Kellogg College
University of Oxford

KELLOGG COLLEGE SUSTAINABILITY POLICY 2021-2025

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Contents

Acknowledgements

This policy was developed with the help of Rodrigo Hernandez and Sandie Byrne building on a previous draft policy developed by Bronwen Hudson. The policy is adapted from the Oxford University Environmental Sustainability Strategy Proposal, and influenced by Philip Hutchinson, Rhiannon Durant, and Eleanor Holton's Oxford Climate Centre MCR/JCR Sustainability Policy Proposal[1].

Executive summary

The scale and urgency of the climate crisis demands an ambitious response from the University of Oxford and its colleges. In line with the commitments of the Paris Climate Agreement, and UK government policy, Kellogg College must commit to carbon emission and biodiversity targets which are at least as ambitious as those proposed by the University – net zero carbon emissions and net biodiversity gain by 2035. Meeting these deadlines will require substantial investments, both financially and structurally, into designing a college framework that promotes and fosters a sustainability approach to decision making and development. This policy begins that process, laying out a series of commitments and policy actions for the period 2021 to 2025 across 9 key action areas of college activity: Monitoring, evaluation, and reporting, governance and decision making, energy use and carbon emissions, water use, food and food waste, resources, recycling, and non-food waste, biodiversity, community, and a road map to net-neutrality.

In so doing, this policy reaffirms and presents the sustainability commitments already made or implemented by Kellogg and presents activities or changes that build upon this foundation. Kellogg college is already a leader in sustainability initiatives amongst Oxford colleges. Kellogg now needs to solidify and formalise those activities, embedding them into college processes with the aim of fostering a community that is capable of ambitiously meeting climate and biodiversity targets. To achieve this, Kellogg intends to institute a rigorous process of monitoring and evaluation, guided by a commitment to sustainability in governance, decision making and financing. These activities will enable the college to properly measure and thus meet emissions and biodiversity targets while developing the apparatus necessary to deliver and sustain change.

Finally, this policy is expansive and designed to encompass all aspects of college activities and developments which impact the sustainability of the college and the activities of its members. Thus, commitments are specified not only for emissions from buildings, energy use, and travel, but also in resource use, food supply chains, and waste management. Activities which promote a culture of sustainability amongst college members are also highlighted, noting that empowering behavioural and cultural change amongst students, staff, and fellows, is a necessary aspect of transitioning to a more sustainable college in the future. Meeting our commitments to emissions and biodiversity is a collective effort, and Kellogg commits to including all college members in that process, and collaborating with the University, departments, and local government and business where possible.

Starting with this document, Kellogg College formalises a set of actions and processes to mitigate climate change and usher in a more sustainable Oxford. Through this commitment, and the future commitments that it inaugurates, the College will become an active and responsible member of the University and Oxford more broadly.

[1] Available at https://www.oxfordclimatesociety.com/at-your-college.html

Statement of intent

This policy is intended to provide:

- A set of achievable commitments for the period 2021-2025, enabling Kellogg to become a more sustainable college
- A framework for the collection, reporting, and monitoring of data for energy, water, and gas consumption, carbon emission, biodiversity and the sustainability impacts of food and supply chain operations for the College
- General guidance for decision making to ensure College activities are more sustainable and minimise their environmental impacts
- Recommendations for a timeline and objectives towards achieving net zero emissions, and net biodiversity gain by 2035 in line with University commitments

Scope of policy

This policy pertains only to aspects of management which fall within Kellogg College's operational purview. Specifically, this refers only to aspects of College activity which Kellogg has some financial and operational influence over. For example, the site includes several rented buildings, for which the College has limited control and are therefore excluded from this policy.

Furthermore, as a non-incorporated college, Kellogg does not have full control over its financial management. As such, investment decisions are not considered in this policy, following instead the University's guidelines on sustainable investing[2].

Despite these limitations, the College has the capacity to make substantial changes to the nature and operation of its activities, such as:

- The consumption, efficiency, and profile of energy use, including gas, electricity, renewable power, and water consumption in College owned and operated buildings
- The goods and service providers used in College procurement, including for administrative resources, during construction, catering, transport, and waste disposal
- Building efficiency standards for new constructions or acquisitions
- Biodiversity on site
- Institutional commitments to sustainability including in relation to monitoring, reporting, evaluating, promoting, funding, and decision making

Responsibility for student impacts is shared by the University, departments, and colleges. As such, Kellogg College recognises that it has only partial control over the actions and decisions of students which affect the sustainability of the College. While the College can influence behaviour, for example by fostering a sustainability ethos, and creating an environment in which sustainable choices become the preferable or default option, this policy applies only to aspects of student life which the College can influence or otherwise change. Thus, some aspects of student impact, like air travel for international students arriving to Oxford, travelling for personal reasons, and for departmental trips or events are outside the scope of this policy.

[2] Available at https://governance.admin.ox.ac.uk/university-of-oxford-and-socially-responsible-investment

College site

The College site is distributed across several locations and includes both owned and rented buildings. The entirety of Kellogg College sits on conservation land and includes several heritage listed buildings, presenting administrative and financial barriers to undertaking large aesthetic change to the outsides of buildings.

Kellogg College has several buildings on-site, including:

- four long term accommodation facilities at 7,8, 9-10, and 11 Bradmore Road
- two short-term accommodation facilities at 12 Bradmore Road, and 38 Norham Road
- a commercial grade kitchen and dining hall at 60 Banbury Road
- administration and academic offices at 62 Banbury Road
- the Hub

The College has several buildings which do not fall under this policy, including:

- 64, 58, and 58a Banbury Road

Over the coming years, the College will acquire these buildings from the University. After this point, these buildings will also fall under this sustainability policy. Furthermore, any buildings or sites acquired or developed by Kellogg College over the period 2021-25 will be subject to this policy.

