Amsterdam University of the Arts

Sustainability Road Map
Amsterdam University of the Arts

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1. Introduction

The Amsterdam University of the Arts (AHK) is a government-funded institution for higher professional education (hbo) and offers degree programmes at both Bachelor's and Master's level.

The AHK offers a broad range of (artistic, educational, intellectual and material infrastructure) study programmes in the fields of music, dance, theatre, film, visual arts, architecture and cultural heritage with numerous specialist degree programmes at Bachelor's and Master's level, as well as associate degrees. In addition, practice-oriented research is conducted, which occupies a prominent place, both nationally and internationally, within higher education, the arts and cultural life. The AHK consists of the following six academies:

- Breitner Academy (BA);
- Academy of Architecture (AvB);
- Conservatorium van Amsterdam(CvA);
- Netherlands Film Academy (NFA);
- Reinwardt Academy (RWA);
- Academy of Theatre and Dance (ATD)

These academies are situated at unique locations, primarily in the centre of Amsterdam. The AHK currently offers higher education to about 3,000 students and course participants. The number of employees with a permanent employment contract is approximately 900. In addition, there are between 1,000 and 1,500 guest lecturers/teachers (self-employed professionals) affiliated with the AHK on a freelance basis.

For the most recent information, please refer to the website www.ahk.nl

The AHK wants teaching and research to be able to take optimum advantage of the high-quality, efficient, sustainable and attractive buildings. The AHK is always developing, which is best served by flexible, sustainable facilities that evolve in line with these developments and can be adapted as needed. The accommodation must, in the first instance, support the primary processes of the university.

Motive

The Paris Agreement, adopted in 2015, set a goal of limiting global warming to less than two degrees Celsius compared to the pre-industrial era. The participating countries will undertake to adopt measures to limit their greenhouse gas emissions as much as possible and to make investments that contribute to achieving a climate-neutral society.

In June 2018, seven Dutch political parties (VVD, CDA, D66, CU, Groen Links, PvdA and SP) presented a proposal for the Climate Act (*Klimaatwet*), out of which came the Climate Agreement (*Klimaatakkoord*)

The objective of the Climate Agreement is to achieve a reduction in CO^2 emissions of 49% by 2030 and 95% by 2050 compared to 1990. The Agreement entered into effect in 2020. The university of applied sciences sector indicated that it would be meeting these objectives. In accordance with the Draft Climate Agreement, the higher professional education sector will be sticking to the term CO^2 reduction in pursuit of its ambition, in which the sector will include both building-related and use-related energy consumption. The approach of the sectoral real estate road map for higher professional education only focuses on the energy consumption in the built environment at present.

However, the climate objective also related to other aspects, such as transport, office equipment, catering and waste. These aspects are not included this sectoral road map, but definitely contribute to the (overall) objective of 95% CO^2 reduction. These issues will be handled in this

road map. With regard to these aspects, various measures are already being taken now and the expectation is that this integrated approach will occur even more in the future.

Real estate ambition

The guiding principle is that the ambition will apply to freehold property in the first instance, because the AHK has most control over that. The AHK is therefore including the 6 main buildings in the guiding principles of its road map. Different requirements are set by the Dutch central government for listed buildings. However, these buildings (Waterlooplein and Hortusplantsoen) will also be included in the road map.

The Real Estate department (*afdeling Huisvesting en beheer*, H&b) has developed its own detailed elaboration of a plan in a *Verduurzaming Vastgoed* (Making Real Estate More Sustainable) strategy with the main objective being: Paris Proof, all-electric by 2035. This plan describes which steps we will be taking towards improving the sustainability of the total real estate of the AHK. The most important thing is that we abandon natural gas and that we have a maximum energy consumption of 70 kWh per m² usable area (UA) per year. In doing so, we will be working in accordance with the 'Trias Energetica' method: First reduce the energy demand, then deal with our sources as efficiently as possible and finally generate sustainably.

