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Strategy and action plan for sustainable development at Örebro University 2023–2027

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Table of contents

Introduction **2**

Legal requirements and governance *3*

Local policy documents and initiatives *3*

Purpose and prioritised target areas **5**

Organisation and responsibility **6**

Guidance for implementation *6*

Monitoring *6*

Goals and activities **8**

Education and research for a sustainable future *9*

Target area 1. Education for a sustainable future *10*

Target area 2. Research for a sustainable future *12*

Target area 3. Equal opportunities and gender equality *13*

Target area 4. Sustainable collaboration and business travel *14*

Target area 5. Efficient and effective use of facilities *17*

Target area 6. Sustainable consumption *19*

Target area 7. Environmental management system *22*

Introduction

Society is facing significant challenges. Climate change, environmental pollution, economic inequality, social exclusion, increased political tensions and threats to democracy are just a few of the most critical ones. These challenges are both local and global, which necessitate society to adapt and change. We need to achieve a sustainable world and that transformation requires radical changes not only to our individual lifestyles but also to how society is organised. Sustainable development can be viewed as a shared process of education and learning that requires new ways of evaluating, feeling and understanding our world.

Örebro University wants to be a central player in this process. By offering study programmes that provide students with skills in sustainability; subject-specific and interdisciplinary research of high quality; and collaboration with society, we can contribute knowledge, expertise, and critical analysis to handle the complex situations and problems that this transformation involves. We also need to be a role model and practice what we preach regarding the use of our facilities, business travel, consumption, and how we aim to create conditions for equal opportunities and gender equality.

The purpose of this strategy and action plan is to initiate and provide the direction for the university's change efforts to increase our opportunities to contribute critical and significant knowledge, expertise, and analysis for this societal transformation. It should bolster the change efforts already in progress but also point out areas for further development. This strategy and action plan has as its starting point the university's vision that "a sustainable approach permeates all the university's activities."[1]

Making sustainable development the foundation on which we work is a process that has already begun. The strategy and action plan for 2023–2027 will help to forge a path forward. For a sensible and reflective process, relevant research-based skills enhancement for our staff will be needed. We need to evaluate our efforts and be prepared to adapt, expand, and intensify them. We will need to identify and prioritise activities or areas where changes will create synergies and have a pronounced impact. We need to determine where resources are required, where they can be freed up, how work should best be organised, and who needs to do what. This needs to be done jointly with our staff and with the active influence of our students. Such development involves a transformation process for the whole of society that will entail many challenges. The university should contribute by developing and disseminating relevant and critical knowledge.

Sustainable development is commonly defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".[2] According to the Örebro University Platform for a Sustainable Future (PSF@ORU) goal and vision document, a sustainable future is described as "…an inclusive and prosperous welfare society that operates within the planetary boundaries of the earth's ecosystem. For us, this signifies a long-term globally sustainable society,

[1] Örebro University's vision and strategic goals 2023–2027

[2] Report of the World Commission on Environment and Development: Our Common Future (The Brundtland report). UN 1987.

characterised by equality and justice with good welfare, social security, good health, chemical safety, limited climate impact, a balanced and resilient economy, strong biodiversity, prosperous ecosystems, high natural values, and good quality of life for both current and future generations."[3]

The objective is a sustainable university that contributes to a sustainable future in all activities and where the university and its campuses develop to provide good examples of a sustainable future to be used in education, research, and collaboration with the wider community.

Legal requirements and governance

The Higher Education Act specifies that higher education institutions shall, in their activities, "promote sustainable development to assure for present and future generations a sound and healthy environment, economic and social welfare, and justice."[4] The Higher Education Act also states that equality between women and men shall always be considered and promoted in the operations of higher education institutions and that they shall actively promote and widen recruitment to higher education. According to the Discrimination Act[5], anyone conducting educational activities may not discriminate against or harass any student or applicant with respect to any of the seven grounds of discrimination. As an education provider, Örebro University is obliged to ensure equal rights and opportunities through active measures regardless of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age. Örebro University is also covered by the Ordinance on Environmental Management in Government Agencies.[6] Thus, the university must have an environmental management system that integrates environmental considerations into its operations.

