

Net Zero Strategy 2023





SOAS
University of London

Net Zero Strategy 2023



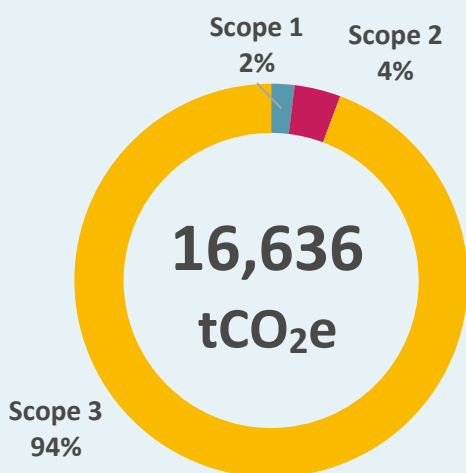
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1 Executive Summary

This strategy sets out our ambition to become a net zero organisation and the high-level steps we will need to take to achieve this. It forms part of ongoing work to integrate sustainability into our day-to-day operations, ensuring SOAS plays its part in the critical transition to a greener, fairer, and just society.

Our baseline carbon footprint has been calculated using the Greenhouse Gas (GHG) Protocol methodology as 16,636 tCO₂e (equivalent tonnes of CO₂ emissions). Most of our operational carbon emissions come from indirect Scope 3 sources (94%), more specifically from purchased goods & services (85%). Other significant emissions sources are



SOAS Carbon Footprint AY 2018/19: by emissions Scope

business travel (8%), and building emissions from electricity, gas and purchased heat (totalling 7%).

We have set an ambitious target to achieve Net Zero Scope 1 & 2 greenhouse gas (GHG) emissions by 2032. This target acknowledges that our Scope 1 & 2 emissions will be the easiest to reduce in the short-term as we have direct control over these.

Our Scope 3 emissions will require a longer timeframe to tackle, and targets need to be measurable and achievable. We have aligned to the Science-Based Targets initiative (SBTi) framework and set the following targets:

- Near-term target – a 37.8% reduction in emissions by 2032
- Long-term target – Net Zero by 2040

Successful implementation of this strategy and alignment of our operations with the above net zero targets will require a step-change in decarbonisation activity across SOAS. Therefore, a role of ‘Net Zero Delivery Manager’ within SOAS will be required to drive the implementation of this strategy. Additional resources are also anticipated to be required in delivering net zero, e.g., in data collection and management, energy auditing and supply chain decarbonisation.

Greenhouse Gas (GHG) performance (the impact of strategy delivery) will be monitored and reported to ensure decarbonisation progress is aligned with our carbon budgets. A summary of performance against carbon budgets will be incorporated into our annual GHG reporting.

Many of our current policies and procedures are not aligned to net zero and will require significant revision to allow us to begin to meet our targets. Key areas will be procurement (85% of our carbon footprint) and business travel (8% of our carbon footprint).

The SOAS Estate Strategy 2023-2028 (which covers 7% of our carbon footprint) will support adaptation of the estate to enable us to reach Net Zero Scope 1 and 2 emissions by 2032. Key to the delivery of this will be an actionable pipeline of decarbonisation projects to be developed and implemented.

Initial pathway modelling of Scope 1 & 2 emissions shows an increase in emissions following the planned updates to the Bloomsbury Heat Network followed by rapid decarbonisation as grid electricity decarbonises and we deliver proposed decarbonisation initiatives. The pathway results in a final gap-to-target of 470 tCO₂e in 2032, or 49% of our baseline Scope 1 & 2 emissions.

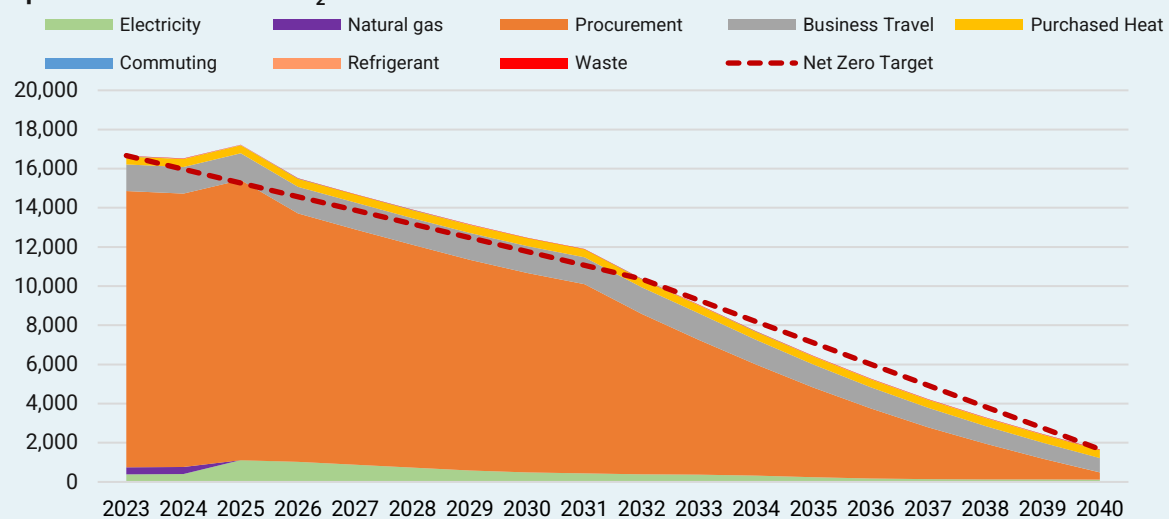
In order to achieve the reductions required under our Scope 3 targets we will need to drive rapid and significant decarbonisation of our supply chain

emissions, therefore, initiatives aimed at reducing emissions associated with Purchased Goods and Services will be prioritised. Key to this will be the transition to a more accurate method for measuring supply chain emissions. To improve the accuracy of the footprint, we will seek to acquire primary data for procured goods and services from our suppliers, in order to calculate associated emissions (instead of using expenditure proxies).

Initial modelling of Scope 3 emissions pathways acknowledges that many of the changes required to reach the Net Zero 2040 target will need to be implemented in the long term. Furthermore, emissions reductions after 2032 will be starker after the supply chain emissions have been fully mapped out, and our procurement team are able to transition existing procurement contracts with net zero aligned contracts in the future.

By making changes across all emission sources we can hit net zero by 2040. This includes operational emissions reductions of at least 90% with an allowance of up to 10% of total baseline emissions offset in 2040.

Operational emissions tCO₂e



Above: Indicative pathway towards Net Zero 2040 (all emission sources)

Introduction

SOAS is ranked in the Top 50 universities in the world and seventh in the UK for the United Nations Sustainable Development Goal (SDG) number 1: No Poverty. SOAS has also ranked in the global Top 100 and Top 20 in the UK for SDG11: Sustainable Cities and Communities and SDG16: Peace, Justice and Strong Institutions. It scored in the top 25% for all SDGs. The Times Higher Education *University Impact Rankings* capture universities' impact on society, based on success in delivering the SDGs. With 1,240 institutions from across the world taking part, SOAS ranked in the top 300 overall in 2021.

Aligned with the above is our commitment to the continuous improvement of the school's environmental sustainability. SOAS is part of *The Bloomsbury Greening* – a joint sustainability collaboration featuring SOAS, Birkbeck and London School of Hygiene and Tropical Medicine – dedicated to enhancing environmental improvements

across the three partners, with net zero commitments.

This Net Zero Strategy has been developed in collaboration with the Carbon Trust through engagement with senior stakeholders across SOAS. It sets out our ambition to become a net zero organisation and the high-level steps we will need to take to achieve this.

The strategy forms part of ongoing work on corporate social responsibility, and to integrate sustainability into our day-to-day operations, ensuring SOAS plays its part in the critical transition to a greener, fairer, and just society. To achieve this, we must align our operations to the [UN's 17 Sustainable Development Goals \(SDGs\)](#). Actions set out in this strategy align with 9 of the SDGs:

- 3** *Good Health and Well-being*
- 7** *Affordable and Clean Energy*
- 9** *Industry, Innovation and Infrastructure*
- 11** *Sustainable Cities and Communities*
- 12** *Responsible Consumption and Production*
- 13** *Climate Action*
- 14** *Life Below Water*
- 15** *Life on Land*
- 17** *Partnerships for the Goals*



Climate Change

Since the industrial revolution the amount of greenhouse gases (GHGs) in the atmosphere has increased by almost 50%. This has resulted in an increase in annual average global temperatures of [almost 1°C](#).

If we, as a global society, continue to emit GHGs at the current rate then we can expect the global average temperature to [increase by a further 2.6 to 4.8°C by the end of the century](#).

Such warming will have serious implications: increased extreme weather events, droughts and crop shortages, rising sea levels, increased spread of typically geographically limited diseases. These implications and their knock-on effects are of grave concern.

Across the globe, almost all nations now understand the importance and urgency of addressing climate change. As such, most have signed the Paris Climate Accord – [an agreement to limit global warming to well below 2°C and ideally 1.5°C](#).

The Intergovernmental Panel on Climate Change (IPCC) has run numerous scenarios to determine the carbon reduction pathways needed to limit warming in line with the Paris Climate Accord – and these show that [net zero emissions must be achieved between 2042 – 2059](#).

The UK made the decision to be net zero by 2050, the most ambitious national target at the time the decision was taken, in 2019. Most businesses and public sector bodies are aware of the importance of limiting the effects of climate change and have set equivalent, or in many cases more ambitious targets.



Net Zero

The prevalence of the term 'net zero' in the UK has increased rapidly in recent years, accelerating with the Committee on Climate Change's recommendation for the UK to adopt a 2050 Net Zero target. This was followed by an eruption of climate commitments, including the declaration of Climate Emergencies across a large part of the UK's public sector, many of whom set the aim of becoming net zero or carbon neutral. Unlike carbon neutrality, where an international standard was first introduced in 2010, net zero is a relatively new concept and a robust definition of what it means to be net zero has not existed until recently.

The net zero landscape has shifted dramatically in recent years and best-practice has continued to develop and evolve. It is recognised that existing standards are predominantly aimed at corporates, and public sector accreditation is not possible and may not be desirable in some cases (e.g., [science-based target initiative](#)).

Building on previous standardisation efforts [ISO](#) have recently released [net zero guidelines](#) relevant for non-corporate/government organisations. The main purpose of the guidelines is to provide organisations (territories, sectors, portfolios, assets and organisations) a consistent approach to net zero targets. The guidelines also include recommendations on governmental policy implementation and for large organisations in developed countries, to aim and achieve net zero before 2050. The guidelines also include information on mitigation plans, methods and recommend that organisations address wider impacts and socioeconomic issues as well as carbon.

Our Response

We aim to take a leadership position with regards to net zero amongst UK universities and have committed to strong ambition and action.

We have worked in collaboration with the Carbon Trust to develop decarbonisation pathways for our Scope 1, 2 and 3 emissions that would represent ambitious climate action and are committed to transparent communication of these aspirations.

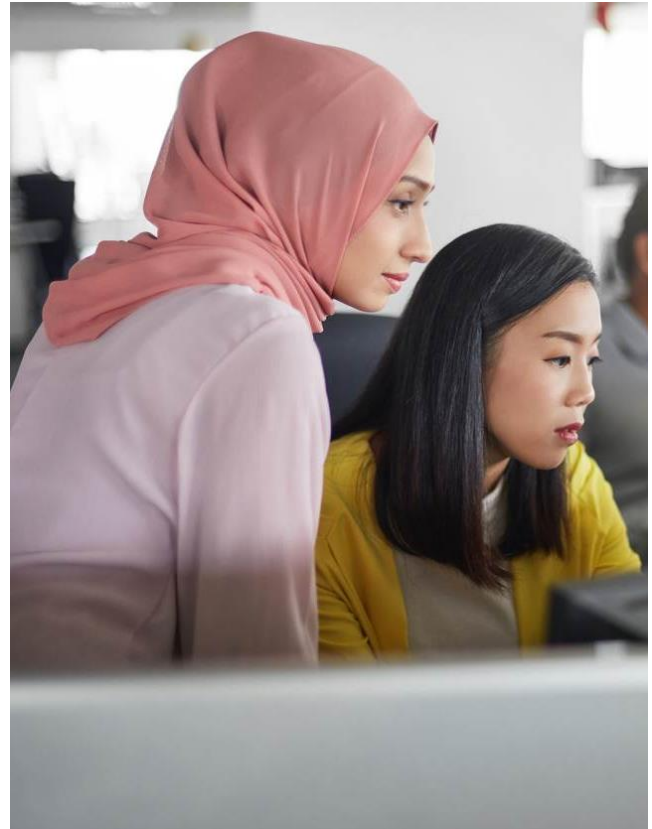
This will be the primary validation of our climate credentials, rather than strict alignment with standards or guidelines.

