

Net Zero Action Plan



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Foreword

At SOAS we take pride in the outward looking interdisciplinary nature of our School, where we ask tough questions and tackle complex interconnected issues. None more so than the challenge posed by the climate emergency.

To play our part in addressing climate change we must act decisively to limit our carbon footprint; not just reducing our energy use but also deploying green energy solutions, reducing travel where possible and using low carbon modes of transport. The reduction of waste and promoting a circular economy, reducing emissions from our supply chain and being mindful of what we buy and whom we buy from are key to our success. These and other actions puts us on a course to achieving net zero emissions by 2040 as set out in this plan.

We will achieve this challenge by working together as a community of staff, students, partners and stakeholders, because we know as the World's University that the ramifications of our actions or inactions will be felt in communities across different corners of the world.

***Khadir Meer,
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Executive summary

From Net Zero Strategy to Action Plan

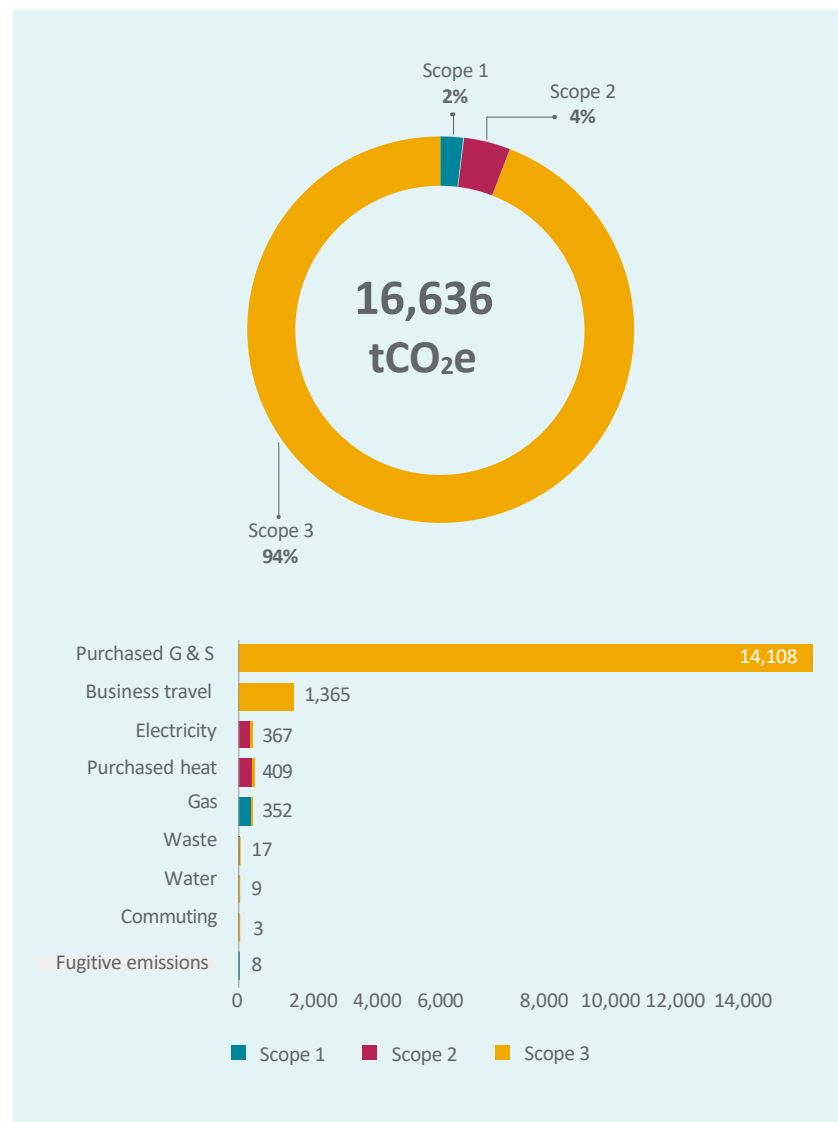
This action plan is developed as a follow up to the Net Zero strategy published in 2023 which previews the pathways to carbon neutrality across Scopes 1, 2 & 3 emissions.¹ The strategy proposes:

Target years	Scope 1 & 2 emissions reduction	Scope 3 emissions reduction
2032	Net Zero	38% reduction
2040	Net Zero	Net Zero

To achieve Net Zero this action plan sets out the;

- Projects and activities required
- Carbon reductions each activity would achieve
- Timescales required
- Resource requirements
- The governance structure

¹ Scope 1 - fuels/gas, Scope 2 - electricity, Scope 3 - supply chain, travel, waste, water, construction & refurb



A Phased Approach

To achieve these targets we've set out our plans in a 3 phased-approach:

Phase 1 (2024-2030):

towards Net Zero

Target reduction = 7,347 tons

1

Phase 1 comprises two sets of activities:

- 1a) actions for immediate implementation
- 1b) areas for which additional scoping is required before implementation

In 2029, we will undertake a 5-year review of our internal position and external factors, and adjust our approach from 2030 in light of developments.

Phase 2 (2030-2032):

year review in 2029

Target reduction = 332 tons

In Phase 2, we will continue and adjust actions from Phase 1 to ensure that we achieve our 2032 target for scopes 1 and 2 and continue steady progress towards Net Zero in scope 3.

In 2032, we will achieve Net Zero in scopes 1 and 2 (with offsetting of residual emissions), and a 38% reduction in scope 3 emissions.

Phase 3 (2032-2040):

scope 3 by 2040

Target reduction = 9,150 tons

3

In Phase 3, we will ramp up actions around scope 3 emissions identified in the earlier phases, calibrating our approach alongside developments towards decarbonisation in the wider economy.

In 2040, we will achieve Net Zero emissions in scope 3 (with offsetting of residual emissions).

What will it cost?

The costs for our Net Zero plan is set out according the one-off costs and recurring cost for each phase up to 2040. The overall investment required will be in the region of £12.9m. CAPEX is estimated at £9.6m during Phase 1 comprising £6.7m for the BHP project and £2.9m for new carbon reduction initiatives. The OPEX requirement will be £3.25m over the duration of the implementation plan, averaging at c£200k per annum.