Örebro University is also governed, among others, by the government's annual public service agreements, where there may be tasks linked to sustainable development that must also be fulfilled.

Local policy documents and initiatives

Örebro University has a policy for sustainable development[7] that states the university must:

- Integrate sustainable development in research, teaching and learning.
- Integrate sustainable development in decision-making, procurement and the operational aspects of all activities.

[3] PSF@ORU Visions and goals document, 2022-03-18,(p 1).
[4] Higher Education Act (SFS 2021:1282) section 5.
[5] Discrimination Act (SFS 2008:567).
[6] Ordinance on Environmental Management in Government (SFS 2009:907).
[7] Policy for sustainable development, Örebro University. Approved by the University Board, 2017-02-15.

- Collaborate with various players on sustainable development locally, nationally and internationally.

Other relevant policy documents related to sustainable development include Örebro University's vision, internal purchasing and procurement policy with associated guidelines, guidelines for business travel and meetings, Gender equality Plan for 2026-2030 and guidelines regarding discrimination, harassment, sexual harassment and victimisation for students and staff at Örebro University.

Örebro University has joined the Climate Framework for Swedish Higher Education Institutions (HEIs), which means the university has undertaken to implement measures to align with the 1.5°C target.[8] The university is also one of seven HEIs hosting the Association of Swedish Higher Education Institutions' (SUHF) climate network.[9]

In 2022, the vice-chancellor established the university-wide Platform for a Sustainable Future at Örebro University (PSF@ORU). The platform is based on the premise that we must fundamentally change society to create a sustainable future for humanity and the environment.[10] A critical component of this transformation is access to and the development of new, relevant and scientifically based knowledge that can form the basis for conscious and systematic decisions by all actors in all functions of society from the national to the global level.[11]

[8] The Climate Framework https://www.kth.se/en/om/miljo-hallbar-utveckling/klimatramverket-1.903489
[9] Higher education's climate network. https://www.slu.se/en/Collaborative-Centres-and-Projects/higher-educations-climate-network/
[10] PSF@ORU Visions and Goal Document, 2022-03-18 (Swedish).
[11] PSF@ORU About Platform for a Sustainable Future, PSF@ORU - Örebro University

Purpose and prioritised target areas

The purpose of this strategy and action plan is to meet the university's vision that: "Sustainability perspectives should permeate all activities at the university".[12] This forms the basis for the university-wide goals and activities for 2023–2027 which have been defined based on prioritised target areas: 1. Education for a sustainable future, 2. Research for a sustainable future, 3. Equal opportunities and gender equality, 4. Sustainable collaboration and business travel, 5. Efficient and effective use of facilities, 6. Sustainable consumption, and 7. Environmental management system.

Priorities in the environmental area are based primarily on the most recent environmental review[13] in accordance with the Ordinance on Environmental Management in Government Agencies.

Social sustainability includes, among other things, work to comply with national and international laws and requirements such as the gender equality policy goals, the Discrimination Act, the Agenda 2030 goals, the requirement of having a gender equality plan and gender mainstreaming as a method.

Economic sustainability is an integral part of sustainable development. It involves using, caring for, and maintaining resources (human and material) to create long-term sustainable value through better utilisation, reuse and recycling of both renewable and non-renewable resources. At Örebro University, this includes how we use our facilities, make our purchases, and work according to a circular flow model.

When it comes to the university's principal task of contributing knowledge through research and education, beginning with a global perspective is essential, which means that all goals in Agenda 2030 are relevant to a varying degree. Goal 4 on Quality education means ensuring inclusive and equal education of excellent quality and promoting lifelong learning for all – and is a guiding star for Örebro University.

[12] Örebro University's vision and strategic goals 2023–2027
[13] Environmental review for Örebro University from 2020, reg.no. ORU 2020/04818–5. (Swedish).

Organisation and responsibility

Under the Higher Education Act, all employees at Örebro University have a responsibility to work with sustainable development and integrate it into their work activities. Management with operational responsibility must ensure that activities for sustainable development are included in the annual strategic planning based on the designated target areas and activities in this strategy and action plan and that the activities are covered by the regular follow-up procedures within the operations.

