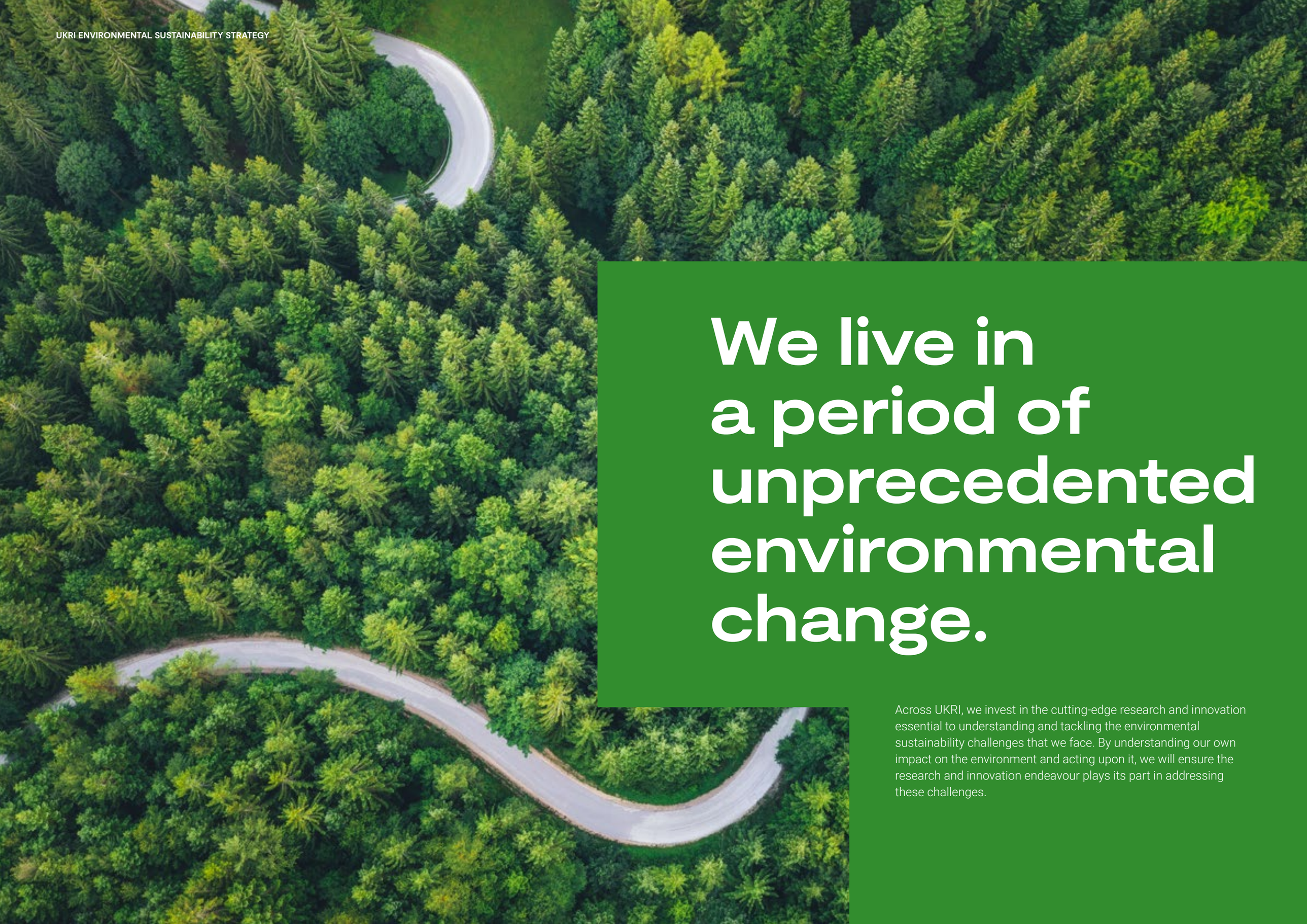
Appendix 1 – STFC (UKRI) Commercial waste collection and recycling services tender

UK Research and Innovation

UKRI Environmental Sustainability Strategy



We live in a period of unprecedented environmental change.

Across UKRI, we invest in the cutting-edge research and innovation essential to understanding and tackling the environmental sustainability challenges that we face. By understanding our own impact on the environment and acting upon it, we will ensure the research and innovation endeavour plays its part in addressing these challenges.

Foreword

We live in a period of unprecedented environmental change. UK Research and Innovation (UKRI) has a proud history of identifying the issues that communities in the UK and worldwide face on a changing planet, and enabling effective responses to these issues. We know our research and innovation continues to help the UK achieve the goals set out in the government's Industrial Strategy, Clean Growth Strategy, the 25-year Environment Plan and devolved policy.

