and a fairer society for all. The challenge is complex and transitioning towards sustainability requires innovative solutions and transformative change.
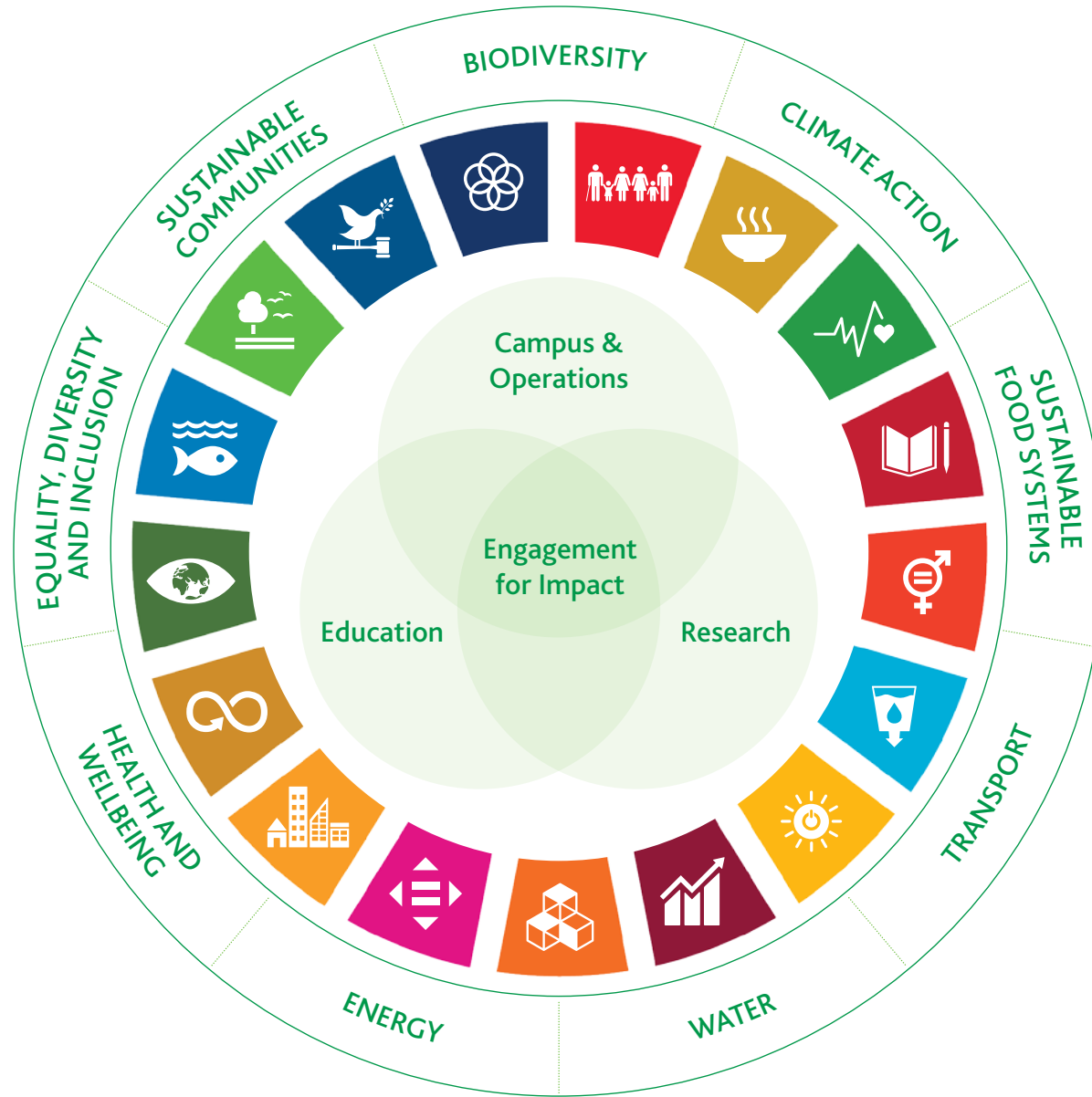
UNIVERSITIES ARE UNIQUELY PLACED to grapple with the wicked problem of sustainability and contribute effectively to the transformations required. As Ireland's largest, most diverse university, University College Dublin has been making substantial contributions for many years towards the achievement of the SDGs through its research, innovation and education across a range of Action Areas, through wide external engagement and by integrating sustainability into university operations and governance. This has been recognised through UCD's top 50 position in the QS World University Rankings for Sustainability in 2024 and 2025 and its number one ranking in Ireland. We recognise, however, that much more needs to be done.

PROFESSOR TASMAN CROWE
UCD Vice-President for Sustainability

BIODIVERSITY

CLIMATE ACTION

SUSTAINABLE COMMUNITIES

SUSTAINABLE FOOD SYSTEMS

EQUALITY, DIVERSITY AND INCLUSION

TRANSPORT

HEALTH AND WELLBEING

WATER

ENERGY

Campus & Operations

Engagement for Impact

Education

Research

RANKED WITHIN TOP

1%

in QS World University Rankings

Ranked in
TOP 50 WORLDWIDE
and **NO. 1 IN IRELAND** in QS World University Rankings for Sustainability 2025

QS WORLD UNIVERSITY RANKINGS
SUSTAINABILITY RANKING
IN THE TOP 50
OVERALL
2025

Athena Swan Silver Award for
GENDER EQUALITY

EQUALITY CHARTER
Athena Swan Ireland
Silver Award

39,522
STUDENTS, with 35% of undergraduates from underrepresented cohorts

4,259 STAFF

304,426
ALUMNI across 184 countries

393 HECTARES
of campuses in Ireland, including the 250-hectare UCD Lyons Farm

4 JOINT INTERNATIONAL COLLEGES

2,415 UCD PUBLICATIONS
cited in SDG-related policy documents globally since 2016

1st in Ireland to offer BSc Sustainability and sign the CANIE Accord to support climate action in international education

