

Sustainability Report 2017



**Universiteit
Leiden**
The Netherlands

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Leiden University Sustainability Report 2017



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Foreword

Over recent years Leiden University has been working intensively on improving sustainability within our organisation. This 2017 edition is our first annual Sustainability Report. Our aim with this Report is to account for the way we implement the need to handle raw materials and energy more sparingly, for the benefit of both the present and future generations. We also want to make an active contribution to promoting awareness and fostering engagement in this area among students and staff.

The research carried out at Leiden University contributes new knowledge and trains students to make a contribution to society. This is an area in which the University has a clear societal responsibility, a responsibility that also includes taking active measures to promote sustainability. When we talk about sustainability, we have to consider not only our own current needs, but also those of future generations. This Report focuses primarily on the themes of the 2016-2020 Environmental Policy Plan, which encompasses much of the spectrum of sustainability issues, such as making our operations more sustainable and paying attention to sustainability in our education and research. In the next Report we will also include other aspects of sustainability, such as inclusiveness and equality.

The effects of our sustainability policy are starting to become more visible. Since 2017 we have seen a reduction in the quantities of water and energy consumed and the amount of waste produced within the University. Our performance on a number of goals has even exceeded the target we set ourselves. More and more staff and students are becoming involved in the University's sustainability policy. We are proud that in the two university benchmark assessments carried out in 2017 we achieved third place (out of 20 Dutch participants) in the SustainaBul and 49th place (out of 619 international participants) in the UI Green Metric Ranking.

But we still have some way to go. Not all the goals from our 2016-2020 Environmental Policy Plan have been achieved. Moreover, Leiden University aims to make a contribution to the Energy Agreement for Sustainable Growth. Signed in 2013, this is an agreement between the Dutch government and more than forty organisations relating to energy conservation, renewable energy and climate measures. One of the objectives of the Energy Agreement is to eliminate all human emissions of greenhouse gases, such as CO₂, in the Netherlands by 2050.

We are working on making our own operational activities more sustainable, but we also want to play a part in devising innovative solutions for sustainability in general. We are therefore working to encourage our students to think about sustainability issues. This does not mean we have answers to all the questions and challenges, but over recent years we have gained more insight into what works and what does not, and what the University's stakeholders consider important in terms of sustainability. These issues are covered in this Report.

We at Leiden University want our research and teaching to contribute to a secure, healthy, sustainable, prosperous and just world. A sustainable environment where societal responsibility is key will allow students and researchers to excel now and in the future.

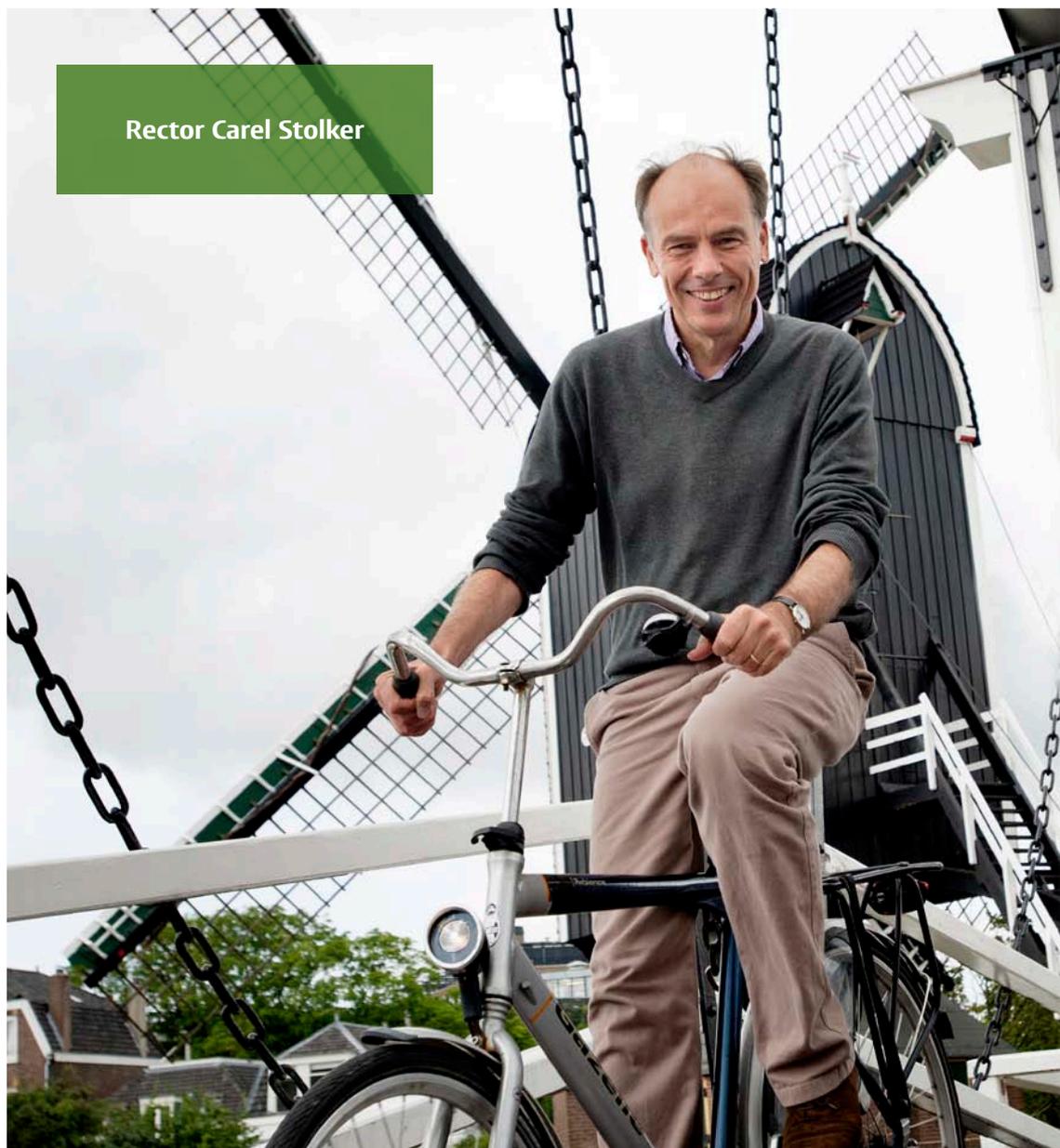
The Executive Board,

Prof. Carel Stolker, Rector Magnificus and President

Prof. Hester Bijl, Vice-Rector Magnificus

Martijn Ridderbos, MSc, Vice-President

Leiden, June 2018



Facts and figures

Environmental impact indicators

The indicators below show the long-term environmental impact of the university on the environment (all figures are excluding Leiden University Medical Center).

NA = Not yet available; expected summer 2018

NHP = Norwegian hydroelectric power

SW = Spanish wind energy

NLW = Dutch wind energy

GOs = Guarantees of Origin

VERs = Voluntary Emission Reductions

Indicator	Category	2013	2014	2015	2016	2017	Goal 2020
CO ₂ footprint (Tons) (2017 not yet available)	Total	23,501	19,269	19,510	22,446	NB	11,223
	Per staff member	5.6	4.3	4.2	4.6	NB	
	Per student	1.1	0.9	0.8	0.9	NB	
Energy consumption (GJ)	Total	603,034	538,670	541,728	601,320	546,623	
	Per staff member	144	120	116	123	107	
	Per student	29	25	23	25	21	
Electricity consumption (thousands of kWh)	Total	42,540	42,795	42,736	47,601	45,833	
	Of which offset	100% NHP	100% NHP	100% NHP	45% NHP, 10% SW, 45% NLW	100% NLW	100% NL GOs
	Self-generated	0.03%	0.03%	0.03%	0.03%	0.03%	0.3%
Natural gas consumption (thousands of Nm ³)	Total	6,956	4,850	4,679	5,059	4,030	
	Of which offset	0%	0%	0%	0%	100% <i>cookstove</i>	100% VERs
District heating (GJ)	Total	6,331	4,012	4,677	5,579	6,567	
Water consumption	Total	135,000	123,699	117,769	134,323	117,851	
	Per staff member	32.2	27.5	25.1	27.5	23.1	
	Per student	6.5	5.6	5.1	5.5	4.6	
Tap water stations	Number	0	0	0	0	3	Tap water station in every building
Waste (kg)	Total	705,508	731,920	793,133	948,496	745,668	
Of which, general waste, paper and cardboard (kg)	Total	651,593	689,730	743,153	803,141	652,155	
Of which, general waste (kg)	Total	461,681	495,862	551,730	584,524	471,928	250,000
	Per student	22.0	22.7	23.4	23.9	18.5	
Of which, paper and cardboard (kg)	Total	189,912	193,868	191,423	218,617	180,227	
	Per student	9.0	8.9	8.1	8.9	7.0	

Benchmarks

In 2017 Leiden University took part in three sustainability benchmarks: the SustainaBul, the UI Green Metric Ranking and the Transparency Benchmark. The University came third in the SustainaBul out of 20 academic universities and universities of applied sciences in the Netherlands. In the UI Green Metric Ranking international benchmark, the University was in 49th position out of the 619 participating universities. In the 2017 Transparency Benchmark, Leiden University was in 123rd place (253 companies took part; Leiden University was ranked as the fourth-highest university).

The Hague and Leiden participate in the Sustainable Business Battle, where teams devise the most sustainable and innovative solution to a problem put forward by a company or institution. In 2017 the Sustainable Business Battle won the Green Trophy of Green Keys Leiden. Green Keys is a Leiden student organisation that aims to promote sustainable thinking and behaviour among students and in student houses.



1. Leiden University's sustainability policy

Sustainability has grown in importance in recent years, for society as a whole, but certainly also for Leiden University. The University's first environmental policy plan, dating from 2009, focused primarily on making our operational activities more sustainable. In 2016, Leiden University adopted a new environmental policy plan, which was drawn up with the help of a broad steering committee and a high level of student involvement. This new plan situates our environmental policy within a more comprehensive context.

2016-2020 Environmental Policy Plan

The new 2016-2020 Environmental Policy Plan focuses not only on making business operations more sustainable, but also on incorporating environmental and sustainability issues in education and research. The main objectives of the Environmental Policy Plan, which will be addressed in the subsequent chapters of this Report, are:

- To further reduce the direct environmental impact to a level that at least corresponds with that of other broad-based universities;
- To make the environmental and sustainability policy much more visible to the University's students, staff and stakeholders, and to substantially increase their participation in this policy;
- To reduce the University's CO₂ footprint by 50% over the coming years.

The University intends to achieve these three key objectives by engaging in activities in three sub-areas, with the ambitions for each sub-area being further divided into a number of goals. These goals, each of which has a specific letter-number code, will be discussed in chapters 2 to 10 of this Sustainability Report. An overview of the status of the goals is given in Appendix A. The sub-areas are:

- Improving environmental and sustainability performance by means of six measurable themes: sustainable built environment (chapter 2), energy (chapter 3), water (chapter 4), procurement and investments (chapter 5), waste (chapter 6) and mobility (chapter 7). Our CO₂ footprint is discussed in chapter 8;
- Further integrating sustainability in the University's core tasks: education and research (chapter 9);
- Encouraging, implementing and safeguarding initiatives to ensure that the activities and results of the environmental and sustainability policy are widely visible, supported and recognised (chapter 10).

Chapter 11 describes how the implementation of the Environmental Policy Plan is organised, and finally chapter 12 looks at the future of the University's sustainability policy.

Since the Environmental Policy Plan was presented in 2016, several goals have already been achieved, and other developments have been initiated. The concept of 'environment' has in the meantime made way for the broader concept of 'sustainability'. That sustainability has become increasingly important for Leiden University is apparent from the fact that sustainability was chosen as the theme of the opening of the 2017-2018 Academic Year.