Guidance for implementation

The faculties, schools, subjects and departments/offices at Örebro University have differing conditions and opportunities to integrate different sustainability perspectives, and their work needs to be organised according to existing conditions. Therefore, it is imperative that the faculties and schools themselves formulate activities in education and research to achieve the goals. To help, they have the university's support functions. Depending on which sub-goals and related activities the faculties and schools choose, help is available from various support functions, such as the Faculty Office, Executive Office, Communication and Collaboration, Grants Office, Human Resources, Centre for Academic Development and the controllers for sustainable development. Several support functions can also work together, as some sub-goals are multi-dimensional. Furthermore, there is PSF@ORU, a platform focusing on sustainable development. On ORU.se and Inforum.se (the university's external and internal websites), additional resources and lectures linked to integrating sustainable development in education can be found.

Within the target areas of education and research, it is appropriate to prioritise and select suitable goals to work towards annually to focus efforts and achieve the desired outcomes.

Overlap between different target areas and activities may occur; for example, the work with active measures – a goal within target area 3. Equal opportunities and gender equality – may lead to activities within target area 1. Education for a sustainable future. This work is followed up in PUB. The manager in charge makes a note that the target area's activity is described under another target area, for example, "activity is described under target area 3".

Monitoring

Goals and activities of the faculties, schools and departments/offices are included in the respective organisation's strategic planning process and are covered by the regular follow-up procedures within the operations– goals and activities are tagged as "sustainable development" or "gender mainstreaming" in the strategic planning system PUB.

Central functions monitor goal attainment annually based on the regular follow-up procedures for the operations – in PUB. Selected segments are then reported in Örebro University's annual report. Some are also followed up separately. The environmental management work is reported annually to the Swedish Environmental Protection Agency. Reporting to the Swedish Gender Equality Agency and the Equality Ombudsman is ongoing and/or upon inspection.

In addition to external reporting, it is essential that the work on the strategy and action plan is continuously communicated internally. Procedures for this should be developed.

The action plan is revised when necessary or before the current action plan expires in 2027. During its period of validity, the work of creating, revising and monitoring the strategy and action plan should be further developed to ensure a systematic approach, quality and acceptance in the organisation.

Goals and activities

This strategy and action plan is divided into seven target areas with university-wide goals along with sub-goals and/or proposals for activities to achieve the goals. Goals reported annually to the Swedish Environmental Protection Agency are marked as environmental goals.

Örebro University is to contribute to the transformation to a sustainable society via its core operations, education, research, and collaboration, which generate and disseminate relevant and critical knowledge for the benefit of society. The need for a shift does not mean that everything must change. There are core values within higher education that must be preserved, such as critical reflection and questioning, academic freedom, *bildung*, the scientific method for knowledge production, and the autonomy of researchers and the university. An important task for the university during the period 2023–2027 is to identify, define, and evaluate areas within the university's core activities as well as its support activities that must change in order to achieve the university-wide goal of being a sustainable university. This task is included in those activities and sub-goals that must be identified in the various parts of our organisation.

This strategy and action plan describes the external framework, while it is our operations that will define and specify specific sub-goals and activities. The principle of distributed responsibility permeates this strategy and action plan and is monitored through the university's established system for strategic planning and follow-up. The work undertaken within the organisation is supported by the university's joint support functions.



Education and research for a sustainable future

Education plays a key role in society's transformation, but teaching about an uncertain and risky future also presents teachers and leaders with new and complex challenges. When students leave university, they should have solid knowledge of their subject area and be able to relate this knowledge to other areas. They need knowledge of sustainability problems, they need to have developed well-founded views on various issues, and they need a willingness to commit to our shared future. Together, and based on research and experience, we need to develop an organisation, pedagogic and didactic practices, as well as methods for evaluating learning in line with this approach. Students also need to possess the knowledge and skills upon graduation on how to follow the development of knowledge and society, and how to critically seek out and embrace new information to support their lifelong learning. Providing all students with the opportunity to experience the exercise of democratic methods is central to them learning sustainable development. Participation and the opportunity to impact one's education in meaningful ways contribute to students developing action competence for sustainable development.