Sustainability commitments and goals – 2021 to 2025

In addition to reaching net-zero carbon emissions and net biodiversity gain, Kellogg College's sustainability policy is driven by 9 target areas, each guided by several high-level commitments, and refined with specific policy actions. Most of the commitments follow the Oxford University Environmental Sustainability Strategy[3] and as such will also be made by the wider university. The target areas and commitments include:

1. Monitoring, evaluation, and reporting

1.1 Transparent and annual reporting on scope 1, 2, and 3 carbon emissions, electricity, water and gas consumption, and biodiversity both on site and through supply chain impacts

1.2 Monitoring and report on other activities that affect the sustainability of the college

- 1.2.1 Conduct an annual transport survey of College staff and College members
- 1.2.2 Regularly collate and present information on the College's food consumption, suppliers, and waste

1.3 Implement a process of monitoring and reporting on progress towards sustainability targets within the College

1.4 Include sustainability as a mandatory reporting category for annual budgets and in procurement decisions

2. Governance and decision making

2.1 Integrate sustainability into College decision making processes and financing

- 2.1.1 Formalise environmental ambassador roles, and expand the role of house officers to include promoting sustainability targets in college residences
- 2.1.2 Involve students in major decisions that affect the sustainability of the college

[3] Available at https://sustainability.admin.ox.ac.uk/environmental-sustainability-strategy

2.1.3 Ensure a sustainability perspective is represented on all College activity committees where appropriate

2.1.4 Make the communication of sustainability activities a specific objective of all sustainability related activities

2.2 Develop a sustainability budget, to be allocated by the sustainability committee

2.2.1 Develop a carbon offsetting budget

3. Energy use and carbon emissions

3.1 Reduce energy and gas consumption for the College site

3.1.1 Reduce per student electricity use and promote student and staff behaviour that decreases energy use

3.1.2 Reduce reliance on natural gas and increase on-site power generation and renewable energy use

3.1.3 Retrofit buildings to reduce heat loss and energy wastage

3.1.4 Use Passivhaus designs for all new buildings where possible

3.1.5 Adopt minimum energy efficiency standards for new appliances and equipment

3.2 Reduce emissions related to College members' commutes and travel for study and work

3.2.1 Develop and implement a travel policy for all College members

3.2.2 Invest in infrastructure to incentivise environmentally sustainable commutes

3.3 Follow the University's emissions reduction hierarchy when making decisions which affect the carbon emissions of the College

3.3.1 Establish an offsetting policy.

4. Water use

4.1 Reduce on site water use and encourage students to become more water use efficient

4.1.1 Adopt minimum water use efficiency guidelines for new appliances

4.1.2 Reduce the watering requirements of gardens on site

4.1.3 Invest in water recycling technologies in buildings and gardens

5. Food and food waste

5.1 Reduce the environmental impact of the College's kitchens, including at formal events

5.1.1 Shift to more plant-based meal options

5.1.2 Buy local, seasonal, and sustainable food choices where possible

5.1.3 Shift to booking and serving strategies that minimise food waste

5.2 Influence students in College accommodation to reduce food waste

5.2.1 Provide green bins for food waste in student accommodation

6. Resources, recycling, and non-food waste

6.1 Establish a plan to reduce paper use

6.2 Reduce plastic use and waste on site

6.2.1 Eliminate single-use plastics across the College

6.2.2 Source products that minimise non-recyclable packaging wastes

6.3 Calculate College recycling rates and develop plans to increase these rates

6.4 Enable and encourage on-site residents to reduce domestic and miscellaneous wastes

7. Biodiversity

7.1 Conduct the College's first biodiversity audit and institute a process for an annual audit

7.2 Improve biodiversity on the college site
- 7.2.1 Invest in infrastructures to enhance biodiversity on site
- 7.2.2 Commit to majority native species and bee attracting plants and flowers in new garden designs

7.3 Reduce biodiversity impacts along Kellogg's supply chains

8. Community

8.1 Foster a culture of sustainability thinking amongst Kellogg staff, students, and fellows
- 8.1.1 Advertise and promote the sustainability credentials of Kellogg
- 8.1.2 Develop an environment that empowers students to take actions that enhance the sustainability of the College and foster a sustainability ethos
- 8.1.3 Provide raised beds or allotments for the college community
- 8.1.4 Host events and formal dinners which promote sustainability and publicise the environmental activities of the college community

8.2 Focus on sustainability initiatives which are collaborative, including with other colleges, the University, and local community

9. Map to net-neutrality

9.1 Prepare for a transition to net-zero carbon emissions and net biodiversity gain and absolute zero emissions.
- 9.1.1 Develop an economically sustainable plan to reach net-neutrality, including costings and annual reduction targets
- 9.1.2 Formalise an annual carbon accounting framework

Background

An unstable climate, increasing carbon emissions and accelerating biodiversity loss require urgent action. In 2018, the International Panel on Climate Change (IPCC) stated that if humanity was to have a chance of keeping the increase in average temperatures below 1.5C, avoiding run-away climate change, then global emissions must decrease by 45% from 2010 levels by 2030.[4] However, such a rapid decrease in emissions must rely on the swift decarbonisation of developed nations by 2030, enabling developing nations time to implement carbon-reducing measures. The University of Oxford and its associated colleges have a role to play in limiting their own impacts to contribute to this global effort to reduce carbon emissions and increase biodiversity.

Kellogg College recognises its contribution to the UK's carbon emissions and climate change impacts including of biodiversity loss, directly through its developments, activities, and operations, and indirectly, through the activities of its suppliers, staff, and students. First, the College affirms that it is committed to minimising its environmental impact and contribution to climate change by eliminating, then reducing, and finally offsetting the carbon emissions associated with its operations. Secondly, the College commits to reducing, and where possible, reversing its contribution to biodiversity loss on site and through its operations. Finally, Kellogg College recognizes that its environmental impact involves not only the local, collegiate spaces that encompass its site, but also its influence on student and staff behaviour, both while studying at Oxford and into their future domestic and professional lives. As the College continues to grow, in members, resources, buildings and sites, Kellogg recognises its responsibility to uphold high environmental standards, promoting the normalization of more sustainable behaviour.

