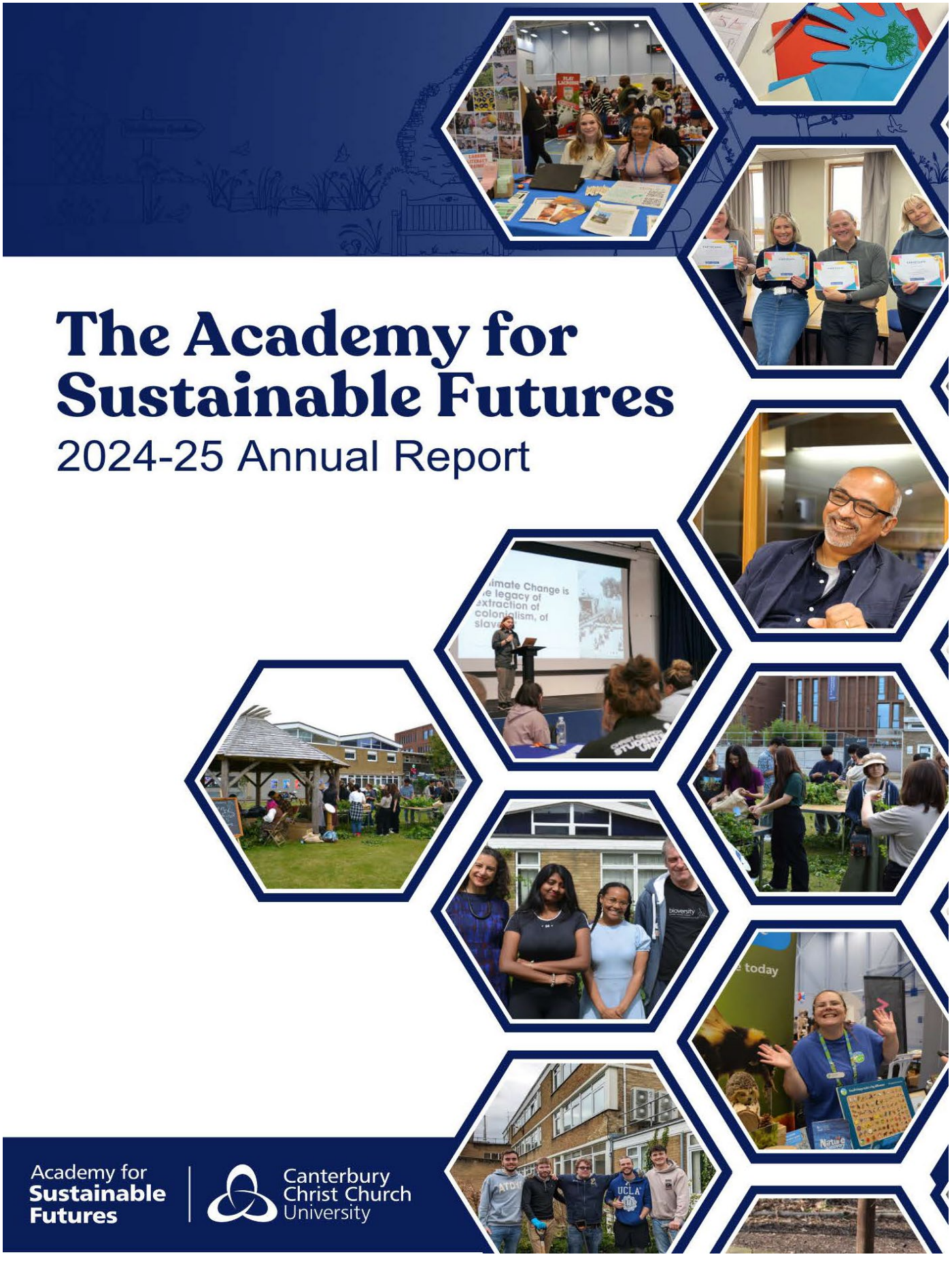


The Academy for Sustainable Futures

2024-25 Annual Report

Academy for Sustainable Futures | Canterbury Christ Church University

Canterbury Christ Church University

Academy for Sustainable Futures

Bi-Annual Sustainability Report

2024 / 2025

From Strategy to Action: Embedding Sustainability across CCCU

Aligned to CCCU Vision 2030 and the UN Sustainable Development Goals

Preface

It is with deep appreciation and renewed sense of purpose that I present the 2024-25 Annual Sustainability Report of Canterbury Christ Church University (CCCU). This report records a defining year for sustainability at CCCU — one in which the foundations carefully laid in previous years were translated into formal strategy, governance, and institution-wide action.

The 2024/25 academic year marked the moment at which sustainability ceased to be a thematic aspiration and became a board-mandated commitment. The approval of the CCCU Sustainability Strategy 2024–2030 by the Board of Governors provides the University, for the first time, with a unified strategic architecture that consolidates climate emergency, biodiversity, procurement, education, research, and community priorities under a single coherent framework. In parallel, the Academy for Sustainable Futures (ASF) has established the governance, baselines, and institutional partnerships necessary to convert that ambition into measurable progress.

The achievements documented in these pages are the result of distributed effort. They reflect the leadership of the Vice-Chancellor and the Senior Management Team, the engagement of every School and Professional Service, the energy of our Students' Union and the Student Green Office, and the commitment of our Sustainability Champions, our community partners, and most especially the students and staff whose collective action gives this work its life. To each of them, I extend my sincere gratitude.

We share these achievements alongside an honest assessment of the challenges that remain. Transparency is fundamental to accountability, and accountability is fundamental to credibility. The University continues to operate within a financially constrained higher education sector, and our progress has been achieved by carefully prioritising interventions that deliver maximum environmental and social benefit within available resources.

I invite you to engage with this report not merely as a document of record, but as an invitation to join us in shaping a more sustainable, equitable and hopeful future.

Professor Obas John Ebohon Dean, Academy for Sustainable Futures

Canterbury Christ Church University

Executive Summary

The 2024/25 academic year marks a pivotal transition for sustainability at Canterbury Christ Church University — from foundation building to formal strategy implementation. Following the Board of Governors' approval of the CCCU Sustainability Strategy 2024–2030, the Academy for Sustainable Futures (ASF) advanced sustainability across four strategic goals: Sustainability Education; Sustainability Research and Enterprise; Sustainable Campus and Operations; and Sustainable Communities and Engagement.

Strategic and Governance Developments

- Approval by the Board of Governors of the CCCU Sustainability Strategy 2024–2030, replacing the previous patchwork of climate emergency, biodiversity, and procurement strategies with a single, coherent, board-mandated framework.
- Constitution of the Sustainable Futures Board (SFB) with representation from the Senior Management Team, Schools, Professional Services, the Students' Union, and the Trade Union.
- Appointment of Sustainability Champions at Deputy Dean level across all Schools.

Curriculum and Education

- Successful mainstreaming of sustainability into the CCCU curriculum, including the launch of the interdisciplinary Sustainability Success Module and integration of sustainability themes and mandatory mapping of the SDGs into newly approved interdisciplinary modules under the new Academic Framework.
- Continued delivery of the Carbon Literacy Training and the Climate Escape Room, with over four hundred students and staff completing the short Carbon Literacy Introduction workshop and a further one hundred completing the full Carbon Literacy Training.

Operations and Environmental Performance

- Successful surveillance audit of the ISO 14001 Environmental Management System (EMS) in May 2025, reaffirming CCCU's environmental leadership in the higher education sector.
- Scope 1 carbon emissions 15% lower than the 2019/20 baseline (1,789 tCO_2e); Scope 2 emissions 40% lower than baseline; carbon intensity per £m turnover 76% lower than baseline.
- Total energy consumption fell by 18.6% to 19,081,512 kWh (electricity −14%; natural gas −16%); emissions per square metre of floor area fell by 27%.
- Direct transport emissions reduced by 57% and indirect transport emissions by 77%, reflecting effective integration of virtual meetings and hybrid working.
- Continued zero waste-to-landfill status, with all major waste categories lower in 2024/25 than in the last pre-pandemic year of 2018/19.

Engagement, Recognition and Awards

- Silver Award in the Kent Wildlife Trust Wilder Kent Awards 2025, recognising CCCU's continued leadership in protecting and restoring nature, sustainability and carbon reduction, and inspiring collaboration.
- Successful delivery of COP29@CCCU, hosting twelve unique activities, including the Climate Escape Room Challenge which saw fourteen groups of staff compete through the November–December COP period.

- Eleventh year of the heritage hop project culminating in the brewing of St Eanswythe's Water, harvested by sixty staff and students.
- Hosting of the International Symposium on Sustainability and Spirituality, convening fifty academics and members of the spiritual and sustainability community.

Together, these achievements demonstrate that CCCU has moved decisively from foundational ambition to institutional delivery - establishing the University as a credible, visible, and influential contributor to the global sustainability agenda.

Table of Contents

1.0 Introduction

1.1 The Academy for Sustainable Futures: Strategic Position

The Academy for Sustainable Futures (ASF) is the institutional home of sustainability at Canterbury Christ Church University. Established to mainstream sustainability across the University's four core functions - learning and teaching; research, enterprise, and innovation; operations; and community engagement - the Academy provides strategic leadership, coordination, and accountability for sustainability across CCCU.

The Academy operates as a catalyst rather than a silo. Its work is delivered through partnerships with every School, Professional Service, the Students' Union, and an extensive network of external stakeholders including local authorities, charities, faith communities, business partners and international institutions. This collaborative approach ensures that sustainability is not added to existing structures but woven through them.