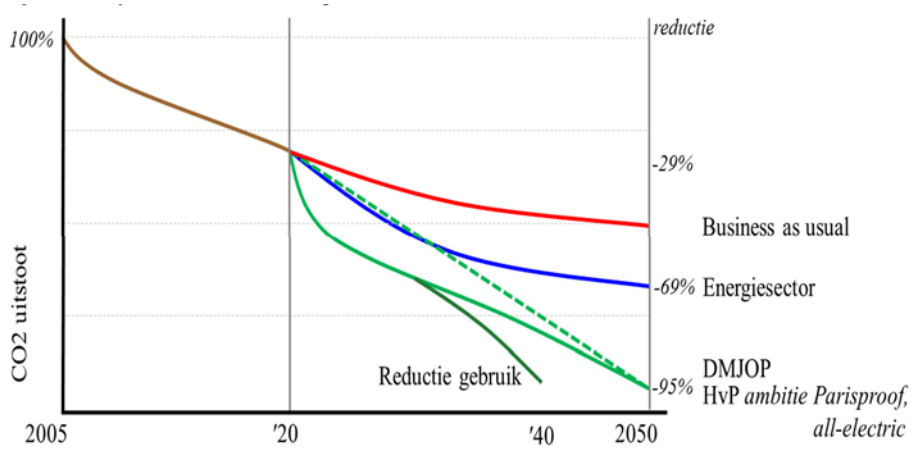


Figure 1. Scenario lines CO2 emissions. The brown line is the current situation from 2005 until now (measurement data 2018). On the basis of various external developments, the CO2 emissions will slowly decrease (red and blue lines). The Paris Proof Ambition by 2050 serves as the guiding principle in the road map (green dotted line). By immediately implementing quick wins in 2022-2023, we can accelerate reductions (green line). It is also possible to make adjustments in the same way with the Sustainable Long-term Maintenance Plan (DMJOP).

In the coming years, improvements to sustainability will take place at the appropriate times, namely the times that a renovation or major maintenance is planned. In addition, there is room in the plan for the AHK to make the best choices, taking technological advances into account. Wherever possible, the AHK will aim for things to be done at an accelerated pace so that the improvements to sustainability take place in an effective manner and the impact is noticeable. Because the plan for improving sustainability will be implemented over a long period, the financial consequences are manageable.

The rules for converting the energy consumption into CO^2 emissions will be more favourable in the future because the composition of the energy, in gas and electricity, will change. If we only use existing times and budgets for improving sustainability ('Business as usual', red line), the CO^2 emissions will therefore continue to fall. Because the energy sector itself is also implementing improvements, we will eventually arrive at a 95% reduction by 2050. If we take our own responsibility and the academies play their part, in addition to the efforts of the Real Estate department, the Paris Proof Ambition (70 kWh per m² UA per year) will be achievable by 2035.

In order to accelerate or make adjustments, we will use the Sustainable Long-term Maintenance Plan (*Duurzaam Meerjaren Onderhoudsplan*, DMJOP*).* This will enable us to be adaptive in improving the sustainability of the entire property portfolio with more certainty about achieving the objectives. The *Plan Verduurzaming Vastgoed AHK* (Plan for Making AHK Real Estate More Sustainable) is part of the AHK Sustainability Road Map.

Sustainability and circularity ambition

We are working on making our buildings more sustainable and in doing so are striving for the least possible impact on the environment. The ambition is a CO^2-neutral and circular AHK by 2035. This means that every relevant investment proposal has to include how it will promote the sustainability of the AHK.

The scope of the Climate Agreement, however, is larger than property: the *Nederland klimaatneutraal in 2050* (Netherlands climate-neutral by 2050) ambition is also about mobility (flights), food, waste, entire procurement, etc. These topics are described in detail in this road map. Each academy and service within the AHK will take its own responsibility in this regard.