Strategy Development Process

The decarbonisation initiatives within this strategy have been informed by the identification of established energy demand reduction, heat decarbonisation and sustainable procurement interventions. Key steps have involved calculating a baseline carbon footprint, modelling “BAU” emissions to 2032 (a “do nothing” scenario), reviewing current policy and practices, modelling the “phasing” of carbon reduction initiatives and developing the implementation considerations found in this strategy.

Stakeholder engagement has been key in establishing the overall vision, strategic aims and commitments, as well as providing reviews of the content of the strategy.

The graphic below shows the key steps that were followed to develop this Net Zero Strategy.

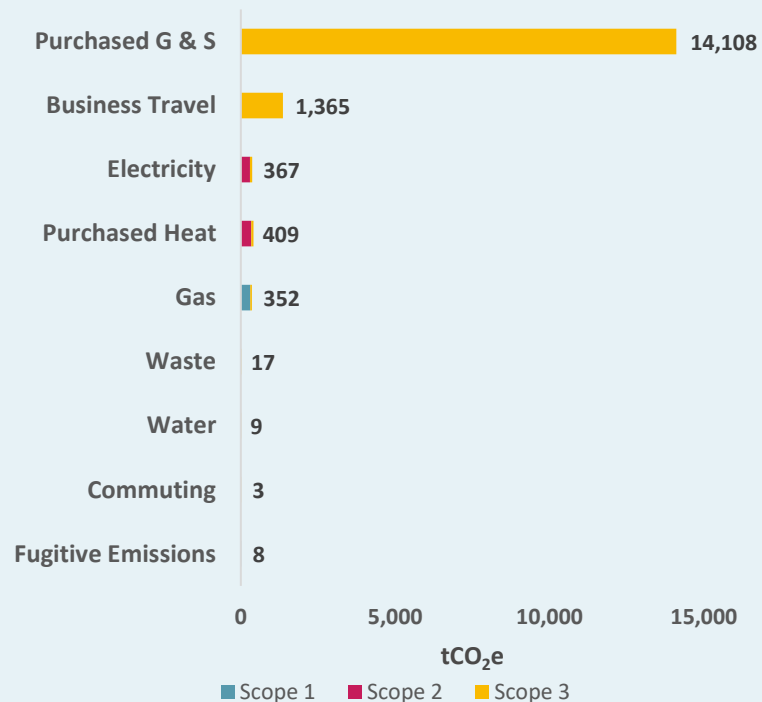
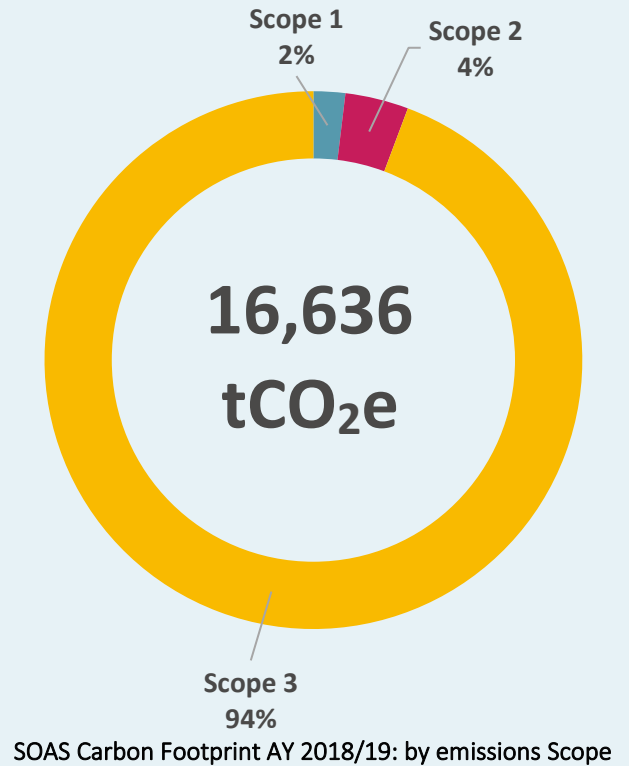


3. SOAS Carbon Footprint

The first stage in developing this strategy was to understand current SOAS emissions. Our operational footprint (Scope 1-3) for the Academic Year 2018/19, calculated using the Greenhouse Gas (GHG) Protocol methodology¹, were 16,636 tCO₂e.

AY 2018/19 was chosen as the baseline year due to the impacts of the COVID-19 pandemic on each of the years following this (2020/21 and 2021/22). **We acknowledge the ongoing and permanent changes that this has had on ways of working, and that the operations of SOAS in 2018/19 will not necessarily align with the “new-normal” from 2023 onwards. This strategy however provides an opportunity to tailor a new working approach to reduce our footprint.** Most of our operational carbon emissions in 18/19 came from Scope 3 sources (15,686 tCO₂e, 94%), specifically from purchased goods & services (14,108 tCO₂e, 85%). Other significant emissions sources were Business Travel (1,365 tCO₂e, 8%), and building emissions from electricity, gas and purchased heat (totalling 1,128 tCO₂e, 7%).

¹ [GHG Protocol](#) – A global standardised method for carbon footprinting



SOAS Carbon Footprint AY 2018/19: by emissions Category

Scope 1 & 2 Emissions

Our Scope 1 & 2 emissions for AY 2018-19 totalled 951 tCO₂e. This figure relates to all building energy use (natural gas, electricity and purchased heat (from the Bloomsbury Heat Network), and fugitive emissions (from refrigerant use in air conditioning systems).

Purchased Heat

Heat obtained from the Bloomsbury Heat Network accounted for 339 tCO₂e, or 36% of our Scope 1 & 2 footprint. A network-specific emission factor is provided by the network operator to enable this calculation.

Gas

Emissions relating to on-site natural gas use were 309 tCO₂e², 32% of our Scope 1 & 2 footprint. The largest consumer of

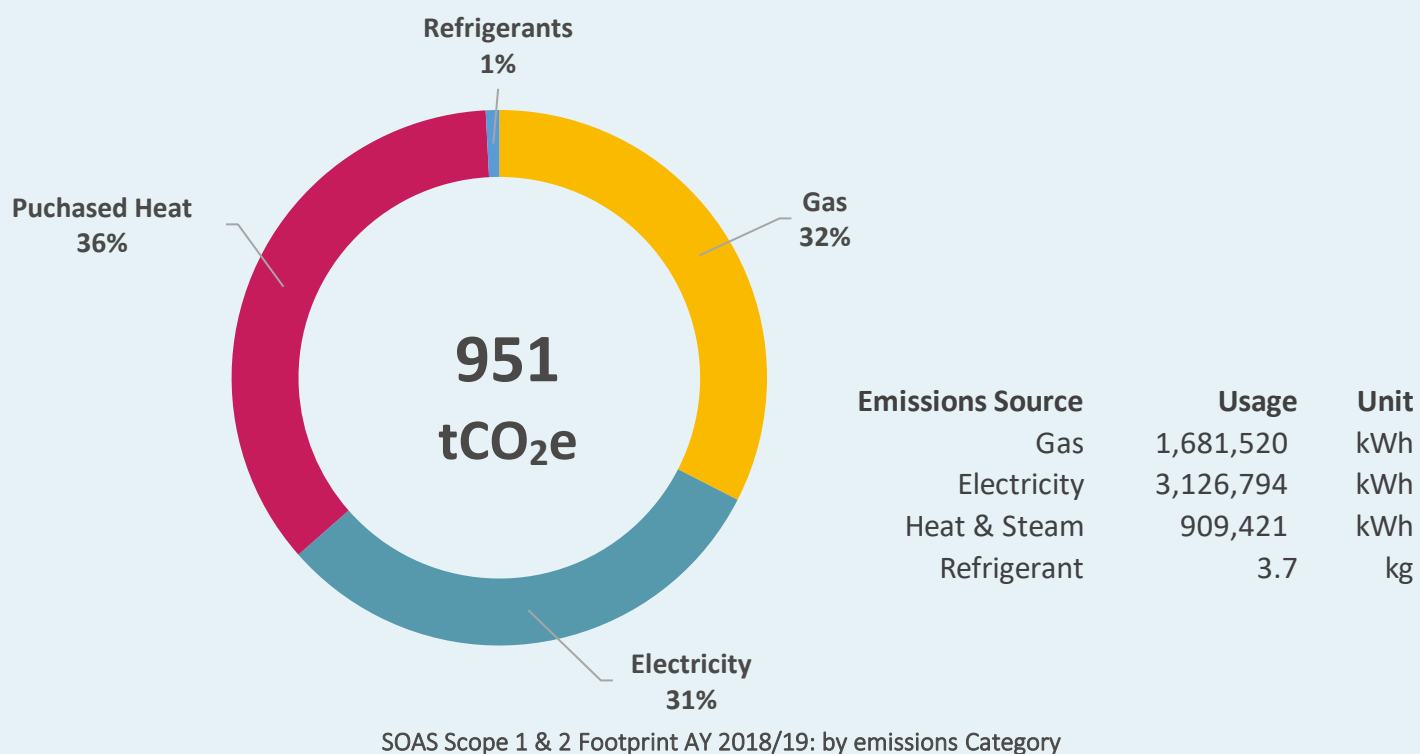
gas within our estate was the Brunei Gallery, consuming 1,407,283 kWh, equating to 258 tCO₂e, or 83% of our total gas footprint.

Electricity

Emissions relating to electricity consumption were 295³ tCO₂e. Electricity is delineated between grid (33.28%) and from the Heat Network's CHP plant (66.72%). CHP electricity is treated by the network operator as zero carbon, with all emissions associated with the heat network being categorised as "Purchased Heat" emissions.

Fugitive Emissions

Refrigerant leakage accounted for a very small percentage of our scope 1 & 2 emissions, just 8 tCO₂e, or less than 1%.



²Scope 1 & 2 only (excludes upstream Scope 3 emissions)

³Scope 1 & 2 only (excludes upstream Scope 3 emissions).

Scope 3 Emissions

Purchased Goods and Services

With Purchased Goods and Services estimated to account for 85% of our carbon footprint it is vital to understand where the emission hotspots within procurement are.

