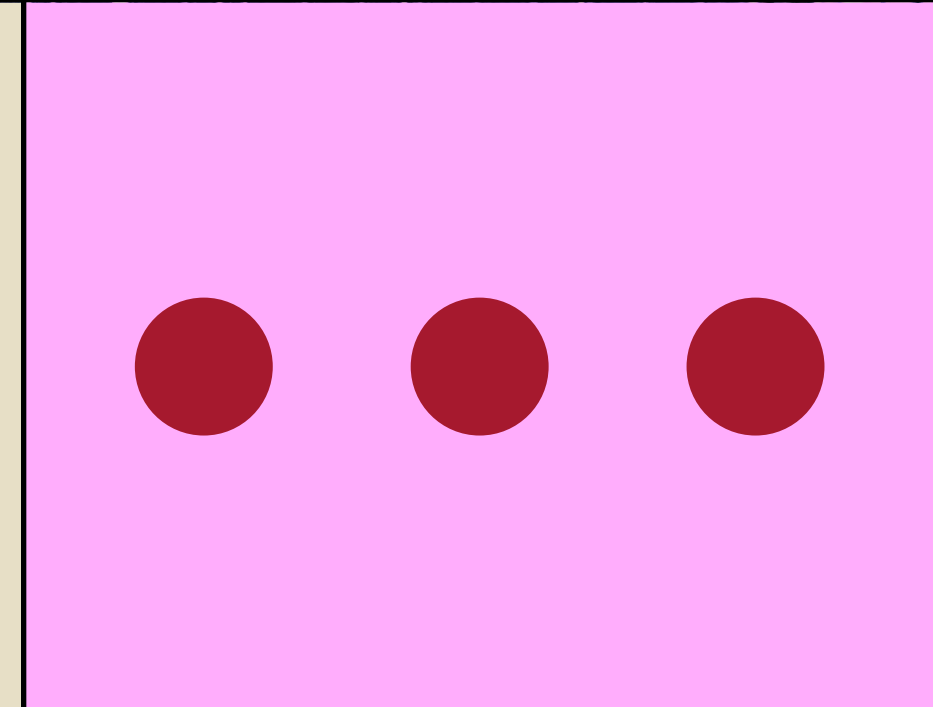
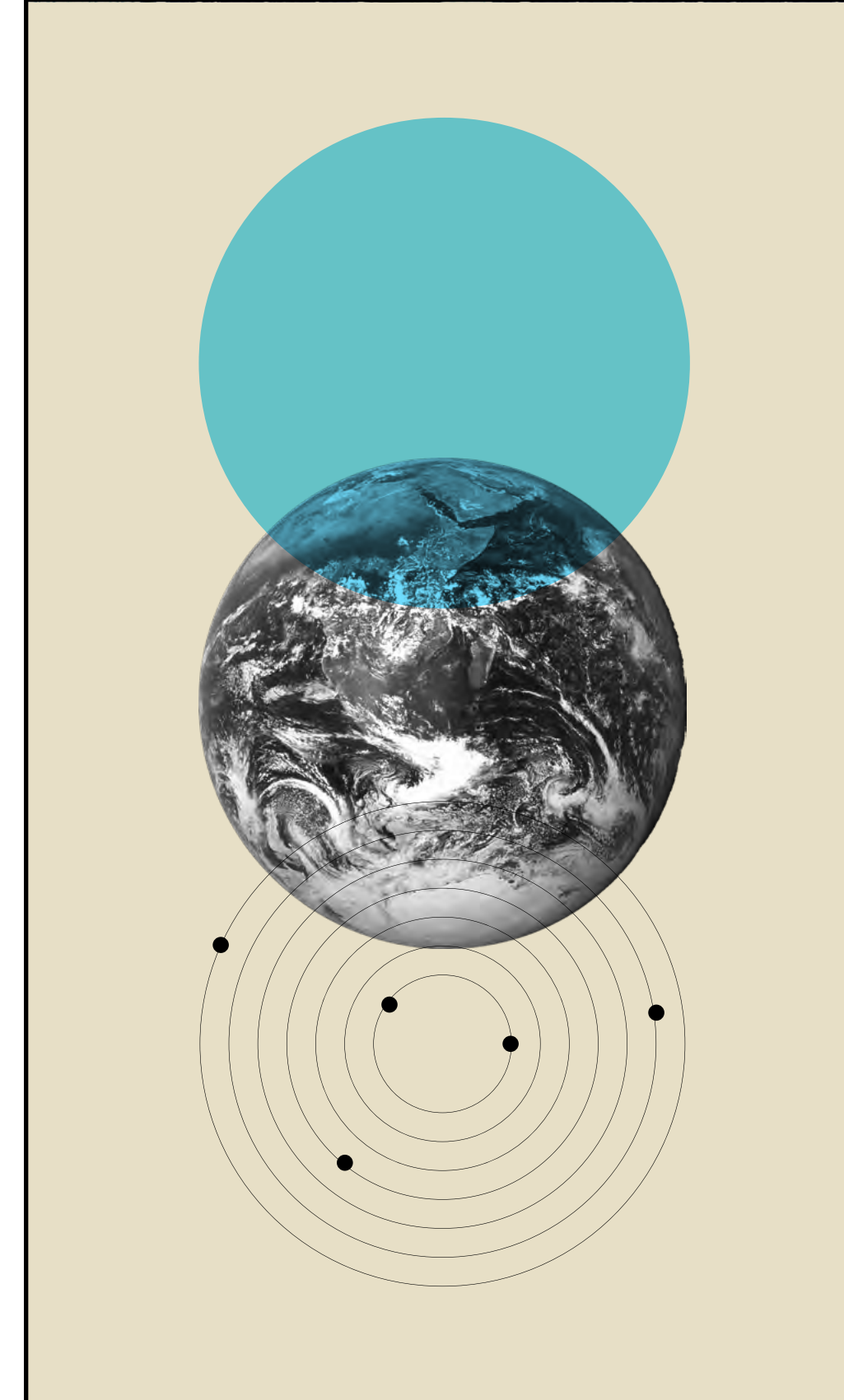


Building the path to Net Zero

University Climate Action Plan





Foreword



From our Vice-Chancellor

Climate change is a clarion call for us all, whether we work in academia or not. The University of Bristol has not stood idly in the wake of it. We have a long-standing tradition of sustainability research and engagement that threads through our 150 years of history. More recently, we have demonstrated over a quarter century of leadership in climate science to be proud of. As we have progressively risen to meet our ambition to be one of the world’s Top 50 universities, we have also been consistently ranked highly for our climate efforts. Recently, we have placed eighth in the UK and 12th globally for sustainability in the QS World Rankings, reflecting our commitment to addressing the world’s most pressing challenges. Building on this foundation, this University Climate Action Plan sets a clear direction for the years ahead.

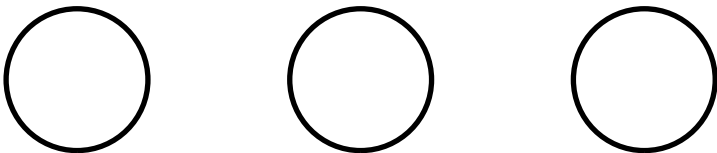
Yet becoming more sustainable is not simple for a sizeable and globally-engaged university like ours. We carry out world-leading research that requires complex infrastructures, and care for a significant estate of historic buildings which were not designed with today’s environmental challenges in mind. We have clear commitments to deliver on impactful research and committed partnerships in often faraway realities like Sub-Saharan Africa, Latin America and Southeast Asia which require our community to travel from the West of England halfway through the world. We do so at a time of geopolitical upheaval, significant financial constraints, and calls for

a renewed purpose of higher education. These complexities make action harder — but they also make it more necessary. They embed this Plan in complexity, but also a sense of community with peers and partners the world over, calling upon our pragmatism but also strengthening a sense of shared challenge as the climate crisis affects the globe.

The Plan reflects our belief that collaboration is the foundation of progress: working with civic and international partners, acting together as a University community, and learning from one another. It has been shaped by the expertise, research, and experiences of staff and students from across the University, because we all have a role to play in the next stage of our journey towards our climate goals. I am fully committed to supporting its delivery, and I encourage everyone to engage with the Plan and help turn it into meaningful, lasting action.

Thank you for your continued commitment to building a more sustainable University.

Evelyn Welch
Vice-Chancellor and President





Executive summary



The University of Bristol recognises that climate change is a pressing global challenge and is committed to reducing annual greenhouse gas emissions across our energy use, travel, operations and supply chain (Scopes 1, 2 and 3).

Reducing our impact on the climate takes ambition and a cultural shift in how we research, teach, innovate, and use our estate. The University Climate Action Plan (UCAP) sets out actions that will challenge us all —but they are achievable, if we all act together.

In 2015 we set ourselves the challenging goal of achieving Net Zero Scope 1 and 2 emissions from our buildings by 2030. Although these emissions are now less than half what they were in the baseline year of 2005/06, climate science tells us this is not enough. At the same time our operational landscape is changing, with stronger expectations on universities to lead on the Net Zero transition while withstanding financial pressures.

Our previous [University Sustainability Strategy 2020-2025](#) aligned with best practice for our sector at the time it was published. We can be proud of everything we have achieved over the past decade. We now want to build on these foundations by taking climate action across the University to tackle our Scope 3 footprint, as well as broader Scope 1 and 2 emissions, while also strengthening our approach to climate resilience and nature positive action.

Our targets

To guide our progress and align as far as possible with the science, global standards and good practice, the UCAP sets new targets for Scopes 1, 2 and 3 to:

- **Reduce Scope 1 emissions by 30% by 2030 (from a 2023/24 baseline) and to Net Zero by 2042**
- **Reduce Scope 2 emissions by 70% by 2030 (from a 2023/24 baseline) and to Net Zero by 2042**
- **Reduce Scope 3 emissions by 42% by 2030 (from a 2023/24 baseline) and to Net Zero by 2050**

This next part of the University's Net Zero journey will be more challenging. We need to be bold, ambitious and decisive to continue to reduce our emissions in line with our global civic commitments.





The Plan focuses on three areas:

- **Behaviours** – We will show leadership by changing our behaviours at every level, making sustainability part of everyday decisions and culture. This includes choosing products, services and travel options that are better for people and the planet.
- **Infrastructure** – We will make our buildings, utilities, and digital systems more efficient and fit for the future, reducing energy use and emissions across our campuses.
- **Expertise** – We will use our world-leading research and teaching to drive innovation and share climate solutions. We will empower our staff and students to champion sustainability during their time at Bristol and beyond.

Delivery of the UCAP will be supported by a new, innovative approach to funding and finance, a new sustainability governance structure, as well as the emerging Climate Adaptation & Resilience and Biodiversity & Green Infrastructure programmes.

The Plan requires everyone across the University community to be involved and will be underpinned by behaviour change and engagement activity to enable sustainable choices across all areas. Together, we will build a more sustainable University that benefits our community, society and the environment.



University Climate Action Plan

Building the path to Net Zero across three focus areas of the University

How it works
The UCAP has nine workstreams which intersect across behaviours, expertise and infrastructure to deliver University-wide change.

Each workstream has a dedicated Implementation Group, governed by the University Climate Action Committee.

- Related programmes**
- Climate Adaptation & Resilience
 - Biodiversity & Green Infrastructure

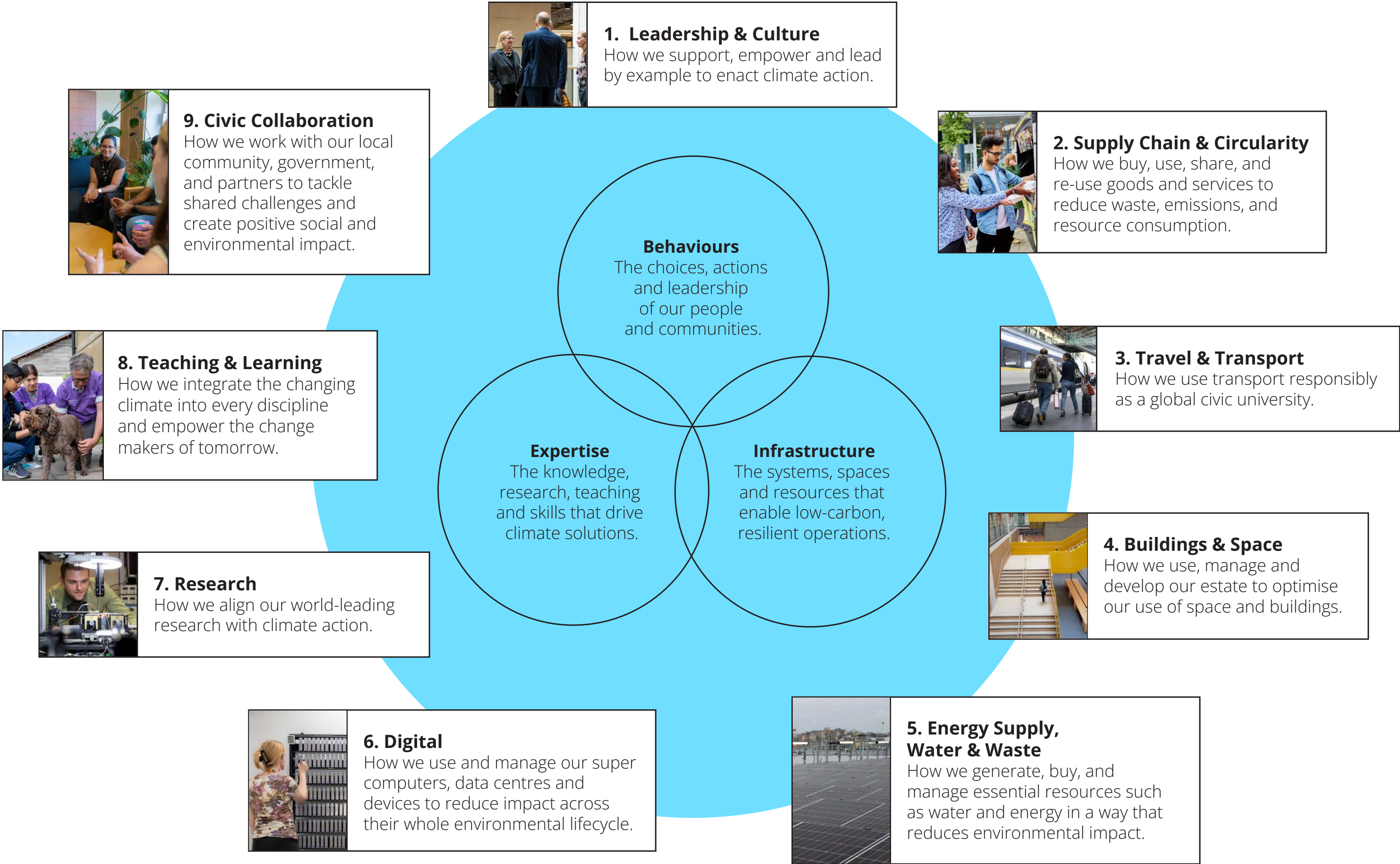
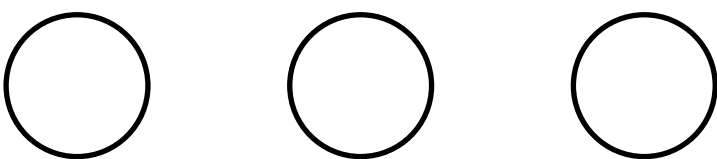


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Introduction



The challenge

Climate change and nature loss are among the greatest challenges facing society today. Global temperatures have already risen by more than 1°C above pre-industrial levels, and climate impacts are being felt worldwide. Without rapid and sustained reductions in greenhouse gas emissions, global warming could exceed 2°C and potentially reach 4°C later this century. Even if emissions fall quickly, some changes — such as rising sea levels — will continue throughout this century.

Higher levels of warming increase the frequency and intensity of extreme weather such as heatwaves, heavy rainfall, droughts, and storms. International agreements, including the Paris Agreement, aim to limit warming to well below 2°C, preferably 1.5°C, but current national commitments are not sufficient to meet this goal.

Across the UK, temperatures have risen in every region, with many of the warmest years on record occurring in recent decades. Projections show warmer, wetter winters and hotter, drier summers, alongside increasing episodes of intense rainfall. Heatwaves are becoming more common; by mid-century, around every other summer could be as hot as the record-breaking summer of 2018 (one of the UK's hottest, driest, and longest heatwaves on record). Sea level rise will continue to increase the risk of coastal flooding. These changes are already affecting public health, transport infrastructure, water supplies, energy and drainage infrastructure, ecosystems, and biodiversity.

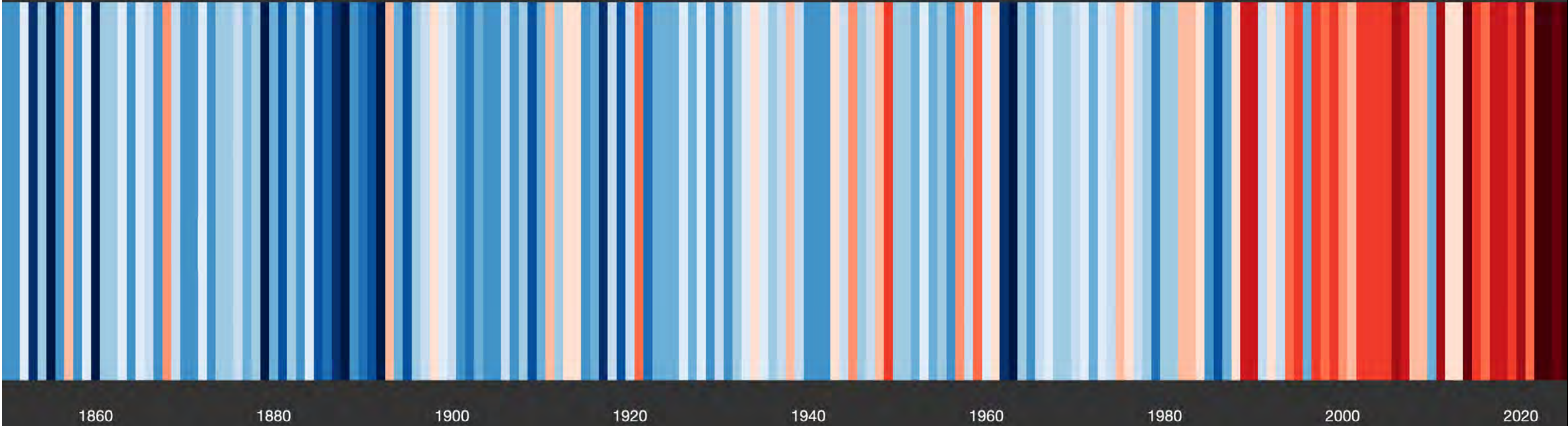
Bristol experiences these global and national trends at a local level. Located in the West of England and influenced by the Atlantic, the city is exposed to storms and heavy rainfall. Local records show steadily rising temperatures since the late nineteenth century, with recent years among the hottest on record. As a dense urban area, Bristol faces specific risks, including flooding caused by hard surfaces that prevent rainwater soaking into the ground, and higher temperatures driven by the urban heat island effect.

