



St Mary's
University
Twickenham
London

Sustainability and Environment Strategy

2025 – 2030

1. Introduction

This Strategy sets the basis for developing our key sustainability objectives from 2025 until 2030 under the following ten headings:

- a) Staff engagement
- b) Education
- c) Worker's rights
- d) Building works, refurbishment and maintenance
- e) Emissions & discharges
- f) Biodiversity
- g) Travel and transport
- h) Waste management
- i) Food
- j) Water

Our first strategy covered 2020-2025, and we have made some significant improvements with some of these categories, resulting in an improvement in our people and planet ranking. However, we recognise there is still work to do in some areas. We set out at Appendix B, a review of the original strategy deliverables together with a forward look at new deliverables to 2030.

2. Responsibilities

Responsibility for implementing this Strategy ultimately rests with the Chief Operating Officer. The majority of actions are with the Director of Estates and Campus Services, supported by subject matter leads within his team.

This Strategy's objectives and achievements will be reported to the University Executive Committee.

3. Policies and strategies

This Sustainability Strategy derives from our Environmental and Sustainability Policy. It is supported by additional policies and sub-strategies including but not limited to:

- Biodiversity policy
- Sustainable food policy
- Equal access to education policy
- Strategy for student and staff engagement
- Strategy for education for sustainable development
- Carbon Management Plan
- Travel Plan
- Waste strategy

4. Organisation

Appendix A shows an indicative approach to sustainability and the environment. This will be subject to amendment and development as the strategy progresses.

5. Queries and information

Any queries regarding this Strategy should in the first instance be sent to sustainability@stmarys.ac.uk