Phase 1 (2024-2030):
concerted action
towards Net Zero

Target reduction = 7,347 tons

1

Phase 2 (2030-2032):
actions following the 5-
year review in 2029

Target reduction = 332 tons

2

Phase 3 (2032-2040):
actions for Net Zero in
scope 3 by 2040

Target reduction = 9,150 tons

3

*One off costs

Phase 1 = £2.90m*

Phase 2 = £0

Phase 3 = £0

£201,000/yr x 5yrs = £1,005,000

£191,000 x 3yrs = £573,000

£203,500/yr x 8yrs = £1,628,000

**Recurring
costs

Phase 1 = £1.01m

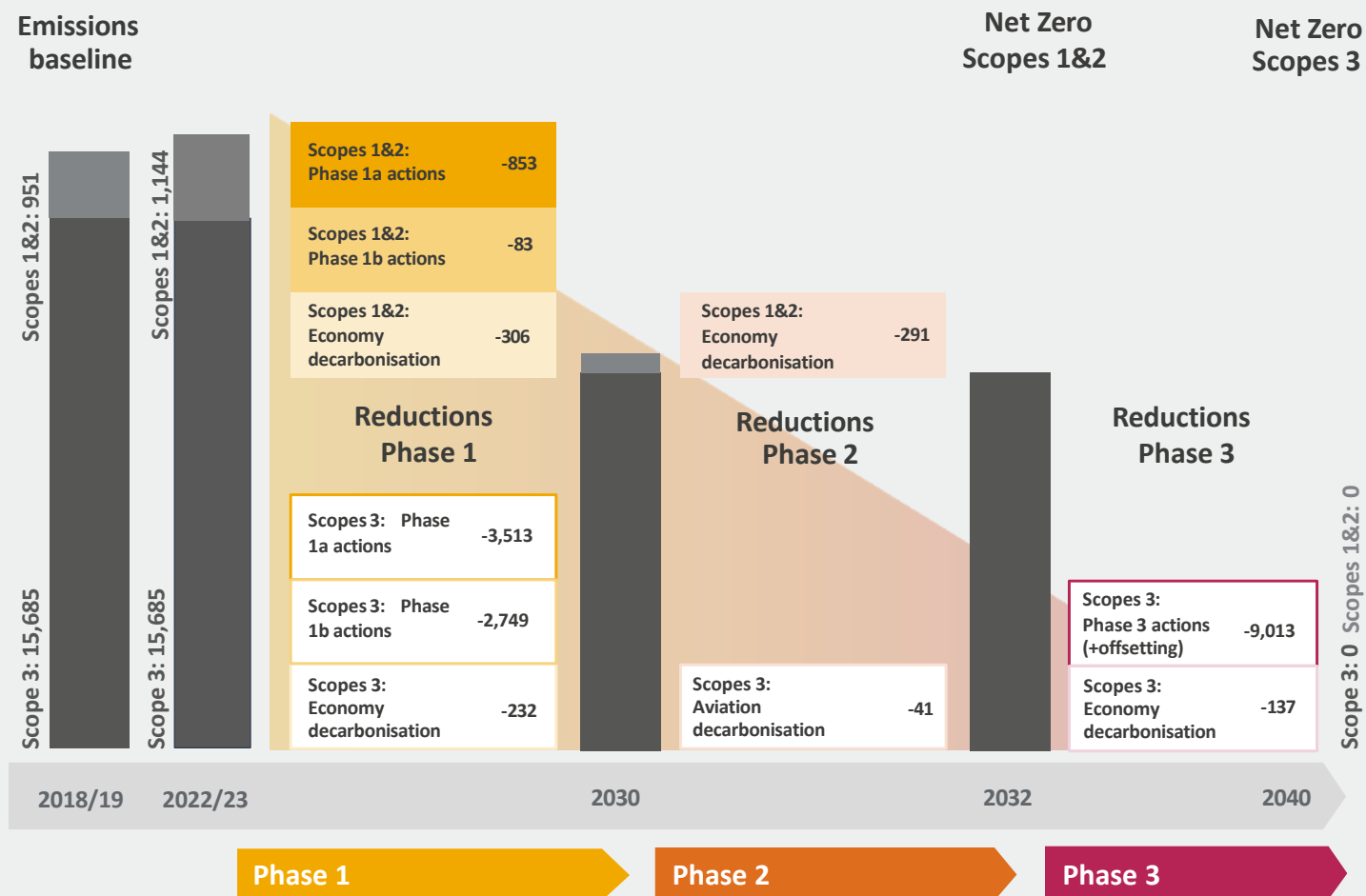
Phase 2 = £573k

Phase 3 = £1.628m

* This is in addition to the £6.7m investment already approved for the BHP Project

* *The recurring costs mainly relates to staffing and have now been covered from other budgets. Hence, these will not be a cost to the NZAP implementation and are merely indicative. See page 33.

The schematic below shows the carbon reduction profile through the three phases, from 2024 the start of implementation, through to 2032 and 2040 Net Zero targets, against the 2018/19 baseline.



SOAS Net Zero Action Plan Schematic

Net Zero Action Plan

1. | Background

SOAS is committed to achieving Net Zero Scope 1 and 2 emissions by 2032, and Net Zero Scope 3 emissions by 2040 (with residual emissions offset by appropriate, high-quality offsetting schemes). This goal aligns with SOAS' commitment to the Sustainable Development Goals (SDGs).

The drivers for this agenda include:

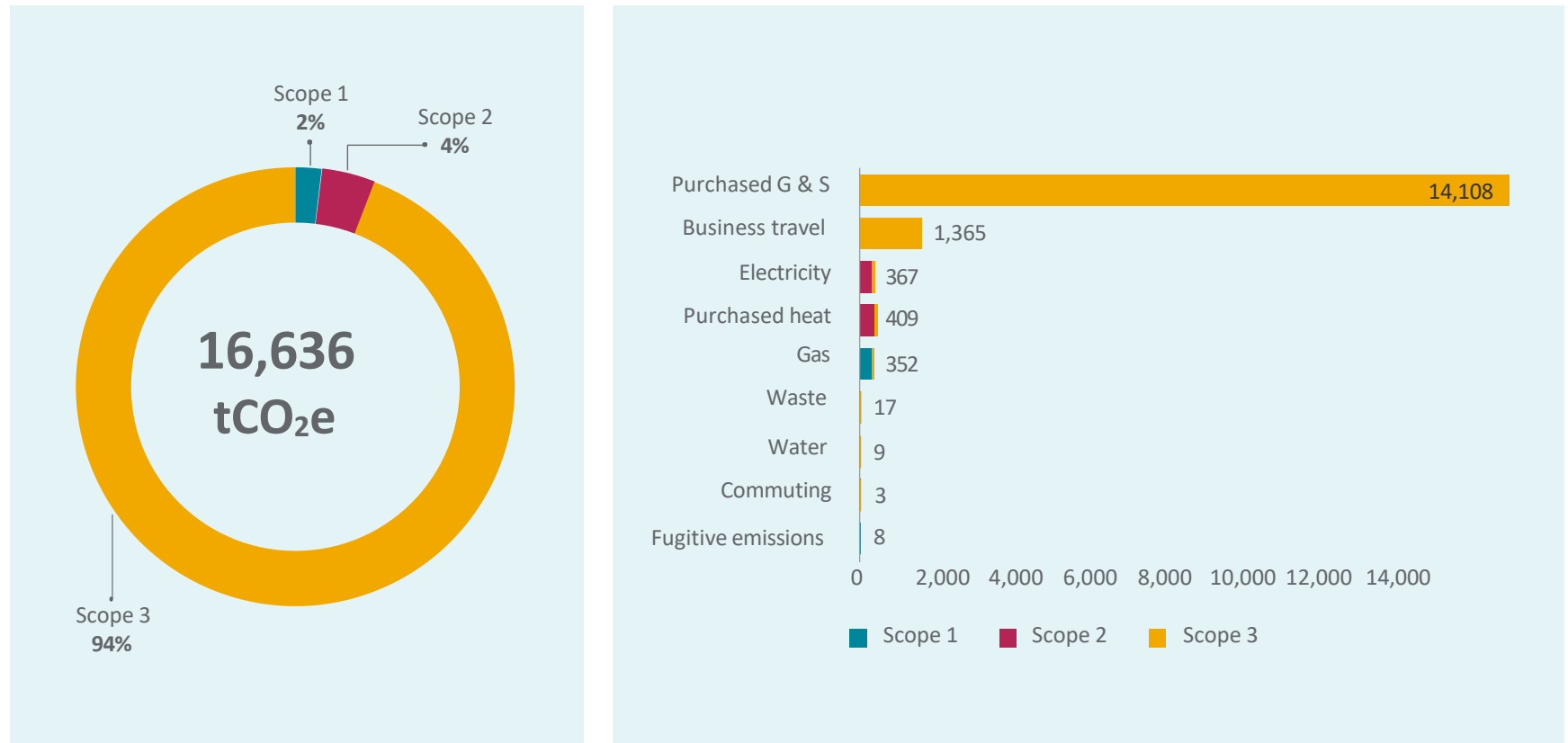
- The need to make an urgent response to the climate crisis
- Ethical considerations, especially relevant to SOAS in a global context
- Potential financial savings, although most will require up-front investment
- Stakeholder support, with many students and external partners choosing institutions that are visibly committed to sustainability targets.

In addition, legislation concerning Greenhouse Gas (GHG) emissions is expected to come into force over the next decade, and this will be harder and costlier to navigate if significant progress towards Net Zero is on already in train.

Scope 1 and 2 emissions are those directly generated by us, or that result directly from our activities (e.g. carbon emissions from our externally purchased energy); scope 3 concerns the emissions from our suppliers resulting from all our other purchases.



Figure 1: SOAS Emissions Baseline (2018/19)



2. | Implementation Phases

This Net Zero Action Plan aligns with our Net Zero Strategy and will be implemented in 3 Phases:

This approach has the advantage of allowing us to select high impact areas for the initial investment and evaluate the impact on carbon emissions and value for money. With those data in hand, we will be better placed to assess how to deliver the rest of the Net Zero Strategy by 2040.

Phase 1 (2024-2030): concerted action towards Net Zero

Key activities in phase 1:

- Review JDs where Net Zero accountability may be required
- Energy & building fabric
- Heat pumps
- Solar PVs
- Procurement
- Waste reduction
- Space usage
- Computing
- Business travel
- Recruitment, Setting up committees & reviewing processes

*Further details can be found in the appendix

2029, we will undertake a 5-year review of our internal position and external factors and adjust our approach from 2030 in light of developments, to ensure we stay on track for our 2032 targets.