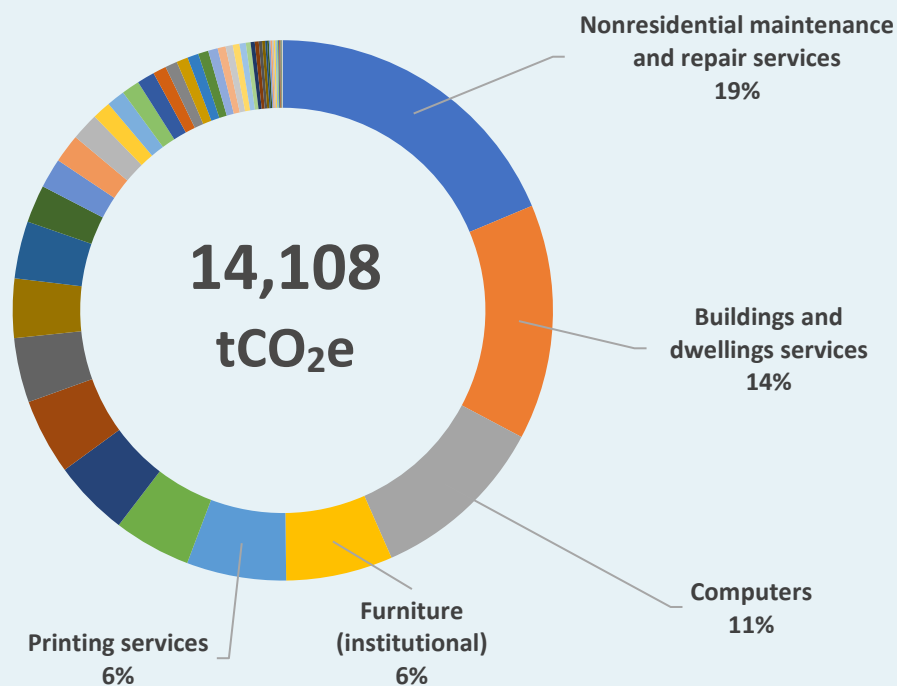
We have conducted an initial analysis of our procurement footprint by matching EEIO⁴ factors (£/tCO₂e) to spend categories for our supplier contracts. This provides a useful way of initially scoping out hotspots in the procurement portfolio. Subsequently, we will improve the accuracy of measurement through supplier engagement moving forward.

The chart below shows the breakdown of our procurement emissions into each individual emissions category, showing a

concentration of procurement emissions in 3 areas: building services, computer products/services, and printing operations.

- Services for maintaining, repairing and upkeep of university buildings, as well as the procurement of new furniture & building supplies form a combined 43% of procurement emissions.
- Computer products/services form a combined 22% of procurement emissions.
- Printing & publishing services, including procurement of office supplies (paper, stationary etc.) make up 21% of this breakdown.
- The remaining 14% of procurement emissions are broadly related to OUR' teaching operations and events.

SOAS Procurement Footprint AY 2018/19



⁴ <https://op.europa.eu/en/publication-detail/-/publication/1edb6271-5b07-40fa-ae6b-55bce1c1c220>

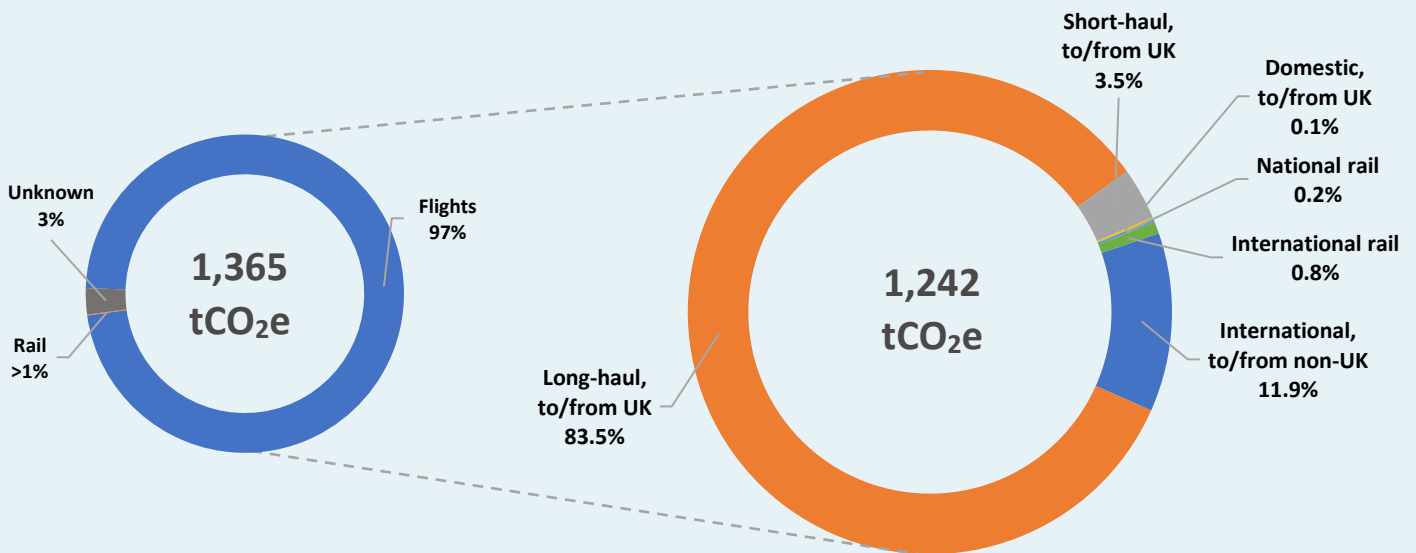
Business Travel

Flights accounted for almost all business travel mileage (97%) and associated emissions (99%) during AY 2018/19. Our staff travelled a total of 5,404,935 km by plane during this year, with associated emissions of 1,242 tCO₂e.

Broken down further, 84% of these flights were long haul flights to/from the UK, 12% as international flights (between 2 non-UK destinations), 3% short haul flights to/from the UK and <1% domestic flights within the UK.

This breakdown was expected due to the typical nature of our work being undertaken in long-haul destinations throughout Africa and Asia.

SOAS Business Travel Footprint AY 18/19



Other Scope 3 Emissions Sources

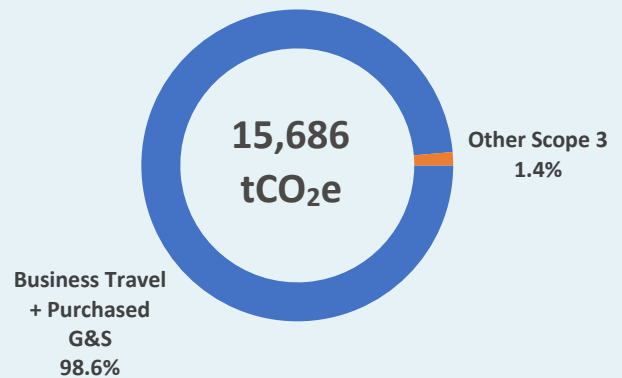
Purchased Goods and Services and Business Travel made up 98.6% of our Scope 3 emissions, with the remaining 1.4% coming from 6 different emissions sources.

These other sources include the emissions associated with upstream transportation and distribution involved in energy consumption from our buildings (Electricity, Gas, and Purchased Heat & Steam)⁵, Waste, Water and Staff Commuting Emissions. These Emissions sources are primarily associated with Scope 1 & 2 emissions, but they do have a small scope 3

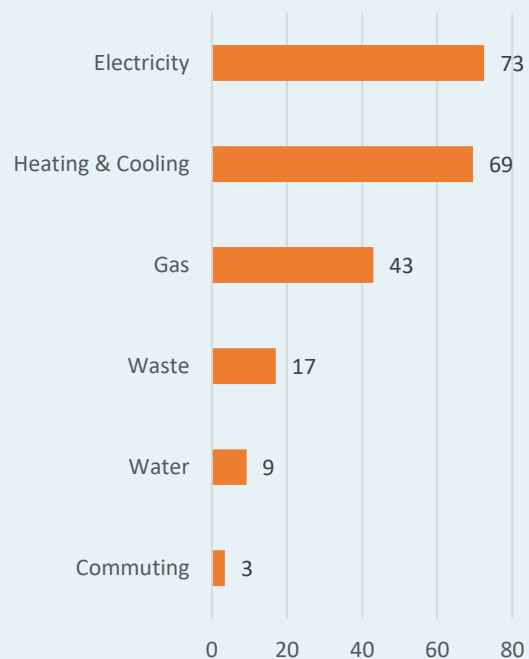
The impact of student commuting emissions has not been included in the scope of this footprint. Data regarding staff commuting was taken from a travel survey conducted in 2021.

Although Waste and Water emissions do not make up a large part of the carbon emissions for our operations, they do have a significant impact on other environmental ecosystems, and therefore will be considered in future sustainability strategies.

Scope 3 emissions breakdown by category



Scope 3 emissions sources (excluding Purchased G&S and Business Travel)



⁵

https://ghgprotocol.org/sites/default/files/standards_supporting/Chapter4.pdf

4. Strategic Planning

Vision & Target Setting

Science Based Targets

Science-based targets (SBTs) have become the globally accepted protocol for setting meaningful carbon reduction targets. Targets are considered science-based if they align with what the latest climate science says is necessary to meet the goals of the Paris Agreement - to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

The framework and methods for SBTs have been developed by [The Science Based Target Initiative \(SBTi\)](#) which works to set standards and approve emissions reduction targets. Currently the remit of the SBTi is focused on the corporate sector only. Although the target validation service is not extended to institutions and public sector bodies, universities can still align with SBTs and position themselves alongside those organisations that are following robust techniques for setting climate action targets. The methods and tools for setting SBTs are freely available and are utilised across the higher education sector.

Adopting a Science Based target approach aligns with recommendations from the UK's Climate Change Committee, who produce regular UK-wide carbon budgets specifically based

on meeting 1.5°C Paris agreement climate goals.

SBT Pathway Specifics

Science-based targets begin by understanding the global carbon budget, or the total amount of emissions that can still be put into the atmosphere and keep temperatures below 2°C.

Organisations then choose to either align with a 1.5°C (1.5DC) scenario or a well-below 2°C scenario (WB2D).

There are two subsequent methods for setting SBTs. The most appropriate method for us to follow would be a 1.5°C "Absolute Contraction" (AC) pathway, defined by a 4.2% annual linear reduction from the baseline, with a near-term target in line with at least 10-year equivalent projection, and a Net Zero target of 2050 at the latest.

Net Zero Standard

In November 2021, building on the SBT methods already developed, the SBTi released its [Net Zero Standard](#). This [includes](#) specific requirements regarding offsetting in relation to the long-term Net Zero target:

- For most organisations, no less than a 90% reduction must be achieved (from the baseline), before a Net Zero claim can be made.
- Of those maximum 10% residual emissions, only neutralisation (emission removal) type offsets are allowable for a credible claim on Net Zero carbon.
- The Net Zero target must be met by at least 2050.

SOAS Targets: Scope 1 & 2 Emissions

We intend to go beyond the criteria set out by the SBTi and have set an ambitious target to achieve Net Zero Scope 1 & 2 greenhouse gas (GHG) emissions by 2032. This target acknowledges that our Scope 1 & 2 emissions will be the easiest to reduce in the short-term as SOAS has direct control over these.

SOAS Targets: Scope 3 Emissions

We acknowledge that Scope 3 emissions form 94% of our operational emissions. However, Scope 3 emissions will require a longer timeframe to tackle, and targets need to be measurable and achievable. We have aligned our Scope 3 emissions to the SBTi framework and set the following targets:

- Near-term target – a 37.8% reduction in emissions by 2032
- Long-term target – Net Zero by 2040

The graph below shows our Scope 1 & 2 and Scope 3 emissions targets as percentage reductions between the current year and 2040.

Our Scope 1 & 2 and Scope 3 emissions targets



Governance

Successful implementation of this strategy and alignment of our operations with our net zero targets will require a step-change in decarbonisation activity across SOAS. Sustained momentum will be created through clear communication of our intentions. Our net zero targets are the ultimate responsibility of senior management, however, all departments across SOAS will have a role to play in achieving these.

Approach to Decarbonisation

The role of 'Net Zero Delivery Manager' will be required to drive the implementation of this strategy.

The Net Zero Delivery Manager will engage across SOAS; spanning procurement, property/facilities management, asset strategy/management, planning, transport, and wider stakeholder groups, to ensure that the recommendations within this strategy are taken forward and implemented within the stated timeframe. While the Net Zero Delivery Manager's remit will be to drive and monitor the implementation of this strategy (and subsequent action plan), ultimate responsibility for the strategy and achieving net zero emissions needs to be taken by senior management. Given the level of investment, organisational change and decision-making that successful implementation of the strategy will require, top-down engagement will be crucial.