Our transformation to a sustainable society requires innovations, the rethinking of norms and values, and changes in various forms of infrastructure. This requires advanced subject-specific knowledge and excellence, along with interdisciplinary knowledge. Research in collaboration with society is important. At the same time, researchers need to be a critical and independent voice contributing knowledge on the conditions, possibilities and challenges from a global and local perspective.

Doctoral programmes shape the researchers of the future. Therefore, doctoral programmes need to include a focus on sustainability. Future researchers require knowledge and expertise to contribute to solutions to complex problems. These include inherent goal and interest conflicts in a changing society, in which researchers may feel that research is being controlled, simplified or denied. Interdisciplinary, multidisciplinary and cross-disciplinary collaborations need to be supported and encouraged. New forms of communication and collaboration with society are needed so that our researchers' expertise and research quickly come to good use during this transformation. In the university's vision, emphasis is given to the significance of collaboration, through research, "across disciplines and with industry, the public sector, and civil society to identify and develop solutions to challenges facing society"[14]

It is essential that research and education are also conducted sustainably. Therefore, related goals and activities are also included in other target areas in this strategy, such as sustainable collaboration and business travel, efficient and effective use of facilities, equal opportunities, and gender equality. Our campus can also function as a prototype of a sustainable university, where space and buildings contribute to important social and ecological functions, such as mental health, recreation, social interaction, beauty, biodiversity, carbon storage, and local, small-scale food production. The synergies can be significant for both education and research.

[14] Örebro University's vision and strategic goals 2023–2027.

Target area 1. Education for a sustainable future

Goal

- All of Örebro University's courses and study programmes provide students with key knowledge, skills, and relevant tools, both in their careers and as citizens, to contribute to the transformation needed for a sustainable future.
- Staff are provided with tailored skills enhancement and offered support in integrating sustainable development into all courses and study programmes.

Faculties and schools

Faculties and schools are to prioritise among the sub-goals, and develop activities in a way that is relevant to their operations, and register sub-goals with linked activities in the strategic planning documentation in PUB.

Joint priorities

Goal	Sub-goals	Responsible	Follow up
All of Örebro University's courses and study programmes provide students with key knowledge, skills and relevant tools, both in their careers and as citizens, to contribute to the transformation needed for a sustainable future.	Key indicators have been defined to evaluate students' knowledge and action competence for sustainable development.	Dean	Annually, during the strategic planning process in PUB
	Sustainable development is integrated into courses and study programmes when established or revised.	Dean	Annually, during the strategic planning process in PUB
	Forms have been developed together with the student union and union sections for increased student influence in education for a sustainable future, focusing on societal challenges, transformation and global justice.	Dean	Annually, during the strategic planning process in PUB
Staff are provided with tailored skills enhancement and offered support in integrating sustainable development into all courses and study programmes.	A faculty-wide structure for skills enhancement drawing on current research on sustainable development in education has been developed.	Dean	Annually, during the strategic planning process in PUB
	Possibilities for setting requirements for knowledge and competence in sustainable development for teaching positions have been explored.	Dean	Annually, during the strategic planning process in PUB

	Possibilities for developing requirements for excellent teaching practitioners in terms of solid knowledge of teaching methods for sustainable development, and possibilities for using these resources to contribute to a transformation and skills enhancement have been explored.	Dean	Annually, during the strategic planning process in PUB
	Faculties must be represented in PSF@ORU.	Dean	Annually, during the strategic planning process in PUB
	There is an introduction to sustainable development for staff and students which is in use.	Dean	Annually, during the strategic planning process in PUB
	There is a course at management and leadership level drawing on the needs of the target groups which is in use.	Dean	Annually, during the strategic planning process in PUB

Target area 2. Research for a sustainable future

Goal

- The doctoral programme and the course on supervising PhD students must provide knowledge and skills for a sustainable societal transformation.
- Research for a sustainable future will strengthen research collaborations while making use of subject knowledge in different disciplines.

Faculties and schools

Faculties and schools are to prioritise among the sub-goals and develop activities in a way that is relevant to their operations and register sub-goals with linked activities in the strategic planning documentation in PUB.