Costs

- One-off cost associated with these interventions is estimated as £2.9m
- Recurring cost throughout the 5 years of Phase 1 is estimated as £1.05m (£201,000 x 5yrs, mostly related to the new roles).

**Total cost for Phase 1 =
£3.905m**



2. | Implementation Phases

Phase 2 (2030-2032): actions following the 5-year review in 2029

Key activities in phase 2:

- Grid decarbonisation
- Reduced emissions in aviation
- Interventions & behaviour changes through staffing resource

*Further details can be found in the appendix

In 2032, we will achieve Net Zero in scopes 1 and 2 (with offsetting of residual emissions), and a 38% reduction in scope 3; and we will plan Phase 3 in further detail.

Costs

Most of the cost are attributed to recurring staffing cost throughout the 3 years of Phase 2 (£191,000 x 3).

**Total cost for Phase 2 =
£573k**



2. | Implementation Phases

Phase 3 (2032-2040): actions for Net Zero in scope 3 by 2040

Key activities in phase 3:

- Procurement guidelines
- Waste reduction – circular economy
- Waste management
- Computing
- Economy decarbonisation
- Offsetting

*Further details can be found in the appendix

In 2040, we will achieve Net Zero emissions in scope 3 (with offsetting of residual emissions).

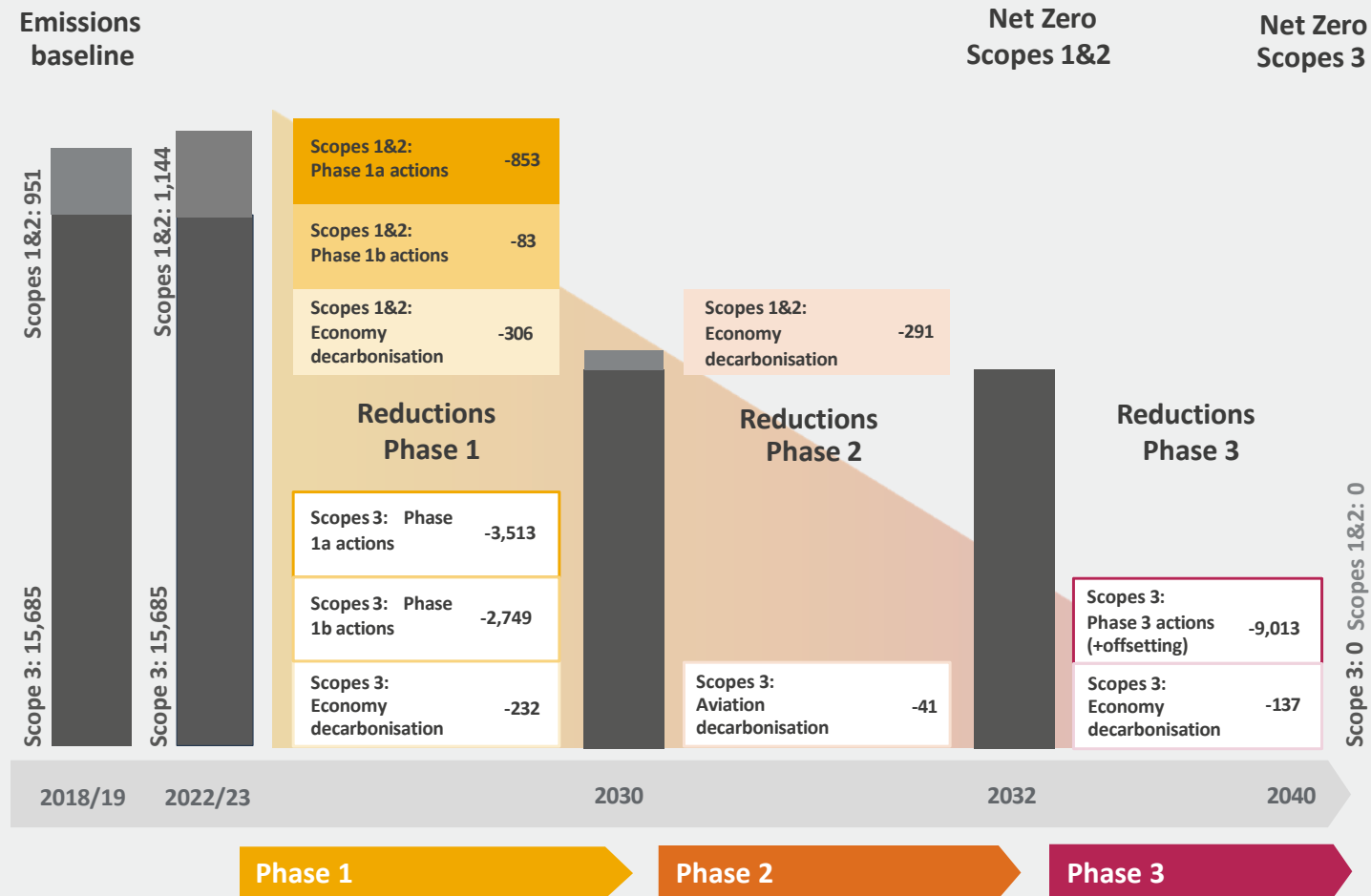
Costs

- Most of the cost is attributed to recurring staffing resource and time for the 8 years of Phase 3 is estimated at £1,528,000
- Offsetting of Scope 1 & 2 (plus first yr Scope3) is estimated as £100,000

**Total cost for Phase 3 =
£1.628m**



The schematic below shows the carbon reduction profile through the three phases, from 2024 the start of implementation, through to 2032 and 2040 Net Zero targets, against the 2018/19 baseline.



SOAS Net Zero Action Plan Schematic

3. Net Zero pathways for scope 1,2 and 3 emissions

We take different approaches for scope 1 and 2 emissions on the one hand, and scope 3 on the other. This is because our scope 3 emissions are substantially larger than our scopes 1 and 2, and we have a lower degree of direct control over them.



- Moving towards Net Zero in all scopes will also depend on the decarbonisation of the wider economy, around which we follow the projections of the Climate Change Committee's Sixth Carbon Budget. We explicitly model decarbonisation of the grid in our scopes 1 and 2 pathway, and decarbonisation of aviation in our scope 3 reduction trajectory for travel emissions.
- We do not explicitly model the decarbonisation of industries which produce items in our supply chain (which has relevance to strands around procurement, waste reduction, computers etc), but our expectation to be able to purchase lower-carbon goods and services in the future assumes that the relevant industries will have their own decarbonisation trajectories.
- We assume that even with these reductions, there will remain some residual emissions for all scopes. We will offset these with high-quality offsets in order to reach our Net Zero targets.



▶ 3.1 Scope 1 and 2 emissions

For scope 1 and 2 emissions, the Bloomsbury Heat and Power Network upgrade is already underway (and reflected into our budget), which will make a substantial impact. A set of other estates projects will contribute further reductions. **Phase 1a** makes rapid progress on those that will have the biggest impact (see figure 3). The projects that bring substantial carbon savings will usually also lead to long term financial savings due to lower energy usage. The initiatives set out individually here are grouped into **target areas** to better plan for and indicate the materiality of their contributions (see section 4).