CLIMATE ACTION PLAN

44%
INCREASE in energy efficiency since 2008

31%
REDUCTION in carbon emissions from energy since 2018

Committed to
NET ZERO
by 2040

MORE THAN
90%
of UCD's waste is diverted from landfill

National Transport Authority
GOLD SMARTER TRAVEL MARK for
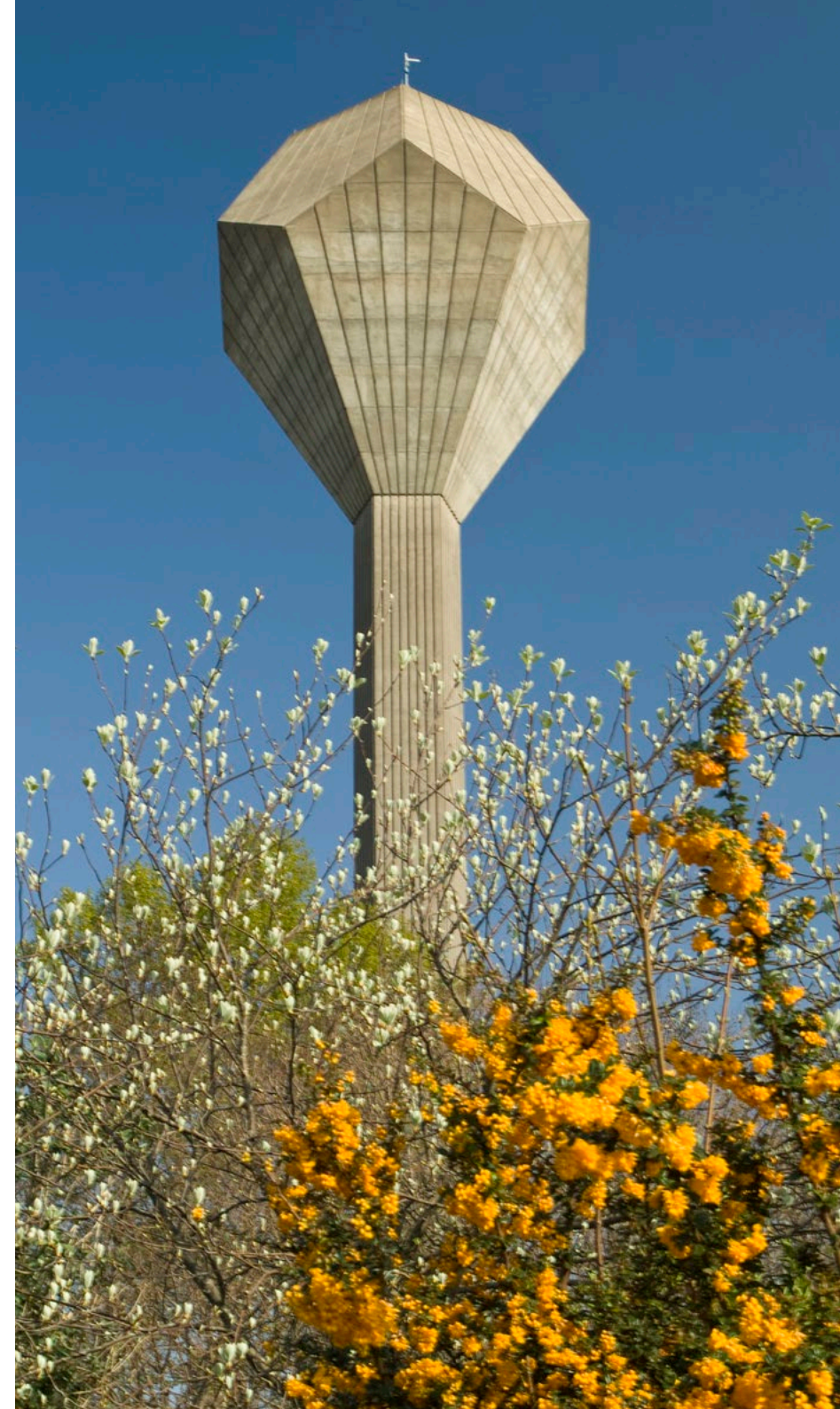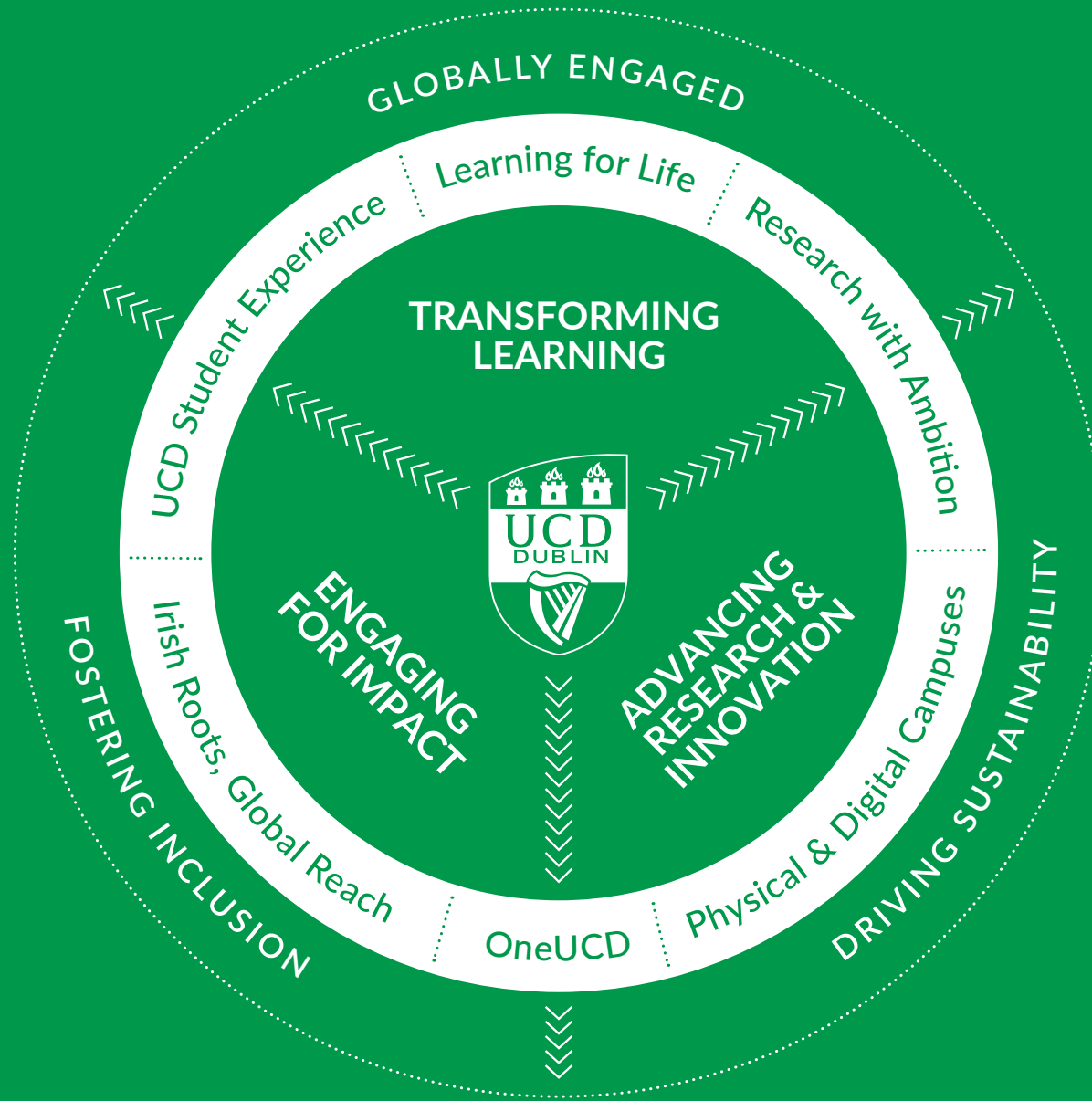sustainable commuting initiatives

