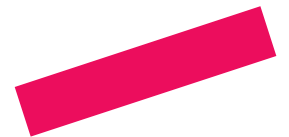




TOWARDS A SUSTAINABLE

HAN_

*FRAMEWORKS AND AMBITIONS FOR EDUCATION,
RESEARCH AND GOVERNANCE*



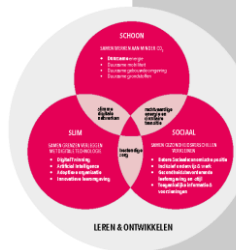
HAN_ UNIVERSITY
OF APPLIED SCIENCES

SUMMARY

"Towards a Sustainable HAN" outlines the frameworks and ambitions for sustainable development at HAN.

We summarize ambitions for **education and research** from our strategic plan "Charting our Course", the multi-year plan "Smart, Green, Social" and the HAN Agenda. Our goal is to enhance sustainable development in both education and research by organizing more coordination and collaboration.

We introduce new ambitions for **governance** that will become essential criteria for all HAN governance. Future plans will consistently incorporate these ambitions.



Ambitions for education and research

Students evolve into reflective and socially engaged global citizens.

By 2027, every student and staff member will be making a difference on social issues, thereby making a meaningful contribution to a smart, green, and social world for today and the future.

Each student and staff member will have an integrated view of sustainability.

Students will know how they can:

- Contribute to reducing CO₂ emissions
- Reduce health disparities
- Push boundaries with the help of digital technology

Ambitions for governance



- We become climate neutral
- We adapt to the changing climate



We become circular



We promote biodiversity



We become an inclusive university of applied sciences that fosters personal development and growth. Here, every student is seen, recognized, and heard and we have a healthy learning and working environment.



We will be dedicated to sustainability across all aspects of our governance.



FOREWORD

It is clear that our current way of life is unsustainable, and a shift towards more sustainable practices is essential to protect and preserve our planet for future generations. Sustainable development, therefore, must be at the core of modern public policy.

HAN has already taken significant strides in this direction. Our strategic plan "Charting our Course", along with our key areas and the HAN Agenda, emphasize the importance of sustainable development. This commitment is increasingly reflected in our governance. For instance, we have eliminated disposable cups, made vegetarian options the default in our banqueting services, offer free public transport to all staff, and are connected to the Arnhem heat grid. Additionally, our Kapittelweg 35 building stands as the most sustainable educational facility in the Netherlands. You can read more about this at han.nl/duurzaam.

Until now, however, we lacked a unified framework that connects our ambitions in education, research and governance. The same applies to our overarching ambitions for governance. "Towards a Sustainable HAN" introduces an integrated approach to sustainable development across the entire institution. It defines our commitments and also clearly outline the boundaries of our efforts.