Sustainability benchmarks

Leiden University's performance in comparison with other universities in the field of sustainability, or the reporting on sustainability, is assessed in three benchmarks: the SustainaBul, the UI Green Metric Ranking and the Transparency Benchmark. Leiden University was assessed on all three benchmarks in 2017.

In the SustainaBul, Leiden University ended in 3rd place out of the 20 participating Dutch universities (academic and applied sciences). In the UI Green Metric Ranking, the University was in 49th place out of 619 participating international universities. Leiden was the fourth-highest Dutch university. In the Transparency Benchmark, Leiden University ended in 123rd place, and was the fourth-highest university; 253 Dutch organisations took place in this benchmark.

SustainaBul

Since 2012, a sustainability ranking has been in place for Dutch higher education institutions: the SustainaBul. This ranking was set up by Students for Tomorrow – the national student network for sustainability in higher education – and serves as a benchmark, aiming to make higher education more sustainable. All universities in the Netherlands complete the annual SustainaBul questionnaire. The subjects covered relate to education, research and operational activities. For every answer the institution has to submit policy documents or other evidence to substantiate its responses. A team of volunteers check the responses, give feedback and award points. The questions relating to education concern the degree to which sustainability is integrated in the programmes, even the less obvious ones, in order to raise students' awareness. The questions relating to research concern studies of sustainability, but account is also taken of whether the existing knowledge is applied in multidisciplinary research. The questions about operational activities predominantly relate to how things are done: is green energy used and waste kept to a minimum, and is the range of products sold in the restaurants from a sustainable source? The extent to which efforts are made to make students and staff aware of the importance of sustainability and the most effective ways to encourage their engagement are also examined.

UI Green Metric Ranking

An international benchmark in which Leiden University took place for the first time in 2017 is the UI Green Metric Ranking, an initiative of Universitas Indonesia. In this benchmark each institution is assessed on the sustainability of its infrastructure, energy, waste processing, water, transport and education. Leiden University scored particularly highly in the categories of waste processing, water and transport.

Transparency Benchmark

The Transparency Benchmark is implemented by the Ministry of Economic Affairs and Climate Policy. This benchmark compares the content and quality of reporting by large Dutch organisations of their activities in the area of corporate social responsibility. The focus is on the transparency of the reporting and makes no judgement about the actual activities or

performance in the area of corporate social responsibility. Verifiability and testable accounting for successes, developments and dilemmas within and outside the organisation and the reporting on these are assessed. Transparency is a key theme here.

Stakeholder dialogue

The ideal of a sustainable university can best be achieved if all the stakeholders feel involved, including students, staff and also external stakeholders, such as the city councils of Leiden and The Hague, suppliers and partners. These parties were therefore sent a questionnaire (see Appendix B), asking which elements of the University's Environmental Policy Plan (such as energy and water use, waste processing, CO₂ emissions and suchlike) they consider important and which of the United Nations' Sustainable Development Goals (SDGs) they prioritise.

A total of 25 stakeholders were approached, 12 of whom provided an input. This number of respondents was too small to be representative of the target group as a whole. However, what did emerge from the survey was that encouraging awareness and engagement was most highly valued, and the respondents felt that good education on sustainability could play an important role in this. The SDGs considered important by the stakeholders were: climate change, renewable energy, sustainable cities and communities, protecting seas and oceans, restoring ecosystems and biodiversity, responsible consumption and production, and gender equality.

Collaborations

Leiden University takes part in a range of different collaborations in the area of sustainability. The University works with Leiden City Council and is involved in the Economie071 collaboration, and it is also one of the three partner universities in the Centre for Sustainability: Leiden University, TU Delft and Erasmus University Rotterdam. The stakeholder dialogue that has emerged in producing this Report can give a major new impetus to greater visibility and participation of stakeholders in the University's sustainability policy.



Sustainable demolition will be applied from 2017 in all the former LCP laboratories (the low-rise building) and in the Gorlaeus high-rise building at the Faculty of Science. This project has been given the BREAAAM-NL Excellent rating for demolition and disassembly in the preparatory phase.



The Gorlaeus Building on the Science Campus that became operational in 2016 has been given the BREAAAM-NL Very Good rating for new construction. This is largely due to the use of thermal energy storage (TES).

2. Sustainable built environment



A sustainable building is not only energy efficient but also offers a pleasant ambiance. Making buildings more sustainable can also contribute to achieving both Dutch and European objectives for sustainability. An instrument that has been used frequently in recent years to obtain an overall measurement and assessment of the sustainability of buildings is BREEAM-NL (Building Research Establishment Environmental Assessment Method for the Netherlands). To be awarded a BREEAM-NL quality label, the sustainability of a building is determined on the basis of nine categories, including the consumption of energy, water and materials, waste production and the number of transport movements from and to the building. The possible ratings in the various categories are Pass, Good, Very Good, Excellent and Outstanding.

New construction and large-scale renovation



Goal in the Environmental Policy Plan

Sustainable built environment 1

From 2016, at least the BREEAM-NL Very Good rating will be achieved for new construction and large-scale renovation, with an emphasis on energy savings and energy efficiency.

In the efforts to attain the BREEAM-NL standards for new construction and large-scale renovations, the University emphasises energy savings and energy efficiency. In this way a financial balance can be achieved between the University's sustainability ambitions and its large investment burden in terms of real estate. Since the publication of the Environmental Policy Plan, the only new construction has been on the Leiden Bio Science Park (LBSP). The Gorlaeus Building of the Science Campus, which became operational in 2016, has been awarded the BREEAM-NL new construction certificate with a rating of Very Good. This is particularly due to the use of thermal energy storage (TES). The University is also considering TES for the new construction and renovation of the Humanities Campus in the centre of Leiden (see chapter 3).

Existing buildings



Goals in the Environmental Policy Plan

Sustainable built environment 2

By the end of 2016, Leiden University will have conducted a baseline measurement for BREEAM-NL In-Use for all relevant buildings.

Sustainable built environment 3

By the end of 2016, Leiden University will have formulated a plan for each building, showing attainable ambitions and timescale for BREEAM-NL In-Use.

Leiden University intends to make its existing buildings as energy efficient as possible. To do this effectively, first an inventory has to be made, showing where the most gains can be achieved. The BREEAM-NL method provides the best means for doing this. In 2016, a provisional BREEAM-NL In-Use rating was determined for ten existing buildings. In 2017, an inventory was made of a further 25 University buildings. The results of this baseline measurement are given on the University website (About us > profile > sustainability > the sustainable university > duurzaam in beeld). BREEAM-NL In-Use provides ideas for improvement so that an action plan and timescale can be formulated for each building. In 2018 the focus will be on buildings that will still be in use over the coming ten years and where there is good potential for energy improvements.

Area development

Goal in the Environmental Policy Plan

Sustainable built environment 4

The University, together with Leiden City Council, will use BREEAM-NL for the new development in the Bio Science Park area development, with at least the Good rating.

Leiden University and Leiden City Council are working in close collaboration on the area development of the Leiden Bio Science Park. To further explore and realise the opportunities for sustainability, a baseline measurement was carried out in 2016. On the basis of this, an action plan was formulated to attain the Good rating for the area. The Real Estate Expertise Centre has contracted an external agency to advise us on attaining a BREEAM-NL rating of Very Good. We expect to obtain this certificate in 2018.

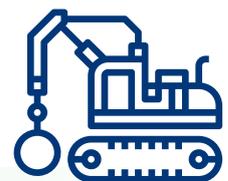
A high proportion of sustainable materials have been used in the renovation of the P.J. Veth Building, including 'refurbished' furniture, such as an old lab table for the library and lab sinks in the toilets. These items have come from other university buildings that have been demolished.





Large-scale demolition

Goal in the Environmental Policy Plan



Sustainable built environment 5

From 2016, at least the BREEAM-NL Very Good rating will be achieved for the demolition of buildings.

Sustainable demolition will be used from 2017 for the former LCP Building (the low-rise building) and the Gorlaeus high-rise building of the Faculty of Science. This project was awarded a BREEAM-NL Excellent rating for the preparatory stage of the demolition and disassembly.



Since 2017 the university has compensated for the CO₂ emissions from electricity consumption by purchasing GOs for Dutch wind energy.



Solar panels on the Gorlaeus Building. In 2018, the University will generate 0.3% of the total electricity it consumes.

3. Energy

Leiden University is in the process of transitioning from one energy source to another: fossil fuels have to make way for renewable energy from sunlight, water and wind. This is being done in three ways: by reducing energy consumption, by generating renewable energy ourselves and by buying renewable energy. Leiden University will be guided in this by the ambitions of the Energy Agreement for Sustainable Growth, which encourages organisations to improve their energy efficiency and increase their proportion of renewable energy.

Improving energy efficiency

Like all other Dutch universities, Leiden University has signed the Long-Term Agreement on Energy Efficiency (*MeerJarenAfspraak Energie*, MJA3), committing to improve its energy efficiency by 2% per year until 2020. To fulfil this commitment, the University will produce an Energy Efficiency Plan (EEP) every four years, detailing the measures that are necessary to meet this objective. Since 2005, an energy efficiency improvement of 2.5% per year has been achieved.

Purchasing electricity

Goal in the Environmental Policy Plan

Electricity 1

In 2017 the University will buy 100% of the Guarantees of Origin (GOs) for Dutch renewable energy.

In 2017, Leiden University consumed around 46,000 MWh (412,000 GJ) of electricity. This level has been more or less constant in recent years. However, given that the number of students and staff continues to rise, in relative terms our electricity consumption is falling. One way that we are making our electricity consumption 'greener' is by buying Guarantees of Origin (GOs). GOs serve to prove that the amount of energy 'purchased' – that is, energy not used by the University itself, but elsewhere – really is produced renewably. The financial revenues from the GOs are used to encourage production of renewable electricity elsewhere. Since 2017, the University has been offsetting the CO₂ emissions of its electricity consumption by buying GOs for Dutch wind energy.



Solar panels

Goal in the Environmental Policy Plan

Electricity 2

In 2018 the University will generate 0.3% of its total electricity consumption itself.



Since 2013, the University has been generating energy itself on a very small scale, with the solar panels on the roof of the Plexus building. This delivers 15 MWh per year, around 0.03% of the total consumption. Although this amount of self-generated electricity is negligible compared with the University's total electricity consumption, it still has symbolic value for the University's environmental policy. The possibilities for realising more facilities for generating renewable energy on our own site are limited, because of its location in the cities of The Hague and Leiden.

Nevertheless, the possibility of increasing the number of solar panels is being explored. The 2017 government SDE+ subsidy (Encouraging Sustainable Energy Production) makes it possible to buy more solar panels. In the course of 2018, all the roofs of the Gorlaeus, Van Steenis, Willem Einthoven, Pieter de la Court, Old Library and Kamerlingh Onnes buildings will be covered completely or partly with solar panels. This means that the University's goal of generating 0.3% of its electricity itself will be amply achieved.

Thermal energy storage

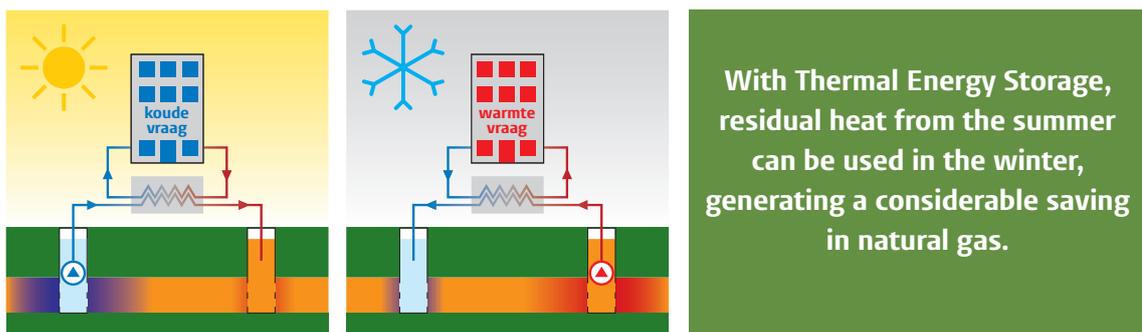
Goal in the Environmental Policy Plan

Gas 1

Thermal energy storage (TES) will be used in new construction and large-scale renovations whenever the investment costs of the replacement system can be recouped within a period corresponding to half of the expected service life stated by the manufacturer.