Smarter Travel Mark

SUSTAINABLE COMMUTING INITIATIVES ARE PART OF UCD'S ACTION FOR CLIMATE CHANGE, HEALTH AND WELL-BEING

BREAKING BOUNDARIES STRATEGY TO 2030

In 2024, UCD launched its Breaking Boundaries Strategy to 2030 (referred to below as Breaking Boundaries). Driving Sustainability is a cross-cutting theme throughout the strategy, which states that UCD will be a *thought and action leader of transformational change for sustainability, and this will be as evident on our campuses as it is in our education and our research and innovation.* As such, UCD is committed to further increasing its impact on policy and practice while taking care also of the well-being of its community, adapting its infrastructure and fostering resilience.

The strategy reflects UCD's progressiveness, engagement and global reach and presents a vision that UCD in 2030 will be *a leader in knowledge generation, learning and action across the sustainability agenda, with carbon emissions reduced by 51% and on track for net zero by 2040.* It makes a number of specific commitments to bring that vision into focus.

GLOBALLY ENGAGED

Learning for Life

UCD Student Experience

Research with Ambition

TRANSFORMING
LEARNING

FOSTERING INCLUSION

Irish Roots, Global Reach

ENGAGING
FOR IMPACT

ADVANCING
RESEARCH &
INNOVATION

Physical & Digital Campuses

DRIVING SUSTAINABILITY

OneUCD

UCD
DUBLIN

UCD SUSTAINABILITY MISSION

As stated in Breaking Boundaries, UCD aims to be a thought and action leader of transformational change for sustainability. Through its education, research and innovation, its campus infrastructure and operations, its people and alumni and its partnerships and wider engagement, UCD will maximise its contribution to achieving sustainability at local, national and global levels.
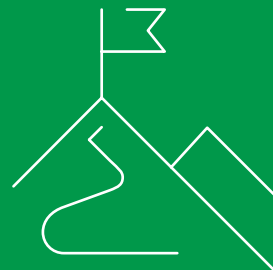
UCD SUSTAINABILITY VISION FOR 2030

Sustainability is a core value of UCD's diverse community of staff, students and alumni and they are contributing effectively to achievement of environmental, societal, cultural, economic and governance goals for sustainability.

UCD is on a **path to net zero carbon emissions** by 2040 and has reached its interim targets, is prepared for key environmental, economic, societal and governance consequences of climate change and is informing wider climate mitigation and adaptation.

The University is driving local, national and international change through the co-creation of **effective and widely adopted sustainability solutions** through interdisciplinary collaboration, strong external partnerships and the integration of research, education and operations.
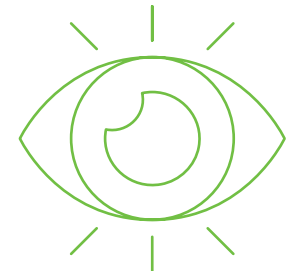
OBJECTIVES, ENABLERS AND ACTIONS

Developed over three years through consultations with over 200 UCD community members and external stakeholders, this UCD Sustainability Plan translates the university's strategic commitments into objectives, enablers, and actions. It serves as a roadmap for UCD to maximise its contribution to the SDGs through core activities and key sustainability **Action Areas.**

The UCD Sustainability Plan is designed to be flexible and easily updated over time, with annual reporting and prioritisation. Through collaboration with students, staff and external partners, we will integrate sustainability into everything we do. By combining individual and group actions with a 'whole-of-institution' approach, we will embed sustainability into UCD's culture and identity.

UCD SUSTAINABILITY OBJECTIVES

Achieving each of the objectives below will contribute to fulfilling UCD's stated commitments under the six strategic initiatives in Breaking Boundaries (see Table 1).

1. Research, innovation and impact for the SDGs

Maximise UCD's contribution to the achievement of the full range of UN Sustainable Development Goals through research, innovation and impact at local, national and international levels.

2. Action for climate change and biodiversity

Contribute substantially to action on climate change and biodiversity, including through our commitment to net zero by 2040, compliance with Ireland's Climate Action Plan and by contributing to implementation of the National Biodiversity Action Plan and other frameworks and policies.

3. Climate resilience

Prepare UCD and its community for key environmental, economic, societal, cultural and governance consequences of climate change and inform wider climate resilience.

4. Empowering staff and students

Enable and support UCD students and staff to develop as sustainability-aware citizens, empowered to succeed with environmental, societal, cultural and economic integrity in a rapidly evolving world.

5. Campuses as living labs

Make UCD's campuses and operations a model of sustainability, serving as living labs for co-created innovations that can be widely adopted and impactful for the benefit of society and the environment.

6. Governance and policy

Embed sustainability in the policies, governance structures and culture of the university.

UCD SUSTAINABILITY ENABLERS

These enablers will contribute to the achievement of the objectives and will also form a focus of activity for UCD Sustainability in conjunction with the wider UCD community.

1. Communication and advocacy

Foster engagement and build reputation, influence and impact by communicating and advocating effectively about sustainability within and outside UCD.

2. Participation for transformative change

Enable transformative change by cultivating a participatory approach that fosters stewardship and ensures UCD benefits from the diverse experience and expertise of students, staff and alumni.

3. Interdisciplinarity

Promote a culture of interdisciplinary collaboration and leadership for sustainability through the integration of education, research and operations.

4. Partnerships

Establish new and strengthen existing partnerships with other universities, industry and enterprise, government, state agencies, international bodies, NGOs, community groups and others.

5. Measure, report, review, adapt

Effectively measure, monitor and report on progress towards objectives and use evidence to inform next steps.

6. Funding and other resources

Secure funding and other resources for sustainability research and institutional actions.

UCD SUSTAINABILITY ACTIONS

Some key actions are listed in Table 1 below and a more extensive listing is provided in Appendix 1. Annual implementation plans will be published with listed or new actions selected for initiation depending on the evolving environmental, socio-economic, governance and cultural context and UCD's strategic priorities and opportunities.