Future projections for Bristol indicate hotter summers, wetter winters, more intense rainfall, increased drought risk in summer, and rising flood risk in low-lying areas near the River Avon. The impact of these risks depends on the hazards we face, how exposed people and infrastructure are, and how well systems can adapt. Both emissions reduction and adaptation measures — such as green spaces, resilient buildings, and improved drainage — are essential to increasing the city's resilience.

These local and global risks directly affect the University of Bristol. We operate a large and complex estate, including ageing and listed buildings that are costly and challenging to adapt. Our teaching, research, travel, energy use, and purchasing all contribute to climate impacts, while climate change itself poses risks to our staff, students, buildings, infrastructure, supply chains and civic partners.

Temperature change in Bristol since 1850

Temperature change in Bristol since 1850

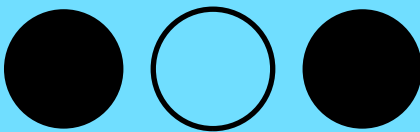


The stripes show how temperatures in Bristol have increased from 1884 to 2025, with many of the hottest years occurring in the last few decades.

Region Bristol
Date Range 1850-2025
Data Source Berkeley Earth
Creator Ed Hawkins

What the science tells us about the change that’s needed

To limit the worst impacts of climate change, global greenhouse gas emissions must fall rapidly this decade and reach near zero before 2050. This means cutting emissions at source wherever possible, moving away from fossil fuels, reducing energy and resource use, and transforming how we design buildings, travel, produce food, and consume goods. At the same time, we must adapt to changes that are already unavoidable, including higher temperatures, heavier rainfall, and rising sea levels. National guidance advises planning for at least 2°C of warming, while assessing risks at 4°C. Delaying action increases risks, costs, and disruption. Acting early and decisively reduces long-term harm and creates wider benefits for health, nature, and resilience.





“In Bristol, we can be proud of our progress in addressing the climate crisis, but not complacent. The evidence is clear, some of which is produced by our own academics – much more needs to be done with urgency, justice, and collaboration. There are many opportunities with positive co-benefits of long-term cost reductions, security, health, nature, education, community building, and trust.”

Jo House, Reader in Environmental Science and Policy, School of Geographical Sciences

The University's role

Playing an active role in addressing the climate and nature emergencies is central to what we do as an institution, and sustainability is embedded across our vision and mission. We have a unique position to address our carbon footprint - the greenhouse gas emissions from our estate, operations, travel, and supply chains, while simultaneously making a positive impact we can create through education, research, and leadership.

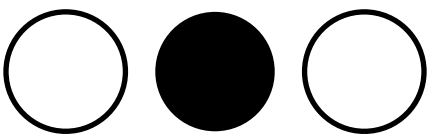
Our world-leading research underpins our response, locally and globally, from developing Net Zero technologies to understanding social and economic transitions. We are also committed to a fair and just transition, ensuring that climate action benefits all communities and considers issues such as affordable housing, equity, and civic responsibility.

We recognise that, as an anchor institution in the city of Bristol and the wider West of England region, we have a critical role in addressing the impact of climate change in our locality. Through our Civic University Agreement and our involvement in the One City approach, we are actively contributing to city and regional discussions and action. The University is represented on all major boards and committees in this area, including the Bristol Advisory Committee on Climate Change, and the Bristol Climate and Nature Partnership, where our staff bring their expertise to tackle the challenges we are facing.

Through innovation, collaboration with our communities, and smarter use of resources, we can reduce our environmental impact and build a sustainable University, city and region of the future.

“As an anchor institution in the city of Bristol and the wider region, we have a critical role in addressing the impact of climate change in our locality.”

Professor Judith Squires, Deputy Vice-Chancellor & Provost



Our journey so far

The University of Bristol has been at the forefront of sustainability and climate leadership for over two decades.



From practically eliminating waste to landfill to sourcing around 20% of our electricity from wind farms, we continue to build a more sustainable University. Along this journey, our work has been recognised across the higher education sector, while our research has driven impact far beyond campus — advancing renewable energy technologies, shaping climate policy and developing practical solutions to global challenges.



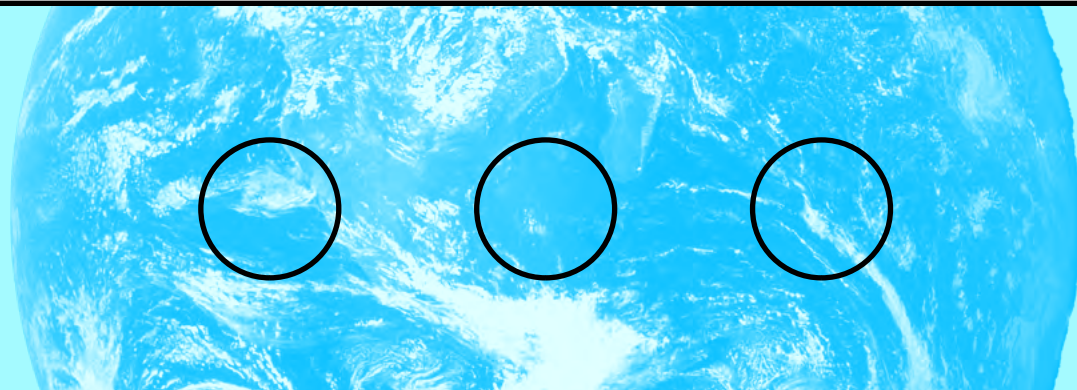
Over 20 years of climate action

2003
Introduces first environmental policy

2005
Introduces undergraduate unit in Sustainable Development

2008
Launches the Green Impact Awards

2010
Launches The Cabot Institute for the Environment



2015
Supports Bristol's bid for Green Capital

Sets a 2030 Net Zero target for most Scope 1 and 2 emissions

2019
First UK University (second globally) to declare a climate emergency

Signs a landmark Power Purchase Agreement with 20 UK universities to buy renewable electricity directly from British wind farms

2020
Launches departmental Climate Action Plans programme

2021
Becomes the first university to achieve institutional Green Labs Certification across all 990 labs



2024
Signs the Concordat for the Environmental Sustainability of Research and Innovation Practice

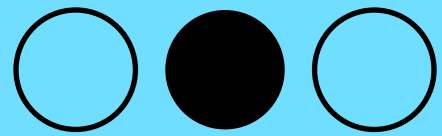
2025
Achieves Green Labs Silver certifications across all 990 labs

Investment in our estate

Investment in our estate has also accelerated change. We design all new buildings and major refurbishments to recognised sustainability standards for both new builds and refurbishments. The Temple Quarter Enterprise Campus, with our flagship building open in 2026, has been designed to be highly sustainable, with 750 solar panels and a connection to Bristol’s district heat network that reuses excess heat from data and cooling systems.

Empowering action within our schools and divisions

Today, sustainability continues to rise in importance for schools and divisions, with most actively working on their own climate action plans, supported by the University’s Sustainability Team. These plans focus on local needs and priorities to reduce carbon emissions, improve sustainability on campus and integrate sustainability into the curriculum. The UCAP brings this work together, building on what we have learned so far and setting out a coordinated, whole-University approach for the next stage of our journey.



Scope 1 and 2 reductions

Since we set our original Net Zero Scope 1 and 2 target, our reported carbon emissions have fallen by just over half against the 2005/06 baseline. This is mainly due to the UK electricity grid becoming much lower carbon, alongside our decision to buy more renewable electricity through a long-term power purchase agreement.

We have also cut emissions by electrifying buildings, such as Beacon House in Clifton and the new Blagdon building at our North Somerset Campus, which replace older gas-heated spaces. We’ve also installed solar panels, switched off gas-fuelled energy systems and installed better heating controls. As a result, we now use 75% less oil than and 26% less gas than 20 years ago.





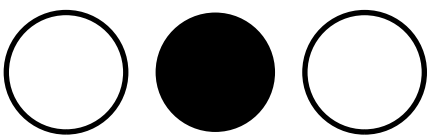
A changing landscape

The UCAP comes at a time of rapid change for higher education in the UK and globally. Universities face growing financial pressures, increased international competition, and rising expectations to demonstrate social value and environmental responsibility. At the same time, UK government policy on Net Zero continues to evolve, with clearer expectations for public bodies and guidance from the Department for Education emphasising sustainability, efficiency and value for money across the sector.

For the University, these challenges sit alongside significant growth and opportunity. The University is expanding its global and civic footprint, including the opening of the Temple Quarter Enterprise Campus, our new Mumbai Enterprise Campus, and micro-campuses embedded in our wider community. Growth brings clear benefits, but it also increases our responsibility to manage environmental impacts carefully, from energy use and construction to travel and supply chains.

National policy developments and sector frameworks, including the Concordat for the Environmental Sustainability of Research and Innovation Practice, reinforce the need for universities to reduce emissions not only from their buildings and energy use, but also from procurement, travel and wider value chains. This reflects a broader shift across higher education: climate action must now address the full footprint of university activity.

In this changing landscape, climate action must be ambitious but realistic. The UCAP forms part of a wider programme of institutional transformation, reflecting Bristol’s commitment in 2026 to deliver systemic, long-term change across its teaching, research, operations, and civic mission.



Our targets

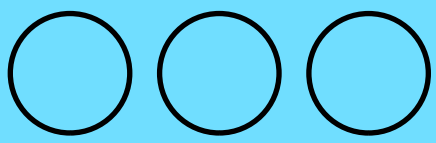


Our approach to setting emissions reduction and Net Zero targets is informed by data, feasibility and expert guidance.

Target-setting

Our approach to setting emissions reduction and Net Zero targets for the UCAP is informed by:

- Data**
A clear understanding of where we are now in terms of current emissions (our baseline) and how these might change without further intervention. i.e. under a business as usual (BAU) scenario.
- Feasibility**
An honest but challenging appraisal of what we think the UCAP can achieve based on the specific constraints and opportunities faced by the UK higher education sector and the University in particular.
- Expert guidance**
Reference to national and international standards, including Greenhouse Gas Protocol and Science Based Targets Initiative, as well as engagement with our own academic and professional communities to ensure alignment with good practice and global climate goals.





Our boundaries

To enable us to set updated targets or define actions, we need to define our boundaries. This is considered at three levels:

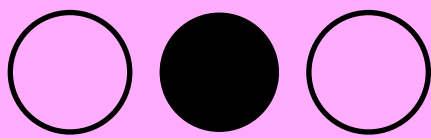
1. The legal and organisational entities to be included in the UCAP: **our organisational boundary;**
2. The emissions that count towards our carbon footprint: **our footprint boundary;** and
3. The emissions that are included in our targets: **our Net Zero boundary.**



Organisational boundary

In line with others in the university sector, we have followed the principle of ‘operational control’, as defined by the Greenhouse Gas (GHG) Protocol, which states that organisations are expected to account for the carbon emissions from operations over which the organisation has operational control.

For the University, this means that **subsidiaries** (such as Langford Vets and National Composites Centre), Bristol Student Union (SU) and spinouts sit outside our organisational boundary. As a result, we will not include carbon emissions from those organisations in our baseline or in the targets defined by the UCAP, except where those organisations occupy University-managed space. Where those organisations do occupy University-managed space, specific emissions will form part of the University’s footprint. We will continue to engage with these organisations to exchange good practice and encourage climate action.



Act

Measure

Support

Review

Engage

Scope 3
Indirect
emissions

Indirect emissions from
high priority supply
chain, travel (except
student home travel),
investments,
waste and water

Net Zero boundary

Scope 3
Indirect
emissions

Indirect emissions
from student
home travel

Footprint boundary

Excluded
Scope 3

Pensions, student
private accomodation,
visitor travel,
sold products

Organisational boundary

Out of
Scope*

Bristol SU,
subsidiaries,
spin-outs

*Except Scope 1 and 2 of entities located on UoB premises (included under Scope 3: Leased assets) and Scope 3 emissions from water and waste when combined with UoB.

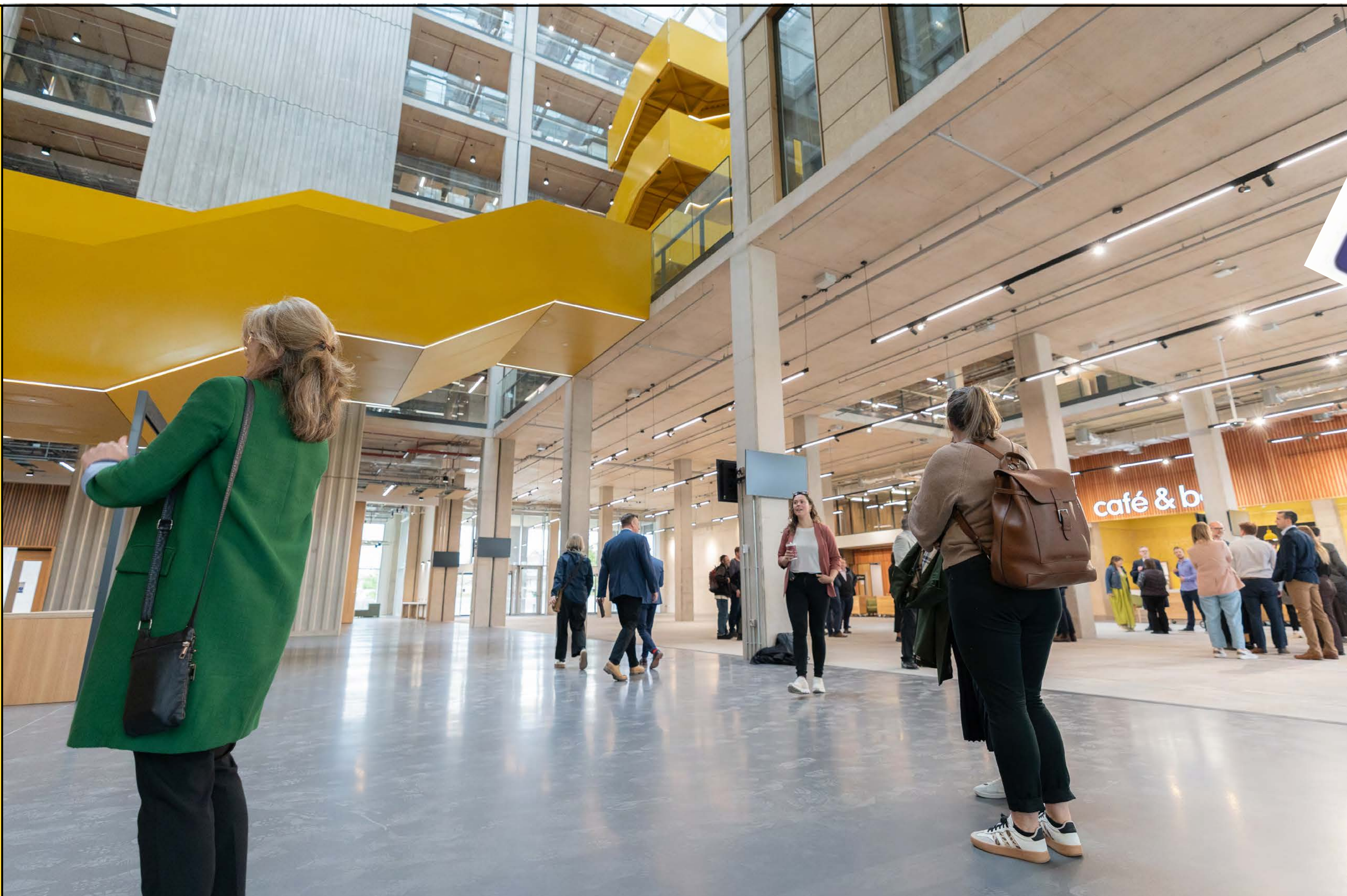
Summary of UCAP boundaries and what is included within each.



Footprint boundary

National and international standards define how our emissions should be categorised into Scopes 1, 2 and 3 and which of those arising from within the University's organisational boundary should be considered as part of our carbon footprint. Defining our carbon footprint boundary allows us to establish our baseline.

- Scope 1:** Direct emissions from burning fuel for heating and fleet transport, and from farm livestock.
- Scope 2:** Indirect emissions from the generation of purchased electricity or heat.
- Scope 3:** All other indirect 'value chain' emissions, e.g. purchased goods and services, construction and business travel.



Footprint boundary (continued)

We used the GHG Protocol and the Environmental Association for Universities and Colleges (EAUC) Standardised Carbon Emissions Framework (SCEF) to help set our footprint boundary. Although not designed for the university sector, the Protocol defines some Scope 3 emissions as ‘optional’, offering some flexibility on what should be included within our footprint. The SCEF further helped us interpret the GHG Protocol for our context.

As a result, several categories of Scope 3 emissions were excluded from our footprint boundary, including:

- financed emissions from staff pensions;
- emissions from private student accommodation; and
- emissions from visitor travel to the University (except where paid for by the University).

A full schedule of the Scope 3 emissions excluded from our footprint boundary is provided in the [Appendix](#). We will keep these categories under review as carbon emissions measurement and accounting standards develop.

Net Zero boundary

All emissions within our footprint boundary are included within our UCAP targets, with the exception of indirect emissions from student home travel. Due predominantly to long-haul air travel, these emissions are driven by the University’s strategic focus on increased internationalisation and global engagement. As such, including them in our Net Zero targets would place the UCAP in direct conflict with the University’s wider strategy.



Although we are not including student home travel in our Net Zero boundary at this stage, we commit to:

- continuing to include emissions from student home travel wherever we report on our wider carbon footprint;
- investigating practical measures to reduce emissions from student home travel (see [‘Travel & Transport’](#)); and
- reassessing the case for including emissions from student home travel in our targets as part of regular UCAP reviews.