On behalf of the Executive Board,

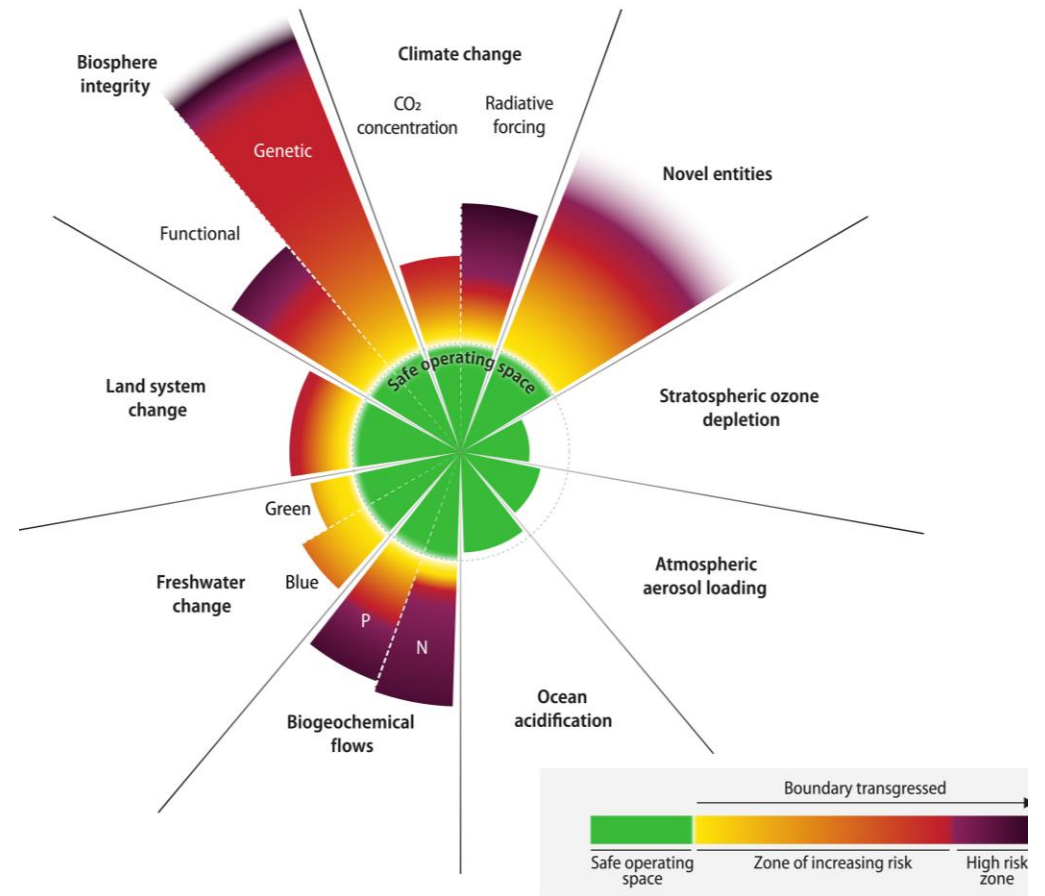
Rob Verhofstad, Bridget Kievits and Yvonne de Haan.

INTRODUCTION

That fragile blue planet, with its thin protective layer. It's our entire living environment. Alongside billions of other species, we rely on its resources, often taking them for granted as if they were limitless. We endlessly build, travel and grow our food here. But from space, astronauts see the bigger picture: "Earth is like a spaceship with finite resources." They witness glaciers melting, deserts spreading, and the planet's delicate balance being disrupted by human activities. Almost every astronaut returns as a climate advocate. Their observations are supported by science, which has now clearly illustrated the problem in the "Planetary Boundaries" model. This model confirms the need to be more mindful of our resources and address the damage caused by our past choices.