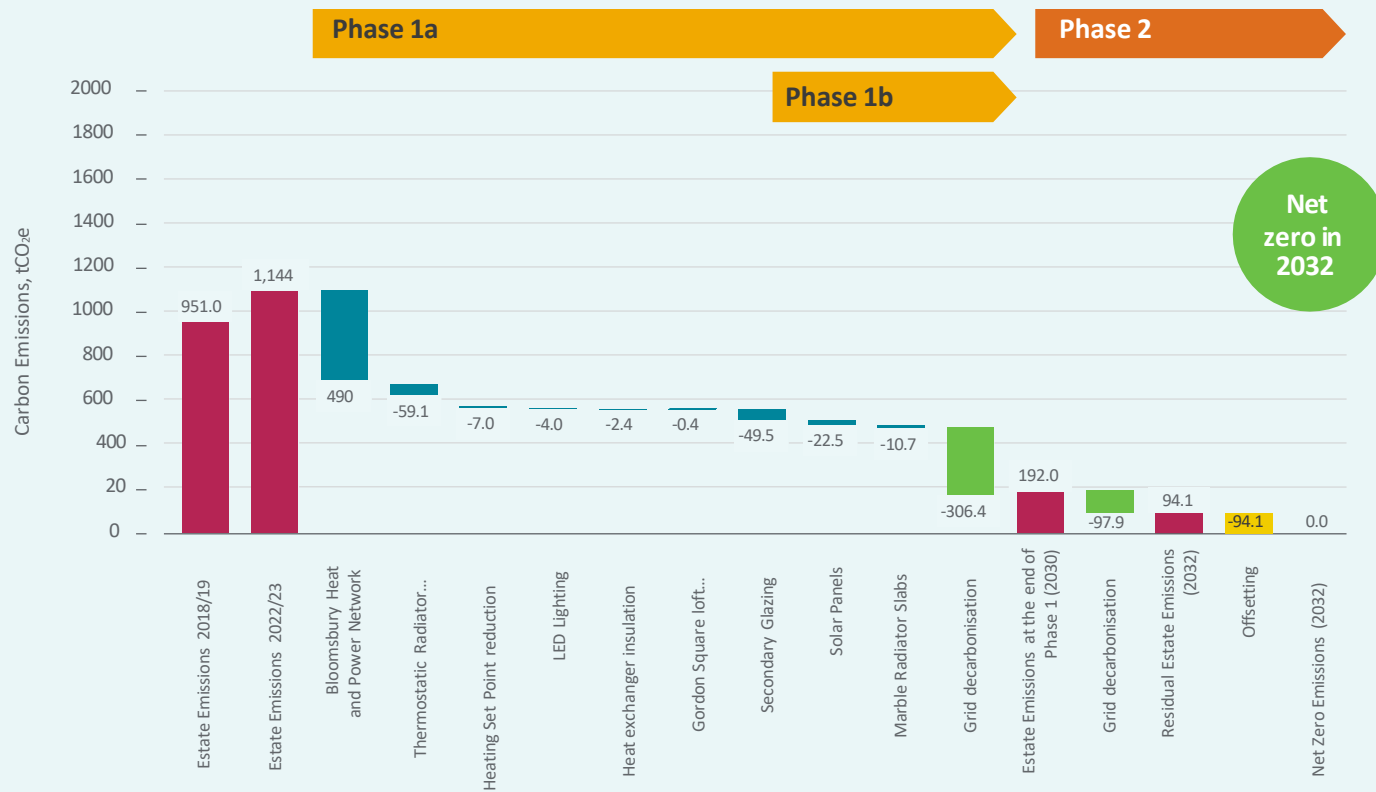
Given the reduction of carbon emissions from external providers expected over the coming years and decades, a **review in 2029** of the success of internal changes, evaluation of further interventions and an assessment of the emissions from external providers will allow cost-effective implementation of **Phase 2** proposals starting from 2030, to meet the 2032 target for Net Zero in scopes 1 and 2. Residual emissions at 2032 will be offset.



Phase 1 & 2 emissions reduction pathway

Figure 2: Emissions reduction up to 2032 target

This graph shows emissions pathway for the 2032 target where we will achieve Scope 1 & 2 Net Zero and 38% reduction in Scope 3. Note – increases in emissions since the baseline year have also been accounted for in our reduction target.



▶ 3.2 Scope 3 emissions

Scope 3 emissions are more complex and do not have any ‘big hit’ areas for which investment or policy change would quickly result in a large reduction of emissions.

This therefore requires a **longer-term approach**, which will be aided by reductions in emissions by suppliers, but also requires quite complex analysis and stakeholder engagement. We have grouped actions for reducing scope 3 emissions into a number of **high-level target areas**, which are reflected in the pathway in figure 4 and discussed in further detail in section 4.

We have chosen two areas for which immediate actions in Phase 1a can be taken at modest cost (**general guidelines for procurement; waste management**), which will allow the impact of interventions to be assessed, and two other more complex areas for evaluation in Phase 1b; these latter two examples (**computing and travel**) contribute relatively high emissions but are central to the core remit and mission of SOAS.

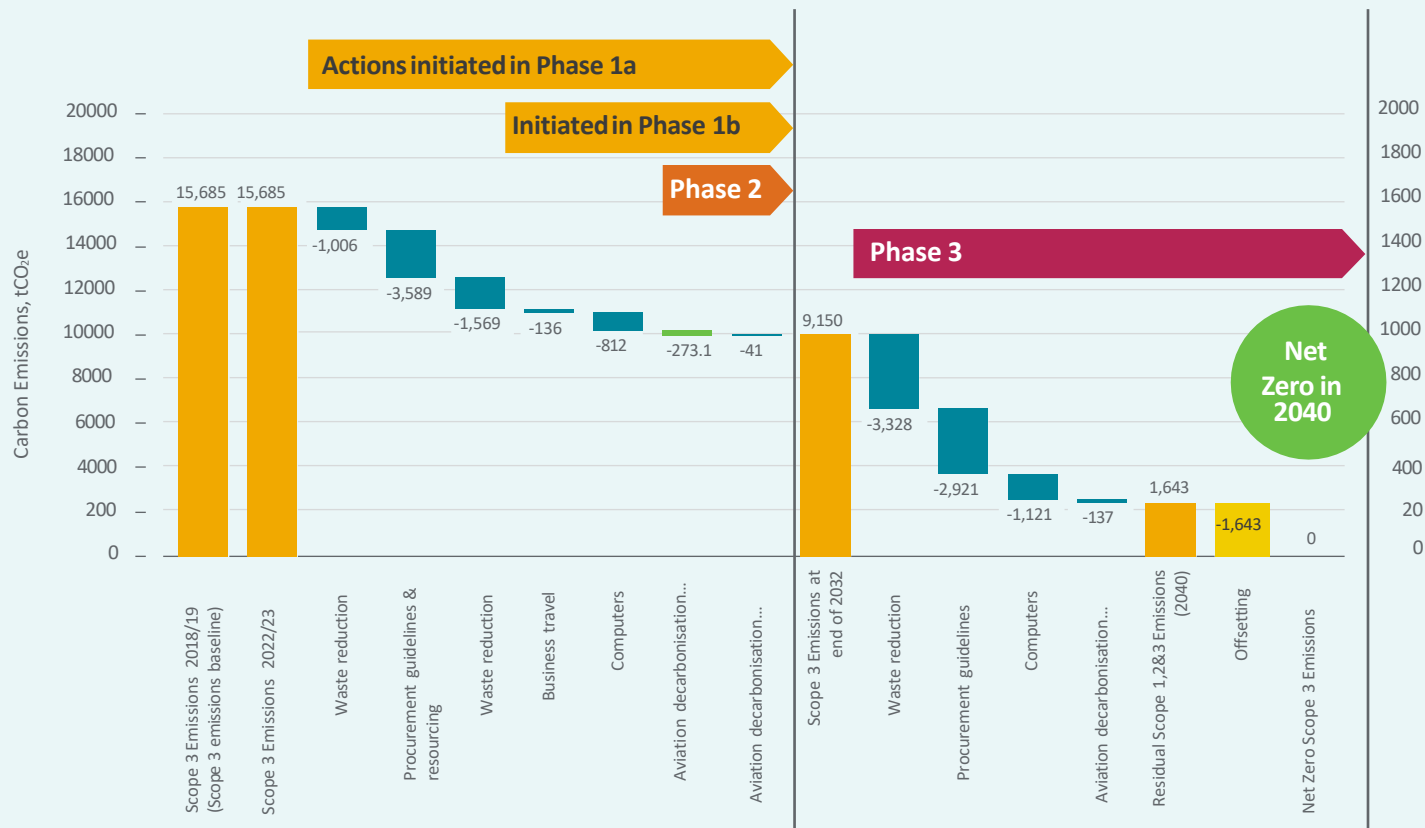
Further, substantial reductions are modelled for Phase 3 (from 2032 to 2040), which assume both improvements in our core practices around the target areas, and decarbonisation of our suppliers’ own operations and supply chains. Residual emissions at 2040 will be offset.



Phase 1, 2 & 3 emissions reduction pathway

Figure 3: Emissions reduction up to 2040 target

This graph shows Scope 3 emissions baseline and reduction pathway through to the 2040 target when we will achieve Net Zero across all Scopes.