The two overarching KPIs listed below will be used to measure and report overall progress in key areas. More granular indicators are in development for progress in relation to each objective (Table 1) and a progress tracker will be made available on the UCD Sustainability website to indicate overall progress in relation to each objective.

OVERARCHING KPIs FOR SUSTAINABILITY

1. Sustainability awareness, engagement and impact.

Indices for students and staff based on annual surveys and other metrics.

2. Greenhouse gas emissions (tonnes of CO_2e per annum).

UCD's SEAI energy-related emissions reporting under the Climate Action Plan will be combined with recognised frameworks to characterise the full range of greenhouse gas emissions from UCD's own activities and its supply chain. Net emissions will be calculated by deducting carbon captured and stored through UCD actions.

Table 1. Summary of key actions and proposed indicators in relation to each of UCD's Sustainability objectives and enablers, with an indication of alignment to individual 'We will' statements in numerical sequence in each strategic initiative in Breaking Boundaries. Note that most actions contribute to more than one objective and/or enabler. A more comprehensive table of planned actions is provided in Appendix 1, including their alignment to objectives and enablers and indicative timing of initiation.

OBJECTIVE	ALIGNMENT WITH BREAKING BOUNDARIES COMMITMENTS	KEY ACTIONS	PROPOSED INDICATORS
Research, innovation and impact for the SDGs	Research with Ambition 2 3 4 8 Irish Roots Global Reach 1 4 Physical and Digital Campuses 6 7	• Promote research and innovation on sustainability topics • Programme of SDG-related events • Foster societal and policy engagement for SDGs	• Research funding for relevant projects • Number of research papers with clear SDG alignment • Number of patents and spin-outs with a sustainability focus • Policy engagement and impact
Action for climate change and biodiversity	Research with Ambition 2 3 4 Physical and Digital Campuses 1 2 3 4 5 6 7	• Plan for and progress to net zero by 2040 • Reduce GHG emissions by 51% by 2030 and increase energy efficiency by 50% by 2030 • Improve biodiversity on campuses/sites and review and promote biodiversity research, engagement and impact • Review and promote engagement and impact on other relevant frameworks and policies	• Greenhouse gas emissions (tonnes of CO_2e per annum) • Percentage increase in energy efficiency • Indicators of biodiversity on campuses/sites • Engagement and impact for biodiversity and other relevant frameworks and policies • Note also indicators above for research, innovation and impact in relation to relevant SDGs

OBJECTIVE	ALIGNMENT WITH BREAKING BOUNDARIES COMMITMENTS	KEY ACTIONS	PROPOSED INDICATORS
Climate resilience	Learning for Life (1)(2)(3)(4)(6) UCD Student Experience (2)(3)(7) Research with Ambition (2)(3) Irish Roots Global Reach (1)(4)(7) One UCD (1) Physical and Digital Campuses (1)(2)(3)(4)(6)	• Prepare UCD communities for consequences of climate change • Establish and update risk register for sustainability and implement risk management measures • Communicate and advocate for climate resilience	• Establishment of a UCD climate adaptation plan • Number of initiatives for climate adaptation in terms of infrastructure, awareness and support • Establishment of risk register and maintenance of risk at acceptable levels through risk reduction measures • Analytics of communications and advocacy relating to climate resilience
Empowering staff and students	Learning for Life (1)(2)(3)(4)(6) UCD Student Experience (2)(5)(6) Irish Roots Global Reach (1)(4)(5)(7) Physical and Digital Campuses (1)(6)	• Ensure that all incoming students are informed about sustainability and opportunities to engage • Promote inclusion of sustainability in modules and programmes and promote uptake by students • Provide sustainability training and professional development opportunities for staff • Expand offering of relevant micro-credentials, short courses and professional development programmes • Promote and support staff- and student-led initiatives that advance sustainability	• Sustainability awareness, engagement and impact. Indices for students and staff based on annual survey questions • Number of modules with strong SDG alignment • Number and uptake of modules, courses and programmes with sustainability competencies as stated outcomes • Provision and uptake of relevant micro-credentials and short courses • Membership of SUS SOC and other relevant student societies/groups • Proportion of staff that have completed sustainability training

OBJECTIVE	ALIGNMENT WITH BREAKING BOUNDARIES COMMITMENTS	KEY ACTIONS	PROPOSED INDICATORS
Campuses as living labs	UCD Student Experience (2) Research with Ambition (2) (4) (6) (8) Irish Roots Global Reach (5) Physical and Digital Campuses (1) (2) (3) (4) (5) (6) (7)	• Promote innovation and use of the campuses and other sites as a living lab	• Number of campus sustainability initiatives in Colleges, Schools, Institutes and other units • Number of campus sustainability initiatives involving external engagement and wider impact • Proportion of commuting journeys by sustainable means • Indicators linked to procurement, work-related travel, waste management, catering and other aspects of UCD operations (to be developed) • Indicators of biodiversity on campuses/sites
Governance and policy	Learning for Life (5) Research with Ambition (5) (8) One UCD (1) (2) (3) (6) (7)	• Review the occurrence of sustainability in UCD policy and governance and recommend updates • Strengthen university level sustainability governance through the provision of sustainability training and professional development opportunities	• Percentage of UCD policies with sustainability criteria • Updated sustainable procurement policy in place, training available, % of relevant staff trained • Percentage of governance boards including sustainability in their ToRs • Inclusion of sustainability in School and unit planning and key processes such as QA/QI • Participation in governance and leadership training on sustainability

ENABLER	ALIGNMENT WITH BREAKING BOUNDARIES COMMITMENTS	KEY ACTIONS	PROPOSED INDICATORS
Communication and advocacy	Engaging for Impact – central pillar Research with Ambition 8 One UCD 1	• Develop UCD Sustainability website and identity • Develop and implement UCD Communications Strategy for Sustainability (see Table 2).	• Numbers of followers, views and interactions on social media and WorkVivo • Number of articles or appearances through news media, radio and television • Number of local, national and international organisations engaged with the UCD community
Participation for transformative change	UCD Student Experience 2 3 7 Research with Ambition 8 One UCD 6 7	• Establish and support participatory fora for sustainability with diverse membership • Support bottom-up sustainability initiatives • Actively communicate about sustainability initiatives and achievements by all sectors of the UCD community	• Establishment and activity of participatory fora for sustainability • Number of bottom-up initiatives supported • Communication analytics on balance and diversity of output and engagement
Interdisciplinarity	UCD Student Experience 3 7 Research with Ambition 2 8 Physical and Digital Campuses 6	• Promote interdisciplinary research to address sustainability topics • Promote interdisciplinary educational initiatives • Enhance the integration of research, education and operations	• Number of research projects involving researchers from >1 UCD School • Number of publications involving researchers from >1 UCD School • Number of educational offerings involving modules from >1 College • Number of sustainability initiatives involving any combination of research, education and/or operations
Partnerships	UCD Student Experience 5 Irish Roots Global Reach 1 2 4 7	• Actively pursue external partnerships for sustainability – academic, policy, industry, community groups, NGOs, charities, etc.	• Number of active sustainability-related partnerships between UCD and external organisations • Volume of joint publications, research grants, and other outputs resulting from these partnerships • Number of student internships and faculty exchange programs with partner organisations focused on sustainability

