Sustainability plan for Lund University 2020-2026

APPROVED BY THE VICE-CHANCELLOR, 12 NOVEMBER 2020 REG. NO STYR 2020/1889 | LUND UNIVERSITY
1. Introduction

Lund University contributes to sustainable development through the education offered at every level, research and external engagement. As a higher education institution, regional actor and public authority, Lund University helps achieve regional, national and global objectives, including the UN’s 17 Sustainable Development Goals. The Strategy for Sustainable Development at Lund University 2019–2026 clarifies our approach to understanding, explaining and improving our world and the human condition and thereby being a driving force for sustainable development. The strategy emphasises how Lund University works actively to integrate an overall approach to sustainable development in all its activities: education, research, external engagement and management/administrative services.

Through this sustainability plan, Lund University is to formulate and establish sustainable development goals and measures that aim to raise our ambitions, develop sustainability work, and contribute to society's transformation towards sustainable development. The sustainability plan is also to be seen as a complement to the sustainability work managed on a daily basis in all the various aspects of sustainability present at the University. The goals and action plan for the environment fall within the framework of the integrated sustainability plan. Sections concerning environmentally related issues comprise part of the environmental management system upon which the Ordinance on Environmental Management in Government Agencies (SFS 2009:907) places requirements.

Parallel to the work on this plan, tasks, structures and funding of activities at the Sustainability Forum are all reviewed, and consideration is being given as to whether the forum can serve as a coordinating hub of the whole of Lund University's sustainability work. Forms of student participation are also included at this.

1.1 AIM

The aim of this sustainability plan for 2020–2026 is to more firmly establish the areas and overall goals identified in the University's sustainability strategy within first, second and third-cycle education, research, external engagement and management and administrative services. The plan is in line with the University's policy for sustainable development, which states that the principles of “practising what we preach”, working preventively, making constant improvements and complying with applicable legislation, are to characterise daily activities at Lund University.

Through this sustainability plan, Lund University wants to demonstrate that significant steps are being taken to ensure a sustainable organisation and a sustainable society as well as create the conditions organisations need to implement the required measures to attain the goals. The University also wants to increase awareness about adopted goals and requirements in the area of sustainability. Overall, this is to contribute to fulfilling the University's commitments, such as the Climate Framework.

1.2 FOLLOW-UP

The plan is be implemented in harmony with other relevant plans and policy documents. This sustainability plan is to be followed up annually, with the status being reported to the vice-chancellor. The university director appoints someone to manage this follow-up process. With regard to environment-related issues, the environmental manager reports as previously during the management's review. The plan is to be revised in 2022, 2024 and 2026.

Each representative of the areas included in the plan are responsible for following up on their respective goals and action plans. These revisions also offer an opportunity to establish new goals and activities.

This may mean new goals for communication, innovation, internationalisation, third-cycle education and student participation, for example. This clarifies the purpose of the plan and that it should be seen as an interim stage of the University’s journey towards more comprehensive and in-depth work on sustainable development. One part of this work should involve analysing both the most forward-looking and problematic issues from a sustainability perspective.

1.3 PROCESS

The university director has tasked the environmental manager with producing a sustainability plan for Lund University. The project coordinator at the Sustainability Forum has served as assistant project manager.

A project organisation was established in 2019, comprising a steering group, project group, reference group and working groups with the aim of covering significant parts of the areas highlighted in the strategy for sustainable development. Working groups have been appointed by the steering group via the project manager for a total of ten areas. The working groups were selected on the basis of their assessed ability to influence and/or have authority over one of the prioritised subject areas. The areas are as follows: education, research, HR, external engagement, procurement, divestment and investment (“impact”), business trips by air/climate shift,
mobility/travel to and from work, chemicals safety and student participation.

The chairs of the groups have included staff from Student Affairs (Quality and Evaluation), Research Services, Finance, HR and LU Estates, along with a representative from the Lund University student unions. The environmental manager and project coordinator have served as sounding boards and had an advisory role for the groups.

The working groups have been tasked with producing at least two clear and monitorable goals with indicators for each area. The goals have as far as possible been formulated in accordance with SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) and are both qualitative and quantitative in nature. The working groups have determined which issues need prioritising in each of the areas. There has been a shared aim of ensuring the goals focus on making a change – a shift towards greater sustainability. Both existing and new initiatives at the University have been taken into account and included for the various areas.

The sustainability plan contains concluding arguments and descriptions of goals with activities for each area and a link to the 2030 Agenda.

There are more extensive descriptions for each of the areas included under “A sustainable organisation” in appendices to this document. The students’ proposal represents a desire and expectation to have stronger ambitions in each part of LU’s sustainability work. The proposal has been noted and taken into account as far as possible in our ongoing work.

1.4 DELIMITATIONS
The level of detail in the goal formulations of this action plan varies depending on differing needs and conditions in each area. The goals can be of both a qualitative and quantitative nature and formulated as both impact goals, that is, a goal that states that a certain effect is to be achieved, for example a reduction in environmental impact, and activity goals, for example that the goal is to implement a project or an inquiry, which in the long term is expected to deliver a desired effect. The goals and activities can also be established for a short or long period. Overall, this reflects different conditions that prevail in each of the subject areas.

1.5 FINANCES
Goals and measures are implemented using existing resources and within a given framework funding allocation. In cases where this is not feasible, funds are requested to implement the goals and measures, either in line with usual processes for allocation of funds or separately. The strategy for sustainable development clarifies that the faculties and equivalent organisations must establish their own action plans that describe the resources for achieving their respective goals.

2. Overall visions in line with the Strategy for sustainable development at Lund University 2019-2026

In line with the adopted sustainability strategy, sustainable development is a basic condition that affects Lund University’s education, research, external engagement and organisational development, and the University is to actively integrate an overall approach to sustainable development in all its activities. The overall visions are:

• Lund University integrates sustainable development in its education, research, external engagement and organisational development, and the University's employees are well aware of their roles in this work.
• Lund University is involved in local, regional, national and global social arenas in order for scientific knowledge to provide leverage in society's striving for sustainability, in both the short and long term.
• Lund University is a prominent voice in the field of sustainability within research and teaching as well as in public debate and cultural life.
• Lund University communicates its sustainability-related work within the organisation and to wider society in ways that make it easy to both reach out and gain access to its activities.

The University’s commitment to contribute to sustainable development, as described in the sustainability strategy, can be further supported by establishing a sustainability organisation with designated sustainability management roles. To make this possible, a survey should be conducted to identify current functions, roles, tasks and mandates in the area of sustainability and to submit proposals for how these can be developed in line with the intentions of the sustainability strategy. Parallel to the task of producing a sustainability plan, the vice-chancellor also with reviewed the activities of Lund University’s Sustainability Forum in spring 2020 while assessing whether the forum can serve as a coordinating hub for the University’s sustainability work.

3. Investments and areas are used here as overall collective terms and may refer to both long-term and time-limited development works, virtual or physical meeting points, external engagement activities, etc. Different types of investment can be relevant to different parts of the University.

4. Proposals for future tasks for the Sustainability Forum, Reg. no STYR 2020/153
3. Education, research and external engagement

In line with Lund University’s strategic plan 2017–2026, prioritised areas relating to the University’s contributions to meeting global sustainability challenges include the intertwining of education and research, further development of cross-boundary and interdisciplinary research and external engagement with social partners. The University’s strategy for sustainable development emphasises that a basic understanding and knowledge of sustainable development is to form part of the study programmes in all subjects at every level: first, second and third cycle.

One of the University’s adopted quality criteria in its systematic quality management therefore involves promoting subject-relevant perspectives relating to sustainable development in courses and programmes. The established goals and activities in the action plan for education, research and external engagement contribute to the development of the University’s core activities in every aspect of sustainability. Given Lund University’s broad range of disciplines, these goals and activities should thus be seen as comprehensive contributions to how the University lives up to and responds to the holistic approach of the 2030 Agenda.

To fully integrate and create synergies between education (including third-cycle education), research and external engagement for sustainable development, it is also vital that an organisational structure with the capacity to further develop and maintain links between the activities is established.

Descriptions of goals with activities for the areas of education, research and external engagement are based on proposals from the Education Board (STYR 2019/1351), Research Board (F 2019/57) and the Collaboration Office (Research, Collaboration and Innovation Division). The majority of the goals and activities proposed by both boards above are also relevant and applicable to third-cycle education, and the Research Board has thus thrown its support behind them.

3.1 EDUCATION FOR SUSTAINABLE DEVELOPMENT

Visions for education and student participation in line with the Strategy for sustainable development at Lund University 2019–2026

All students acquire knowledge and understanding of sustainable development and how their programmes relate to this, and thereby contribute expertise in their future roles in society.