4. | The target areas

We group our actions towards Net Zero into nine buckets which we refer to as target areas. The target areas have been chosen because they offer one or more of the following:

Logical groupings for planning, focus and business cases

Make a significant contribution to SOAS's carbon emissions

Good value for money for meeting net zero (high tCO₂e reduction per £ invested)

A net financial return (in the medium/long term)

High visibility projects that help embed Net Zero and sustainability mindsets and behaviour change within SOAS.

In this section, we set out each target area and the contribution it will make towards our Net Zero journey. The actions outlined together constitute the full extent of our planned actions towards Net Zero. The remainder of emissions reductions are assumed from the decarbonisation of the wider economy (specifically, the grid and aviation) or will be residual emissions, for which we will undertake high-quality offsetting.

▶ 4.1 Heatpumps

The switching of the Bloomsbury Heat & Power Network (BHPN) to heat pumps is a major project that already has University approval and agreed investment (around £6.7m).

This will significantly reduce our need for direct gas supply and will provide the vast majority of the emissions reduction in Phase 1a. Coupled with reduction in the carbon footprint of externally purchased electricity and possibly some modest further reductions to be identified in Phase 2, this makes substantial progress towards our scope 1 and 2 Net Zero target.

Other savings will be made through modest reductions across a range of areas. However, over half of this will be met by three projects, each contributing around 2-3% reduction.

In addition to providing heating, the new **installation of air-source heat pumps** will also provide hot water to buildings across the Estate.



Phase 1a

Actions:	BHPN project and install ASHP for hot water
Costs:	BHPN £6.7m
Responsibility:	Estates Directorate
Carbon reduction:	490 tCO ₂ e (by 2030)

► 4.2 Energy Capture & Control and Building Fabric Upgrade

An in-depth study of the estate has been conducted, including site surveys and extensive review of energy consumption data across five buildings: College Building, Phillips Building, the Paul Webley Wing, the Brunei Gallery, 53 Gordon Square.

Energy Capture:

- Air-source heat pumps for hot water in the Brunei Gallery and Paul Webley Wing (covered in section 4.1)
- Installing additional solar panels (see section 4.3)

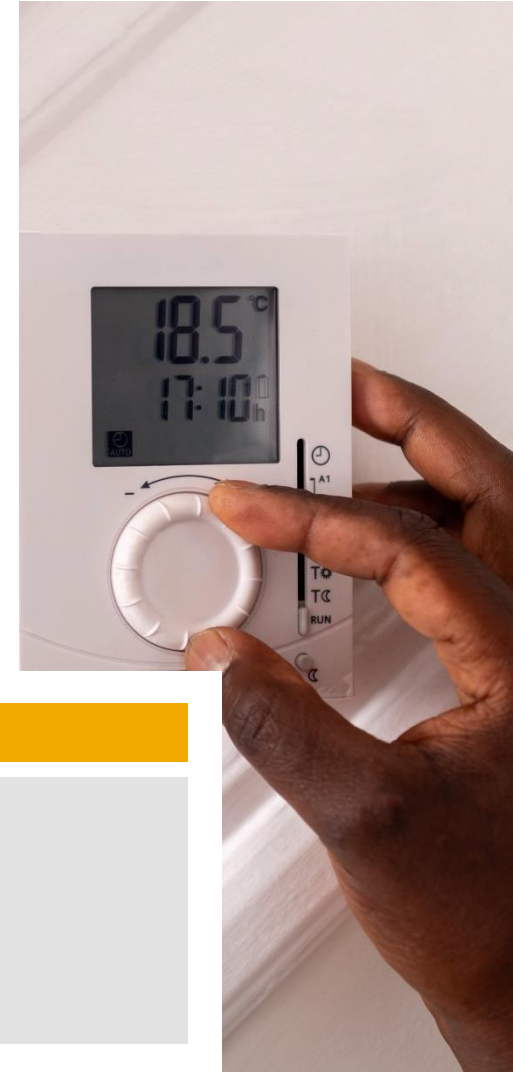
Energy Control:

- Reduce heating set point to 21°C (+/-3 degrees) in the Brunei Building and Paul Webley Wing

- Install smart thermostatic radiator valves (TRV) in the College Building, the Phillips Building and Gordon Square

Upgrade building fabric and fittings:

- Add Secondary glazing to all buildings to all buildings where this does not already exist
- Replace the marble radiator covers in the Brunei Gallery and the Paul Webley Wing
- Install LED lighting in all buildings
- Insulate the heat exchange system in the College Building
- Add further loft insulation in Gordon Square.



Phase 1a, Phase 1b

Actions:	Energy Capture & Control and Building Fabric Upgrades
Costs:	£2,308,080 one-off
Responsibility:	Estates Directorate
Carbon reduction:	133 tCO ₂ e (by 2030)

▶ 4.3 Solar panels

Work has already been undertaken to investigate the viability of installing solar panels. Although optimising the use of solar panels would only contribute a relatively modest further reduction in Scope 1 and 2 emissions, they have two further advantages:

- a) they provide a visible demonstration of commitment to sustainability and Net Zero, which is important for internal culture and external image;
- b) the pay-back time for solar panels is one that is known more robustly than most other low carbon interventions, currently standing at about 8 years, after which they generate net savings.

However, both the practical limitations for their installation (including appearance and longer-term plans for buildings) and planning approval for panels on listed buildings need working through before they can be fitted, and so this action would best be delivered in Phase 1b.



Phase 1b

Actions:	Maximise solar panels on SOAS buildings
Costs:	£221,840 one-off (25 year lifecycle)
Responsibility:	Estates Directorate
Carbon reduction:	22.5 tCO ₂ e

▶ 4.4 Space usage

Across the sector, universities are rationalising the size of their estates to realise savings from ways of working, and transitioning to wider use of shared and communal spaces.

Separate from reducing the size of the estate, carbon benefits around space usage can also be realised by concentration of activities in dedicated serviced spaces where heating, cooling and other building services are efficiently deployed and managed.

There will be further opportunities to rationalise our use of space which would have both positive impact on our Net Zero agenda and numerous co-benefits around efficiency, staff and student experience.

The programme would need to be defined as a fundamental redefinition of the way that we use our space (e.g. a departure from modular offices), reflecting drivers such as **sustainability, changing student and staff expectations, technological developments and lessons from the pandemic**; and should offer attractive propositions such as **better common spaces, adequate private space for use when needed, and feasible booking mechanisms**.



Phase 1b

Actions:	Feasibility work into repurposing and utilisation improvement
Costs:	Dependent on decisions taken around space repurposing and utilisation
Responsibility:	Estates Directorate
Carbon reduction:	Dependent on decisions taken around space repurposing and utilisation

► 4.5 Waste Reduction

Reducing unnecessary consumption will deliver a substantial reduction in carbon emissions over a set of key areas:

- Maintenance and Repairs;
- Facilities Management (Cleaning and Waste disposal);
- Furniture; Waste Management; Printing.

Maintenance and Repairs

Through conducting building maintenance and repairs, SOAS currently generates 2,600 tCO₂e per year.

Reductions will be achieved by specifying lower carbon alternatives with longer lifetimes and lower on-going maintenance requirements, and by reducing our use. This will be supported by the projected de-carbonisation of the UK electricity grid, and transport emission reductions.

We will develop an estate-wide category plan, as part of our Procurement Policy, that enables us to embed sustainability principles of low-carbon materials, product lifetime extension, modular replacement and energy efficiency in the procurement, management, maintenance and repair works we undertake, both in the requests for quotes to suppliers and in the contract management we instigate.

We will:

- Reduce the use of concrete products, ensuring those we do use contain alternative, lower carbon cementitious binding agents, such as pulverised fuel ash and ground granulated blast furnace slag to lower embodied carbon.
- Reduce the use of plasterboard, sourcing lower carbon finishes.
- Source mechanical, electrical and plumbing systems in accordance with the CIBSE TM65 standard. The average recycled content of steel components for projected life-cycle products is generally between 56 – 60% with highly optimised recycling as standard. In addition, we will ask our suppliers of metal for information to reduce embodied carbon emissions.
- Specify flooring materials, such as carpet tiles, considering lifecycle emissions and use of recycling materials.
- Specify timber products which comply with an approved standard such as FSC or PEFC with lower carbon and other sustainability impacts.