Natural gas is used by Leiden University mainly for heating. In 2017, the University consumed a total of around 4 million m³ of gas (127,500 GJ). In 2017, the CO₂ emissions from natural gas made up 43% of the University's CO₂ footprint; this is the largest category in the footprint. The outside temperature has a strong effect on the level of gas consumption, which was lower in 2017 than the previous year.

Thermal energy storage (TES) is a means of storing residual heat in the summer for use in the winter. This can significantly reduce natural gas consumption. The University first used TES in the construction of the new Gorlaeus Building on the Science Campus. It was expected that it would reduce natural gas consumption by 20% from 2016. This expectation was not met, because the LCP Building and Gorlaeus high-rise building remained in use for longer than planned, until



mid-2017. For this reason, the effect of the TES only became visible in 2017, albeit not as strongly as initially anticipated.

Over the next few years, as part of the Humanities Complex project, the existing WSD buildings (Witte Singel/Doelen complex) in the centre of Leiden will be partly demolished. Some of the buildings will be renovated and new construction will also take place. The heating and cooling of the existing buildings accounts for almost half of the total primary energy consumption. This offers an excellent opportunity for increasing sustainability. In 2016, a consultancy agency determined that TES offers the greatest improvement in sustainability, potentially leading to energy savings of around a quarter of the primary energy consumption.

More sustainable gas consumption

Goal in the Environmental Policy Plan



Gas 2

From 2017, the CO₂ emissions from natural gas consumption will be fully offset by buying Voluntary Emission Reductions (VERs).

One way of making our gas consumption more sustainable is by buying Voluntary Emission Reductions (VERs). These are financial contributions to projects that aim to reduce CO₂ emissions worldwide. In 2017 Leiden University made use of this option by financing cookstoves in Kenya. These stoves are specially designed for cooking and are supplied to households in developing countries. Cookstoves use at least fifty per cent less wood and produce much less smoke, which makes them more energy efficient and healthier to use, while also helping to reduce deforestation.



More sustainable gas consumption by buying Voluntary Emission Reductions (VERs). In 2017 Leiden University used this option for financing cookstoves in Kenya.



Students at the Leiden University Green Office (LUGO) sell refillable water bottles that can help reduce the use of environmentally polluting (disposable) plastics and encourage the use of tap water.



Plastic Soup Surfer Merijn Tinga filling his water bottle at one of the new water tap stations at Leiden University.

4. Water

Leiden University uses water for very diverse purposes, varying from research in laboratories to flushing toilets and making tea and coffee. Clean drinking water represents only a relatively small proportion of the water requirement. Taking a critical look at this requirement can offer ways of reducing the environmental impact of water use. In 2017, Leiden University consumed around 117,000 m³ of water. The average water consumption by students has reduced by almost 2 m³ per student over the past five years: from 6.5 m³ per student per year in 2013 to 4.6 m³ in 2017 (see the table in 'Facts and figures' on page 4).

Water savings

Goal in the Environmental Policy Plan

Water 1

Water-saving measures will be included in new construction and renovations, in line with the latest state of the technology.

For new buildings and large-scale building renovations, measures will be taken to conserve water using the BREEAM-NL methods. As part of this plan, in the P.J. Veth Building, which was renovated in 2017, water-saving sanitary facilities, taps and appliances (including white goods) were installed in the pantries, a leak detection system was fitted in the central water supply and shut-off valves were fitted near the appliances that are connected to the water supply. Water-saving techniques will also be used in the (new) buildings on the Science Campus, which will further reduce water consumption.

Encouraging the use of tap water

Goals in the Environmental Policy Plan

Water 2

Leiden University will participate in 'Join the Pipe' and install tap water stations in all its buildings.



Water 3

In 2016 Leiden University removed all the water coolers.



Leiden University intends to install 35 'Join the Pipe' tap water stations at twenty locations during 2017 and 2018. One tap water station was available in Plexus and two in the P.J. Veth Building at the end of 2017. The remaining tap water stations will be installed in 2018. By providing Join the Pipe tap water stations, the University is encouraging people to drink tap water. The Join the Pipe organisation aims to achieve a fair distribution of drinking water throughout the world, and also helps to reduce the use of plastic-packaged mineral water and the resulting environmental



impact. Proceeds from installing tap water stations and selling refillable tap water bottles are used to finance clean drinking water projects in developing countries. The sale of refillable tap water bottles with the LUGO logo will also start in 2018 (see the section on the Leiden University Green Office (LUGO) in chapter 10, on page 42).

The water tap stations make a contribution to the drinking water project in the slum district of Madoya in Nairobi, Kenya. Schools in the slum district have no money to pay the local water bill, and consequently have no water at school. By giving pupils a re-usable bottle, they can take water with them from a tap station or pump, so they can stay at school for longer on hot days.



5. Sustainable procurement and investment

The Leiden University Procurement Service (UIL) purchases a wide range of goods and services every year on behalf of Leiden University. To a greater or lesser extent, all these goods and services have a detrimental effect on the environment. In 2008, all Dutch universities (academic and applied sciences) agreed in a covenant with the Ministry of Infrastructure and Water Management (I&W, then the Ministry of Housing, Spatial Planning and the Environment, VROM) that from 2012 at least 50% of their procurement and investments would meet the sustainability criteria set by the Ministry. These criteria specify the minimum requirements and tendering conditions relating to the environment and international social provisions for a number of product groups. All procurement and investments for which criteria have been set must be sustainable by 2020 at the latest.

The total amount spent by Leiden University on the procurement of goods and services in 2017 was 57 million euros, the largest procurement items being:

- Equipment, apparatus, education resources (22.8 million)
- Business travel – transport and hotels (9.7 million)
- Building and grounds maintenance (9 million)
- Energy and water (6 million)
- Auxiliary materials and raw materials, such as gases and chemicals (5.1 million)
- Books and other (digital) collections (4.6 million)

Leiden University complies with the EU tendering rules in its procurement. From 1 January 2018, an EU tendering procedure must be used for the procurement of all goods and services with a value above 221,000 euros (excl. VAT), and the criteria for sustainable procurement must also be applied. In 2008, the University held five EU tenders for goods and services. This number has since risen to a total of 110 EU tenders up to and including 2017, involving both once-only purchases and long-term contracts. The UIL has been fully compliant with the Ministry's covenant since 2012; in all cases where criteria have been set, they are applied by the University.

Sustainable procurement

Goal in the Environmental Policy Plan

Procurement 1

In 2018 the University will use sustainability criteria for all forms of procurement of goods and services, where this is possible.



Some recent examples of sustainably procured goods are paper, cleaning services and computers. When tendering for paper in 2017, the choice was made for the more sustainable 75-gram instead of the previously used 80-gram type. Services such as cleaning are also procured sustainably. Cleaning is carried out using environmentally friendly products, and the supplier must report

what is used and how much of each product. The computer hardware that is purchased complies with the lowest energy consumption standards.

The CO₂ footprint can be reduced by paying careful attention to the number of deliveries made and by carrying out the University's transport movements using sustainable means of transport. This is relevant for, among other things, tenders for University removals and the logistics of University catering. In addition, the University sometimes buys second-hand furniture, and the suppliers of this may also refurbish used University furniture for re-use. In the ongoing EU tenders for office and computer supplies, the intention is to offer a 'green catalogue'.

UIL uses standards for University-wide contracts that are expressed in key performance indicators. If a product or service does not comply with these standards, UIL will hold the suppliers to account.

Development of sustainability criteria

Goal in the Environmental Policy Plan

Procurement 2

Leiden University will take the initiative to encourage all Dutch universities to formulate sustainability criteria for product groups where national criteria have not yet been set.

Leiden University's ambition is to make the procurement of goods and services even more sustainable. For product groups for which the Ministry of Infrastructure and Water Management does not yet have any sustainability criteria, Leiden University sets its own criteria. In 2018, the University intends to use sustainability criteria for all procurement segments for which this is possible. SURF has drawn up sustainability criteria for the procurement of ICT products and services that exceed the ambition level of the criteria drawn up by the government. UIL will urge the users of the goods or services to be procured to formulate environmental criteria.

Sustainable food and drink

Goal in the Environmental Policy Plan

Procurement 3

In 2018, depending on market supply and prices, 80% of the product groups in the University's restaurants will be organic or fair trade; where possible they will be regional products, and sufficient choice will be offered for vegetarians.

Sustainably produced food reduces CO₂ emissions in production and promotes the region's economy. The University is working on increasing the share of organic, fair trade, vegetarian, vegan and regional products in the in-house restaurants. Sustainable products are presented in the University's restaurants under the 'Pure' label, a concept that has been developed by Leiden University itself. The basic principle of 'Pure' is that vegetarian food is sustainable and that this





The range of products sold by the University's catering department comprises 80% sustainable, biological or fairtrade products.



Vegan eating at the Leiden University Green Office (LUGO).

must therefore be the norm. More than 80% of the range of University catering now consists of sustainable, organic or fair trade products. The Faculty Club uses only 100% organic ingredients. The vegetarian range in the University restaurants has been expanded, and an extensive vegan range has also been introduced. The vegetarian products are priced more cheaply than the non-vegetarian products, and extra attention is focused on them, for example by means of ‘daily specials’.

The number of transport movements for supplying the University’s restaurants will be optimised without affecting the freshness of the products. This can be done, for example, by combining the transport of dry groceries, fresh and frozen products in one journey. Through continuous monitoring of consumption, food products can be procured carefully, so that food waste is kept to a minimum. Other ways to further reduce food waste include, for example, using old bread to make croutons (to serve with soup) and processing overripe fruit to make smoothies. The Brasserie Campus of the Wijnhaven complex in The Hague offers a daily soup from the Surplus Food Factory, where surplus products from the food industry are used to make consumable food.

Sustainable investments

Goal in the Environmental Policy Plan



Procurement 4

In 2016 the University will investigate whether the sustainability criteria for its investment policy can be more closely specified, for example in line with criteria used by pension funds such as ABP.

Leiden University has around 150 million euros ‘in the bank’, which means that the money is held by the Ministry of Finance: so-called treasury banking. This money is needed to meet current financial obligations in the short term, and to finance planned investments in buildings. Treasury banking is only used by organisations with public funding. The money of the foundations affiliated with Leiden University is not included. The most important foundation is Praesidium Libertatis. Gifts and bequests whose investment proceeds are used to finance educational and research activities are preferably placed with this foundation. Praesidium Libertatis has capital of around 20 million euros, which is invested in equity funds (40%) and bonds (60%).

The equity funds in which Praesidium Libertatis invests are sustainable investment funds, such as those managed by ASN or RobecoSAM Smart Energy Fund. It also invests in sustainable trackers (funds that follow the stock market index). The investments in bonds are assessed to ensure that they meet the criteria of the UN Global Compact, relating to the protection of human rights and the elimination of child labour and corruption.

6. Waste

Leiden University has a three-pronged approach to reducing the amount of waste as far as possible: prevention, separation and recycling. The main aim is to prevent waste. Staff, students and visitors of Leiden University together produce around 750 tons of waste per year. Some 65% of the waste is non-separated commercial waste, which is incinerated with energy recovery. Around 35% of all the waste collected by the University is already separated into such categories as paper and cardboard, wood, construction and demolition waste, frying oil, glass, high-value plastic, computers and other equipment.