- There is continuing professional development within sustainable development for all employees at Lund University.
- The University supports student initiatives in sustainable development and there are opportunities for students to participate in work to achieve the goals of the strategy.

Background

In line with Lund University’s strategy for sustainable development, all students are to acquire a basic understanding and knowledge of sustainable development by sustainability being included in programmes in all cycles and within all subjects.

This will mean that students and doctoral students will be able to apply their sustainability skills in their future roles in society, e.g. professional roles. As a part of a functioning student influence, students also participate in the work of integrating sustainable development in Lund University’s activities in line with the Strategy for sustainable development at Lund University 2019–2026.

In 2017, the Swedish Higher Education Authority (UKÄ) carried out a thematic assessment of higher education institutions’ work on sustainable development in first, second and third-cycle education.

LU compiled a self-assessment based on the issues that UKÄ wanted addressed. USKÄ’s assessment group found many good examples of how sustainable development was being integrated into programmes. Follow-up of this systematic quality management was highlighted as an area for improvements, as was work on ensuring staff had teaching and research-based skills in the area of sustainable development. The remit of the Education Board and Research Board includes principles of quality assurance and quality enhancement. As a logical consequence of this, an assessment criterion for quality management was added to the quality policy to promote subject-specific perspectives in sustainable development.

Goals and activities

Most activities concerning sustainability and education are undertaken at faculties and departments. University-wide goals and activities are described below.

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5. Lund University’s strategic plan 2017–2026, Reg. no Regulations for quality assurance and quality enhancement of education at Lund University, Reg. no 2016/179
6. Policy for quality assurance and quality enhancement of education at Lund University, Reg. no V 2016/179
Goal 1: Teaching staff and students have knowledge and skills in the area of sustainability

**Activity:**
- Sustainability course for teaching staff active primarily at Lund University to be given.
- A course for teaching staff about how sustainability issues and perspectives can be incorporated into teaching to be developed. The goal is to enhance knowledge and skills among the University’s teaching staff.
- **Timescale:** A plan was presented to the Education Board and deputy vice-chancellor in June 2020. The course is expected to start in September 2020.
- **Resources:** Development funds have been allocated by the deputy vice-chancellor.
- **Responsibility:** LUCSUS upon request of the deputy vice-chancellor.

Goal 2: Sustainability perspectives to be managed as a quality issue

**Activity:**
- Establishment of new programmes and recurring evaluations includes sustainability issues.
- Lund University has agreed upon 11 quality criteria to apply to all education at the University. One of the criteria is that subject-relevant perspectives in sustainable development are to be promoted in programmes.
- The goal of the activity is for sustainability perspectives to be seen as a quality issue and to become a natural part of education at Lund University. For this reason, this criterion is to be assessed when establishing new programmes at Lund University. Special procedures for establishing new programmes are in place.
- **Timescale:** The policy took effect in 2018. The cycle for evaluating programmes is 6 years, starting in 2019.
- **Resources:** Funds for getting started on this quality management in line with the processed described here were allocated by the Education Board and Research Programmes Board to the faculties in 2018.
- **Responsibility:** The faculties are responsible for quality management in their own organisation, including assessment of programmes.

Goal 3: Highlight sustainability goals in education

**Activity:**
- Assess the conditions for a tool for presentations online concerning sustainability goals in education.
- To increase awareness externally and internally about which sustainability goals covered by different programmes, a tool should be produced for presentations online.
- The conditions for a project aiming to produce such a tool should be assessed by the Education Board.

3.2 RESEARCH FOR SUSTAINABLE DEVELOPMENT

**Visions for research in line with the sustainability strategy:**
- Research of the highest quality creates the basic knowledge about, and innovative solutions to, sustainability-related problems.
- The University’s researchers are well informed about the relevance of their own research to sustainable development and how their research relates to other fields of research concerning sustainable development.
- Forms of interdisciplinary and cross-boundary research on sustainable development are well developed, which among other things entails specially targeted initiatives that bring together research at various faculties.
- Strategic external engagement with a broad spectrum of stakeholders helps to identify research needs for sustainable development and to produce knowledge that meets these needs.

**Global analysis and future scenarios: research for sustainable development**

Research has a responsibility to tackle the grand challenges linked to sustainable development (e.g. achieving the global sustainable development goals). With its breadth of research, Lund University is uniquely equipped among
Swedish higher education institutions to tackle these challenges, which is clear from the amount of intra and interdisciplinary initiatives linked to sustainability issues already underway. However, Lund University has the opportunity to make an even more powerful mark by inspiring researchers and doctoral students to tackle sustainability issues. This can be achieved by facilitating research initiatives across subject boundaries focused on challenges in the area of sustainability and by facilitating external engagement between researchers and wider society. Such a development would also increase the University’s opportunities to exploit growing external research funding in the area of sustainability, for example in “Horizon Europe”, as a lever for developing the University.

Conflicts among the goals
Strategic management and profiling of research to integrate sustainability aspects more clearly does not mean that the University management will micromanage the issues tackled by the research (compare Lund University’s strategic plan 2017–2026 and the University’s research strategy 2017–2021 concerning academic freedom), rather it means that the conditions are created for enhancing sustainability aspects within research. The Research Board has currently chosen to focus on activities linked to highlighting research into sustainability to increase awareness of sustainable development among the University’s researchers, and to inspire researchers to highlight sustainability issues in their research.

Goal 1: The Research Board’s work on research into sustainable development is to be developed
The level of ambition concerning research in the strategy for sustainable development for Lund University is high: all researchers are to be well informed about the relevance of their own research for sustainable development. The Research Board will work in stages to achieve the strategy’s goals regarding research for sustainable development. During the first stage, focus will be on efforts to increase visibility and attention for research into sustainable development at Lund University. The aim of this is to make the University’s researchers aware of its task relating to sustainable development, but also to ascertain how Lund University should highlight its research into sustainable development (profiling). The Sustainability Forum at Lund University is an important partner for the Research Board in these efforts. During a later stage, the Research Board will need to investigate new procedures and potential incentives that encourage research in line with the strategy’s goals and that promote Lund University’s profiling of research into sustainable development.

In the short term, the Research Board proposes the following activities. More specific activities will be developed in the future at a later stage.

**Activity 1:**
- The Research Board is to be informed about the 2030 Agenda Graduate School by inviting the coordinators of the school to the meeting of the Board on 7 October 2019.
- **Timescale:** 7 October 2019
- **Responsibility:** chairperson
- **Budget:** the task is undertaken within the ordinary funding of the organisation.

**Activity 2:**
- Develop forms of collaboration between the Research Board and Sustainability Forum at Lund University, with the aim of working together on the visions for research in the sustainability strategy.
- **Timescale:** 2020
- **Responsibility:** Chair of the Research Board
- **Budget:** the task is undertaken within the ordinary funding of the organisation.

**Activity 3:**
- Hold a conference with the aim of highlighting sustainable development and research into sustainable development at Lund University, and help establish meetings concerning research and sustainable development between the University’s researchers across different disciplines.
- **Timescale:** late spring 2021
- **Responsibility:** The Research Board initiates, responsibility to be allocated
- **Budget:** funds are applied for via a special arrangement.

**Process managers**
The chair of the Research Board – a position held by a person from the University management who has responsibility for research, is the process manager for the Board’s task concerning research into sustainable development.

**Annual follow-up:**
Goals and activities are added to the Research Board’s three-year plan of activities once the vice-chancellor has taken a decision on the sustainability plan for Lund University. The annual follow-up and reporting of activities is conducted in line with the Research Board’s ordinary procedure for reporting activities, which is reported annually to the vice-chancellor in line with the remit of the Research Board (Reg. no LS 2012/251).
3.3 EXTERNAL ENGAGEMENT FOR SUSTAINABLE DEVELOPMENT

Visions for external engagement in line with the sustainability strategy:

• Lund University generates knowledge that is relevant for sustainable development in collaboration with organisations in society, but also contributes by critically reviewing society’s efforts regarding sustainable development.
• Researchers at Lund University play a prominent part in sustainability-related local, regional, national and global arenas by compiling knowledge, drawing up research agendas, and as experts.
• Dynamic and integrating arenas for external engagement with public authorities, the business sector and civil society are used to jointly contribute to sustainable development.
• Lund University provides resources for academic capacity development in developing countries through partnerships and student and teaching staff exchanges.

Research and external engagement for sustainable development

Research at the University, together with the University’s external engagement partners, have a shared responsibility and opportunities to manage the grand challenges of our times and jointly contribute to achieving the global sustainability targets.