Kellogg College is uniquely positioned to deliver on these commitments. The College has already made substantial commitments to sustainability[5], positioning itself as a hub of sustainable urban design by building the University's first Passivhaus, implementing various sustainability roles, including the appointment of paid environmental advocacy roles for students, and a sustainability fellow with a specific mandate of advocating for sustainability on College boards and committees; making various structural changes to College buildings, gardens, and appliances to improve energy efficiency, reducing single use plastics on site, and adopting more vegetarian, low dairy, and seasonal menus in the dining hall, the Hub café, and at formal events and dinners. In recognition for its activities, Kellogg consistently ranks high in the University's Green Impact Awards, most recently becoming one of only 4 University colleges to be awarded Gold[6]. Moreover, as one of Oxford's largest and most international colleges, Kellogg has a vast network of current and former students, many with specific experience of, or qualifications in sustainable management. This expertise can, and should, be leveraged to drive sustainability initiatives within the College, and position Kellogg as a leader in sustainability amongst the University's colleges.

This policy sets out key categories of environmental impact in parallel with those identified by the University Environmental Sustainability Program: carbon reduction (including sustainable buildings and travel practices), water consumption, waste and recycling, and biodiversity. In addition, this policy includes specific commitments to monitoring, reporting and evaluation, and governance and decision making, situating sustainability as a rubric guiding College behaviour in all instances alongside other institutional commitments. The target areas, and associated policy commitments and actions, are detailed below.

[4] https://www.ipcc.ch/site/assets/uploads/sites/2/2019/06/SR15_Full_Report_High_Res.pdf
[5] See for example https://www.kellogg.ox.ac.uk/explore/sustainability-and-kellogg/
[6] https://sustainability.admin.ox.ac.uk/green-impact#tab-1460736

1. Monitoring, evaluation, and reporting

Regular, rigorous, and transparent processes of monitoring, evaluation and reporting are integral to ensure the College can meet the sustainability targets it sets. A college wide commitment to systems of monitoring and evaluation will enable Kellogg to understand the impacts of its actions and thus provide crucial information in choosing and targeting interventions to improve sustainability. This section establishes a framework for continuous monitoring, evaluation, and reporting of sustainability progress, including baselines, methods of calculation, and a timeline for the review of this policy.

1.1 Auditing and reporting carbon emissions and biodiversity

Commitment: 1.1 Transparent and annual reporting on scope 1, 2, and 3 carbon emissions, electricity, water and gas consumption, and biodiversity on site and through supply chain impacts

Kellogg already regularly collects data for, and reports on, gas, electricity, and water use, and since 2018 has begun a process of monitoring and reporting carbon emissions, including from student and staff travel. While these reports have been helpful, the college now needs to formalize and standardize the delivery of these reports and extend their coverage to other college activities.

1.1.1 Baselines

Baseline values are used to track progress towards reducing emissions and improving biodiversity and to set emissions reduction targets. A baseline represents impacts during an 'average' year, prior to action being taken to improve sustainability.

For gas and electricity consumption, the baseline will be set at 2019. However, baselines for the Hub, water consumption, and biodiversity impacts will need to be determined after the pandemic, when college activity returns to normal.

The biodiversity baseline will require a site biodiversity audit. This will be conducted as soon as possible, following University standards.

1.1.2 Measuring carbon emissions

Carbon emissions will be measured following the UK Government's Greenhouse Gas Protocol[7]. These break emissions into three scopes depending on their relationship to the activity of the institution or organisation.

- **Scope 1:** Refers to direct emissions largely comprised of the combustion of fuels in buildings (for example those involved in the gas heating of buildings), and emissions from College associated vehicle use
- **Scope 2:** Refers to indirect emissions from the consumption of electricity, heat, steam, and cooling generated elsewhere
- **Scope 3:** Refers to all other indirect emissions during the activities of the College's suppliers and customers. This also includes emissions generated in international travel

The College already collects data on gas, electricity, and water consumption reported in their relevant units. For carbon emissions reporting, these figures will be converted to carbon equivalents following the procedures in appendix A. Further details on energy consumption audits and carbon emissions accounting is also provided in the appendix.

[7] Available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69282/pb13309-ghg-guidance-0909011.pdf

1.1.3 Measuring biodiversity impacts

Kellogg college can impact biodiversity in at least two ways: directly through its activities and developments on site, and indirectly, through the activities of the suppliers that it uses. Thus, accurately measuring biodiversity impacts of the College involves collecting data on both these activities.

Direct impacts will be measured through a biodiversity audit, while indirect impacts will be estimated from supplier information.

1.1.4 Data for The Hub

The Hub is Kellogg and the University's first Passivhaus, and thus acts as a proof of concept for the efficiency merits of the use of Passivhaus design in Oxford. Thus, where possible, data for The Hub will be collected and reported on separately to other college buildings.

1.1.5 Auditing, reporting, and publishing data

The College commits to conducting annual electricity, gas, water, biodiversity, and carbon emission audits. These will be the responsibility of the environmental ambassador, with oversight by the sustainability fellow, an administrative assistant and/or members of the sustainability committee.

The water use audit will be conducted in November, carbon emissions in late February or early March, and gas and electricity usage in summer.

Completed audits will be made publicly available on the College webpage. Similarly, progress towards sustainability, including upcoming projects and the activities of College staff, fellows, and students, will also be publicised on the College website.

1.2 Data for other College activities

Commitment: 1.2 Monitor and report on other activities that affect the sustainability of the College

Sustainability extends beyond energy consumption and carbon emissions and pertains to all aspects of College operations. Thus, to provide an accurate picture of progress towards sustainability the College will begin a wider range of monitoring and reporting on more aspects of College activity, including for student and staff travel, food consumption and waste, resource use and non-food waste and the sustainability credentials of the college's goods and services providers. As the College gains financial independence, investment decisions should also be reported. These will be completed with the aim of delivering an exhaustive sustainability report on all aspects of College activity, and thus contribute to the setting of comprehensive and realistic emissions and biodiversity loss reduction targets.

This information will be collected through a variety of pre-existing data and new monitoring systems, including for example financial data for college purchases, and annual staff and student surveys.