Decision-making process/approval

Our existing governance and approval processes for projects within procurement, estates, business travel, policy changes, etc. will need to evolve. In some cases these can be streamlined to ensure we can achieve net zero emissions by the target dates. Once a Net Zero Action Plan has been developed, quarterly reviews of the project pipeline will be conducted to ensure we maintain progress towards net zero.

It is envisaged that the Net Zero Delivery Manager will lead on engaging with stakeholders and external consultants/contractors to develop net zero-aligned projects from the Action Plan to be approved by senior management. Following the delivery of key projects, a project review will take place to identify key learnings and refine the approach for future delivery.

Existing approaches

As detailed later in this strategy, our Procurement Procedure is not aligned to net zero and will require significant revision to allow us to begin to decarbonise our supply chain (85% of our carbon footprint). Likewise, current practice and policies regarding business travel (8% of our carbon footprint) have no consideration of environmental or carbon impacts when selecting or booking travel.

The SOAS Estate Strategy 2023-2028 (7% of our carbon footprint) will support adaptation of the estate to enable us to meet our environmental targets including commitments to reach net zero Scope 1 and 2 emissions by 2032. Key to

the delivery of this will be an actionable pipeline of decarbonisation projects to be developed and implemented.

GHG reporting and monitoring of progress vs targets

Alongside delivery of this strategy, it is important that Greenhouse Gas (GHG) performance (the impact of strategy delivery) is monitored and reported to ensure decarbonisation progress is aligned with carbon budgets.

A summary of performance against the carbon budgets set out within this strategy will be incorporated into our annual GHG reporting, along with commentary on the projects that have contributed to this and explanations of any variance from budgeted emissions.

Responsibility for monitoring and reporting of progress towards our net zero targets will be assigned to the Net Zero Delivery Manager, who will need to work closely with various teams across SOAS to deliver this.



5. Pathway Modelling

Developing an effective Net Zero strategy requires an understanding of what would occur if we took no action, allowing us to quantify the gap that we need to address.

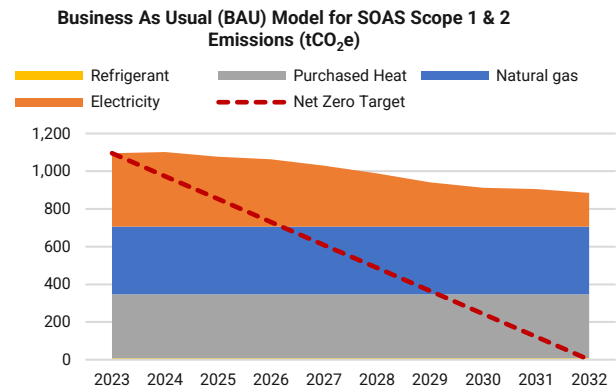
Business As Usual Pathways

Through modelling Business-As-Usual (BAU) scenarios we can analyse how, without our input, changes in the wider context will still impact our emissions over time, e.g., changes to the national electricity grid, upstream changes in the goods & services we procure.

Scope 1 & 2 Emissions under a Business-As-Usual (BAU) Scenario

Our Scope 1 & 2 carbon footprint consists of emissions associated with purchased heat, electricity, natural gas, and refrigerant use, and modelling has been conducted to illustrate how a BAU pathway aligns with our net zero target.

Under a BAU scenario (shown top-right), **Electricity** would be the only Scope 1 & 2 emissions source to change, due to the reducing emissions associated with imported grid electricity, as renewable generation increases.



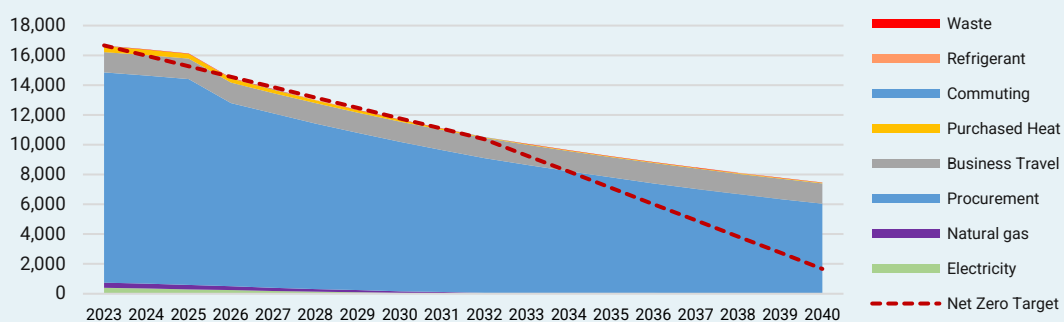
Scope 1, 2 and 3 Emissions under a Business-As-Usual (BAU) Scenario

We have further committed to long-term decarbonisation of our entire (Scope 1-3) operations. Recognising this as the largest part of our footprint, but also the most challenging to address, there is a need for a longer-term vision here.

Below shows a Scope 1-3 BAU pathway alongside a two-stage target of a 37.8% Scope 3 emissions reduction by 2032, and a 90% reduction by 2050. This modelling shows a **gap to target of over 7,000 tCO₂e**, and has the assumptions:

- Our Scope 1 & 2 target has been met by 2032.
- Global emissions reductions follow a similar trajectory to the present day (affecting Scope 3 procurement emissions).

Business As Usual (BAU) Model for SOAS Scope 1-3 Emissions (tCO₂e)



The above scenarios have been modelled using activity data from the AY18/19 SOAS footprint, assigned from 2023 onwards to reflect the beginning of the strategy.

Committed Actions Pathway

We have already taken action to decarbonise through our participation in the Bloomsbury Heat Network, and ongoing work to decarbonise the network by replacing the existing gas-fired plant with a lower carbon Air Source Heat Pump (ASHP) system.

Four buildings within our estate are connected to the Bloomsbury Heat Network and planned changes to the network will impact their emissions. The key changes to the heat network are:

- Changing the existing Combined Heat and Power (CHP) plant system to an “anchor” heat source consisting mostly of ASHPs, with a small amount of gas boiler usage to top-up.
- Increasing the proportion of heat that the heat network provides for our buildings (up to 100% of the heating demand for included assets).

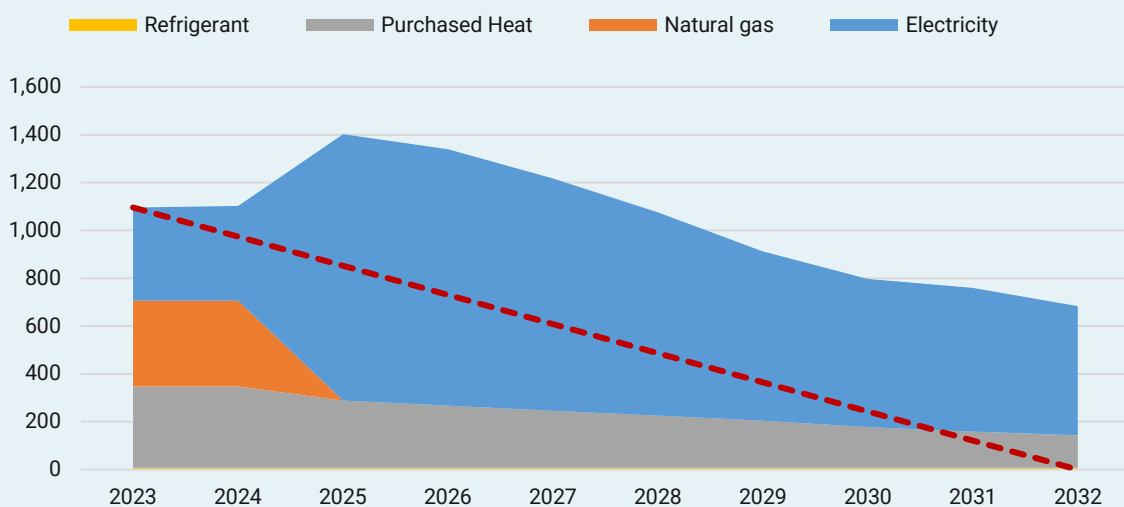
- Moving away from CHP providing around 66% of our electricity to fully grid-based electricity consumption (due to the lower emissions intensity).

The chart below shows the anticipated impact of these proposed updates on our Scope 1 & 2 emissions, highlighting the decarbonisation achieved, as well as the remaining gap to the 2032 target.

An initial increase in emissions is seen as we lose CHP-generated electricity supply, replaced with national grid electricity. Despite this initial increase, grid electricity will decarbonise as renewable energy is rolled out (whereas gas & oil powered CHP will never decarbonise due to the nature of the fuel source⁶).

Emissions are forecasted to drop below the baseline by 2028, and further reduce to a final gap-to-target of 683 tCO₂e.

Committed Actions Model for SOAS Scope 1 & 2 Emissions (tCO₂e)



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<https://www.nationalgrid.com/document/138976/download>

Annual Carbon Allowances

To achieve our Net Zero targets it is anticipated that an approach of gradual decarbonisation will be undertaken. While the reduction pathway will not be linear, it can be useful to frame our Net Zero ambition in terms of annual (or interim) reduction targets.

The bars on the graph below represent the theoretical carbon allowances if a linear decrease towards Net Zero 2032 for Scope 1 & 2, and Net Zero 2040 for Scope 3 is followed.

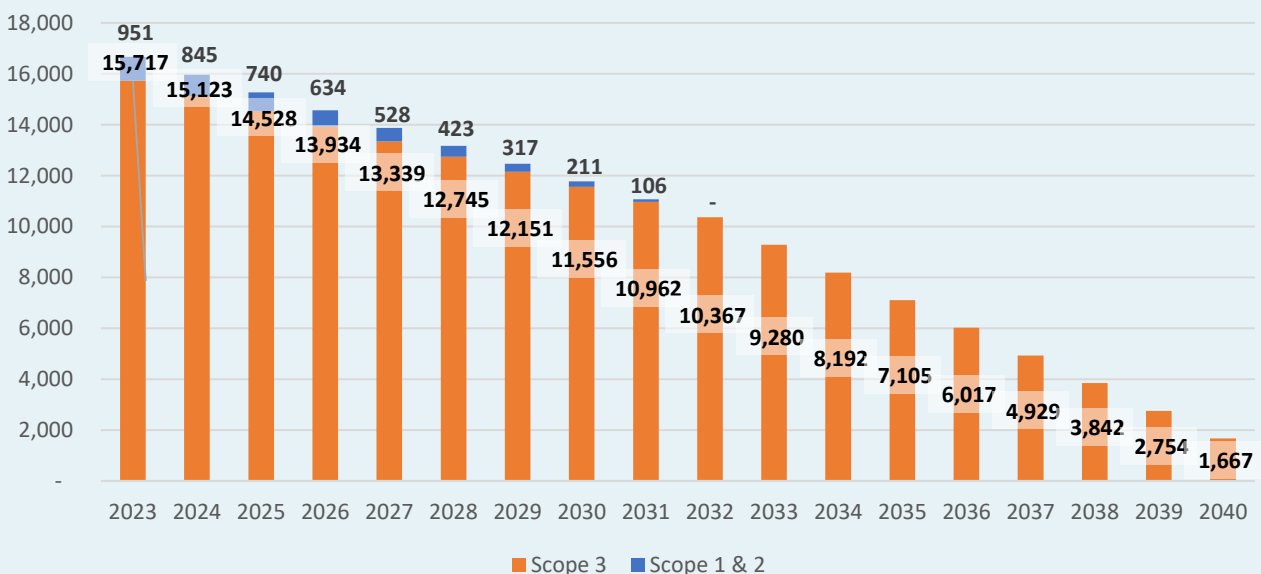
According to the BAU Modelling Analysis, the current gap-to-target based on these budgets is 169 tCO₂e for the near-term 2032 Scope 3 target, and 5,812 tCO₂e for the long term Net Zero 2040 target (90% absolute emissions reduction).