► 4.5 Waste Reduction

Facilities Management

We will deliver carbon savings in facilities management, primarily through changes in cleaning practices, furniture, printing and waste management. We will:

- Work with our suppliers and our in-house cleaning staff to deploy systems that enable both the delivery and storage of concentrated cleaning materials for dilution on-site, and the use of refillable and reusable containers. This will reduce cleaning product packaging and transportation.
- Source cleaning materials that have lower climate and other sustainability impacts compliant with labels such as the EU Ecolabel and Nordic Swan.
- Review electrical cleaning devices, such as vacuum cleaners and floor polishers, to minimise carbon impact.

This will reduce the carbon impact of Cleaning Services by 55%, equating to around 1,100 tCO₂e annual emissions saved, at a one-off cost of £250k plus a further £10k per year for staff training.

Furniture

We will take a circular economy approach to furniture use, developing a Furniture Sustainability Category Plan, to reduce carbon emissions and waste from furniture. It will include:

- Repairing and reusing existing furniture when possible.
- Where additional furniture is sourced, we will prioritise procurement of refurbished, low carbon and repairable options, and consider Furniture as a Service (FaaS).

Reducing the procurement of new furniture and switch to re-using, and refurbishing existing furniture, will saving 435 tCO₂e of emission from furniture, or 70% of the total.



▶ 4.5 Waste Reduction

Waste Management

We will:

- Review our waste collection and segregation systems, to increase recycling and composting
- Reduce the impacts from waste collection vehicle movements
- establish circular economy purchasing principles to reduce waste at the point of product purchase.

Printing

Printers are highly energy and carbon intensive in their manufacture. We will reduce volume and frequency of printer purchase, extending the lifetime of existing machines, through repair, maintenance and upgrade, and maximising lease options and efficient use of consumables such as toner cartridges.



Phase 1a, Phase 1b

Actions:	Waste Reduction (various)
Costs:	£306,800 one-off (approx.)
Responsibility:	Estates Directorate
Carbon reduction:	5,745 tCO ₂ e (by 2040)

▶ 4.6 Procurement

Procurement covers a very large part of Scope 3 emissions, and will have to be a major focus if we are to achieve Net Zero by 2040.

However, it is a complex area, involving an understanding of the procurement process (product performance and VfM), end-user needs, and an objective evaluation of the carbon footprint of the supplier. Some of the major category areas are addressed through specific actions in section 4.5.

This section considers further actions which will serve to reduce our scope 3 emissions across our procurement of goods and services.

At present, apart from a few exceptions, we do not include carbon or climate into our tendering and awards process. There are two main reasons for this. Firstly, assessing the carbon/SDG credentials of suppliers is complex and time-consuming. Hence more staff resource will be needed to fulfil the requirements of the Net Zero plan.

Secondly, whilst we have a level of centralised procurement, a lot of devolved purchasing occurs at departmental level for which evaluation of carbon/SDG factors are not explicitly required, nor is there the in-house expertise and capacity to do this.

To address these issues, we need to strengthen procurement expertise in the central team, including capacity to evaluate factors relating to carbon emissions and SDGs.

This will enable us to embed carbon considerations across the procurement cycle so we can select the best suppliers to meet our needs, and provide guidance for procurement at local level.



▶ 4.6 Procurement

To deliver a significant impact in this area we require a **Senior Procurement Manager**, at Grade 8, due to the scale of the expenditure at SOAS (£42m per year) and the diversity of products, materials and services we buy. The key outputs will be:

- a) inclusion of carbon emissions in centralised procurement;
- b) provision of guidelines for devolved procurement;
- c) evaluation of a) and b) and further recommendations (in 2028/9) for how procurement practices can be further developed to contribute to NZ by 2040.

These recommendations will inform the later stages of the procurement strategy and realise substantial reductions around our upstream scope 3 emissions (with an underlying assumption that supplier industries decarbonise space).



Phase 1b		Phase 2		Phase 3	
Actions:		Design, implement and evaluate low carbon procurement processes			
Costs:		Senior Procurement Manager (Gd8): £71,000 recurrent			
Responsibility:		Finance Directorate			
Carbon reduction:		5,036 tCO ₂ e (by 2040)			

▶ 4.7 Computers and computer services

The purchase of computers, as a single procurement sub-category, has the third largest emissions, 1,502 tCO₂e per year.

This is supplemented by a further 645 tCO₂e per year for their service and maintenance. When combined with the related categories of leasing printers and photocopiers and the use of AV equipment, the total is 3,628 tCO₂e, making it the largest overall category of spend. This equates to 26% of the impact from our Purchased Goods and Services, and 22% of our total impact.

IT products such as computers and printers are highly energy and carbon intensive in their manufacture and the embodied carbon emissions (typically 70% of the lifetime emissions) usually far outweigh the in-use emissions. Alongside our purchase of computers, we lease our multi-functional devices (MFDs) – these are the larger all-in-one photocopiers, scanners and printers – from third parties.

They provide maintenance and upkeep services; by liaising with the procurement manager (see Section 4.6), we would include carbon as a factor in choosing suppliers.

This action plan includes **reducing the carbon impact by buying refurbished machines at least 80% of the time** (to allow for those occasions when only a new machine can fulfil the procurement need); this would save over 840 tCO₂e from the 1,502 tCO₂e baseline (for computers alone, not peripheral services or MFDs).

If we add to this the coming efficiencies in the networks we use, and the steady decarbonisation of the grid, then **this will further reduce their carbon emissions by at least 50%**, meaning we could avoid approximately an additional 190 tCO₂e, **giving a total reduction of almost 70%.**



▶ 4.7 Computers and computer services

However, computer facilities and the peripherals are absolutely at the core of our business, and there are key issues of network stability and security that would need to be addressed. Given the impact that this category has on our total scope 3 emissions, as part of this action plan.

We will undertake a detailed analysis and review of the options, to report in 2026. As the roll-out of IT changes are costly and difficult to achieve quickly, the low carbon approach will be rolled out over several years, starting in 2027, to be in place by 2030.



Phase 1b		Phase 2		Phase 3	
Actions:		Phase 1b review of carbon reduction for computers and MFDs			
Costs:		Covered by new staff appointments liaising with existing staff (report phase); delivery phase should be less costly than at present			
Responsibility:		IT and Finance Directorates			
Carbon reduction:		1,933 tCO ₂ e (by 2040)			

▶ 4.8 Business travel

Business travel makes up 8% of our total carbon footprint. Of this, around 99% of this comes from flights, dominated by long-haul journeys. This will need to be reduced in order to achieve Net Zero, although this is a challenging area due to SOAS'

focus on Africa, Asia and the Middle East, which makes travel a critical part of our work.

But we take the need to reduce our travel emissions seriously, and therefore we will target a 11% reduction in our emissions from flights by 2030, from our 2018/19 baseline. This will equate to 136 tCO₂e of annual emissions reduced by 2030.

We will undertake extensive consultation on the best approach to achieving this target during Phase 1a, to ensure that this target can be reached without negatively impacting on the core business of SOAS.

This will include targeted travel policies and procedures.

We can further draw high-level assumptions around the track of decarbonisation of the aviation industry from sources such as Climate Change Committee's Sixth Carbon Budget, which suggest that aviation emissions per unit (ie. per person, per km) will decrease in intensity by around 20% from our 2018/19 baseline by 2032, and a further 10% (again from the baseline) by 2040. Our overall pathway for reduction of flight emissions also takes account of these sectoral reductions, although we must emphasise that reducing our own travel is also a critical component.



Phase 1a

Phase 2

Phase 3

Actions:	Target to reduce intensity/frequency of business travel by 11% by 2030
Costs:	Embedded in current budgets, will generate cost savings
Responsibility:	Human Resources and Finance Directorates
Carbon reduction:	136 tCO ₂ e (by 2030)

► 4.9 Offsetting of residual emissions

Even with the actions we will take as part of this Action Plan and the decarbonisation trajectory of the wider economy, we still expect to have a portion of residual emissions which will not be possible to abate within our target dates. The concept of Net Zero allows for compensation of residual emissions through offsetting.

We are mindful that voluntary carbon markets for offsetting are dynamic and developing fast, and can be expected to develop in quality over the coming years.

We will undertake focused investigations at our 2029 review to understand the state of the offsetting market five years hence, to ensure that offsets for our emissions are of our appropriate quality and represent long-term removal of carbon from the atmosphere. Our cost modelling is based on current projections for future costs, so we will also review our cost projections in the interim period.