With its breadth of research, Lund University is uniquely equipped among Swedish higher education institutions to tackle these challenges, which is clear from the amount of intra and interdisciplinary initiatives linked to sustainability issues already underway. However, the University has the opportunity to make an even more powerful mark by facilitating research initiatives across subject boundaries focused on challenges in the area of sustainability and by facilitating external engagement between researchers and wider society.

External engagement initiatives create an opportunity to examine – together with our external partners – how we address external engagement issues related to sustainability and shorten the process for research at the University reaching out and having an effect.

Through the Samveransrådet (External Engagement Council), Lund University produced the report “Strategiska samverkanspartner vid Lunds universitet” (Strategic external engagement partners at Lund University). The report aims to highlight and propose models for further development and follow-up of the university-wide strategic external engagement partners. The report states (page 5) that the University takes the following basic points and principles into account in partnership initiatives:

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8. “Strategiska samverkanspartner vid Lunds universitet” (Reg no. STYR 2019/2049 – in Swedish)

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<table>
<thead>
<tr>
<th>The higher education institution’s external engagement assignment</th>
<th>Knowledge via external engagement: – for societal challenges and stronger competitiveness</th>
<th>Agenda 2030 – for transitioning to a sustainable society</th>
<th>Lund University’s strategic plan</th>
<th>The higher education institution’s external engagement with wider society</th>
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Academic freedom, core values, integrity and space for critical dialogue are the basic conditions for research and education and thus also the higher education institution’s engagement with strategic external engagement partners

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The higher education institution’s assignment involves education based on scientific or artistic foundations and tried and tested experience, as well as research, artistic research and development initiatives.

The higher education institution’s assignment includes external engagement with wider society and providing information about its operations and working to ensure that research outcomes achieved at the higher education institution are useful.

The Government emphasises the importance of higher education institutions actively developing their external engagement with wider society, of which one of three monitorable goals for the coming ten-year period is for external engagement and societal influence to increase.

The aim is for Sweden to be a leading knowledge nation and one of the world’s foremost countries for research and innovation.

The global goals are integrated and indivisible and balance the three dimensions of sustainable development: economic, social and environmental.

To tackle the complexity and requirements of the sustainability goals, interdisciplinary collaboration is often required across sectoral and disciplinary boundaries.

The University’s vision is to be a world-class university that understands, explains and improves our world and the human condition. The strategic plan highlights six important areas for development that need to be satisfied to live up to this vision.

Success requires broad interdisciplinary collaboration within academia in cooperation with organisations outside the University.

External engagement creates the conditions for society’s long-term knowledge supply by combining openness and well-developed relationships between higher education institutions and actors in society and business.

External engagement is an integrated part of the relationship to the higher education institutions’ research or education, and only relevant in that context.
**Goal 1:** To make an even more powerful mark by facilitating research efforts across subject boundaries focused on challenges in the area of sustainability and by facilitating external engagement between researchers and wider society.

**Activity:**
- Evaluation of external engagement initiatives. Follow-up questions will be posed in the evaluation concerning sustainability initiatives and the relationship to the UN sustainable development goals, in order to map the effects of the initiative linked to the sustainability goals.
- **Responsibility:** Assistant head of division at the Research, Collaboration and Innovation Division (FSI)
- **Budget:** The task is undertaken within the ordinary framework of the organisation.
- More specific activities will be developed at a later stage.

**Goal 2:** Lund University is to focus on a sustainability perspective in identified areas for external engagement with different strategic partners.

- In the audit and review of LU’s strategic partners, the “Agenda 2030 – för förändring till ett hållbart samhälle” report is to be taken as a starting point and principle in line with the report “Strategiska samverkanspartner vid Lunds universitet” (Strategic external engagement partners at Lund University (STYR 2019/2049)
- **Responsibility:** Assistant head of the Research, Collaboration and Innovation Division (FSI)
- **Budget:** The task is undertaken within the ordinary framework of the organisation.

**Annual follow-up:** The annual follow-up and reporting of activities is conducted in line with the Research Board’s ordinary procedure for reporting activities.

4. A sustainable organisation

The visions for a sustainable organisation in line with the strategy are:

- Lund University maintains a good, safe, secure and accessible work environment in all respects.
- Lund University is a resource-efficient organisation, with a minimised climate and environmental impact.
- Activities at Lund University are based on gender equality, equal opportunities and diversity and exploit the strengths that this entails.
- Lund University works for the integration of new arrivals in Sweden and their entry into working life, including academics.

For the University, social sustainability is more than just a good work environment for employees and students – it is also a matter of how the University contributes to social sustainability throughout society, both domestically and abroad.

The University wants to make a relevant contribution to sustainability and to reducing climate change – also beyond its own organisation. The University must therefore play a part in these developments, not least in terms of testing new solutions.

This requires a desire to invest and a willingness to take well-considered risks.

4.1 HR

The goals specified below fall within the prioritised areas of the University's strategic plan: Development as an international university / Well-developed leadership and collegiality are success factors / Students, employees and visitors are offered attractive environments.

**Goal 1:** Strengthen Lund University's position as a modern, European university by working systematically to develop new methods and tools and enhance both coordination and efficiency of processes to improve employment and career conditions for research staff at the University.

Activity: Apply for “HR Excellence in Research” from the EU Commission.

**Goal 2:** The University is to have a developed manager platform. The manager platform is based on the three defined roles that all managers at the University have: employer, leader and operational manager.

Activities: Identified skills for the three roles in the manager assignment, developed introduction for managers, courses, professional development initiatives, documentation for recruitment, staff appraisals, salary reviews.

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9. Report of the environmental management work 2018 Lund University, Reg. no V 2019/141, table 1
Goal 3: The University is to be free from discrimination and obstacles blocking equal rights and opportunities at the organisation. Interim goal: Development of preventive work against sexual harassment at Lund University.

Activity: The Tellus project. A project aiming to produce proposals for developing the University’s preventive work against sexual harassment, by way of knowledge acquisition and subsequent analysis. Part of the long-term efforts countering discrimination and promoting equal rights. Connected to the HR and Student Affairs Divisions.

Also see Appendix 1. HR

4.2 PROCUREMENT

The Public Procurement Act specifies that sustainability requirements are to be specified in procurements. Lund University sets sustainability requirements when procuring goods and services wherever relevant and possible, and thus contributes to more sustainable supplier chains with a lower environmental impact, etc. Exceptions can be made for specific and specially ordered research equipment, for example, where environmental/sustainability requirements cannot always be set. In the case of major procurement framework agreements, it may take three-four years before it becomes relevant to review the requirements for that specific framework agreement again. An overall objective for the University is to continue placing far-reaching requirements in line with the National Agency for Public Procurement’s sustainability criteria [https://www.upphandlingssmyndigheten.se/en/sustainable-public-procurement/sustainable-procurement-criteria/](https://www.upphandlingssmyndigheten.se/en/sustainable-public-procurement/sustainable-procurement-criteria/) when procuring goods and services. The University strives to contribute to the procurement of innovative products and services that are more sustainable than those chosen today, thus supporting the transition to a climate-neutral and sustainable society.

Goal 1: Procure suppliers for catering, restaurants and cafes on campus, with environmental/sustainability requirements placed on suppliers and products.

Activity: Undertake procurements in which requirements are placed on how the supplier works with environmental and sustainability issues, and in which single-use items are to be produced in environmentally adapted materials and relevant products are to be eco-labelled, fair trade or MSC-approved.

Goal 2: Continue placing environmental requirements on the framework agreements renewed each year via procurements.

Activity: Continue posing questions about sustainability during each relevant framework agreement procurement.

Goal 3: Procure fossil-free aviation fuel – biofuel – for business travel, together with other actors and higher education institutions (if there is interest), or exclusively Lund University with Swedavia.

Activity: Establish business-like conditions for an agreement with Swedavia.

Also see Appendix 2. Procurement

4.3 DIVESTMENT SND IMPACT THROUGH INVESTMENT

The University’s way of managing donated funds must obviously comply with Swedish legislation, including international conventions etc. to which Sweden is a signatory. In addition, the University wants its societal responsibility to be clearly reflected in its management of donated funds and for ethical consideration to be taken in this regard, thus excluding investments in certain operational areas. The University also wants to review opportunities to have an impact through its choice of investments in companies with a clear focus on sustainability.

The University Board has requested that the investment regulations be modernised. This has been interpreted that the University is to have investment regulations corresponding to the industry standard for what are known as ethical investments. The investment regulations are mainly to reflect what the University’s investments actually look like, as for a long time they have lived up to stricter sustainability requirements than the current regulations specify.

Goal 1: Investment regulations with societal responsibility and clarified follow-up are produced.