1.2.1 Student and staff travel survey

Commitment: 1.2.1 Conduct an annual transport survey of College staff and College members

To report accurately on student and staff carbon emissions, the College will require estimates of actual student and staff transport use. This data may be collected at the end of the academic year, and as a minimum should include:

- method of travel to Oxford, and point of departure
- dominant method of travel while in Oxford
- number of trips, method of travel, and point of arrival, for departmental or college activities

1.2.2 Monitoring food consumption, suppliers, and waste

Commitment: 1.2.2 Regularly collate and present information on the College's food consumption, supplier sustainability credentials, and food waste

Food production accounts for 25% of total global greenhouse emissions[8] and is the leading cause of biodiversity loss. The carbon emissions from college food consumption and waste are likely to represent a substantial component of the college's environmental impact. Thus, the College commits to providing an accurate understanding of its food and food waste impacts.

The sustainability committee and environmental ambassadors will liaise with the hospitality and catering department to collate and present this information. The hospitality and catering department already records food waste electronically by category which can be accessed through the till system. Additional data may be collected through meal booking systems, kitchen inventory and invoices, and through information requests to suppliers.

1.3 Monitoring College progress towards sustainability

Commitment: 1.3 Implement a process of monitoring and reporting on progress towards sustainability targets within the College

Monitoring and evaluation is relevant not just to College emissions or specific environmental impacts, but to overarching progress towards becoming a more sustainable institution. Just as it is important to collect information on College activities, this sustainability policy too will be reviewed and adapted to suit the targets and sustainability agenda of the College. Thus, this policy will be reviewed in 2025 with plans to institute a process of periodic review.

1.4 Sustainability reporting in budgets

Commitment: 1.4 Include sustainability as a mandatory reporting category for annual budgets

To help institutionalise sustainability into College purchases and development decisions, sustainability will be included as a separate category of budgetary reporting. Many aspects of past college investments, in new infrastructures and building refurbishments for example, could be considered aspects of the College's sustainability policy. However, at present they are not necessarily recorded as such, and thus the College has an unclear picture of its efforts towards sustainability.

Thus, Kellogg commits to including a separate category to record investments which contribute to the sustainability of the College. This information will be used to demonstrate the record of Kellogg's financial commitments to sustainability and in designing and targeting future sustainability initiatives.

[8] https://ourworldindata.org/food-ghg-emissions

2. Governance and decision making

Integrating sustainability into decision making through the formalisation of positions and fostering of an ethos of sustainability within College boards, committees, and sub-committees is crucial to ensuring environmental impacts are a considered aspect of any changes to the operation, activities, or investments of the College.

Kellogg College has already taken steps to integrate sustainability into College decision making. The College has several formal sustainability roles and is the only Oxford college to make paid sustainability positions available to students. These roles and their respective responsibilities include:

- **Sustainability fellow**: Oversees and advocates for a sustainability agenda on Kellogg committees and coordinates the activities of the sustainability committee
- **2 Environmental ambassadors**: Responsibilities include conducting energy and water consumption, carbon emission, and biodiversity audits, and coordinating and implementing the sustainability goals of the college and/or the sustainability committee
- **MCR green officer:** Organise events and advocates for greater sustainability within MCR events, activities, and decisions
- **Administrative assistant:** Specific sustainability role includes engaging students and staff to promote environmental knowledge and awareness, and promoting, coordinating, and supporting Green Impact Projects

These roles are supported by a sustainability committee, led by the sustainability fellow, which oversees and coordinates College activities that relate to sustainability. The sustainability committee liaises with the college President, Finance Bursar, and Domestic Bursar.

Despite these activities, the College can take greater steps to ensure that a sustainability position or advocate is represented within all relevant spaces of decision making within the College. This section details several commitments to further integrate sustainability into the College's governance, including the provision of specific budgets and a commitment to transparency in decisions which affect the sustainability or environmental impact of the college.

2.1 Decision making

Commitment: 2.1 Integrate sustainability into College decision making processes and financing

While the College includes more roles for sustainability than most Oxford colleges, these roles can be better integrated into the College's governance structures. Thus, the College will aim to include a sustainability perspective on all relevant College decision making bodies.

Moreover, the College can improve the transparency and communication of decisions that affect its environmental impact. For example, while Kellogg has already made many improvements to its operations, these are not necessarily communicated as an aspect of an overarching commitment to sustainability. In other cases, decision making may have been improved if a sustainability perspective had been provided a greater role on College committees. Thus, this section details further commitments to instituting sustainability in College governance.

2.1.1 Student roles

Commitment: 2.1.1 Formalize environmental ambassador roles, and expand the role of house officers to include promoting sustainability targets in College residences

The College commits to formalizing the role of environmental ambassadors. This role has existed since 2019 and has proved an invaluable tool in leveraging the expertise of the Kellogg community to pursue sustainability goals. Kellogg has a diverse and highly qualified cohort of international students, many with specific experience in sustainability or environmental management. Accessing this expertise to improve the sustainability of the College both fosters the development of a sustainability community within the College and integrates a student voice into College decision making processes.

In addition to environmental ambassador roles, the College commits to expanding the role of house officers to include sustainability objectives. This may involve for example ensuring households are properly recycling and communicating or advertising the College's commitments to reduce energy and water use to on-site residents. In recognition of the increased responsibility of this role, the College commits to increasing the rent deduction for the house officers.

2.1.2 Transparent communication and participatory decisions

Commitment: 2.1.2 Involve students in major decisions that affect the sustainability of the College

Commitment: 2.1.3 Ensure a sustainability perspective is represented on all College activity committees where appropriate

Commitment: 2.1.4 Make communication of sustainability activities a specific objective of all sustainability related activities

The environmental merit of the College's decisions affects all staff and students, and as such the College will aim for transparent and participatory approaches to decision making where possible. That is, within the confidentiality requirements of specific projects or activities. Firstly, this means that where possible, College staff, students, and fellows will be consulted on investments, developments, or activities which alter the environmental impact of the College. This could include for example passing proposals through the MCR to circulate to students and hosting and promoting all proposals and activities on the College website prior to implementation.