Our research and innovation output will play a critical role in delivering on the UK commitment to reach 'net-zero' carbon emissions as a nation by 2050.

Our science plays a central role in each of the assessment reports published by the Intergovernmental Panel on Climate Change (IPCC), informs efforts to meet the UN's Sustainable Development Goals, and helps to answer the World Economic Forum's assessment of global risks in 2019, where environmental risks dominate.

Across UKRI, we invest in the cutting-edge research and innovation essential to understanding and tackling the environmental sustainability challenges that we face. By understanding our own impact on the environment and acting upon it, we will ensure the research and innovation endeavour plays its part in addressing these challenges.

The UKRI Environmental Sustainability Strategy sets out our ambition to be a leader in environmental sustainability for the sector. It sets out what we will do to enhance and recognise where we are making a positive environmental contribution, while minimising environmental harm.

By 2040 we aspire to be 'net-zero' for our entire research undertaking, which includes reducing and mitigating all carbon emissions from our owned operations. We have written 'net-zero' broadly, looking beyond carbon and ensuring our wider environmental contribution is a positive one.

We will take quick action where we can to enhance our environmental performance, from phasing out avoidable single-use materials and reducing waste generation, to ensuring we use clean power to supply our operations.

This strategy sets out a challenging set of commitments that will require us to fundamentally change how we go about our business. To achieve this, we will need to re-examine and reset our decision making processes, innovate and change our ways of working across all parts of UKRI. It will require us to collaborate with a broad range of partners while ensuring we support new ways of undertaking research and innovation that we need to realise a 'net-zero' future.

Professor
Sir Duncan Wingham

Executive Chair
Natural Environment
Research Council

Professor
Sir Mark Walport

Chief Executive
UK Research and Innovation

Highlights

By 2020
we will embed environmental sustainability into the objectives and remit of the UKRI leadership team.

By 2021
we will establish the UKRI Carbon Fund for carbon improvement across the UKRI-owned/majority-funded estate and infrastructure.

By 2022
we will adopt Biodiversity Action Plans across the UKRI-owned estate.

By 2024
we will agree and adopt a UKRI-wide approach to reduce and abate emissions associated with business travel activities including international air travel.

By 2025
we will have embedded environmental sustainability across all our investment decisions.

By 2040
we will achieve 'net-zero' for our carbon emissions.

UKRI Environmental Sustainability Strategy

Background

UKRI collectively invests over £7 billion in research and innovation each year to help meet tomorrow's challenges today. We bring about a positive impact in our society, economy and the environment through creating new knowledge and driving innovation.

UKRI brings together the seven Research Councils, Innovate UK and Research England. We work in partnership with universities, research organisations, businesses, charities, and government to create the best possible environment for research and innovation to flourish.

UKRI recognises that we are in a period of unprecedented environmental change and societal expectation. Positive action is needed to address the environmental sustainability challenges we now face, including climate change and deforestation.

Research and innovation plays a critical part in ensuring we understand how our planet is changing, as well as helping us to act responsibly to protect and promote our environment. We recognise that the activity we undertake and fund has its own impact on the environment which we must understand and address. This is the focus of the UKRI Environmental Sustainability Strategy.

Purpose

The purpose of this strategy is to set out how we will protect and enhance the environment across our investments and operations, while ensuring that the research and innovation we support stays at the cutting-edge. This strategy will ensure environmental sustainability is factored into how we make investment decisions, including through the UKRI funding service and how we operate as an organisation. This will be done in a way that reflects the diversity of UKRI activity, acknowledging the need to address global environmental issues quickly.

We will draw on a wealth of research and skills to ensure that as an organisation and as a funder we make a positive contribution to tackling global environmental sustainability issues through how we act as an organisation as well as through our research and innovation outputs.

This strategy applies to all UKRI investments and operations, including those activities delivered by its constituent councils. It includes where:

Direct Research & Innovation

UKRI undertakes research and innovation activity directly e.g. we operate research laboratories, centres and facilities. We will actively manage our environmental sustainability performance.

Procurement

UKRI pays for goods and services e.g. computing services and energy. We will demand environmental sustainability performance by our suppliers.

Research & Innovation Funding

UKRI funds activities undertaken by the research and innovation community both within the UK and internationally, e.g. businesses, university and scientific institutions. We will actively lead environmental sustainability across our sector.