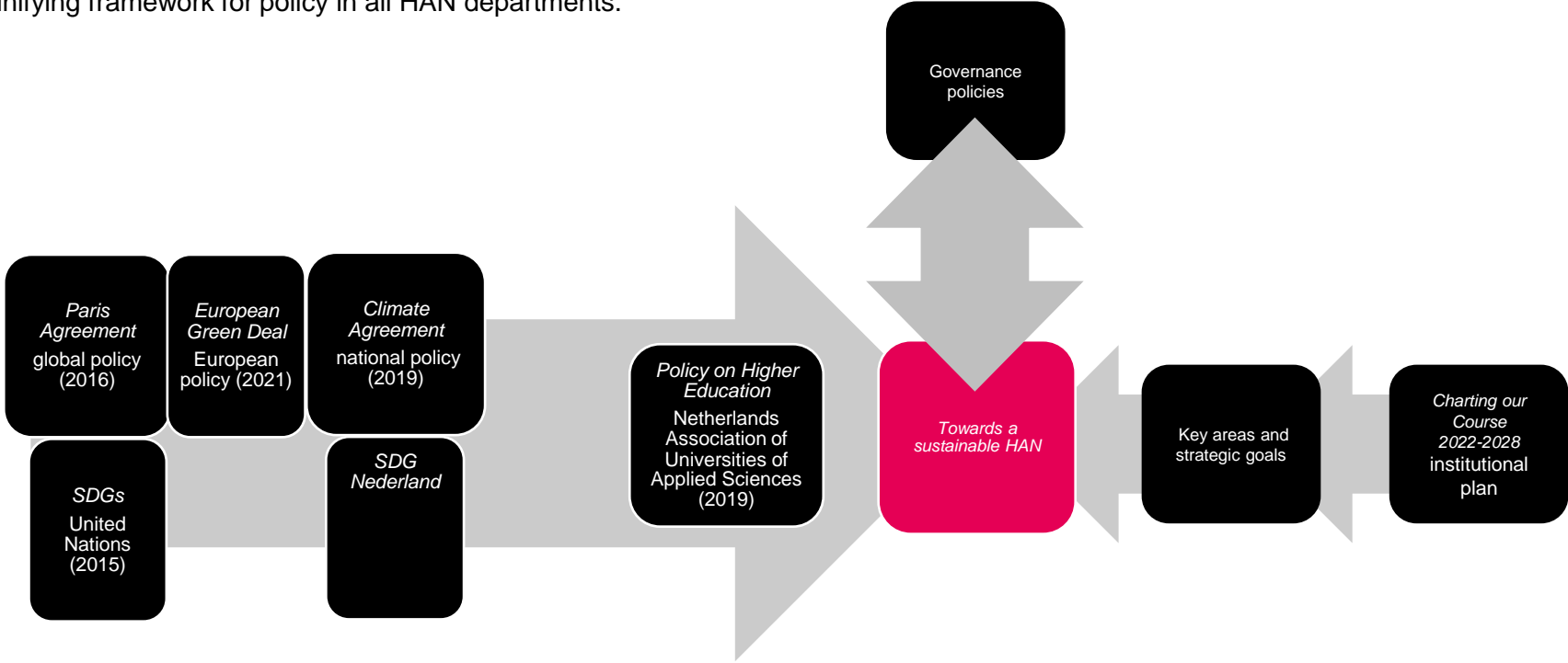
At HAN University of Applied Sciences, we fully acknowledge the climate- and ecological crisis.

As a university of applied sciences, we have a profound social responsibility to be part of the solution. That's why we are committed to leveraging our knowledge, resources and actions to embed sustainable development in everything we do. In doing so, we are not just safeguarding our planet - we are also securing the future for our students.



Planetary Boundaries. ScienceAdvances, Rockström, vol 9., no. 37, Sept 2023

"Towards a Sustainable HAN" outlines our frameworks and ambitions for advancing sustainable development. This document fleshes out global, regional and local commitments that have been made. It also summarizes the HAN agreements on education and research in our strategic plan "Charting Our Course" and the HAN Agenda, where our key areas are defined. Additionally, it introduces new, overarching ambitions for governance. In this way, "Towards a Sustainable HAN" acts as a unifying framework for policy in all HAN departments.



"Towards a sustainable HAN" in relation to other policies

VISION

HAN University of Applied Sciences collaborates with students, staff and the professional field to continuously work on and drive sustainable development forward.