ENABLER	ALIGNMENT WITH BREAKING BOUNDARIES COMMITMENTS	KEY ACTIONS	PROPOSED INDICATORS
Measure, report, review, adapt	One UCD **3** Physical and Digital Campuses **5**	• Establish an annual survey of staff and student awareness, engagement and impact for sustainability • Establish and maintain a UCD Sustainability Data Hub to source, collate, process and make available relevant data and information • Develop a sustainability progress tracker to communicate progress towards objectives	• Establishment and annual deployment of survey of staff and student awareness, engagement and impact for sustainability • Establishment of Sustainability Data Hub • Establishment of sustainability progress tracker to communicate progress towards objectives • Number of metrics captured in the Sustainability Data Hub • Number of ways in which the data and information are used
Funding and other resources	One UCD **4** **5**	• Establish and maintain a working group to identify funding sources for sustainability and avail of them directly or promote their wider uptake by the UCD community	• Establishment of the UCD Sustainability Funding working group • Research funding for projects with SDG alignment. • Government investment in UCD's sustainable infrastructure, such as renewable energy installations and energy-efficient buildings • Amount of external funding leveraged through partnerships for sustainability initiatives • Amount of philanthropic support directed towards sustainability initiatives

GOVERNANCE STRUCTURES AND IMPLEMENTATION

Professor Tasman Crowe, Vice-President for Sustainability, is a member of the University Management Team (UMT) and has overall responsibility for the achievement of the university's sustainability objectives.

The UCD Sustainability Unit is tasked with managing and facilitating the implementation of the plan and will lead the active monitoring and reporting of progress towards UCD's sustainability objectives.

A UMT Sustainability sub-group (UMT SUS) has been established to oversee and advise on the work of the Sustainability Unit and to facilitate the promotion, communication, and mainstreaming of sustainability within and outside UCD (see Terms of Reference here).

To cultivate a whole of institution approach to sustainability, UCD Sustainability also encompasses a set of Sustainability Core Working Groups to research, consult and make recommendations for policy and action in relation to:

- Education, student experience and professional development
- Research, innovation and impact
- Operational integration
- SDG engagement and impact

Each Core Working Group is made up of 15-20 individuals including faculty members from each of UCD's Colleges and representatives of UCD's professional and technical staff and students. There is a total membership of 80 individuals across the four Core Working Groups and approximately half were selected through a university-wide Expressions of Interest process. Learn more about our Core Working Groups here.

Working together, the Sustainability Unit and the four Core Working Groups will identify key actions to focus on each year (see Appendix 1). Selected actions will be addressed by one or more of the Core Working Groups and by the UCD Sustainability Unit. In some cases, actions will be addressed through Task and Finish sub-groups. All actions will be guided by co-created annual implementation plans.

UCD Sustainability is also committed to working with and supporting a number of established groups that were already in existence, including UCD Smarter Travel, Healthy UCD, the UCD Sustainable Research Initiative, the UCD Sustainable Energy Community and UCD Green Campus. Learn more about our Affiliated Groups here.

UCD Sustainability is also dedicated to working closely with Units, Schools, Colleges, Research Centres and Institutes across the university, including UCD Estates, UCD Procurement, UCD EDI, NovaUCD, UCD Earth Institute, UCD Centre for Sustainable Development and others with a view to establishing university-wide initiatives to embed sustainability across our campuses and activities.

Achieving sustainability also requires partnership across the higher education sector and with a wide range of stakeholders including government departments and state agencies, local authorities, community groups, NGOs, charities, industry and enterprise.

UCD is an active participant in national and international networks such as Una Europa, CESAER, UN Academic Impact and the Sustainable Development Solutions Network (SDSN) and was the first Irish University to become a signatory to the CANIE Accord (established by the Climate Action Network for International Educators).

UCD Sustainability will seek to establish new and strengthen existing partnerships in support of our sustainability commitments. We aim to maximise our contributions to and learnings from such partnerships so that sustainability policy and practice benefit as fully and widely as possible from UCD's engagement.

UCD GOVERNING AUTHORITY

PRESIDENT

UNIVERSITY MANAGEMENT TEAM (UMT)

- Chief People Officer and Director of SIRC & Legal Affairs
- VP GLobal Engagement
- Registrar/ Deputy President/ VP Academic Affairs
- Bursar
- VP Research, Innovation & Impact
- VP SUSTAINABILITY
- VP EDI
- VP Strategy & Engagement
- College Principals (6)

UMT SUSTAINABILITY GROUP — **UCD SUSTAINABILITY UNIT** — **SUSTAINABILITY – EXTERNAL ADVISORY BOARD**

Core Working Groups

- Education, Student Experience and Professional Development Working Group
- Research, Innovation and Impact Working Group
- Operational Integration Working Group
- SDG Engagement and Impact Working Group

Affiliated Groups

- UCD Smarter Travel
- UCD Sustainable Research Initiative
- Healthy UCD
- UCD Green Campus
- UCD Sustainable Energy Community

COMMUNICATIONS AND ENGAGEMENT FOR SUSTAINABILITY

Clear communication and active engagement are essential for sustainability, helping to build awareness, encourage collaboration and motivate individuals and communities to take meaningful, collective action towards a more sustainable future.

UCD Sustainability has a communications officer, four communications leads, one from each of its Core Working Groups, and strong working relationships with a network of communications professionals across the organisation and with journalists. We aim to ensure balanced, comprehensive communication, conveying information and ideas with clarity and integrity.

Our internal stakeholders are students (undergraduate and postgraduate, national and international), faculty in all six Colleges, university leaders and technical and professional staff across all campuses and sites. Our external stakeholders are local, national and international and include prospective students and their families, alumni, educational institutions at first, second and third levels, government and state agencies, industry and enterprise, NGOs, charities, community groups and wider society.