Preventing waste

Goal in the Environmental Policy Plan



Waste 1

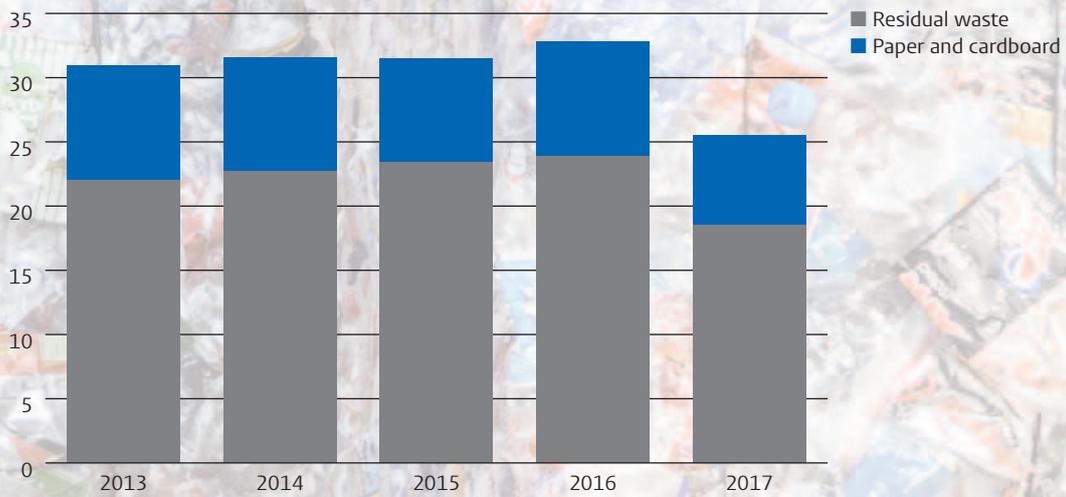
In 2017 the external communication of the Administration & Central Services Department (BB) will be 95% digital, reducing its paper use by 40% compared with 2015.

The Administration & Central Services Department sends virtually no more letters to staff and students. Communication is via e-mail, website and social media. Productions such as Education in Figures, Research in Figures and Personnel in Figures are now only distributed digitally. Memoranda and documents for consultation and meetings are placed on SharePoints, and not distributed in paper form. Paper continues to be used for marketing and communication,

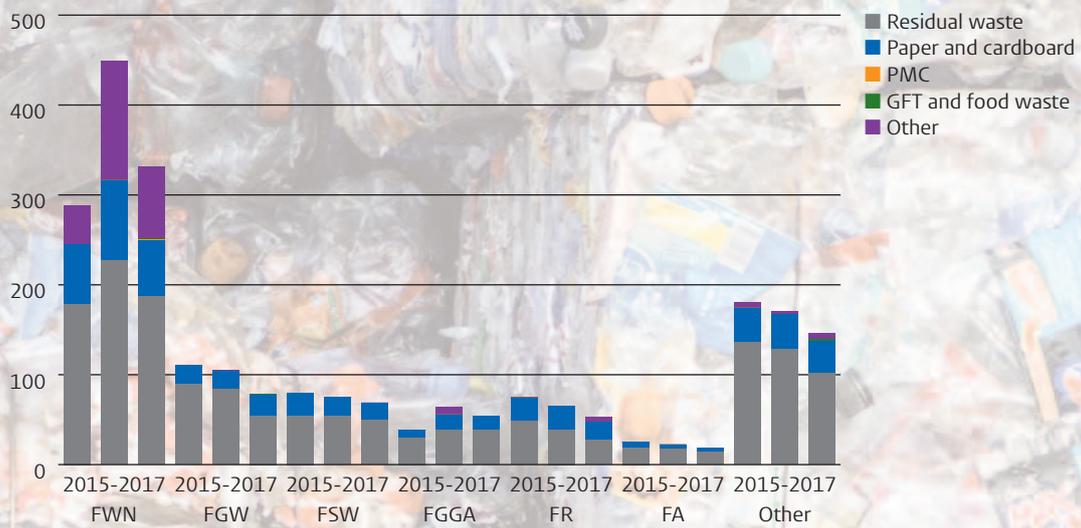


At the opening of the academic year In 2017, Plastic Soup Surfer Merijn Tinga called for the use of plastic bottles to be drastically reduced.

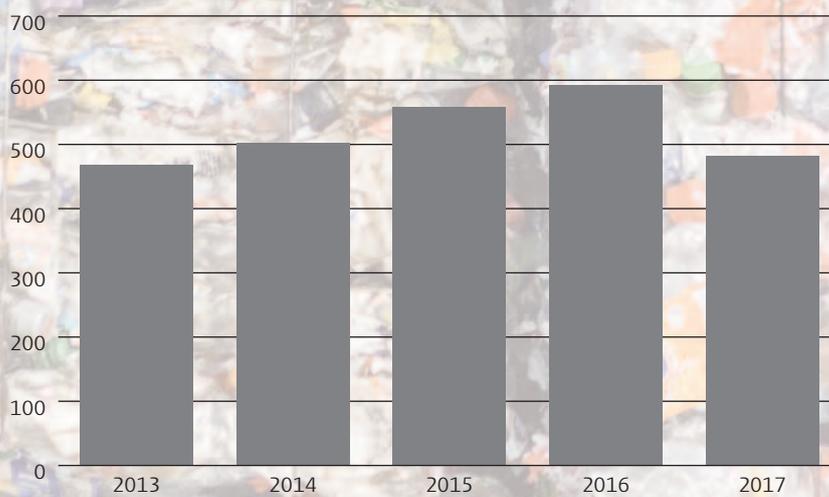
Average amount of waste per student (in kg)



Division of waste flows by faculty and other units (in tons)



Total amount of residual waste (in tons)



including student recruitment. There is still a high demand for brochures in addition to digital channels. The brochures have been produced sustainably and climate neutrally since 2017 (paper and printing). A decrease in paper use in the first categories is therefore offset by an increase in the use of printed media as a result of increasing recruitment activities, for example at international trade fairs. On balance, the use of paper has remained more or less the same. This is not expected to change significantly in the coming years.

Reducing waste

Goal in the Environmental Policy Plan



Waste 2

Each year the amount of waste per Leiden University student will be reduced, to a maximum of 25 kilos per student in 2020.

The result of this goal is measured on the basis of the total amount of paper and cardboard waste plus general waste per year, divided by the number of students (see 'Facts and figures', page 4).

The graph shows that this average has been steadily increasing in recent years. In 2017, however, a decline can be seen to an average of 26 kilos of waste per student. This downward trend started in 2016 in most faculties and units, and is expected to continue. This was not the case for the Faculty of Science (FWN) and the Faculty of Governance and Global Affairs (FGGA). In 2016, a large amount of construction and demolition waste and glass was produced during the partial demolition of the Lecture Building, the cleaning up of the cellars and the relocation to the Gorlaeus Building (FWN). The new Wijnhaven complex (FGGA) also became operational in 2016, and it is expected that staff and students will generate around 25 tons of commercial waste here each year.

Separating waste

Goals in the Environmental Policy Plan

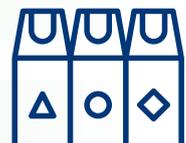
Waste 3

The amount of incinerated commercial waste will be less than 250 tons in 2020.



Waste 4

Collection points for plastic, paper and commercial waste will be installed in all University buildings (50 people or more) in 2017 at the latest.



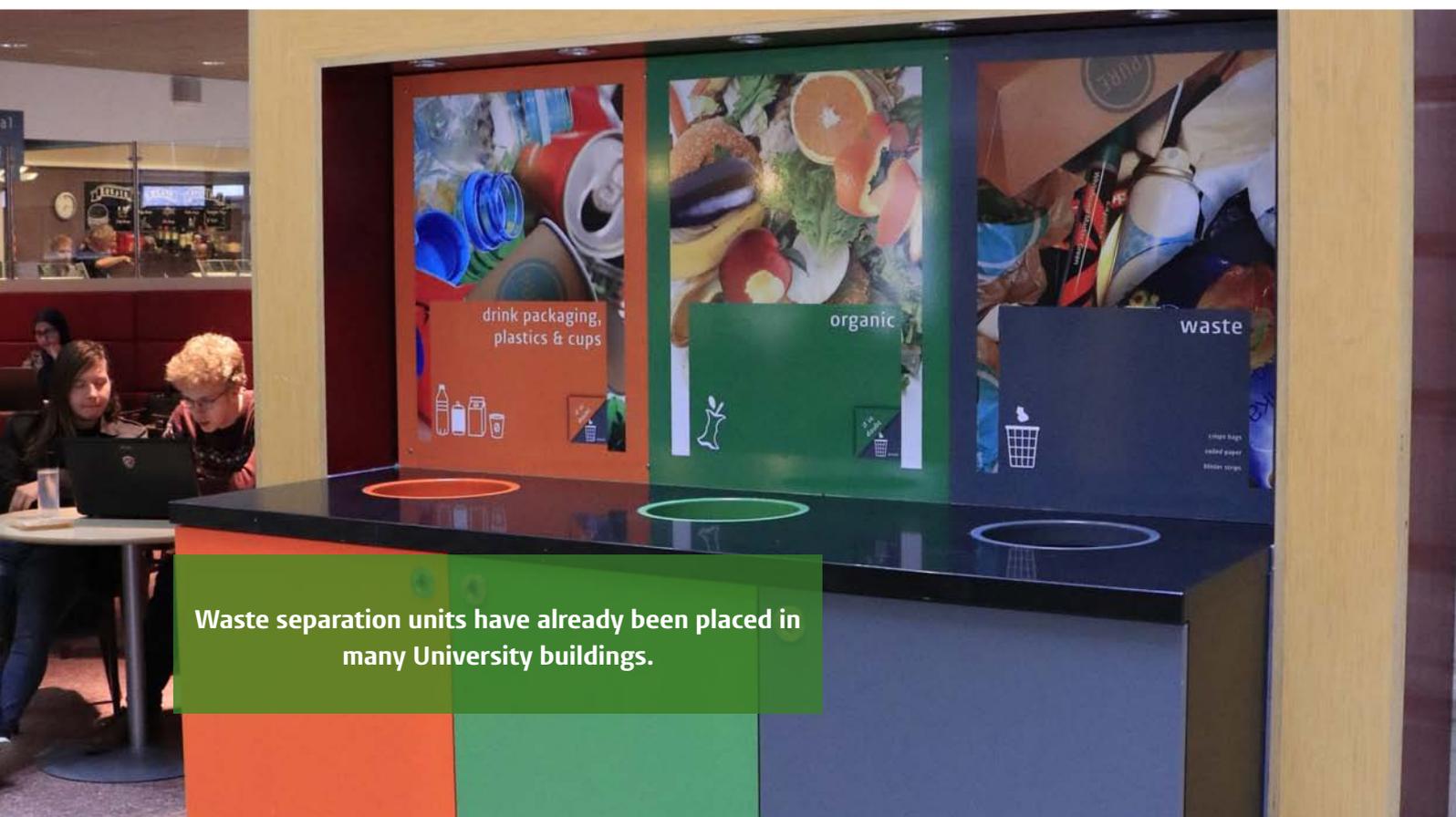
The second prong in reducing the amount of waste is to separate more waste. This can be done at source or after collection. In 2016, the aim was to achieve a higher separation rate and better after-collection separation. The incinerated commercial waste can thus be further reduced to

less than 250 tons in 2020. After several years of increase, in 2017 the amount of incinerated commercial waste fell back to the 2013 level.

The UFB plays a coordinating role in waste management and is responsible for contract management. A higher percentage of waste separation can be achieved by installing waste containers with several compartments for the different types of waste. Obviously, the end result is largely dependent on the willingness of students and staff to separate their waste.

There are four categories of waste: general waste; paper and cardboard waste; VFG (vegetable, fruit and garden) waste; and PMD (plastic bottles, metal packaging and drinks cartons) waste. VFG and food waste are sent to a bioreactor, where some of it is converted into biogas. The remaining waste is processed to make a soil improver. Paper and cardboard are washed and processed to make new paper and cardboard. The waste treatment market is currently not able to recycle the PMD waste from government organisations.