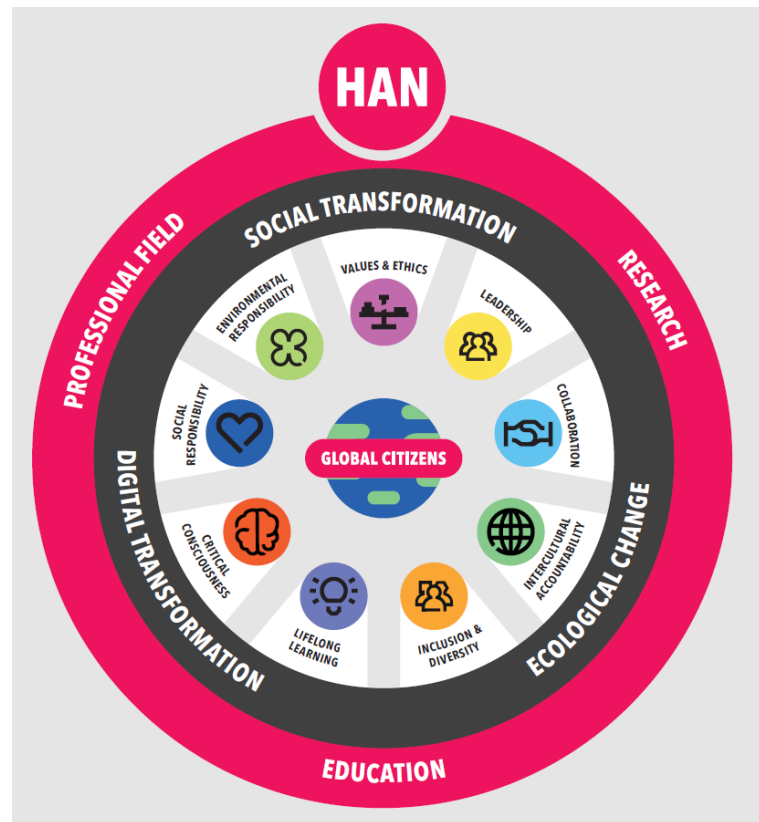
As a knowledge institution, we foster interdisciplinary cooperation by integrating sustainability into education, research and governance. Our efforts create lasting value for the ecological system, society and the long-term viability of HAN itself. We take pride in being a smart, green and socially responsible institution, committed to sustainable development in all that we do, as we fulfill our mission to prepare for the future.



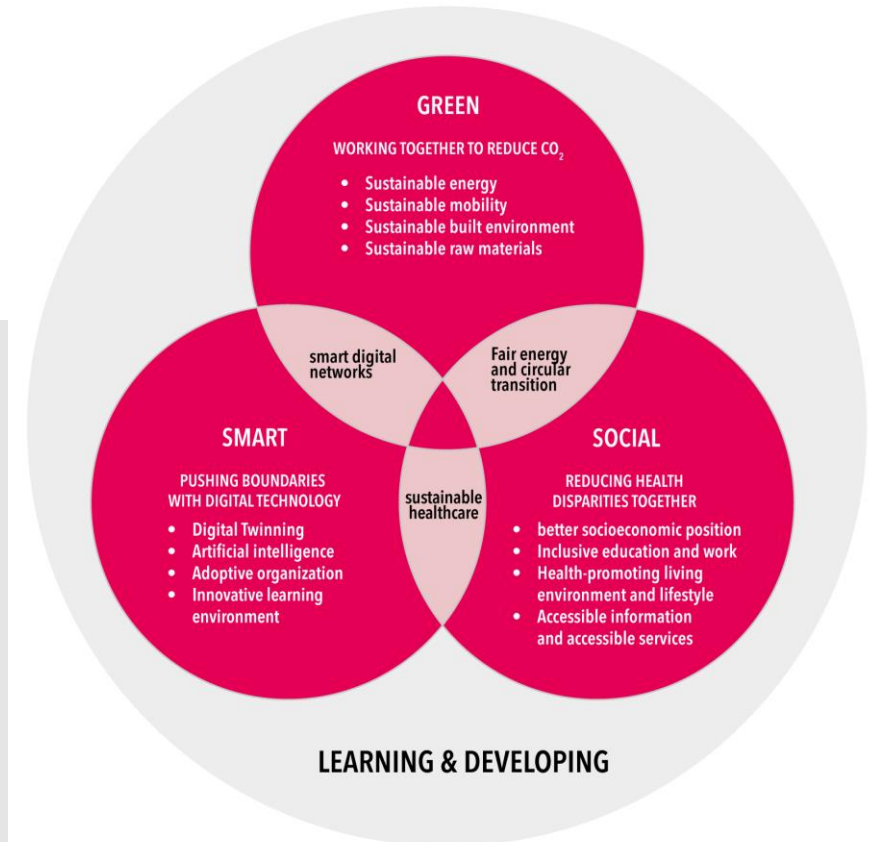
AMBITIONS FOR EDUCATION AND RESEARCH

Our strategic plan "Charting our Course" and the HAN Agenda outline ambitions that are deeply rooted in or linked to sustainable development. These ambitions, the goals and the approach are detailed on the following page.