Activities: The University Board takes decisions, the Endowment Administration investigates and processes proposals, the Endowments Board prepares the matter, the Endowment Administration office at the Finance Division examines the issue and processes proposals.
4.4 CLIMATE
The Climate Framework is a framework for climate strategies that aims for higher education institutions in Sweden to continue helping to combat climate change through education, research and external engagement. Concurrently, the universities are to reduce their own climate impact in line with society's commitment as expressed in national and international agreements.

This means that by 2030, all the higher education institution signatories to the Climate Framework are to have implemented measures in order to be in line with the 1.5°C target. For Lund University, this means that the climate-impacting emissions are to be heavily reduced. More precise goals and activities are outlined below.

In 2018, 94 percent of the reported emissions were from passenger transport due to business trips by air (of which 90 percent were over 500 km and 4 percent under 500 km) 8. Lund University needs to – and will – travel to educate, research, collaborate and participate elsewhere in different arenas, but there is a potential to reduce the proportion of travel and choose digital meetings and train travel over air travel, in line with the University's commitment and in accordance with international agreements and the University’s regulations for business travel.

Today, the University uses almost 100 percent renewable energy for the supply of electricity, heating and cooling to the properties where activities are conducted.

In addition – in brief – direct or indirect climate impact from the purchase, procurement and use of goods and services, use of department-specific petrol and diesel vehicles for their own transport needs, catering/food/ drink, transport and incineration of waste and hazardous waste, investments, construction and civil engineering, as well as commuting by employees and students.

Goal: To reduce the greenhouse gas emissions (tonnes of carbon dioxide equivalents, CO\textsubscript{2}e) by 50 percent by 2023 with an average of 16 percent per year (reference year 2018), in compliance with research findings, the IPCC, the Paris Agreement and the Climate Framework. In the short term, the following activities are to be carried out. More activities need to be established to achieve the goal, with long-term effects of the current pandemic (May 2020) on travel and meetings needing to be analysed and taken into account from a climate perspective.

- Activity 1: Enable analysis of travel patterns.
- Activity 2: Conduct workshop on risks and opportunities of reduced air travel
- Activity 3: Complete the Digital Meetings project
- Activity 4: Procure renewable aviation fuel for some air travel.
- Activity 5: Consider opportunities to purchase a certain amount of renewable aviation fuel for business travel by air, in addition to the quantity already decided by management.
- Activity 6: Establish a sustainability fund/climate compensation fund or equivalent. One or more funds are to be established that handle funds from air travel fees and/or central funds, and which in the longer term are to be based on the University’s overall climate footprint. The funds will enable participation from employees and students in projects for testbeds, innovation etc.
- Activity 7: Establish a climate balance aiming to show total climate impact. The further objective is to be able to follow up on goals and prioritise initiatives. The climate impact from the University’s energy consumption and business travel is currently measured and reported. There is a need for calculations of the environmental/climate impact from other factors, such as consumption of goods and services as well as positive contributions through new solutions that the university contributed to producing via research, innovation and as a testbed.
- Activity 8: University vehicles that run on petrol or diesel are to be replaced either by electric/environmental vehicles run on renewable fuel or sold because they are not needed. Electric vehicles require charging infrastructure in campus areas.

Also see Appendix 4. Climate, waste, re-use, food/conference activities

4.5 WASTE, RECYCLING, FURNISHING
There are currently waste-sorting options on the University’s premises, but there may be variation in the extent to which it is possible in practice to sort all fractions and keep them separate in the entire waste chain in accordance with the requirements set out in municipal waste regulations and the University’s waste management handbook. This may depend on the physical conditions in place to sort the waste (e.g. lack of space) or may be dependent on other factors.

Goal 1: Increase the sorting of waste generated on University premises.

Activity: Improve waste management by mapping the current management and suggesting initiatives, e.g. by building and in cooperation with property owners.

The volume of furniture such as desks, chairs, cabinets and drawers, alongside the volume of office supplies at the University, is extensive. Both climate emissions and costs can be significantly reduced by using second-hand office furniture and reusing products and materials.
The amount of waste is reduced, as is the need for raw materials for the manufacture of new furniture and materials. There is currently both demand for and access to an established market for used furniture.

**Goal 2: Increase the amount of reused products/materials.**
Activity: Identify products/materials that can be reused.

**Goal 3: Organisations are to be able to choose used and renovated office furniture for reuse.**
- Activity: Implement procurement of suppliers offering used and renovated office furniture, and communicate this as an alternative to newly produced furniture.

**Goal 4: Reusability is to be taken into account in purchasing.**
Activity: Choose furniture with a long lifespan and use the same furniture for its entire lifespan.

**4.6 FOOD/CONFERENCE ACTIVITIES**
In addition to the legislative requirements regarding hygiene, work environment, environment, product information, etc. that apply to the serving of food, the Sustainability Forum has listed the additional requirements that need to be set for an event to be considered sustainable. The list is primarily based on information from the National Agency for Public Procurement on sustainability criteria for food and meal services, issues in Hållbart Evenemangs' self-evaluation, the County Administrative Board of Skåne’s list of requirements for suppliers of food and drink, the Swedish Food Agency's advice to reduce the environmental impact of food and the requirements linked to Lund University's participation in Fairtrade City Lund.

**Goal 1: Environmental and other sustainability requirements are placed on meals and transport when ordering catering, organising conferences and other events.**
Activity 1: All those who order catering, conference organisation and other events set environmental and other sustainability requirements. Special requirements concerning the choice of food need to be observed, for example. The requirements must be set on the basis of current agreements with suppliers of food, drinks, waiting services and waste management, distribution, travel to and from the event, cleaning and documentation.

**4.7 TRAVEL TO AND FROM WORK**
The University currently has around 7400 employees and 40,000 students, which means that many people travel to and from the campus every day.

The University's potential for expansion in central locations is mainly made up of land that is currently used entirely or partly as parking lots. Pursuant to the parking standards for the City of Lund, any new premises built must have associated access to the number of parking spaces that the surface area of the new premises is expected to need. The flow of traffic and availability of parking spaces affect the image of the city and the perception of the campus. The car journeys generated by the University have a major impact from a sustainability perspective and a move towards more sustainable forms of travel to and from the workplace is worth pursuing.

**Goal 1: A proposal for a strategy on travel to and from Lund University is drawn up with the aim of encouraging a transition to a more sustainable way of travelling to and from the University and to enable a reduction in the requirements for parking spaces.**
- Activity 1: Conducting an analysis of previous surveys of travel habits and an inventory of existing car and bicycle parking spaces to obtain a picture of the current situation.
- Activity 2: On the basis of the current situation, proposing new measures that encourage a transition to more sustainable forms of travel to and from Lund University and reducing the need for parking.

**4.8 PREMISES PROVISION AND BUILDINGS**
Lund University is currently established in Lund, Malmö, Helsingborg and in Ljungbyhed (School of Aviation). The location and design of the premises are of great importance to the University. The following goals are an important part of the work to supply the University's premises:
- Lund University is to offer attractive environments and premises for education and research. The University's premises are to maintain high quality in terms of function and sustainability, as well as constitute a good envi-

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10. “Hållbart Evenemang” (Sustainable Event) is a certification whereby sponsors, organisers and other actors can use sustainability requirements to create as sustainable an event as possible together.
enronment from an architectural and urban environment perspective.

- Lund University’s activities are to be located in a way that enables a high standard of infrastructure, joint service and operation to be maintained in a cost-effective manner.
- Lund University’s premises must meet all regulatory requirements governing the work environment and accessibility.
- In addition, the University needs to shed light on issues such as how more climate-friendly construction can be ensured, as well as how the development and use of renewable energy and new materials (here and in the rest of the world) can be pursued and how the buildings can be used more efficiently.

The **Campus Plan** from 2012 sets out six strategies that are to form the basis of all campus development in Lund and for all building projects on the campus:

- **The University in city life.** Create meetings and development by mixing functions.
- **Density and proximity.** Integrate through strategic densification.
- **The knowledge highway in focus.** Stärk hu-
vudstråk och tvärstråk för ökat flöde.
- **Hubs as meeting places.** Vitalise with dense and active urban spaces.
- **Green campus.** Use greenery as an urban building element.
- **Sustainable campus.** Economise on land and collaborate with the city.

**Environment**

Lund University’s goal is to achieve SGBC Gold and to establish an environmental program for all major new construction and renovation projects. This involves, for example, requirements governing energy efficiency, management of materials, environmental adaptation of material selection and the phasing out of particularly hazardous substances.

The SGBC certification and the environmental program ensure that environmental considerations are taken into account both during planning and the construction process as well as during the operation of the finished premises. SGBC is a Swedish environmental certification owned and developed by the Sweden Green Building Council. Environmental certification of a building means that the environmental initiatives and the building’s environmental performance are reviewed by a third party.