Joint priorities

Goal	Sub-goals	Responsible	Follow up
The doctoral programme and the course on supervising PhD students must provide knowledge and skills for a sustainable societal transformation.	The doctoral programme and the course on supervising PhD students contain elements and components that increase skills and knowledge that support sustainable development.	Dean	Annually, during the strategic planning process in PUB
	Key indicators for evaluating work on sustainable development in doctoral programmes and the course on supervising PhD students have been defined.	Dean	Annually, during the strategic planning process in PUB
Research for a sustainable future will strengthen research collaborations while making use of subject knowledge in different disciplines.	Structures for research communication have been developed to make research on sustainable development more visible.	Dean	Annually, during the strategic planning process in PUB
	Sustainability aspects have been integrated and developed in future research evaluations.	Dean	Annually, during the strategic planning process in PUB
	Support for participation in networks for research on sustainable development has been established.	Dean	Annually, during the strategic planning process in PUB
	Faculties must be represented in PSF@ORU.	Dean	Annually, during the strategic planning process in PUB

Target area 3. Equal opportunities and gender equality

The work on equal opportunities and gender equality is described separately in the university´s Gender equality Plan via decision ORU 2025/07815.

Target area 4. Sustainable collaboration and business travel

The university's principal tasks are research and education. To pursue these, the university needs to collaborate with others, nationally and internationally.

One of the six fundamental principles in the common basic values for central government employees is to combine efficiency with service and accessibility. Meaning, for example, reviewing business travel so that the university does not contribute to unnecessary travel and/or that the value created is not sufficient to offset the time, cost, and environmental impact that travel generates.

All universities that have endorsed the Climate Framework are to work on reducing the climate impact of business travel. Furthermore, under the Ordinance on environmental management in government agencies, the university is bound to set goals and activities as well as report annually the outcomes of climate impact from business travel to the Swedish Environmental Protection Agency. For many HEIs, business travel by air is the single largest source of greenhouse gas emissions, and Örebro University is no exception.

There is a risk of a conflict of goals between the university's principal tasks of education and research and the goal of reducing climate impact from business travel. Therefore, the university needs to work towards sustainable internationalisation. One aspect is to identify and prioritise travel that creates the most benefit. Another aspect is creating better conditions for remote collaboration with others nationally and internationally. Besides reducing climate impact, there are other benefits, like a more efficient use of working hours and reduced spending.

The extent of air travel is also influenced by other factors, like taxes or in connection with the allocation of research funding. However, it has a substantial symbolic value that the university, as the bearer of knowledge in society, leads the way and transforms knowledge into actual action.

During the corona pandemic, travel decreased sharply, and the use of digital meeting technology increased. Örebro University wants to take advantage of the experience of reduced emissions from business travel during the pandemic and continue to develop working methods that provide alternatives to physical meetings.

To ensure that the university achieves its commitments to the Climate Framework, it is essential also to work to ensure that employees and students are able and willing to travel sustainably to and from work and studies. At the same time, walking, cycling, and public transport contribute to better health.

Goal

- ORU will collaborate effectively with other players in society, nationally and internationally, with respect to time, costs, and environmental impact.
- ORU will encourage and facilitate sustainable travel to and from the workplace for employees and students. Walking, cycling, and taking public transport will be encouraged.

Sub-goals	Responsible	Follow up
Environmental goal 1: Reduce by 50% the climate impact from business travel (air, bus, car) between 2019 and 2030 per full-time equivalent positions - equivalent to an annual reduction of just under five percentage points. By 2025, reduce the climate impact from business travel by at least 25% compared to 2019.	All line managers are responsible for ensuring that the university's meeting and travel policy is adhered to. Head of school and head of department are responsible for the overall goal attainment.	Kg CO_2 equiv. of annual emissions Amount of CO_2 emissions from business travel by air, train, rental car, taxi, and private car divided by the number of full-time equivalent positions
Environmental goal 2: Reduce by 70% the number of km reimbursed (private car) between 2018 and 2025.		No. of km by private car, calculated from reimbursements
Environmental goal 3: Increase the proportion of virtual meetings compared to before 2020. Virtual meetings refer to meetings held remotely using real-time digital technology, such as conference calling (two or more participants), video conferencing and online meetings.		No. of digital meetings per full-time equivalent positions divided by no. of digital meetings per full-time equivalent position and travel expense reports per full-time equivalent position
Environmental goal 4: All staff must have access to virtual meeting equipment, support, training and facilities. The experience of completed travel-free meetings and conferences must be equivalent to participating on location.	IT Services	Annually
Environmental goal 5: Reduce the number of employees and students at ORU travelling to and from work and studies by car.	Campus Services HR Controller for environment and climate	Travel survey questionnaire Proportion of travel to/from work/studies by car compared with total travel to/from work/studies