These ambitions are tied to the HAN global citizenship model, which serves as our pathway to achieving the Sustainable Development Goals (SDGs) within education. The HAN Agenda further sharpens our focus on research.



Model Wereldburgerschap, Van Rompay-Bartels, I. & Tuninga, R, 2023



HAN Agenda, July 2023

AMBITIONS	GOALS	APPROACH
<p><i>Students evolve into reflective and socially engaged global citizens.</i></p> <p><i>Every student and staff member will make a difference on social issues, thereby making a meaningful contribution to a smart, green and inclusive world for today and the future.</i></p>	<ul style="list-style-type: none"> All programs will adopt an integrated approach to achieving global citizenship learning outcomes, closely aligning with HAN's key areas: smart, green, and social. 	<p>The schools will be responsible for implementing the goals. They will be supported by an expert team, both in terms of process and content.</p>
<p><i>Each student and staff member will have an integrated view of sustainability.</i></p> <p><i>Students will know how they can:</i></p> <ul style="list-style-type: none"> Contribute to reducing CO₂ Reduce health disparities Push boundaries with the help of digital technology 	<ul style="list-style-type: none"> Each program will emphasize how students can contribute to reducing CO₂ emissions (green), push boundaries with digital technology (smart) and/or reduce socioeconomic health disparities (social) in their future professional practice. By 2025, all schools will share their educational developments related to Smart, Green and Social initiatives. In 2025, HAN's research and collaborations will prioritize digital transformation, the energy transition, circular economy and the reduction of socioeconomic health disparities. By 2028, HAN aims to be a leader in these areas within the region and in national and international collaborations. 	<p>The schools will be responsible for achieving the goals, with support from expert teams specializing in the themes of smart, green and social. These teams will provide guidance on both the process and content.</p>



AMBITIONS FOR GOVERNANCE

As basis for sustainable development in our governance, we use the European Environmental, Social, and Governance (ESG) standards. The connection between these standards and the SDGs is illustrated on the right. These standards have guided the identification of the themes most relevant to HAN: *climate, circularity, biodiversity, care for students and staff, and chain responsibility.*

Ambitions and goals have been established around these themes, which will form the foundation of HAN's overall governance. Future plans will consistently incorporate these ambitions. The following pages present and further detail these ambitions.



Environmental



Social



Governance

SDGs belonging to Environmental, Social & Governance (Sætra, 2021)



CLIMATE

We become climate neutral

In alignment with the Paris Agreement goal (limiting global warming to 1.5 degrees), HAN is committed to adopting a climate-neutral approach to governance. To establish our starting point, we are conducting a detailed baseline assessment and developing a comprehensive roadmap. **Our goal is to achieve climate neutrality as soon as possible, and no later than 2050.**

We adapt to the changing climate

Climate change will lead to rising average temperatures. There will also be longer periods of heat and drought, as well as more extreme rainfall. This requires us to design outdoor spaces with climate adaptation in mind. **As such, plans for outdoor areas and their development will incorporate strategies to adapt to changing climate conditions.**



CIRCULARITY

We become circular

Significant shortages of key raw materials are anticipated, with the extraction of many raw materials and the resulting waste streams causing environmental damage. That means careful management of raw materials is essential. Policies for this are being developed at various levels, including the Netherlands' goal to reduce the use of primary abiotic raw materials (minerals, metals and fossil fuels) by 50% by 2030 and to achieve full circularity by 2050. **HAN will support these efforts by incorporating circularity into tenders, renovations, and other business processes.** To conserve raw materials, we will apply the R ladder framework to every relevant project within our governance, **ensuring that residual waste is disposed of separately whenever possible and that waste generation is minimized. To realize these ambitions, a vision and approach to circularity will be developed and implemented.** A key component of this effort will involve tracking more data on circularity.