The SGBC comes in three classes, where bronze simply meets legal requirements and gold is a very high level that the most ambitious buildings can try and achieve. Lund University uses the following buildings that have achieved an environmental classification (2019): LUX, Lund – Silver, Eden, Paradis building, Lund – Silver, V Building, LTH, Lund – Silver, A Building, LTH, Lund – Silver, Study Centre, Lund – Silver, Matteannexet, LTH, Lund – Gold.

Lund University continuously collaborates with its property owners to achieve as energy-efficient premises as possible while maintaining a good work environment.

**Goal 1: More buildings are to be environmentally certified**

In the case of new construction, buildings must be environmentally certified according to the SGBC environmental certification system, level Gold, or the corresponding level within other environmental certification systems. For renovation projects, the goal is to achieve SGBC Silver level. SGBC Gold level is sought where possible. A collaboration agreement for sustainability aims to clarify both the University’s and the property owner’s common vision and ambitions in terms of the sustainability initiatives, as well as specify forms of collaboration and strategic collaboration areas in future development initiatives.

**Goal 2: A collaboration agreement for sustainability is to be set up with property owners with the aim of establishing collaboration.**

- **Activity 1:** A collaboration agreement for sustainability is to be established between Akademiska Hus and Lund University. Akademiska Hus provides over 60% of the total space used by the University. The agreement should cover both environmental (energy, choice of materials, waste, environmental construction, campus development) and social sustainability (safety, health, accessibility).
- **Activity 2:** Collaboration agreements for sustainability are to be considered for other property owners who provide premises for Lund University’s activities.

**Work environment**

The University’s premises must meet all regulatory requirements governing the work environment to ensure that each newly constructed or renovated building has a good work environment.

Inclusion is to be ensured partly through the participation of staff representatives and student representatives in the projects, and partly by sending documents for consultation to business representatives including students, health and safety representatives and to HSE committees. Larger construction projects are based on at least three rounds of consultation with the relevant organisation.
Accessibility
Government agencies have an increased responsibility for accessibility, which is based on the UN Convention on the Rights of Persons with Disabilities. In a special ordinance (SFS 2001: 526), the government states that government agencies have a particular obligation to work to implement the disability policy. The agencies must take into account the goals of the activities and must work to achieve the national goals. The authorities are to work in particular to ensure that their own activities, information and premises are accessible to people with disabilities.

There are many older buildings at Lund University in which accessibility can be a challenge. LU Estates and the relevant units work continuously together with the university’s landlords to ensure that all premises within LU are accessible. This also includes issues surrounding digital meeting technology and related areas.

Safety
Lund University is to be a safe environment and have good security for both individuals and property. Requirements from insurers and other regulatory and legal requirements relating to safety (fire, radiation safety, laboratory safety, personal safety and physical safety) are to be met. The University’s guidelines for providing premises, “Krav & Råd” (Requirements & Advice), specify a basic and minimum level with regard to security classes and security measures. Depending on the object, situation, assets worthy of protection, etc., safety classes and safety measures may be increased for individual objects. In some cases, accessibility and security requirements can be somewhat contradictory, meaning well-thought-out and well-established solutions are required. The goal must always be good accessibility, function and security with the most economical solution.

4.9 CHEMICALS SAFETY
The focus is on three main goals, which are training, the KLARA chemicals management system and removal of chemical risk sources upon cessation of local operations.

Training is a cornerstone of ensuring chemicals are managed in a healthy and environmentally sound way at the University. All employees must have a good basic knowledge of which laws, regulations and rules are to be followed to ensure safe chemicals management, both from a work environment and environmental perspective.

Goal 1: All staff who deal with or are affected by chemical risk sources are to have relevant training on legislation, liabilities and safe handling of chemical risk sources.
- Activity 1: Develop procedures to ensure that deans/university director/heads of department/heads of division/equivalent and employees who handle or are affected by chemical risk sources are trained within 6 months and 1 month of their appointment respectively.
- Activity 2: Investigate suitable sanctions and set up procedures for consequences for deans/university directors/heads of department/division heads and employees handling or concerned by chemical risk sources who do not undergo the required training.
- Activity 3: Deans/heads of division/heads of department/division heads/equivalents are to undergo training in applicable legislation, liability, conditions and support resources for management of chemical risk sources.
- Activity 4: Staff that handle chemical risk sources are to undergo training in chemical safety.

A key aspect from a work environment, environment and safety point of view regarding chemical products is to document which chemical products Lund University manages, what quantities we handle, where the products are stored and how they are to be handled. To meet these requirements, Lund University uses KLARA

Goal 2: To gain a clear picture of which organisations deal with chemical risk sources within the University in order to establish that Lund University meets the legal requirements for documentation of chemical risk sources.
- Activity 1: Update KLARA organisational chart.
- Activity 2: The proposal is for departments/divisions/equivalents that handle chemical risk sources to have access to one person, preferably within the organisation, who is responsible for continuously updating the organisation’s KLARA chart.

Since the chemicals management system KLARA has a central role in chemicals management at the University, it is proposed that each department/division/equivalent has access to a local KLARA administrator who can assist both with KLARA as a system and with important information regarding chemicals management.

Goal 3: To introduce local KLARA administrators at the departments/divisions/equivalents which handle chemical products.
- Activity 1: Create a function description for KLARA administrators that is supported by the faculty in question. The function description is also to include how tasks are to be allocated and to specify the remit of the KLARA administrator.
- Activity 2: The departments/divisions/equivalents concerned are to have access to a KLARA administrator.

The University has a chemicals management system – KLARA – into which information about the University’s chemical products is entered in accordance with cur-
rent legislation. Chemical products that are marked in red (not reviewed) in KLARA must be attended to in order for the University to comply with the legislation regarding chemical products, and to create a workplace that is both healthy and environmentally safe for the University’s employees.

Goal 4: To reduce the proportion of red-labelled products in KLARA to a maximum of 20%.
• Activity 1: Procure an external consultant to review the red products in KLARA.
• Activity 2: Produce an action plan for how the review is to proceed during 2022–2025.
• Activity 3: Review red products in KLARA. There are many organisations at the University that handle chemical products in various applications. When an organisation ceases to exist, it is important that the removal of chemical products, and other materials related to chemical products, is conducted correctly.

Goal 5: To ensure the correct management of chemical products in case of local transfer or when moving out of departments/divisions/equivalents
• Activity 1: The departments/divisions/equivalents are to produce local regulations for removal with check-lists for chemical products and material related to these chemical products.

Also see Appendix 6. Chemicals safety
Appendix 1. HR

Explanation of the table headings

Sustainability aspect – shows the sustainability aspect/s from which the goal aims to reduce negative impact or increase positive impact. Also states in certain cases whether there are other reasons to work on that area in particular. For example, other undertakings from LU’s side or legislation entailing that the area should be prioritised.

Goal – shows how far LU intends to reach within this area, i.e. what status is to have been achieved within the area by a certain date.

Measure – shows what measures and activities are required to achieve the goal within the allotted time.

Unit/function responsible for implementation of measure – shows the officer with responsibility for the implementation of the measures. This can be for example all deans/equivalents, all heads of faculty offices/equivalents, university director, or a specific officer or a specific head of division within the central administration.

Executor – shows who is to implement the measure or activity. This can be for example an environmental manager, environmental coordinator, all heads of department/equivalents, all heads of faculty offices/equivalents, purchasing officers or another specific function.

Resources and costs – shows the resources in the form of working hours and finance required to implement the measure. Some measures may be deemed not to incur any additional costs, while others may require additional funds. This section is also to state how the financing will be assured.

Completed – shows the date when the measure is to have been completed.

Follow-up indicators – shows the measure used to follow up on the goal or measure. Each goal is to have its own indicators. A measure can often be followed up simply by checking whether or not it has been implemented.