Anthony McClaran

Jo Blunden

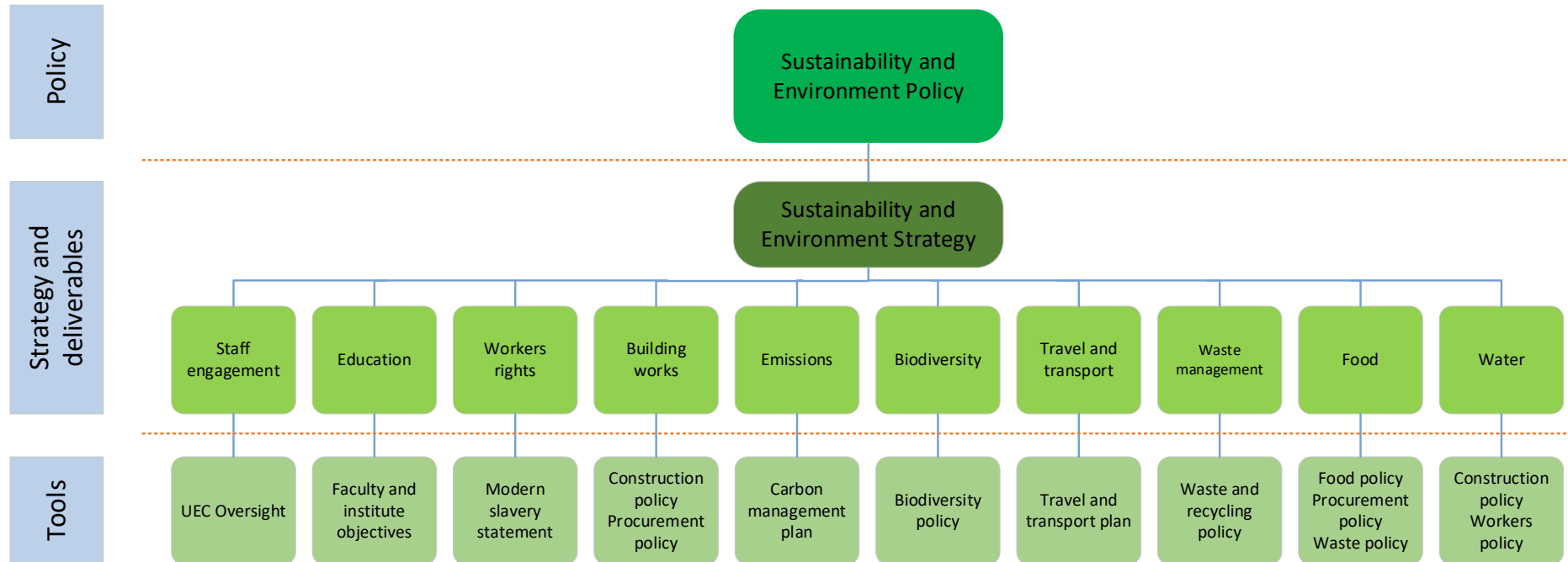
Vice-Chancellor

Chief Operating Officer

Last updated: 26th June 2025

Next update: 26th June 2026

Appendix A – Indicative organisation



Appendix B – 2025 Strategy review

a) Staff engagement

Strategic objectives: Ensuring certain employees in key departments will be allocated various initiatives in the area of sustainability. These initiatives will form part of their key objectives.

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
A member of the University Executive Committee will be assigned a set of responsibilities relating to sustainability.	Spring 2021	Vice-Chancellor	Sustainability rests with COO and Director of Estates	Continue as before.	Ongoing
The names and job titles of the employees, together with the areas of responsibilities relating to sustainability, will be clearly identified on the University's website.	Spring 2023	Chief Operating Officer	We have added the sustainability@stmarys.ac.uk contact on the website.	Continue as before. Sustainability@stmarys.ac.uk will continue to be the main contact.	Ongoing
Key staff to set baseline performance for each area of engagement	Spring 2021	Chief Operating Officer	Achieved in some areas.	All action owners finalise new baselines.	September 2025

Publish and promote sustainability policies on internal and external websites.	Spring 2021	Director of Estates & Campus Services	Complete	Continue to make strategies and policies publicly available	Ongoing
Reintroduction of the Sustainability Group chaired by a member of the Senior Leadership Team.	Autumn 2021	Chief Operating Officer	Complete but meetings should be more regular.	Review structure and purpose of the group and set out planned meetings in advance.	December 2025

b) Education

Strategic objective: *Greater inclusion of biodiversity within the course content of UG and PGCE teacher training courses.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Education for sustainability will be provided as part of their induction to life on our campuses.	Spring 2024	Director of Student Operations	For our students in residence, we cover sustainability as part of halls meeting induction processes with supporting educational material on poster walls.	We will incorporate sustainability content into the wider student life induction material to capture those students who are not in residence.	September 2025

Progress formally introducing and recognising biodiversity in respect of course content when engaging in action plans for all courses.	Spring 2024	Provost	Biodiversity has been introduced into the UG + PGCE Professional Studies Programme, through the PS 'Sustainability Education' Lectures.	Explicitly include biodiversity as a distinct focus area within the UG + PGCE Professional Studies action plan. Introduce an Abyasa (reflective practice) task requiring students to critically evaluate how their school placement engages with biodiversity and air quality initiatives.	Summer 2026
Staff involved in sustainability research may be acknowledged through the academic promotion guidelines.	Spring 2023	Provost	This has been incorporated into the Academic Promotion Guidance for approval by Academic Board effective from the 2025-26 academic year.	Continue with academic promotion guidelines.	Ongoing

c) Worker’s Rights

Strategic objective: Ensuring that pay and benefits are fair, appropriate and transparent

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
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Continue to regularly review both pay and benefits to ensure all staff are rewarded fairly.	Ongoing	Director of Human Resources	<p>Pay</p> <p>Staff in grades A-L – pay increases are determined annually via UCEA/union consultation. We do, however, look at salaries of roles we are finding hard to recruit (and if it is a factor in retention), and if salary is a contributing factor, salary benchmarking takes place using salary data from surveys, job sites, etc.</p> <p>We are currently reviewing our casual roles that have previously been paid the London Living Wage – as we are no longer an accredited LLW employer, we now have the flexibility to pay the right/fair hourly rates for different types of roles.</p> <p>HR work with line managers to ensure roles are in the correct grade, using the job evaluation process to see if additional responsibilities have resulted in a move to a higher grade – this impacts salary.</p> <p>Staff on “spot” salaries i.e. senior managers – annual pay review takes place, and external salary</p>	As existing deliverable	Ongoing
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		<p>benchmarking also takes place. As Senior managers (senior managers, and SLT) do not receive incremental pay progression they are eligible to receive non-consolidated performance related payments based on individual and organisational performance – both models are currently being reviewed to ensure they are fit for purpose and meet organisational needs.</p> <p>Benefits</p> <p>There are regular pay & reward meetings with other HEIs to discuss issues, upcoming changes, etc – a great way of ensuring we keep up to date with what others are offering regarding benefits.</p> <p>We listen to our staff – a great example in the workplace nursery scheme – it was a member of staff who asked HR to investigate the possibility of introducing it at St Marys, and it's been in place c4 years.</p> <p>“A slice of cake on your Birthday” and a health cash plan are two</p>		
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			benefits that were introduced following the last staff survey. We have mechanisms in place for staff recognition including long service and outstanding performance awards which were recently reviewed and rested with staff focus groups.		
Put sustainability and ethical trading as a factor for choosing new suppliers.	Autumn 2023	Chief Financial Officer		Tenders for contracts for services and for higher value projects include sustainability questions.	Ongoing