BIODIVERSITY

We promote biodiversity

Global biodiversity is under severe threat. According to experts, the rate at which species are disappearing today is tens to hundreds of times faster than the average over the past 10 million years. This rapid decline could have profound effects on ecosystems and serious consequences for humanity. At HAN, our buildings and surrounding spaces can influence the local ecosystem. **We are currently assessing our impact on local biodiversity and ecosystems and will continue to address our impact in the future.**



STUDENTS AND STAFF

We become an inclusive university of applied sciences that fosters personal development and growth. Here, every student is seen, recognized, and heard and we have a healthy learning and working environment.

Students and staff work in a safe and inclusive environment. A place where everyone feels welcome, is treated with respect, and where both physical and digital accessibility are ensured. We provide resources for healthy work and learning spaces, promote a healthy lifestyle, and ensure information is presented in accessible ways. Together, we strive for equal opportunities, allowing all students and staff to thrive. **To achieve this, HAN has established principles on diversity, inclusion and equality, and these guide our actions.**

Students are seen, recognized and heard, with a strong emphasis on student welfare, student participation and student focus. We offer a safe and inclusive study and internship environment, using various strategies to enhance student success and reduce dropout rates. One key strategy is ensuring a smooth transition from secondary school and vocational training to higher education. **To support this, the Wheel of Student Well-being has been developed and is being implemented across the organization.**

HAN encourages and supports employees in their professional development and personal growth, while promoting health and a good work-life balance. This enhances the resilience and well-being of our staff, who are in turn engaged and enthusiastic about working at HAN and who strive to bring out the best in themselves, their students and their colleagues.



CHAIN RESPONSIBILITY

We are dedicated to sustainability along the entire chain.

Our activities at HAN do not stand in isolation. We rely on products and services sourced externally and work extensively with the professional field. We increasingly expect our partners to work toward sustainable development as well. **To support this, we adhere to the standards of Socially Responsible Purchasing**, which involves looking at climate, environment (including biodiversity), circularity, supply chain responsibility, diversity, inclusion and social return throughout the entire chain.

We also aim to leverage our expertise to assist the professional field in achieving sustainable development. This includes seeking sustainable partnerships, co-creating a portfolio for professionals with the professional field, and fostering lifelong connections between our students and HAN. **With our Lifelong Development ambition, we focus on offering a wide range of training opportunities for businesses and government, aligned with our focus on smart, green and social.**

Additionally, we will begin reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD) as soon as possible.

AMBITIONS FOR GOVERNANCE



<i>Focus</i>	In order to effectively determine which projects should be initiated under our sustainable governance and which should not, it is important to provide an overview and a framework. This document does that.
<i>Continuous process</i>	Working toward a climate-positive HAN is an ongoing effort, requiring sustained attention across all work activities at HAN.
<i>Collaboration</i>	The implementation of this document transcends the responsibility of individual departments and schools. Collaboration between service departments, policy departments, schools and students is needed to ensure our ambitions are achieved. It is also important to work with external partners.
<i>Professional development of staff</i>	All employees are encouraged to stay informed about sustainable development within their field and act accordingly. Training opportunities are therefore desirable. Various HAN centers can help by offering their training programs through the HAN Academy. Sustainability networks are also being established to foster competences.
<i>Visible change</i>	Our governance ambitions are driven by our commitment to the mantra of "practice what you preach". It is crucial for both staff and students to be aware of what is going on. A communication plan is in development for this purpose. It will provide tools to demonstrate how sustainability is embedded and what progress is made, both online and in the physical environment.

This approach forms the foundation for the subsequent implementation plans.

ORGANIZATION

The aim is to integrate sustainable development into existing processes, but achieving this requires coordination and support. The organizational structure for this is outlined on the right.

A **steering committee** titled "Toward a Sustainable HAN" is being established. This committee will set goals for the HAN annual plan and annually assess whether the ambitions and project goals from the implementation plan (to be formulated separately) are being achieved. The committee will include the Executive Board's portfolio holder, Green and Social program managers, the Services director, the Charting our Course program manager, and the sustainability coordinator.