(See table on the following page)
<table>
<thead>
<tr>
<th>Sustainability aspect</th>
<th>Goal</th>
<th>Measures/activities to achieve the goal</th>
<th>Officer responsible for implementation of measure/activity</th>
<th>Executor of measure/activity</th>
<th>Resources/costs</th>
<th>Completed, date</th>
<th>Follow-up and indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Decent work and economic growth. Also falls within the prioritised areas in the LU Strategic Plan: Continued development as an international university / Well-developed leadership and collegiality are success factors / Students, staff and visitors are to be offered attractive environments</td>
<td>To reinforce Lund University's position as a modern European university by working systematically on the development of new methods and tools, coordination, increasing efficiency in processes to improve the conditions of employment and careers for research staff at Lund University.</td>
<td>Apply for &quot;HR Excellence in Research&quot; from the EU Commission.</td>
<td>Pro-dean and project owner</td>
<td>Project manager</td>
<td>Project manager 100 %</td>
<td>Project participant 20 %</td>
<td>Communications officer 15 %</td>
</tr>
<tr>
<td>8. Decent work and economic growth. LU's Strategic Plan: well-developed leadership and collegiality are success factors</td>
<td>Lund University is to have a well-developed manager platform at Lund University. The manager platform is based on the three defined roles held by all managers at the University: employer, leader, operational manager.</td>
<td>Identify expertise for the three roles of management positions</td>
<td>Human Resources director</td>
<td>Division head HR</td>
<td>Work run as development work in regular organisation with no special funding.</td>
<td>31 December 2021</td>
<td>Implemented measures and a manager platform in place.</td>
</tr>
<tr>
<td>5 Gender equality and 16 Peace, justice and strong institutions Also falls within the prioritised areas in the LU Strategic Plan: Continued development as an international university / Well-developed leadership and collegiality are success factors / Students, staff and visitors are to be offered attractive environments</td>
<td>Lund University is to be free from discrimination and obstacles to the equal rights and opportunities of individuals in the organisation. Specific goal: the development of preventive work against sexual harassment at Lund University</td>
<td>The Tellus project. A project aiming to produce proposals for development of the University's preventive work against sexual harassment, through knowledge gathering and subsequent analysis. Part of the long-term work against discrimination and in favour of equal opportunities. Linked to the HR division and Student Affairs</td>
<td>Vice-chancellor</td>
<td>Project manager</td>
<td>Project manager and project group, budget set aside SEK 6 million</td>
<td>31 December 2020</td>
<td>New measures drawn up and implemented to counteract and prevent sexual harassment at Lund University. Final report on 31 March 2021.</td>
</tr>
</tbody>
</table>
## Appendix 2. Procurement

<table>
<thead>
<tr>
<th>Sustainability aspect</th>
<th>Goal</th>
<th>Measures/activities to achieve the goal</th>
<th>Officer responsible for implementing measure/activity</th>
<th>Executor of measure/activity</th>
<th>Resources/costs</th>
<th>Completed, date</th>
<th>Follow-up and indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>To offer catering services that address the sustainability requirements in general</td>
<td>To procure suppliers for catering with set environmental/sustainability requirements on suppliers and products</td>
<td>To set requirements, obtain internal support and implement procurement</td>
<td>LU Finance/ Purchasing and Procurement</td>
<td>Procurement officer</td>
<td>Within regular funding</td>
<td>31 Dec 2020</td>
<td>At annual follow-ups on agreements, analyse how suppliers have delivered against implemented procurement, and present the proportion of purchases made in which the sustainability requirements were met</td>
</tr>
<tr>
<td>Environmental requirements in framework agreements</td>
<td>To continue to set environmental requirements in the framework agreements that are renewed every year and where feasible</td>
<td>To continue to raise questions on sustainability in each relevant framework agreement procurement</td>
<td>LU Finance/ Purchasing and Procurement</td>
<td>Relevant procurement officer who conducts framework procurements</td>
<td>Within regular funding</td>
<td>By the end of the sustainability plan period</td>
<td>Regular follow-up at least once per year and per framework agreement, and when delivering statistics to the Environmental Protection Agency once per year</td>
</tr>
<tr>
<td>Fossil-free fuel (biofuel) for business travel</td>
<td>To procure fossil-free aviation fuel—biofuel—for business travel, together with other agents and higher education institutions (if there is interest) or only as Lund University together with Swedavia</td>
<td>To create the business conditions for an agreement with Swedavia</td>
<td>LU Finance/ Purchasing and Procurement</td>
<td>Procurement officer to be allocated when budget for this is in place</td>
<td>Not within framework. The Environment division needs to have an addition to the budget to enable implementation, or the order must be placed by the vice-chancellor/university director, including funds earmarked for this purpose</td>
<td>2021</td>
<td>Regular follow-up at least once per year and per framework agreement, and when delivering statistics to the Environmental Protection Agency once per year</td>
</tr>
</tbody>
</table>
Appendix 3. Divestment/investment

Draft memo for part of the Finance focus area regarding divestment and investment (impact)
Established by: LU Finance/Endowment Administration
Date: 15 December 2019

BACKGROUND
Lund University approved a sustainability strategy in 2019 and a sustainability plan for Lund University 2020–2026 is to be developed specifying the strategic areas for sustainable development. One of the prioritised areas is Finance/Sustainable procurement – sustainable consumption + divestment and impact. The Endowment Administration has been tasked with describing the part of the area that concerns the two latter concepts as it mainly affects the asset administration of donated funds.

- Subproject Finance; divestment and impact
- The subproject is limited to the asset administration of the donated funds managed by the University and its associated foundations.

CURRENT STATUS
There are currently two investment regulations for donated funds, one for donations under the public authority and one for the associated foundations administered by the public authority. For the past five years, the regulations for the donations under the public authority have had clearer specifications about divestment, but in practice the same rules have also been applied to the foundations. Compliance with these regulations regarding sustainability is checked twice per year by an independent agent, currently Sustainalytics AB, through a climate impact analysis of the holdings. This screening process is presented to the Endowments Board and the University board. The University has continuously discussed these issues and the current investment regulations naturally comply with the legal requirements including international conventions signed by Sweden, but they are not clear as to how the University works in practice or on the grounds for the positions adopted.

GOAL
A new investment regulation is approved by the University board during 2020.

PROCESS
Against the background described above, the University board has requested a review with the aim of modernising the investment regulations.

The work on investigating the matter and developing a proposal has been assigned to the Endowment Administration office at LU Finance. The proposal is then to be prepared by the Endowments Board and submitted to the University board for approval.

The Endowment Administration has held discussions with various stakeholders on the market, investigated how other institutions and investors address the issues, maintained certain private contacts with members of the University board and subsequently discussed possible arrangements in the meetings of the Endowments Board.

At the three most recent meetings of the Endowments Board during 2019, concrete formulations in complete proposals were discussed. After the latest meeting, further adjustments are subject to a consultation round among various administrators with whom the Endowment Administration collaborates. The goal of a clarified sustainability focus in the decision on a new investment regulation during 2020 seems to be well on the way to becoming a reality.

CONSIDERATIONS
The assignment from the University board has come to be interpreted on the basis of the working hypotheses below. A modernised investment regulation should be:

- stricter on sustainability so as to match the equivalent industry standard for ethical administration,
- clarified by describing the basis for the positions adopted and specifying how follow-up is to be done and
- simplified, by gathering the regulations in a document for both the University’s funds and those of the associated co-administrated foundations, which facilitates communication.

Exclusion or negative screening, i.e. divestment from companies that do not meet the set criteria or from industries/organisations on the grounds of ethical positions, is still the method that has mainly been discussed as the other path, using what is known as impact, is more difficult for two main reasons. On the one hand, the University and its associated foundations is not a particularly large shareholder in some companies, so its degree of influence is not very high and on the other hand, a more active ownership would absorb more resources. However, it is not impossible that the final proposal will nevertheless include some formulations on positive screening.
Joining formal regulations such as the UN initiative PRI (Principles for Responsible Investments) has been considered. The advantages are mainly goodwill aspects for the University while the disadvantages are increased costs relating to reporting, etc. As it cannot be assumed that the donors behind these donations would generally have been interested in increased costs at the expense of dividends for the intended purposes, the disadvantages outweighed the benefits.

POTENTIAL CONFLICTS AMONG THE GOALS
No direct conflicts among the goals emerged during the process, but the following can be noted.

- The students’ involvement through initiatives such as the Fossil Free appeal have influenced the agenda. Lund University’s students’ unions are represented at the meetings of the Endowments Board, to ensure the students’ opportunity to observe how donated funds are administrated.
- The Endowments Board has lacked clear instructions from the University board and thereby found it difficult to run the process in the absence of clear goals, in particular because it is the University’s process and not obviously in the interests of the individual associated foundations.
- There is nothing to prevent the University, as the administrator of the associated foundations, from adopting a policy with its own ethical considerations, as long as it does not conflict with the provisions of the individual foundations or with the Foundations Act. However, it should always be taken into account that these associated foundations are entities subject to private law (separate legal entities) and that the form of administration in itself should not determine how a foundation administers its assets, in particular if considerations of this type entail worse returns.
- During the process, these fears have proven not to come true and it is currently possible to invest with greater ethical focus without losing on returns.
- The commitment of the Endowment Administration was the driving force in the process.
Appendix 4. Climate, waste, re-use, food/conference activities

**Working group:** LU Estates/Security and Environment Office, Facilities Coordination Office

**Date:** 9 January 2020

**Goal:** To reduce the greenhouse gas emissions (tonnes of carbon dioxide equivalents, CO2e) by 50% up to 2023 with an average of 16% per year (reference year 2018) in compliance with research findings, IPCC, the Paris Agreement and the Climate Framework.