The impacts of student home travel and of the University’s use of air travel may also be mitigated, at least in part, by our [pioneering research on sustainable aviation](#) and our continuing work to ensure all our students leave the University with the skills and knowledge to make a positive impact on society and the environment¹.



1 The potential downstream climate benefit of the University’s teaching and research (sometimes referred to as its ‘handprint’) is not formally considered as part of UCAP but may be the subject of further investigation in future reviews as data and measurement standards develop.

Our baseline

We selected the 2023/24 academic year as a robust and representative baseline year for our UCAP targets because:

- it is the most recent year for which we have complete and replicable data on Scope 1, 2 and 3 emissions; and
- other than some increased activity with specific impacts, such as in construction and IT infrastructure, University operations were broadly stable, without the major disruptions seen during the COVID-19 pandemic.

This baseline year is different from that used for our previous Net Zero goal because we have included a wider range of emissions categories and updated our measurement methods. These updates bring us in line with best practice set out by the GHG Protocol and the SCEF.

The estimated baseline emissions for our UCAP targets are summarised in the chart opposite. A complete emissions inventory, including data sources, is provided in the [Appendix](#), along with further information on how we measured these emissions.

All emissions included within our footprint boundary are covered by our Net Zero targets, other than indirect emissions from student home travel. These emissions were estimated to be 23,200 tCO₂e in 2023/24, i.e. equivalent to roughly 10% of total baseline emissions.

Our baseline emissions for 2023/24

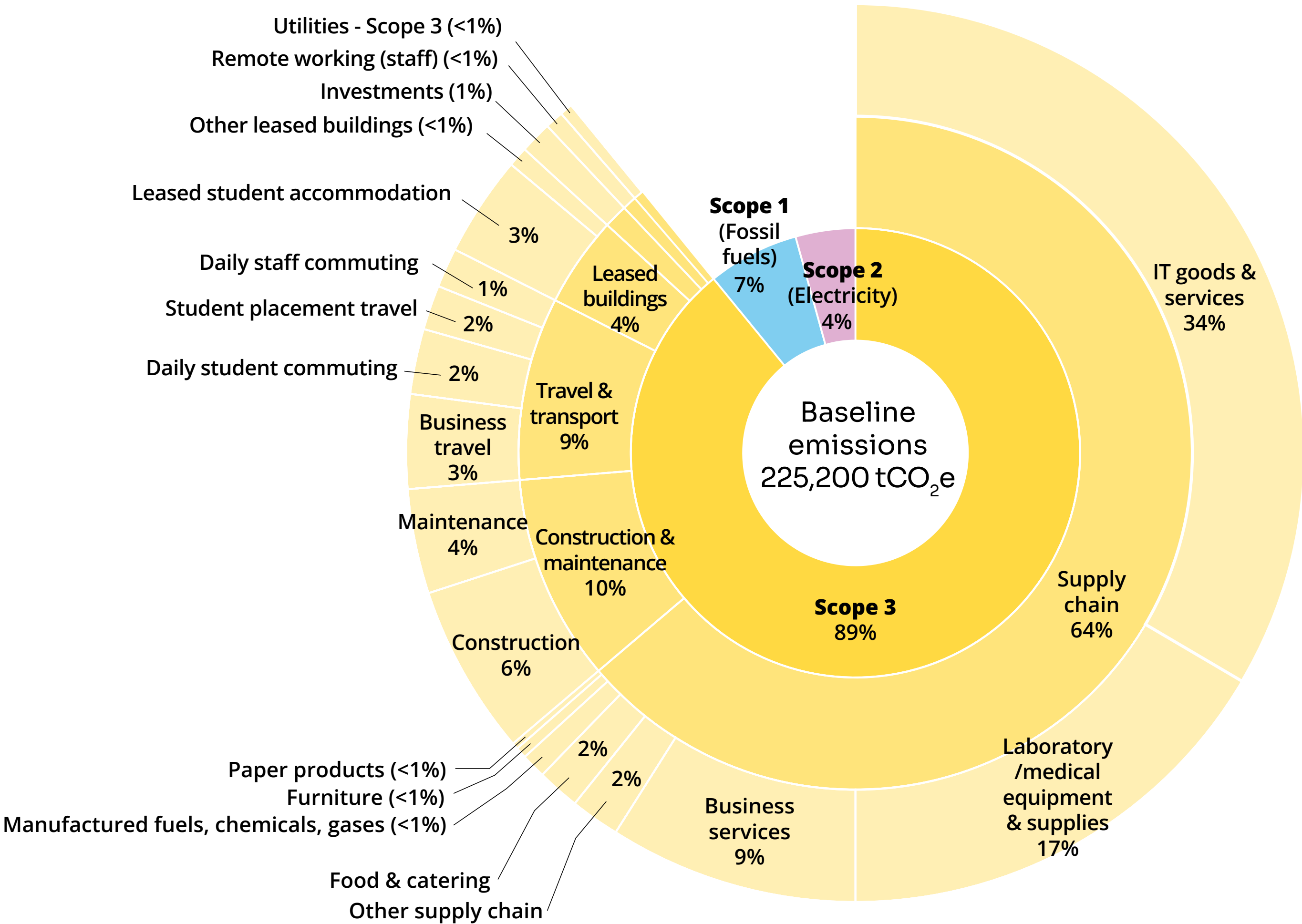


Figure 4-4: Our baseline emissions for 2023/24

Our Net Zero targets

In line with SBTi guidance and other good practice, our targets consist of the following for all three Scopes:

- target dates for reaching Net Zero emissions;
- emissions reductions relative to the baseline to be achieved by the Net Zero date, specifying the level of carbon removals (or offsets) required to balance residual emissions ([see Achieving Net Zero](#));
- interim emissions reduction targets to stimulate action in the near term and help bring cumulative emissions within science-aligned limits; and
- the proportion of baseline emissions covered by each reduction target allowing for limited exclusions, as specified by SBTi².

We aim to achieve Net Zero for Scope 1 and 2 emissions by 2042³, and for Scope 3 emissions by 2050 at the latest.

Emissions category	Scope 1		Scope 2		Scope 3	
Date	% reduction	% coverage	% reduction	% coverage	% reduction	% coverage
2030	30%	95%	70%	100%	42%	67%
2042	83%	95%	90%	100%	-	-
2050	-	-	-	-	90%	95%
Net Zero target year	2042		2042		2050	



2 For Net Zero, all residual emissions must be balanced by removals including those baseline emissions excluded from target coverage.
3 Our target years refer to the end of the respective academic year, e.g. 2042= 31 July 2042.

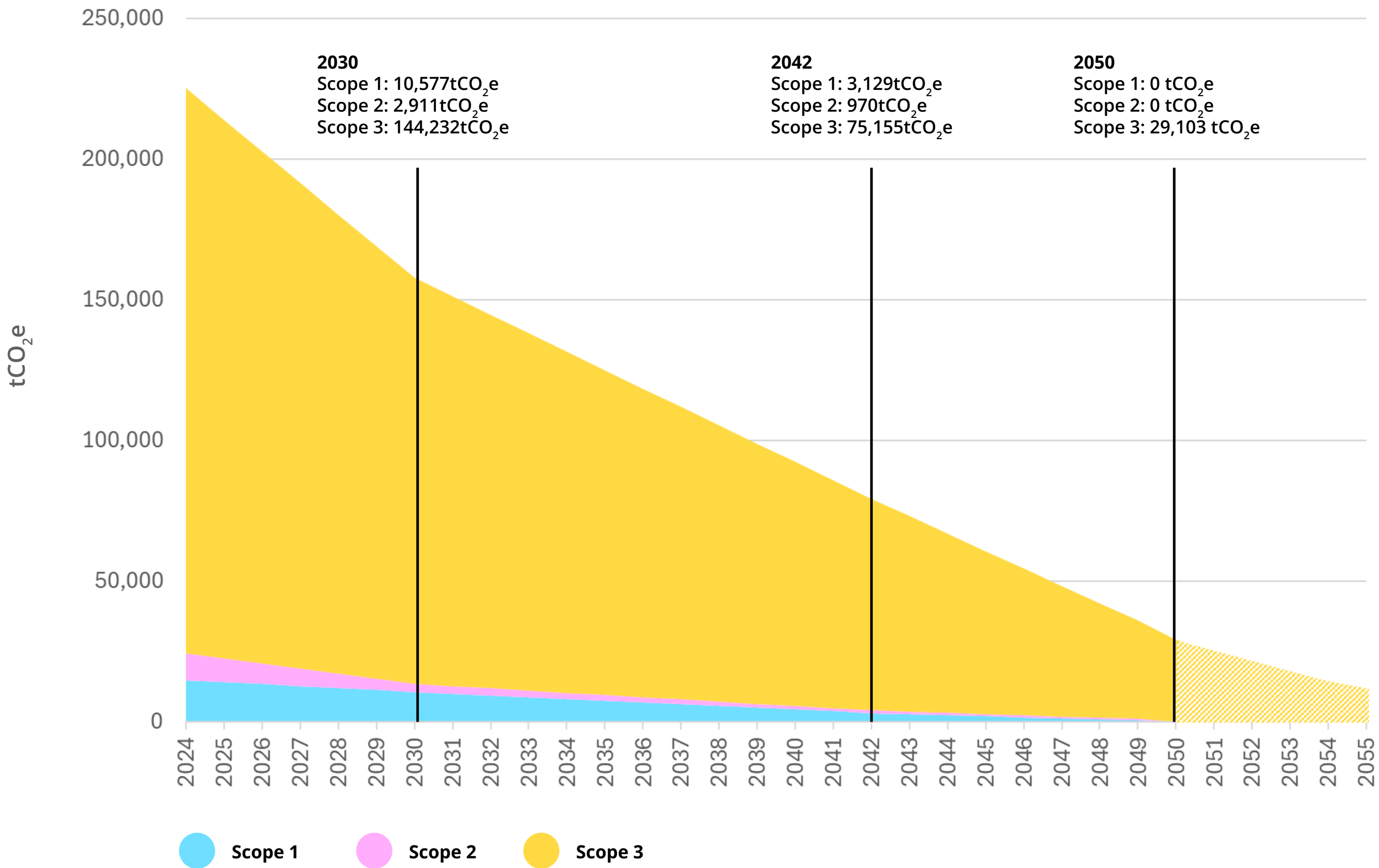


We have moderated our target reductions for Scope 1 emissions to reflect the challenges involved in removing our remaining gas boilers from our buildings (around 600 gas boilers as of 2025). Our higher ambition for reducing Scope 2 emissions is supported by investment in renewables and decarbonisation of the national grid. The resulting Net Zero target date for Scope 1 and 2 emissions of 2042 remains science-aligned, and supports the case for a ‘fair share’ date set earlier than the UK legal deadline of 2050.

In addressing Scope 3 emissions, we set a new, ambitious interim target for 2030, and a target of Net Zero by 2050, reflecting uncertainties in the data and the challenges in reducing travel and supply chain emissions, where they fall outside our control.

The graph opposite illustrates the potential trajectories for Scope 1, 2 and 3 emissions from the 2023/24 baseline to meet these reduction targets. Although not formally included in our targets, for illustration purposes this includes projections of Scope 1 and 2 emissions beyond the Net Zero target date of 2042 to absolute zero by 2050⁴.

Target emission trajectory

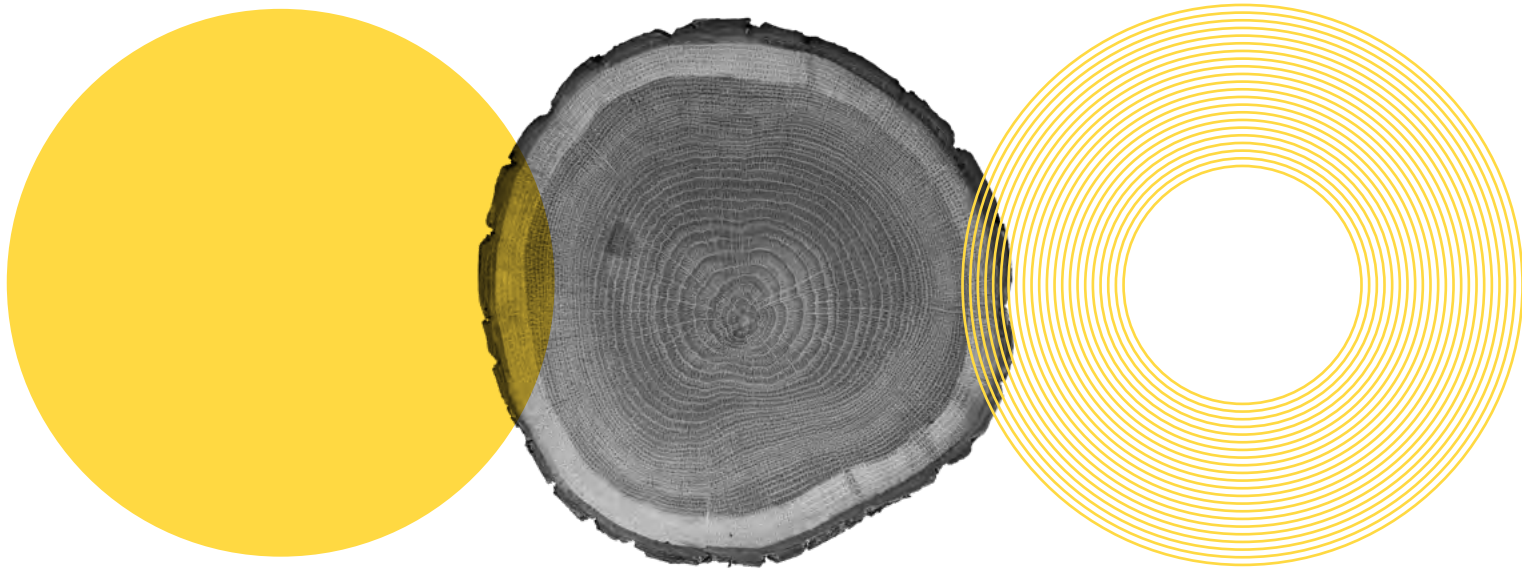


4 See [Achieving Net Zero](#) for information on how and when residual Scope 1 and 2 emissions will be balanced by carbon removals.

Achieving Net Zero

To achieve Net Zero, the University must ensure all residual emissions⁵ are balanced by robust carbon removals on an ongoing annual basis from 2042 (for Scope 1 and 2) and 2050 (for Scope 3).

Based on the targets set out in the previous section, this would require initial removals in the Net Zero target years as set out in table opposite. Further removals will be required to balance residual emissions on an annual basis from these dates onwards f absolute net zero is not achievable in practice, any residual Scope 1 and 2 emissions will be added to the carbon removal requirement from 2050 onwards.



Target residual emissions

Scope	Net Zero target year	Baseline emissions (2023/24), tCO ₂ e	Target residual emissions as % of baseline ⁷	Initial carbon removal requirement, tCO ₂ e
Scope 1	2042	14,793	21.2%	3,129
Scope 2	2042	9,702	10%	970
Scope 3 ⁷	2050	200,713	14.5%	29,103

Alongside action to meet our emissions reduction targets, we will work with our academic experts, and the wider HE sector, to define an approach to carbon removal that aligns with emerging standards in the field (see '[Principles for carbon removal to achieve Net Zero](#)'). Solutions may include investment in so-called 'insetting' schemes, for example: nature-based solutions on University land⁸, alongside purchase of carbon removal credits 'offsetting' from schemes delivered by others.

It is expected that a fully costed long-term solution will be ready for deployment in time for the University's Net Zero target for Scope 1 and 2 of 2042. However, the University may choose to invest in carbon removals before this date, for instance if piloting or developing schemes so they are capable of counterbalancing residual emissions from that date⁹. Any such removals achieved before 2042 may be included in the University's carbon accounts for the appropriate year(s), subject to compliance with our principles for carbon removal to achieve Net Zero.

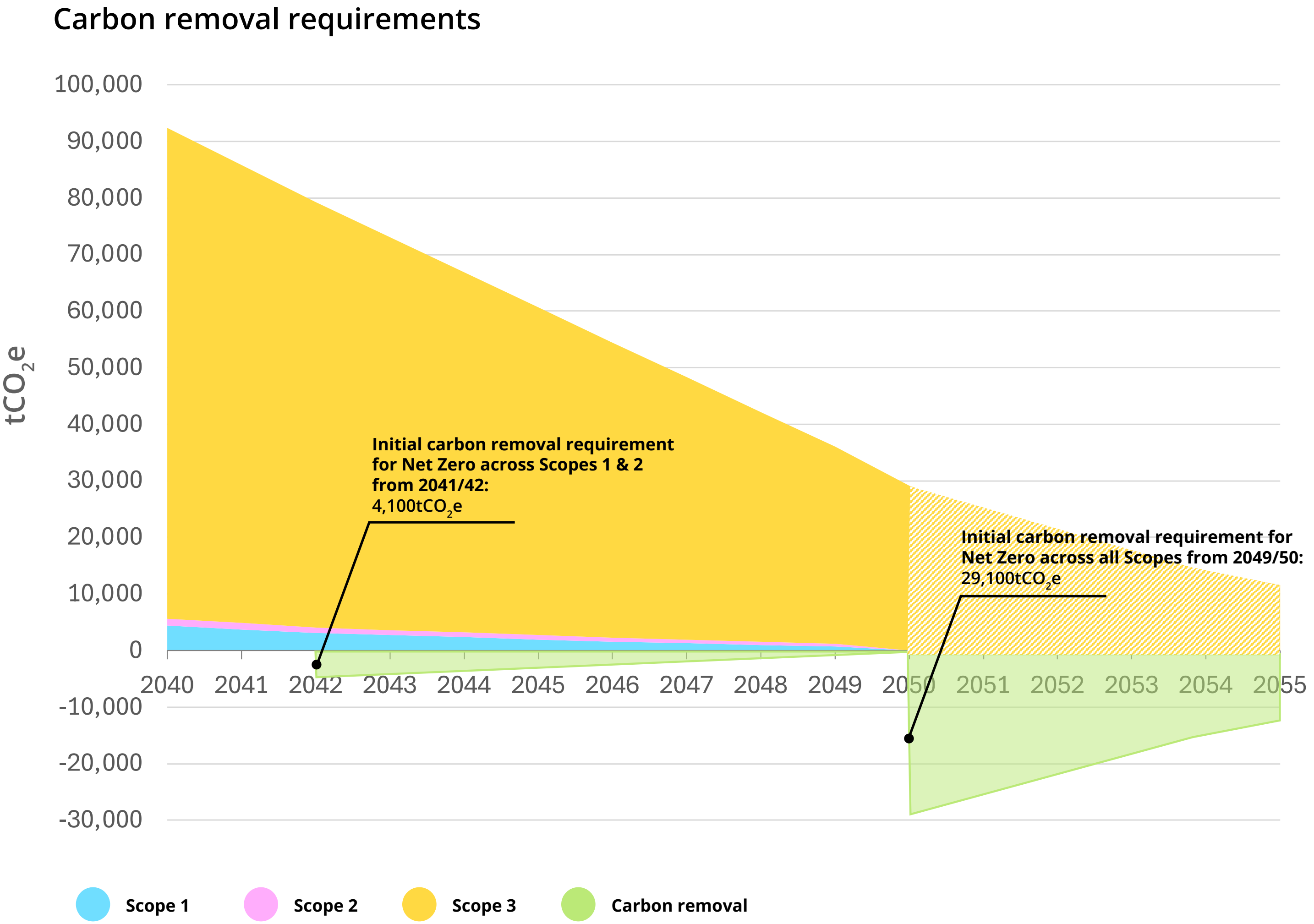
5 Residual emissions are those left over after the reduction target is achieved, including the portion of the baseline excluded from the target coverage.