Our communications will showcase opportunities for education and involvement and highlight the breadth of UCD's relevant research and initiatives, and our successes, achievements, challenges, commitments and plans. We will use internal platforms, social media, events and partnerships to engage with stakeholders to influence sustainability within and outside the university, supported by dynamic content and traditional media to maximise impact. UCD Sustainability's commitment to communication and engagement reflects the central place of 'engagement for impact' in UCD's Breaking Boundaries strategy and draws on input received through a wide-ranging consultative process.

Table 2. UCD Sustainability communications and engagement objectives, actions, channels and methods, measures and indicators

COMMUNICATIONS OBJECTIVES	ACTIONS INCLUDE	CHANNELS AND METHODS	MEASURES AND INDICATORS
Convey UCD's journey towards its sustainability objectives transparently and comprehensively.	Content campaigns for net zero, the National Biodiversity Action Plan and other relevant policies, frameworks and initiatives.	Reports, social media posts, website stories, student and staff presentations. UCD Sustainability Progress Tracker on website	Report downloads, social media engagement (likes, shares, comments), attendance and feedback.
Maximise UCD's influence and impact as a driver of positive action for sustainability.	Identify and highlight influential researchers and liaise with national media and contacts for policy and practice.	Write and disseminate press releases where appropriate.	Media mentions, engagement with articles, inputs to policy and practice.
Clearly communicate UCD's contribution to the achievement of the UN Sustainable Development Goals.	Create content demonstrating UCD's work to advance the SDGs.	Use SDG video bumper and #SDGsIRL hashtag. Become DECC SDG ambassador.	Engagement with videos/hashtags, attendance at SDG themed events, interaction with SDG dashboard. Increased understanding of SDGs evident via staff and student surveys.
Inform and prepare UCD and its community for key environmental, economic, societal, cultural and governance consequences of climate change.	Publish relevant videos/stories, highlight latest updates and breakthroughs, encourage two-way communication.	Survey campus community and share results through WorkVivo and other channels. Share seed funding stories through our channels.	Survey results, numbers applying for relevant seed funding, outcomes of seed funded research and initiatives.

COMMUNICATIONS OBJECTIVES	ACTIONS INCLUDE	CHANNELS AND METHODS	MEASURES AND INDICATORS
Grow UCD Sustainability's audience, particularly in key groups that are currently underrepresented.	Post and share often, including articles of relevance to underrepresented groups. Organise workshops and events to coincide with SDG Week and Green Week. Invite representatives of underrepresented groups.	Use Eventbrite and advertise on all relevant internal and external channels, including via student societies.	Website traffic, audience analytics, workshop/seminar attendances and feedback.
Promote awareness and wider uptake of UCD's innovations in sustainability.	Showcase sustainability initiatives and innovations on UCD's campuses and promote external engagement.	Living labs video campaigns. #UCDLivingLabs	Video views and engagement, media interest in UCD's living labs.
Foster a sense of community and belonging.	Highlight sustainability initiatives and programmes, ensuring balanced coverage among disciplines and groups.	Video/content about initiatives with calls to action.	Increased engagement and participation.
Support behavioural change.	Champion individuals and groups developing initiatives to drive sustainability.	Inspirational content on social media channels and website.	Wider participation, greater awareness, UCD Travel survey results and emissions reductions.

UCD IS ON A PATH TO NET ZERO CARBON EMISSIONS BY

2040

MONITORING, REPORTING, REVIEW AND ADAPTATION

The UCD Sustainability Unit will support the implementation of the Plan's actions and commitments. It will also be responsible for reporting updates and outcomes to inform action reviews and adaptations as needed. This work will be supported by a UCD Sustainability Data Hub, which will collect, process and provide access to relevant quantitative and qualitative data.

INTERNAL

The fulfillment of commitments and actions set out in the Sustainability Plan and associated annual implementation plans will be reported through regular updates to the UMT Sustainability Group and in an annual report to the University Management Team (UMT). All implementation plans and annual reports will be made available on the UCD Sustainability website. Sustainability is also included as a chapter in UCD's annual President's Report and in regular reporting by the President to the Governing Authority.

EXTERNAL

In compliance with the Government of Ireland Climate Action Plan, specifically the Public Sector Climate Action Mandate, UCD submits an annual Statement of Compliance and submits and publishes annual updates to its Climate Action Roadmap here.

UCD is committed to maximising and reporting our contributions to the implementation of the National Strategy on Education for Sustainable Development (ESD), the National Biodiversity Action Plan and other relevant policies and frameworks.

VOLUNTARY

The Sustainability Tracking, Assessment and Rating System **(STARS)** framework is tailored to third level institutions and will be adopted as the primary framework through which UCD monitors and reports on sustainability. Although the EU's Corporate Sustainability Reporting Directive does not apply to public sector bodies, UCD will take account of its principles and requirements as appropriate in designing its data gathering and reporting structures.

UCD Sustainability will also collaborate with UCD Institutional Research on submissions to the QS World University Sustainability Rankings and other relevant rankings assessments.

RISK MANAGEMENT

A Sustainability Risk Register (SRR) has been developed by UCD's Risk Management Office and the UCD Sustainability Unit. The SRR supports the university to identify, measure, mitigate and report on environmental, social and governance risks.