This highlights the scale of the reductions required across our operations and also shows that increased action will be need in each subsequent year towards 2032 if our target of Net Zero Scope 1 & 2 emissions is to be achieved.

Beyond 2032, projections of all 3 emissions Scopes highlight the importance of using annual carbon allowances to align emissions reductions against best practice. **Even under the Net Zero scenario, our operations will be responsible for 178,962 tCO₂e over the next 17 years.**

Without short-term actions to reduce emissions in the short term, a Net Zero 2040 target, even if still achieved, could mean up to 58% more emissions are produced during the journey to reaching this goal.

Theoretical carbon allowances for Net Zero 2032 for Scope 1 & 2 and Net Zero 2040 for Scope 3 (tCO₂e)



6. Reducing Emissions

Scope 1 & 2 Emissions

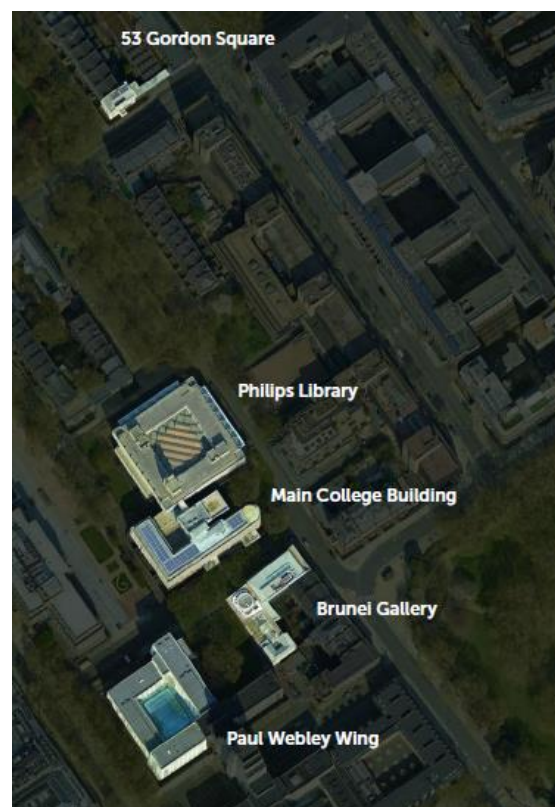
The SOAS Estate Strategy 2023-2028 [insert link] sets out a framework for the development and management of the estate over the next 5 years. The strategy is based on the continued occupation of the SOAS campus at Bloomsbury and anticipates no expansion in the short term (before 2028). **It also notes the need to adapt the estate to enable us to meet our environmental targets including our commitment to reach Net Zero Scope 1 and 2 emissions by 2032. This will require a step-change in decarbonisation activity across our estate.** Key to the delivery of this decarbonisation activity will be an actionable pipeline of decarbonisation projects to be developed and implemented.

Another key focus of the SOAS Estate Strategy for 2023-2028 is the utilisation of space within the university, in response to the shift in working patterns of staff and students towards an increasingly hybrid approach. This strategic outlook aligns well with the Net Zero Strategy, as a more efficiently used building portfolio will also streamline the emissions of our operations, by reducing the energy consumption of SOAS buildings.

We must also consider the heritage aspect of our estates when planning for decarbonisation initiatives. The estate

contains several listed buildings, and forms part of the Bloomsbury Conservation Area. Implementation of some low-carbon infrastructure can conflict with heritage preservation efforts, therefore engagement with Camden Council and Historic England during initial planning of decarbonisation projects is crucial to ensure alignment can be achieved.

Projects to reduce Scope 1 and 2 emissions to date include ventilation improvements, upgrades to heating and cooling systems, lighting upgrades including lighting controls, building fabric improvements, improved building controls, and the installation of a 30 kWp solar PV array on the roof of the Main College Building, as well as the ongoing work to decarbonise the Bloomsbury Heat Network.

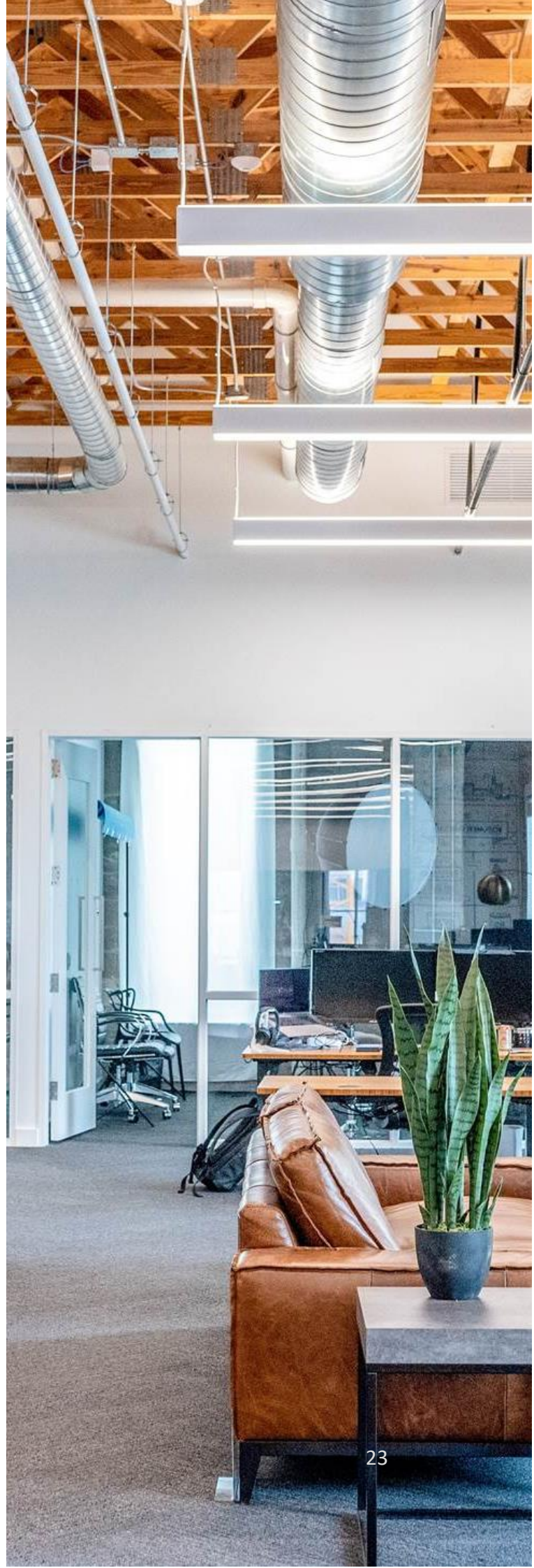


Reducing Scope 1 & 2 Emissions

The proposed updates to the Bloomsbury Heat Network are anticipated to reduce our Scope 1 & 2 emissions to 683 tCO₂e by 2032, a 28% reduction. In order to achieve the reductions required under the Net Zero 2032 target however, further initiatives, primarily focussed on reducing on-site electricity consumption, will need to be implemented.

14 initiatives aimed at reducing our Scope 1 & 2 emissions, and the rationale behind these, are presented below. These initiatives have been developed through consultation between the Carbon Trust and the SOAS Estates Team and will form the basis of a subsequent Net Zero Action Plan where they will be developed further.

11 of the initiatives will affect all Scope 1 & 2 emissions sources, while 2 will affect emissions from purchased electricity only. Initiatives have been categorised as likely to have either High, Medium or Low impact on SOAS's Scope 1 & 2 emissions. This impact will be more accurately quantified during the development of the Net Zero Action Plan.



Emission Source	Enabling Action/ Initiative	Rationale	Anticipated Impact
All S1&2 Emission Sources	Ratify the Net Zero 2032 target for Scope 1 & 2 emissions	By externally communicating our net zero ambition we will signal the leadership position that we intend to take in the transition towards a decarbonised future.	High
All S1&2 Emission Sources	Collaborate with other Bloomsbury Universities to share best practices	Our unique position in a cluster of universities within the Bloomsbury area presents an opportunity to accelerate our decarbonisation with joined-up approaches, sharing best practices measures throughout our estate.	High
All S1&2 Emission Sources	Conduct an annual Scope 1 & 2 carbon footprint and include in yearly reporting	Align annual reporting with the net zero ambition to track progress and highlight where intervention is required.	High
All S1&2 Emission Sources	Assign “Environmental Champions” across the SOAS estate.	This will ensure that each building at the university has an individual assigned responsibility for maximising low-carbon everyday operations.	Medium
All S1&2 Emission Sources	Include net zero alignment as a strategic consideration in all SOAS estates projects	The anticipated impact on our net zero target should be a key consideration in all decision making related to estates.	High
All S1&2 Emission Sources	Investigate and implement ways of rationalising space use to suit hybrid working and ensure space is used efficiently	Inefficient use of space results in unnecessary carbon emissions from heating, ventilation, lighting and other electricity consumption.	Medium
All S1&2 Emission Sources	Conduct an energy and carbon audit of the estate	An audit of the estate by a qualified engineer will allow us to identify and quantify potential energy and carbon reduction measures. Energy audits typically identify savings of 10-40%. Audits should comply with BS EN 16247.	High
All S1&2 Emission Sources	Develop a Net Zero Action Plan	An action plan that sets out a pipeline of quantified decarbonisation projects will allow us to plan and prioritise projects aimed at achieving net zero carbon emissions.	High
All S1&2 Emission Sources	Scope and implement staff & student behavioural opportunities to reduce on-site emissions	Embedding a net zero culture within the university is crucial for us to achieving our Net Zero ambition	High

All S1&2 Emission Sources	Rollout of standardised energy management systems across the estate	Implement a formal energy management system (e.g. ISO 50001) to support the monitoring of energy data to gain further insights into optimisation and energy-saving opportunities over the coming years.	Medium
All S1&2 Emission Sources	Incorporate smart buildings measures with increased submetering of buildings into SOAS Estate Strategy plans for efficient building usage	Considering the commitments to increase efficient use of spaces within our buildings from the Estates Strategy, smart building capabilities to reduce energy usage of buildings during low occupancy periods could significantly reduce overall energy consumption. Submetering will enable the most effective smart building operations to be integrated into the SOAS Estate	Medium
All S1&2 Emission Sources	Conduct a periodic review of Electricity, Heating and cooling controls to maintain best-practice technology	To ensure that smart systems within SOAS are as innovative as possible, periodic reviews of existing systems, controls and technology utilised to control the energy systems within SOAS will help to support the adoption of increasingly smart and efficient energy management solutions.	Medium
All S1&2 Emission Sources	Continue to engage with the project to decarbonise the Bloomsbury Heat Network	Four buildings within the estate are connected to the Bloomsbury Heat Network and planned changes to the network will ultimately reduce the emissions associated with these buildings.	High
Electricity	Conduct a review of the estate to scope on-site renewable energy generation opportunities on university buildings	SOAS buildings are protected through their heritage listing, which may provide a challenge for any undertaking of further renewable energy projects. This should be scoped out, and early engagement with local authorities should be undertaken to understand any possibilities within the limits of this.	Medium
Electricity	Review current tariffs to ensure that we are procuring green tariffs for all imported electricity	In location-based footprinting green tariffs do not have an impact on the carbon footprint assigned to electricity. This is however a good way of making initial sustainability improvements to our operations	Low

Quantifying Impacts of Actions

In order to give an initial indication of their likely impact, the Carbon Trust have provided high-level estimations of the savings that could be achieved by the above measures. These are presented in the waterfall chart below. The figures shown are carbon savings to 2032.