Waste separation units were placed in the following University buildings in 2017 and 2018: Kamerlingh Onnes, Leiden Observatory, Plexus, Old Library, Lipsius, Huizinga, Arsenal, Witte Singel Doelen complex, Café Ubé, Pieter de la Court, Snellius, Huygens, Gorlaeus, Van Steenis, Willem Einthoven and the locations of Campus The Hague (Wijnhaven, Anna van Bueren and Schouwburgstraat). In addition, collection points for batteries, toners, cartridges and writing materials have been or will be provided in University buildings.



Waste separation units have already been placed in many University buildings.

The University collects data on its waste flows in order to issue more accurate new tender requests for waste processing. As tendering for PMD waste is more difficult than the other waste flows, where possible this is covered by a separate contract. To ensure that the data on waste flows are representative of the actual situation, the University encourages staff and students to separate waste as carefully as possible. The data will be reported quarterly, so that any adjustments that are necessary can be made rapidly.

Recycling waste

Goal in the Environmental Policy Plan



Waste 5

From 2017, items that the University no longer needs will be offered to staff and students via a webshop. In 2020 there will be 200 transactions per year via the webshop.

Recycling discarded items could be a means of further reducing the University's environmental impact. The plan was therefore devised in 2016 to set up an online recycling shop for items that the University no longer uses. This would promote re-use and at the same time reduce the costs of waste disposal. However, it turned out that this kind of webshop has a number of legal and financial consequences. In view of these complications, the decision has been taken to delay setting up the webshop until there is a clearer idea of the sustainability benefits and the most efficient way of organising the webshop.



Presentation by Instock at the Leiden University Green Office (LUGO) symposium on the circular economy, that aims to combat waste in restaurants. Instock offers restaurants food that supermarkets would otherwise throw away.



Over 90 per cent of students travel by bicycle or public transport.



Charging stations for employees' cars are available at various University car parks.

7. Mobility

Leiden University has over sixty locations in Leiden and The Hague, more than 6,500 members of staff and around 28,000 students, as well as receiving a large number of visitors every year. Consequently, every day thousands of transport movements take place to, from and between the University buildings: commuting for work and study, business trips and the transport of goods to and between the different University locations. All these forms of transport account for 53% (2016) of the University's total CO₂ footprint.

Most University buildings are easily accessible by public transport or bicycle, making it easy to travel in an environmentally friendly manner. Having students and PhD candidates living close to the University locations so that they can reach them easily contributes to reducing environmentally harmful forms of transport. The University maintains good contacts with local councils and housing associations, to ensure good (future) housing for these target groups in this respect as well.

In 2016, 28% of the CO₂ footprint was caused by commuting for work or study. In 2014, Leiden University commissioned a survey to discover how staff and students travel to and from the University. This showed that more than half of the staff travel by bicycle, and almost one-third by public transport. Students use environmentally friendly modes of travel relatively often: more than 90% of them travel by bicycle or public transport. At the end of November 2017, the University conducted a new mobility survey among staff and students; the results are expected to be available sometime in 2018.

Greener commuting

Goal in the Environmental Policy Plan

Mobility 1

Locations with at least 50 parking spaces will be equipped with charging points for cars.



There are four University locations with their own car park: (1) the town centre (Maliebaan); (2) Boerhaave; (3) Sylvius and Gorlaeus; and (4) the shared car park for Huygens, Oort, Snellius and the University Sports Centre. Double charging points have been installed at the Sylvius, Gorlaeus and Maliebaan car parks. Several staff members have indicated that they often have no access to a charging point, so Real Estate is investigating the possibility of providing more charging points.

In October 2017 Leiden University, together with the LUMC, the University of Applied Sciences Leiden, VNO-NCW West Leiden region, Katwijk City Council and Leiden City Council, signed the 'Sustainable Kilometres' statement of intent. This is an initiative to encourage staff of these organisations who live within a five-kilometre radius from their work not to use their cars to travel to work. The measures that will be taken have been adapted to suit the situation at the different organisations, which are also exchanging experiences and knowledge with one another

on this issue. The aim is for 90% of these staff to travel to work using a sustainable mode of transport by the end of 2018.

Reducing commuting

Goal in the Environmental Policy Plan



Mobility 2

In 2016 an environmentally friendly removal bonus will be included in the 'moving expenses regulation' for staff who have a contract for more than a year.

In 2016, the possibilities for offering reimbursement of moving expenses were extended. Staff with a permanent contract, or the prospect of a permanent contract, who live more than 25 kilometres from their work may be considered for a 'removal bonus' of 2,500 euros if they move house and in so doing reduce their home-work commuting distance by at least 60%. This removal bonus is also referred to as a 'green removal bonus', because the environmental impact of commuting will decrease as a result of the shorter commuting distance and the improved opportunities for using a bicycle or public transport. In 2015, the use of bicycles for commuting was encouraged by doubling the tax-free sum for a bicycle in the Employment Conditions Individual Choices Model to 1,500 euros.

Good, environmentally friendly accessibility

Goal in the Environmental Policy Plan

Mobility 3

In 2016 Leiden University will investigate possibilities for good, environmentally friendly accessibility of the Science Campus.

Most of the University's locations are in the city centre and are easily accessible by public transport. All the University buildings in Leiden, apart from those on the Science Campus, are a maximum of 15 minutes' walking distance from Leiden Central Station; in The Hague they are all within 10 minutes' walking distance from The Hague Central Station. The Wijnhaven complex, which was completed at the end of 2016, is more or less adjacent to the station.

Only the Science Campus in Leiden is less easily accessible by public transport. At the Leiden Bio Science Park (LBSP), where the Science Campus is located, there are also relatively few parking spaces, and in the early morning and afternoon there are often long queues. Leiden University, Leiden City Council, the Province of South Holland and the companies believe it is very important to make the LBSP more accessible by public transport and are committed to achieving this.

The Real Estate Expertise Centre and Leiden City Council are together looking at how the LBSP can be made more sustainable. One possible way could be to use sustainable raw materials, for example when laying a sustainable cycle path and footpath. A quick scan, 'Future-Proof Design

for the LBSP', is being used to investigate the options for further improving sustainability, such as climate adaptation, biodiversity, energy and heat transfer, and the recycling of raw materials. Based on this, an investigation will be made of how the proposed sustainable solutions can be fitted into the overall design (yet to be drawn up). In doing so, account must be taken of the Master Plan and the traffic layout established by Leiden City Council. The more area-specific issues will be addressed separately, outside of this project. Examples include biodiversity, energy, heat energy, waste and external accessibility.

The University is looking at the possibility of 'flexible' parking garages, where parking spaces can be added or removed as the demand for parking changes. Parking garages can also be made ready for expanding the charging point infrastructure when the number of electric cars increases. This flexibility also involves taking account of self-parking cars, smart lighting, apps for optimum use of space and installing solar panels.

Less air travel

Goal in the Environmental Policy Plan

Mobility 4

The standard mode of travel for business trips with a travel time less than six hours will be the train.



Although University researchers also maintain their international contacts partly via digital media, a certain degree of personal contact remains essential. Business travel will therefore continue to be necessary in the future. It is important that this travel is as sustainable as possible.

The business trips made by Leiden University staff in 2016 accounted for 25% of its total CO₂ footprint. The biggest contributor is air travel. The focus is therefore on reducing or offsetting the CO₂ footprint due to air travel. For short trips, public transport is the preferred mode of travel. In principle, cars and planes are only eligible for use if public transport is not a viable alternative.

The following text is included on the University staff website with the information on business trips abroad: *The University wants its staff to travel in the most sustainable way possible. It has therefore decided that trips of six hours or less must be taken by train rather than plane.* In order to monitor the achievement of this goal, from 2016 onwards an annual check will be made to ensure that no more than 10% of the trips that fall within the six-hour criterion have been taken by plane.

The Health, Safety & Environment (HSE) Expertise Centre analysed the business trips by plane in 2016: 7% of the flights fell within this 6-hour criterion and could therefore also have been made by train. If these flights had been replaced by train travel, 44,770 kg of CO₂ emissions would have been avoided. These flights were mainly business trips to and from London. The analysis was repeated for 2017 by the University General Services Department, and this revealed that 5% of the flights fell within the 6-hour criterion. Whether this downward trend will

continue will become apparent in the coming years. In this respect, a positive development is that the accessibility of London by train will have improved in 2018, with Eurostar's direct train service between London and Amsterdam. In 2017, discussions were held with the UniGlobe travel agency and UIL about how international train journeys can be booked more easily via their systems. Consideration is also being given to whether the train option can be placed at the top of the possibilities offered to the user. However, a disadvantage is that rail travel is generally more expensive than air travel.

Offsetting of CO₂ footprint due to air travel



Goal in the Environmental Policy Plan

Mobility 5

In 2018 at least 90% of the CO₂ emissions from air travel will be offset via the Fair Climate Fund, for instance.

The HSE Expertise Centre and UIL drew up a proposal in 2017 for a way to offset the CO₂ footprint from air travel, and how the costs, which are between 50,000 and 70,000 euros, can be absorbed within the University. The University will make a decision on this in 2018.

Cleaner and more fuel-efficient business transport

Goal in the Environmental Policy Plan



Mobility 6

From 2016, when new company vehicles are purchased, they will be environmentally friendly models (Class A or B).

Staff who want to attend a meeting or working group at another University location can use one of the staff bicycles. These bicycles are used intensively. For the transport of goods between the various locations and other business transport, the University has thirteen company vehicles. The large and small vans are managed by the UFB, while cars are used by the Faculty of Science, several other faculties and the Real Estate Expertise Centre. The company vehicles account for less than 1% of the total CO₂ footprint. Reducing the number of company vehicles would contribute relatively little to reducing the CO₂ footprint, therefore the University does not intend to do this. When new vehicles are purchased, however, care is taken to ensure that environmentally friendly variants are chosen. The vans chosen by the University must be in the 'top 10 clean and fuel-efficient vans' of the Royal Dutch Touring Club (ANWB) and cars must have at least energy label Class A (petrol cars) or Class B (diesel cars).

8. CO₂ footprint

A CO₂ footprint incorporates all the available data on energy consumption, mobility, waste and other issues, and visualises an organisation's environmental impact in a specific year. Because it takes time to collect all the relevant data, the CO₂ footprint for a given year can only be determined halfway through the following year. The CO₂ footprint for 2016 was consequently produced in 2017. At the time of publication of this Report, not all the data for 2017 were known yet.

CO₂ footprint for 2016

The total CO₂ footprint for 2016 was 22,446 tons. Since 2010, the share of electricity consumption in the CO₂ footprint has been greatly reduced by gradually switching to renewable sources for all the electricity consumed. Almost half (43%) of the CO₂ is emitted when buildings are heated by burning natural gas. The CO₂ footprint resulting from commuting journeys of staff and students contributes 28% to the CO₂ footprint. The share of business travel, which mainly consists of the share of air travel, amounted to 25% of the total CO₂ footprint in 2016. The variation in the CO₂ footprint over the years is mainly caused by the variation in natural gas and heat consumption, due to the annual differences in outside temperatures (cold and less cold winters). The share of mobility, for both commuting and business trips, in the CO₂ footprint is fairly stable.