To give substance to the ambition of 95% CO^2 reduction by 2050, the AHK has drawn up its own road map in which it is specified which steps can be taken in the period 2021-2050 in both the short and long term in order to achieve this goal. The steps in the short term will be fleshed out more concretely, of course, than those in the long term. To ensure the transition is cost-efficient, it is of great importance that sustainability investments are made at the appropriate times to tie in with maintenance, renovation and new developments. When procuring services and products, the goals with regard to CO^2 reduction will be elaborated in the schedule of requirements.

Sustainability is a shared responsibility and requires a joint approach from the relevant management boards, support services, academies and the Sustainability Platform. When involving the user/academy, attention is paid to their role in the energy needs. Examples include more economical appliances, providing air conditioning to equipment with large heat loads as source rather than the entire room, greater climate control based on need and necessity.

The road map was drawn up in close collaboration with the most important stakeholders: Real Estate department and the academies. The goals are formulated in the road map. These goals are necessary in order to formulate clear projects. The road map is based on the ‘backcasting’ principle, which starts by defining a future vision of success and then looks backwards at the current reality to determine follow-up steps or projects that will connect that envisaged future to the present. By answering three questions, an assessment is subsequently made on whether the projects will make the right contribution to the main objective:

1. Does this project constitute a step in the right direction for our vision?
2. Is this step flexible enough to ensure any adjustments can be made where necessary?
3. Is this step a good investment (financially and socially)?

A baseline measurement will be made to see where we are at present in order to thus be able to determine whether the envisaged objectives are actually being achieved.

The document also includes a proposal that was made for the governance and monitoring of the KPIs that were drawn up within the context of the road map.

Given the ‘dot on the horizon’ (2050) is still a distant prospect, and history teaches us that predictions can sometimes be complicated, the road map should be seen over the years as a dynamic product.

2. Real estate

The Real Estate department (*afdeling Huisvesting en beheer*, H&b) fulfils the owner's role of the real estate and is responsible for the optimal performance of the buildings. The AHK manages six buildings and this is a truly unique property portfolio in the centre of Amsterdam. A large portion of the technical maintenance and management has been incorporated into performance contracts in recent years. The Real Estate department manages and coordinates contracts.

The department ensures the continuity and safety of the existing real estate, as well as the building-related systems, in a professional and expert way. The team provides various (technical) services, such as carrying out functional modifications to rooms/spaces. This happens in close cooperation with the facility teams of the academies concerned, as well as with the project manager in the case of new development and renovation projects.

The academies are housed at the following locations:

Name of AHK academy		Address	GFA (m²)	Year of construction	Listed building
Academy of Architecture		Waterlooplein 211-219	2,772	1654	National
Reinwardt Academy		Hortusplantsoen 3	4,454	1898	Municipal
Conservatorium van Amsterdam		Conservatorium van Amsterdam, Oosterdokskade 151	16,102	2008	
Netherlands Film Academy		Markenplein 1	9,340	1999	
Academy of Theatre and Dance		Jodenbreestraat 3	17,904	1996	
Breitner Academy/DAS		Overhoeksplein 2	6,327	1936	
Total AHK			**56,899**		

All the buildings above are owned by the AHK. When making alterations to buildings, the AHK tries to build, refurbish or renovate in the most energy-neutral way possible. The main function for the buildings is education and none of the buildings have their own parking facilities.

Business cases (Fastlane) have been made for the Jodenbreestraat, Markenplein, Oosterdokskade and Overhoeksplein buildings by Royal Haskoning DHV in order to determine which measures will be taken in the future. These are enclosed with this road map.

Separate business cases will be made for the Hortusplantsoen and Waterlooplein buildings at a later stage, as they are listed buildings and must comply with different guidelines.

In January 2017, a thermographic survey was carried out on all buildings. On the basis of the results, a decision was made on whether measures were necessary for the outer shell. Examples of this include applying insulation, closing openings or placing insulating (secondary) glazing.