Secondly, while the College has many committees, for example the gardens sub-committee, and the site committee, that inadvertently engage in improving the sustainability of Kellogg, coordination and communication between these committees and the sustainability committee can be improved. Specifically, to maximise the impact of sustainability activities across the College, committees will always include a sustainability perspective where it is relevant to the activities of the committee. The representative will serve the function of communicating the sustainability goals in this policy to the relevant committee and bring the activities of the relevant committee back to the sustainability committee with the aim of achieving an aligned sustainability vision across the College's various activities. In most cases, the sustainability representative will be the sustainability fellow, or a designated member of the relevant committee. The sustainability fellow already sits on the:

- academic committee
- domestic committee
- site committee, and
- sustainability committee

In addition, a sustainability representative will also have a place on the:

- finance and resources committee
- development and alumni relations committee, and
- communication committee

Finally, Kellogg commits to making communication a specific activity of sustainability projects. Communication extends beyond ad hoc or project-based reporting and will be included as a specific activity of all future projects, requiring for example the appointment of an individual that is responsible for creating and posting content, for example to the College website or social media accounts, University websites, and other sustainability groups' sites. As well as involving the wider community in the sustainability efforts of the College, this will also grow the profile of Kellogg as a leader in sustainability within the University.

2.2 Sustainability budgets

Commitment: 2.2 Develop a sustainability budget, to be allocated by the sustainability committee

Commitment: 2.2.2 Develop a carbon offsetting budget

To ensure Kellogg is equipped to transition towards a more sustainable future, spending and purchases that relate to sustainability will be managed and accounted for separately within budgets. Over the coming years, the College will need to become more flexibility and agile in making purchases to improve the sustainability of the College. This will be improved by allocating funds to these activities, the spending of which will then be determined through the sustainability committee, with the approval of the Domestic Bursar.

Similarly, the College will set aside funds specifically to meet future carbon off-set requirements. As the College transitions towards net-neutrality in 2035, offsetting will be an integral component of reaching net-zero emissions, and thus Kellogg needs to be prepared to meet this financial cost. More detail on the college's approach to carbon offsetting is provided in section 3.3.

3. Energy use and carbon emissions

This section details Kellogg's sustainability policy as it pertains to energy usage and carbon emissions for the College site and student and staff activities, including procurement and travel.

The College has already taken substantial steps to improve the energy efficiency of residential and administrative buildings, and thus this section also details previous steps taken as a guide for future acquisitions, constructions or purchases.

3.1 Buildings

Commitment 3.1 Reduce energy and gas consumption for the College site

All College buildings use electricity and natural gas. These are used to control the ambient temperature, provide lighting, hot water, and cooking facilities. Thus, the College has the capacity to:

a) set minimum standards for temperature control
b) set minimum standards for the efficiency of existing and new buildings and appliances
c) influence student and staff behaviour towards more sustainable practices
d) report on energy electricity and gas usage within College buildings

However, the College is also limited in its action by the nature of the site. Explained in detail in the scope section of this policy, Kellogg College sits on conservation land and many of the buildings are heritage listed. Thus, the College is constrained in its ability to make aesthetic changes to the outside of buildings. Moreover, in cases where structural changes are possible, the process of approval is often long and costly. Thus, this policy does not commit to any major structural changes to buildings without prior knowledge of cost.

3.1.1 Energy use

Commitment: 3.1.1 Reduce per student electricity use and promote student and staff behaviour that decreases energy use

The College commits to maintaining or otherwise improving the set of energy use policies applied throughout its residential and administrative buildings. This includes maintaining a uniform set of heating practices. All residence houses are kept at an average temperature of 20 -22 degrees Celsius year-round. From October to May, heating is active between 5 to 11am, and 4 to 10pm. If the temperature dips below -10, the heating is automatically activated for an hour. Office and administrative building temperatures are kept at an average temperature of 18 to 20 degrees Celsius.

The College also commits to continuing efforts to influence students and staff to reduce electricity use. Previous activities have included providing shower timers, promoting the energy use of the household on posters in kitchens and bathrooms. Future efforts may involve better publicising Kellogg's commitments to sustainability and promoting student behaviour that reduces energy use.

3.1.2 Energy profile

Commitment 3.1.2 Reduce reliance on natural gas and increase on-site power generation and renewable energy use

The forecast reduction in carbon from the electricity grid makes electricity a lower carbon heat source than gas in the longer term. Therefore, the College commits to further reducing its reliance on natural gas, through for example the replacement of gas heat sources with electric ones and/or by using heat pump technologies.

Kellogg College has already substantially reduced its reliance on natural gas, which is now used only for heating in College buildings (that is, it is not used for cooking or power generation). As a minimum, the College commits to continuing this policy in new buildings and developments.

In addition, the College commits to exploring sources of renewable energy for its heating and power generation. The first of these will be the addition of solar panels to building roofs where possible. Over the next number of years Kellogg will explore the possibility of adding solar panels to the roof of the dining hall and reception area, as part of a routine roof replacement. The power generated from these panels will offset the energy use in the kitchen and dining hall, enabling the buildings to become carbon neutral.

In addition, the college will explore other options to increase renewable power generation on site, or alternatively, committing to purchasing electricity from renewable energy sources.

3.1.3 Retrofitting

Commitment 3.1.3 Retrofit buildings to reduce heat loss and energy wastage

The extent to which the College can retrofit buildings is limited due to the heritage status of many of the buildings and the conservation status of the site. In other cases, the nature of lease agreements means it is not cost effective to undertake large scale changes to the internal structure of buildings. Moreover, many of the cheaper aspects of retrofitting including upgrading doors, replacing windows, and upgrading outdated appliances, has already been completed or is underway in the majority of Kellogg operated accommodation and administrative buildings. For example, Kellogg is in the process of converting its lighting to sensor activated LED lights, which currently represent 83% of lighting. Thus, the College commits to continuing these efforts and exploring new retrofitting options where possible.

3.1.4 New buildings

Commitment 3.1.4 Use Passivhaus designs for all new buildings where possible

All new College buildings will be designed using the Passivhaus methods where possible, following the University's Sustainability Design Guide[9].

Various colleges have shown commitment to using Passivhaus Standards when developing new buildings, including Kellogg college (Kellogg's Hub Café was the first certified University Passivhaus building[10]), Corpus Christi (recently built a Passivhaus library extension[11]), and Linacre. These buildings are designed to reduce energy loss and can be more sustainably heated.