1.2 Key Developments in 2024/25

The 2024/25 academic year has been transformative. The defining institutional achievement of the year is the Board of Governors' approval of the CCCU Sustainability Strategy 2024–2030, which establishes for the first time a single, board-mandated strategic framework for sustainability at the University. The Strategy is supported by baseline data and a clear governance architecture, with the Sustainable Futures Board providing strategic oversight and Sustainability Champions providing distributed leadership across all Schools.

Alongside this strategic transformation, the year has seen sustainability successfully mainstreamed into the CCCU curriculum, the renewal of CCCU's ISO 14001 certification, the recognition of CCCU with the Silver Award in the Wilder Kent Awards 2025, and continuing improvements in carbon, energy, and waste performance against the 2019/20 baseline.

1.3 Core Areas of Focus

This report is organised around the four strategic goals of the Sustainability Strategy 2024–2030:

1. Sustainability Education - embedding sustainability into curricula, pedagogy, and student experience.
2. Sustainability Research and Enterprise - strengthening sustainability research, knowledge exchange and external partnerships.
3. Sustainable Campus and Operations - reducing the environmental footprint of CCCU's estate and operations and demonstrating environmental leadership.
4. Sustainable Communities and Engagement - connecting with local, national, and international communities to catalyse positive sustainability change.

1.4 Looking Forward

With the Strategy approved and governance and champions structures activated, 2025/26 will be a year of disciplined implementation. Priorities include the inaugural meeting of the Sustainable Futures Board, the first cycle of School Sustainability Action Plans, the Sustainability Literacy Survey, the

launch of the new Wild Walls mural at North Holmes Road, and the rollout of the Sustainability Success Module to all participating Schools. The University is also preparing for re-engagement with the QS Sustainability Rankings and the Times Higher Education Impact Rankings to enhance external visibility of CCCU's sustainability performance.

2.0 Governance and Strategy Implementation

2.1 Approval of the Sustainability Strategy 2024–2030

The Board of Governors' approval of the CCCU Sustainability Strategy 2024–2030 is the most consequential institutional development of the year. The Strategy replaces the previous patchwork of climate emergency, biodiversity, and procurement strategies with a single, coherent, board-mandated framework, organised around four strategic goals and aligned with CCCU's Vision 2030 and the UN Sustainable Development Goals.

The Strategy provides the strategic intent, scope, scale, and timeline for sustainability at CCCU. Its approval at Board level confers institutional legitimacy and accountability. It embeds sustainability within the highest level of University governance and signals to staff, students, partners, and external stakeholders that sustainability is a core strategic priority - not a peripheral concern. The Strategy is deliberately designed to be implementable, monitorable, and auditable, with explicit responsibility, baselines, targets, milestones, and reporting cycles.

2.2 Sustainable Futures Board and Governance Architecture

The Sustainable Futures Board (SFB) has been constituted as the principal governance body for sustainability at CCCU. The SFB is chaired by the Senior Pro-Vice Chancellor Research, Enterprise and Business Development and deputised by Dean of the Academy for Sustainable Futures, and brings together representation from the Senior Management Team, Schools, Professional Services, the Students' Union, and the Trade Union. The seniority of the SFB and the breadth of its representation are deliberate: sustainability cuts across every function of the University, and effective oversight requires the authority to act and the legitimacy to be heard.

The SFB's functions span six areas: strategic oversight of the Sustainability Strategy 2024–2030; governance and decision-making on sustainability policies and frameworks; monitoring of progress against SMART targets and KPIs; review of sustainability-related policies and their implementation; resource allocation and prioritisation; and external benchmarking against sector peers and reference frameworks (EAUC, QS Sustainability Rankings, People & Planet).

The SFB held its inaugural meeting in May 2026, with terms of reference, standing agenda and reporting cycles formally adopted at that meeting. Reporting from the SFB will flow to the Academic Board and to the Board of Governors, completing the line of accountability from the highest body of the University to the operational delivery of sustainability commitments.

2.3 Sustainability Champions Programme

The role of Sustainability Champion is part of the Deputy Dean role in each School. The Champions report to their School Dean, and work closely with the Academy for Sustainable Futures, distributing accountability for sustainability across every School in line with EAUC expectations and creating a

model of distributed leadership that mirrors the way sustainability itself must operate - across boundaries rather than within silos.

Going forward, the Champions Community of Practice will provide a forum for shared learning, peer support and the surfacing of cross-cutting issues. Together with the SFB, the Champions form the institutional spine through which the Sustainability Strategy 2024–2030 will be delivered.

3.0 Sustainability Education

Sustainability Education is the first strategic goal of the Sustainability Strategy 2024–2030 and is the area in which CCCU has made most visible progress in 2024/25. Sustainability has been successfully mainstreamed into the CCCU curriculum through a combination of structural integration, dedicated module design, and targeted upskilling of staff and students.

3.1 Mainstreaming Sustainability into the Curriculum

Curriculum mainstreaming has been pursued through three complementary routes: integration of sustainability into the new interdisciplinary modules approved under CCCU's new Academic Framework; explicit SDG mapping of courses through Course Loop; and the embedding of sustainability commitments into student induction. Together these routes ensure that sustainability is not an optional add-on for interested students but a structural feature of the CCCU learning experience.

The baseline audit of SDG mapping across courses initiated in 2024/25 establishes the reference point against which the SDG integration of courses by 2029/30 will be measured. Annual Quality Assurance reviews will track progress and report to the Education Committee.

3.2 The Sustainability Success Module

An important development of the year is the Sustainability Success Module - an interdisciplinary module that introduces all participating students to the science, ethics, governance, and practice of sustainability, and equips them with the literacy and tools to engage with sustainability across their future studies, careers, and citizenship. The module integrates content drawn from across the Schools and is delivered with the active participation of the Academy of Sustainable Futures staff, ensuring it remains both academically rigorous and locally grounded.

The module is supported by curated online resources, the Sustainability Education Seminar Series, and direct linkage to the Climate Ready Programme, allowing students to translate classroom learning into co-curricular and community engagement.

3.3 Carbon Literacy Training and the Climate Escape Room

The Carbon Literacy Training and the Climate Escape Room continue to anchor CCCU's sustainability literacy offer. In 2024/25, more than one hundred students and staff completed the short Carbon Literacy Introduction workshop, and a further twenty-two completed the full-length Carbon Literacy Training, making a total of four hundred short Carbon Literacy completion and one hundred full length carbon Literacy Training respectively since inception. These participants made personal pledges to improve the sustainability of their everyday lives - from reducing food waste to expanding home growing. Over one hundred students and staff also completed the Climate Escape Room, an immersive learning

experience designed by members of the Academy team to teach the science of climate change in an engaging, embodied format.

These experiences operate alongside more specialist offers - the Sustainability and Spirituality Symposium, BioBlitz events, the Eco Hope walks, and the Foraging workshops - to give every member of the CCCU community multiple pathways into sustainability learning.

3.4 Module Collaborations and the Sustainability Spring Festival

Module-level collaborations have multiplied the reach of sustainability education. Public Relations and Media students designed branding for the Sustainability and Spirituality Symposium and, in 2025/26, are interrogating the ethical and sustainability ramifications of generative AI as a live module project. Tourism Events and Hospitality students delivered the Sustainability Spring Festival, raising charitable funds and offering attendees a structured engagement with multiple aspects of sustainability. MA Heritage students curated the 'Heritage in a Bottle' exhibition celebrating ten years of the heritage hop project, undertook Carbon Literacy training, interviewed the local brewer on his sustainability practices, and contributed to the design of the new bottle branding.

Collectively, these collaborations evidence the move from sustainability-as-content to sustainability-as-pedagogy: sustainability is not simply taught at CCCU, it is practised, applied, and assessed.

4.0 Sustainability Research and Enterprise

Sustainability Research and Enterprise is the second strategic goal of the Sustainability Strategy 2024–2030. The 2024/25 academic year has seen a deliberate strengthening of CCCU's sustainability research base through the alignment of research outputs to the SDGs, the development of international partnerships, and the convening of high-profile research events.

4.1 SDG Tagging and Research Alignment

A university-wide initiative to tag CCCU research outputs against the UN Sustainable Development Goals has been launched, with the Graduate College and the Research, Enterprise, and Business Development directorate as key partners. SDG tagging will provide the evidence base for compiling submissions to the THE Impact Rankings, the QS Sustainability Rankings, and the REF 2029 sustainability-focused outputs strand.

4.2 International Partnerships and Knowledge Exchange

CCCU's international sustainability research footprint has continued to expand. The British Council–funded Going Global collaboration with Jiangsu University of Science and Technology (JUST) and Zhejiang University on biochar and construction-demolition waste as supplementary cementitious materials produced a substantial body of joint publications and resulted in MOUs with both institutions. These partnerships position CCCU within a growing international community of researchers working on the circular economy in the built environment, and create opportunities for staff and student mobility, joint funding bids and shared facilities.

In parallel, members of the Academy contributed to the UN-Habitat Second Expert Group Meeting for the World Cities Report 2026, with the Dean of the Academy chairing a session and serving as co-

discussant. CCCU's voice is therefore present at the highest level of urban sustainability policy formation, complementing its leadership role within UK higher education sustainability networks.