6 Accounting for the % reduction and % coverage for each target (Scope 1, 2 and 3), as set out in the previous section

7 Emissions from student home travel are excluded from the baseline and targets for Scope 3 and so are not included in the carbon removals required for the University to achieve Net Zero.

8 Among other concerns, e.g. around permanence, availability of land is a key consideration for carbon removals solutions that rely on tree-planting. Nonetheless it is recognised that such projects may bring wider environmental and social benefits.

9 The University may also purchase voluntary carbon credits where offsetting is required as a condition of research grant funding but will not include any reported removals from these in its annual carbon accounts.



Principles for carbon removal to achieve Net Zero

A range of standards¹⁰ define the requirements for carbon removals to be considered as contributing towards a fair and scientifically robust Net Zero. In summary, such schemes should:

- address all emissions included within the Net Zero target and be deployed only as a last resort after all feasible reduction measures are in place;
- remove¹¹ and durably store¹² carbon from the atmosphere in amounts at least equivalent to ongoing residual emissions for as long as these continue;
- be additional to business as usual, i.e. not involve in double-counting of carbon removals that are already being delivered (or financed separately by others);
- deliver carbon removals that are independently verifiable and reported transparently as part of an annual carbon accounting process;
- at least avoid negative impacts on people or the environment but preferably deliver co-benefits wherever possible; and
- take place as close as possible to the operations responsible for the emissions to help ensure equity, improve oversight and provide opportunities for engagement.

10 For example, the [Science-Based Target Initiative](#), [Oxford Principles of Net Zero Aligned Carbon Offsetting](#) and [ISO14068-1 Carbon Neutrality](#).

11 As distinct from carbon avoidance or reduction projects which cannot be considered as compensating for an organisation's residual emissions (even though they may be required for achieving global Net Zero).

12 This does not preclude investment in less durable, e.g. nature-based, carbon removals, where these are matched with non-fossil emissions from land use, agriculture or food systems.

Our plan



How we developed this plan

The University Climate Action Plan (UCAP) will drive action to reduce emissions across all areas of University life. Collaboration is the foundation of the Plan. Guided by the science of climate change, we have drawn on the knowledge, research and experience of our University community to determine our targets and define the actions needed to meet them.

From early 2025, as instructed by the University Executive Board (UEB), the UCAP Task and Finish Group formed. The group met monthly to discuss progress and key decisions, prior to approval by the University's senior leaders. The decisions made through this process include:

- how we define the boundaries for our carbon footprint;
- what our emissions reductions targets are;
- how we will prioritise actions to achieve our targets in the short, medium and long term; and
- how we will monitor our progress, including use of key performance indicators (KPIs).



Working groups

Working groups, made up of relevant experts and key stakeholders aligned to workstreams drafted actions for the Plan. The groups covered Leadership & Culture; Supply Chain & Circularity; Travel & Transport; Buildings & Space; Energy Supply, Water & Waste; Digital; Research; Teaching & Learning; and Civic Collaboration. Many actions were then critiqued through stakeholder focus groups in September 2025. We also ran a staff and student survey in January 2026, with over 500 people responding on proposed climate actions.

External support

Acting as critical friends, [Eunomia Research and Consulting Ltd.](#) brought external challenge, technical expertise, and independent analysis of sector best practice to our approach. Eunomia's role was to test our assumptions, strengthen our evidence base, and ensure our targets and actions are robust, credible, and aligned with current science and policy. This external perspective helped balance ambition with deliverability and gave confidence that the plan is grounded in a realistic understanding of our emissions and the pathways to reduce them.

Delivery principles

We will deliver the UCAP through the following overarching principles:

- **Evidence-led action:** We will base our actions on evidence-based solutions and align with the latest climate science and best practice.
- **Reduce first:** We will prioritise cutting emissions at source.
- **Carbon removals as a last resort:** We will use carbon removals (or 'offsetting') only where emissions cannot be avoided.
- **Whole-University approach:** We will embed climate action across the University, making it part of everyday decision-making rather than the responsibility of a single team.
- **Open and accountable:** We will track progress, report transparently and hold ourselves accountable for delivery (see 'Monitoring and reporting our impact').
- **Fair and inclusive:** We will ensure our actions are fair and inclusive, supporting staff, students, and communities through the transition to a low carbon and climate resilient future.
- **Leadership and collaboration:** We will act as leaders across the sector, the city, and our global networks, and collaborate to encourage innovation to drive wider change.

We will reduce our Scope 1 emissions through the following principles:

- **Maintenance:** We will ensure all maintenance activities consider how to reduce gas and energy consumption.
- **Smart energy management systems:** We will reinvigorate and continue energy efficiency programmes involving the use of smart metering and building management systems.
- **Strategic gas removal:** We will ensure total gas removal is the first choice at gas asset life end/failure and consider district heat connectivity and waste heat reuse. Implement renewable energy backup systems.

We will reduce our Scope 2 emissions through the following principles:

- **Energy transition:** We will strategically transition from fossil fuel use on site to low-carbon electric alternatives wherever possible.
- **Power purchase agreements (PPAs):** We will continue to work with local and national utility suppliers (supported by The Energy Consortium) to increase the share of renewable energy supplied directly and indirectly.
- **On-site energy:** We will invest in on-site renewable energy generation where it is feasible, affordable and delivers value over its lifetime.

We will reduce our Scope 3 emissions through the following principles:

- **Reduce consumption:** We will prioritise opportunities for avoiding new purchases and reducing travel before switching to lower-carbon alternatives.
- **Whole footprint approach:** We will take action across all activities that contribute to our emissions, not just the largest sources, but also those with wider societal benefits, such as sustainable food and active travel.
- **Prioritise efficiency:** We will focus on actions that have the greatest potential for reducing emissions with the lowest cost (or biggest saving) to the University.
- **Act despite uncertainty:** We will seek solutions even where full data is not yet available or support is unclear, using expert judgment and building evidence for change during a phased approach.



What we will do and when

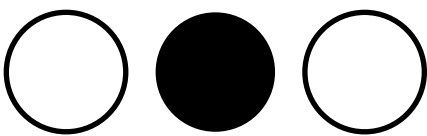
The UCAP sets out how we will reduce our carbon footprint and play our part in tackling the climate crisis. Our plan focuses on three areas:

Behaviours – We will show leadership by changing our behaviours at every level, making sustainability part of everyday decisions and culture. This includes choosing products, services and travel options that are better for people and the planet.

Infrastructure – We will make our buildings, utilities, and digital systems more efficient and fit for the future, reducing energy use and emissions across our campuses.

Expertise – We will use our world-leading research and teaching to drive innovation and share climate solutions. We will empower our staff and students to champion sustainability during their time at Bristol and beyond.

This plan needs everyone. Leadership, staff and students will act, collaborate, and make everyday choices that cut our carbon footprint—so together, we build a more sustainable University.



UCAP key milestones



The timeline shows an selection of actions. For a full breakdown of actions included within the UCAP please refer to the [Appendix](#).

Leadership & Culture



Embed climate action in governance and decision-making

Embedding climate action into governance and decision-making will mean that sustainability is part of every major decision at the University. Senior leadership will set a clear direction and sustainability responsibility will be embedded at all levels of the organisation. This will include Sustainability Impact Assessments as part of committee papers, including carbon targets in Faculty and Divisional KPIs and updating business case templates to consider climate impacts. To support change, we will introduce a Revolving Green Fund that will help pay for additional climate projects.

Over time, this will make the University more resilient and attract partners and students who share our values. By putting sustainability at the heart of decision-making, we commit to smarter choices that support our long-term climate, research, teaching and civic goals.



Create lasting culture change

Creating lasting culture change means weaving sustainability into everyday life at the University, not treating it as an optional extra. Climate awareness and action will be introduced through staff training and in student welcome activities, so expectations are clear from day one. Where appropriate, we will embed climate action in relevant job descriptions and in the annual review process, making it a core responsibility for key roles. Senior leaders will show commitment, supported by clear policies and processes, so sustainability is part of how we work, learn and lead.

Over time, this approach will build a shared culture where everyone plays their part in cutting emissions and building a more sustainable future for all.

Supply Chain & Circularity



Improve understanding of supply chain carbon impacts

Improving our understanding of supply chain climate impacts means giving staff the tools and information they need to make better choices. The University will build simple, reliable systems to track emissions from purchasing and share this data with schools and departments, so they can see the impact of their decisions. Suppliers will be expected to provide transparent carbon data and show how they are reducing emissions. Day-to-day, staff will have access to clear carbon data and practical guidance to help plan purchases and research projects in line with our climate goals.

This approach will improve accountability, strengthen research funding applications and make it easier to choose options that are better for the planet.

Strengthen focus on sustainability in procurement and contract management

Strengthening sustainability in procurement means building environmental considerations into every purchase. The University will include sustainability criteria in all procurement processes and offer training to all staff on climate-friendly purchasing, waste reduction and circular economy practices. Day-to-day, staff involved in buying goods or services on behalf of the University will see clearer guidance, updated templates, and tools that make sustainable choices easier and more consistent. We will also work closely with suppliers to reduce carbon and other greenhouse gas emissions.

With support from senior leaders, clear direction, and staff training, this approach will make purchasing more transparent and fairer and

encourage innovation from suppliers. It will also help meet funder requirements and support our commitment to the [Concordat for the Environmental Sustainability of Research and Innovation Practice](#).

Increase circularity and shared use of resources

Increasing circularity and shared use of resources means making reuse and sharing a normal part of how the University operates. We will introduce systems to increase sharing and re-use of equipment, materials, and other resources across schools and departments, supported by clear guidance and easy-to-use platforms. Day-to-day, staff and students will have easier ways to share resources and access previously used items, avoiding unnecessary purchases and promoting circularity.

With leadership buy-in, strong communication, and integration into procurement processes, this approach will reduce waste, cut emissions and save money.

Embed sustainable food and catering

The University has already made good progress on sustainable food and catering, and this next phase will deepen that commitment. We will plan menus with environmental impact in mind, highlighting low-carbon, local, and seasonal foods while keeping meals tasty, nutritious and affordable. Staff and students will see practical changes, like reusable container schemes replacing single-use packaging, and annual campaigns to reduce food waste. Day-to-day, this means more sustainable menu choices, clear carbon information, and easier ways to reuse and reduce waste.

With leadership support, accurate data, and strong engagement, these actions will cut emissions and costs, reduce waste, and help to normalise more climate-friendly diets.

Travel & Transport



Reform policy and standards governing travel and transport

We will update travel and transport policies to make sustainable choices the expected norm for business and commuting journeys. Clear principles will guide when and how business travel happens, and policies will be aligned to support these standards. For UK and short European journeys, rail will be the preferred option. On campus, limited parking spaces will be reserved for essential users. Day-to-day, staff will see clearer guidance on when, where and how low-carbon travel options should be used. Reliable data, leadership support and collaboration between departments will make sure these changes are fair and consistent.

Over time, this will reduce emissions, optimise our use of outside space on campus and build fairer, more sustainable travel practices.

Develop infrastructure and services to embed low-carbon travel and transport

To support changes in policy, we will work with partners to build on existing infrastructure and services and aim to make sustainable travel the easiest choice. The University will continue to invest in digital solutions to help reduce travel and support staff and students in switching to low carbon options for day-to-day commuting and business journeys. We will also roll out sustainable commuting plans for all campuses and work with local councils to improve local transport connections. Day-to-day, staff and students will notice simpler booking processes, better infrastructure for walking and cycling, more electric vehicles, and easier remote working and learning with improved digital tools.



Support staff and students to make low-carbon travel choices

Alongside policy updates and infrastructure improvements, the University will provide practical support and incentives to help drive more sustainable choices for commuting and business trips, and for student travel for placements and during vacations. Staff will have access to travel benefits like electric vehicle (EV) and cycle salary sacrifice schemes, discounts for public transport and free cycle training. We will also develop the offer for students who stay in Bristol during reading weeks or holidays with more local activities, such as events, homestays and camps. Building on sector learnings, we will also look at introducing a business flight levy to fund low-carbon alternatives. These changes will need executive leadership, collaboration across departments, strong student engagement, and reliable data to make sure they are fair and affordable.

This will improve wellbeing, make learning more flexible and create a culture where low-carbon travel is the norm—helping reduce emissions while improving staff retention and student experience.

Building & Space



Climate action is embedded in the emerging Estate Strategy 2030+ as a cross-cutting theme. The Estate Strategy and the UCAP have been co-created. Both are flexible by nature allowing for strategic decisions to be made about the estate and designed to ensure that Estate Strategy Principles and Objectives are achieved whilst continuing to deliver carbon reduction, in line with targets.

Optimise workspace utilisation and efficiency

Optimising space use means using University buildings and spaces more flexibly and efficiently, focusing on shared and multi-purpose areas, so we make the most of what we have. Where appropriate the University will repurpose underused areas, use technology to make booking easy and look at ways to improve how teaching and study spaces are designed, timetabled and utilised. Aligning with the emerging Estate Strategy, staff and students will notice more flexible spaces, easier access to shared facilities and potentially changes to building access hours.

This will require accurate data, strong engagement, and investment in both smart technology and digital tools, but the benefits are significant. Over time, this approach will save money, cut emissions, and create a campus that works better for everyone.



Embed low-carbon campus development

Embedding low-carbon principles into campus development means making sustainability part of every decision about how we design, build and manage our spaces. The University will look at the carbon impact of buildings over their whole life, use low-carbon design standards, and work closely with suppliers and landlords to cut construction emissions and include sustainability in leases. This will mean clearer requirements for project teams, updated business case templates, and tools to make considering carbon impact standard practice. Staff will see more efficient, comfortable buildings designed to last, while contractors and partners will be held to higher sustainability standards.

These changes need accurate data, skilled design teams, and strong collaboration—but they will reduce emissions, lower construction waste, save money and build stronger partnerships.

Building & Space



Improve building performance

Improving building performance means making our spaces more energy-efficient and comfortable, using data and smart, low-carbon technology. The University will upgrade buildings based on energy data, phase out gas heating, and explore solutions like heat recapture, while reducing reliance on harmful cooling gases. To do this, staff and students may temporarily operate out of different spaces and buildings to allow for energy efficiency works to take place. These changes also rely on accurate asset data, funding for retrofits, and staff training. Once complete, staff and students will experience better temperature control, improved comfort, and more reliable buildings and spaces—all supported by clear maintenance schedules and smarter controls.

Over time, this will make our campus future ready, protect us from rising energy costs, lower energy demand, reduce carbon emissions, and create more comfortable buildings for everyone who uses them.



Manage our external estate for climate benefit

Managing the external estate for climate benefit means turning our gardens, grounds and farms into living examples of sustainability and resilience. We will work with research teams and land managers across the University to improve biodiversity, store more carbon, and test low-emission farming methods. Staff and students will see more nature-based projects on campus and have opportunities to get involved in research that links food, carbon reduction and biodiversity. These changes need accurate data, funding and resources but are expected to lead to healthier soils, more sustainable agriculture and a richer natural environment. Over time, this will support the University's climate goal and create a campus that shows how land can be part of both climate and nature solutions.

Energy Supply, Water & Waste



Shift to zero-carbon energy supply
Shifting to a zero-carbon energy supplies means changing how the University powers its campuses—moving away from fossil fuels and toward renewable sources. We will review how we purchase electricity, increase the share from renewables, and work with partners to build renewable energy projects on and off campus. Staff and students will start to see clear signs of our sustainability work like solar panels and other renewable installations on campus, while behind the scenes our energy systems become cleaner, smarter and more reliable.

These changes rely on accurate data, strong supplier and local authority partnerships, and investment in infrastructure. Over time, this shift will save money, create opportunities for research and learning, and support regional and national decarbonisation.

Reduce environmental impacts of water supply and sewerage
Reducing the environmental impacts of water use means managing water more carefully across the University. We will create a plan to cut water use, and look at ways to reuse grey water and rainwater. This will include fixing leaks, replacing old taps with low-flow ones, and installing metering in buildings to track and reduce consumption. Staff and students will see better water systems and clear guidance on how to use water responsibly; while behind the scenes, we will develop our monitoring ability, collecting the data needed to verify our use and support efforts to limit future consumption at the present level. This will allow us to protect the environment, support our community, and from 2030 allow us to start exploring concepts such as water neutrality in future developments (where future expansion would place no additional strain on local water supplies).

Over time, this will save money, strengthen our environmental and civic stewardship and help create a campus that is ready for future climate challenges, including droughts.



Reduce carbon impacts of waste collection and treatment
While improving circularity will drive down waste, it is also important we reduce the carbon impacts of waste collection and treatment. This means changing how we handle rubbish so less goes to landfill or incineration and fewer collections are needed. We will work with staff, students and contractors to recycle more and adjust collection schedules to cut unnecessary trips. Staff and students will see clearer signs, better recycling bins, and tidier waste areas.