CO ₂ footprint in tons	Performance				Projection			
Category	2013	2014	2015	2016	2017	2018	2019	2020
Electricity	619	0	0	0	0	0	0	0
Natural gas and heat	12,822	9,114	8,869	9,595	46	46	46	46
Water and waste water	20	33	36	161	161	161	161	161
Refrigerants	603	291	261	100	100	100	100	100
Commuting	5,315	5,698	5,981	6,250	6,250	6,250	6,250	6,250
Business travel	3,346	3,585	3,583	5,656	5,656	493	481	469
Waste production	229	232	231	265	265	265	265	265
Third parties	547	315	549	419	419	419	419	419
Total	23,501	19,269	19,510	22,446	12,897	7,734	7,722	7,710
Percentage compared to 2016				100%	-43%	-66%	-66%	-66%

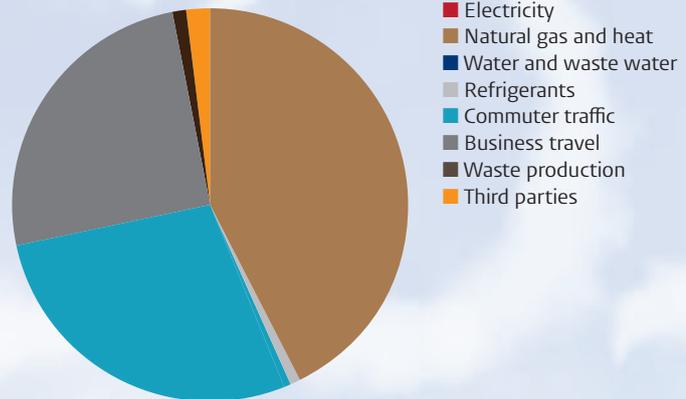
Reducing the CO₂ footprint by 50%

The table above shows that the CO₂ footprint in 2017 is expected to reduce by 43% compared with 2016, and in the subsequent years (2018 to 2020) by 66% compared with 2016. This means that the goal in the Environmental Policy Plan of reducing the CO₂ footprint by 50% compared with 2016 has been met.

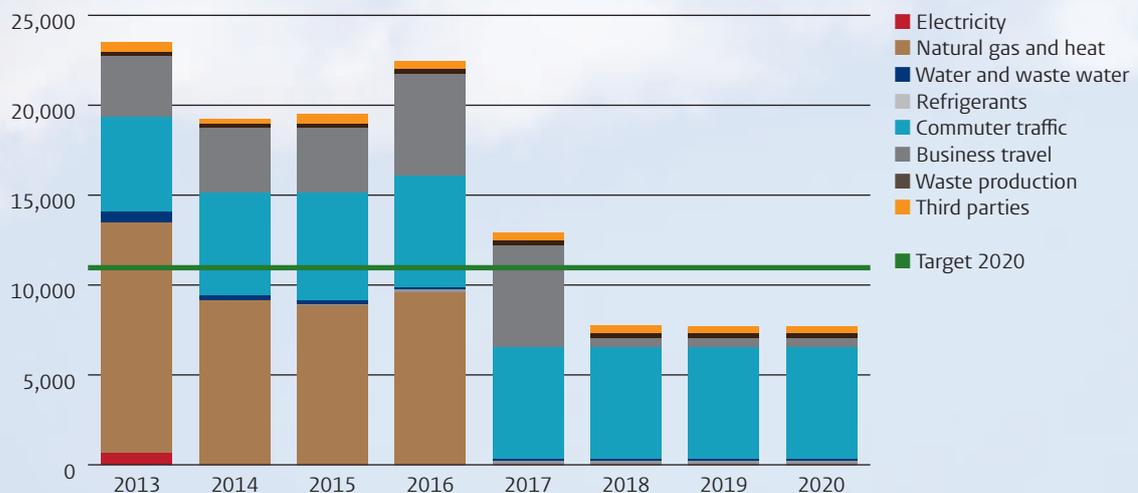
It should be noted here, however, that the contribution of electricity in the above table is minimal because in 2013 the University had already started to offset the CO₂ footprint due to

electricity consumption by buying GOs (see chapter 3). Therefore the electricity contribution to the CO₂ footprint was minimised in subsequent years. As of 2017, the contribution of natural gas will also disappear almost entirely, as a result of offsetting the CO₂ footprint by buying voluntary emission reductions (VERs; see chapter 3). By 2018, the contribution of business travel will also be minimised, again by offsetting the CO₂ footprint of air travel. The University therefore still generates CO₂ emissions, but offsets them by limiting those emissions elsewhere. The goal of a 50% reduction has thus been achieved.

CO₂ footprint 2016



CO₂ footprint: achievements to 2016 and future projections



9. Education and research

As a prominent European research university, Leiden University plays a leading role in academic research and teaching. Good academic research and teaching are crucial for a secure, healthy, sustainable, prosperous and just world (Freedom to Excel, Leiden University 2015-2020 Institutional Plan). This ambition means that the University wishes to contribute to improving sustainability not only in its operational activities but also in its research and education.

Societal developments in the area of sustainability and their associated dilemmas are addressed in teaching and research. By enabling students to learn more about sustainability during their studies, Leiden University aims to provide them with the knowledge and understanding they need to meet the sustainability challenges of the coming decades.

Leiden University intends to increase the number of students involved with sustainability as part of their study programme. Sustainability issues are addressed to a greater or lesser extent in the education and research at all faculties, but in most cases they are not explicitly communicated. Students are therefore not always aware of the possibilities that already exist in this area. By providing more information, the University wishes to raise students' awareness of what is available.

Overview and publication

Goals in the Environmental Policy Plan



Education and research 1

In 2018 there will be a clear overview of all the activities in the area of sustainability in education and research at Leiden University.

Education and research 2

In 2018 there will be a communications framework in which this overview can be presented and supplemented in a user-friendly way.

The inventory showed that a total of 5 sustainability study programmes and 23 sustainability courses are offered at the University (see Appendix C). The Faculties of Archaeology (FA) and Science (FWN) are the most active in terms of initiatives. The Faculties of Governance and Global Affairs (FGGA), Social and Behavioural Sciences (FSW) and Humanities (FGW) are less active, but they do pay some attention to sustainability. Leiden Law School (FR) states that sustainability plays a role in many of the topics covered in its education. The Faculty of Medicine reports that it does not offer any subjects in this area.

The faculties FA, FWN, FGGA and FSW state that they encourage researchers to contribute to sustainability issues. FA and FSW conduct distinctive research in the field of sustainability and there is communication, albeit not very explicitly, about new research studies and their own



Biology students



Environment Professor Geert de Snoo at the 36 mini-ditches (the 'living lab') where the effects of fertilizers and pesticides are tested on aquatic life.

expertise in this field. The Faculty of Archaeology also pays systematic attention to the role of heritage in sustainable societies. At FWN, research into sustainability is carried out by, among others, the Leiden Institute of Environmental Sciences (CML), which is working very hard on this.

It is proving to be difficult to achieve the first goal – producing a clear overview of sustainability in education and research – for two reasons. Firstly, it is a core value of Leiden University that the academic community itself determines the content and structure of teaching and research. Decision-making on these issues therefore takes place at the lowest possible level: in the programmes, institutes and faculties where possible, at University level if this has demonstrable benefits or is necessary (Freedom to Excel, Leiden University 2015-2020 Institutional Plan). Secondly, it was difficult to reach agreement on the definition of sustainability: the survey conducted by the Academic Affairs Department to inventorise education and research in the area of sustainability led to a discussion on what should be understood by sustainability education. It was agreed that the Unesco¹ definition should be used. The Education Consultation (OWB) decided that faculties should identify the most important activities relating to sustainability in the field of research and education.

The results of the survey will be published on the University website in 2018, so that students and researchers can gain an overview of what is happening at the University in the area of sustainability. The overview is not yet exhaustive; the intention is that it will be further supplemented.

Other goals in the Environmental Policy Plan



Education and research 3

In 2018 the possibilities for including a compulsory general studies core curriculum course on sustainability in every bachelor's curriculum will have been investigated.

Education and research 4

In 2018 the possibilities of a 'sustainability endorsement' on degree certificates will have been investigated.

¹ Education for Sustainable Development allows every human being to acquire the knowledge, skills, attitudes and values necessary to shape a sustainable future. Education for Sustainable Development means including key sustainable development issues into teaching and learning; for example, climate change, disaster risk reduction, biodiversity, poverty reduction, and sustainable consumption (verkort).

Education and research 5

From no later than 2018, the Centre for Sustainability will offer a course on 'integrating the theme of sustainability in existing curricula' for interested teaching staff, if a preliminary survey confirms the need.



Education and research 6

No later than 2018, one or more workshops will be held in the Lorentz Center to explore how research in the area of the environment and sustainability can be developed further.

Before starting to realise these four goals, the University first wishes to increase the support for sustainability within the academic community. To this end, both Green Keys, a student organisation that aims to promote sustainable thinking and behaviour among students and in student housing, and the Leiden University Green Office (LUGO), see chapter 10, conducted a survey among approximately 500 students to gauge their interest in sustainability in education. Both surveys showed that students are very interested in sustainability and that there is a need for more sustainability courses. A network of sustainability-oriented teaching staff has also been set up, in which teaching staff from all faculties are represented. This group has met a number of times with Green Keys, LUGO and HSE to exchange knowledge and define a strategy to ensure that sustainability plays a more prominent role in education and research.



The Leiden University Green Office (LUGO) organised a workshop to learn how to grow oyster mushrooms on coffee grounds.

Leiden University aims to make staff, students and external stakeholders very aware of its sustainability policy and the attendant measures. It is these groups that are primarily responsible for shaping and supporting our sustainability policy and helping make it a reality. The University therefore regularly communicates about both the high-profile, 'iconic' projects and the less visible measures that nonetheless have a major impact on the environment. In our communication, we aim to present Leiden University's sustainability policy as progressive and innovative.

Increasing visibility

Goal in the Environmental Policy Plan



Awareness and engagement 1

Converting the Environmental Policy Plan into an action programme will result in a (step-by-step) communication plan, including a content calendar, in which the proposed environmental measures will be supported by / translated into effective and inspiring communication.

Offline and online communication

In 2017 Leiden University communicated more and with greater frequency on its environmental policy via the University's regular (online) news media: website, social media and newsletters, aimed at both external and internal target groups. A content calendar, which is part of the communication plan on sustainability, ensures that attention is regularly focused on sustainability initiatives via the University communication channels.

A number of news articles on the Sustainable University attracted considerable attention via the website and on social media, including reports on: the SustainaBul, the CO₂ footprint, the transport policy, the new vegetarian range in the University restaurants, the Warm Sweater Day, the Week of Sustainability, the activities of the Leiden University Green Office (LUGO), the Join the Pipe tap water stations and waste separation. These articles are also published on the website for staff and students, and have been distributed more widely in the University's internal and external digital newsletters.

One particular instance of publicly visible and attractive communication on sustainability was the speech at the opening of the academic year by 'Plastic Soup Surfer' and alumnus Merijn Tinga. The opening was entirely on the theme of sustainability. In a crowded Pieterskerk on 4 September 2017, Tinga called on the audience (staff, students and other guests of the University) to study and work as sustainably as possible, and to further reduce the amount of plastic at the University. Tinga's appeal featured prominently on the University website, via social media and in the alumni magazine *Leidraad*, and was also widely reported in the regional media. Many positive responses were posted on Twitter, showing that his speech reached a wide audience. Tinga also contributed to the video that was made to promote the use of the new Join the Pipe tap water stations.

In 2016, a dossier on ‘The Sustainable University’ was published on the website, setting out the plans and results of the University’s sustainability policy and presenting concrete actions and achievements in an accessible way, including for external parties with an interest in the subject. This dossier, which is updated regularly, can be found via the homepage (About us > profile > sustainability). News articles on sustainability are also added to this dossier.

The University’s regular Annual Report includes information on the sustainability policy, supported by current figures. This Annual Report is an accountability document for the Ministry of Education and Science (OCW), and is distributed among external stakeholders.

The replacement of plastic cups in the University’s coffee machines in 2017 is another example of contributing to awareness. The machines now dispense (not yet recyclable) paper cups. The aim is not so much to save waste but to raise awareness among users that plastic is bad for the environment. This message is communicated to staff and students on a regular basis.

Leiden University Green Office (LUGO)



Leiden
University
Green
Office

Goal in the Environmental Policy Plan

Awareness and engagement 1

The Leiden University Green Office will be operational from the beginning of 2016.

An effective way to involve the University community in the University’s sustainability ideal, and to increase their motivation for this, is to set up a sustainability platform: a Green Office. This is a place where knowledge and ideas can be shared and sustainability projects designed.