Scope

Sustainability is the term used to bring together three broad areas: social (people), economic (prosperity) and environment (planet). The focus of this strategy is environmental sustainability. This strategy complements the UKRI policies such as Equality, Diversity and Inclusion (EDI), Health and Safety, and work in the areas of modern slavery and research ethics. Over the first five-year period of this strategy, we will connect UKRI's environmental sustainability approach with our broader approaches to promoting social benefit.

This strategy will deliver against the UKRI ambition to

'embed sustainability in everything we do'

(UKRI Strategic Prospectus, 2018) and sits alongside UKRI Delivery Plans.

Values

Collaboration, excellence, innovation and integrity are the UKRI core values. Our ambitious environmental sustainability approach is a key part of bringing these values to life.

Our approach to environmental sustainability can be summarised as follows:

- **Collaboration**

  We will work with others to recognise we only have one planet and need to act positively to help sustain life on it. We will collaborate and use our influence within the sector by embedding environmental sustainability into our funding and investment decisions.

- **Excellence**

  We will ensure our approach to our activities and research output have a positive overall benefit to the environment. We will realise and communicate this benefit.

- **Innovation**

  We will change our organisational approach to embed environmental sustainability into our processes and meet our ambitious new objectives, learning from the research and innovation we fund.

- **Integrity**

  We will be transparent about who we work with and why, recognising that we will lead and inform positive environmental change through collaboration. By working with partners, we are better placed to support others in tackling environmental sustainability challenges.

Timescale

The first period for implementation of this strategy is 2020 to 2025 (financial years). This first five-year period complements the government environmental sustainability reporting period, known as the Greening Government Commitments, and the wider sector.

Following this we will review and revalidate our objectives and set additional objectives for 2025 to 2040.

Our Vision

By 2040, we will be:

- **'Net-zero'**

  Reducing and mitigating all carbon emissions from our owned operations, including our measurable scope 3 emissions, in line with the IPCC recommendations and the UK government commitment. We will strive to achieve 'net-zero' sooner than 2040, but we do not yet have all the solutions we need to achieve this.

- **'Positive for the environment'**

  We will take a broad approach to environmental sustainability such as enhancing biodiversity and clean air, as well as having no direct carbon emissions by 2040. We will communicate this benefit framed within the context of the UN Global Goals for Sustainable Development.

- **'Setting the standard'**

  Using our financial power to drive positive environmental change within the sector, we will act as 'agents for change', ensuring our funding is a force for positive environmental change while continuing to meet societal needs.

By 2025 we will have embedded environmental sustainability across all our investments by acting on our environmental values and:

- Changing our funding and decision-making processes and criteria to raise the standard for environmental sustainability across our sector; and
- Making practical changes across our managed operations to improve our environmental performance, moving beyond compliance.

Our ambition will be delivered through clear environmental objectives.

2020 to 2025 will be our 'five years of action' for environmental sustainability.

By the end of this period we will see environmental sustainability become part of the fabric of decision-making across our organisation and our sector. During this time we will change and adapt our ways of working. Our approach will enhance our research and innovation output and improve our organisational resilience.

We will:

- Prioritise detailed baselining and internal benchmarking of the environmental performance of direct operations. This will help to identify any data gaps and to build a credible foundation for decision-making.
- Draw on the expertise and outcomes from our research and innovation community to drive forward environmental sustainability improvements within UKRI and our sector, and share this with others. For instance, we will embed environmental sustainability considerations into the ways of working for all UKRI-led Knowledge Exchange Networks and Knowledge Transfer Networks.
- Signal to our sector, academic communities and supply chain that we will influence their approach in this area. We will drive positive environmental improvement within the research and innovation sector by ensuring all major investment and funding decisions we make are directly informed by environmental sustainability – recognising environmental benefits as well as potential for environmental harm. For instance, we will develop and implement a 'sustainability score card' to assess environmental sustainability through the UKRI single funding service.
- We will adopt a carbon target based upon our science, ensure we have a plan to deliver against it and create a carbon innovation fund to support this work.
- We will take quick action where we can. We will complete an assessment of, and phase out all avoidable single use material (material that is single use by design) from across our own operations by 2024, prioritising single use plastics.
- UKRI has an important role to play in ensuring that the UK research base is represented internationally and in securing international excellence. We will develop and use sustainable forms of international communication to reduce the impact of our business travel, and encourage our partners across our sector to do the same.

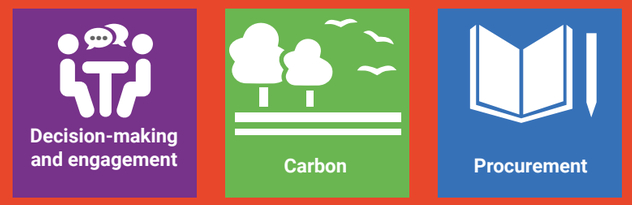
Our ambition will be delivered through clear environmental objectives framed around short (until 2022), medium (until 2025) and long-term (until 2040). These will deliver milestones along the way to fulfil our 2025 and 2040 vision. These objectives will provide direction, ensuring our efforts are proportional to and reflect our key environmental risks.