4.3 International Symposium on Sustainability and Spirituality

The Symposium Sustainability and Spirituality was in planning between the summers of 2024 and 2025. It began with an invitation to colleagues from Religious Studies, Education and Psychology to design a proposal, which was then shared with the UK-CSR for a collaborative partnership (SDGs 4, 10, 13, 14, 15, 16 and 17). In June 2024 ACM presented two talks at the CCCU IRN conference "Impact Kent: CCCU and Community", one about the ASF, and another about the Symposium Sustainability and Spirituality. The significance lies in how sustainability is integrated. Three points stand out. First, origin: the proposal began with colleagues in Religious Studies, Education, and Psychology where sustainability becomes a question internal to the disciplines themselves rather than an imposition from a central office. Second, the SDG mapping (4, 10, 13, 14, 15, 16, 17) clusters around education, equity, ecological integrity, peace, and partnership — away from the technocratic core toward sustainability's relational and formative dimensions. Third, the June 2024 IRN presentations placed ASF and the Symposium inside CCCU's institutional narrative. Together, this models non-reductive embedding aligned with CCCU's deeper identity.

4.4 Research Outputs

Research outputs in 2024/25 have included peer-reviewed papers on sustainability in higher education covering institutional inertia, curriculum tokenism, and the governance and metrics challenges of mainstreaming sustainability. Members of the Academy have also contributed to research on construction materials, the circular economy and renewable energy, and to scholarly outputs in education for sustainability. These outputs underpin the case for sustainability-focused submissions to REF 2029 and contribute to the body of evidence with which CCCU will engage international rankings frameworks.

5.0 Sustainable Campus and Operations

Sustainable Campus and Operations is the third strategic goal of the Sustainability Strategy 2024–2030. CCCU continues to demonstrate a comprehensive commitment to sustainability through diverse initiatives across campus, combining environmental stewardship with operational excellence. Sustainability efforts in 2024/25 have produced significant reductions in carbon emissions, energy consumption and waste, and have been validated through external audit.

5.1 Strategic Framework and Environmental Management

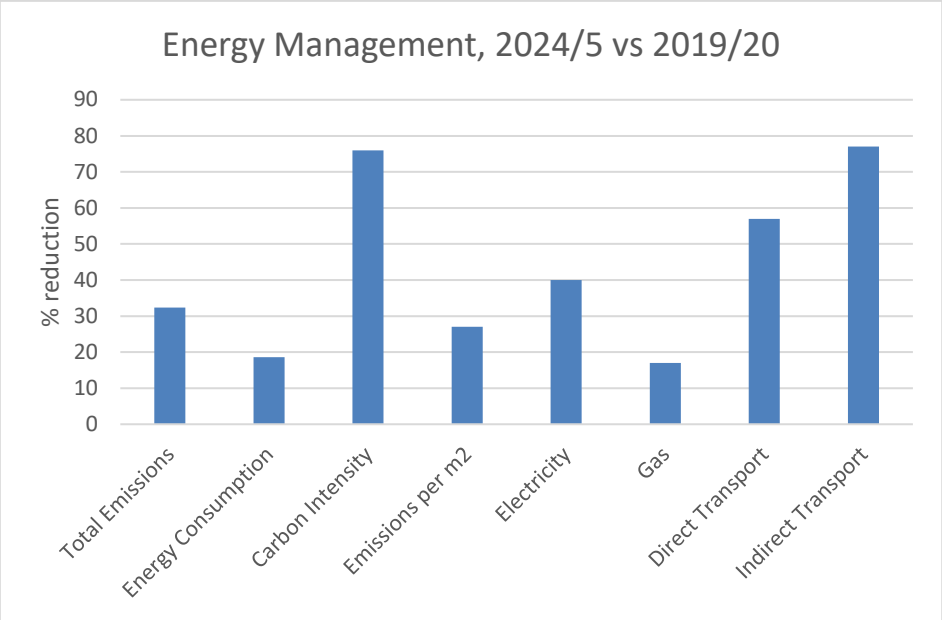
The University's commitment to sustainability is woven into the fabric of its Vision 2030 Strategic Framework, which emphasises collaboration, courage, and creativity as core values. This framework integrates sustainability across four key strategic domains: enhancing student learning, life, and futures; advancing research, enterprise, and innovation; nurturing people, culture, and community; and maximising positive impact. The University's environmental leadership received further validation in May 2025 through its successful surveillance audit of the ISO 14001 Environmental Management System (EMS), reinforcing CCCU's position as a leader in environmental stewardship within the higher education sector.

5.2 Carbon Emissions and Energy Performance

Canterbury Christ Church University continues to make progress on its sustainability journey. In 2024/25, Scope 1 carbon emissions (tCO_2e) from sources directly owned or controlled by the University were 15% lower than the 2019/20 baseline year, with total Scope 1 emissions for the year of 1,789 tCO_2e. Scope 2 emissions from the purchase of electricity, heat or cooling achieved an even greater reduction, falling 40% relative to the baseline year.

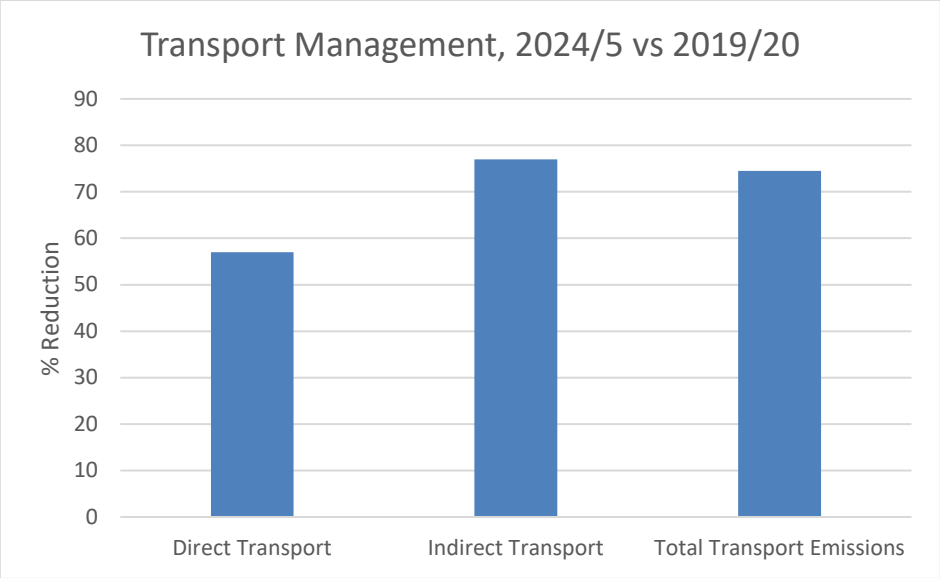
Even more noteworthy is the 76% reduction in carbon intensity per million pounds of turnover, demonstrating the University's success in decoupling institutional growth from environmental impact.

Figure 5.1 Energy Consumption



The most striking reduction in energy use occurred in transportation-related emissions. Direct transport emissions were slashed by more than half, showing a 57% reduction, while indirect transport emissions dropped by 77%. Virtual meetings and hybrid working are the major contributors to this transformation, demonstrating that digital transformation initiatives have been particularly effective. This finding justifies further investment in digital infrastructure and supports continued investment in digital capabilities.

Figure 5.2 Transport Emissions



5.3 Energy Management and Operational Efficiency

When benchmarked against the 2019/20 baseline, these initiatives represent not incremental improvement but transformative change in the University's environmental performance. The combined reduction in absolute emissions and carbon intensity evidence CCCU's successful transition to a more sustainable and energy-efficient operating model, setting a new benchmark for environmental stewardship across the UK higher education sector.

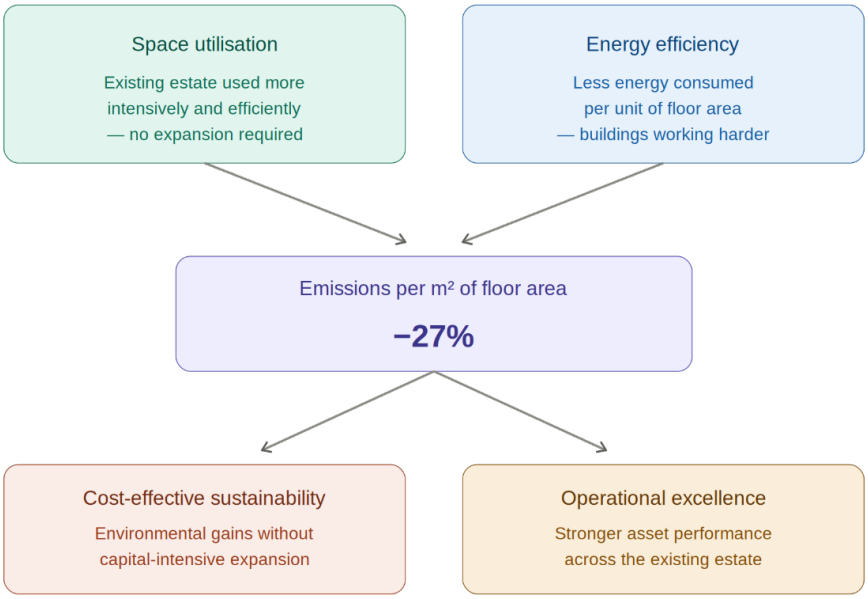
As demonstrated in Figure 4.1, energy management has been particularly effective. Overall consumption fell by 18.6% to 19,081,512 kWh in 2024/25, driven by a 40% reduction in electricity use and a 17% reduction in natural gas consumption. The efficiency of space utilisation has improved in parallel, with emissions per square metre of floor area falling by 27%.