3.1.5 Appliances

Commitment 3.1.5 Adopt minimum energy efficiency standards for new appliances and equipment

Kellogg will only purchase appliances that have the highest energy rating, given constraints of the space and needs of the building. These appliances include for example dishwashers, hand dryers, lamps, refrigerators, air conditioning units, and laundry facilities including dryers.

New acquisitions will be subject to the same energy usage principles that apply to pre-existing College buildings. Where appliances fail to meet these specifications, the College will take actions to bring the energy efficiency standards of the building in line with this policy.

[9] https://sustainability.admin.ox.ac.uk/files/estatesservicessustainabilitydesignguidepdf
[10] https://www.kellogg.ox.ac.uk/kellogg-college-experience/facilities/the-hub/
[11] https://www.maxfordham.com/services/passivhaus/case-studies/#special-collection-centre-corpus-christi

3.2 Travel

Commitment 3.2 Reduce emissions related to College member's commutes and travel for study and work

Global air travel has almost doubled in ten years, from 2.2 billion passengers per year in 2008 to 4.2 billion in 2018. Aviation is one of the fastest-growing sources of greenhouse gas emissions. The UK has particularly high aviation carbon emissions per capita, accounting for 4% of global emissions from flights.

As a global university, Oxford attracts students and staff from around the world. And, while the College has limited control over the need for student travel as part of course requirements or personal commitments, the College can set policies for preferred travel for staff and student activities associated with the College.

3.2.1 Staff and fellows travel policy

Commitment 3.2.1 Develop and implement a travel policy for all College members

The College will implement a travel policy that follows these protocols:

- avoid travel where possible
- when possible replace short haul flights with rail or other alternatives to air travel
- if there is no alternative to flying, offset all emissions

Staff or fellows travelling on College business, and students travelling at the behest of the College or on College provided funds, such as travel grants, will need to follow this travel policy.

Most student travel emissions are considered the responsibility of their respective departments; however, the college can influence student travel preferences when:

- providing funding to travel to conferences
- organising student trips, as for example, MCR or Kellogg social, networking, or academic events

3.2.2 Commuting to and from the College

Commitment 3.2.2 Invest in infrastructure to incentivise environmentally sustainable commutes

The College will provide infrastructure to enable staff and students to make environmentally responsible travel choices when commuting to the College for work or study. This includes, but is not necessarily limited to, providing:

- bike racks, safe bike storage facilities, and bike repair and maintenance kits commensurate with the number of staff and students living or working on site
- electric vehicle infrastructures, such as charging points

3.3 Carbon emissions reduction hierarchy and offsetting

Commitment 3.3 Follow the University's emissions reduction hierarchy when making decisions which affect the carbon emissions of the College

Commitment 3.3.2 Establish an offsetting policy in the next 5 years

When making decisions which affect the carbon emissions of the college, Kellogg will follow the University's emissions reduction hierarchy. This states that net-neutrality will be reached by first **mitigating** emissions by avoiding or eliminating activities which will increase the Colleges emissions, second, **reducing** emissions which cannot be mitigated by improving efficiency, and finally **offsetting** any emissions remaining after mitigation and reduction activities have been exhausted.

Offsetting is an imperfect tool to achieve carbon neutrality and will only be used when there exists no option to mitigate or reduce carbon emissions. However, it is likely that to reach neutrality, some quantity of offsetting will be necessary. Thus, over the next 5 years, Kellogg will establish an offsetting policy, detailing the preferred method of offsetting, the situations in which offsetting is required, the burden of cost of offsetting, and an offsetting budget.

4. Water use

Reducing water use is an important aspect of improving sustainability and reducing carbon emissions. The College has already made changes to improve the water use efficiency of residential and administrative buildings. For example, most residential accommodation uses rainwater, and the garden includes soak ways and rainwater capture to reduce the quantity of water used. This section details further commitments to improve the water use efficiency of the College.

4.1 Water use efficiency

Commitment 4.1 Reduce on site water use and encourage students to become more water use efficient

Kellogg commits to encouraging students to become more water conscious. This may mean publicising the water consumption of College residencies and providing information on the importance of reducing water use. Other activities may involve upgrading plumbing in accommodation and academic offices where possible.

4.1.1 Appliances

Commitment 4.1.1 Adopt minimum water use efficiency standards for new appliances

The College will only purchase equipment with the highest water use efficiency standards, and where possible upgrade old appliances to meet these standards.

4.1.2 Gardens

Commitment 4.1.2 Reduce the watering requirements of gardens on site

The College site already relies heavily on rainwater systems, and Kellogg agrees to following these commitments into future garden redesigns or at new sites.

In addition, for garden re-designs or at new gardens, the College will prioritise native species adapted to the ecology of the region and thus likely to require less watering than non-native species.

4.1.3 Water recycling

Commitment 4.1.3 Invest in water recycling technologies in buildings and gardens

The College will investigate options to utilise water recycling technologies for bathrooms in academic offices and residential buildings where possible.

5. Food and food waste

Oxford research shows that the most effective way to reduce the climate impact of our diet is to consume less meat and dairy and eat more plant-based foods[12]. Various colleges have reduced the environmental impact of their supply chain by reducing the number of meals offering red meat or using behavioural 'nudges' such as making vegetarian options the default on lunch menus[13].

In addition, food related emissions can be cut by reducing food waste. To cut food waste, Lady Margaret Hall for example only advance advertise core hot meals, enabling chefs to use up ingredients throughout the week, while Balliol and Green Templeton have introduced smaller default portions.

Kellogg College has already taken similar steps to reduce the impacts of its kitchens and food supply chain. The College provides more vegetarian than meat options during lunch, dinner, and at formal events, and has a meat free day every Monday. Moreover, most of the kitchen's ingredients are sourced from sustainable or local providers.

In addition to continuing these actions, the College commits to policies which reduce food wastage, including alterations to booking systems, serving sizes, and actions to measure food waste (detailed in section 1).

This section details those commitments, including in the practices of Kellogg's kitchen and hospitality team during lunches, dinners, and at formal events, in the food and waste practices in the hub, and for students in Kellogg accommodation.