Phase 3 and beyond 2040

Actions:	Offset residual scope 1 and 2 emissions from 2032 and residual scope 3 emissions from 2040
Costs:	Estimated at £4,000 (recurrent) to offset 94 tCO ₂ e residual scope 1 and 2 emissions (from 2032) and £68,000 (recurrent) to offset 1,500 tCO ₂ e residual scope 3 emissions (from 2040)
Responsibility:	Sustainability and Net Zero Implementation Committee
Carbon reduction:	Residual emissions

5. | Staffing resources

The Net Zero Action Plan requires the appointment of three new members of staff from Phases 1. It is also expected that a small number of additional posts may be required from Phases 2 and 3 in order to deliver the more challenging savings. The posts needed are:

- Sustainability & Net Zero Manager
- Senior Procurement Manager
- Sustainability Engagement & Communications Officer

* Analysis of FY24 (Current) and FY25 (Planned) Resourcing Budgets within Estates and Marketing Directorates have identified existing roles that can support delivery of NZAP without need to incur additional costs.



▶ 5.1 Sustainability & Net Zero Manager

This role will work alongside and across our Heads of Estates, Procurement and Sustainability to provide direction and detailed support to implement our Net Zero goals, across all three scopes of emissions. It will drive our Net Zero objectives, ensuring all aspects are supported and delivered. Alongside the day to day management and delivery of the Net Zero Action Plan, this role will also be responsible for overseeing data collection and analytics.

Post: Sustainability and Net Zero Manager

Grade: 8

Cost: £71k recurrent (including on costs)



▶ 5.2 Senior Procurement Manager

With such a small team delivering the University's procurement processes, there is an urgent need for a specialist to manage the improvements needed in sustainable procurement in order to start the journey to Net Zero by 2040. This case was outlined earlier (section 4.6).

Post: Senior Procurement Manager
Grade: 8
Cost: £71k recurrent (including on costs)



► 5.3 Sustainability Engagement & Communications Officer

Achieving Net Zero will entail extensive infrastructural and systemic changes across many aspects of the institution. With most of our emissions around Scope 3 it is imperative to have an effective and structured outreach programme to engage the SOAS community and help in the on-going behaviour change transition. The Sustainability Engagement & Comms Officer will need to be at the forefront of this effort.

Post: Sustainability Engagement and Communications Officer

Grade: 6

Cost: £49k recurrent (including on costs)



6. | Governance and delivery structures

This section is set outside the target areas but it is critical for our successful delivery of Net Zero.

▶ 6.1 Governance

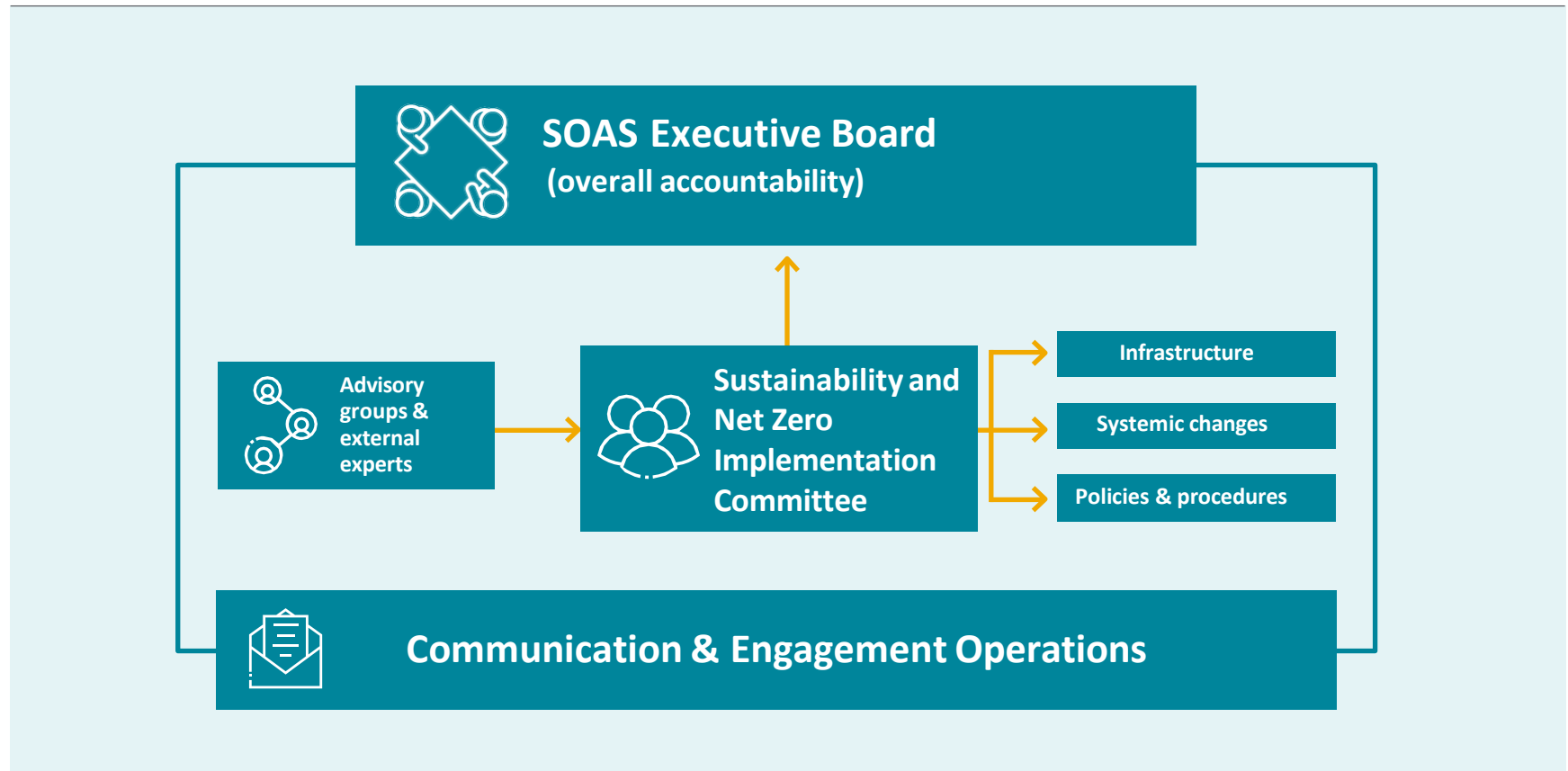
There are several important points around governance to ensure that we successfully deliver the 2032 and 2040 targets:

- The Executive Board has overall responsibility for achieving SOAS Net Zero goals, and the Sustainability and Net Zero Implementation Committee must be chaired by a member of Executive Board.
- The implementation committee must constitute a broad and relevant range of stakeholders able to provide meaningful contributions to the Net Zero programme.
- The Net Zero agenda involves a substantial commitment in time and finance and, rather than frequent updates that can lead to disengagement, we propose two major updates to Executive per year (and to the Board), to allow for substantial debate, and timed appropriately to align with annual planning and budget-setting.
- Modest ring-fenced funds to enable the delivery of NZ/SDG targets can provide powerful momentum at the local level.

Figure 5 below sets out our proposals for governance of our Net Zero programme. The sustainability and Net Zero implementation committee must comprise of relevant decision makers with appropriate levels of seniority. Terms of reference would need to be created to guide the committee's aims and operations.

Note - A broader Sustainability Strategy is being developed and this same structure could also be adapted as it's implementation committee.

Figure 5: Structure for Net Zero governance



► 6.2 Communications and responsibilities of all colleagues

It is important to remember that everyone is responsible for the sustainable operations and delivery of our Net Zero goals – staff, academics and students.

It is crucial that there is visible support from the Executive Board and Senior Management Team (SMT) for achieving Net Zero.