LUGO has been operational since June 2016. Its focus is on creating awareness of sustainability and making a contribution to reducing the University’s CO₂ footprint. LUGO carries out sustainability projects itself and also supports the implementation of ideas that come from the University community.

LUGO started with six students and three members of the University staff. A new team is now operating, consisting of six new students, while the staff members have a more supporting role. The students work for a maximum period of one year on the LUGO objectives, after which they pass the baton to a new group of students. The University’s environment adviser is responsible for LUGO’s budget and acts as the student assistants’ supervisor. A Supervisory Board approves LUGO’s plans and provides support for executing projects in the form of advice and contacts. LUGO is located at Reuvenplaats, at the heart of Leiden University’s city centre campus.

LUGO organised a range of different activities in 2016 and 2017, informing students about issues relating to sustainability. A month was organised, for example, when students and staff were challenged to adopt a vegan diet. LUGO arranged a vegan lunch to attract their interest. There was also the opportunity to exchange clothes in Clothes Swaps organised by LUGO. In 2017, LUGO also made an important contribution to the Sustainable Business Battle (SBB),

an initiative where interdisciplinary teams of University students from Leiden and The Hague compete with one another to find the most sustainable, innovative and directly implementable solution for an issue related to sustainability at a company or institution.

Another important role of a Green Office is to be a thorn in the University's side with regard to the sustainability policy and its implementation. Students organised a petition to hold a meat-free day in the University restaurants. LUGO students also discussed with the University Council (UR) and the University General Services Department (UFB) the subject of offering more vegetarian and vegan options in the restaurants. Partly as a result of their initiative, the University now offers more of these products. Finally, in cooperation with the Real Estate Expertise Centre, we are working on installing 35 Join the Pipe tap water stations in the University buildings, where refillable water bottles with the LUGO logo will be sold.

Not all staff and students are familiar with LUGO's activities. In the coming period, LUGO will be given greater prominence, both in online and offline communications. Promotional activities will also be prepared, for example in the introduction weeks. In 2018, LUGO will organise a symposium on the circular economy, as well as a number of documentary evenings and lunch lectures on current sustainability themes. LUGO will also be focusing on national



The students at the Leiden University Green Office (LUGO) are dedicated to making students and staff at the University more aware of the importance of sustainability.



and international campaigns such as the Vegan Challenge and the PET-free campaign. In these activities, LUGO will work closely with the Leiden Assessors Council (LAssO) and the UR.

There has been a clear increase in the participation of students in promoting sustainability and measures to achieve this since LUGO was launched in 2016. It is not only the student assistants who work for LUGO who do this, but also student volunteers and other students who come into contact with the University's sustainability policy via LUGO.

11. Organisation and implementation

Responsibilities

The 2016-2020 Environmental Policy Plan clearly states which departments or expertise centres are responsible for achieving each of the goals. For some of these goals, the parties responsible have changed. The summary of the current status of the goals in the 2016-2020 Environmental Policy Plan shows who is responsible for each goal (see Appendix A).

The entire University is involved in implementing the goals of the 2016-2020 Environmental Policy Plan. The faculties are closely connected with executing the Plan. The goals in the area of the University's operational activities are in the hands of the Administration & Central Services Department (BB) and the relevant expertise centres, in particular Real Estate (VG), General Services (UFB) and Health, Safety & Environment (VGM). The responsibility for realising the goals in the area of education and research has not been specifically assigned: VGM has taken the lead for the first two goals. Students' involvement is organised via the Leiden University Green Office (LUGO), while Strategic Communication & Marketing (SCM) is responsible for the goals in the area of visibility.

To further integrate sustainability into the University's education and research (see chapter 9), a network of sustainability lecturers has been set up, in which every faculty, except for the Faculty of Medicine, is represented by at least one member of teaching staff. The network is made up of teaching staff who give classes in the area of sustainability and have an affinity with sustainability.

Monitoring implementation

Monitoring the implementation of the Environmental Policy Plan as a whole lies with the VGM Department, which is also responsible for reporting on the progress of the plan. VGM also has contact with the relevant expertise centres about progress. The goals of the Environmental Policy Plan are also included in the University-wide Health, Safety and Environment Plan (AMP), which is assessed and updated once every four years.

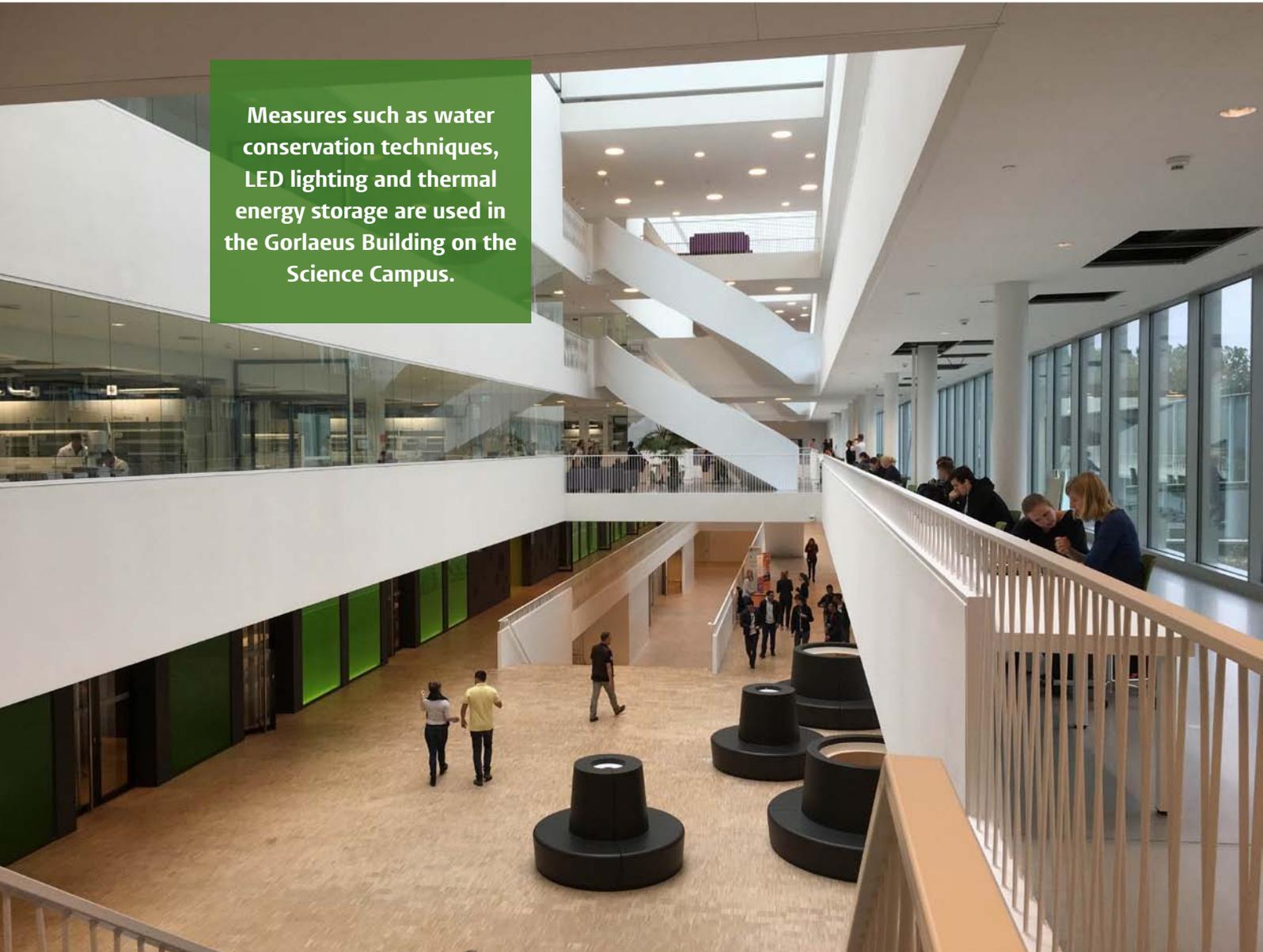
The University's participation bodies – University Council and Faculty Councils – are also involved in implementing the Environmental Policy Plan and discuss topics such as energy procurement, offsetting the CO₂ footprint of air travel, introducing waste separation, ambitions for education and research, and the visibility of the environmental policy.

Finances

The costs of implementing the 2016-2020 Environmental Policy Plan are borne by the relevant departments and expertise centres and fall within the regular budgets of the University. This resulted in start-up problems in the case of goals where responsibilities were not initially clear, such as those for waste. The costs of the new waste containers and the surrounding campaign

are borne by the UFB. The method for financing the costs of achieving the goal for offsetting the CO₂ footprint of air travel is currently still under discussion. The – considerable – costs of achieving the goals for the themes of sustainable built environment, energy and water are covered by the University's accommodation costs.

Measures such as water conservation techniques, LED lighting and thermal energy storage are used in the Gorlaeus Building on the Science Campus.



12. New sustainability goals

Leiden University's position in the two sustainability benchmarks in which it participated in 2017 (SustainaBul and UI Green Metric Ranking, see chapter 1) indicates that the University is performing relatively well compared with other universities. This is certainly positive, but there is still much to do. It is important to continue to encourage creative ideas and to remain alert to new possibilities in the area of sustainability.

New goals

Since the Environmental Policy Plan was adopted in 2016, two new goals have been formulated and have meanwhile been achieved. The first goal relates to the aim of increasing the University community's involvement in the University's sustainability ambition; it was therefore decided to publish an annual Sustainability Report as from 2017. The second goal is to map the number of traffic movements of students, staff and visitors and to reduce them as much as possible. Excellent results have also been achieved for this ambition (see chapter 7).

Leiden University's ambitions extend much further than achieving the goals that have already been identified. A major new challenge is to actually reduce the total CO₂ footprint rather than to offset it, so that the University's operations are energy neutral. This could be achieved, for example, by even greater use of thermal energy storage (TES) to minimise natural gas consumption, by buying actual renewable energy, and by further reducing the number of business trips by plane. Gains can also be achieved in reducing waste, by aiming for more circular use of raw materials, cooling University buildings in less environmentally harmful ways and using rainwater for flushing toilets.

Looking ahead to 2020, Leiden University is well on the way to achieving most of its goals. An evaluation of the Environmental Policy Plan is scheduled for 2019. This evaluation will serve as the basis for formulating a new sustainability plan in 2020, which will start in 2021.