<table>
<thead>
<tr>
<th>Sustainability aspect</th>
<th>Goal</th>
<th>Measures/activities to achieve the aim</th>
<th>Officer responsible for implementing the measure/activity</th>
<th>Executor of the measure/activity</th>
<th>Resources/costs</th>
<th>Completed, date</th>
<th>Follow-up and follow-up indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>and any other motives for the goal</td>
<td>Emissions of greenhouse gases (tonnes of carbon dioxide equivalents, CO2e) reduced by 50% up to 2023 with an average of 16% per year (reference year 2018)</td>
<td><strong>Activity 1:</strong> Enable analysis of travel patterns</td>
<td>Via procurement of functionality</td>
<td>In collaboration with travel agent</td>
<td>Within the budget</td>
<td>31 December 2020</td>
<td>Analysis conducted (yes/no, annual report)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Activity 2:</strong> Implement workshop on risks and opportunities of reduced air travel</td>
<td>Vice-chancellor</td>
<td>LU Estates/Environment via vice-chancellor's management council (RL)</td>
<td>Within the budget for the Climate Change project</td>
<td>31 December 2020</td>
<td>Workshop implemented (yes/no), annual report</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Activity 3:</strong> Complete the Digital Meetings project</td>
<td>Head of Office LDC</td>
<td>Head of Office LDC</td>
<td>Within the budget</td>
<td>31 December 2020</td>
<td>Project completed (yes/no), annual report</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Activity 4:</strong> Procure renewable aviation fuel for some air travel. Comprises the management's travel volume, can be extended.</td>
<td>Vice-chancellor</td>
<td>LU Estates, LU Finance</td>
<td>According to vice-chancellor's decision</td>
<td>31 December 2021</td>
<td>Procurement completed (yes/no), Based on 2019 travel volume.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Activity 5:</strong> Establish climate change fund / sustainability fund (proposal in other document)</td>
<td>Deputy vice-chancellor</td>
<td>LU Estates, LU Finance, LU Innovation</td>
<td>To be specified in documentation for decision</td>
<td>31 December 2020</td>
<td>Fund(s) established, (yes/no), annual report</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Activity 6:</strong> Establish a climate balance aiming to show total climate impact. The objective is to be able to follow up on aims and prioritise initiatives.</td>
<td>University director</td>
<td>LU Estates, LU Finance</td>
<td>Resources may be needed for analysis and purchase of tools</td>
<td>31 December 2021</td>
<td>Climate balance achieved (yes/no), annual report</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Activity 7:</strong> University vehicles that run on petrol or diesel are replaced either by electric/environmental vehicles with renewable fuel or sold because they are not needed.</td>
<td>Dean</td>
<td>Head of department</td>
<td>Leasing costs</td>
<td>31 December 2022</td>
<td>Replaced or sold vehicles (number), annual report</td>
</tr>
</tbody>
</table>
## Waste, re-use

**Goal**: To prevent waste generation and reduce waste volume

| Waste sorting is to comply with municipal instructions and the University’s waste management handbook. | Increase the degree of sorting in waste generated on University premises. Increase the proportion of reused products/materials | Improve waste management by mapping the current management and suggesting initiatives, e.g. for each building and in cooperation with property owners. Find/identify products/materials that can be re-used. | Head of department | Building manager/ equivalent | Within the budget | 31 December 2021 | Building meetings, annual statistics |
|---|---|---|---|---|---|---|---|---|

## Furnishing

**Re-use reduces the need for new materials.**

<table>
<thead>
<tr>
<th>Organisations are to be able to choose used and renovated office furniture for re-use. Re-usability is to be taken into account in purchasing.</th>
<th>Implement procurement of suppliers offering used and renovated office furniture and communication. Choose furniture with a long lifetime. Produce guidelines for furnishing.</th>
<th>LU Estates/ Head of Division</th>
<th>LU Estates/ Facilities coordination office</th>
<th>Within the budget Resources for implementation</th>
<th>31 December 2021</th>
<th>Procurement completed (yes/no), LU Estates/ Facilities coordination office follows up on goals and activities in its regular annual follow-up.</th>
</tr>
</thead>
</table>

## Food/Conference activities

| List of requirements for sustainable event according to the above as support. Link: [https://www.hallbar-het.tu.se/event/kravlista-hallbara-event](https://www.hallbar-het.tu.se/event/kravlista-hallbara-event) | Environmental and other sustainability requirements set for events involving meals. | All those who order catering, conference organisation and other events set environmental and other sustainability requirements, e.g. for choice of food taking account of preferences. | Head of department | Staff placing orders | Within the budget | Continuous | Via the procurement tool Spendency. |
|---|---|---|---|---|---|---|---|---|
### Appendix 5. Chemical safety

<table>
<thead>
<tr>
<th>Sustainability aspect</th>
<th>Goal</th>
<th>Measures/activities to achieve the goal</th>
<th>Officer responsible for implementation of measures/activities</th>
<th>Executor of measure/activity</th>
<th>Resources/costs</th>
<th>Completed, date</th>
<th>Follow-up and follow-up indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe and secure workplace: Minimisation of environmental and personal exposure to chemical risk sources.</td>
<td>All staff who take part in or are affected by chemical risk sources are to have relevant training on applicable legislation, liability and secure management of chemical risk sources.</td>
<td>Develop procedures to ensure that new deans/division directors/dean/division heads of division/division heads/equivalents and employees who handle or are affected by chemical risk sources are trained within 6 months and 1 month of their appointment respectively.</td>
<td>Vice-chancellor for deans/university director Deans/university director for heads of department / Division heads/equivalents heads of department/division heads/equivalents for employees in the organisational unit</td>
<td>Vice-chancellor, deans, heads of department, division heads or equivalents.</td>
<td></td>
<td>2021</td>
<td>Documents must be available to prove that procedures have been established at the various levels. This is monitored annually in the KemiSAM follow-up.</td>
</tr>
<tr>
<td></td>
<td>Investigate suitable sanctions and set up procedures for deans/division directors/division heads and employees handling or affected by chemical risk sources who do not undergo the required training</td>
<td>Vice-chancellor for deans/university director Deans/university director for heads of department / Division heads/equivalents heads of department/division heads/equivalents for employees in the organisational unit</td>
<td></td>
<td>Vice-chancellor, deans, heads of department, division heads or equivalents.</td>
<td></td>
<td>2021</td>
<td>Documents must be available to prove that procedures have been established at the various levels. This is monitored annually in the KemiSAM follow-up.</td>
</tr>
<tr>
<td></td>
<td>Departments/divisions heads of department/division heads are to undergo training in applicable legislation, liability, conditions and support resources for management of chemical risk sources.</td>
<td>Vice-chancellor for deans/university director Deans/university director for heads of department/division heads/equivalents</td>
<td></td>
<td>Deans/university director heads of department/division heads/equivalents</td>
<td></td>
<td>After 2021 this is to be done regularly according to developed procedures (see above). Already employed staff is to have undergone training by 2022 Q1</td>
<td>Compare the number of deans/division directors/head of department/division heads/equivalents who have undergone training with the number who are to have undergone training per workplace. The proportion of trained staff is monitored in the annual KemiSAM follow-up.</td>
</tr>
<tr>
<td></td>
<td>Staff that handle chemical risk sources are to undergo training in chemicals safety.</td>
<td>Heads of department/Division heads/ equivalent</td>
<td>Staff handling chemical risk sources.</td>
<td></td>
<td></td>
<td>After 2021 this is to be done regularly according to developed procedures (see above). Already employed staff is to have undergone training by 2022.</td>
<td>Compare the number of staff who have undergone training with the number of staff who are to have undergone training. The proportion of trained staff is monitored in the annual KemiSAM follow-up.</td>
</tr>
<tr>
<td>Safe and secure workplace: Minimisation of environmental and personal exposure to chemical risk sources.</td>
<td>The organisation shall have an inventory of the chemical products handled in the organisation and that entail health and environmental risks.</td>
<td>A clear picture of which organisations handle chemical risk sources at LU so as to ensure legal compliance for documentation of chemical risk sources.</td>
<td>KLARA system administrator</td>
<td>KLARA system administrator in collaboration with the heads of department/division heads/equivalents concerned.</td>
<td></td>
<td></td>
<td>As this is included in the IR proposed measures on review of LU's laboratory safety (STYR 2019/1177) and should follow the schedule according to the vice-chancellor's reply to IR.</td>
</tr>
<tr>
<td></td>
<td>Introduce local KLARA administration at the department/division level.</td>
<td>Create a function description for KLARA administrator that is supported by the faculty in question. The function description is also to include how tasks are to be allocated and to specify the remit of the KLARA administrator.</td>
<td>KLARA system administrator</td>
<td>KLARA system administrator in consultation with a working group appointed by the faculty/administration equivalent concerned.</td>
<td></td>
<td></td>
<td>The departments/divisions concerned are to have access to a KLARA administrator.</td>
</tr>
<tr>
<td></td>
<td>Reduce &quot;red&quot; products in KLARA to 20%</td>
<td>Heads of department/division heads/equivalents concerned</td>
<td>Heads of department/division heads/equivalents concerned</td>
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<td></td>
<td>5–10% (2–4h/week) of a full-time position.</td>
</tr>
<tr>
<td></td>
<td>Procure an external consultant to review the red products in KLARA.</td>
<td>KLARA system administrator</td>
<td>KLARA system administrator</td>
<td>SEK 586 900/4 years</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Produce an action plan for how the review is to proceed during 2022–2025</td>
<td>KLARA system administrator</td>
<td>KLARA system administrator in collaboration with the heads of department/division heads/equivalents concerned.</td>
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</tr>
<tr>
<td></td>
<td>Review red products in KLARA</td>
<td>Local KLARA / inventory officer in collaboration with the external consultant.</td>
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</tr>
<tr>
<td>Safe and secure workplace: Minimisation of environmental and personal exposure to chemical risk sources.</td>
<td>Ensure that chemical risk sources are properly taken care of during local transfer or relocation at the departments/divisions/equivalents.</td>
<td>Institution/recognized regulations are to be followed. The departments/divisions/equivalents are to produce local regulations for moving out with checklists for chemical risk sources and material related to these chemical risk sources.</td>
<td>Building supervisor / building caretaker/equivalent</td>
<td>Head of department/division heads/equivalents</td>
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</table>
Appendix 6. Travel to and from work