The buildings were all specifically built for varied (practical) educational purposes and are therefore difficult to compare with each other. For example, the Jodenbreestraat contains lots of

studios and theatres, Oosterdokskade is equipped with lots of rooms that are fitted with a box-in-box construction and concert halls, and Markenplein is fitted out with high film recording studios and special workshops. A relatively large amount of electricity is consumed in these buildings in order to light the aforementioned rooms/spaces and to carry out productions. At the appropriate times for replacement, lots of room and theatre lighting systems will be converted into LED lighting and fitted with movement sensors, among other alterations.

Long-term Energy Storage

The building at the Oosterdokskade (Conservatorium van Amsterdam) is connected to A Long-term Energy Storage System (*Lange Termijn Energie Opslagsysteem*, LTEO), which provides the entire Oosterdokseiland (ODE) area with heating and cooling. The AHK is part-owner of this. The peak boilers of the system are heated with bio-oil. The system reduces CO^2 emissions by 65%. In addition, innovative technology is used to save energy. Compared to 2018, savings have been achieved of 21% on heating supply and 35.8% on cooling supply from the LTEO.

For the delivery of cooling, the Overhoeksplein building makes use of the Overhoeks Thermal Energy Storage (TES) system.

Heat consumption from the heat grid

Jodenbreestraat 3 and Markenplein 1 are connected to the district heating of Vattenfall. Jodenbreestraat 3 also makes use of a gas connection for the showers and warm water. In mid-July 2022, the Overhoeksplein was also connected to the district heat grid of Vattenfall/AED. This will reduce CO2 emissions by 60%.

Consumption 2019 and CO2 emissions

The total CO_2 emissions were calculated for the base year 2019 and amount to 2,219,117 kg.

	GO (m2)	BVO NEN 2580 (m2)	Elektra (kWh)	Gas (m^3)	Warmte (GJ)	Koude (GJ)	PV panelen (kWh)	CO2 (kg)
Waterlooplein 211-219	2.142	2.772	86.095	29.794				**94.226**
Hortusplantsoen 3	3.820	4.454	228.802	36.623			37.318	**174.236**
Oosterdokskade 151	13.302	16.102	1.282.110		2.807	1.219	70.802	**689.290**
Markenplein 1	7.789	9.340	689.665		1.477		79.398	**359.391**
Jodenbreestraat 3	14.961	17.904	743.171	157.569	574		114.782	**647.413**
Overhoeksplein 2	5.609	6.327	264.763	66.834		201		**254.561**
Totaal AHK	**47.623**	**56.899**	**3.294.606**	**290.820**	**4.858**	**1.420**	**302.300**	**2.219.117**

Energy generation

The Hortusplantsoen, Jodenbreestraat, Markenplein and Oosterdokskade locations have solar panels. A total of 302 MWh was generated in 2019. That is almost 9% of the total consumption of the AHK. We are examining whether the Overhoeksplein can be equipped with solar panels in the near future. The AHK feeds back to the network during the holidays if less electricity is being consumed than generated at that time. All energy generated is consumed by the AHK. The overwhelming majority of the solar panels (550) are located on the roof of the Jodenbreestraat and these provide 40% of the total energy generated.

Energy labels per owner-occupied building

Energy performance was determined for the owner-occupied buildings. This number was translated into an energy class that indicates how energy-efficient the building is. The energy label is calculated on the basis of the energy performance of the structural qualities and the building-related systems. The calculation takes into account the average Dutch climate, an average occupancy rate and average user behaviour.

The energy class is expressed in the energy index (EI). The building can receive an energy class in the scale G to A, where A is very good and G bad. Energy labels are issued for all buildings. The label per building is specified below:

Academy	Address	Postcode	Year of construction	Energy label	Listed building	M2 GFA NEN 2580
Conservatorium van Amsterdam	Oosterdokskade 151	1011 DL	2008	A		16,102
Netherlands Film Academy	Markenplein 1	1011 MV	1999	A		9,340
Academy of Theatre and Dance	Jodenbreestraat 3	1011 NG	1996	A		17,904
Breitner Academy	Overhoeksplein 2	1031 KS	1936	C		6327
Reinwardt Academy	Hortusplantsoen 1-3	1018 TZ	1896	D	municipal	4,454
Academy of Architecture	Waterlooplein 211-219	1011 PG	1654	G	national	2,772
Total AHK						56,899

The energy label shows how energy-efficient a building is with classes A++ to G. Buildings with an A++ label are the most efficient. Buildings that are least efficient receive a G label. An energy certificate is valid for 10 years.