Appendix A

Status of the goals from the 2016-2020

Environmental Policy Plan

No.	Goal	Status	Responsible	When
Sustainable built environment (chapter 2)				
SB1	From 2016, at least the BREEAM-NL Very Good rating will be achieved for new construction and large-scale renovation, with an emphasis on energy savings and energy efficiency.	Ongoing	Real Estate	From 2016
SB2	By the end of 2016, Leiden University will have conducted a baseline measurement for BREEAM-NL In-Use for all relevant buildings.	Achieved	Real Estate	From 2016
SB3	By the end of 2016, Leiden University will have formulated a plan for each building, showing attainable ambitions and timescale for BREEAM-NL In-Use.	Ongoing	Real Estate	From 2016
SB4	The University, together with Leiden City Council, will use BREEAM-NL for the new development in the Bio Science Park area development, with at least the Good rating.	Achieved	Real Estate	From 2016
SB5	From 2016, at least the BREEAM-NL Very Good rating will be achieved for the demolition of buildings.	Achieved	Real Estate	From 2016
Energy (chapter 3)				
ELEC1	In 2017 the University will buy 100% of the Guarantees of Origin (GOs) from Dutch renewable energy.	Achieved	Real Estate	2017
ELEC2	In 2018 the University will generate 0.3% of its total electricity consumption itself.	Ongoing	Real Estate	2018
GAS1	Thermal energy storage (TES) will be used in new construction and large-scale renovations whenever the investment costs of the replacement system can be recouped within a period corresponding to half of the expected service life stated by the manufacturer.	Ongoing	Real Estate	From 2016
GAS2	From 2017, the CO ₂ emissions from natural gas consumption will be fully offset by buying Voluntary Emission Reductions (VERs).	Achieved	Real Estate	From 2017
Water (hoofdstuk 4)				
WAT1	Water-saving measures will be included in new construction and renovations, in line with the latest state of the technology.	Ongoing	Real Estate	From 2016
WAT2	Leiden University will participate in 'Join the Pipe' and install tap water stations in all its buildings.	Ongoing	Real Estate	From 2016
WAT3	In 2016 Leiden University has removed all the water coolers	Delayed	Faculties and units	2016

Sustainable procurement and investments (chapter 5)				
PRO1	In 2018 the University will use sustainability criteria for all forms of procurement of goods and services, where this is possible.	Ongoing	Leiden University Procurement Service	2018
PRO2	Leiden University will take the initiative to encourage all Dutch universities to formulate sustainability criteria for product groups where national criteria have not yet been set.	Ongoing	Leiden University Procurement Service	2016
PRO3	In 2018, depending on market supply and prices, 80% of the product groups in the University's restaurants will be organic or fair trade; where possible they will be regional products, and sufficient choice will be offered for vegetarians.	Ongoing	University General Services Department	2018
PRO4	In 2016 the University will investigate whether the sustainability criteria for its investment policy can be specified in more detail, for example in line with criteria used by pension funds such as ABP.	Achieved	Financial Economic Affairs	2016
Waste (chapter 6)				
WAS1	In 2017 the external communication of the Administration & Central Services Department (BB) will be 95% digital, reducing its paper use by 40% compared with 2015.	Delayed	Administration & Central Services	2017
WAS2	Each year the amount of waste per Leiden University student will be reduced, to a maximum of 25 kilos per student in 2020.	Ongoing	University General Services Department	2020
WAS3	The amount of incinerated commercial waste will be less than 250 tons in 2020.	Ongoing	University General Services Department	2020
WAS4	Collection points for plastic, paper and commercial waste will be installed in all University buildings (50 people or more) in 2017 at the latest.	Ongoing	University General Services Department, Faculty of Science	2017
WAS5	From 2017, items that the University no longer needs will be offered to staff and students via a webshop. In 2020 there will be 200 transactions per year via the webshop.	Delayed	Health, Safety & Environment	2017
Mobility (chapter 7)				
MOB1	Locations with at least 50 parking spaces will be equipped with charging points for cars.	Achieved	Real Estate	From 2016
MOB2	In 2016 an environmentally friendly removal bonus will be included in the 'moving expenses regulation' for staff who have a contract for more than a year.	Achieved	Human Resource Management	2016
MOB3	In 2016 Leiden University will investigate possibilities for good, environmentally friendly accessibility of the Science Campus.	Ongoing	Real Estate	2016
MOB4	The standard mode of travel for business trips with a travel time less than six hours will be the train.	Ongoing	Human Resource Management	From 2017
MOB5	In 2018 at least 90% of the CO ₂ emissions from air travel will be offset via the Fair Climate Fund, for instance.	Ongoing	Leiden University Procurement Service	2018
MOB6	From 2016, when new company vehicles are purchased, they will be environmentally friendly models (Class A or B).	Ongoing	All units	From 2016

No.	Goal	Status	Responsible	When
Education and research (chapter 9)				
EDU1	In 2018 there will be a clear overview of all the activities in the area of sustainability in education and research at Leiden University.	Achieved	Health, Safety & Environment	2018
EDU2	In 2018 there will be a communications framework in which this overview can be presented and supplemented in a user-friendly way.	Ongoing	Health, Safety & Environment	2018
EDU3	In 2018 the possibilities for including a compulsory general studies core curriculum course on sustainability in every bachelor's curriculum will have been investigated.	Halted		2018
EDU4	In 2018 the possibilities of a 'sustainability endorsement' on degree certificates will have been investigated.	Halted		2018
EDU5	From no later than 2018, the Centre for Sustainability will offer a course on 'integrating the theme of sustainability in existing curricula' for interested teaching staff, if a preliminary survey confirms the need.	Halted		2018
EDU6	No later than 2018, one or more workshops will be held in the Lorentz Center to explore how research in the area of the environment and sustainability can be developed further.	Halted		2016
Awareness and engagement (chapter 10)				
AE1	Converting the Environmental Policy Plan into an action programme will result in a (step-by-step) communication plan, including a content calendar, in which the proposed environmental measures will be supported by / translated into effective and inspiring communication.	Ongoing	Strategic Communication & Marketing	2016
AE2	The Leiden University Green Office will be operational from the beginning of 2016.	Achieved	Health, Safety & Environment	2016

Appendix B

The questions from the Stakeholder Survey

Sustainability at Leiden University

Leiden University would like to know what you think about sustainability, and what you believe is relevant for the University. We are therefore asking you to take part in this short survey (10 minutes), in which we will ask for your opinion on a range of sustainability issues. The survey starts with four open questions, followed by a number of multiple-choice questions.

Please fill in the survey by 30 March 2018. Thank you for taking part.

To which stakeholder group of Leiden University do you belong?

- Staff
- Students
- Leiden City Council or The Hague City Council
- Supplier
- Resident of Leiden or The Hague
- Collaborative partner
- Other

Open questions

This part has four questions that you can answer freely.

1. What do you think of Leiden University's policy on sustainability?

You can state whether you think it goes too far or not far enough, whether we are preparing adequately for the future, what you notice in everyday practice and what you feel is lacking, for example.

2. Are there any examples of sustainability from other organisations that you would like to see applied within Leiden University?

3. *What is the social or environmental impact of Leiden University's sustainability policy on you or your organisation?*

4. *Could you write a quote about Leiden University's sustainability policy?*

We will include this quote (around 2 lines) in the Sustainability Report. At the next question you can indicate whether you want your quote to be anonymous in the Sustainability Report.

Before moving on to the multiple-choice questions, we would like to ask if you wish to remain anonymous in Leiden University's Sustainability Report. If not, please enter your name at the following question. Would you prefer to remain anonymous in Leiden University's Sustainability Report?

Yes No

If not, then please enter your:

First name and last name: _____

Job title: _____

Organisation: _____

2016-2020 Environmental Policy Plan

Leiden University's 2016-2020 Environmental Policy Plan covers eight topic areas. In your opinion, how relevant is the following topic for Leiden University, on a scale of 1 to 5? A score of 1 means 'not relevant' and a score of 5 means 'very relevant' for Leiden University.

- Sustainable built environment 1 2 3 4 5
- Energy 1 2 3 4 5
- Water 1 2 3 4 5
- Sustainable procurement and investments 1 2 3 4 5
- Waste 1 2 3 4 5
- Mobility 1 2 3 4 5

- Sustainability in education and research 1 2 3 4 5
- Awareness and engagement 1 2 3 4 5

Sustainable Development Goals

The final part is about the Sustainable Development Goals (SDGs) of the United Nations. The 17 SDGs have been in existence since 2015 and play an increasingly important role in sustainable business operations. Leiden University wishes to move from an environmental policy to a broader sustainability policy. These international goals may also be valuable for the University. We would like to know whether you believe these SDGs are relevant for Leiden University. You can find more information about the SDGs at: www.sdgnerland.nl.

On which SDGs should Leiden University focus? For each SDG, indicate how relevant you believe it is for Leiden University on a scale from 1 to 5. A score of 1 means ‘not relevant’ and a score of 5 means ‘very relevant’ for Leiden University.

1. No poverty 1 2 3 4 5
2. Zero hunger 1 2 3 4 5
3. Good health and well-being 1 2 3 4 5
4. Quality education 1 2 3 4 5
5. Gender equality 1 2 3 4 5
6. Clean water and sanitation 1 2 3 4 5
7. Affordable and clean energy 1 2 3 4 5
8. Decent work and economic growth 1 2 3 4 5
9. Industry, innovation and infrastructure 1 2 3 4 5
10. Reduced inequalities 1 2 3 4 5
11. Sustainable cities and communities 1 2 3 4 5
12. Responsible consumption and production 1 2 3 4 5
13. Climate action 1 2 3 4 5
14. Protecting seas and oceans 1 2 3 4 5
15. Restoring ecosystems and maintaining biodiversity 1 2 3 4 5
16. Peace, justice and strong institutions 1 2 3 4 5
17. Partnerships for the goals 1 2 3 4 5

Thank you!

We will incorporate your answers in Leiden University’s 2017 Sustainability Report. If you would like to receive a digital copy of this, please enter your e-mail address below. If you have any questions, please contact Amber Hensema: a.hensema@vgm.leidenuniv.nl or 071 527 3094.

Your e-mail address: _____

Appendix C

Overview of programmes and courses on sustainability as at 31 December 2016

Bachelor's and master's programmes about sustainability

Archaeology

- BA in Archaeology – Specialisation in Heritage & Society
- MA/MSc in Heritage & Museum Studies

Science

- BSc in Biology*
- MSc in Biology
- MSc in Industrial Ecology

Bachelor's and master's courses partly about sustainability

Faculty of Governance & Global Affairs, The Hague (per 1-1-2016)

- Minor in Innovation, Co-creation and Global Impact
- Minor in Global Affairs
- Major in Earth, Energy & Sustainability (LUC)

Humanities

- Optional subject: Transitions en route to sustainability*
- Optional subject: Asia through consumption (bachelor's)
- Optional subject: Asia through consumption (master's)

Medicine

- Health-related specialisation (bachelor's)

Law

- Advanced Legal Profession and Ethics
- Advanced International Economic Law and Sustainable Development
- Corporate Social Responsibility

Social and Behavioural Sciences

- Minor in Cultural Anthropology and Development Sociology*
- Specialisation in Sociology of Policy in Practice

Science

- Minor in Sustainable Development
- Optional subject: Sustainability in a Circular Economy*
- Compulsory subject: Sustainable Development and Circularity*
- Compulsory subject: Corporate Social Responsibility*
- Optional subject: Environmental Biology*
- Optional subjects: Biodiversity 1 and 2
- Optional subject: Ecology and Environment*
- Compulsory subject: Designing Sustainable Biotechnological Processes*
- Specialisation in Energy and Sustainability
- Specialisation in Biodiversity and Sustainability
- Research programme in Conservation Biology

* Taught in Dutch

Abbreviations

ABP	Algemeen Burgerlijk Pensioenfonds (pension fund for government and education employees)
ANWB	Royal Dutch Touring Club
BREEAM-NL	Building Research Establishment Environmental Assessment Method for the Netherlands
CML	Leiden Institute of Environmental Sciences
EEP	Energy Efficiency Plan
FA	Faculty of Archaeology
FR	Leiden Law School
FGGA	Faculty of Governance and Global Affairs
FGW	Faculty of Humanities
FSW	Faculty of Social and Behavioural Sciences
FWN	Faculty of Science
GFT	Vegetable, fruit and garden waste
GO	Guarantee of Origin
I&W	Ministry of Infrastructure and Water Management
LAssO	Leiden Assessors Council
LBSP	Leiden Bio Science Park
LUGO	Leiden University Green Office
LUMC	Leiden University Medical Center
MJA3	Long-Term Agreement on Energy Efficiency
OCW	Ministry of Education and Science
PET	Polyethylene terephthalate
PMD	Plastic bottles, metal packaging and drinks cartons
SBB	Sustainable Business Battle
SCM	Strategic Communication and Marketing
SDE+	Encouraging Sustainable Energy Production
SOZ	Student and Educational Affairs
TES	Thermal energy storage
UFB	Leiden University General Services Department
UIL	Leiden University Procurement Service
UR	University Council
USC	University Sports Centre
VERs	Voluntary Emission Reductions
VG	Real Estate Expertise Centre
VGM	Health, Safety & Environment (HSE)

Details of the legal entity

BRIN number 21PB

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