The SRR is monitored by the VP for Sustainability and updated annually in collaboration with UCD's Risk Management Office. The SRR ensures that the risks associated with sustainability inform the university's decision-making and policy development and promote behavioural change in support of our sustainability objectives.
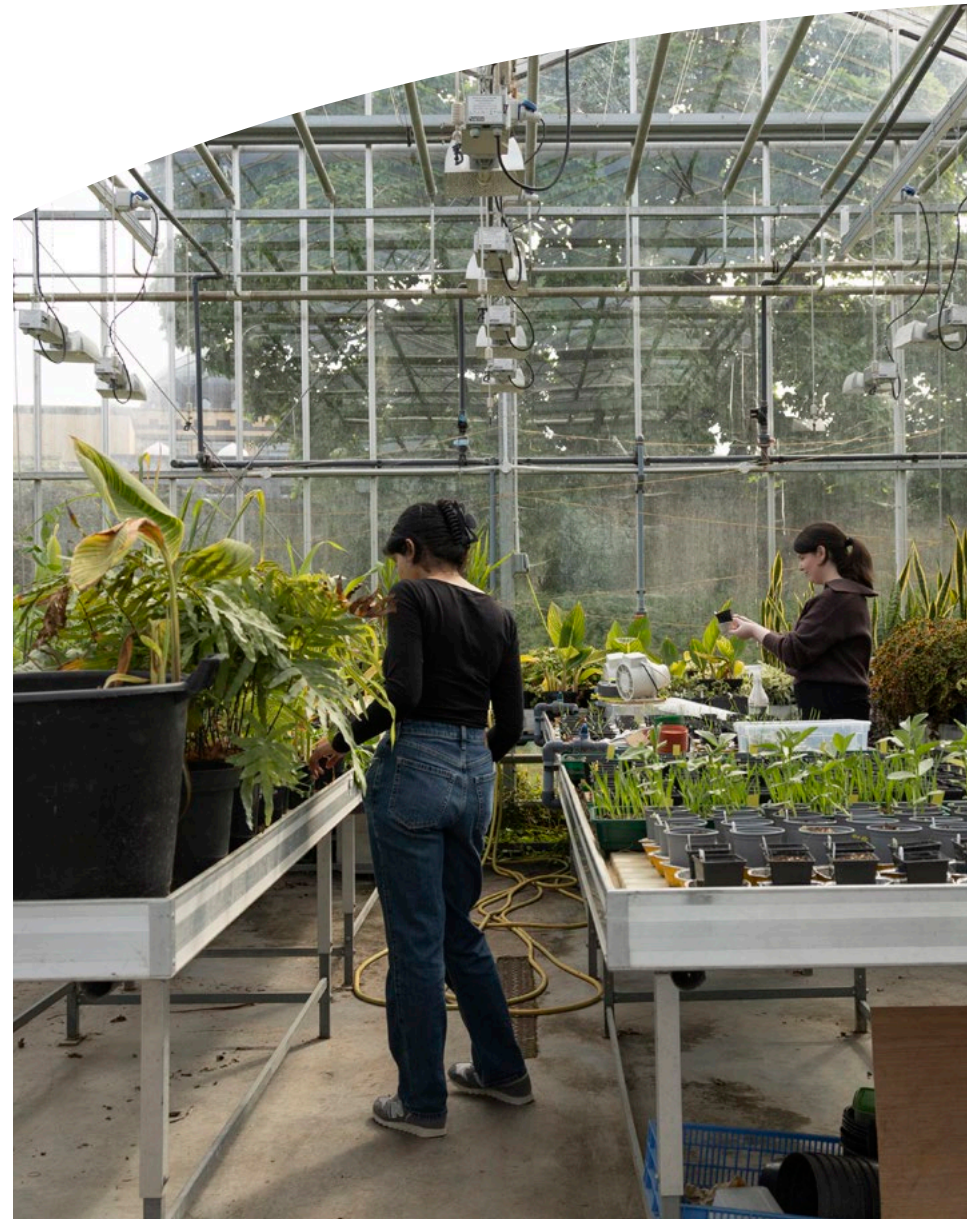
UCD WILL MAXIMISE ITS CONTRIBUTION TO ACHIEVING SUSTAINABILITY AT LOCAL, NATIONAL AND GLOBAL LEVELS.

APPENDIX 1.

List of planned actions to address UCD Sustainability objectives and strengthen enablers, including indication of alignment to UCD Sustainability objectives (O1-6) and enablers (E1-6) (see Pages 10 and 11). Alignment is scored on a scale of 1-3, with **3** = critical; **2** = important; **1** = helpful.

Phase refers to planned year of initiation – 1 = 2025, 2 = 2026-27 (some may be postponed to phase 3 if necessary – initiation in 2028-30). This list will evolve during the lifetime of this plan. Updates will be available on www.ucd.ie/sustainability/mission/ourplan

ACTIONS	ALIGNMENT WITH SUSTAINABILITY OBJECTIVES AND ENABLERS												PHASE
	O1	O2	O3	O4	O5	O6	E1	E2	E3	E4	E5	E6	
CORE AND COLLABORATIVE ACTIONS													
Reduce GHG emissions by 51% in 2030 and increase energy efficiency by 50% by 2030	2	3	1	1	3	1	2	1		1		2	1
Embed sustainability in UCD policies and governance	1	1	2	2	2	3	2	2	2		1		2
Comply with or exceed the Public Sector Climate Action Mandate requirements	2	3			2	1	2	1	1	1	2	2	1
Develop and implement communications strategy	1	1	2	2	2	1	3	3	2	2	2	2	1
Develop sustainability website and identity	2	1	2	2	2	2	3	2	2	2	2	2	1
Develop sustainability progress tracker to communicate progress towards strategic objectives	1	1	1	1	2		2	1	1	2	3	2	1
Resource an investment fund and recurrent funding for sustainability initiatives	2	3	2	1	2		1	2	2		1	3	1
Increase communications around sustainability in university operations	1	1	1	2	2	1	2	1	2	1	1		1
Improve access to information to inform strategy and management of labs, schools and units, e.g. in terms of energy usage	1	2	1	1	2	2	2	2	2		2		1

ACTIONS	ALIGNMENT WITH SUSTAINABILITY OBJECTIVES AND ENABLERS												PHASE
	O1	O2	O3	O4	O5	O6	E1	E2	E3	E4	E5	E6	
Integrate sustainability into orientation, graduation and awards ceremonies	1	1	2	2	1	2	2	2	1				1
Organise annual UCD Sustainability symposium to showcase the work of the Core Working Groups and others	1	1	1	1	1	1	2	1	1	1			1
Establish a platform and source data for assessing Scope 3 emissions	1	3			2	1	1	1				1	1
Integrate sustainability messaging into student marketing and recruitment materials				1		1	1			1			1
Strengthen sustainability governance through sustainability training and professional development opportunities	1	3	1	3	1	2	1	1	1	1	1	1	1
Establish and update Risk Register for sustainability and implement risk control measures	1	1	3		1	1					1		1
Convene and host 'citizens' assemblies' and/or other participatory events	1	1	1	1	1	1	2	2	2	2		1	1
Organise programme of SDG-related events, particularly during SDG week, as part of UCD's SDG Champion year	1	1		1	1	1	2	1	1	1		1	1
Actively pursue external partnerships for sustainability – academic, policy, industry, community groups, NGOs, charities, etc.	2	1	1	1	1	1	2	1	1	3		1	1
Plan for and progress towards net zero by 2040	2	3	1	1	2	2	2	1	1	1		1	1
Develop and support circular economy initiatives and projects	1	2	1	1	1	1	1	1	1			1	2
Sustainability Leadership/Action Awards recognising work undertaken by students and staff in support of sustainability				2	1	1	1	1	1	1	1		2
Prepare our communities for consequences of climate change	2	1	3	1	1	1	2	1	1	1		1	2