5.1 Kitchens and formal events

Commitment 5.1 Reduce the environmental impact of the College's kitchens, including at formal events

Kellogg commits to reducing the environmental impacts of its food supply chain by developing its understanding of the sustainability credentials of its suppliers and shifting to more sustainable and local menu options.

In addition, the College commits to efforts that promote an awareness of the impacts of food and food waste on sustainability. This can include for example renaming 'meat free' days to 'sustainable' or 'green' days and advertising the sustainability credentials of the food options in the dining hall or alongside meals.

5.1.1 Menu options

Commitment 5.1.1 Shift to more plant-based meal options

Kellogg College already has a vegetarian day once a week and includes more vegetarian options than meat during lunch and dinners. The College commits to continuing these activities and exploring options to further reduce meat and dairy consumption in the Kellogg kitchen and the Hub.

Where possible, these actions will include reducing the proportion of meat used in main meals, switching from beef to poultry or fish, and increasing the proportion of vegetables in main meals.

5.1.2 Sustainable food supply chains

Commitment 5.1.2 Buy local, seasonal, and sustainable food choices where possible

[12] https://science.sciencemag.org/content/360/6392/987

[13] See for example https://www.iccs.org.uk/sites/www.iccs.org.uk/files/inline-files/Hilda%27s%20Handbook_final.pdf

The College hospitality and catering team has already made specific commitments to sustainability as an aspect of their sourcing policy[14]. This includes a commitment to using seasonal and locally sourced produce where possible.

In addition, the hospitality and catering department has also committed to working with suppliers to promote an environmentally sustainable catering model and reducing the waste and food miles of their supply chain.

5.1.3 Food wastage in Kellogg kitchens

Commitment 5.1.3 Shift to booking and serving strategies that minimise food waste

Kellogg now uses the Uniware booking system, allowing students to book and pay in advance for guest night dinners and other formal events.. This reduces food waste as dining requirements will be known ahead of time.

In addition, the College will explore options to reduce servings sizes, for example by providing differently sized meals or offering a buffet style lunch and dinner where appropriate.

5.2 Food wastage in Kellogg accommodation

Commitment 5.2: Influence students in College accommodation to reduce food wastage

Commitment 5.2.1 Provide green bins for food waste student accommodation

Kellogg will provide green food wastage bins in student accommodation and imbue a member of the house, most likely the house officer(s), with the responsibility of emptying and monitoring the bins. The bins will be accompanied by clear and pictorial descriptions of the material that constitutes green waste.

In addition, the College will explore other options to reduce food waste in Kellogg operated accommodation.

5.3 The Hub

The Hub will follow the sustainability requirements specified for the College kitchen. In addition, Kellogg commits to providing sustainably produced coffee and sustainable snack options in the Hub.

[14] See the draft Food Policy, 2021

6. Resources, recycling, and non-food waste

The College has little understanding of the environmental impacts of the resources and non-food waste that it uses. Thus, the College will aim to develop a better understanding of resources impacts, including of recycling rates, packaging waste, and other non-food wastes. This section details commitments to increase recycling and reduce plastic, and other non-food wastes.

6.1 Printing and paper

Commitment 6.1 Establish a plan to reduce paper use

Kellogg will develop a strategy to reduce paper use, including for staff and student printing, prioritising the use of email and secure online folders (e.g. Sharepoint or equivalent for meeting minutes and paper) where possible.

6.2 Plastics and packaging

Commitment 6.2 Reduce plastic use and waste on site

Commitment 6.2.1 Eliminate single-use plastics across College

Commitment 6.2.2 Source products that minimise non-recyclable packaging

Kellogg will aim to eliminate all single use plastics from across its activities, including at events, in the dining hall, and in the Hub. Kellogg has already removed most single use plastics from its events, lunches, and dinners, with only minimal changes needed for the Hub and at specific events.

The College will also aim to reduce plastic packaging by minimising the use of suppliers with excess plastic packaging and aim to source products that are recyclable.

6.3 Recycling

Commitment 6.3 Calculate College recycling rates and develop plans to increase these rates

The college has little understanding of how much of the resources it uses are being recycled. Thus, Kellogg will investigate the monitoring the recycling rate of the College with the aim of achieving a rate at least equal to Oxford town's recycling rate of 58%.

6.4 Miscellaneous and domestic waste

Commitment 6.4 Enable and encourage on-site residents to reduce domestic and miscellaneous wastes

Kellogg provides a battery recycling bin in the entrance foyer to College. This is emptied whenever needed and picked up by the council. This bin will be displayed more prominently and/or other methods for promoting the recycling of electronic wastes will be instituted or advertised to students.

7. Biodiversity

Biodiversity loss represents a substantial threat to addressing the environmental impacts of College activities. To align with the University Sustainability policy, Kellogg will use the Oxford developed framework known as the Mitigation and Conservation Hierarchy [15] to address biodiversity loss on our sites. We will prioritise these actions in the Hierarchy across our estate and elsewhere:

1. Refrain – refrain from actions that damage biodiversity
2. Reduce – reduce the damage our remaining actions create
3. Restore – restore biodiversity that has been damaged
4. Renew – renew and enhance nature

However, biodiversity loss extends beyond site impacts and is also an outcome of the operations of suppliers and service providers. Thus, in this policy, biodiversity impacts are comprised of direct impacts, on College grounds, and indirect impacts, associated with College supply chains. This section details commitments to improve the biodiversity impacts of the College with the aim of reaching net biodiversity gain.

7.1 Biodiversity audit

Commitment 7.1 Conduct Kellogg's first biodiversity baseline audit and institute a process for an annual audit

The College conducted its first biodiversity audit in 2021 to establish a baseline of biodiversity on College grounds. This audit will then be updated annually. Further detail on the audit was provided in section 1.

7.2 Gardens

Commitment 7.2 Improve the biodiversity on the college site

Commitment 7.2.1 Invest in infrastructures to enhance biodiversity on site

Commitment 7.2.2 Commit to majority native species and bee attracting plants and flowers in new garden designs

Kellogg commits to improving the biodiversity of the existing College site and at future developments or in re-designs of gardens. This will involve investing in infrastructures likely to enhance biodiversity, including for example bee boxes and bird baths, and planting majority native species or bee attracting plants in new garden designs.