Priority areas and objectives

To achieve our 2040 vision, we have identified six priority areas.

These have been informed by our research and innovation output and our assessment of significant environmental impacts, risks and opportunities for UKRI.

The first three priority areas contain cross-cutting objectives that will embed environmental sustainability in how we operate:



The term 'carbon' where used refers to all common greenhouse gases which contribute to climate change.

The second three priority areas are drawn from research and innovation and will directly reduce our environmental impact:

At the end of this strategy we set out our key commitments in each priority area. We have made clear where we will manage our impact and/or where we seek to positively lead the performances of others. We have taken a proportional approach ensuring objectives reflect the nature of the activity, scale and potential environmental risk.

The objectives are short (2022), medium 2025) or long-term (2040). Through these we will deliver our 2025 and 2040 vision. We will put in place detailed action plans that take into account the risks and opportunities to UKRI and others in setting these actions plans.

Activities to support specific objectives can and will take place ahead of each stated year; years are provided to show when the majority of activity is likely to take place and to set a completion date.

In setting these objectives we have considered how we can ensure we have 'better systems' for the environment rather than focusing on single environmental problems.

Implementation

We will ensure that we have the resources (funding and people) in place to for the effective delivery of this strategy at both UKRI and Research Council level. This includes resource for embedding sustainability into existing processes, engagement and resource for practical changes across our own scientific estate and infrastructure.

UKRI will provide guidance to those that we fund regarding our environmental sustainability expectations.

We will publish our pathway to delivery for the first five year period of the strategy. This will be refreshed annually and will provide a visual summary of key activities foreseen in each strategy year.

We will highlight the environmental impact of the activities we undertake and fund, alongside the environmental benefits of our research and innovation.