Proposed activities	Schedule	Implementer
Control mechanisms		
Account for how experiences of reduced emissions from business travel during the pandemic are utilised and describe the working methods developed involving alternatives to physical meetings.	2023	Controller for environment and climate HR IT Services Communication and Collaboration

Communicate and provide training on the new travel policy, showing good examples of sustainable travel within the organisation.	2023–2024	HR Controller for environment and climate
Define relevant environmental and tracking requirements at the procurement of a new travel agency. Procurement requirements must contribute to greater possibilities to make sustainable travel choices and track our travel development from a sustainability point of view.	2023	HR and controller for environment and climate in cooperation with the procurement officer in charge at the Finance Office
Work to phase out fossil-fuelled vehicles as an alternative in rental car booking and in all operations.	2024–2025	The procurement officer in charge at the Finance Office Campus Services
Investigate and implement incentives for changing staff's travel patterns – an internal system for climate compensation linked to air travel.	2024	Controller for environment and climate in cooperation with Finance Office and HR
Virtual meetings		
Ensure that all new employees have access to equipment for virtual meetings and that clear procedures are in place.	2023	IT Services
Continue internal communication on digital conference possibilities.	2023–2025	Communication and Collaboration
Travel to and from work and studies		
Conduct a travel survey questionnaire, analyse the results with relevant actors, and integrate activities to promote sustainable travel into relevant plans and strategies.	2023–2024	Controller for environment and climate in cooperation with HR, Campus Services and property owners
Develop the green compensation plan and invest in measures for sustainable travel and an improved outdoor environment.	2023–2024	Campus Services

Target area 5. Efficient and effective use of facilities

One of the six principles in the basic values for central government employees [17] is to combine efficiency with service and accessibility. To achieve sustainability, the university must endeavour to offer facilities that are adapted to its activities and those using them, and that facilities are not left unused unnecessarily. The university should have energy-efficient buildings with energy-efficient operation.

All universities that have endorsed the Climate Framework are to work on reducing energy consumption from the operation of their buildings. Measures include heating and operating offices, teaching premises, laboratories, server rooms, etc.

Furthermore, according to the ordinance on environmental management in government agencies, the university is obliged to set goals and activities as well as report annual energy consumption to the Swedish Environmental Protection Agency.

Örebro University and Akademiska Hus have a partnership agreement until the turn of the year 2022/2023, called Örebro Campus Lab, where the aim is to work together to establish the university as the country's most digitalised and sustainable higher education institution. How the collaboration format with property owners and the goals of sustainable development will be designed in the future will need to be further developed over the coming years.

Goal

- ORU will have appropriate and effectively utilised facilities with respect to economy, function, technology, and energy consumption.

Sub-goals	Responsible	Follow up
Environmental goal 6: Reduce ORU energy consumption per m^2 by 50% 2000–2025 (ORU premises and leased facilities), equivalent to an annual reduction of 3.5% per m^2, in line with Akademiska Hus goals.	Campus Services in cooperation with property owners	kWh/m^2 (Atemp). Total energy consumption/total area of ORU premises and leased facilities Energy consumption refers to business electricity, property electricity, heating and air conditioning
Environmental goal 7: Operation of facilities will be climate neutral by 2030, including both ORU premises and leased facilities, in line with Akademiska Hus goals.	Campus Services in cooperation with property owners	Operations include business electricity for premises, property electricity, heating and air conditioning
Environmental goal 8: The occupancy rate of ORU's teaching facilities is to increase to at least 60% by 2025.	Campus Services	Refers to generally-available teaching facilities, so-called Kronox facilities during regular teaching hours and includes all booking types. An occupancy

		rate of approximately 75% is considered fully-utilised facilities.