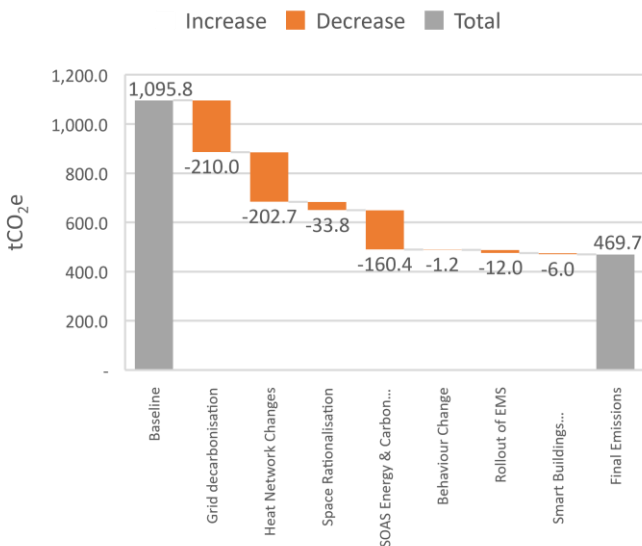
The savings from grid decarbonisation are based on UK government estimates and those associated with changes to the Bloomsbury Heat Network have been provided by the project team.

The pathway model below shows the anticipated combined impact of the initiatives listed above on our Scope 1 & 2 emissions, assuming that all initiatives will be delivered between 2025 and 2032, along with the anticipated decarbonisation of the UK electricity grid.

Similar to the Committed Actions Pathway, the modelling shows an initial increase in emissions following the planned updates to the Bloomsbury Heat Network followed by rapid decarbonisation as grid electricity decarbonises and we deliver the proposed decarbonisation initiatives.

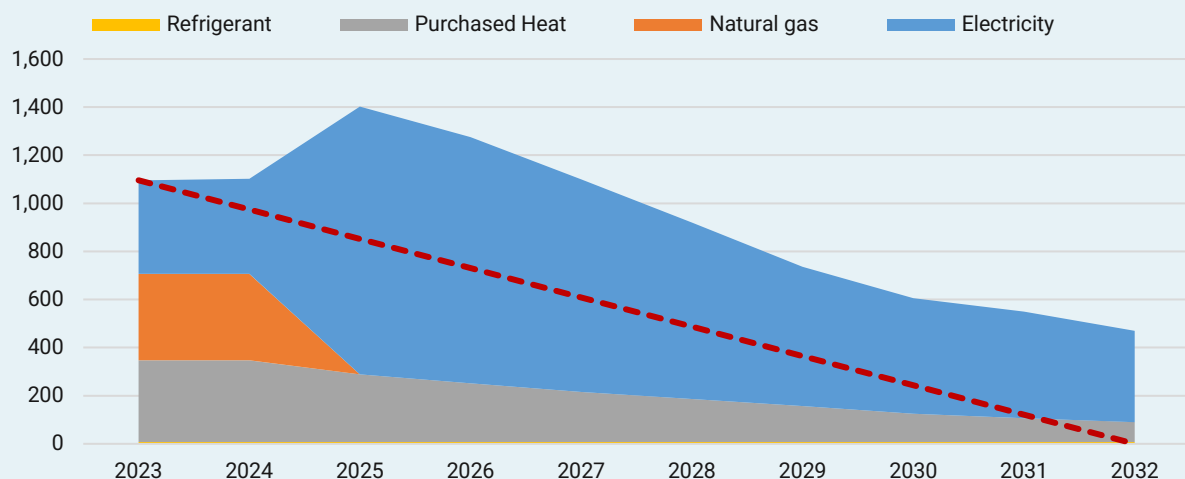
This pathway results in a final gap-to-target of 470 tCO₂e in 2032, or 49% of our baseline Scope 1 & 2 emissions.

While this analysis should be treated as indicative only, and our Net Zero Action Plan is likely to identify further initiatives and associated savings, it is anticipated that we will have some residual emissions in 2032, and offsetting will be required to achieve Net Zero Scope 1 and 2 emissions. The approach we intend to take to address residual emissions is set out later in this strategy.



High-level savings estimates for decarbonisation initiatives

Emissions by fuel type [tCO₂e]



Scope 3 Emissions

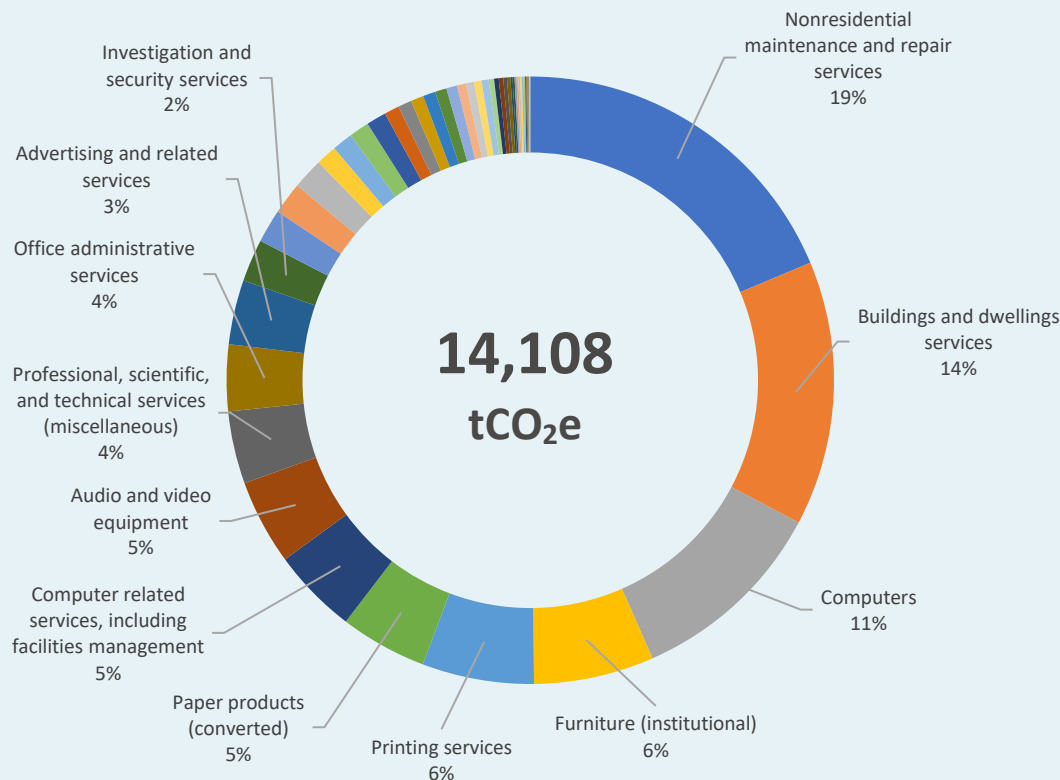
Purchased Goods & Services

Our Purchased Goods and Services emissions (i.e., supply chain) have been estimated using Environmentally Extended Input Output (EEIO) factors. Calculating our supply chain footprint using these factors has highlighted hotspots for further investigation, including where the greatest impact on reducing emissions can be made (in maintaining buildings and services and in the procurement of IT services and products).

An EEIO-based footprint is limited however as the method is not specific to our actual supply chain/suppliers and therefore does not provide a wholly accurate basis for management of supply chain emissions.

While the factors are updated annually to account for general decarbonisation trends and inflation, by continuing to rely solely on an EEIO-based approach, our progress towards net zero will remain highly sensitive to our expenditure and uncoupled from efforts to work with lower carbon suppliers.

We will therefore begin the transition to a more accurate method for measuring supply chain emissions. To improve the accuracy of the footprint, we will seek to acquire primary data for procured goods and services from our suppliers, in order to calculate associated emissions (instead of using expenditure proxies). Scope 3 footprints typically improve over time as the specificity and quality of data improve and hence the accuracy of the footprint is improved. Collating primary data from suppliers will therefore be a key focus.



Breakdown of SOAS Procurement Emissions (estimated using EEIO factors)

Decarbonising our Supply Chain

A review of our Procurement Procedures highlights the need for revisions to align with net zero. For each stage of the

procurement process, current practice was compared against best practice sustainable procurement. The findings of this review are summarised below.

1. Pre-Procurement

Pre-market engagement only occurs with high-value tenders/frameworks, but limited intelligence is fed into specifications and contract management processes that assess and manage carbon. We have no existing requirement to consider how the our needs will impact on our net zero ambition.

2. Specification

No requirement for specifications to include net zero aligned parameters. Specification guidance defaults to minimum environmental standards only, e.g. building regulations in construction.

Current guidance does not incentivise full lifecycle costings (LCC) e.g., CAPEX and OPEX are considered separately (if OPEX considered).

Contracts are not required to include key performance indicators linked to carbon emissions.

3. Supplier Selection & Evaluation

No requirements are cited in the Procurement Procedure for suppliers to have a Carbon Reduction Plan (CRP).

Beyond the inclusion of information related to the supplier's own/internal carbon management practices, limited assessment is currently included on the carbon performance of the service of the product being procured.

4. Contract Management

Limited or no inclusion of carbon performance of contracts required during progress review meetings.

No review of environmental performance evaluation against original specifications / tender submissions provided by the supplier.

Business Travel

Our business travel footprint has been calculated using primary data from our travel provider. This reveals flights, in particular long-haul flights, as a key hotspot of emissions. We are also aware that not all travel is being logged through the travel provider and this is evidenced by some data being captured within procurement spend. This has been included in the business travel footprint.

A review of current practice and policies regarding business travel reveals no consideration of environmental or carbon impacts when selecting or booking travel; direction on cost and principles (E.G economy over first class) is given only.

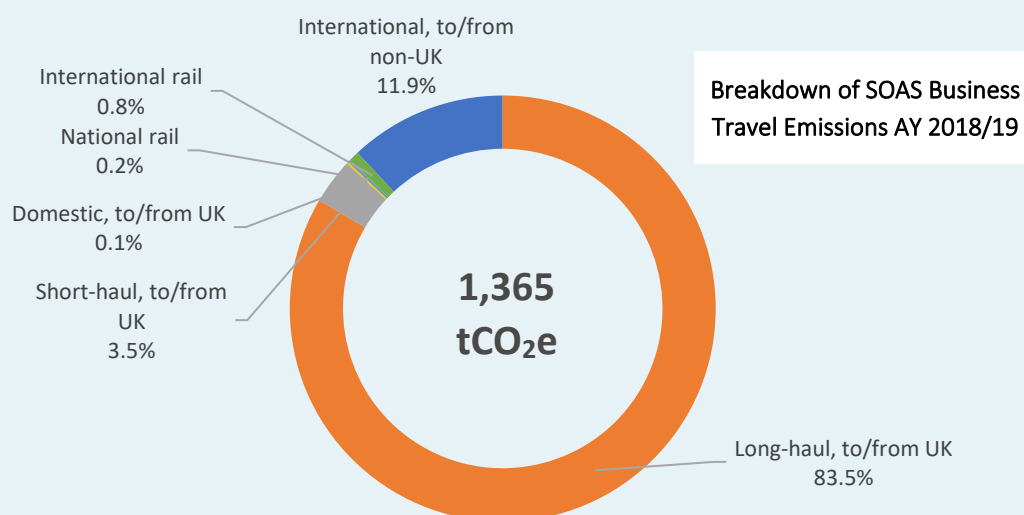
To align with net zero and reduce the emissions associated with business travel, we will mandate low-carbon travel practices and implement a travel policy outlining 'best practices' to be followed when choosing travel options.

The London School of Hygiene and Tropical Medicine (LSHTM) has recently introduced a travel policy that aligns with these principles, key parts have been included here as indicative of the form that our policy will take:

"4.3 When a work trip is being planned consider how to do this in an efficient way, combining visits to different places or for different purposes so as to where possible reduce the total number of trips being made.

4.4 Trains should be used for journeys within the UK and European destinations where they can be reached within 8 hours by train. Exceptional use of flights instead of train for such trips should be explicitly justified to their department heads.