ACTIONS	ALIGNMENT WITH SUSTAINABILITY OBJECTIVES AND ENABLERS												PHASE
	O1	O2	O3	O4	O5	O6	E1	E2	E3	E4	E5	E6	
Engage with the STARS reporting framework and align with the European Sustainability Reporting Standards that underpin CSRD	2	1	1	1		1	2	1	1	1		1	2
Survey sustainability awareness, engagement and impact of staff and students (+ repeat annually to assess progress)	1	1	1	2	1	2	1	2	1		3		1
RESEARCH, INNOVATION AND IMPACT													
Promote innovation and use the campus and other sites as a living lab	2	2	1	1	3		1	1	2	1	1	1	1
Promote interdisciplinary research to address sustainability topics	2	2	1	1	2			1	3	1		2	1
Promote research and innovation on sustainability topics (including research on sustainable social systems)	3	3	1	1	2		2	1	2	2	1	2	1
Promote and catalogue policy engagement on sustainability	2	1			1		2		2			1	2
EDUCATION, STUDENT EXPERIENCE AND PROFESSIONAL DEVELOPMENT													
Put measures in place to enable UCD students and staff to develop as sustainability-aware citizens, empowered to succeed with integrity in a rapidly evolving world	1	1	1	3	1	1	2	2					1
Promote and support student-led initiatives that advance sustainability	1	1	1	2	1	2	1	3	2	1		1	1
Develop a framework to promote sustainability in the student experience	1	1	2	2	2	1	1	2	1				1
Build organisational capacity through the provision of sustainability training and professional development opportunities	1	3	2	3		2	2	2	2	1	1	1	1
Provide the resources, tools and professional development opportunities for staff to integrate sustainability into the curriculum	2	1	2	2	1	1	1	2	2				1

ACTIONS	ALIGNMENT WITH SUSTAINABILITY OBJECTIVES AND ENABLERS												PHASE
	O1	O2	O3	O4	O5	O6	E1	E2	E3	E4	E5	E6	
Assess course offerings for sustainability content and promote increased content	1	1	2	3	1	1	1	1	1				1
Expand offering of relevant micro-credentials, short courses and professional development/executive training programmes	1	1	1	1	1	1	1	1	1	1			1
Identify and communicate alignment of modules and programmes to the UN SDGs	2	1	1	2	2	2	2	1	1		2		1
Produce and maintain an inventory of degrees and modules related to sustainability	1	1	1	2	2	2	2	1	2		2		1
Maximise diversity of the student body	1		1	1	2	2	2			1			2
Leverage UCD campuses and educational partnerships for insights and solutions	2	2	2	1	2	3	1	1	2	1		1	2
International student innovation competition for sustainability	1		1	1			2	2	2	2		1	1
Engage with alumni and involve them in taught courses	1	1	2	2	2	2	1			2		1	2
CAMPUS AND OPERATIONS													
Develop and implement sustainable labs policy / guidelines	1	2		1	2	2	2	2	2			1	1
Embed sustainability in School and College planning framework	1	1	1	2	1	2	1	2	2	1	2	1	2
Review availability of water fountains and monitor their use	1	3		1	2		1						1
Upgrade heating, ventilation and air conditioning, lighting and other relevant systems to meet GHG and energy efficiency targets	2	3	1	1	3	1	2	2	2	2		1	1
Implement recommendations of Sustainable Procurement working group	2	3			2	2	2			1	1	1	1

ACTIONS	ALIGNMENT WITH SUSTAINABILITY OBJECTIVES AND ENABLERS												PHASE
	O1	O2	O3	O4	O5	O6	E1	E2	E3	E4	E5	E6	
Develop a policy on ethical and sustainable investment	1	2			2	1				1	1		1
Enhance sustainability of waste management	1	2			3	2	2	2					1
Use green building standards for new construction or renovation projects	1	3	1		2	1							1
Enhance the biodiversity of our green, woodland and farm assets and increase their positive impact	1	2	2	1	2	1	1	1	1	1			1
Increase utilisation of the university estate, including UCD Lyons Farm, to actively support teaching, research and engagement	1	1	2	1	2	1	1	1	1	1		1	1
Promote and support on-campus initiatives such as repair cafes, communal gardens etc.	1	1	1	2	2		2	2	1	1		1	1
Improve space use to help reduce need for new capital projects and improve energy efficiency	1	3	2		2		1					1	1
Work with caterers and stakeholders to review and further reduce food waste	1	2			2	1	1	1					2
Seek to embed sustainability into the UCD Quality Assurance framework	1	1	1	1	1	2	1	2	1				2
Replace fossil-fuel dependent appliances	1	2			2		1						2
Develop work-related travel policy and implementation framework	1	3	2	1	2	2	2	1					1
Further improve sustainability of commuter travel	2	3	2	1	2	2	2	1	1	1			1
Promote establishment of sustainability champions (and committees/groups/network) in schools, colleges, units and the SU.	1	1	1	1	1	2	2	2	1	1	2	1	1
Explore (with Estates and others) alternative sources of thermal energy – e.g. geothermal, sewage heat recovery.	2	2			2		2	1	1	1		1	1

ACTIONS	ALIGNMENT WITH SUSTAINABILITY OBJECTIVES AND ENABLERS												PHASE
	O1	O2	O3	O4	O5	O6	E1	E2	E3	E4	E5	E6	
Embed sustainability into staff recruitment process in a similar way to EDI	1	1	1	1	1	1	1						2
Support and further develop UCD Greenacre Sustainability Hub	1	1	1	2	2		2	1	1	1		1	1
Measure, monitor and reduce water consumption and waste	1	2	1	1	2		1						1
Assessment and verification of international/strategic partners and prospective partners etc. through the lens of sustainability	1	2			2	2	2						2
Complete transition to a zero emissions vehicle fleet	1	3			3		1						2
Assess our Capital Development Programme against sustainability impacts	1	2			2	2	1	1			2	2	2
Consider investing in a university wide chemical inventory system	1	1			2	1	1	1	1	1			2
Programme to support partial buy-out of staff to lead durable sustainability initiatives	1	1	1	1	1	1	2	2	2	1	1	1	2
Further improve sustainability of building practices and policies	1	2	2		2		1	1		1		1	2
Establish a system to measure, monitor and reduce paper consumption	1	3			2	2	1						2
Promote a more plant-based diet	1	1		1	1	1	1						2
Explore meaningful robust approaches to carbon offsetting	1	2			2		1		1	1		1	2
Explore ISO and CEN standards that UCD should align with	1	1			1	1					1	1	2
Review parking provision and allocation	1	3		1	2	1	1						2

University College Dublin
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