The labels at Waterlooplein 211-219 and Hortusplantsoen 1-3 are not sufficient, but given the fact it concerns a nationally listed building and a listed building on the municipal historic building register respectively, it will most likely be impossible to upgrade them further. Structural alterations to nationally listed buildings and listed buildings on the municipal historic building register may only be implemented in exceptional cases. When selling, there is an energy label requirement.

Energy management and registration system (EBS)

All locations (both low-volume and bulk consumption) have smart meters for electricity, gas and district heating and are read and monitored daily (explanation process Enovium/Esight).

Energy monitoring system

Since 2012, the AHK has had a comprehensive energy monitoring system (EMS).

Energy awareness is safeguarded in the AHK's Energy Monitoring System (EMS) 2020-2030. The sustainability coordinator is the point of contact for the energy management system and all matters related to energy.

The organisational structure and division of responsibility at the AHK is described in the EMS. The following topics are elaborated further herein: control of the work, education and awareness-raising, communication of the energy policy statement, objectives and duties, documentation, energy awareness audits, deviations and measures, and the evaluation of the EMS in the context of energy awareness. It also includes a graphical representation of the guidelines from the Energy Monitoring Basic Check (*Basischeck Energiezorg*), duties for relevant parties, period and division of responsibility.

Every year, it is determined via an external audit using the Energy Monitoring Basic Check whether the activities in terms of energy consumption fulfil the EMS of the AHK.

Once a year, an AHK Management Review on Sustainability (*Managementreview Duurzaamheid AHK*) is submitted for inspection to all academy management boards, as well as being submitted for signature by the Executive Board.

If necessary, the Energy Policy Statement is tightened up in order to achieve the objectives for the structural reduction of the energy consumption by taking targeted measures in the operational management.

3. Sustainability and circularity

The AHK wants to take measures in terms of both sustainability and circularity in order to achieve a climate-neutral environment for students and staff by 2035.

In 1987, the United Nations Brundtland Commission defined sustainability as ‘meeting the needs of the present without compromising the ability of future generations to meet their own needs’.

Circularity assumes that today’s products are the raw materials for the future. After use, products can be disassembled and the materials can be reused. Circularity is therefore based on a world without waste, combating the depletion of raw materials and limiting climate change.

Below you will find a summary of the visions, objective and strategies in all subareas of sustainability that the AHK want to follow.

Waste

General

Vision
Using raw materials efficiently and reducing, and ultimately eliminating, waste streams.
Objective
Achieving 25 percent less procurement of primary raw materials (minerals, fossil and metals) by 2026.
Strategies
Devote attention to the quality of products and services in order to maximise lifespan extension. • Every six months, at least one investigation into possible options for extending lifespan of purchased products and services. • At least two times per year, apply lifespan-extending interventions in the facility services. • Raw materials vision integrated and secured in the procurement and tendering policy. • 25% reduction of the procurement of new furniture through lifespan extension (and possibly purchasing reused furniture).
Reuse purchased products and materials as much as possible. • Actively offer discarded reusable products and materials within the organisation. • Inform the organisation four times per year about use and supply Procurement Platform (*Inkoopplatform*) marketplace. • Review and continue developing the marketplace (make it user-friendly). • Stop purchasing new furniture in the event of relocations or temporary accommodation.
Use of sustainable alternative for single-use plastics. • An investigation into possible options for alternatives. • From January 2022, forbid sale of single-use packaging of still water. • Offer reusable bottles at the AHK.

Devote attention in all facility contracts to how suppliers can contribute to raw material management objectives.