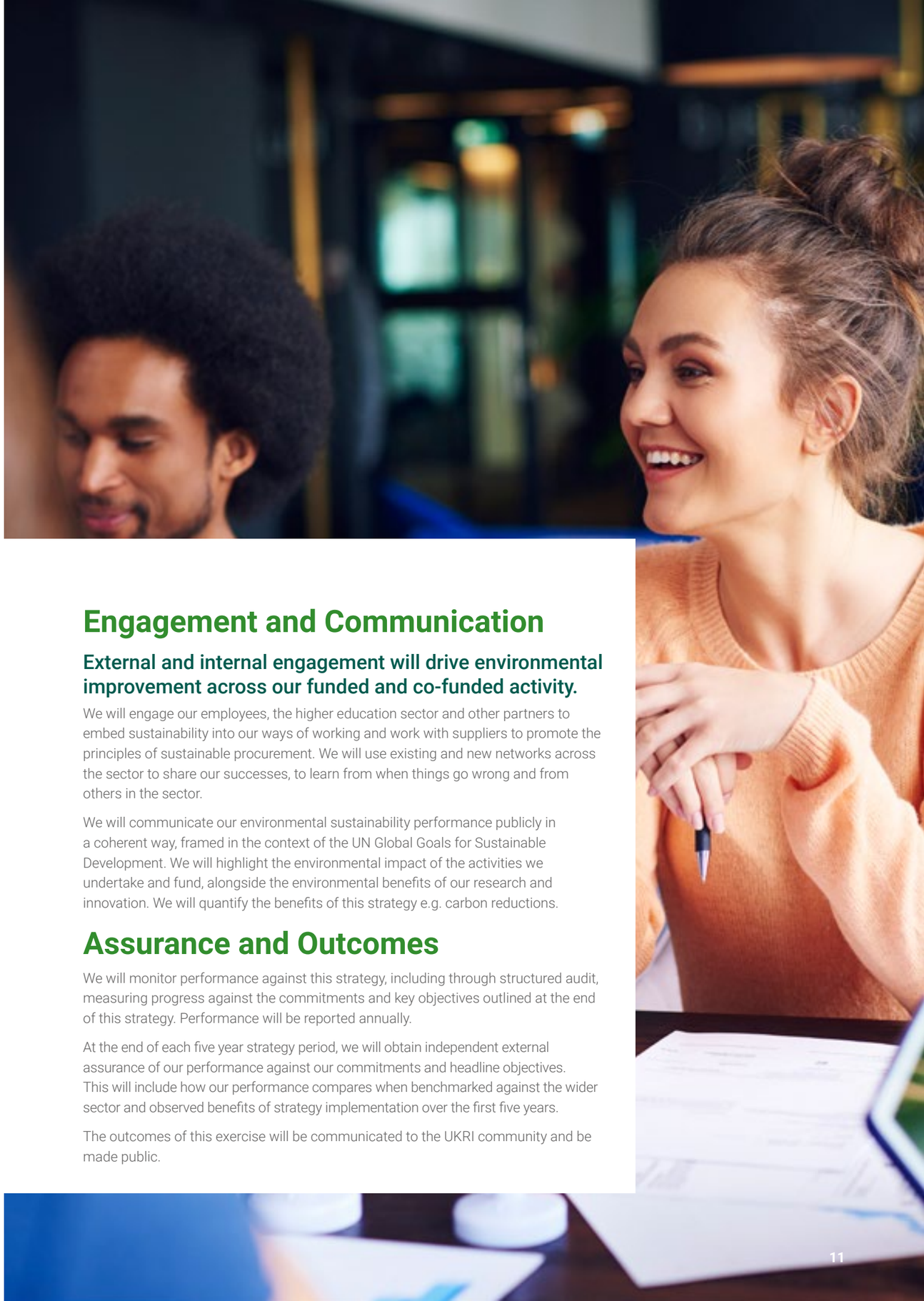
Governance

Well defined governance is essential to successful delivery of this strategy. Key roles for delivery of the strategy are outlined below:

Who	Role within governance
UKRI Board	Strategic governance and oversight.
UKRI Chief Executive	**Accountable** for the UKRI environmental sustainability commitment.
UKRI Executive Committee	**Accountable and responsible** individually and collectively for **strategic execution of the commitment**.
NERC Executive Chair	**Accountable and responsible** for **strategic approach.**
Chief Finance Officer	**Responsible** for **effective implementation** with the People, Finance and Operations (PFO) Committee.
UKRI Sustainability Implementation Advisory Group	**Consulted** to provide independent advice and direction to UKRI on strategy implementation.
UKRI Sustainability Team with oversight from the NERC Director of Corporate Affairs	**Responsible** for **co-ordination, expertise** and **advice to ensure implementation** of the UKRI Environmental Sustainability Strategy. Responsible for engagement, sharing good practice and future strategy development.
UKRI Sustainability Forum	**Responsible** for **ensuring council-wide involvement** in the implementation of the strategy and assist with planning practical implementation.
Council Chief Operating Officers	**Responsible** and **accountable** for **execution within their council** of the UKRI environmental sustainability commitments, delivering headline objectives annually through implementation of council level sustainability action plans.
Defined council executive level sustainability champions *To be established in year 1 of strategy implementation.	**Responsible** for championing environmental sustainability and delivering sustainability action plans within their council.

There is a breadth of decision making bodies within UKRI, both collectively and at council level. Working with key contacts we will embed the principles of environmental sustainability into these decisions making bodies in a systematic way which reflects the 'Seven principles of public life' published by the UK Government Committee on Standards.

All UKRI employees and the wider sector have a role to play in delivering this strategy. The governance above has been established to ensure our community has the support it needs to enable positive environmental change.



Engagement and Communication

External and internal engagement will drive environmental improvement across our funded and co-funded activity.

We will engage our employees, the higher education sector and other partners to embed sustainability into our ways of working and work with suppliers to promote the principles of sustainable procurement. We will use existing and new networks across the sector to share our successes, to learn from when things go wrong and from others in the sector.

We will communicate our environmental sustainability performance publicly in a coherent way, framed in the context of the UN Global Goals for Sustainable Development. We will highlight the environmental impact of the activities we undertake and fund, alongside the environmental benefits of our research and innovation. We will quantify the benefits of this strategy e.g. carbon reductions.

Assurance and Outcomes

We will monitor performance against this strategy, including through structured audit, measuring progress against the commitments and key objectives outlined at the end of this strategy. Performance will be reported annually.

At the end of each five year strategy period, we will obtain independent external assurance of our performance against our commitments and headline objectives. This will include how our performance compares when benchmarked against the wider sector and observed benefits of strategy implementation over the first five years.

The outcomes of this exercise will be communicated to the UKRI community and be made public.

Key commitment and headline objectives

For clarity we have identified where our headline objectives seek to manage our direct operations and/or where they seek to positively lead activity we procure or fund.

Decision-making and engagement

Commitment: To adapt our ways of working to foster collaboration and innovation that improve the environmental sustainability performance of UKRI and the wider sector.