The newly formed **coordination team** will establish binding agreements on consultation related to sustainability in education, research and governance. It will also determine which events will be organized annually under the HAN-wide sustainability theme and identify new HAN-wide initiatives. Led by the sustainability coordinator, this team will include a global citizenship expert, representatives from the key areas, the Green Office, the Center for Multiple Value Creation, and the Communication Department.

The new **Sustainability Working Group for Governance** will inspire each other by discussing sustainable initiatives and solutions that have been developed. Existing **program teams for the key areas** will share research developments, while a **Cross-School Working Group on World Citizenship** in Education will drive curriculum development in collaboration with degree programs. It will also share the successes of degree programs.



Use of experts

A **World Citizenship Expert Team** possesses comprehensive knowledge of the World Citizenship model. The **Center for Multiple Value Creation** and the **Green Office** offer an overarching perspective on sustainable development. We collaborate closely with these colleagues to achieve our ambitions. They actively participate in the various teams shown on the right. The appendix provides a brief overview of their ongoing projects.

IMPLEMENTATION PLAN

"Toward a Sustainable HAN" serves as the foundation for the "Sustainability Implementation Plans". The first implementation plan outlines new projects to be launched between 2024 and 2028. It also highlights other major projects that will be significantly influenced by the new frameworks and ambitions, such as the implementation of the property management strategy. Additionally, it addresses the consistency and overlap between different projects, the deployment of staff, and the establishment of key performance indicators. The plan also discusses the role of students in project implementation.



The steering committee is preparing a draft version of these implementation plans, which will be submitted to the Executive Board. Furthermore, annual goals will be set and monitored through the regular P&C cycle, with progress reported in the HAN annual report. This report will also include a list of the key performance indicators. A dashboard will be created for as many aspects as possible and made publicly accessible.



COMMUNICATION

Many staff and students are united in the common goal of creating sustainable change. Effective communication is crucial: without visibility, our efforts won't reach their full potential. The han.nl/duurzaam website is the first step in showcasing, both internally and externally, how HAN is working on sustainability. However, more is needed. A “Sustainability Communication Plan” is being developed as part of this document to further these efforts.

By highlighting our commitment to sustainability, we can attract prospective students, provide current students with a meaningful environment to grow into future-ready professionals, and inspire employees to get involved. It is essential that the principles of sustainable development we teach our students are reflected in the learning and working environments we create. These values should be visible and tangible in the spaces where we study and gather.

HAN has already made a good start with the Changemakers campaign, and the communication plan will build on this foundation. This plan will offer a consistent approach and framework for the future, guiding service departments in their communication on sustainable development.

Beyond communication, individual behavior plays a crucial role in the transition to sustainability. It is important to identify change processes that can have a significant and lasting impact. For example, encouraging more people to travel to HAN by bike. Working with behavioral experts, future plans will explore how to achieve such impacts.





A global inventory of HAN's CO₂ emissions in 2022 was conducted, covering mobility, energy, catering, waste, cleaning and the working environment. The analysis shows that HAN emitted approximately 28 kilotons of CO₂. With the current reference price* of CO₂ at around €100 per ton, achieving climate neutrality could save us €2.8 million in societal costs annually.

In the future, a decision could be made to offset any unavoidable emissions. Agreements regarding this will be outlined in the roadmap to carbon neutrality.

* Based on the ETS system. There are other methods of calculating CO₂ compensation in euros, but those result in higher prices. For example, the Climate Alliance suggests that an internal price of €700 per ton of CO₂ is realistic.

FINANCIAL

EDUCATION AND RESEARCH

The sustainability ambitions in education and research are integral to both our strategic plan Charting our Course and the HAN Agenda. Achieving these ambitions is directly tied to the success of the strategic plan and the implementation of the HAN Agenda.

GOVERNANCE

This document outlines a new set of governance ambitions. These ambitions will be integrated as much as possible into existing practices and processes. As a result, the implementation of this document is not expected to lead to structural cost increases. Where possible, grant opportunities will be sought to support these efforts.