This 27% reduction is strategically significant for two reinforcing reasons. The first concerns cost-effective sustainability. The metric demonstrates that the University has achieved superior environmental performance without recourse to capital-intensive infrastructure expansion; existing estate is being deployed more intensively, which is materially more cost-effective than constructing new, even higher-performing, space. Environmental gain has therefore been secured through smarter use of the assets already in place, rather than through expansion of the institutional footprint.

The second concerns operational excellence. Emissions per square metre is, in effect, a composite indicator that captures two interdependent dimensions of institutional performance. The first is space management - how intensively and effectively the University uses its available floor area. The second is energy efficiency - how well energy consumption is managed within that space. Improvement on this single metric therefore signals coordinated progress on both fronts simultaneously: the estate is working harder and consuming less per unit of activity. Taken together, these two drivers establish the foundation of a cost-effective sustainability and operational excellence model, in which environmental performance, financial discipline and asset productivity advance in concert. Figure 4.3 illustrates the relationship.

Figure 5.3

The Dual Benefit of Efficient Space Utilisation and Energy Management

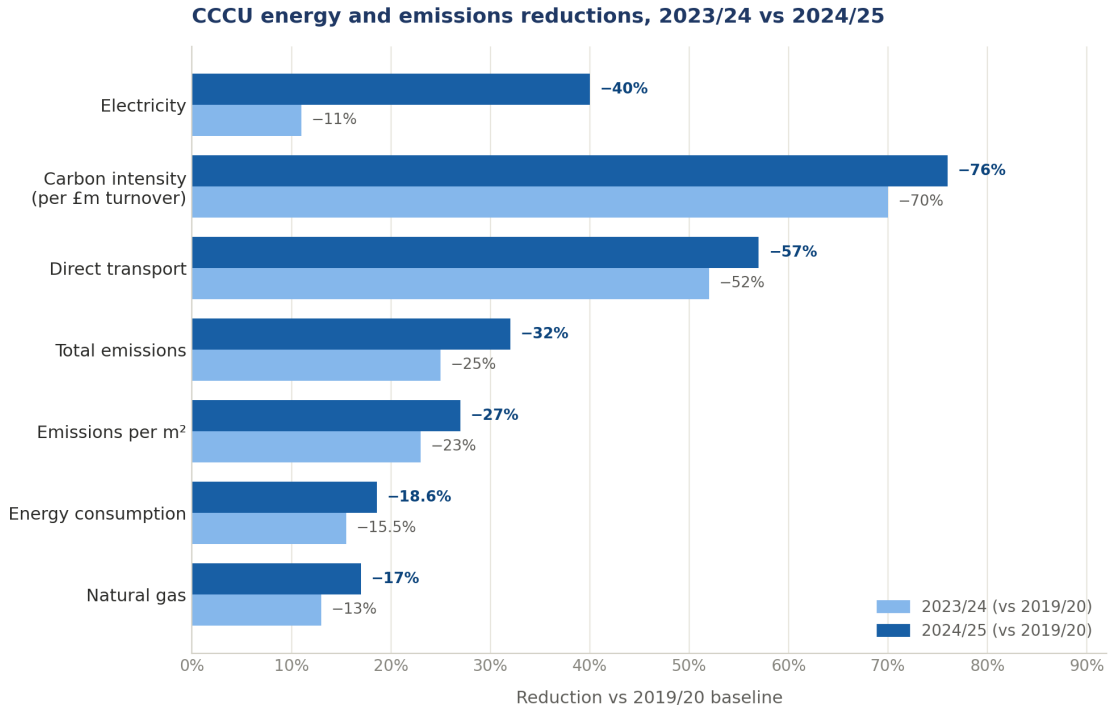


5.4 Comparative Summary of Energy and Emissions: Year-on-Year Comparison

Figure 5.4 below compare CCCU's reported reductions in 2023/24 and 2024/25 against the 2019/20 baseline, allowing year-on-year data to be read directly as the additional gain achieved during 2024/25. The pattern shows broad continuation with one notable acceleration: electricity reduction jumped from −11% in 2023/24 to −40% in 2024/25, a 29-percentage-point swing that drives the headline gains in total emissions and emissions per m². This step-change is consistent with the maturation of measures implemented in 2023/24 - BMS rewrites, lighting upgrades and operating-hour optimisations now delivering their full annualised benefit across a complete operating cycle. Energy efficiency interventions characteristically yield their largest gains in the year following commissioning, and the 2024/25 figures evidence that the earlier investments are bearing fruit.

Gas reduction moved only modestly, from −13% to −17%. This is consistent with the heat decarbonisation feasibility study at North Holmes Road being completed in 2023/24 but not yet generating physical interventions. Gas is the area where the next strategic shift should be planned, and where the Chatham heat network anchor-load opportunity becomes materially relevant to the trajectory through to 2030.

Figure 5.4



These substantial achievements stem from strategic initiatives undertaken:

- **Unwavering commitment to clean energy:**
  - Despite significant cost increases in Renewable Energy Guarantees of Origin (REGO), CCCU has maintained its 100% renewable electricity sourcing from Ofgem-accredited onshore wind farms since October 2019, exemplifying credibility in sustainable energy procurement.

- **Strategic Infrastructure Improvements**
  - Completion of a comprehensive heat decarbonisation feasibility study for North Holmes Road Campus, identifying optimal intervention points for maximum environmental impact.
  - Advanced progress toward integration with the proposed Chatham heat network, with the University's Chatham campus positioned as a key anchor load.
  - Systematic replacement of traditional fluorescent lighting with advanced LED systems, including the innovative Thorlux SmartScan wireless lighting management system.

- **Operational Excellence**
  - Innovative optimisation of the Verena Holmes Building Management System (BMS), yielding a significant 13% reduction in energy consumption.
  - Strategic refinement of building opening hours and BMS schedules across campus.
  - Implementation of smart electricity meters throughout University residential properties.

When compared to the 2019/20 baseline, these initiatives represent not just incremental improvements but transformative change in the University's environmental performance. The dramatic reduction in both absolute emissions and carbon intensity demonstrates CCCU's successful transition toward a more sustainable and energy-efficient operational model and enhanced environmental stewardship.

5.5 Future Energy and Emission Initiatives

Looking ahead, CCCU has identified key initiatives for implementation:

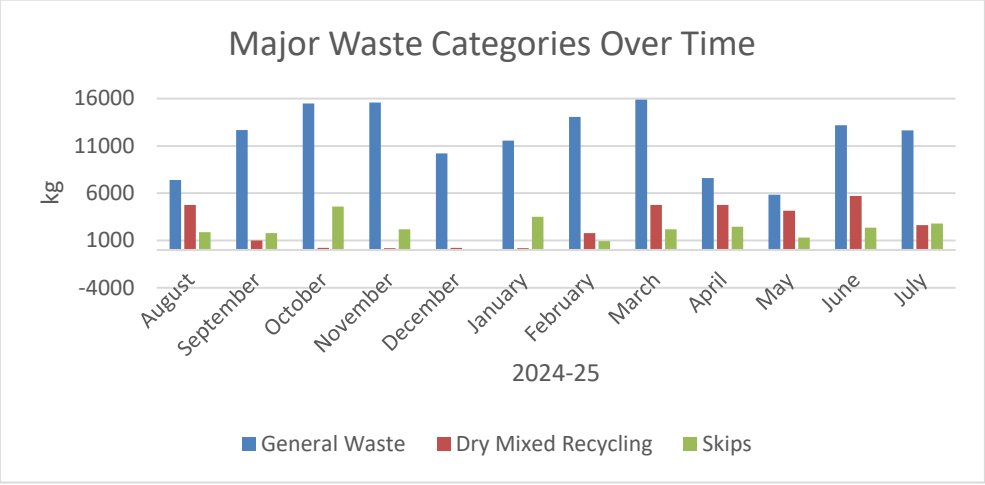
- Review and update of the University's Carbon Management Plan.
- Development of an enhanced maintenance policy incorporating energy efficiency criteria.
- Planned installation of a heat pump water heater in Augustine House.
- Trial of Internet of Things (IoT) technology to create smart building capabilities.
- Continued analysis of Automatic Meter Reading (AMR) data to identify and reduce energy wastage.
- Further optimisation of building opening times.
- Ongoing promotion of energy efficiency in student accommodation.

5.6 Waste and Recycling

The waste sector contributes to greenhouse gas emissions through key pathways. When organic waste decomposes in landfills, it produces methane, a potent greenhouse gas with twenty-eight times the warming potential of CO_2 over a 100-year period. Waste incineration directly releases CO_2 and other greenhouse gases. The entire lifecycle of products that become waste, from resource extraction to manufacturing and transportation, generates significant emissions. Actions taken to minimise and recycle waste reduce emissions in multiple ways. To these effects, Canterbury Christ Church University has established the Waste Management and Recycling Working Group (WMRWG).