Action Year	What	Delivery Area	Evidence of Key Outcome(s)
2020 (Year 1)	We will embed environmental sustainability into the objectives and remit of the UKRI leadership team and utilise good practice and challenge from the implementation advisory group.	UKRI direct operations.	Employees are more aware of environmental sustainability. Observed 'buy in' at council level.
2020 (Year 1)	We will ensure the UKRI Delivery Plans reflect the ambition set out within this strategy.	UKRI direct operations. Lead procured or funded activity.	Environmental sustainability detailed within delivery plans
2020 (Year 1)	We will identify and provide training for environmental champions at all levels of the councils to help drive and support this strategy.	UKRI direct operations.	Employees are more aware of environmental sustainability. Observed 'buy in' at council level.
2020 (Year 1)	We will establish a network of key stakeholders within government and the wider research and innovation community to collaborate on delivery of our sustainability ambition and instil a culture that encourages development of future sustainability leaders.	Lead procured or funded activity.	Established network. Greater observed stakeholder engagement regarding environmental sustainability.
2020 (Year 1)	We will work with UKRI employees to establish and communicate environmental sustainability guidelines to help us embed this strategy into our day-to-day roles.	UKRI direct operations.	Employees are more aware of environmental sustainability.
2021 (Year 2)	We will offer a programme to ensure 'sustainability literacy' across all UKRI employees, for instance an understanding of our carbon footprint and practical ways in which staff can help manage this.	UKRI direct operations.	Employees are more aware of environmental sustainability.
2021 (Year 2)	We will develop and implement a 'sustainability score card' to assess environmental sustainability through the UKRI single funding service.	Lead procured or funded activity.	Greater consideration to environmental sustainability from the research and innovation community.
2021 (Year 2)	We will review and amend the UKRI grant and training terms and conditions to reflect our environmental sustainability ambition.	Lead procured or funded activity.	Greater consideration to environmental sustainability from the research and innovation community.
2021 (Year 2)	We will integrate environmental sustainability criteria into all UKRI capital and infrastructure investment decisions.	UKRI direct operations. Lead procured or funded activity.	The investment decision process and outcomes take full account of environmental sustainability.
2022 (Year 3)	We will enhance, document and communicate opportunities for the UKRI community to take part in activities that promote environmental sustainability such as 'living lab' initiatives to test environmental solutions across our estate.	UKRI direct operations.	Employees are more aware of environmental sustainability. Employee feedback that they are more engaged with the environmental sustainability agenda.
2022 (Year 3)	We will embed environmental sustainability considerations into the ways of working for all UKRI led Knowledge Exchange Networks and Knowledge Transfer Networks.	Lead procured or funded activity. UKRI direct operations.	Feedback from the research and innovation community that they are giving greater consideration to environmental sustainability.
2022 (Year 3)	We will publicly showcase 'environmental sustainability in practice' across UKRI via a highlights report.	UKRI direct operations. Lead procured or funded activity.	Production and dissemination of performance report.
2022 (Year 3)	We will highlight sustainability leaders within UKRI and the wider research and innovation community via an award system and utilise external expertise and challenge from the implementation advisory group.	Lead procured or funded activity.	Recognition of 'champions' in our community. Production of case studies.
2023 (Year 4)	We will complete a structured review to identify opportunities to link up UKRI environmental and social sustainability activities.	UKRI direct operations. Lead procured or funded activity.	Opportunities identified and communicated to UKRI Executive Committee.
2024 (Year 5)	We will revalidate our headline objectives concerning our 'governance and engagement'. We will update them as needed and set new objectives for the next five-year period. We will also set longer-term objectives (to 2040) where appropriate.	UKRI direct operations. Lead procured or funded activity.	Updated objectives and evidence of continual improvement.
2024 (Year 5)	We will obtain independent external assurance of our outcomes against our commitments and headline objectives.	UKRI direct operations.	Production of the five-year performance report.

Carbon

Commitment: To work towards 'net-zero' carbon emissions from our directly managed operations by 2040, while actively influencing the carbon performance of those we fund.