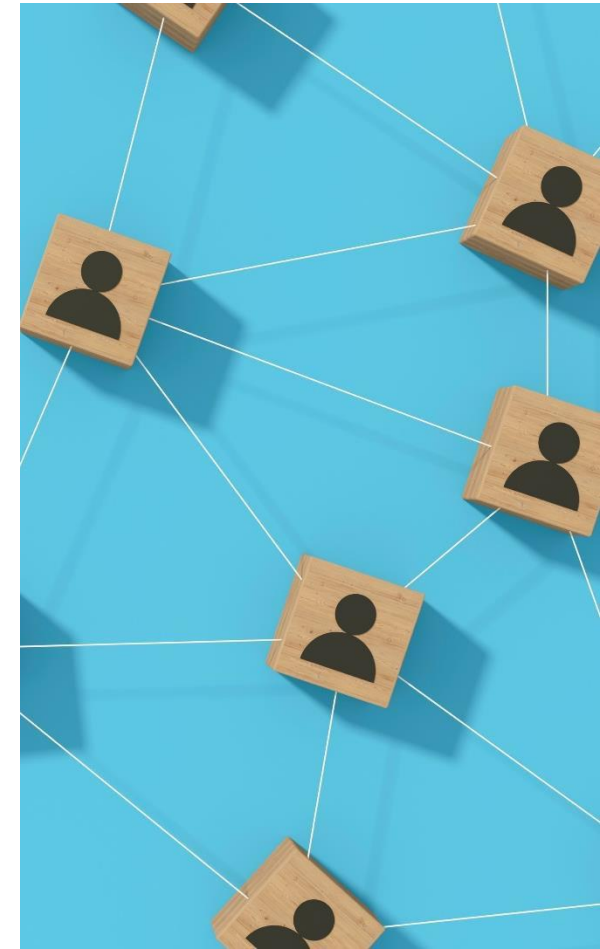
This entails making Net Zero part of general communications, internal and external, so that all stakeholders know what it is we are aiming to do and show we are doing to achieve it. It also means making the case to our investors, donors, supporters and other key stakeholders that this is the right thing to do.

We will work with our communications colleagues to ensure that Net Zero is made part of the regular interactions and that it is part of the standing agenda in SMT meetings.

Furthermore, we will review other job descriptions and roles within SOAS with a view to including accountability and personal targets relating to Net Zero where appropriate, especially for senior roles (e.g. Heads of College, functional leads); they may roll these out to other individuals with substantive Net Zero/SDG objectives (e.g. leading specific initiatives).

Where appropriate, we will work with our HR Department to consider what these changes imply for job descriptions or contractual obligations.

Furthermore, we will undertake a Training Needs Analysis to understand what skills and knowledge our staff need to meet these objectives.



Appendix

This Appendix contains further details of all the actions planned for each phase and in each target area, together with:

- An estimate of the associated costs
- The staff resource which will be required to deliver them
- The carbon reductions they are expected to achieve up till to the end of the relevant Phase
- The percentage of the overall 2018/19 emissions baseline which they are expected to abate.

Many of these actions will need further scoping and detailed planning, which may result in some revisions to the costs, resource requirements, and achievable emissions reductions.

Phase 1: 2024-2030

Target area		Phase 1a Actions	Scopes	Estimated one-off costs	Estimated recurrent costs	Staff resource inputs	Carbon reductions to end of Phase	%age reduction of 2018/19 baseline (Sc 1, 2 3)
	Heat pumps	Bloomsbury	1&2	[Already budgeted]		Estates	853	5.1%
	Energy & fabric	Thermostatic Radiator Valves	1&2	£126,260		Estates, change management	59.1	0.4%
	Energy & fabric	Heating Set Point reduction	1&2	£92,040		Estates, change management	7.0	0.0%
	Energy & fabric	LED Lighting	1&2	£472,000		Estates	4.0	0.0%
	Energy & fabric	Heat exchanger insulation	1&2	£590,000		Estates	2.4	0.0%
	Energy & fabric	Gordon Square loft insulation	1&2			Estates	0.4	0.0%
	Waste reduction	Maintenance and Repairs	3			Estates, procurement	996.0	5.9%
	Waste reduction	Waste Management	3			Estates, procurement, sustainability	10.6	0.1%
	Procurement guidelines	Low carbon procurement processes (central and devolved)	3			New procurement resource, department resource	2,276.3	13.5%



Phase 1: 2024-2030

Target area	Phase 1b Actions	Scopes	Estimated one-off costs	Estimated recurrent costs	Staff resource inputs	Carbon reductions to end of Phase	%age reduction of 2018/19 baseline (Sc 1, 2 3)
Energy & fabric	Secondary Glazing	1&2	£984,120		Estates	49.5	0.3%
Energy & fabric	Replace Marble radiator Covers	1&2	£43,660		Estates	10.7	0.1%
Solar panels	Solar Panels	1&2	£221,840		Estates	22.5	0.1%
Space usage	Space repurposing and reduction programme	1&2	To be determined		Estates, change management	To be determined	To be determined
Economy decarbonisation	Grid decarbonisation	1&2				306.4	1.8%
Waste reduction	Cleaning Practices	3	£306,800	£10,000	Estates, sustainability	751.0	4.5%
Waste reduction	Circular economy furniture procurement	3			Estates, procurement, sustainability	500.4	3.0%
Waste reduction	Printing reduction	3			Procurement, sustainability, change management	318.0	1.9%
Computing	Sustainable computer and MFD services	3			IT, procurement, change management	812.0	4.8%
Business travel	International staff travel reduction	3			Change management resource	135.5	0.8%



Target area		Phase 1b Actions	Scopes	Estimated one-off costs	Estimated recurrent costs	Staff resource inputs	Carbon reductions to end of Phase	%age reduction of 2018/19 baseline (Sc 1, 2 3)
	Economy decarbonisation	Aviation decarbonisation to 2030	3				232.1	1.4%
	Delivery	Sustainability & Net Zero Manager	All		£71,000			
	Delivery	Senior Procurement Manager	All		£71,000			
	Delivery	Sustainability Engagement and Comms Officer	All		£49,000			
Total reductions and costs in Phase 1				£2,889,820	£201,000		7,346.9	43.7%

Phase 2: 2030-32

Target area		Phase 1a Actions	Scopes	Estimated one-off costs	Estimated recurrent costs	Staff resource inputs	Carbon reductions to end of Phase	%age reduction of 2018/19 baseline (Sc 1, 2 3)
	Delivery	Recalibration of Phase 1 actions determined in 2029 review	All			Sustainability, estates, procurement, senior leadership	To be determined	To be determined
	Economy Decarbonisation	Grid decarbonisation	1&2				291	1.7%
	Economy Decarbonisation	Aviation decarbonisation to 2032	3				41.0	0.2%
	Delivery	Sustainability & Net Zero Manager	All		£71,000			
	Delivery	Senior Procurement Manager	All		£71,000			
	Delivery	Sustainability Engagement and Comms Officer	All		£49,000			
Total reductions and costs in Phase 2				To be modelled	£191,000		332	1.9



Phase 3: 2032-40

Target area	Phase 1a Actions	Scopes	Estimated one-off costs	Estimated recurrent costs	Staff resource inputs	Carbon reductions to end of Phase	%age reduction of 2018/19 baseline (Sc 1, 2 3)
Offset	Scope 1 and 2 offsetting (from 2032)	1&2		£4,000		Accounted in Phase 2	Accounted in Phase 2
Waste reduction	Maintenance and Repairs	3			Estates, procurement	1,375.0	8.2%
Waste reduction	Cleaning Practices	3			Estates, sustainability +£10k pa for training	1,037.0	6.2%
Waste reduction	Circular economy furniture procurement	3			Estates, procurement, sustainability	471.0	2.8%
Waste reduction	Waste Management	3			Estates, procurement, sustainability	6.4	0.0%
Waste reduction	Printing reduction	3			Procurement, sustainability, change management	439.0	2.6%
Procurement guidelines	Low carbon procurement processes (central and devolved)	3			Procurement, departmental	2,921.0	17.4%
Computing	Sustainable computer and MFD services	3			IT, procurement, change management	1,121.0	6.7%



Target area		Phase 1a Actions	Scopes	Estimated one-off costs	Estimated recurrent costs	Staff resource inputs	Carbon reductions to end of Phase	%age reduction of 2018/19 baseline (Sc 1, 2 3)
	Economy decarbonisation	Aviation decarbonisation to 2032	3			Change management	136.5	0.8%
	Delivery	Sustainability & Net Zero Manager	All		£71,000			
	Delivery	Senior Procurement Manager	All		£71,000			
	Delivery	Sustainability Engagement and Comms Officer	All		£49,000			
Total reductions and costs in Phase 2				To be modelled	£195,000		7,506.9	45%
After Phase 3 (offset of residual emissions)								
	Offset	Scope 1 and 2 offsetting (from 2032)	1&2		£4,000 (from 2032)		93.9	0.6%
	Offset	Scope 3 offsetting (from 2040)	3		£68,000 (from 2040)		1,549.3	9.2%
Total emissions reductions							16,829.0	100.0%





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