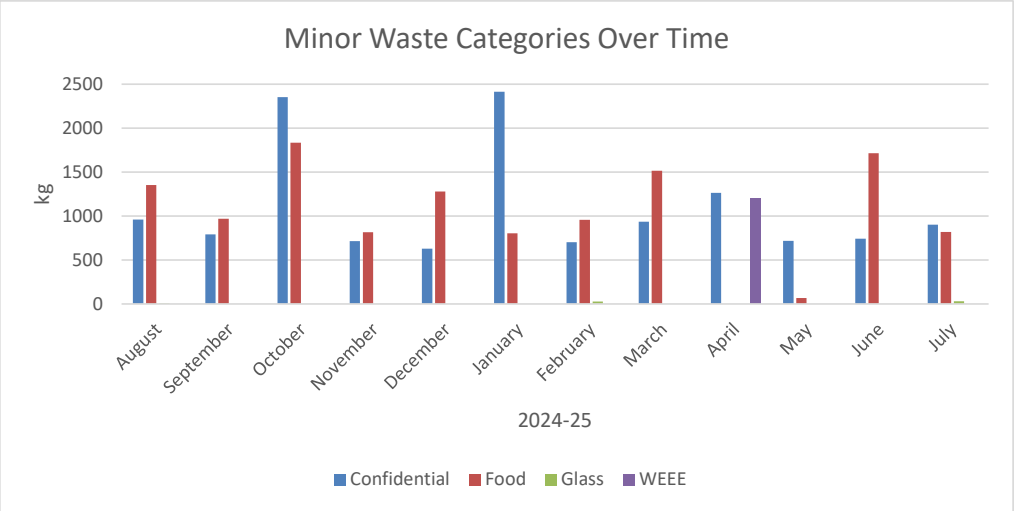
For the academic year 2024/25, total waste collected from the entire University estate, including all residential buildings, was processed into major and minor waste categories.

Figure 5.5



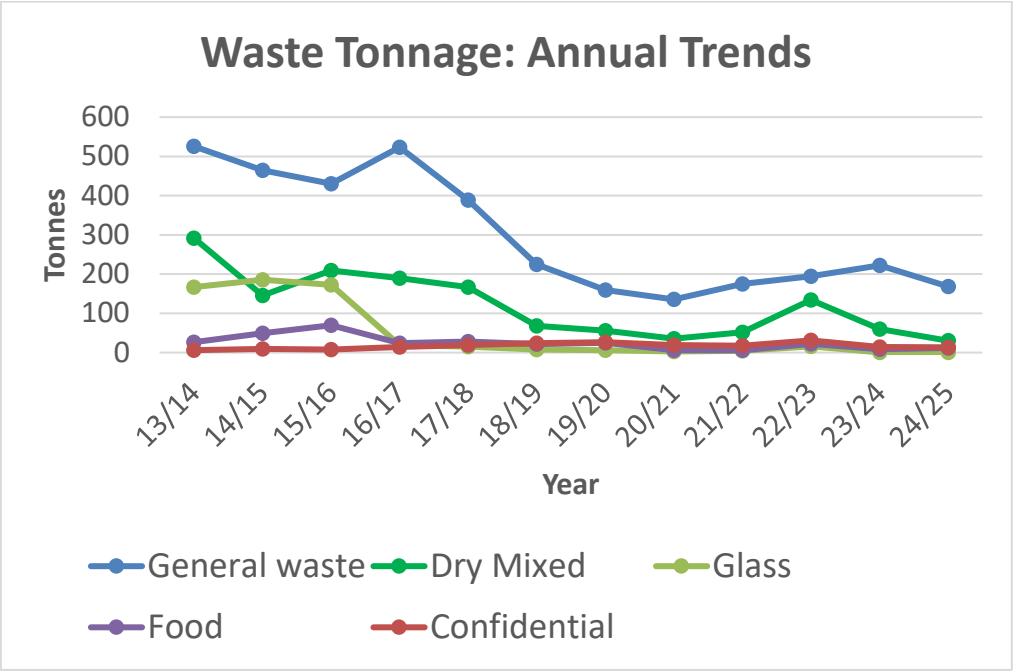
General Waste (GW) showed high monthly variability, lowest in May (5,832 kg) and peaking in March at 15,874 kg, averaging around 11,840 kg/month - down from 14,831 kg/month in the previous year. Dry Mixed Recycling (DMR) showed even more variability, averaging 2,526 kg/month, down from approximately 5,000 kg/month in 2023/24. Use of skips was more consistent but lower than the previous year, with the highest monthly value being 4,850 kg compared to 13,840 kg in the previous year.

Figure 5.6



The minor waste categories also exhibited monthly cyclical volatility. Confidential waste was the most volatile, ranging from 630 to 2,415 kg with two major spikes in October (2,353 kg) and January (2,415 kg), totalling 13,139 kg for 2024/25. Food waste showed a seasonal pattern, highest at the beginning and end of the academic year, with annual food waste totalling 12,148 kg. Glass waste was limited to three collections during the year, with a total of 68 kg.

Figure 5.7



5.7 Sustainability Significance of the Waste Tonnage Trends

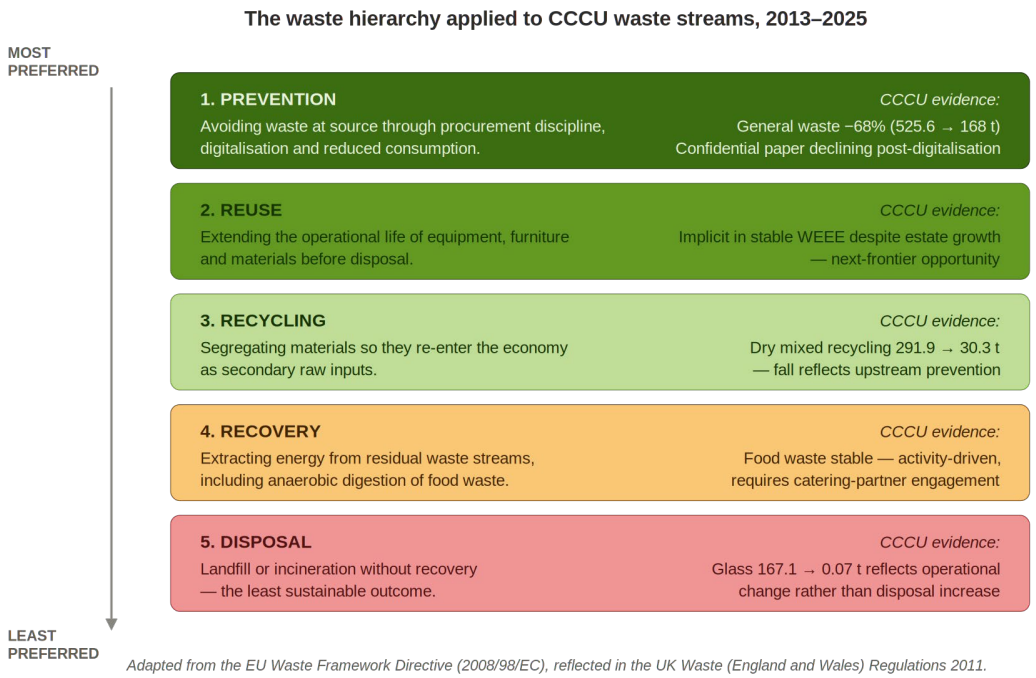
The 2013–2025 waste data evidence a fundamental shift in CCCU's material flows: the University has moved decisively up the waste hierarchy, from disposal and recycling toward prevention at source. The 68% reduction in general waste (525.6 to 168 tonnes) is the headline indicator of this transition, and the

parallel fall in dry mixed recycling (291.9 to 30.3 tonnes) reinforces rather than contradicts it - less recyclable material is being generated in the first place, which is a stronger sustainability outcome than higher recycling rates.

The trajectory of confidential wastepaper - rising post-GDPR and then declining as records management digitalised - illustrates the same underlying driver: the cumulative effect of digital transformation across academic, administrative, and operational functions. The dramatic fall in glass waste (167.1 to 0.07 tonnes) is best read as evidence of structural change in catering provision rather than behavioural achievement.

The stability of food waste and Waste Electrical and Electronic Equipment (WEEE) identifies the next strategic frontier. Both streams are activity-driven and have proven resistant to general efficiency gains. WEEE in particular carries disproportionate embodied carbon and critical-materials weight per tonne and now represents a proportionally larger share of the University's material footprint. Future progress will depend on circular-economy partnerships, equipment-as-a-service procurement, and engagement with catering providers - the priorities for the next phase of the sustainability journey to 2030. Figure 5.8 maps the principal streams onto the waste hierarchy.

Figure 5.8



Adapted from the EU Waste Framework Directive (2008/98/EC), reflected in the UK Waste (England and Wales) Regulations 2011.

5.7.1 Wastes Initiatives Delivered

A coordinated set of operational initiatives underpins the waste reductions reported above:

- **Furniture reuse partnership.** Unwanted furniture is donated to the British Heart Foundation, extending product life, and supporting a charitable end-use rather than disposal.
- **Closed-loop IT recycling.** All used and end-of-life IT equipment is recycled in full, ensuring that critical raw materials and embodied carbon are recovered from the University's electronic estate.

- **Plastic elimination in catering.** Disposable plastics have been replaced with compostable boxes and wooden stirrers and cutlery, removing a persistent source of single-use plastic from campus operations.
- **Contract-embedded recycling.** The waste contract has been retendered with a binding condition requiring the contractor to accept disposable cups as a recyclable stream, converting a previously problematic material into a recoverable one.
- **On-site organic recovery.** Selected food waste is processed through the on-site composter, and coffee grounds are retained for reuse.
- **Waste-to-fuel conversion.** 3,630 litres of used cooking oil were collected and sent for conversion into biodiesel during the reporting period.