Action Year	What	Delivery Area	Evidence of Key Outcome(s)
2020 (Year 1)	We will commit to setting carbon reduction target based on IPCC recommendations for our directly controlled activity.	UKRI direct operations.	Targets for carbon reduction are credible and reflect the need for change.
2020 (Year 1)	We will review our current approach to carbon mitigation, including offsetting, and produce a UKRI position statement.	Lead procured or funded activity. UKRI direct operations.	Production of a UKRI position statement on carbon mitigation.
2020 (Year 1)	We will baseline carbon emissions across UKRI-owned operations.	UKRI direct operations.	Improved UKRI understanding of our environmental impact.
2020 (Year 1)	We will understand the energy consumption and modes of operations for all UKRI-owned or majority-funded data centres.	Lead procured or funded activity. UKRI direct operations.	Improved UKRI understanding of our direct and wider environmental impact.
2021 (Year 2)	We will adopt a quantifiable UKRI carbon reduction target for our directly controlled activity and review metrics for assessing performance.	UKRI direct operations.	Clear and credible targets for carbon reduction.
2021 (Year 2)	We will establish the UKRI Carbon Fund for carbon improvement across the UKRI-owned/majority-funded estate and infrastructure.	UKRI direct operations.	Established processes for proposing carbon reduction projects. Delivery of projects. Lower carbon emissions.
2021 (Year 2)	We will introduce common standards for environmental sustainability for all UKRI-owned or majority-funded data centres.	Lead procured or funded activity. UKRI direct operations.	Lower carbon emissions. Greater data centre resilience.
2021 (Year 2)	We will transfer all electricity supplies on our UK-owned estate to 100% renewable energy supplies, where available.	UKRI direct operations.	Lower carbon emissions.
2021 (Year 2)	We will adopt site-specific travel plans across the UKRI estate.	UKRI direct operations.	Defined local travel plans. Lower carbon emissions.
2021 (Year 2)	We will map out and review scope 3 carbon emissions for UKRI.	UKRI direct operations.	Improved UKRI understanding of our environmental impact.
2021 (Year 2)	We will agree and adopt a UKRI-wide approach to reduce and abate emissions associated with business travel activities including international air travel.	UKRI direct operations.	Defined business travel policy. Lower carbon emissions.
2022 (Year 3)	We will complete a review of current technology used to reduce the need for travel and identify opportunities for improvement.	UKRI direct operations. Lead procured or funded activity.	Greater use of video conferencing for collaboration. Reduction in travel costs. Lower carbon emissions. More sustainable travel options for employees.
2022 (Year 3)	We will agree and adopt common standards for managing energy use for outsourced computing activities.	Lead procured or funded activity.	Defined data centres standards. Lower carbon emissions.
2024 (Year 5)	We will be able to demonstrate 'active influence' carbon emissions from those we fund via the sustainability score card.	Lead procured or funded activity.	Feedback from the research and innovation community that they are giving greater consideration to carbon emissions.
2024 (Year 5)	We will assess the effectiveness of the UKRI carbon fund and identify opportunities for improvement.	UKRI direct operations.	Assessments outcomes from review process.
2024 (Year 5)	We will revalidate our headline objectives concerning 'carbon'. We will update them as needed and set new objectives for the next five-year period. We will also set longer-term objectives (to 2040) where appropriate.	UKRI direct operations. Lead procured or funded activity.	Updated objectives and evidence of continual improvement.

Procurement

Commitment: To drive sustainability through our supply chains by adaptation of Government Sustainable Procurement principles to match UKRI's diverse and changing needs.

Action Year	What	Delivery Area	Evidence of Key Outcome(s)
2020 (Year 1)	We will set the UKRI 'Supplier Sustainability Expectations' and communicate these to all UKRI Gold Suppliers*. *A company supplying goods and services to UKRI via our procurement provider with an annual spend value greater than £60,000 per annum	Lead procured or funded activity.	Defined 'Supplier Sustainability Expectations'.
2020 (Year 1)	We will set sustainable procurement guidelines for UKRI employees and communicate these guidelines to the UKRI community.	UKRI direct operations.	Defined sustainable procurement guidelines for employees. Increased employee understanding of the principles of sustainable procurement.
2021 (Year 2)	We will embed sustainability into our existing procurement contract management procedures.	Lead procured or funded activity. UKRI direct operations	Contract procedures refer to environmental sustainability.
2021 (Year 2)	We will initiate a review of targeted direct suppliers to drive good practice in line with UKRI sustainable procurement expectations.	Lead procured or funded activity.	Review report outcomes. Greater supplier engagement and buy-in.
2022 (Year 3)	We will initiate a review of suppliers further down the supply chain to drive good practice in line with UKRI sustainable procurement expectations.	Lead procured or funded activity.	Review report outcomes. Greater supplier engagement and buy-in.
2024 (Year 5)	We will revalidate our headline objectives concerning 'procurement'. We will update them as needed and set new objectives for the next five-year period. We will also set longer-term objectives (out to 2040) where appropriate.	UKRI direct operations. Lead procured or funded activity	Updated objectives and evidence of continual improvement.

Efficient use of resources

Commitment: To drive efficient use of resources and reconsider waste as a resource in all areas of our work.