Over time, this will lower costs and emissions, improve air quality, and make campus cleaner, safer and healthier. To achieve this, we need strong engagement from staff and students and close collaboration with local waste contractors.

Digital



Improve transparency of digital carbon footprints

As digital technologies evolve and their use continues to grow, we need to make sure their environmental impacts are clearly measured and communicated. The University will monitor and report on the carbon impacts of all digital infrastructure, technology, and services, including cloud-based services, AI, and high-performance computing. We will target digital hardware and services for improved measurement of supply chain carbon impacts, and work with suppliers and other institutions to share best practice. Day-to-day, staff and students will start to see more information about the carbon footprint of digital tools they use, along with training to help make informed choices. This will rely on access to accurate data, specialist expertise, and integration with IT reporting systems.

Over time, this will highlight carbon hotspots, help to reduce waste and energy use, and provide a strong evidence base for smarter investment—helping us cut emissions and improve transparency.



Improve lifecycle management of digital goods and services

Better lifecycle management of digital goods and services means buying, using and retiring IT in ways that cut more waste and save more carbon. The University will improve systems for internal re-use and sharing of IT equipment for work, study, and research, and review equipment requirements and desktop setups—such as dual monitors—to avoid unnecessary buying. Day-to-day, staff and students will see clearer guidance on how to re-use IT equipment and easier ways to access shared refurbished and redeployed devices.

These changes depend on updates to procurement policies and better tracking of IT assets. They will cut emissions, reduce waste, and save money by making better use of what we already have. Over time, this approach will extend the life of devices and make IT more efficient and sustainable.

Integrate sustainability into digital policies, solution design and procurement

Introducing sustainability into digital policies, solution design and procurement means making sure environmental impacts are considered when making big decisions about digital infrastructure, technology, and services. This means factoring in energy use, lifespan, and whole-life carbon when planning projects and buying IT. Day-to-day, staff will see clearer standards for equipment and guidance to help make responsible choices.

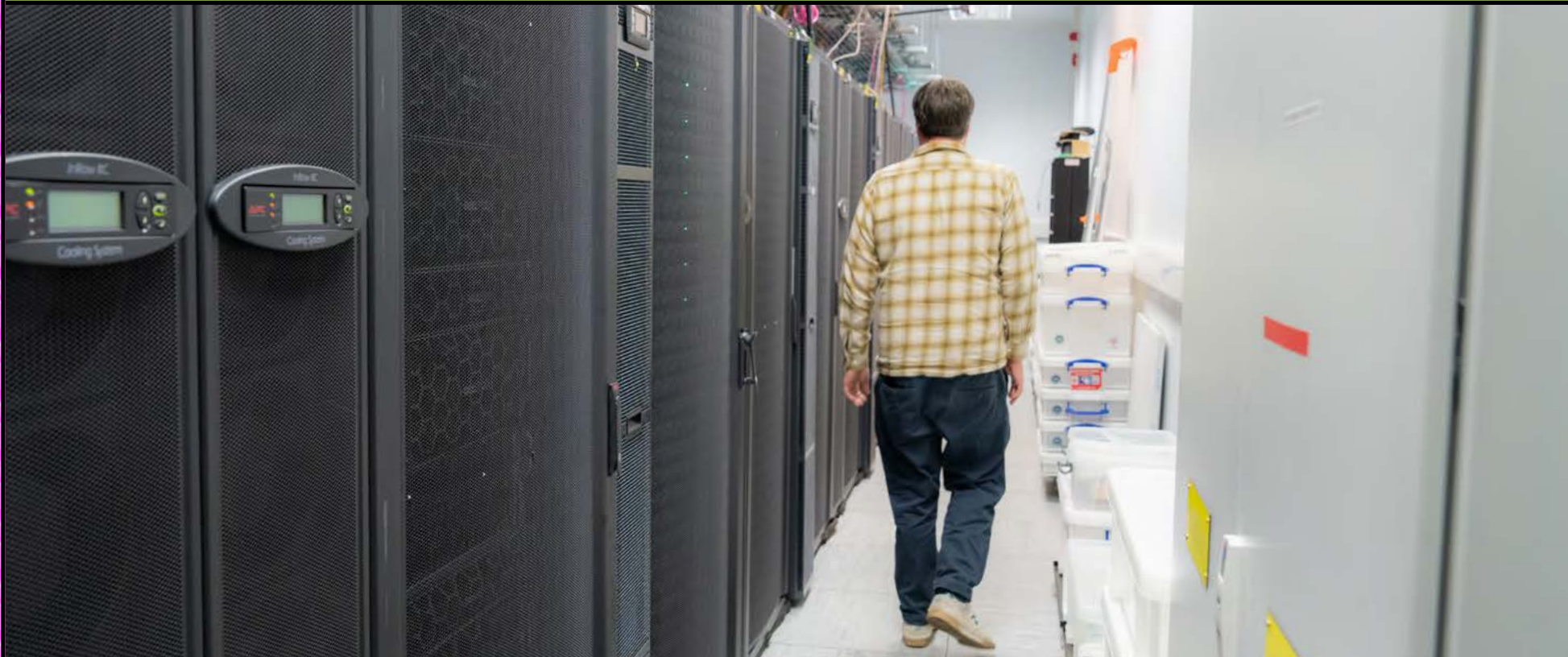
To make this happen, we will update business case templates, strengthen procurement processes, and work closely with suppliers to monitor and improve their sustainability performance. Over time, this will reduce emissions, cut waste, save money, and encourage suppliers to offer more durable and efficient products.

Digital



Reduce operational footprint of IT use
Reducing the operational footprint of IT use means making sure the way we use technology is efficient and climate-conscious. We will include environmental digital principles in student inductions and offer training and support to help students, researchers, and technical staff reduce the impact of their IT use, including high-performance computing and AI. Day-to-day this means learning how to reduce the environmental impact of digital tools, optimise research computing, and schedule energy-intensive tasks at times when electricity is cheaper and cleaner.

These changes require strong engagement and coordination through IT Services and sustainability governance to help cut energy waste, reduce emissions, and save money through national best-practice frameworks. Over time, this approach will improve transparency, support responsible and ethical innovation, and help the University meet its climate goals while building skills for sustainable digital practices across research, teaching and Professional Services.



Research



Reduce carbon impacts of research practice

Reducing the carbon impact of research means embedding sustainability across the full research lifecycle, from design and procurement to delivery and disseminations. We will achieve and maintain high-level sustainability standards across all research spaces and groups, and invest in shared research infrastructure to avoid duplication, cut emissions, reduce costs, and improve access to future grants. Researchers will have clearer guidance, access to shared facilities, and practical support to make low-carbon choices in project design, equipment use, and data management.

These changes need strong academic and technical leadership, good data, and engagement across disciplines. Over time, this will build a culture of sustainable research, improve compliance with funder requirements, and give students and staff the skills to lead on climate-conscious science.



Embed sustainability in research leadership and culture

Embedding sustainability in research leadership and culture means making it a core part of how we plan, approve, do, and reward research. We will integrate sustainability into internal research governance, funding processes, and ethics and approval systems, and ensure sustainability is considered from the start of every research proposal. Clear responsibilities for promoting sustainable research will be embedded at faculty, school and research group level, with dedicated sustainability leads, and recognition given to sustainable practices in academic progression.

Further opportunities will be developed to use the University as a Living Lab for climate-positive solutions, linking research, teaching, and operations to deliver real-world impact.

Day-to-day this means a noticeably stronger emphasis on climate and sustainability in the way all research is conceived, planned and delivered.

Supported by the Sustainability Team, academic leadership will be responsible for embedding sustainable research practice within their areas championing delivery, and ensuring sustainability is reflected in local strategies, investment decisions, and performance frameworks. Over time, this will create a stronger culture of sustainable research, attract funding, and deliver projects that cut emissions and benefit our city and region.

Research



Strengthen research that tackles climate and sustainability challenges

We will strengthen research that addresses climate change, biodiversity, sustainable production and consumption, resilience, and a just transition. We will encourage interdisciplinary work through the Division of Research, Enterprise and Innovation and University research institutes, supported by internal funding, research centres, and strategic hiring. Over time, this will grow sustainability-aligned collaborations, attract major funding, and increase the real-world impact of our research.



Teaching & Learning



Increase sustainability content in teaching curriculum

We will include subject-relevant sustainability and climate teaching in all degrees so every student understands how their subject connects to global challenges. This means adding sustainability topics to existing courses, offering more final-year projects focused on sustainability, and providing optional units allowing motivated students to explore more deeply the connections between their subject and sustainability challenges. Day-to-day, students will see more opportunities to learn about climate issues in their subject and take part in projects that make a real impact.

These changes need support from programme directors, motivated academics, and Bristol Institute of Learning and Teaching, to offer curriculum reviews and staff training. They will give graduates the knowledge and skills employers want, improve teaching quality, and make our programmes more attractive to students in the UK and internationally.

Promote and support student career opportunities in sustainability

Promoting and supporting student career opportunities in sustainability means creating clear pathways from interest to employment. We will provide climate-related extracurricular training and volunteering opportunities for students and build partnerships to offer work placements and internships in sustainability roles. Day-to-day, students will have access to green skills programmes, volunteering projects and events that showcase real career options in sustainability.

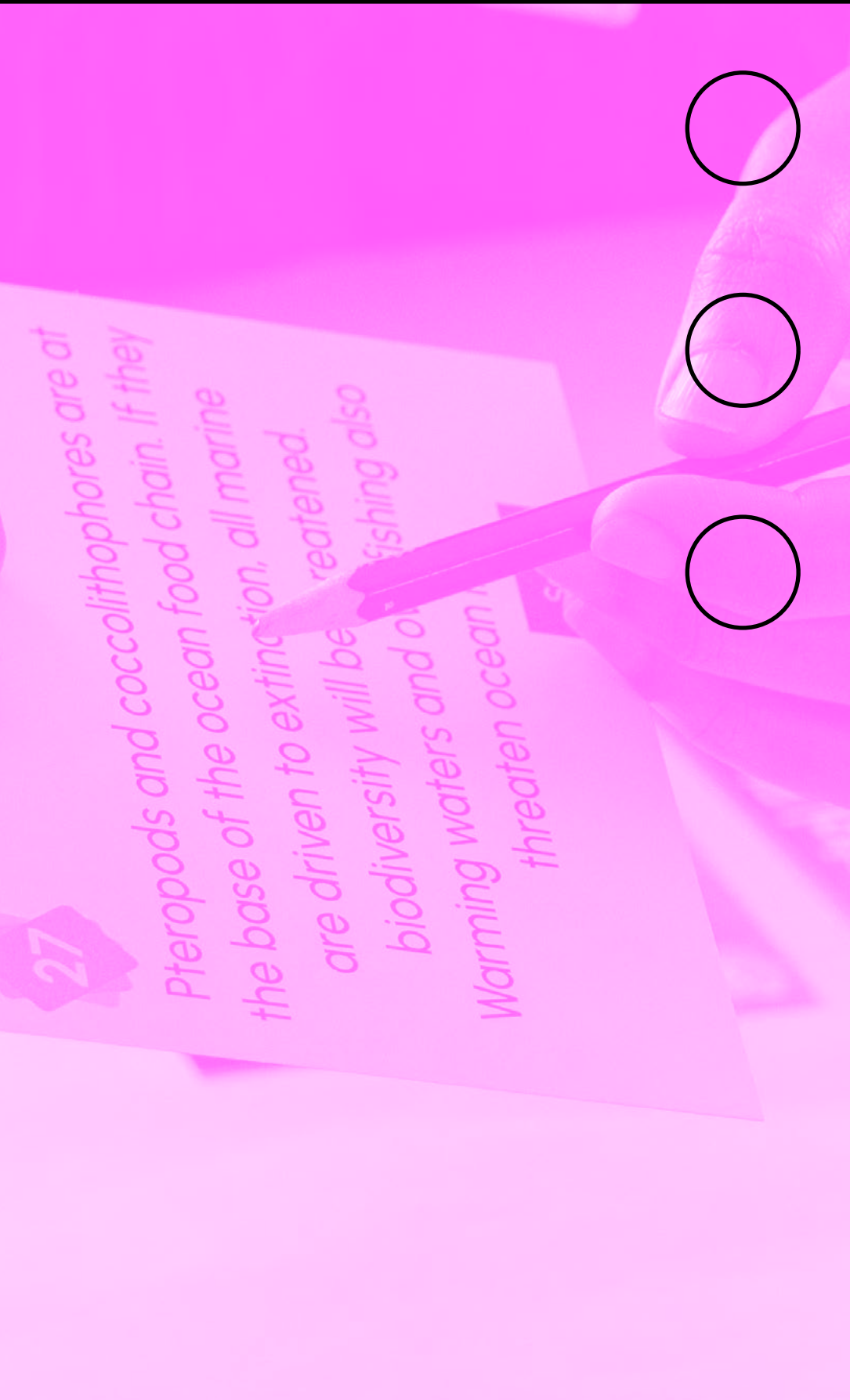
This will rely on support from the Careers Service, alumni networks, and external partners. It will help students gain valuable experience, boost employability, and turn their passion for climate action into meaningful work. Over time, it will increase student engagement and strengthen the University's reputation as a place to launch sustainability-focused careers.



Provide training for staff and students in sustainable working practices

We will provide both general and role-specific sustainability training for staff and include key sustainability messages in staff and student inductions. These changes need clear communication, time in induction schedules and expert support. They will help build a strong culture of sustainability, cut campus emissions, and give our community the skills to make a lasting difference.

Civic Collaboration



Strengthen focus on sustainability in civic engagement activity
Strengthening sustainability in civic engagement means working further with local partners to take climate action beyond campus. We will create more joint projects and events with community organisations, share knowledge through networks, and give staff and students more chances to support local climate initiatives. Day-to-day, this means more opportunities to take part in projects that make a real difference. These changes need leadership support, collaboration with community partners, shared goals, and long-term planning. Over time, this will increase public recognition, build strong partnerships and create a culture of climate action that benefits both the University and the wider community.

To make this work in practice, civic climate action will be embedded into University governance, with named senior sponsorship. Activity will be aligned with local and regional priorities, and focused on long-term partnerships rather than one-off projects. This will position the University as a dependable civic partner in the just transition, not just a contributor of ideas.





Supporting programmes

Delivery of the University Climate Action Plan will be supported by the emerging Climate Adaptation & Resilience and Biodiversity & Green Infrastructure programmes. These programmes add detail on how we prepare for climate impacts and protect nature, supporting our climate goals.



Climate Adaptation & Resilience

Despite global efforts to reduce greenhouse gas emissions, some climate change impacts are already happening and further future impacts are now unavoidable. Climate adaptation and resilience is about preparing for and managing the real-world impacts of climate change, including hotter temperatures, more extreme weather, rising sea levels and harm to nature and where people live.

The University will create a Climate Adaptation and Resilience Programme by 2028. The Programme will set out actions for the short term (by 2030), medium term (by 2050), and long term (by 2100). It will cover all University campuses and surrounding areas where the University owns land and buildings.

The University of Bristol considers creating our Climate Adaptation & Resilience Programme as essential to keeping our key functions and services running, and to deliver the UCAP and its climate goals. Because our supply chains and student markets are global, problems caused by climate change can affect them more easily. Planning ahead helps us deal with these risks and stay resilient. The Programme is also about fairness. It is vital to recognise the rights of vulnerable people, including future generations and nature. The Programme will make sure the costs and benefits of climate change are shared fairly and that we act in a way that supports a just transition.

How we will develop our Climate Adaptation & Resilience programme

The Sustainability Team will lead the facilitation of the programme development process, supported by the [Cabot Institute for the Environment](#), which has a long track record of conducting research on climate-related challenges and testing potential solutions.

“The ecological emergency is among the most profound crises of our time, diminishing not only planetary diversity but also the very experience of being human on our beautiful, rich planet.”

Dr Andrew Flack, Environmental Historian, University of Bristol

The programme will be developed according to the following principles:

- 1. Participatory and co-produced**
We will involve staff, students, local communities, and experts. We value scientific knowledge, local knowledge, and lived experience. We will make sure the most vulnerable people can take part meaningfully, and their needs are heard and acted on.
- 2. Aligned with city and region**
We will align the plan with Bristol City Council and the Avon and Somerset Local Resilience Forum. This avoids duplication, strengthens partnerships and ensure we work toward shared goals.
- 3. Includes clear risk and impact assessments**
We will assess climate hazards (now and in the future), how exposed and vulnerable our people, places and activities are, and the likely costs of damages. We will consider key focus areas (people and behaviours; infrastructure; nature and land; expertise and international impacts).
- 4. Action pathways with triggers**
We will set short-, medium- and long-term actions with “triggers” (thresholds or tipping points) that tell us when to act. Actions will be practical, feasible and desirable and have responsibilities and funding resource clearing identified.
- 5. Simple, flexible and future-looking**
The plan will be easy to understand, flexible to adapt as conditions changes, and look ahead to 2030, 2050 and 2100 and beyond.



Biodiversity & Green Infrastructure

Alongside rising global temperatures, the world is experiencing a rapid decline in biodiversity. Climate change and the nature and biodiversity crisis are intrinsically linked, with climate change a major driver of biodiversity loss, and healthy ecosystems having an essential role in climate change mitigation and adaptation.

The University's Biodiversity & Green Infrastructure Programme will contribute to international, national and regional efforts to protect against the pattern of decline in biodiversity and wildlife and aid nature recovery. The Programme will prioritise nature-based solutions¹³ that deliver co-benefits for biodiversity, climate mitigation, climate resilience, health and wellbeing.

As a global civic university, we are committed to maintaining, developing and enhancing our external estate that is rich in nature, reflects the character of its local setting, is beautiful and accessible, and supports our teaching and research. Located next to several areas of exceptional ecological value, the University has both a unique opportunity and responsibility to act. Building on the progress of our Living Estate Strategy, this new programme will define how we will create, manage, enhance and connect diverse green spaces that protect and enhance biodiversity across our external estate and contribute to nature recovery in the region.