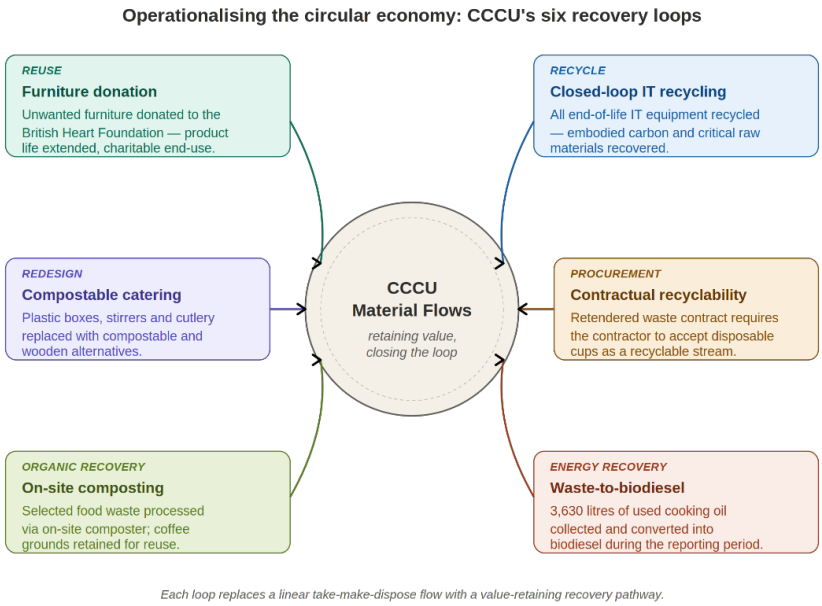
5.7.2 Sustainability Significance of Waste Flows

Considered individually, each measure is modest; considered collectively, they evidence three strategically important shifts in how the University manages its material flows. The first is the systematic embedding of circular-economy principles into routine operations: furniture reuse, IT recycling, on-site composting, and cooking-oil-to-biodiesel each replace a linear take-make-dispose flow with a recovery loop, retaining value within the economic system rather than discharging it as waste. The second is the use of procurement and contractual leverage as a sustainability instrument; by writing recyclability conditions into the retendered waste contract and switching catering inputs to compostable alternatives, the University has translated sustainability ambition into enforceable supplier obligations rather than relying on behavioural change alone. The third is the diversification of disposal routes across the upper tiers of the waste hierarchy: rather than directing residual material to a single endpoint, the University now operates multiple parallel recovery streams - charitable reuse, materials recycling, organic composting, and energy recovery - each matched to the characteristics of the waste type.

Taken together, these initiatives evidence the operationalisation, rather than merely the articulation, of CCCU's circular-economy commitments. Figure 5.9 illustrates the six recovery loops now operating across the University's material flows.

Figure 5.9

Operationalising The Circular Economy: CCCU's Six Recovery Loops.



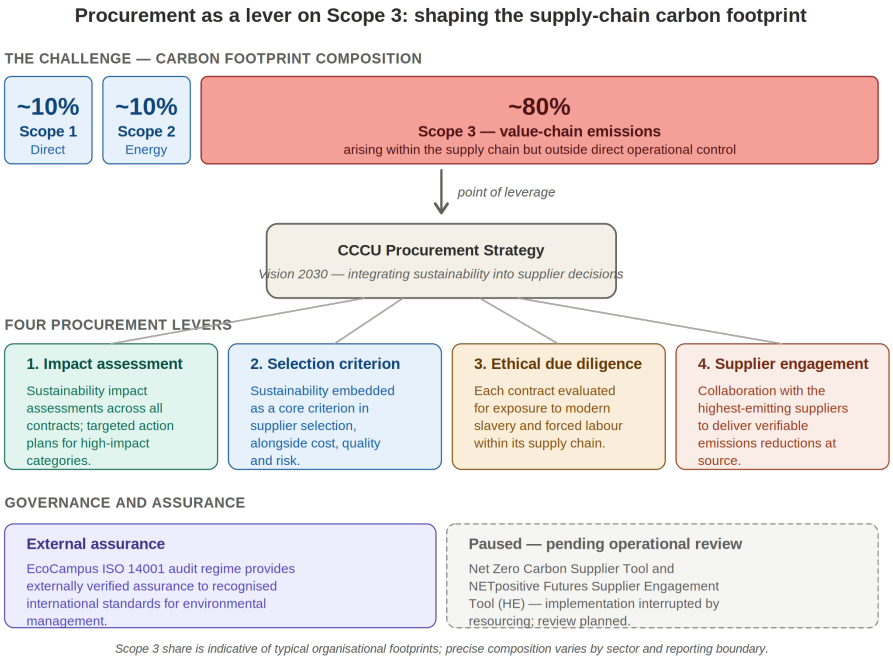
5.7.3 Procurement and Supply-chain Sustainability

Procurement plays a pivotal role in corporate carbon reduction strategies, principally through its influence on Scope 3 emissions - those arising within an organisation's value chain but outside its direct operational control. Scope 3 emissions typically account for up to 80% of an organisation's total carbon footprint, which makes procurement decisions decisive in shaping the carbon intensity of the supply chain as a whole and, by extension, the institution's overall environmental performance.

In alignment with CCCU's Vision 2030 sustainability commitments, the procurement strategy advances interlocking objectives. The University conducts sustainability impact assessments across all contracts and implements targeted sustainability action plans for those identified as high impact. Sustainability has been embedded as a core criterion within supplier selection, alongside conventional considerations of cost, quality, and risk. Each contract is also evaluated for exposure to modern slavery and forced labour within its supply chain. In parallel, the strategy prioritises engagement with the highest-emitting suppliers, collaborating with them to deliver verifiable emissions reductions at source.

During the reporting period, the Procurement Team began implementing the Net Zero Carbon Supplier Tool and the NETpositive Futures Supplier Engagement Tool (HE). Figure 5.10 sets out the strategy schematically. Both systems demonstrated early promise; however, the departure of the lead member of staff and subsequent resourcing constraints have necessitated a temporary pause in participation pending operational review.

Figure 5.10



In the interim, the University's internal procurement systems remain robust, ethical, and subject to continuous improvement, both through independent review and as part of the EcoCampus ISO 14001 auditing regime, which provides external assurance that procurement governance continues to meet recognised international standards for environmental management.

5.8 Campus Grounds and Biodiversity

The Grounds and Gardens team continues to maximise the available space on campus for wildlife through biodiverse flora and fauna, wildflower gardens, native hedgerows, and pollen-rich plants. In 2024/25, the team extended flower beds into previously unused lawn spaces and progressed the conversion of an attractively maintained but biodiversity-poor garden into a more representative native and heritage planting. Bird boxes, hedgehog houses, bat boxes and minibeast 'bug hotels' continue to be installed and maintained across campus, with the Johnson Wellbeing Garden serving as the principal wildlife refuge - supporting ducks, squirrels, birds, insects, mice, and an occasional fox, alongside the community allotment and herb garden.

The Wilder Kent Committee, formed in April 2025 with three staff and two student members, meets regularly to monitor the University's sustainability actions and drive completion of Wilder Kent Award criteria. Its work was central to the achievement of the Silver Award in the Wilder Kent Awards 2025.

6.0 Sustainable Communities and Engagement

Sustainable Communities and Engagement is the fourth strategic goal of the Sustainability Strategy 2024–2030. CCCU's engagement with its students, staff, local community, and wider partners is the channel through which sustainability transitions from policy to practice - and from CCCU's campus to the wider Kent ecosystem and beyond.

6.1 The Climate Ready Programme

The Climate Ready Programme remains the principal vehicle through which sustainability literacy is delivered to staff and students at CCCU. Its modular structure - from the short Carbon Literacy Introduction Workshop (CLIW) to the full Carbon Literacy Training (CLT), the Climate Escape Room (CER), and the Specialist Symposia - allows individuals to engage at the level appropriate to their role and interest, while ensuring a consistent institutional message.

In 2024/25, more than one hundred staff and students completed the short Carbon Literacy Introduction workshop, more than twenty-two completed the full Carbon Literacy Training, and more than twenty-seven completed the Climate Escape Room. Carbon Literacy participants make personal pledges to reduce their environmental footprint, with pledges ranging from food waste reduction to home gardening. The Climate Ready Programme will be evaluated in 2025/26 against the Sustainability Literacy Survey to provide an institutional baseline.

6.2 The Student Green Office

The Student Green Office (SGO) leads peer-to-peer engagement at CCCU. In 2024/25 the SGO team produced forty-one blog posts on subjects ranging from animal testing and the lives of bees to ultra-processed foods and cultural appropriation, with few posts focused on wildlife and the natural world receiving thousands of reads. The SGO has also produced events, leaflets, zines and guides on recycling, bat conservation, sustainable travel, and other topics, and has worked within the local community at book launches and other events to extend its reach beyond campus.

The SGO Projects Officer responsible for plant-based catering has run a sustained campaign since May 2025 on offering more plant-based food on campus, in dialogue with the Head of Catering and informed by research into the practice of other universities. The result is plant-based food offered every day at every food outlet, with significant improvements in the quality of the offer in 2024/25. The SGO has also developed Transit Talks - a resource that combines guidance on sustainable travel with activities and things to do while travelling - and is planning a climate letter-writing event with the Students' Union, in which students will write to local MPs on the backs of cereal box cardboard, both saving paper and inverting the practice of junk mail.

To mark the red-billed chough's reintroduction and CCCU's rewilding commitment, local artist Greg Stobbs was commissioned in 2023 to paint a chough mural beside the Bookshop, North Holmes Road. Beyond the questionnaire distributed by the Student Green Office in November 2024, which yielded thirty responses affirming the mural's role in raising biodiversity awareness, ASF has broadened engagement through guided mural walks, student-led co-design workshops for future Wilder Walls, social media storytelling campaigns, BioBlitz tie-ins, and curriculum integration via the Sustainability Success Module. These measures deepen participation, ensuring students help shape, interpret, and champion biodiversity art across campus.