*4.5 Flights should be economy class. Business class seats, which have a much higher carbon emission cost than economy are discouraged. If booked, explicit justification of their exceptional use should be provided."*⁷



⁷ [LSHTM Travel Policy, 2021-22](#)

Commuting

Our staff commuting emissions have been calculated using data from a staff survey completed in 2015, proportionally applied to the full-time employment (FTE) figure for 2018/19.

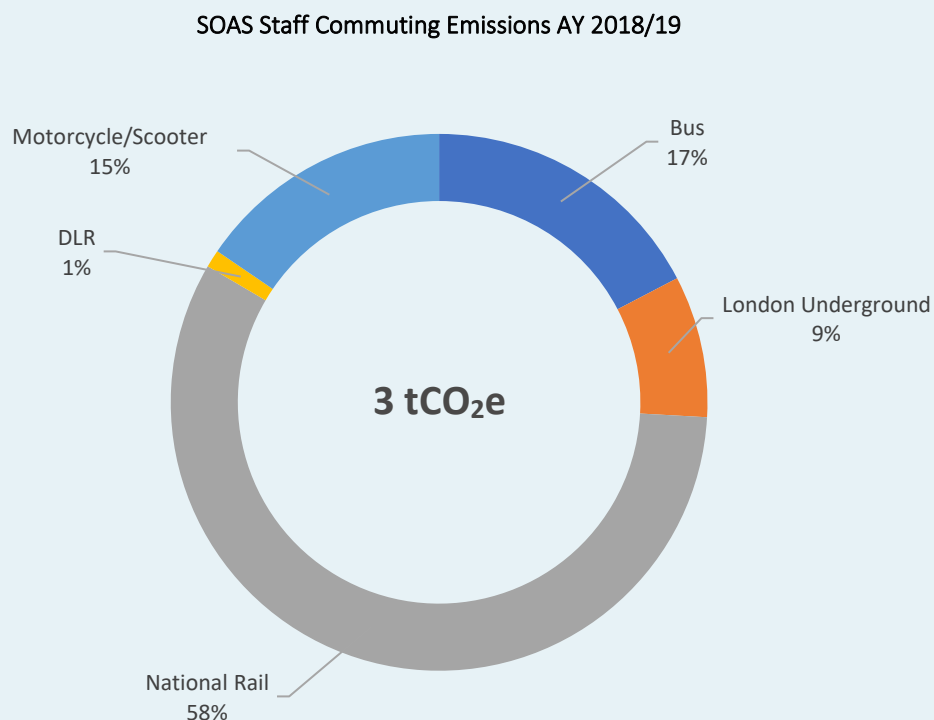
The emissions footprint indicates national rail as a hotspot of emissions for our staff. Additional calculations from the data not provided here show that 0% of respondents used a car to travel to work and 6% walked to work, (which has no associated emissions).

Current practices such as the OUR Cycle to Work Scheme and the provision of Season Tickets for public transportation are successful initiatives and increasing the uptake of such schemes through

greater incentivisation or awareness will contribute to greater emissions savings.

Moving forward, we will begin to collect more accurate and updated data on staff commuting, enabling the more precise measurement of emissions over time. This can take the form of introducing annual staff surveys on transportation mode and distance commuted. We will strive for a high response rate for such surveys as this will overcome the challenges associated with small sample sizes.

In the longer term, we will take further steps to improve the availability and quality of data, by expanding the commuting survey and emissions footprint to include students.



Waste

Emissions from our waste have been calculated using the recorded mass of different waste categories and associated emissions factors for the disposal of these. It should be noted that in accordance with the GHG protocol, waste that feeds into useful outputs (incineration, recycling etc.) includes only transportation to the waste terminal, and not the activity of processing this waste (these emissions are assigned to the purchaser of the generated goods/services). Landfill emissions on the other hand, are entirely attributed to the owner of the waste.

The emissions calculation shows non-recycled general commercial and industrial waste as a hotspot of emissions, making up 33% of total waste mass and representing 69% of emissions. In contrast recycled general commercial and industrial waste constituted 27% of total waste mass but represented just 12% of emissions.

The Estate Strategy 2023 – 2028 recognises the importance of the principle of reduce, reuse, recycle however we are yet to take steps to formalise this into a framework or official guidelines.

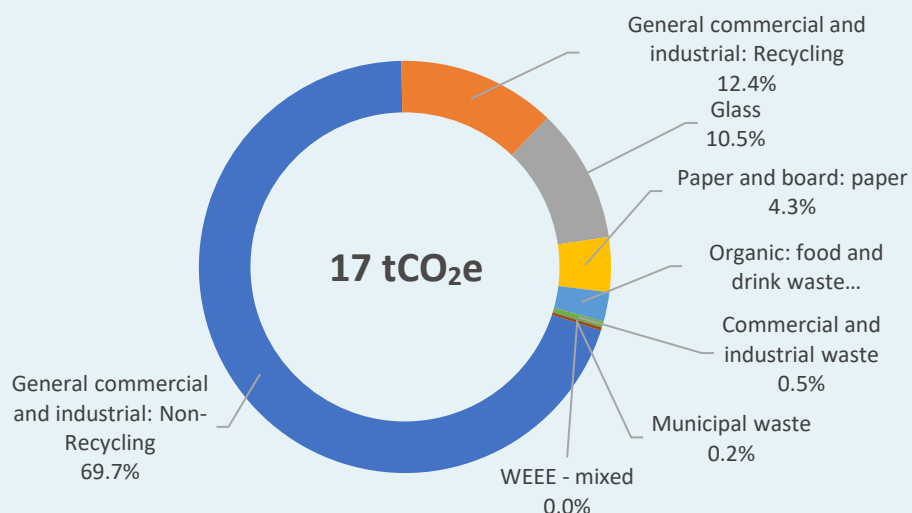
Priority will be given to adhering to the Bloomsbury Colleges Environmental Policy Statement 2022, but where possible going beyond the actions entailed to have a greater impact.

Current monitoring of waste production and end destination will be continued and refined going forward to ensure maximum accuracy of monitoring within frequent timeframes.

We will aim to decrease the amount of non-recycled general waste by implementing the following steps:

- Conducting an audit and review of bins across the estate, identifying areas and locations where additional bins with recycling options may be required or whether there is 'bin confusion' where bins are not clearly designated, and waste may be misplaced.
- Improving waste segregation across the campus to increase the amount of waste that is recycled.
- Working with our procurement department to reduce waste as much as possible at its source, to integrate environmentally friendly packaging decisions into our procurement decisions.

SOAS Waste Emissions AY 2018/19



Reducing Scope 3 Emissions

In order to achieve the reductions required under our Scope 3 targets we will need to drive rapid and significant decarbonisation of our supply chain emissions.

14 initiatives aimed at reducing our Scope 3 emissions, and the rationale behind these, are presented below. These initiatives have been developed through consultation between the Carbon Trust and SOAS and will form the basis of a subsequent Net Zero Action Plan where they will be developed further.

The initiatives are heavily focussed on reducing emissions associated with Purchased Goods and Services given these are estimated to account for 85% of our total emissions (and, as such, the majority of Scope 3 emissions). Initiatives have been categorised as likely to have either High, Medium or Low impact on our Scope 3 emissions. This impact will be more accurately quantified during the development of the Net Zero Action Plan.

Emission Source	Enabling Action/ Initiative	Rationale	Anticipated Impact
Purchased Goods & Services	Transition to a more accurate method for measuring supply chain emissions.	To improve the accuracy of the footprint, we shall seek to acquire primary data for procured goods and services from its suppliers, to calculate associated emissions (instead of using expenditure proxies).	High
Purchased Goods & Services	Develop a systematic/formal approach to supplier engagement (including a glossary of Net Zero carbon questions to draw from that can be inserted/used).	We need to undertake engagement to understand suppliers' ability to meet Net Zero. Development of questions for key suppliers that determine awareness, willingness, and availability to support Our net zero target alongside the supply of low carbon services/materials/equipment will improve this understanding.	High
Purchased Goods & Services	Engagement and input from internal leads/contract managers should increase to improve buy-in and devise low carbon actions.	It is unclear from the Procurement Procedure how/if intelligence gathered during Pre-Procurement is fed into specifications / evaluations / contract management that assess and manage carbon. Frequency, level of pre-planning and detail of follow-up actions should be enhanced. Priority needs to be given to high impact/value projects in the first instance.	High

Purchased Goods & Services	Conduct gap analysis of previous tender specifications for high value/volume/high carbon impact projects to understand where improvements could be made. Plan to embed specialist support within the development of upcoming high-value/carbon impact tenders to demonstrate the approaches needed.	The Procurement Procedure does not state any requirement for specifications to include Net Zero aligned parameters. Guiding Net Zero principals should be used as a common starting point for the development of specifications across all categories. Over longer timeframes, staff need to develop capacity/expertise to periodically update specifications.	High
Purchased Goods & Services	Require suppliers to provide a whole life costing estimate for their offer, using a standardised approach such as the Chartered Institute of Procurement & Supply (CIPS) whole life evaluation, to determine the true economic cost of what is being procured.	Current guidance does not incentivise full lifecycle costings (LCC) e.g., CAPEX and OPEX are considered separately (if OPEX considered), e.g., by determining the ongoing cost and carbon savings rather than just the upfront expenditure.	High
Purchased Goods & Services	Develop a set of carbon criteria for each key spend category on sustainable sourcing, content, environmental performance etc. Reference criteria such as EU Green Public Procurement Toolkit along with industry best practice standards where criteria don't exist and review where it should be mandated as policy.	Contracts are not required by the Procurement Process to include key performance indicators linked to carbon emissions. Where these are present, they are generally qualitative and are unable to assess whether the delivery of a service or product is aligned to Net Zero targets/standards.	Medium
Purchased Goods & Services	Set meaningful KPIs and targets against the carbon baseline.	By setting consistent KPIs and targets on carbon, we can demonstrate a clear and evidence-led contribution to our carbon targets, linked directly to the supply chain.	Medium
Purchased Goods & Services	Request supplier carbon reduction plans (CRP) with robust parameters (as appropriate to value of contract / carbon impact). Review collated information for insights and barriers and	No requirements are cited in the Procurement Procedure for suppliers	Medium

	<p>develop a forward plan for enhancing parameters and lowering thresholds to capture more suppliers over time.</p>	<p>to have a Carbon Reduction Plan (CRP)⁸.</p>	
Purchased Goods & Services	<p>Focus on high value/impact tender exercises in priority areas as highlighted within this strategy to demonstrate how to integrate carbon baseline assessments within supplier evaluation processes.</p> <p>Ongoing supply chain engagement with key suppliers/contracts should also enable the expansion of appropriate carbon assessment criteria within tender evaluation exercises.</p>	<p>Beyond the inclusion of information related to the supplier’s own/internal carbon management practices, limited assessment is currently included on the carbon performance of the service of the product being procured.</p>	Medium
Purchased Goods & Services	<p>Focus on the development and inclusion of carbon-linked KPIs within high-value/impact tender specifications. Work with contracting/legal colleagues to assess how rights and remedies can be included within contracts.</p> <p>Consider the development of a matrix of common contract types and scales of spend. For each, set out a contract management improvement plan in terms of alignment with our net zero target.</p>	<p>Limited or no inclusion of carbon performance of contracts required during progress review meetings. No review of environmental performance evaluation against original specifications / tender submissions provided by the supplier.</p>	Medium
Business Travel	<p>Mandate low-carbon travel practices and consider implementing a travel policy outlining ‘best practices’ to be followed when choosing travel options.</p>	<p>A review of current practice and policies regarding business travel reveals no consideration of environmental or carbon impacts when selecting or booking travel; direction on cost and principles (E.G economy over first class) is given only.</p>	Medium

⁸ <https://www.gov.uk/government/publications/procurement-policy-note-0621-taking-account-of-carbon-reduction-plans-in-the-procurement-of-major-government-contracts>