How we will develop our Biodiversity & Green Infrastructure Programme

In line with the Environment Act 2021 (Biodiversity Net Gain), industry best practice and scientific evidence, our Biodiversity & Green Infrastructure Programme will build on our earlier Living Estate Strategy. The Programme will establish a biodiversity baseline across the University's external estate and define measurable targets for nature recovery, including habitat quality, connectivity, and species richness. Progress will be monitored using consistent indicators and reported regularly as part of the University's sustainability and climate reporting.

The outcomes constitute the types of external places we must strive to produce as a university and leading city partner. We will aim to develop and maintain places that support:

- 1. **Species richness**
- 2. **Active and healthy lifestyles**
- 3. **Climate adaptation**
- 4. **Distinctive character**
- 5. **Beauty and accessibility**
- 6. **Academic research**

These themes will drive how we maintain, develop and enhance our external estate, and will be supported by departmental operational plans. Establishing a set of programme principles will drive consistency in the discussion process, helping to set goals and objectives that feed into the operational estate management process, and guide the development of new aspects of the external estate.

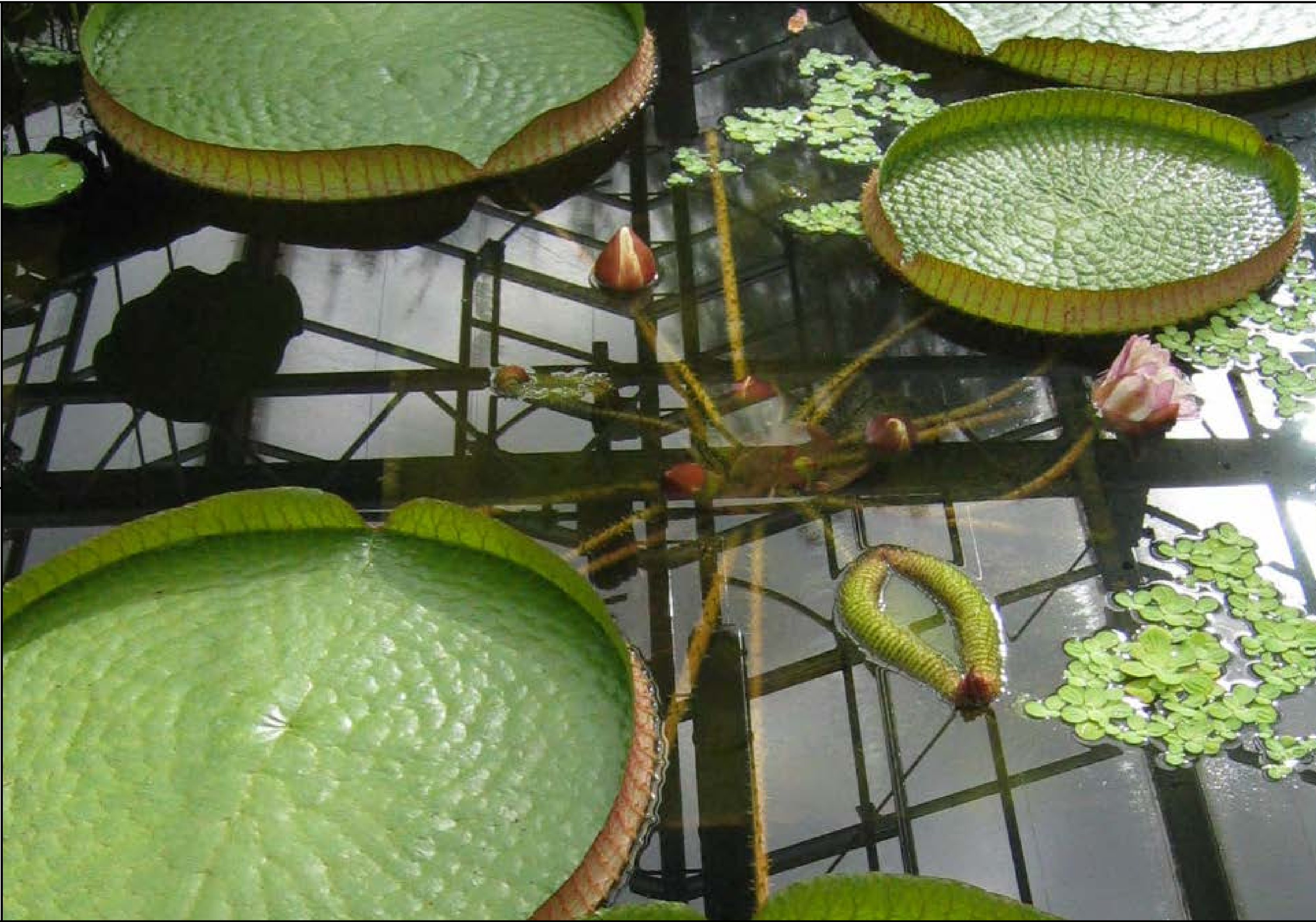
¹³ [Nature-based Solutions Initiative](#)

Collaboration

The Biodiversity & Green Infrastructure Programme will be developed alongside the Climate Change Adaptation & Resilience Programme, the Estate Strategy and the UCAP. By establishing working groups for each landscape theme, we will shape the programme together. Drawing on the knowledge within the University community, as well as existing partners, we will maximise all opportunities to enhance our estate for the benefit of biodiversity and nature.

Timescales

The Biodiversity & Green Infrastructure Programme will be published in December 2026, with associated delivery plans in place by Summer 2027. The time horizon of the Programme will span the next six years (to 2032) with short, medium and long term objectives planned for completion during this period.



Making it happen



Approach

All UCAP actions up to 2030 will be funded through existing allocated capital, maintenance, and revenue funding. To ensure that we continue to see carbon reduction that meets the targets set, our approach is to:

- Prioritise actions that have the largest potential emissions reduction for the lowest financial investment, and ensure opportunities to reduce are enacted across all three scopes.
- Prioritise carbon reduction actions that save money, including future avoided costs.
- ‘Shift’ existing budgets to ensure that the most sustainable and lowest carbon option is purchased/implemented.
- Implement whole life costing and carbon assessments within robust business cases for all projects to prioritise those projects that have the best financial and carbon outcome.
- Stage delivery, with actions set out for the short term to 2030, as well as the medium term (2042) and long-term (2050).

Existing budgets

Existing funding streams will be utilised to deliver across all three areas of the plan. Faculties and schools will follow the same approach set out here, taking action to save money (and therefore carbon), as well as fund and deliver sustainability actions in line with this Plan.



Income streams

Carbon reduction and sustainability interventions have the potential to generate funding. Establishing a ‘Revolving Green Fund’ will allow us to reinvest realised cost savings into further energy efficiency, renewable energy, and other sustainability projects. The Revolving Green Fund is in addition to the rolling annual budget already allocated to support the delivery of this UCAP.

We will also actively pursue external grant funding and partnerships to support delivery, including funding from research councils, government programmes, innovation funds, and philanthropic sources. Internal research institutes and centres (such as Cabot and other thematic institutes) will be encouraged to align seed funding, pump-priming, and strategic investments with UCAP priorities, helping to leverage larger external awards and accelerate implementation.

Over time, this blended model of operational savings, institutional investment, and external funding will reduce pressure on core budgets while increasing the pace and scale of climate action.

We will continue to monitor our progress on emission reduction against key performance indicators as well as our overall carbon emission footprint.

Resourcing

This plan has a strong emphasis on changing culture and behaviour across the whole institution, moving the responsibility for sustainability and climate action from the Sustainability Team (which will become a strategic advisory and coordination service), to a whole university approach. The University will have defined delivery roles within schools, faculties, and divisions, backed by senior ownership, to further drive our climate goals. We will embed climate action and sustainability within relevant job descriptions and performance expectations, along with the provision of training to allow individuals to be responsible for climate action in their area of expertise.

PVCs, Deans, Heads of School and relevant Professional Services staff will be accountable for delivery in their areas, supported by local sustainability leads and the central team. At research group level, Principle Investigators (PIs) will hold formal responsibility for sustainable practice, with each group expected to appoint a Sustainability Lead in line with emerging funder expectations. A peer-auditing governance model will be introduced, so that research groups support and assure each other's progress.



The Sustainability Team will coordinate standards, data, reporting, and external alignment, and will expand existing Climate Action and Education for Sustainable Development networks. This federated and peer-assured model is essential for UCAP delivery: dedicated local capacity, senior leadership and PI-level accountability, and shared governance. Over time, this approach will turn institutional ambition into practical, sustained action.

Communications and engagement

Effective communication and meaningful engagement are essential to delivering the UCAP. Our approach is open and collaborative, bringing leadership, staff and students together to work towards our climate goals.

Through an ongoing programme of awareness, education and engagement, we will support and involve the whole University community, while building on existing commitment and expertise. The UCAP requires change across all parts of the University, and our communications will focus on helping people understand what the plan means for them and how they can contribute through their work, study and everyday decisions.

Transparency underpins this approach. We will share progress and challenges openly, reporting through the University's Annual Report and a dedicated annual UCAP Progress Report. Clear and honest communication will help build trust, encourage participation and support collective ownership of the actions needed to deliver lasting change.

We will also connect staff and students to internal and external sustainability networks to strengthen learning, collaboration and leadership. This includes the University's Sustainable Research Network and national sector networks such as [UK Network for Sustainable Research \(UKNSR\)](#) and the [Environmental Association for Universities and Colleges \(EAUC\)](#). Through these networks we can share best practice, learn from others, avoid duplication, and contribute to sector-wide leadership on

Governance

Responsibility for delivery of the UCAP is embedded throughout the University's governance structure. Board of Trustees committees provide oversight within their respective areas, while the University Executive Board provides institutional oversight through the University Climate Action Committee, which coordinates and monitors delivery of the plan.

What does it mean for staff and students?

To ensure we meet the targets set out in the UCAP, everyone in the University community needs to play a role. Alongside institutional change, the research we conduct, the choices we make day-to-day and the conversations we have all drive meaningful progress.

The UCAP is designed to support and enable everyone to make sustainable choices, embedding sustainability in all University activities, rather than leaving it to a small group of people. Students and staff also have a powerful role in accelerating climate action, using their skills, research, networks and platforms to influence practice, share knowledge and inspire change within the University and beyond.



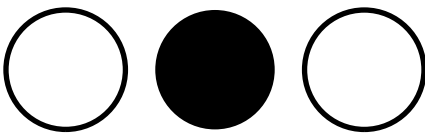
Here are some of the main ways to support the UCAP:

Everyone

- Develop your understanding of climate science and sustainable futures. Seek out learning and development opportunities.
- Consider the impact of all elements of your work and make sustainable choices.
- Talk about the climate. It builds awareness, inspires others, and helps embed sustainability into our culture.

Senior management

- Lead your division/faculty to embed the UCAP within everything the division/faculty does.
- Understand the governance and reporting requirements (see '[Monitoring and reporting our impact](#)' for more information).
- Support and, where appropriate, lead your school/divisional Climate Action Plan(s).
- Ensure you and your team undertake appropriate training in Carbon Literacy and other environmental sustainability training.



Professional Services

- Support the delivery of your school or division Climate Action Plan(s).
- Ensure you undertake appropriate training in Carbon Literacy and other environmental sustainability training

Academic staff

- Embed sustainability into your curriculum and/or research.
- Ensure you undertake appropriate training in Carbon Literacy and other environmental sustainability training.
- Support the delivery of your school's Climate Action Plan.

Students

- Join your school or department's Climate Action Plan committee.

Find out more:

bristol.co.uk/sustainability

The UCAP will evolve over time. If you would like to share comments, suggestions or contribute to how we deliver climate action, please get in touch via sustainability@bristol.ac.uk.

Monitoring and reporting our impact

We will report annually on progress against our Net Zero targets and a series of key performance indicators.



“
The true meaning of life is to plant trees, under whose shade you do not expect to sit.
”
Nelson Henderson



Emissions reporting

We will adopt total Scope 1, 2 and 3 emissions as a key metric of progress towards the sustainability goals set out in the University's 2030 strategy and will develop Power BI dashboards for reporting our progress.

Going forward, we will publish annual updates on our progress towards the emissions targets set out in the UCAP using the summary in [inventory in Appendix](#) as our reporting framework. We will include information on any changes in the methods used to calculate emissions, re-baselining specific categories or sets of categories where appropriate to provide for a clear year-on-year comparison. Annual updates on the workstream KPIs will also be published.

The University will continue to report its emissions to specific external bodies such as the Higher Education Statistics Agency using the appropriate methodologies.

Over time we expect this to allow for emissions-based metrics to be included in faculty and divisional KPIs and targets, providing transparency on the contribution each part of the University is making towards our Net Zero goals.



Key performance indicators (KPIs)

Alongside an annual measure of Scope 1, 2 and 3 carbon emissions, we will use a series of key performance indicators (KPIs) to monitor and report on the delivery and impact of the UCAP.

A single metric was identified for each workstream using the following conditions:

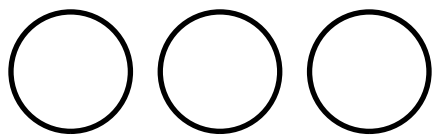
- Each KPI individually to provide a meaningful measure of progress towards one or more (but not necessarily all) workstream objectives.
- All KPIs together to tell a compelling story of UCAP delivery and impact but without duplicating our total carbon footprint measure of emissions.
- All KPIs to be measurable with currently available data, systems and resources, including a baseline value for 2023/24.

We also defined a target for each KPI to align, where possible, with the relevant Scope 1, 2 or 3 emissions reduction target. In most cases, this was expressed as a percentage change on the baseline value with a minority defined in terms of a direction of travel or interim output required.

The KPIs for each workstream are summarised on the next page. We have specifically chosen KPIs that are measurable using existing data so we can start reporting against them from the outset. However, as our data improve, there will be opportunity to update or amend the KPIs to better reflect the progress being made in any given workstream. We will review our KPIs annually to ensure that they continue to reflect our ambition and progress.



Foreword	Introduction	Our journey so far	Our targets	Our plan	● Monitoring and reporting our impact Key performance indicators
UCAP Key Performance Indicators					
Workstream title	Key Performances Indicators (KPI)	Current value	Target		
Leadership & Culture	New question within the Staff Experience Survey to measure sustainability in leadership Interim KPI until above implemented is: % of University leadership (UEB, Operations Board, Academic Leadership Board, Faculty Boards, Divisional Directors) completing certified Carbon Literacy training	Under review	Year on year increase 95% by end 2026/27		
Supply Chain & Circularity	% of supply chain by £ with Scope 3 emissions data measured using product or supplier-based method rather than spend-based estimates	0%	20% by end 2026/27 50% by 2029/30 80% by 2039/40		
Travel & Transport	Business flights total km	32.2 million km (2023/24)	25% reduction by end 2029/30		
Buildings & Space	Building energy intensity (kWh electricity, gas, heat and fuel per m² GIA)	246.7	Year-on-year reduction		
Energy Supply, Water & Waste	% energy consumption (electricity, gas, heat and fuel) from renewable sources (including grid)	24.6% (2023/24)	To align with Scope 1 and 2 emissions reduction targets for 2030		
Digital	Average number of new digital devices issued per staff member and postgraduate researcher per year (initially measured through laptops, desktop PCs, tablets, monitors and mobile phones).	0.30	Year-on-year reduction		
Research	% of research groups with a nominated lead for embedding sustainability in research practice	5% (estimated)	40% by end 2026/27 80% by end 2029/30 100% by end 2031/32		
Teaching & Learning	% of students studying on UG programmes with discipline-appropriate sustainability content included in core units	40%	90% by end 2029/30 (100% programmes reviewed)		
Civic Collaboration	No. of climate-related Living Lab projects with global or local civic partners achieving measurable impact	Under review	Database to be established by end 2026/27, to include measurement of impact.		
University of Bristol Climate Action Plan 50					

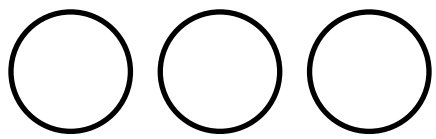


Appendix

Action plan by workstream

Action	Owner(s)	Priority ¹⁴	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Behaviours – Leadership & Culture					
Embed climate action in governance and decision-making					
Incorporate climate risks in Key University Risk Register and ensure robust review process	Strategic Planning & Transformation	H	✓		
Include Sustainability Impact Assessment in decision gateways for all strategic projects and policies	Strategic Planning & Transformation, Governance	H	✓		
Adopt UoB carbon footprint as strategic indicator of sustainability performance	Strategic Planning & Transformation	H		✓	
Include carbon metrics in faculty & divisional KPIs	Strategic Planning & Transformation	M		✓	
Establish federated UCAP governance model	Faculties, Divisions	H	✓	✓	
Establish revolving green funds	Finance, Sustainability	M		✓	
Establish carbon tax where required	Finance, Sustainability	L			✓

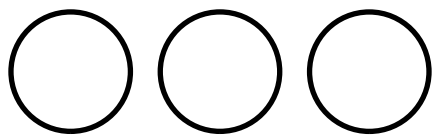
14 Priority takes into account expected impact on emissions reductions across Scope 1, 2 and 3, ease of delivery and anticipated costs to deliver..



Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Behaviours – Leadership & Culture (continued)					
Create lasting culture change					
Integrate sustainability metrics in corporate reporting	Finance, Sustainability	M		✓	
Demonstrate senior commitment to climate leadership in internal and external communications	Strategic Communications & Marketing	H	✓	✓	✓
Specify responsibility for managing sustainability impacts in relevant job descriptions	Human Resources	H	✓	✓	✓
Include sustainable working practices in staff and student inductions	Human Resources, Education & Student Success	H	✓	✓	✓
Provide role-specific sustainability / Carbon Literacy training for staff and PGRs	Human Resources, Faculties, Division of Research, Enterprise & Innovation	H	✓	✓	✓
Provide clear mandate and protected time for local CAP roles	Faculty and Divisional Directors	M	✓	✓	

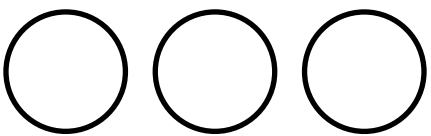
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Behaviours – Supply Chain & Circularity					
Improve understanding of supply chain carbon impacts					
Collaborate with HE sector on measurement of supply chain emissions	Procurement, Sustainability	H	✓	✓	
Engage with suppliers to support carbon reduction and Scope 3 reporting	Procurement, Sustainability	H	✓	✓	✓
Introduce local reporting on school / department level supply chain emissions	Sustainability	M	✓	✓	✓
Develop tools to support consideration of supply chain emissions in purchasing, research practice etc.	Procurement, Sustainability, Division of Research, Enterprise and Innovation	H	✓	✓	✓
Strengthen focus on sustainability in procurement and contract management					
Require Sustainability Impact Assessment (SIA) for all procurements meeting defined impact / opportunity criteria	Procurement, Sustainability	M	✓	✓	
Integrate whole-life costing into investment business cases	Procurement, Strategic Programmes & Projects, Sustainability	M	✓	✓	
Strengthen sustainability requirements and evaluation criteria in tenders	Procurement, Sustainability	L	✓	✓	✓
Drive purchasing efficiency through commodity management and consolidated ordering	Procurement	L	✓	✓	

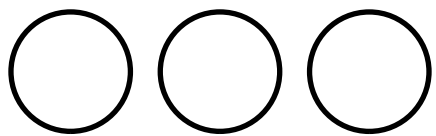
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Behaviours – Supply Chain & Circularity (continued)					
Increase circularity and shared use of resources					
Publish guidance and standards on sustainable resource management	Procurement, Sustainability	L	✓		
Implement resource inventory, sharing and re-use platforms	Faculties, Sustainability	M	✓	✓	
Develop and showcase circularity initiatives in specific settings (IT, labs, catering, student residences)	Sustainability, Faculties, Divisions	M		✓	✓
Improve waste management processes and contracts to increase re-use and recycling rates	Campus Division	H	✓		
Introduce local reporting on re-use of resources, waste volumes, recycling rates etc.	Sustainability	M	✓	✓	✓
Embed sustainable food and catering					
Map supply chain emissions to inform food purchasing choices	Catering Services, Sustainability	L	✓	✓	
Introduce carbon-based menu planning in UoB catering outlets	Catering Services, Sustainability	L	✓	✓	
Deliver annual food waste reduction campaigns with local partnerships	Catering Services	M	✓	✓	✓
Establish campus-wide scheme providing re-usable food and drink containers and cutlery	Catering Services	M	✓	✓	✓

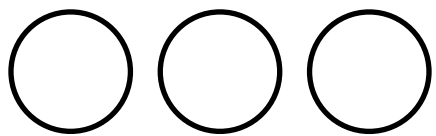
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Behaviours – Travel & Transport					
Reform policy and standards governing travel and transport					
Introduce Bristol Principles for Sustainable Business and Academic Travel (BPSBAT)	Procurement, Sustainability	H	✓		
Align business and academic policies with BPSBAT	Faculty and Divisional Directors	H	✓	✓	✓
Review campus parking policies to limit availability to essential users	Sustainability	M	✓	✓	
Develop infrastructure and services to embed low-carbon travel and transport					
Update travel booking platform to support BPSBAT	Procurement	H	✓	✓	
Implement low-carbon commuting plans for all campuses	Sustainability	M	✓	✓	
Electrify and consolidate university fleet	Sustainability, Faculties, Divisions	M	✓	✓	
Partner and advocate for improved local sustainable travel connections to all UoB campuses	Sustainability	H	✓	✓	✓
Improve provision of digital solutions for remote working and learning	IT Services, Education & Student Success	M	✓	✓	✓

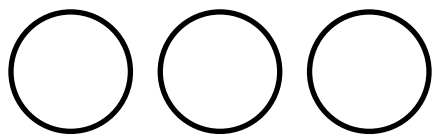
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Behaviours – Travel & Transport (continued)					
Support staff and students to make low-carbon travel choices					
Develop incentives to support zero-carbon commuting	Human Resources, Sustainability	M		✓	
Expand support for students to reduce impacts of vacation and placement travel	Education & Student Success	H	✓	✓	✓
Improve measurement and communication of travel carbon impacts	Sustainability	H	✓	✓	
Investigate use of flight levy to incentivise low-carbon business and academic travel	Sustainability / Finance	M		✓	✓

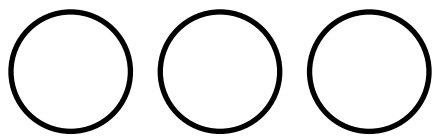
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Infrastructure – Buildings & Space					
Optimise workspace utilisation and efficiency					
Implement programme to repurpose space for flexible, shared use (with disposals where possible)	Campus Planning & Design	H	✓	✓	✓
Deploy smart tech solutions to facilitate shared use of space	Campus Smart Buildings	H	✓	✓	✓
Investigate changes to working / teaching day to maximise use of space / reduce energy consumption	Campus Strategy and Partnering	M		✓	✓
Embed low-carbon campus development					
Include lifecycle carbon impacts in options appraisal and project business cases	Campus Projects	H	✓	✓	✓
Adopt low carbon design and performance standards for all new builds and refurbishments	Campus Projects	M	✓	✓	✓
Minimise construction impacts through supplier assurance and contract management	Campus Projects	L	✓	✓	✓
Monitor and evaluate post-occupation building performance	Campus Smart Buildings	M		✓	✓
Include sustainability standards in property leases (landlord and tenant)	Campus Property	M	✓	✓	

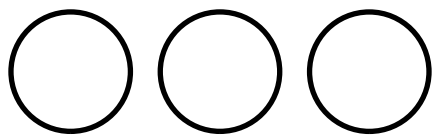
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Infrastructure – Buildings & Space (continued)					
Improve building performance					
Use energy monitoring data to target building upgrades and inform planned maintenance schedules	Campus Smart Buildings, Maintenance Services	H	✓	✓	✓
Increase deployment of smart technology to improve building energy performance	Campus Smart Buildings	H	✓	✓	✓
Implement phased replacement of gas-fired heating	Campus Projects, Maintenance Services	H	✓	✓	✓
Investigate opportunities for heat recapture to reduce energy demand	Campus Division	M		✓	✓
Establish programme for reducing use of high-impact F-gases for space cooling, refrigeration etc.	Campus Division	M		✓	✓
Manage external estate for climate benefit					
Maximise climate and biodiversity value of UoB gardens and grounds	External Estates	M		✓	✓
Use UoB farmland as testbed for active carbon removal	Campus Property, Cabot Institute	M	✓	✓	✓
Use UoB farms to research low-carbon agriculture	Campus Property, Cabot Institute	M		✓	✓

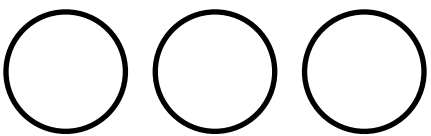
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Infrastructure – Energy Supply, Water & Waste					
Shift to zero-carbon energy supply					
Conduct an annual review of electricity purchasing, balancing carbon reduction and cost	Campus Division / Finance	H	✓	✓	✓
Increase the share of electricity purchased from off-site renewable generators via Power Purchase Agreement	Campus Division / Finance	M	✓	✓	✓
Partner with developers to build new renewable electricity supply with 'private wire' connections	Campus Division / Finance	M	✓	✓	✓
Develop opportunities for on-site renewable generation	Campus Division	L	✓	✓	✓
Develop options for using low-carbon district heating	Campus Division	M	✓	✓	✓
Reduce environmental impacts of water supply and sewerage					
Develop and implement water management plan	Campus Division	M		✓	✓
Reduce the impact of UoB’s wastewater disposal	Campus Division	L		✓	✓
Reduce carbon impacts of waste collection and treatment					
Work with and select waste contractors to divert more waste from landfill and incineration	Campus Division	H	✓	✓	
Review on-site waste reuse, storage, and collection schedules to reduce waste vehicle movements	Campus Division	L	✓	✓	✓

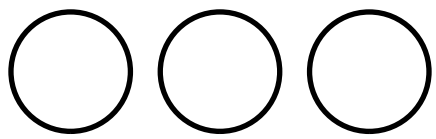
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Infrastructure – Digital					
Improve transparency of digital carbon footprints					
Target digital hardware and services for improvement in measurement of supply chain carbon impacts	IT Services, Bristol Centre for Supercomputing, Sustainability	H	✓	✓	✓
Monitor carbon footprints of IT use including end user devices, AI, high-performance computing, cloud-based services	IT Services, Bristol Centre for Supercomputing, Sustainability	M	✓	✓	
Communicate digital carbon footprints of existing and emerging technologies to inform institutional and end user decision-making	IT Services, Bristol Centre for Supercomputing, Sustainability	M	✓	✓	
Work with suppliers and other institutions to share best practice in measurement of digital carbon footprints	IT Services, Bristol Centre for Supercomputing, Sustainability	M	✓	✓	
Improve lifecycle management of digital goods and services					
Strengthen lifecycle policies to optimise specification, utilisation and lifespan of digital assets and services	IT Services, Sustainability	H	✓	✓	
Control specification of University-supplied end-user devices, workstations and study spaces	IT Services, Procurement	H	✓	✓	
Work with suppliers and civic partners to promote reuse and recycling of end-of-life hardware	IT Services, Civic Engagement	H	✓	✓	✓

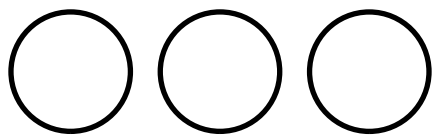
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Infrastructure – Digital (continued)					
Integrate sustainability into digital policies, solution design and procurement					
Embed whole life carbon considerations in digital business cases, solution design, and IT policies	IT Services, Bristol Centre for Supercomputing, Sustainability	H	✓	✓	
Engage with research end users to promote responsible purchasing of digital goods and services	IT Services, Procurement, Division of Research, Enterprise and Innovation	H	✓	✓	
Strengthen sustainability requirements and evaluation criteria in procurement of digital goods and services	Procurement, IT Services, Bristol Centre for Supercomputing, Sustainability	H	✓	✓	✓
Reduce operational footprint of IT use					
Develop principles for responsible use of digital tools and services including AI and other emerging technologies	IT Services, Bristol Centre for Supercomputing, Sustainability, Bristol Institute for Learning & Teaching	M	✓	✓	✓
Coordinate training and support for sustainable digital practices institution-wide	IT Services, Bristol Centre for Supercomputing, Sustainability	M	✓	✓	✓
Optimise efficiency of research and scientific computing, e.g. through training and deployment of code-busters	Bristol Centre for Supercomputing, Division of Research, Enterprise & Innovation, IT Services	H	✓	✓	✓
Reduce energy and carbon impacts of hosting large-scale digital infrastructure	Campus Division, IT Services, Bristol Centre for Supercomputing	M	✓	✓	

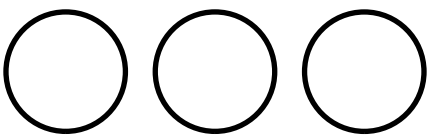
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Expertise - Research					
Reduce carbon impacts of research practice					
Establish shared research infrastructure to reduce duplication of high-impact equipment and facilities	Faculties, Division of Research, Enterprise & Innovation, Sustainability	M		✓	✓
Integrate assessment of sustainability impacts at all stages of research lifecycle	Faculties, Division of Research, Enterprise & Innovation, Sustainability	M	✓	✓	✓
Improve discipline-specific carbon footprint data to inform project design and mitigation activity	Faculties, Division of Research, Enterprise & Innovation, Sustainability	M		✓	✓
Achieve and maintain high-level sustainability certification for all research spaces and groups	Faculties, Division of Research, Enterprise & Innovation, Sustainability	H	✓	✓	✓
Embed sustainability in research leadership and culture					
Establish formal responsibility for sustainability leadership within research governance structures	PVC Research, Faculty leadership, Division of Research, Enterprise & Innovation, Sustainability	H	✓	✓	✓
Integrate research sustainability capacity at school / faculty level within federated delivery model	Faculties, Division of Research, Enterprise & Innovation, Sustainability	H		✓	✓
Include recognition for sustainable research practices in academic progression criteria	Human Resources, Faculties	L		✓	✓
Strengthen research that tackles climate and sustainability challenges					
Support growth in Living Labs leveraging university assets for climate research and engagement	Civic Engagement, Division of Research, Enterprise & Innovation, Bristol Institute for Learning & Teaching	L		✓	✓
Drive research agendas that align with Cabot Institute pillars and deliver system change	Division of Research, Enterprise & Innovation, Cabot Institute, Faculties	H	✓	✓	✓

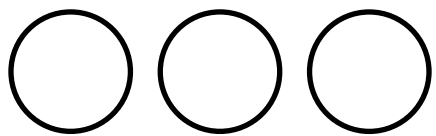
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Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Expertise – Teaching & Learning					
Increase sustainability content in teaching curriculum					
Develop and integrate discipline-appropriate sustainability content in all Undergraduate and selected M-level programmes	Bristol Institute for Learning & Teaching with Heads of School	H	✓	✓	
Increase share of final year projects focused on sustainability	Bristol Institute for Learning & Teaching with Associate PVCs, Education and Students, Academic Directors, Programmes, Curriculum and Assessment role holders	M		✓	✓
Investigate the market and implement ‘with Sustainability’ pathways and degrees	Faculty PVCs and PVC Education and Students	L		✓	✓
Support staff peer-to-peer learning on sustainability teaching	Bristol Institute for Learning & Teaching and School Education Directors	M	✓	✓	
Promote and support student career opportunities in sustainability					
Develop and implement programme of extra-curricular green skills training and volunteering	Careers and Faculty Employability Leads and Bristol Institute for Teaching & Learning	M		✓	✓
Build partnerships for student work placements and internships in sustainability roles	Careers and Faculty Employability Leads and Bristol Institute for Teaching & Learning	M		✓	✓
Deliver events and campaigns to showcase career opportunities in sustainability	Careers and Faculty Employability Leads and Bristol Institute for Teaching & Learning	H	✓	✓	✓
Provide training for staff and students in sustainable working practices					
Include key sustainability messages in staff and student inductions	Education & Student Success, Human Resources, Sustainability	M		✓	✓
Develop generic and role-specific sustainability training modules for staff	Human Resources, Sustainability, Bristol Institute for Learning & Teaching	M	✓	✓	✓

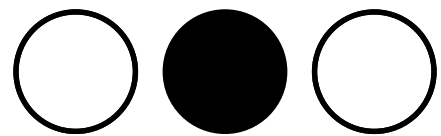
15 Priority takes into account expected impact on emissions reductions across Scope 1, 2 and 3, ease of delivery and anticipated costs to deliver..



Action plan by workstream

Action	Owner(s)	Priority ¹⁵	Timescale for delivery		
			2026	2027 - 2030	2031 - 2050
Expertise – Civic Collaboration					
Strengthen focus on sustainability in civic engagement activity					
Continue to develop co-ordinated programme of climate-focused projects and Living Labs, and events with local partners	Sustainability, Civic Engagement	M	✓	✓	✓
Support climate knowledge exchange through peer-to-peer networks and bilateral engagement	Sustainability	M		✓	✓
Develop and support opportunities for staff and students to contribute to local climate action	Sustainability, Civic Engagement	M	✓	✓	✓

15 Priority takes into account expected impact on emissions reductions across Scope 1, 2 and 3, ease of delivery and anticipated costs to deliver..



Measuring our carbon footprint

Standards and guidance

In developing how we measure our carbon footprint¹⁶, we have been guided by the Standardised Carbon Emissions Framework (SCEF), proposed by the Environmental Association for Universities and Colleges (EAUC) as the voluntary standard for the Further and Higher Education (FHE) sector to report emissions from their buildings, operations and academic activities.

The SCEF is based on the Greenhouse Gas Protocol, the global standard for corporate emissions reporting, and helps us define the organisational boundary for our carbon footprint, the categories of emissions to include (both described in '[Our boundaries](#)'), as well as how these should be measured.

In line with the 'operational control' principle adopted for our organisational boundary, our Scope 1 and 2 emissions include only those from buildings, land and other assets that are owned and operated by the University, and from leased assets over which we have operational control (including direct payment for energy or fuel)¹⁷.

Scope 1

Our Scope 1 emissions arise mainly from the burning of natural gas for space heating with smaller amounts from the diesel used in fleet vehicles and generators, from refrigerant gases, and from farm livestock.

For natural gas, fuel, and most refrigerant gases, we apply standard DESNZ conversion factors to our annual consumption to calculate our emissions. Where standard factors are not available, e.g. for specific F-gases, we use manufacturers' data or other published sources. For farm livestock we apply DESNZ conversion factors to the average number of each animal over the year.

Scope 2

Our Scope 2 emissions arise mainly from the purchase of electricity for powering our buildings, IT and other equipment and our electric fleet vehicles.

In line with wider reporting requirements, and to recognise the contribution of both nuclear and renewable generation to Net Zero, we measure our Scope 2 emissions in three ways:

- i. Location-based: applying the DESNZ 'grid average' conversion factor to the total amount of electricity purchased (kWh) for use in University-managed space;
- ii. Market-based, Renewable: subtracting from the total the amount of purchased electricity that is backed by

renewable generation (REGO) certificates and applying the DESNZ grid average conversion factor to the rest; and

- iii. Market-based, Zero Carbon: subtracting the amounts backed by REGOs and by nuclear generation (GenDec) certificates before applying the DESNZ grid average conversion factor.

The second of these measurement methods (Market-based, Renewable) has been adopted for the purposes of the Scope 2 baseline and targets for the UCAP. This position aligns with SBTi guidance and avoids the risk of disincentivising investment in renewable generation but will be kept under review subject to opportunities for investment in emerging low or zero-carbon generation technologies, e.g. any small-scale nuclear projects linked to University research.

From 2025/26, our Scope 2 will include emissions associated with heat purchased from the Bristol District Heat Network. These will be reported using both location-based and market-based approaches¹⁸ with the latter adopted for UCAP monitoring and reporting for consistency with the rest of Scope 2.

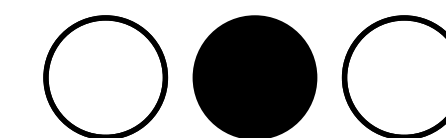
Scope 3

In common with most large organisations, Scope 3 emissions dominate the University's carbon footprint with emissions from our supply chain, international travel and construction making up the biggest share.

¹⁶ A full inventory of the University's Scope 1, 2 and 3 emissions for 2023/24 is provided at [Appendix](#).

¹⁷ Scope 1 and 2 emissions from University-owned property leased to others are included in our Scope 3 downstream leased property category (subject to data availability).