6.3 Heritage Hops and St Eanswythe's Water

Cultivating sustainable behaviours and mindsets within communities transcends technological solutions, and the Academy has continued to develop the heritage hop project, now in its eleventh year, as a living legacy of sustainable agriculture and community-based environmental stewardship. It demonstrates how traditional farming methods can enhance urban biodiversity. The project emerges

through continuous search for innovative ways to embed and deepen earth-conscious practices into the fabric of society, particularly in an urban setting.

Led by the Academy for Sustainable Futures, the heritage hop cultivation project represents a successful model of urban agriculture, bringing together the educational institution and local craft producers in collaboration to produce and deliver a finished product. The project maintains vital green spaces within the urban campus, preserving heritage hop varieties including Canterbury Whitebine, Early Prolific, Bramling Cross, and the regionally significant East Kent Goldings. These hop gardens serve as living laboratories for biodiversity, providing habitat for pollinators and demonstrating sustainable farming practices in an urban setting. Traditional hand-cultivation methods eliminate mechanical intervention, reducing carbon emissions and preserving soil health.

Environmental impact and sustainable practices include zero-carbon harvesting through manual picking and foot transportation; preservation of heritage plant varieties contributing to agricultural biodiversity; maintenance of green spaces within the urban environment; local production and distribution, minimising transportation emissions; support for sustainable craft brewing practices; and integration of traditional agricultural knowledge with modern sustainability education.

The social and economic dimensions of the project are equally significant. The 2025 harvest engaged sixty staff and students, including overseas students from across the world, demonstrating a hyperlocal supply chain and community participation. The brewery's local operations create economic benefits for the community through job creation and income generation across the supply chain — from agricultural production to manufacturing, distribution, and retail sales. Because the entire supply chain is local, production costs remain low, resulting in affordable prices for consumers.

The 2025 ale was named St Eanswythe's Water, commemorating the local saint from Folkestone. Branding was created by staff from the Academy for Sustainable Futures and the Chaplaincy. Four designs were produced and voted on during an exhibition dedicated to the University's ale project set up by MA Heritage students as part of their assessment. The winning design by Bethany Climpson was used on the label for the finished ale. By showing how traditional practices align with modern sustainability goals, the project serves as a hands-on learning environment for environmental education, sustainable farming, and eco-friendly business practices.

6.4 Foraging Workshops

In 2023/24, CCCU launched a groundbreaking foraging initiative that exemplifies a transformative approach to sustainability education. It was so successful that it was repeated in 2024/25. The programme moves beyond traditional classroom-based learning to foster direct, experiential connections between people and their natural environment. Led by wild foods expert Miles Irving, the opening workshop created an immersive experience that began at the historic St Martin's Church and wound through to Chequer's Wood near the main campus. This carefully designed journey served as more than a walking tour - it represented a symbolic return to humanity's relationship with wild ecosystems.

Attendant workshop attracted a diverse mix of academic staff, professional services staff, and students, demonstrating the strong appetite within the University community for hands-on engagement with natural systems. The initiative's success is reflected not only in its impressive 88% four-and-five-star rating but also in its pedagogical approach, which encourages participants to engage with their environment as active participants in the ecosystem.

> ***"Miles was so knowledgeable; I learnt so much and he was very friendly. It made for an enjoyable two hours, which is a lovely break from everyday work. It was lovely to do an outdoor activity, see how we can all make an impact on sustainability and how we can enhance our health and wellbeing at the same time."***

This initiative directly responds to one of the most critical challenges in environmental education: the growing disconnection between people and natural landscapes. By positioning wild food foraging as a route back into a functional niche within wild ecosystems for humans, the workshop offers more than knowledge - it provides a pathway to reimagine the human relationship with the natural world. The success of the programme, engaging seventeen participants in its first iteration and fifteen in its second, demonstrates the potential of experiential learning to transform abstract environmental concepts into tangible, lived experience; develop practical skills that participants can continue to use and share; create emotional connections to local ecosystems that inspire long-term environmental stewardship; and build community around sustainable practices and ecological knowledge.

6.5 COP29@CCCU

The Academy for Sustainable Futures hosted a COP celebration event for the second consecutive year across the November–December period and hosted twelve unique events from seminars to crafternoons with the Escape Room Challenge being the highlight. The graphic design was created with the intention of mimicking the references to Brazil in COP29 design work representing various elements rendered local and relevant to the CCCU campus and Kent - featuring British leaf shapes, bison, choughs, and other local wildlife. The full events programme was published on the University website.

6.6 BioBlitz, Litter Picks and Community Partnerships

Led by ecology lecturers, BioBlitz events have been conducted around Kent, including at St Martin's Priory (a CCCU campus site) and the surrounding churchyard, as well as further afield at Pines Garden near St Margaret's Bay and Nethergong campsite at Upstreet. Microscopes, ID guides, sampling kits and small mammal traps were used to demonstrate the diversity of techniques employed working with different organisms. A BioBlitz was also conducted on campus by second-year students during early summer.

The Students' Union conducted 'Litter Picks' and participated in the Eco Hope Nature Walks. These take place both on campus where necessary, and primarily in the local community around campus and the library. Litter picks are arranged with international students studying on the English Language courses, and the Students' Union maintains a collection of litter-pickers for any society, group of students or staff to access. In summer 2025 the Academy ran a litter-pick as a team day, covering the local area around campus. The ongoing Neighbourhood Litter Pick club, run by the Student Green Office, began during the COP29@CCCU events programme, and has continued across the year, keeping a count of specific items such as discarded vapes to compare areas of Canterbury.

The Wilder Blean Steering Group meets quarterly on the CCCU campus, and the Academy is engaged in research for the reintroduction of the red-billed chough as part of the Wilder Blean project. The University also works with the Canterbury District Biodiversity Network on its initiatives and projects, with the Student Green Office engaging local businesses on sustainability and the Canterbury Greenpeace group running stands on campus and arranging litter picks.

6.7 International Sustainability Conferences And Activities

In April 2025 Jane Lovell of the Business School and Co-Chair of Canterbury World Heritage Sites organised an international conference - ***The Magic of Sustainability: Lessons from World Heritage***, which attracted participants from all over UK and multilateral and unilateral organisations such as UNESCO and Historic England. The event also afforded learning opportunities to the MA Heritage students who curated the heritage narrative.

In September 2025, the Academy hosted the ***Sustainability and Spirituality Symposium*** at Canterbury Christ Church University, bringing together fifty academics and members of the spiritual and sustainability community to discuss the ways in which these subjects intersect and how spirituality can bring about a more sustainable world. The Symposium involved tours of green spaces on campus, a candle-lit tour and talk at the Cathedral, lectures and seminars, and a heritage ale tasting of the 2024 vintage Holy Academia. MA Heritage students also created a ten-year celebratory exhibition called 'Heritage in a Bottle', displayed in Verena Holmes, which incorporated the design vote for the new bottle branding alongside the history of the University ale and imagery from the Beaney Museum on the history of hops in Canterbury. These events show Vision 2030 gaining authentic traction - embedding sustainability across heritage, spirituality, scholarship, and student co-creation.

Dr Adriana Consorte-McCrea (ACM) has significantly elevated ASF and CCCU's international visibility through engagement aligned with SDGs 10, 13, 14 and 15. In 2024 she presented and chaired sessions at the European Congress of Conservation Biology (Bologna), Pathways Europe (Cordoba), and the International Wildlife Coexistence Conference (Turin), positioning CCCU within global conservation policy networks reaching 50+ countries. As Chair of the IUCN/SSC Human-Wildlife Interactions Working Group, she curated an international online series drawing 315 participants worldwide in February 2025, embedding CCCU's name in IUCN-led discourse. Her UK PaCT membership links ASF to Natural England and IUCN. ACM's editorial roles across multiple international journals, alongside SIR status under REF UoA5, project CCCU's research excellence onto the global sustainability stage.

Laura Hackett submitted a paper on Climate Escape Room development to the *Swiss Journal of Business* special edition 'Climate Solutions and Carbon Management across Management Disciplines'. She partnered with Library Services to deliver the annual 'Eco-Hope' StressLess month supporting mental health and wellbeing and ran Climate Escape Rooms as part of COP30@CCCU, attracting strong staff and student uptake. Her in-class Print & Play eco escape game for Psychology students is now under consideration for integration into the Primary Education curriculum. Laura also co-authored the chapter 'Climate Change Education at Universities: Relevance and Strategies for Every Discipline' (Molthan-Hill et al., 2025) in Lackner et al. (eds.), *Handbook of Climate Change Mitigation and Adaptation*, Springer Nature Switzerland.

These international sustainability conferences and activities demonstrate CCCU's emergence as a credible global sustainability actor. Through UNESCO partnerships, IUCN leadership, Springer publications and cross-continental conference platforms, ASF colleagues are embedding CCCU within authoritative international networks - translating Vision 2030 into measurable external influence, scholarly visibility, and reputational capital across heritage, conservation, and climate education.

7.0 External Recognition and Awards

CCCU's sustainability work has continued to be recognised externally in 2024/25, providing independent validation of the institution's progress and benchmarking it against peers.