d) Building works, refurbishment and maintenance

Strategic objective: *Managing the University's estate by considering appropriate sustainable construction, energy and water efficiency opportunities in the design, modification, and refurbishment of new and existing facilities and maintenance practices where practical.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Introduce sustainable technologies wherever possible as an upgrade or replacement to existing installations.	Ongoing	Director of Estates & Campus Services	Achieved as demonstrated by upgrades such as Computer Sciences rooms and The 1850.	Continue progress through upgrades/renewals, e.g. LED lighting. Low flow taps, recycled materials etc.	Ongoing

Ensure future developments on campus do not negatively impact biodiversity and ideally enhance it.	Ongoing	Director of Estates & Campus Services	Achieved by securing planning consent for BREEAM excellent Centenary Building.	New buildings will respect biodiversity.	Ongoing
Wherever possible, we will use contractors and suppliers from Richmond and neighbouring boroughs.	Ongoing	Director of Estates & Campus Services	We continue to source local labour and suppliers where possible.	As existing deliverable.	Ongoing
New buildings will be constructed to exceed the energy performance requirements of Building Regulations (Part L) and be informed by BREEAM Excellent and LEED energy certification.	Ongoing	Director of Estates & Campus Services	Achieved as demonstrated by the Centenary Building.	As existing deliverable.	Ongoing

e) Emissions

Strategic objective: *Using the energy necessary to heat and power our buildings as efficiently as possible and reducing the amount of energy derived from fossil fuels.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Optimise energy management to reduce net carbon emissions	Ongoing	Director of Estates & Campus Services	We continue to achieve annual reduction in carbon emissions. See Carbon Management Plan for further details.	Continue progress. We are currently exploring use of “Airzone” technology to reduce inefficiency of HVAC systems and will use motion sensors to reduce unnecessary heating and cooling.	Ongoing
Heat and power usage will fall annually	Ongoing	Director of Estates & Campus Services	Generally demonstrated through CMP progress.	Continue to reduce consumption wherever possible noting the focus will be on gas reduction which may lead to increases in electricity consumption.	Ongoing
Generate 5% of its energy from renewable sources	Spring 2025	Director of Estates & Campus Services	Not achieved as our onsite renewable source is limited to PV cells on two roofs.	We will look to increase our onsite renewable sources having regard to feasibility and town planning. The Centenary Building will provide a significant PV array.	Ongoing

CO2 Emissions will reduce by 7% by 2023 from a 2021 baseline of 2,747* tCO2e.	Spring 2025	Director of Estates & Campus Services	Total energy used as has reduced in terms of kWh has reduced over this period (15% electricity, 5% gas). However, Govt conversion factors show the converted tCO2e figure as very little change.	Review baselines and provide targets kWh and tCO2e.	Ongoing
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*2,747 includes gas, electricity, waste, water, procurement, business travel

f) Biodiversity

Strategic objective: *Maintain and enhance our landscapes through monitoring and protecting the species found within them, providing well managed access to our landscapes for students, staff and visitors.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Maintain and enhance our trees, shrubs and planting, introducing new species where possible.	Ongoing	Director of Estates & Campus Services	Ongoing and led by 2023 tree survey, tree surveys are carried out every three years highlighting works required and priorities.	Continue to maintain and enhance our trees nothing there is very little room for more trees on site. Diversifying shrubs and planting.	Ongoing
Protect and enhance our woodland settings, encouraging wildlife to settle.	Ongoing	Director of Estates & Campus Services	Where possible felled trees are left in place as a woodland habitat for flora and fauna.	Continue to protect and enhance our woodland settings, add more bug hotels and bird boxes.	Ongoing