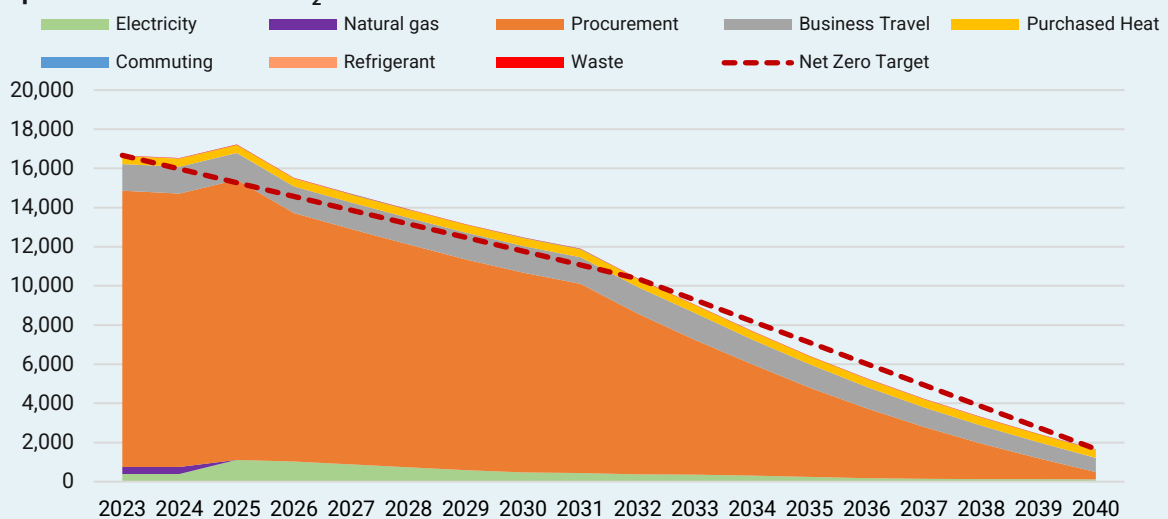
Commuting	Begin to collect more accurate and updated data on staff commuting, enabling the more precise measurement of emissions over time.	This can take the form of introducing annual staff surveys on transportation mode and distance commuted. We will strive for a high response rate for such surveys as this will overcome the challenges associated with small sample sizes.	Low
Waste	Ensure that all actions within The Bloomsbury Colleges Environmental Policy Statement 2022 are (or have been) taken.	Current monitoring of waste production and destination should be continued and refined going forward to ensure maximum accuracy of monitoring within frequent timeframes.	Low
Waste	Decrease the amount of non-recycled general waste.	<p>This can be achieved through:</p> <ul style="list-style-type: none"> • Conducting an audit and review of bins across the estate, identifying areas and locations where additional bins with recycling options may be required or whether there is 'bin confusion' where bins are not clearly designated and waste may be misplaced. • Improving waste segregation across the campus to increase the amount of waste that is recycled. • Working with our procurement department to reduce waste as much as possible at it's source, to integrate environmentally friendly packaging decisions into our procurement decisions. 	Low

The Chart below shows an estimation of the potential carbon savings from implementing these measures across our operations. This pathway acknowledges that many of the changes required to reach the Net Zero 2040 target will need to be implemented in the long term. Furthermore, emissions reductions after 2032 will be more stark after the supply chain emissions have been fully mapped out, and our procurement team are able to transition existing procurement contracts with net zero aligned contracts in the future.

Business Travel reductions modelled assume no technological advancements, and all emissions savings are from policies which reduce our staff flight travel.

This pathway provides us with a high-level forecast of the changes we need to make to hit net zero by 2040. This includes operational emissions reductions of at least 90% with an allowance of up to 10% of total baseline emissions offset in 2040.

Operational emissions tCO₂e



Above: Indicative pathway towards Net Zero 2040 (all emission sources)

Addressing Residual Emissions: Carbon Offsetting

Whilst there are numerous opportunities to reduce our Scope 1 and 2 emissions, as set out in the earlier sections of this strategy, it is currently anticipated that we will have some residual emissions in 2032, and offsetting will be required to achieve Net Zero Scope 1 and 2 emissions.

Carbon offsetting is a broad term that refers to the action of reducing greenhouse gas (GHG) emissions or increasing carbon storage to compensate for emissions that occur elsewhere. This involves buying/supporting emission reduction or removal enhancement projects outside of an organisation's GHG inventory. There is no geographical boundary and offsetting projects could occur locally to us (sometimes referred to as insetting) or globally.

Whilst there is an understanding that offsetting will be required, the sector is relatively nascent and there is currently a lack of standards defining best-practice. However, work is ongoing within the further and higher education sector. We intend to align our approach to offsetting with the guidance in EAUC and the COP26 Universities Network's [Carbon Offsetting for UK Higher and Further Education](#) briefing note, which specifically discusses the use of offsetting in the context of net zero strategies. The key messages in this guidance are:

- Reducing emissions must always be the priority before considering offsetting as part of a net-zero strategy
- Institutions should establish robust principles to justify which emissions can and cannot be offset
- Offset schemes must be carefully assessed and should align with the Sustainable Development Goals
- Prioritise carbon removal offsets over emission reduction offsets
- Consider social and biodiversity related impacts
- A progressive transition to effectively implement permanent carbon storage needs to be central
- Emission reduction offsets, in particular, are perceived as problematic by some
- The Further and Higher Education sector would benefit from forming a coalition - this is being established by the EAUC
- Standardised reporting across the sector will help track progress towards net-zero
- Travel emissions, including student flights, should be included in institutional emission reporting
- Explore potential educational opportunities

7. Implementation

Milestone Review

A milestone review will be used for recalibrating actions and planning and will take place in 2027/28.

Resourcing

It is essential that senior management and key stakeholders are continuously engaged to maintain momentum and elicit an ongoing adequate response and support to the Net Zero Strategy. Ultimately, organisation-wide sustainability is required to ensure successful implementation of this Net Zero Strategy.

We expect to deliver the actions largely across teams through existing resources, overseen by a Net Zero Delivery Manager. However, there may be instances when current internal roles do not have the capacity to appropriately deliver the Net Zero Strategy actions and additional resource is required. Key tasks which may require us to seek support include data collection and management, energy auditing and supply chain decarbonisation.

We will also need to adopt a more rigorous process towards 3rd party suppliers and contractors, which is likely to require expertise that may not currently exist within the procurement team.

Finance

It is recognised that access to finance is critical to ensure the success of this Net Zero Strategy. It is assumed that the funding for decarbonisation projects will come largely from our reserves. However, as we approach our 2032 target, external funding opportunities may need to be explored.

The Net Zero Delivery Manager should continually monitor potential funding sources for carbon reduction projects. External funding schemes can complement internal capital funding to enhance value for money and scale delivery of projects. Various funding opportunities are presented below:

Public Sector Decarbonisation Scheme⁹

- The Public Sector Decarbonisation Scheme (PSDS) provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures. PSDS has a strong focus on heat decarbonisation in order to deliver greater carbon emission reductions. It supports the public sector in taking a 'whole building' approach when decarbonising their estates. Heat decarbonisation plan(s) must be undertaken on public sector building(s) that have a fossil fuel heating system currently in place and takes a whole building approach to decarbonisation.
- Phase 4 of the PSDS is currently open for applications.

The Mayor of London's Energy Efficiency Fund (MEEF)¹⁰

- MEEF is a new investment fund, established by the GLA with funding

⁹

<https://www.gov.uk/government/publications/public-sector-low-carbon-skills-fund-phase-4>

¹⁰ <https://www.amberinfrastructure.com/our-funds/the-mayor-of-londons-energy-efficiency-fund/>

from the European Commission, which will help achieve London's ambition of being a zero carbon city by 2050. The Fund is managed by Amber Infrastructure Group.

- MEEF seeks to address market failures in London's low carbon sector by providing flexible and competitive finance to enable, accelerate or enhance viable low carbon projects across London. MEEF will build on the success of the GLA's London Green Fund including Amber's existing fund, the London Energy Efficiency Fund (LEEF). The scope and scale of MEEF is much greater than those of LEEF from both an investment and low carbon perspective. MEEF can invest across the capital structure, from rates below other sources of public sector finance for up to 17 years.
- MEEF can support energy efficiency, decentralised energy, electric vehicle charging infrastructure, renewable energy generation projects including innovative technologies such as energy storage and low carbon data centres. It can fund up to 100% of the capital cost of a project but could also part fund large scale regeneration projects which have low carbon credentials.

Wider External Funding

- We will take an active and creative outlook to securing external funding. For example, the UK government recently had a number of funds that were aimed at its levelling up agenda; The UK Community Renewal Fund, The Levelling Up Fund, The Community Ownership Fund and The UK Shared Prosperity Fund. Whilst these funds did not necessarily target decarbonisation they could be used to support our decarbonisation ambitions.

- A number of smaller funding pots for decarbonisation measures often exist through private companies, and corporate enterprises as well as through philanthropic and charity organisations. We will actively monitor the external funding landscape for any funding sources that could be applied to for the decarbonisation of SOAS' operations. It will also be important for us to have a number of investment grade proposals that are ready to apply for funding at short notice. This can be especially effective towards the end of financial years or funding rounds as additional finance often become available due to initial projects not being able to meet funding project deadlines. We should be ready to capitalise on short notice funding becoming available with 'ready-to-go' funding proposals.

Power Purchase Agreements

Beyond external funding opportunities, Power Purchase Agreements (PPAs) could be an effective solution to installing renewable energy generation without the need to finance the upfront capital expenditure. We could enter into a fixed term contract with a renewable energy provider to procure the renewable energy at a set rate. This would enable us to reduce emissions from buildings through the displacement of grid electricity supply with renewable energy.

Recycle Savings from Carbon Reduction Actions

- As an incentive to encourage the development of carbon reduction projects, we could recycle financial savings resulting from these projects back into team budgets.

8. Next Steps

Net Zero Action Plan Development

This Net Zero Strategy sets out our ambition to become a net zero organisation and the high-level steps it will need to take to achieve this. As a key next step, as per the illustrative decarbonisation framework shown below, the initiatives identified within this strategy will need to be developed into a Net Zero Action Plan, which sets out the estimated investment required and energy, cost and carbon savings of each carbon reduction measure.

The Action Plan will need to consider the sequencing of carbon reduction measures and should include a proposed implementation timetable between now and 2032 (and beyond). It should also factor in current and future planned projects/programmes of work to ensure these are aligned.

Policy Review

Many of our policies and procedures are not aligned to our net zero ambition and as such will need to be reviewed and revised accordingly. Key policies to prioritise for review (based on their potential impact) are the Procurement Procedure and Business Travel Policy.

Below: Illustrative decarbonisation framework



Sustaining Momentum

To manage the implementation of this strategy it is important that organisational procedures and resources are put in place to maintain a focus on carbon reduction over its lifetime. To achieve carbon reductions that will support decarbonisation ambitions, we will have to consider robust yet dynamic organisational structures to ensure that they remain flexible in the approaches being taken to reduce emissions. A successful governance structure has support and regular input from senior stakeholders (e.g., Principal-level, Governors) and buy-in from the stakeholders who influence the sustainable performance of the university (e.g., staff, students, suppliers).

Achieving Net Zero

Broadly, achieving net zero emissions will require:

- Senior endorsement and publication of this strategy;
- Regular and ongoing oversight and monitoring of progress towards achieving

decarbonisation targets across key delivery teams. Assigning sustainability leads across key teams (e.g., procurement, estates, student engagement) is recommended;

- Ensuring that carbon reduction stays on the strategic agenda across our operations, including at senior management level and among staff; and
- Managing the expectations of key stakeholders and recognising achievements on carbon reduction across the organisation.

Further sustainability progress

In addition to delivering solutions towards achieving Net Zero, we will also develop our wider sustainability strategy, with specific reviews related to our corporate social responsibility. These future strategic efforts will focus on our finance operations, curriculum development, and sustainable workforce, building upon this strategy to address other Sustainable Development Goals.