Proposed activities	Schedule	Implementer
Establish a collaboration model and clear campus-specific goals for sustainable development with property owners.	2023	Campus Services in cooperation with the controller for environment and climate and property owners
Establish procedures for coordinated scheduling for ORU's teaching facilities and develop support for operations to increase occupancy further.	2023–2024	Campus Services
Investigate how an occupancy rate goal for ORU's facilities can be designed and what the ideal level should be.	2023–2024	Campus Services
Set high demands on sustainability for new construction and major renovations, preferably corresponding to the Swedish environmental certification of buildings called *Miljöbyggnad Gold*, but at a minimum *Miljöbyggnad Silver*.	For relevant projects	Campus Services in cooperation with property owners

Target area 6. Sustainable consumption

Environmental requirements linked to procurement are one of the areas that the Swedish Environmental Protection Agency follow up annually. Purchasing and procurement, as well as reuse and waste prevention measures, are important areas in the Climate Framework guidelines. Sustainable consumption also encompasses social considerations.

Örebro University's environmental review shows the following areas have a significant environmental impact: the use of chemicals and detergents, the generation of waste and the use of IT products. Through responsible sourcing and procurement, the university can contribute to improved environmental and social considerations in the supply chain and to increased resource efficiency by considering a life cycle perspective.

Sustainable consumption also means the university's meetings, conferences, and events must be as sustainable as possible. In addition, the activities of both the university and the private restaurants on campus, must strive to reduce their negative environmental impact from consumption and offer more sustainable alternatives.

Goal

- ORU's procurement, purchasing and waste management will have the least possible negative environmental impact and include social considerations.

Sub-goals	Responsible	Follow up
Environmental goal 9: All events that ORU conducts will meet the requirements in the checklist for sustainable events.	Everyone that holds an event must follow the checklist. Heads of schools/departments are responsible for making sure that there are procedures and methods in place to ensure this. Event services can offer support in connection with larger events.	Annually
Environmental goal 10: The use of hazardous chemicals shall be reduced so that laboratory activities within teaching and research will be as safe and resource-efficient as possible, with the lowest possible environmental impact.	Heads of school	Continuous within the group of coordinators. Heads of school are informed annually.
Environmental goal 11: Reduce the amount of waste and increase the amount of waste sorted.	Campus Services	Annually
Environmental goal 12: At all procurements, including direct award procedures, demands concerning environmental and social considerations are to be made on suppliers, products, or services where the type of procurement justifies it. Procurement is	The procurement officer in charge at the Finance Office, together with the procurement project group. IT Services (regarding computer procurement).	Annually

to be environmentally adapted from a life-cycle perspective, when possible and relevant.	Everyone conducting a direct award of contract.	
Environmental goal 13: ORU's cleaning services will meet the Nordic Svan Ecolabel or equivalent requirements.	Campus Services	Annually
Environmental goal 14: Increase the amount of reused and recycled IT products and enhance sustainable lifecycle management practices.	IT Services	Annually

Proposed activities	**Schedule**	**Implementer**
Procurement and purchasing		
Analyse and define prioritised product areas for strict sustainability requirements.	2023–2024	The procurement officer in charge at the Finance Office and the controller for environment and climate
Update procedures regarding the information on contractual responsibilities at start-up meetings for all newly announced procurements.	2023	The procurement officer in charge at the Finance Office
Identify and propose decisions on allocating contractual responsibilities in those cases where procured agreements do not have a contract owner who can follow up on requirements (including sustainability requirements).	2023	The procurement officer in charge at the Finance Office
When procuring services with e-commerce solutions, demand that environmentally adapted products are visible and easy to find.	2024	The procurement officer in charge at the Finance Office
Laboratory activities		
Clarify the assignment, division of responsibilities (between support functions, schools and the coordinator group) and collaboration format for the work with sustainable development in laboratory activities.	2023–2024	The coordinator group
Develop online training courses in basic laboratory safety and laboratory work introduction.	2023	The coordinator group
Develop methods to report quantity data in KLARA or another appropriate system for used chemicals included in the substitution work.	2024	The coordinator group
Work with replacing hazardous chemicals with less harmful/harmless chemicals to the	2024–2025	The coordinator group