¹⁸ For location-based reporting of district heat emissions, the national average DESNZ conversion factor will be applied to the balance of heat imported and exported while for market-based the specific conversion factor published by Bristol Heat Network Ltd will be used.



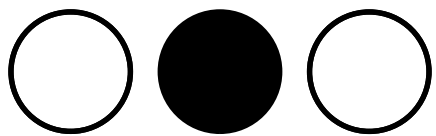
Scope 3 (continued)

Measurement of Scope 3 emissions is not an exact science. Estimating the supply chain footprint alone is a challenging task for any organisation, especially those like the University with thousands of suppliers spanning a wide range of goods and services. And although data measurement tools are better developed in some areas, Scope 3 categories such as travel, construction, investments, water and waste present challenges of their own.

In recent years, like most in the higher education sector, we have relied on the spend-based approach embedded in the Higher Education Supply Chain Emissions Tool (HESCET) for estimating our supply chain emissions. For our 2023/24 baseline, we conducted some further analysis of the HESCET-derived dataset provided to us by the Southern Universities Purchasing Consortium (SUPC) to re-allocate emissions for some suppliers to more appropriate categories (e.g. from business services to construction and IT) and remove others that were measured elsewhere on a consumption basis (e.g. water, waste and some travel contracts).

[The baseline emissions inventory](#) provides a full breakdown of our estimated Scope 3 emissions for 2023/24 with a description of the data sources used for each category. Over time, we will work with our suppliers and others in the sector to move towards more product or contract-based carbon footprints, providing greater confidence in our annual Scope 3 reporting and a stronger evidence base for work to manage our supply chain impacts.

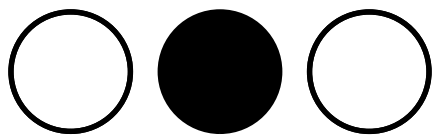




Baseline emissions
inventory 2023/24

Scope 1

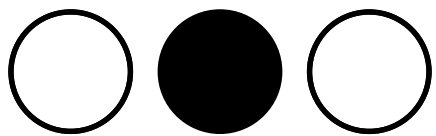
Scope	Category	Emissions sources	Data sources	2023/24 (tCO ₂ e)
Scope 1	Direct emissions (stationary sources)	Natural gas	Gas consumption in UoB managed spaces with DESNZ emission conversion factors	14,793
		Fuel oil	Fuel oil consumption in UoB managed spaces with DESNZ emission conversion factors	
		Gas oil	Fuel oil consumption in UoB managed spaces with DESNZ emission conversion factors	
		LPG	LPG consumption in UoB managed spaces with DESNZ emission conversion factors	
	Direct emissions (mobile sources)	Fleet (petrol/diesel); temporary generators (diesel/bio-Diesel/LPG)	Fuel card data, and purchase orders for UoB fleet agricultural vehicles and temporary generators with DESNZ emission conversion factors	
	Direct emissions (fugitive sources)	F-gases (refrigerants)	Annual service records using top-up volumes as a proxy for losses, combined with F-gas 'lost' during decomissioning, with DESNZ emissions conversion factors or manufacturers' data	
	Direct emissions (agricultural sources)	Land, livestock and agriculture	Not currently including wider land-based emissions	



Baseline emissions
inventory 2023/24

Scope 2

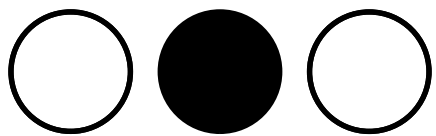
Scope	Category	Emissions sources	Data sources	2023/24 (tCO ₂ e)
Scope 2 (market-based, renewable)	Indirect emissions (purchased electricity)	Purchased electricity	Total electricity purchased for use in UoB managed spaces and fleet electric vehicles (EVs) (kWh) less certified renewable generation, with DESNZ emission conversion factor	9,702
		Fleet (electricity)	Included in total electricity purchased	
	Indirect emissions (purchased steam)	Purchased steam	N/A	
	Indirect emissions (purchased heat)	District heat	Heat imported from Bristol district heat network (BDHN) (kWh), less heat exported, with emission conversion factor published by BDHN (from 2025/26)	
Scope 2 (market-based, zero carbon)	Indirect emissions (purchased electricity)	Purchased electricity	Total electricity purchased for use in UoB managed spaces and fleet EVs (kWh) less certified renewable and nuclear generation, with DESNZ emission conversion factor	7,846
		Fleet (electricity)	Included in total electricity purchased	
	Indirect emissions (purchased heat)	District heat	Heat imported from BDHN (kWh), less heat exported, with emission conversion factor published by BDHN (from 2025/26)	
Scope 2 (location-based)	Indirect emissions (purchased electricity)	Purchased electricity	Total electricity purchased for use in UoB managed spaces (kWh) and fleet EVs, with DESNZ emission conversion factor	12,144
		Fleet (electricity)	Included in total electricity purchased	
	Indirect emissions (purchased heat)	District heat	Heat imported from BDHN (kWh), less heat exported, with DESNZ emission conversion factor (from 2025/26)	
			TOTAL SCOPE 1 & 2 (MARKET-BASED, RENEWABLE)	24,495
			TOTAL SCOPE 1 & 2 (MARKET-BASED, ZERO CARBON)	22,639
			TOTAL SCOPE 1 & 2 (LOCATION-BASED)	26,937



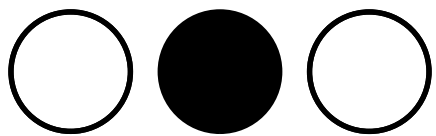
Baseline emissions
inventory 2023/24

Scope 3

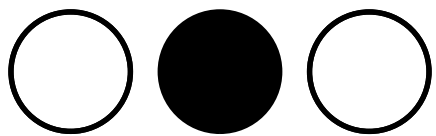
Scope	Category	Emissions sources	Data sources	2023/24 (tCO ₂ e)
Scope 3	Supply chain	Business services	SUPC analysis (HESCET), with secondary analysis of suppliers	20,199
		Food and catering	SUPC analysis (HESCET) plus catering procurement data	3,470
		IT goods and services	SUPC analysis (HESCET), with secondary analysis of suppliers	75,392
		Laboratory / medical equipment and supplies	SUPC analysis (HESCET), with secondary analysis of suppliers	37,173
		Manufactured fuels, chemicals, gases	SUPC analysis (HESCET)	1,963
		Paper products	SUPC analysis (HESCET)	902
		Furniture	SUPC analysis (HESCET), with secondary analysis of suppliers	503
		Other supply chain	SUPC analysis (HESCET), with secondary analysis of suppliers	4,000
	Construction and maintenance	Construction (new build)	SUPC analysis (HESCET), with secondary analysis of suppliers	13,870
		Whole building refurbishments	SUPC analysis (HESCET), not yet itemised	-
		Building and estate maintenance	SUPC analysis (HESCET)	8,502



Baseline emissions inventory 2023/24 Scope 3	Scope	Category	Emissions sources	Data sources	2023/24 (tCO ₂ e)
	Scope 3 (continued)	Leased assets	Leased student accommodation	SUPC analysis (HESCET), with secondary analysis of suppliers	8,131
			Other leased property	SUPC analysis (HESCET), with secondary analysis of suppliers	1,622
			Leased vehicles, plant and equipment	SUPC analysis (HESCET), not yet itemised	-
			Downstream leased property	Utility bills from UoB property leased to third parties, not yet collated	-
		Travel and transport	Business travel (incl. hotels)	Scope 3 reports from travel management company and analysis of expenses and purchasing card data, plus direct expenditure on hotels	7,605
			Staff commuting	Analysis of staff and student travel survey	3,240
			Student commuting	Analysis of staff and student travel survey	5,301
			Student home travel	Analysis of staff and student travel survey	23,238
			Student placement and field trip travel	Destination data for work/study abroad placements only; field trips recorded under business travel	3,591



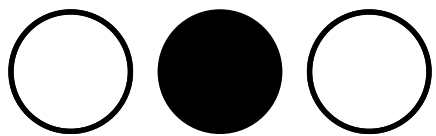
Baseline emissions inventory 2023/24 Scope 3 (continued)	Scope	Category	Emissions sources	Data sources	2023/24 (tCO ₂ e)
	Scope 3 (continued)	Remote working	Staff working from home	Analysis of staff and student travel survey	1,484
		Investments	Endowment funds	Carbon reporting by fund manager	2,600
		Energy and utilities	Electricity distribution and transmission	Electricity consumption data as used for Scope 2 with DESNZ conversion factor	1,022
			Water consumption	Water consumption with DESNZ emission conversion factor	57
			Waste	Waste volumes with DESNZ emissions conversion factors by treatment type	18
			Wastewater	Wastewater volumes with DESNZ emissions conversion factor	69
				TOTAL SCOPE 3	223,951
				TOTAL SCOPE 3 (WITHOUT STUDENT HOME TRAVEL)	200,713



Exclusions from footprint boundary

This table sets out the exclusions from our footprint boundary and the reasoning for each.

Scope 3 category (GHG Protocol)	Emissions source	Justification for exclusions	Further action?
Upstream transportation and distribution	Transport of goods to/from entities within the organisational boundary	Already included in supply chain reporting	Address via procurement / contract management
Investments	Staff pensions	Optional under GHG Protocol; limited UoB influence	Monitor practice across HE sector; engage with pension funds
Investments	UoB investments except endowments	Indirect and complex; limited data availability	Monitor practice across HE sector; engage with fund managers
Downstream transportation and distribution	Inbound student travel for summer, semester, year in Bristol	Accounted for by partner institutions	N/A
Downstream transportation and distribution	Inbound visitor travel for UoB events	Indirect and complex; not specified by standards	Potentially include candidate travel to interviews
Sold products	Use, processing and end-of-life treatment of products sold by UoB	Considered <i>de minimis</i> based on products sold by UoB	Monitor range of products sold by UoB
Fuel- and energy-related activities not included in Scopes 1 or 2	Well-to-tank emissions of fuel used for business travel	Directly proportional to travel emissions, cannot be addressed separately	N/A
N/A	Privately rented student accommodation	Indirect and complex; not specified by standards	Monitor practice across HE sector



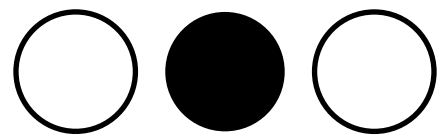
Business-as-usual scenario

As part of the target-setting process, we analysed a range of internal and external factors to estimate how Scope 1, 2 and 3 emissions might change up to 2050 without any further intervention from the University.

We used this Business-as-usual (BAU)scenario to estimate the ‘emissions gap’ that needed to be addressed by the UCAP to achieve different target reductions before deciding which we could commit to.

The assumptions used in this BAU scenario are summarised the table below. We estimated the aggregate effect of these BAU factors would be to reduce total Scope 1, 2 and 3 emissions by around 157,000 tCO₂e by 2041/42, i.e. around 30% less than the baseline year of 2023/24.

	Factor	Scope 1	Scope 2	Scope 3
Internal	Student population growth		Increase	Increase
	Committed campus development	Decrease	Increase	
	Committed estate decarbonisation	Decrease		
External	Grid decarbonisation (electricity and gas)	Decrease	Decrease	Decrease
	Transport system decarbonisation			Decrease
	Economy-wide decarbonisation			Decrease
	Home energy decarbonisation			Decrease



Glossary

The definitions in this glossary reflect the University's interpretation of key terms used in the UCAP, informed by best practice, internal expertise and external policy and sector guidance.

Baseline: The starting point used to measure progress in reducing emissions. It is usually a specific year against which future emissions reductions are compared.

Biodiversity: The variety of life on Earth, it includes all organisms, species, and populations; the genetic variation among these; and their complex assemblages of communities and ecosystems. The services we receive from nature (ecosystem services) rely on biodiversity to provide resilience and adaptability.

Boundary: The organisational and operational limits used to decide which emissions are included in the University's reporting. This sets out what activities we count when measuring our carbon emissions.

Carbon emissions: Gases released into the atmosphere that contribute to climate change, usually measured as carbon dioxide equivalent (CO₂e). See also greenhouse gas emissions.

Carbon footprint: The total greenhouse gas emissions caused by an activity, project, or organisation.

Climate adaptation: Changes we make to buildings, infrastructure, systems or behaviour to cope with the impacts of climate change, such as heatwaves, flooding or drought.

Climate resilience: Dealing with the impacts we cannot fully avoid or reduce —both sudden events (like heavy rain and river or coastal floods, storms, wildfires, and heatwaves) and slow changes (like drought and sea-level rise). Climate resilience covers being prepared, responding well during an event and recovering afterwards.

Co-benefit: A positive effect that a policy or measure aimed at one objective has on another objective, thereby increasing the total benefit to society or the environment.

Decarbonisation: Cutting reliance on fossil fuels and reducing greenhouse gas emissions, e.g. using renewable energy instead of gas.

District heat network: A system that distributes heat from a central source to multiple buildings through insulated pipes, improving efficiency and reducing emissions.

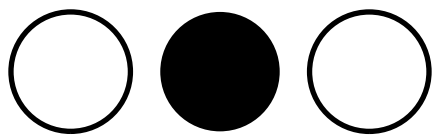
Energy efficiency: Using less energy to achieve the same outcome, for example through better building insulation or more efficient equipment.

Greenhouse gas emissions: Umbrella term for the heat-trapping gases in the atmosphere — mainly carbon dioxide, methane, nitrous oxide, and fluorinated gases — that cause the Earth to warm when released in excess by human activity.

Green Infrastructure: The National Planning Policy Framework defines Green Infrastructure as *“A network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity.”*

Indirect emissions: The emissions over which UoB has limited control and responsibility i.e. supply chain emissions.

Insetting: Reducing greenhouse gas emissions within the University or our supply chain, rather than elsewhere.



Just transition: The link between development and human rights to achieve a human-centred approach to addressing climate change, safeguarding the rights of the most vulnerable people and sharing the burdens and benefits of climate change and its impacts equitably and fairly.

Mitigation: A human intervention to reduce emissions or enhance the sinks of greenhouse gases.

Nature-based solutions: Nature-based Solutions (NbS) in an approach involve using natural ecosystems to simultaneously tackle interconnected societal, environmental, and economic challenges, such as water security, food production, and climate change.

Net Zero: The Science Based Targets Initiative definition says Net Zero means cutting at least 90–95% of your emissions by 2050 (or sooner), then using high-quality carbon removals to neutralise the rest. When we talk about Net Zero at the University, we mean we will focus on carbon emissions reductions before considering removals. We will balance the emissions we can't eliminate by removing equivalent amounts of carbon emissions from the atmosphere.

Scope 1 emissions: Direct emissions (e.g. campus heating, University fleet) i.e. carbon produced on site such as turning on a gas boiler and burning gas.

Scope 2 emissions: Indirect emissions from purchased electricity/energy. i.e. carbon produced off site but directly for the University, such as turning on a light and the electricity comes from a gas fired power station.

Scope 3 emissions: All indirect emissions from the value chain, such as purchased goods and services, construction, business travel, commuting, waste, and investments.

Supply chain emissions: Emissions created in producing and delivering the goods and services the University buys.

Target: A measurable goal the University aims to achieve within a defined timeframe, e.g. reducing carbon emissions by a certain amount.

Value chain: The full range of activities involved in producing and delivering goods or services, including suppliers, transport and use.

Whole-University approach: An approach where climate action is integrated across all parts of the University, including teaching, research, operations, partnerships and governance.

Offsetting: Paying for, or delivering, projects that reduce or remove greenhouse gases outside of the University to balance out the emissions you can't avoid.

Resilience: The capacity of interconnected social, economic and ecological systems to cope with a hazardous event, trend or disturbance, responding or reorganising in ways that maintain their essential function, identity and structure. Resilience is a positive attribute when it maintains capacity for adaptation, learning and/or transformation.



Afterword: From ambition to action

Climate is changing. This isn't just a truism – it's a tangible, lived experience. Having driven at speed out of scorching bushfires plaguing the Australian outback, and having gone on night shifts in London to research how workers bear the brunt of sleet and frost, I have a personal affair with climate. We all have.

The climate crisis is a reality felt everywhere, from our home in the South West of England, where we increasingly see intensive flooding, to our colleagues and peers in Mumbai or Hong Kong – areas confronting unprecedented heatwaves and brutal typhoons. We cannot, and should not, stand still.

As a centre of innovation in climate science and research, our University has a uniquely powerful role in this planetary challenge. Bristol leads globally in understanding the implications of the climate crisis, thanks to colleagues across all our faculties who have been at the forefront of this work for decades. They tell us we must build on our work thus far and deliver on our potential to be a fundamental driver of change.

Collaboration is the foundation of the *University Climate Action Plan*, which will drive action across all areas of life and work at Bristol; staff and students will be expected to act, collaborate,

and make everyday choices that support our climate goals. Together, we can make a difference.

Honesty, pragmatism and frankness in our positioning are essential, but this doesn't mean compromising on our ambition. To avoid falling behind the curve on climate action, we must make it foundational, avoiding the complacency that can come with mere good intentions. We must also strengthen partnerships with our national and international peers.

The UCAP refreshes our Net Zero goals, setting a longer timeframe to deliver and introducing a target for our value chain (Scope 3) emissions. This more comprehensive and integrated approach will help us proceed at pace in reducing emissions from our buildings and energy use (Scopes 1 and 2) and stand as a tangible implementation of our 'global civic' ethos – at home and abroad.

For this to succeed, we must act with a clear grasp of our changing context, with internationalisation still crucial but beset by divisions, and with fundamental shifts in the higher education sector. We are also conscious of the physical transformations we are undertaking in and for Bristol, some of them – such as Isambard-AI, the fourth-greenest

supercomputer in the world – entailing an environmental footprint no matter how carefully we plan these developments.

This plan needs everyone. If you were part of our working and focus groups or you completed our survey, thank you. I am truly grateful to our Sustainability team, Campus leadership, our [Education for Sustainability programme](#), task and finish group members and climate experts, and colleagues from across the country and overseas.

We maintain our ambition to be one of the world's best universities – a 'top 50' institution that we can be proud of – and together, we can also build one of the most sustainable.



Prof Michele Acuto

Pro Vice-Chancellor (Global Engagement) and
Professor of Urban Resilience (School of Geographical Sciences)



Building the path to Net Zero

bristol.ac.uk/sustainability
sustainability@bristol.ac.uk