Action Year	What	Delivery Area	Evidence of Key Outcome(s)
2020 (Year 1)	We will baseline and benchmark waste generation across UKRI-owned operations.	UKRI direct operations.	Improved UKRI understanding of our environmental impact associated with waste generation.
2020 (Year 1)	We will baseline and benchmark water consumption across UKRI-owned operations.	UKRI direct operations.	Improved UKRI understanding of our environmental impact associated with water use.
2021 (Year 2)	We will adopt quantifiable UKRI targets to reduce the environmental impact of waste generation out to 2040.	UKRI direct operations.	Reduced waste generation. Lower carbon emissions.
2021 (Year 2)	We will adopt a quantifiable UKRI water use reduction target for our directly controlled activity out to 2030.	UKRI direct operations.	Reduced water consumption. Lower carbon emissions.
2021 (Year 2)	We will ensure all waste contracts allow for 100% waste diversion from landfill from our UK-owned operations.	UKRI direct operations.	Reduced cost. Lower carbon emissions.
2022 (Year 3)	We will undertake water audits across our owned estate and identify opportunities to reduce water consumption.	UKRI direct operations. Lead procured or funded activity.	Identification and implementation of water saving opportunities.
2024 (Year 5)	We will revalidate our headline objectives concerning 'resource use'. We will update them as needed and set new objectives for the next five-year period. We will also set longer-term objectives (out to 2040) where appropriate.	UKRI direct operations. Lead procured or funded activity.	Updated objectives and evidence of continual improvement.
2024 (Year 5)	We will complete an assessment of and phase out all avoidable single-use material (material that is single use by design) from across our own operations. Prioritising single-use plastics.	UKRI direct operations.	Observed reduction in the use of avoidable single use plastics.

Fostering a healthy living environment

Commitment: To protect and enhance the health of the living environment, through effective control and reduction of biosecurity risk and protection of biodiversity.

Action Year	What	Delivery Area	Evidence of Key Outcome(s)
2020 (Year 1)	We will benchmark and baseline biosecurity incidents and associated controls across UKRI.	UKRI direct operations.	Improved UKRI understanding of biosecurity risk.
2021 (Year 2)	We will agree and adopt a unified UKRI Code of Conduct for Biosecurity applicable to all UKRI investments.	UKRI direct operations. Lead procured or funded activity.	Reduced risk of biosecurity incidents.
2021 (Year 2)	We will undertake a biodiversity assessment to better understand the biodiversity value of UK estate and identify improvement opportunities.	UKRI direct operations.	Improved understanding of the value of the biodiversity across our UK estate. Implementation of improvement opportunities.
2021 (Year 2)	We will adopt sustainable food policies for all catering outlets across the UKRI-owned estate.	UKRI direct operations.	Reduced impact on the living environment as a result of our food choices e.g. by ensuring palm oil and fish are from sustainable sources. Carbon benefits through greater promotion of vegetable diets.
2022 (Year 3)	We will adopt Biodiversity Action Plans across the UKRI-owned estate.	UKRI direct operations.	Enhancement of the value of the UKRI estate to local biodiversity.
2024 (Year 5)	We will revalidate our headline objectives concerning the 'living environment'. We will update them as needed and set new objectives for the next five-year period. We will also set longer-term objectives (out to 2040) where appropriate.	UKRI direct operations. Lead procured or funded activity.	Updated objectives and evidence of continual improvement.

Interactions with the physical environment

Commitment: To protect and enhance the quality of the physical environment (including water, air and land quality) while ensuring UKRI is resilient in the face of environmental change.

Action Year	What	Delivery Area	Evidence of Key Outcome(s)
2020 (Year 1)	We will baseline key pollution risks and controls from the UKRI-owned operations in relation to air, water and land quality to understand our impact and identify opportunities for improvement.	UKRI direct operations.	Improved understanding of pollution risk. Evidence of actions taken to minimise this risk.
2021 (Year 2)	We will ensure all UKRI councils have adopted Climate Change Adaptation Plans. *Climate Change Adaptation plans do not contribute directly to our carbon commitment to reduce emissions but increase organisational resilience of UKRI as a whole, and therefore sit in this area rather than in carbon priority.	UKRI direct operations.	Improved UKRI resilience to Climate Change. Evidence of adaptation being considered in council-level decision-making.
2024 (Year 5)	We will revalidate our headline objectives concerning the 'physical environment'. We will update them as needed and set new objectives for the next five-year period. We will also set longer-term objectives (out to 2040) where appropriate.	UKRI direct operations.	Updated objectives and evidence of continual improvement.

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