7.3 Supply Chain

Commitment 7.3 Reduce biodiversity impacts along Kellogg's supply chains

The College commits to investigating, and reducing, biodiversity impacts along its supply chains. This will first require developing an understanding of the biodiversity impacts of the College's suppliers, auditing this information, and developing activities to reduce these impacts, through for example switching to more sustainable or local suppliers and/or switching to alternative products or services.

[15] https://conservationhierarchy.org/what-is-conservation-hierarchy/

8. Community

Developing, fostering, and promoting a sustainability ethos within the College is central to influencing the behaviour of staff, students, and fellows, and more broadly, the policies and actions of other Oxford colleges, departments, and local businesses. This section details commitments designed to promote a culture of sustainability within the College and contribute to sustainability within the local community.

8.1 Developing a culture of sustainability within Kellogg

Commitment 8.1 Foster a culture of sustainability thinking amongst Kellogg staff, students, and fellows

Commitment 8.1.1 Advertise and promote the sustainability credentials of Kellogg

Commitment 8.1.2 Develop an environment that empowers students to take actions that enhance the sustainability of the College and foster a sustainability ethos

Commitment 8.1.3 Provide raised beds or allotments for the college community

Commitment 8.1.4 Host events and formal dinners which promote sustainability and publicise the environmental activities of the college and college community

Kellogg already has a reputation as a sustainability focused college. It regularly achieves environmental impact awards through the Green Impact scheme, and hosts sustainability events. However, the College can do more to promote this success and situate sustainability as a key achievement and an integral aspect of the Kellogg brand.

To achieve this, first Kellogg will make sustainability a forward-facing aspect of its brand and promote its sustainability credentials to attract staff, students, and fellows that have an environmental or sustainability research focus, interest, or background.

Second, the College will aim to remove barriers that prevent students from taking individual or collective actions to build a more sustainable community. Currently student led initiatives are hampered by a confusing array of responsibilities and rules, including in the MCR and College committees.

Third, Kellogg will provide access for the College community to raised garden beds or allotments, providing an opportunity for students to engage directly with sustainability thinking while building bonds with other college members. Where space is limited, the College may look to rent allotments from the local council or share allotments with nearby colleges, such as LMH.

Finally, in addition to sustainability speakers and special events, the College will include at least one sustainability formal dinner per year, celebrating the environmental accomplishments of the College and recognising the specific efforts of members of the staff and students.

The College already hosts various sustainability events, including freshers and welcome events that introduce students to sustainability and climate change advocacy opportunities in and around the College. However, these events will be promoted more explicitly and as early as possible.

8.2 Collaborating with other colleges, departments, the University, and the wider Oxford community

Commitment 8.2 Focus on initiatives which are collaborative, including with other colleges, the University, and local community

In its approach to sustainability, the College will prioritise collaborative approaches, aiming to share knowledge and experiences, and support other colleges to become more sustainable. Kellogg is already an active member of the Guild of Colleges and is regularly represented at Oxford Climate Society events. The College will continue its investment in these organisations and seek to advance its engagement.

Moreover, where possible Kellogg will aim to work with local business and the Oxford city council and collaborate with the broader University or relevant departments.

Kellogg is a leader within sustainability thinking at the University, and it should share this knowledge and encourage other colleges to adopt more sustainable practices.

9. Road map towards net-neutrality

Commitment 9.1 Prepare for a transition to net-zero carbon emissions and net biodiversity gain and absolute zero emissions

Commitment 9.1.1. Develop an economically sustainable plan to reach net-neutrality, including costings and annual reduction targets

Commitment 9.1.2. Formalise an annual carbon accounting framework

The University is transitioning, along with UK government plans, to net zero carbon emissions and net biodiversity gain by 2035. This transition is inevitable, and the College needs to begin redesigning its systems and practices with the aim to reach this target. This policy is an important first step of that transition providing general guidance and instituting a set of sustainability practices; however, it is by no means exhaustive.

To reach these overarching targets, Kellogg needs a more complete understanding of the cost and capacity of becoming carbon neutral and biodiversity enhancing. Thus, Kellogg commits to producing and publicising a document detailing a plan to reach these goals. As a minimum, this document will include:

- Costs and cost-savings for necessary changes to infrastructure and College activities
- The current baseline levels of College emissions across all College activities including energy use, travel, food use and waste, resource use and waste, and the emissions of supply chains where possible
- Annual emissions reduction targets commensurate with baseline levels and a net-neutrality target
- An offsetting allowance and policy including for staff and student travel
- Current baseline levels of biodiversity across college sites and supply chain activities where possible

In addition to this document, the College will formalise an annual accounting framework comprising the data collected according to the methods detailed in section 1. This accounting framework will provide the College with an encompassing estimate of its carbon emissions and thus enable the setting and monitoring of targets to meet the 2035 deadline.

Glossary and definition of terms

Biodiversity offsetting: This involves undertaking conservation and restoration activities to enhance biodiversity, for the purpose of compensating for biodiversity impacts that arise from the college's development, estate management, operations, and supply chain

Carbon offsetting: A process whereby carbon gases are removed from or prevented from entering the atmosphere, and stored securely, for the purpose of compensating for Kellogg's emissions of carbon or carbon-equivalent gases

College members: Refers to all staff, students, and fellows associated with Kellogg College

Scope 1 emissions: Refers to direct emissions largely comprised of the combustion of fuels in buildings (for example those involved in the gas heating of buildings), and emissions from College-associated vehicle use

Scope 2 emissions: Refers to indirect emissions from the consumption of electricity, heat, steam, and cooling generated elsewhere

Scope 3 emissions: Refers to all other indirect emissions during the activities of the college's suppliers and customers. This also includes emissions generated in international travel

The Hub: Refers to the Kellogg 'Passivhaus' located at the Banbury Road site

The College: Unless otherwise stated, 'The College', refers Kellogg College

The Site: Refers to all College owned and operated buildings

Appendix A: Kellogg College data sources and carbon emissions accounting

Data sources

Emissions accounting