extent possible and develop written procedures for substitution work, including division of responsibility.		
Events		
Targeted communication to and training for administrators at the school level regarding the sustainable events checklist.	2023–2024	Events officer at Communication and Collaboration
Develop follow-up procedures for the sustainable events checklist (applies to those events that have received support from event services.	2023	Events officer at Communication and Collaboration
Cleaning services and waste sorting		
Ensure that ORU continues to meet the requirements for Nordic Svan Ecolabelled cleaning and maintain certification.	Continuous	Campus Services
Determine principles for the waste-sorting programmes to be offered and in which campus environments, and create a working group to develop waste sorting on campus.	2023	Campus Services Controller for environment and climate (method support)
Conduct a feasibility study to investigate how goods reception can be expanded to support increased waste sorting.	2023–2024	Campus Services
Lifecycle management of IT products		
Develop procedures for sustainable lifecycle management of IT products and communicate the stricter procedures internally at ORU.	2023	IT Services
Carry out an internal take-back campaign of IT products at ORU.	Annually	IT Services in cooperation with the controller for environment and climate and Communication and Collaboration
Ensure that renewed IT procurement via framework agreements include relevant environmental and follow-up requirements.	2024–2025	IT Services in cooperation with the controller for environment and climate and the procurement officer in charge at the Finance Office
Other		
Engage in dialogue with campus restaurants and encourage them to - Serve nutritious and climate-smart food. - Increase amount of source-separated waste. - Reduce food spoilage. - Reduce the use of single-use materials.	Continuous	Campus Services
Establish routines for increased reuse of furniture and interior fittings.	2023–2024	Campus Services

Target area 7. Environmental management system

Örebro University is covered by the Ordinance SFS 2009:907 on environmental management in government agencies, which means that the university shall introduce and develop environmental management systems and follow up and report the results of these efforts each year. This work includes:

- An environmental review to determine the organisation's significant environmental impact (carried out every five years).
- An environment policy that describes the organisation's intended direction for its environmental work, and environmental goals that describe what the organisation intends to achieve with its environmental work.
- An action plan that clarifies how the environmental goals will be achieved.
- Annual environmental audits to assess how the environment management system functions and that the environmental regulations and other steering documents for the authority's environmental management and environmental work are complied with. The audit results are presented to the organisation's management and used to improve the system.
- The results of the environmental management work are reported annually to the Ministry of Education and Science and the Swedish Environmental Protection Agency.

The environmental management system will contribute to the university working in a structured and integrated way with environmental issues and systematically takes into account the environmental impact of its operations, aiming to achieve continuous improvement.

Goal

- ORU shall have a management system that meets the requirements of the Ordinance on environmental management in government agencies (2009:907).

Sub-goals	Responsible	Follow up
ORU has measurable goals for sustainable development, which are updated at least every three years and assessed annually in connection with the management review.	The vice-chancellor is responsible for, and decides on, the environmental management system at Örebro University. The university-wide efforts are headed up by the controller for environment and climate.	An annual follow up report to Swedish Environmental Protection Agency At least twice a year, hold management reviews focusing on sustainable
ORU has an action plan to achieve the goals for sustainable development, where a clear division of responsibility is outlined.		
ORU has an up-to-date environmental review, updated upon significant changes in the organisation or at least every five years.		

ORU performs an annual internal environmental audit that leads to concrete and implemented improvement measures and where overall results and conclusions are reported to management.	All areas are responsible for ensuring that laws and regulations are complied with.	development and the environment.
ORU's environment management system is integrated into its operations, which means that roles, duties and responsibilities within environmental work are described in existing decision-making and working procedures.		
ORU aims to report the climate footprint of its entire operations and develop overall climate targets by 2025.		

Proposed activities	**Schedule**	**Implementer**
Conduct an environmental review (to be carried out by a consultant). The environmental review shall include a list of legislation.	2025	Controller for environment and climate
Establish a long-term plan for the organisation and resource allocation for internal environmental audits.	2023	Controller for environment and climate
Establish and communicate internally a general description of ORU's environmental management system.	2024	Controller for environment and climate
Appoint a working group to investigate how ORU will report the climate footprint of its entire operation and develop overall climate goals.	2024	Controller for environment and climate