However, implementing this document may require additional investments and efforts from the involved HAN units to achieve these ambitions. To address this, an implementation plan will be developed in coordination with the relevant HAN units, detailing the necessary investments. For now, financing will occur within the framework of the regular multi-year budget, which also includes funding for coordinating the implementation of these ambitions. If the implementation plan reveals that this approach is not feasible or desirable, a separate decision will be made.

Investments in sustainable property are part of the broader property management strategy. In certain cases, such as developing energy-efficient buildings, the initial investment will eventually pay for itself.

SOURCES

1. [IPBES. \(2019\). Global Assessment Report on Biodiversity and Ecosystem Services.](#)
2. [IPCC. 2023 AR6 Synthesis Report Climate Change. IPCC](#)
3. [Planetaire grenzen, **Science**Advances, Rockström, vol 9., no37, sept 2023](#)
4. [Charting our Course \(HAN strategic plan\) 2022-2028](#)
5. [2022-2025 Multi-Year Plan for Smart, Green and Social](#)
6. [Toward achieving our 2022-2028 Strategic Plan: Charting our Course](#)
7. [HAN Agenda \(2023\)](#)
8. [PHI Factory. 2023 Fact sheet^{co2} Organization Scan 2022 - HAN University of Applied Sciences](#)
9. [Sætra, H. S. \(2021, July\). Sustainability 13\(15\)](#)
10. [Van Rompay-Bartels, I., & Tuninga, R. 2023 Toward a model of global citizenship in business education. *Journal of Transnational Management*, 28\(1-2\), 5-34.](#)



APPENDIX EXPERTISE ON GLOBAL CITIZENSHIP AND SUSTAINABLE DEVELOPMENT

World citizenship expert team

The World Citizenship Expert Team is composed of colleagues with diverse expertise who assist and support schools in integrating world citizenship into education and staff development. The team acts as a valuable resource, providing information and advice to degree programs on all matters related to the strategic goal of "Students evolving into reflective and socially engaged global citizens". Additionally, the team facilitates knowledge sharing across degree programs and organizes specific inspiration sessions for schools, degree programs and departments. Their work is guided by the principles outlined in the HAN World Citizenship model. To further support staff, a world citizenship toolkit has been developed, enabling educational developers to effectively incorporate this topic into curricula.



HAN Green Office

The HAN Green Office serves as the primary support center for implementing goals from the Green key area, as well as promoting attention to the SDGs. It plays a central role in supporting education across the three pillars: Professional Field, Education and Students, with a particular focus on 1st and 2nd year students.

As an organizational unit, the Green Office facilitates collaboration among staff, lecturers and students on sustainable development in education, as well as through events and communication within the educational environment. Its existing portfolio for education includes educational games, e-learning clips (ToekomstTV), work field matching, an information platform, podcasts, inspiration sessions, lecturer training, lectures, elective options, project assignments, internships, and internship matching (including through the internship market). The Green Office is also expanding this portfolio to include customized educational development, aimed at creating innovative products that can be directly integrated into specific subjects or curriculum areas.



APPENDIX EXPERTISE ON GLOBAL CITIZENSHIP AND SUSTAINABLE DEVELOPMENT

HAN Centre for Multiple Value Creation

The Center for Multiple Value Creation is a research center focused on sustainable development in society. Its research agenda is built on three key pillars:

1. Sustainable area development in the built environment
2. Multiple value creation in the manufacturing industry chain
3. Integrated thinking, control and reporting.

With students from the minor and master programs in Circular Economy, the center is engaged in over 150 projects that aim to create value in these areas. Additionally, the center participates in government grant programs and various research centers at HAN. The knowledge generated from these studies is translated into training programs for professionals, with learning pathways tailored for financial professionals, government employees, the manufacturing sector, and HAN employees.

The center offers two types of courses within HAN. The first is a general training program on Multiple Value Creation available through the HAN Academy, open to all HAN employees. The second type involves customized training programs, facilitated by the center, that apply the concept of multiple value creation within the specific context of an organizational unit. An example of this is a training course on Multiple Value Creation in the context of Food and Business.

