Performance Measure	Key Performance Indicator	Target	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	% change from previous year	Direction of change	% change from baseline	Direction of change
Emissions & Discharges													
Reduce scope 1 & 2 carbon emissions	Total scope 1 & 2 emissions (tonnes)	Net Zero by 2035	43,064	40,957	46,212	43,024	40,804	39,272	35,994	8%	↓	16%	↓
Reduce Scope 3 carbon emissions	Total scope 3 carbon emissions from water, waste, business travel, staff commute and procurement (tonnes)		1,311,908	1,252,854	1,227,817	1,254,050	1,283,780	1,173,653	37,986	97%	↓	97%	↓
Number of reportable pollution incidents to air, land and water	Number of pollution incidents	Zero	-	-	-	1	-		0	-	→	-	→
Responsible Consumption & Production													
Resource Consumption													
To reduce the consumption of natural resources for energy use	Total energy consumption - heat (kWh)		207,415,217	130,965,332	154,590,717	134,893,601	151,819,398	87,175,404	88,062,538	1%	↓	26%	↓
	Total energy consumption - electricity (kWh)			68,026,632	82,304,925	71,284,929	71,370,461	66,486,424	65,971,337	1%	↓		
	% total energy generated by onsite CHP (kWh)	>75%	61%	57%	46%	55%	43%	80%	76%	5%	↓	25%	↓
	% electricity generated from onsite PV			0.10%	0.11%	0.10%	0.14%	0.09%	0.01%	0.8%	↑	10%	↑
To reduce the consumption of natural resources for water use	Total water consumption (m3)		330,423	320,565	320,914	321,628	319,348	294,056	265,681	10%	↓	20%	↓
To reduce the amount of waste gengerated	Waste mass generated (tonnes)	50% reduction by 2025	3,875	3,277	3,315	3,359	3,374	3,425	1,712	50%	↓	56%	↓
To send zero non hazardous waste to landfill	Percentage of waste sent to landfill	100%	100%	100%	100%	100%	100%	100%	100%	-	→	-	→
To send zero costruction waste to landfill	Percentage of waste sent to landfill	100%	100%	100%	100%	100%	100%	100%	100%	-	→	-	→
To increase the amount of non hazardous waste recycled	Percentage of waste recycled	>50%	30%	31%	31%	31%	31%	31%	31%	-	→	2%	↑
Procurement and Supplier Engagement													
Improve sustainable procurement practice	Level achieved on the net positive flexible framework	Level 4		Level 3	Level 3	Level 3	Level 3	Level 3	Level 3	-	→	-	→
	Modern slavery statement available	Publicly available online						Yes	Yes	-	→	N/A	N/A
	Certification to sustainability standards	Accreditation to more than 2 sustainability standards						1 (Electronics Watch)	1 (Electronics Watch) 2. ISO 14001	1%	↑	N/A	N/A
Land Use & Biodiversity													
Biodiversity													
Improve biogical value of the estate's green space	Net biological gain										PROPOSED	N/A	N/A
	Number of green walls/roofs								2	2%	↓	N/A	N/A
	Number of trees on main campus										PROPOSED		
	External accreditation - Hedgehog Friendly Campus	Silver accreditation by 2022						Bronze	Bronze	-	→	N/A	N/A
Buildings & Space													
The percentage of new buildings that are certified at least BREEAM Excellent or equivalent (%)											PROPOSED		
The percentage of buildings with a Display Energy Certificate that have a minimum rating of 'D' (%)											PROPOSED		
External awards for sustainable construction/design											PROPOSED		
Travel and Transport													
Staff Commute													
Reduce number of single occupancy vehicle journeys	Percentage SOV rate	25% by 2023	31%	31%	31%	38%	38%	38%	37%	1.6%	↑	21.3%	↓
Increase staff journeys made by public transport	Percentage of public transport rate	44% by 2023	36%	36%	36%	39%	39%	39%	40%	2.3%	↑	13%	↓
Increase staff journeys made by active travel modes (cycling & walking)	Percentage of active travel rate	20% by 2023	19%	19%	19%	14%	14%	14%	14%	-	→	24%	↓
	Number of EV charging points								0	-	-	N/A	N/A
Fleet Vehicles													
Increase the number of electric vehicles (EV) in the university's core fleet	Number of EV vehicles								2	2.0%	↑	N/A	N/A
Environmental Management System													
Environmental Management System External Verification	External certification	ISO14001				ISO14001	ISO14001	ISO14001	ISO14001	-	→	-	→
Determine and understand the university's environmental compliance obligations and evaluate our compliance status	Number of major non-conformances due to breach in our compliance obligations	Zero				-	-	-	1	1%	↓	N/A	N/A
Respond to freedom of information requests	Number of freedom of information requests responded to							6	7	16.7%	↑	N/A	N/A
Sustainable Finance													
Adhere to the commitments in the University's Ethical Investment Policy	Compliance with the Ethical Investment Policy	Maintain compliance					compliant	compliant	compliant	-	→	-	→

Divest from fossil fuels	University commitment to divest from fossil fuels	Full divestment by July 2022					Policy approved	Policy implementation	Policy Operational	N/A	↑	-	→
Education for Sustainable Development													
Every student will have the opportunity to undertake a sustainable learning	Number of students volunteering in sustainability related activities								2,688	100.0%	↑	N/A	N/A
	Number of students completing 'Sustainability In Action' Module								700	100.0%	↑	N/A	N/A
	Percentage of returning students that perceive they are gaining the skills and knowledge that are helping them understand key global sustainability issues								94%	100.0%	↑	N/A	N/A
Staff will have the opportunity to improve skills and understanding of environmental sustainability	Number of staff undetaking IEMA Environmental Awareness Training										PROPOSED		
	Percentage of staff who feel that the university has provided professional development opportunities that increase awareness and understanding of environmental sustainability										PROPOSED		
Global Impact													
Improve university's contribution to the UN SDG's	THE Impact Ranking Score SDG 1							71.6	76.4	6.3%	↑		
	THE Impact Ranking Score SDG 2							48.8			N/A		
	THE Impact Ranking Score SDG 3							70.1			N/A		
	THE Impact Ranking Score SDG 4							47.3			N/A		
	THE Impact Ranking Score SDG 5							50.2			N/A		
	THE Impact Ranking Score SDG 6							60.2			N/A		
	THE Impact Ranking Score SDG 7							55.5			N/A		
	THE Impact Ranking Score SDG 8							47.8			N/A		
	THE Impact Ranking Score SDG 9							60.3			N/A		
	THE Impact Ranking Score SDG 10							70.7	80.1	13.3%	↑		
	THE Impact Ranking Score SDG 11							73.8	71.5	3.2%	↓		
	THE Impact Ranking Score SDG 12							82.5	77.5	6.5%	↓		
	THE Impact Ranking Score SDG 13							61.4			N/A		
	THE Impact Ranking Score SDG 14							58.6			N/A		
	THE Impact Ranking Score SDG 15							84.8	78.9	7.5%	↓		
	THE Impact Ranking Score SDG 16							73.8	90.2	18.2%	↑		
	THE Impact Ranking Score SDG 17							94.4	100	5.6%	↑		