PROPOSAL FOR A STRATEGY ON TRAVEL TO AND FROM LUND UNIVERSITY
The proposed strategy on travel to and from Lund University is linked to the University’s strategy for sustainable development.

BACKGROUND AND AIM
Lund University currently has around 7400 employees and 40,000 students, which means that many people travel to and from the campus every day. Lund University’s potential for expansion in central locations is mainly made up of land that is currently used entirely or partly as parking lots. Pursuant to the parking standards for the City of Lund, any new premises built must have associated access to the number of parking spaces that the surface area of the new premises is expected to need. In an increasingly dense city, it is difficult to find areas to meet the additional requirements. New parking lots also entail increased costs for Lund University and to meet the requirements, the University may need to cover the cost of multistorey car parks or underground garages which are very onerous. The flow of traffic and availability of parking spaces affect the image of the city and the perception of the campus. The car journeys generated by the University have a major impact from a sustainability perspective and a move towards more sustainable forms of travel to and from Lund University is worth pursuing. A recently approved parking standard for the City of Lund could potentially reduce the requirements for parking lots through the implementation of measures that reduce the need for parking spaces.

The requirements for parking spaces could make it very difficult or impossible to realise several of the University’s planned premises projects in the centre of the city. By drawing up a proposed strategy for travel to and from Lund University with proposed measures, the University may be able to reduce the requirements for car parking spaces and the necessary premises projects can be made possible, while the campus environment is improved insofar as traffic is reduced.

The strategy for travel to and from Lund University is also linked to existing approved documents such as the University’s campus plan and its policy for sustainable development.

DRAWING UP A PROPOSAL FOR A STRATEGY
A proposal for a strategy on travel to and from Lund University is to be drawn up.

GOALS AND ACTIVITIES

Goals
To draw up a proposal for a strategy on travel to and from Lund University with the aim of:
• Encouraging a transition to more sustainable forms of travel to and from the University
• Enabling reduced requirements for car parking spaces

Activities
To draw up a proposal for a strategy by:
• Conducting an analysis of previous surveys of travel habits and an inventory of existing car and bicycle parking spaces to obtain a picture of the current situation
• On the basis of the current situation, proposing new measures that encourage a transition to more sustainable forms of travel to and from Lund University
• On the basis of the current situation, proposing new measures that are relevant to reduce the need for car parking spaces

Timetable
• Inventory of current situation Oct – Nov 2019
• Analysis and drawing up proposed measures Dec 2019 – April 2020
• Elaborating and obtaining support for the measures autumn 2020 – spring 2021
## Sustainability goals 2020–2026

### Education
- Teaching staff and students are knowledgeable about sustainability
- Sustainability perspectives are treated as a quality issue in education
- Sustainability goals are made visible in education

### Research
- The Research Board develops its work on research for sustainable development

### External engagement
- Making an even stronger impact by facilitating research initiatives across subject boundaries focused on challenges within the sustainability field and by facilitating collaboration between researchers and wider society on sustainable development

### A sustainable organisation
- HR
  - To reinforce Lund University as a modern, European university by working systematically on the development of new methods and tools, coordination, streamlining of processes to improve the conditions for employment and careers for research staff at the University
  - The University is to have a developed manager platform. The manager platform is based on the three defined roles held by all managers at the University: Employer, leader, operational manager
  - The University is to be free from discrimination and obstacles to the equal rights and opportunities of individuals in the organisation. Development of preventive work against sexual harassment at Lund University

### Procurement
- To procure suppliers for catering, restaurants and cafés on campus with environmental and sustainability requirements on suppliers and products
- To continue to set environmental requirements in the framework agreements that are renewed every year, through procurement processes
- To procure fossil-free aviation fuel – biofuel – for business travel, together with other agents and higher education institutions or only as Lund University together with Swedavia

### Divesting and impact through investment
- Investment regulations with societal responsibility and clarified follow-up are produced

### Climate
- Greenhouse gas emissions are reduced by 50 % (ref. year 2018) by 2023 and on average by 16 % per year according to research findings, IPCC, the Paris agreement and the Climate framework

### Waste, re-use/furnishing
- Increase the sorting of waste generated on University premises
- Organisations are to be able to choose used and renovated office furniture
- Purchasing is to take account of reusability

### Food/conferences
- Environmental and other sustainability requirements are placed on meals and transport when ordering catering, organising conferences and other events

### Travel to and from work
- A proposal for a strategy on travel to and from Lund University is drawn up with the aim of encouraging a transition to a more sustainable way of travelling and to enable a reduction in the requirements for parking spaces

### Premises provision and buildings
- More buildings are to be environmentally certified
- A collaboration agreement for sustainability is set up with property owners with the aim of establishing collaboration

### Chemicals safety
- All staff who deal with or are affected by chemical risk sources are to have relevant training on legislation, liability and safe handling of chemical risk sources
- To gain a clear picture of which organisations deal with chemical risk sources within the University in order to establish that Lund University meets the legal requirements for documentation of chemical risk sources
- To introduce local KLARA administrators at the departments/divisions/equivalents which handle chemical risk sources
- To reduce the proportion of mislabelled products in KLARA to a maximum of 20 %
- To ensure the correct management of chemical products in case of local transfer or moving out of departments/divisions/equivalents

### How the sustainability goals relate to the global goals

<table>
<thead>
<tr>
<th>Sustainability goals 2020-2026</th>
<th>Education</th>
<th>Research</th>
<th>External engagement</th>
<th>A sustainable organisation</th>
<th>Procurement</th>
<th>Climate</th>
<th>Waste, re-use/furnishing</th>
<th>Food/conferences</th>
<th>Travel to and from work</th>
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<td>Sustainability perspectives are treated as a quality issue in education</td>
<td>Sustainability goals are made visible in education</td>
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<td>X</td>
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<td>Waste, re-use/furnishing</td>
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<td>Food/conferences</td>
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<tr>
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<td>Premises provision and buildings</td>
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<tr>
<td>More buildings are to be environmentally certified</td>
<td>A collaboration agreement for sustainability is set up with property owners with the aim of establishing collaboration</td>
<td>X</td>
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<td>Chemicals safety</td>
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<td>All staff who deal with or are affected by chemical risk sources are to have relevant training on legislation, liability and safe handling of chemical risk sources</td>
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<tr>
<td>To reduce the proportion of mislabelled products in KLARA to a maximum of 20 %</td>
<td>To ensure the correct management of chemical products in case of local transfer or moving out of departments/divisions/equivalents</td>
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### Table notes:
- X: Goal is relevant
- : Goal is partially relevant
- : Goal is not relevant