7.1 Wilder Kent Awards 2025 - Silver

Bethany Climpson led CCCU to ***Silver in the Kent Wildlife Trust Wilder Kent Awards 2025***, in recognition of its work across the three award categories: Protect and Restore Nature, Sustainability and Carbon Reduction, and Inspire and Collaborate. The submission documented an extensive portfolio of activity, including the Johnson Wellbeing Garden as a wildlife refuge; multiple wildflower banks managed sympathetically for wildlife; bird, hedgehog and bat boxes; the campus Wilder Kent Committee; community allotments; the dragon installations in Becket Garden and the Franciscan Gardens; participation in the Wilder Blean Species Prioritisation Workshop; the Bee Bombing project run by CCC Creatives; the Acorns to Oaks project; and the publication of a children's book, The Butterfly Gardener, by a member of staff (also featured by the BBC).

The Sustainability and Carbon Reduction category recognised CCCU's recycling infrastructure, sustainable travel policy and guidance, the energy and water management policies, the move to wooden cutlery and cardboard packaging, and the Greenhouse Project supplying locally grown produce through the Students' Union food pantry. The Inspire and Collaborate category recognised the Wilder Kent Champion's leadership, the BioBlitz programme, the visits to Wildwood Trust, the chough mural on campus as part of the Wild Walls series (with a second mural depicting wildflower ecosystems planned for 2026), the Neighbourhood Litter Pick club, and the partnerships with the Canterbury District Biodiversity Network, the Wilder Blean Advisory Steering Group, Canterbury Greenpeace, and RSPB.

CCCU commenced working towards progression to Gold in the 2025/26 cycle of the Wilder Kent Awards and succeeded.

7.2 Other External Engagements

Members of the Academy have continued to contribute to external sustainability discourse and policy through appointments and engagements that include the International Advisory Board of UN-Habitat, the International Board of Trustees of GreenHubAfrica, contributions to the UN-Habitat Second Expert Group Meeting for the World Cities Report 2026 (with the Dean chairing a session and serving as co-discussant), and a keynote address to the Guild of Nollywood Actors on culture as an enabler of sustainable development under SDG 17.

These external engagements increase the visibility of CCCU within national and international sustainability networks and create channels through which CCCU influences and is informed by the wider sustainability debate.

8.0 Challenges, Reflections and Future Initiatives

8.1 Challenges and Strategic Responses

Despite its significant environmental achievements, CCCU is not without strategic challenges in its sustainability journey. The University has demonstrated remarkable resilience and adaptability in addressing these challenges while maintaining its environmental commitments.

- **Growth and Resource Management:** The University's Transformational Change Programme has reorganised and reorganised functions in response to the business environment, putting the institution on a stable footing for the future. New challenges, such as the adoption of a London campus, will provide a fresh test. CCCU has shown its flexibility and capacity to respond effectively, particularly in balancing growth with environmental responsibility.
- **Financial Stewardship in a Challenging Sector:** In response to sector-wide budget constraints that affect major carbon reduction initiatives, CCCU has adopted an innovative approach to resource allocation, demonstrating strategic decision-making through active membership in an energy consortium to secure competitive rates in volatile market conditions; cost-effective efficiency measures across campus operations; and prioritisation of initiatives that maximise environmental impact within available resources.
- CCCU's approach to sustainable operations is exemplified by thoughtful choices, including deliberately pausing the gas-fired CHP system operation in the Verena Holmes building to maintain alignment with the 100% renewable electricity commitment, and carefully evaluating the current cost implications of biogas adoption while maintaining readiness for future transitions when market conditions improve.
- CCCU's balanced approach to sustainability demonstrates that meaningful environmental progress is possible even amid operational and financial constraints. The University continues to set an effective and ambitious approach to environmental stewardship that others in the higher education sector could implement, proving that strategic challenges can be effectively managed while maintaining strong environmental commitments.

8.2 Reflections

The 2024/25 academic year has been a year of consolidation and acceleration. The approval of the Sustainability Strategy 2024–2030 was the result of sustained effort across multiple years, and it must be matched, in 2025/26, by disciplined delivery. The risk for any strategy is that the document becomes the achievement; CCCU is determined that the strategy is the starting line, not the finishing post.

A second reflection concerns the relationship between technical and cultural change. CCCU's emissions reductions have been achieved through a combination of infrastructure investment, operational discipline, and behaviour change. Sustaining and deepening this performance will require sustained attention to all three dimensions, recognising that cultural change is slower, less visible, and less easily measured than technical change - but determines whether sustainability is institutionalised or remains contingent on particular individuals and projects.

8.3 Future Initiatives for 2025/26

Priorities for 2025/26 include:

- Inaugural meeting of the Sustainable Futures Board (May 2026) and adoption of formal terms of reference and reporting cycles.
- First cycle of School Sustainability Action Plans developed by Sustainability Champions and submitted to the Academy.
- Sustainability Literacy Survey to provide an institutional baseline against the Climate Ready Programme.

- Launch of the new Wild Walls mural at North Holmes Road campus, depicting wildflower ecosystems and pollinators.
- Deepening the Sustainability Success Module and integration of sustainability themes across newly approved interdisciplinary modules.
- Re-engagement with the QS Sustainability Rankings and submission to the Times Higher Education Impact Rankings.
- Progression from Silver to Gold in the Wilder Kent Awards 2025/26 cycle.
- Trial of Internet of Things (IoT) technology and continued analysis of Automatic Meter Reading (AMR) data to identify and reduce energy wastage.

9.0 Summary and Conclusion

The 2024/25 reporting year marks the point at which sustainability at Canterbury Christ Church University moved decisively from foundation building to formal strategy implementation. The Board of Governors' approval of the CCCU Sustainability Strategy 2024–2030 provides the University, for the first time, with a unified, board-mandated framework consolidating climate, biodiversity, procurement, and education priorities under a single coherent architecture organised around four strategic goals.

Each goal is now underpinned by baseline data across waste, electricity, water, food waste composting and carbon emissions. The Sustainable Futures Board has been constituted, with its inaugural meeting scheduled for May 2026, and Deputy Dean Sustainability Champions have been appointed across all Schools — distributing accountability institution-wide in line with EAUC expectations.

Sustainability has been successfully mainstreamed into the curriculum through the new Sustainability Success Module, interdisciplinary modules approved under the Academic Framework, and the Sustainability Education Seminar Series. In research and enterprise, international MoUs with JUST and Zhejiang University, the SDG tagging programme and the International Symposium on Sustainability and Spirituality signal sustainability's emergence as a defining characteristic of CCCU's research culture.

Operational performance continues to strengthen: Scope 1 emissions are 15% below the 2019/20 baseline, Scope 2 emissions 40% below; total energy consumption fell 18.6% in 2024/25; carbon intensity per £m turnover is 76% below baseline; 100% renewable electricity sourcing is retained; ISO 14001 validation was secured in May 2025; and zero waste-to-landfill status maintained. The Climate Ready Programme has reached over six hundred staff and students, and CCCU has been recognised with the Wilder Kent Silver Award 2025.

The strategy is now in place; the architecture is built; the targets are set. The work of 2025/26 is to deliver.

10.0 Academy for Sustainable Futures Staff

The achievements documented in this report are the product of a dedicated team within the Academy for Sustainable Futures, working in partnership with colleagues across CCCU's Schools and Professional Services.

Name & Role	
 **Professor Obas John Ebohon** **Dean of the Academy**	 **Dr Adriana Consorte McRae** **Education Lead**
 Bethany Climpson Sustainability Engagement Officer	 John Hill Sustainability Project Officer
 Dr Stephen Scoffham Visiting Reader in Sustainability	 Laura Hackett Senior Research Fellow, Climate Education & Carbon Reduction
 Nicola Kemp, Visiting Reader in Sustainability	

Appendix 1 — List of Acronyms and Abbreviations

The following acronyms and abbreviations are used in this report.

Acronym	Full Term
AASHE	Association for the Advancement of Sustainability in Higher Education
AMR	Automatic Meter Reading
ASF	Academy for Sustainable Futures
BERA	British Educational Research Association
BMS	Building Management System
CCCU	Canterbury Christ Church University
CHP	Combined Heat and Power
CO_2	Carbon Dioxide
COP	Conference of the Parties (UN Climate)
DMR	Dry Mixed Recycling
EAUC	Environmental Association for Universities and Colleges
EDI	Equality, Diversity, and Inclusion
EMS	Environmental Management System
GHG	Greenhouse Gas
GW	General Waste
HE	Higher Education
HVAC	Heating, Ventilation and Air Conditioning
IoT	Internet of Things
ISO	International Organization for Standardization
JUST	Jiangsu University of Science and Technology
KPI	Key Performance Indicator
LEAF	Laboratory Efficiency Assessment Framework
LED	Light-Emitting Diode
MoU	Memorandum of Understanding
NETpositive	NETpositive Futures Supplier Engagement Tool (HE)
Ofgem	Office of Gas and Electricity Markets

Acronym	Full Term
QS	Quacquarelli Symonds (international rankings provider)
REF	Research Excellence Framework
REGO	Renewable Energy Guarantees of Origin
RSPB	Royal Society for the Protection of Birds
SDG	Sustainable Development Goal (United Nations)
SFB	Sustainable Futures Board
SGO	Student Green Office
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SMT	Senior Management Team
SU	Students' Union
tCO_2e	Tonnes of Carbon Dioxide Equivalent
THE	Times Higher Education
ToR	Terms of Reference
UN	United Nations
UN-Habitat	United Nations Human Settlements Programme
UNFCCC	United Nations Framework Convention on Climate Change
WCR	World Cities Report (UN-Habitat)
WEEE	Waste Electrical and Electronic Equipment
WMRWG	Waste Management and Recycling Working Group
WUF	World Urban Forum