Reduce the use of artificial pesticides and herbicides on hard and soft surfaces.	Ongoing	Director of Estates & Campus Services	<p>We no longer use pesticides, selective and total herbicides are used as part of a maintenance programme, in line with label guidelines for volumes and timing of applications.</p> <p>As part of our ongoing commitment to environmental sustainability and biodiversity, we have adopted a responsible and precautionary approach to the use of artificial pesticides and herbicides across both hard and soft surfaces.</p> <p>We no longer use artificial pesticides in any of our ground's maintenance practices. This policy has been implemented to protect local ecosystems, safeguard pollinator populations, and reduce chemical runoff into watercourses.</p> <p>Herbicide use has been significantly reduced and is now strictly limited to targeted, essential applications in high-risk or hard-to-reach areas—such as invasive weed control on hard surfaces or persistent regrowth where mechanical or</p>	<p>We no longer use pesticides but will continue to monitor sustainability and effectiveness of herbicides. As per NPTC guidelines we use practices that use the correct products, reducing volumes and number of applications to achieve the outcome required.</p>	Ongoing
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			<p>manual removal is not feasible. All such applications are carefully assessed and carried out using the minimum effective quantity, in line with current regulations and best practices.</p> <p>Alternative methods, such as manual removal, mechanical sweeping, mulching, use of hot foam, and improved soil health practices, are now prioritised. On sports turf, wetting agents and cultural practices are used to manage grass health and reduce the conditions that promote weed and pest problems, further minimising any chemical input.</p> <p>This approach ensures the safety of users, protects biodiversity, and contributes to a healthier environment, while still maintaining the high standards expected of our outdoor spaces.</p>		
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g) Waste management

Strategic objective: *Minimise the impact of waste on the environment by promoting and facilitating the consideration of the waste hierarchy (reduce, reuse, recycle, recover, dispose) whilst diverting waste away from landfill where possible and managing waste in a responsible and compliant manner.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Maintain and actively progress a University Waste Strategy.	Autumn 2023	Director of Estates & Campus Services	Not achieved but this will be a priority objective going forward.	A new Waste Strategy has been produced. This will go live from July 2025.	Ongoing
Promote paperless committees and meetings.	Autumn 2022	Chief Operating Officer	All University Committees including the Board are paperless. Papers are not printed, and attendees are encouraged to use electronic devices rather than printing meeting papers. Most attendees follow this approach, with only one or two members of staff continuing to print papers.	As existing deliverable.	Ongoing

Use Information Technology sustainably through use of energy efficient hardware, reducing paper and ink usage.	Ongoing	Chief Information Officer	<p>IT has implemented numerous policies to improve sustainability targets.</p> <ol style="list-style-type: none"> 1. Print both sides by default 2. Print B&W by default 3. Securing printing reduces uncollected print outs 4. Education to academics about putting lecture material digitally on the VLE not use hand outs 5. Reduced the number of printers by 10% <p>The result has seen a 50% reduction in print volumes between our January 2020 and January 2025 numbers.</p>	Install new machines to replace the aged existing estate. The newer units are more energy efficient.	December 2025
Recycle over 10% of its waste materials.	Ongoing	Director of Estates & Campus Services	Achieved. Biffa results show we recycle 22.4%.	Recycle over 40% of its waste materials.	Ongoing

Less than 5% of waste will be sent to landfill.	Ongoing	Director of Estates & Campus Services	Achieved. Biffa results show that 0% of our waste is sent to landfill. 22.4% is recycled, 16.9% is anaerobically digested, and 60.8% is incinerated.	0% landfill.	Ongoing
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h) Travel and Transport

Strategic objective: *Encourage sustainable transport through provision and promotion of infrastructure and incentives including and measures to reduce the need to travel.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Increase promotion and provision of alternatives to car use, ensuring improved access cycle maintenance, cycle security and cycle purchase with routine evaluation of impact undertaken.	Ongoing	Director of Estates & Campus Services	Travel has been fairly stable over the period with still a high number of car users during term time.	Introduce new Travel Plan from July 2025.	Ongoing
Improve washing and shower facilities for general use.	Ongoing	Director of Estates & Campus Services	New shower in L block and improved showers in the sports centre.	Promote availability of showers and drying facility in the laundrette.	Ongoing

Increase provision of electric vehicle infrastructure with access to charging points at all University car parks.	Ongoing	Director of Estates & Campus Services	Two publicly available EV charging points. Note that our fleet is almost entirely EV now.	Provide more EV charging points wherever possible.	Ongoing
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i) Food

Strategic objective: *Serve healthy food prepared with minimum harm to nature and human resources as well as ensuring food and packaging waste is minimised.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Promote meat-free alternatives across its catering outlets including daily options.	Ongoing	Director of Estates & Campus Services	Achieved and commitment to continue.	Promote meat-free alternatives across its catering outlets including daily options. Use less meat in recipes reducing overall carbon footprint.	Ongoing September 2025
Avoid foods derived from endangered species by using Marine Stewardship Council certified fish.	Autumn 2021 Achieved but ongoing	Director of Estates & Campus Services	Started in Autumn 2021. Food for Life (FFL) Certification achieved 2024. Committed to continue.	Avoid foods derived from endangered species by using Marine Stewardship Council certified fish.	Ongoing

Ensure that 100% of its meat is Red Tractor assured.	Autumn 2021 Achieved but ongoing	Director of Estates & Campus Services	Achieved FFL 2024 and committed to continue.	Ensure that 100% of its meat is Red Tractor or with Farm assured standards. Ensure 5% or more of its meat is organic and British.	Spring 2026
Source 100% of its eggs from free range sources	Autumn 2021 Achieved but ongoing	Director of Estates & Campus Services	Achieved FFL 2024 and committed to continue.	Source 100% of its eggs from free range sources.	Ongoing
Provide and promote opportunities for food grown on our campuses.	Spring 2024	Director of Estates & Campus Services	Small herb selection in place - June 2025. A bigger herb patch to be worked on: Spring 2026.	Provide and promote opportunities for food grown on our campuses. Catering Team to take ownership of its own herb garden in partnership with the Students' Union/ Students/ Staff.	Spring 2026
Work towards Fairtrade University status.	Achieved	Director of Estates & Campus Services	Achieved University Fairtrade Status and maintained till 2024. Fairtrade goods supported and evaluated under FFL scheme going forward.	Currently committed to Food for Live Bronze Standards. Work towards Food for Life Silver/ Gold Standards	Summer 2026

Expand use of recyclable or compostable food packaging and significantly reduce catering waste to landfill.	Ongoing	Director of Estates & Campus Services	Achieved and Ongoing. The service is switching to NotPla sustainable packaging from August 2025.	Expand use of recyclable or compostable food packaging and significantly reduce catering waste to landfill. Monitor and reduce food waste impact using Cool food pro calculator.	August 2025-September 2026
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j) Water

Strategic objective: *Manage our water so that the absolute minimum is used and use rainwater for landscaping activities.*

Deliverables 2020-2025	Timescale	Owner	Review	Deliverables 2025-2030	Timescale
Achieve annual reductions in its water use.	Ongoing	Director of Estates & Campus Services	Water use has remained consistent, but we have not been able to achieve significant reductions yet.	Explore water saving in high use areas, eg residence showers, kitchens.	Ongoing
Install low flow devices and auto shut off devices to all outlets.	Winter 2024	Director of Estates & Campus Services	For recent WC refurbs at The 1850, D basement L & M blocks we have installed systemisers on the urinals sensing arrivals. WC cisterns are now 6 litres so saving at least 2 litres per flush.	Continue roll out of water saving in WCs, showers and kitchens.	Ongoing

Invest in Smart Metering to identify excess water usage and leaks.	Winter 2024	Director of Estates & Campus Services	Not achieved.	Targets will focus on our two main meters serving the older buildings and refectory and also GWD & DeMarillac.	2027
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