- Annual part of strategic consultations on facility contracts including specific goals.
- Include sustainability paragraph about raw material management in each new contract.
- Sort out with each contract where suppliers can return their own waste generated. Where possible, put this in the contract with each new invitation to tender.

Objective

At least 25 percent of all products and materials purchase will consist of recycled raw materials by 2026.

Strategies

Make optimal use of opportunities for purchasing recycled materials and products.

- Be informed of developments in legislation and regulations.
- Encourage academies to demand recycled packaging within catering contracts.
- Review existing leverage contracts, such as office supplies, for possible procurement of recycled products.
- Annual investigation into opportunities for procurement of recycled materials and products.

Objective

At least 75 percent of all products and materials to be recyclable by 2026.

Strategies

Purchase mono-materials as much as possible.

- Annual investigation into materials and products purchased in order to improve procurement of mono-materials.
- Annual inventory update about materials purchased.

Possibly replace procurement of conventional plastic with another materials, for example sustainable bio-based plastics.

- Annual investigation into plastics purchased and replace them, if possible, with an alternative.
- Investigation into collection and processing of bio-based plastics.

Objective

If possible, all products and materials purchased should have a sustainability quality mark by 2026.

Strategies

Knowledge of sustainability quality marks and apply them in the correct way.

- Insight into all sustainability quality marks.
- Broad insight into use of products and materials within the AHK services. Gather knowledge about use and deployment of sustainability quality marks for current procurement. Every year, remain up to date with sustainability quality marks in relation to own procurement.

Objective
By 2026, there will be a 25% reduction in ecological footprint of procurement.
Strategies
Purchasing only recycled paper with the lowest environmental impact. • Include in Multifunctional Devices and Printed Matter contract.
• Include objectives in the procurement and tendering policy. • Explain raw materials vision annually during procurement platform. • Explain raw materials vision annually at decentralised procurement department of the academy.
• Gain insight into sustainable products on the basis of Life Cycle Assessment (LCA). • Annual investigation into products that contribute to recycling. • Annual investigation into products that contribute to prevention and reuse.
Objective
By 2026, the useful life of electronics within the AHK will be extended by at least 25%.
Strategies
• These strategies will be elaborate within an existing subproject. • Purchasing by-products that extend the lifespan of electronics.

Use

The AHK appears to be a diverse group of users with different backgrounds and opinions. Although the target groups thinks that sustainability is important, practice indicates that acting sustainably is not always a direct result of this. A lot of the waste comes from that which users from outside the AHK bring with them. This makes it difficult to respond to this. Communication is an important tool to influence use of, among other things, coffee cups and printing paper of students and employees. A consistent approach in other areas, such as procurement, is also important in order to set a good example as organisation, and to support users optimally in reducing their consumption. In concrete terms, the following objectives have been formulated with regard to use:

Vision
Users within the AHK make sustainable choices for use of products, thus maximising the lifespan of the product. (Use is understood to mean the activities that a user undertakes with a product before they throw away the product as waste).
Objectives
By 2026, 25% less use of packaging materials and disposables from outside the buildings.
Strategies
• Area collaboration in order encourage users, also outside the AHK buildings, to make sustainable choices with regard to the use of products. • Continue and optimise collaboration with the City of Amsterdam. • Collaboration with the Knowledge Mile. • Collaboration with companies around the various buildings (NS, Ahold, etc.). • Communications campaign to inform users about choices regarding use outside the AHK. • Annual quantitative research in order to make the impact of campaigns visible.

Collection

It is important to collect waste as cleanly as possible by means of an effective collection method. Various guidelines have emerged from research, which should be uniformly incorporated into a schedule of requirements. Guidelines for the placement and the appearance of the bins will be included herein. Furthermore, it is important to draw up a good plan of action in order to adapt the collection process to the raw materials vision and to include the parties involved herein. Collecting waste forms a crucial step in order to make the processing of waste possible and steps like monitoring, post-separation of bulky waste and informing users should be added to the process for this. The following objective have been set for this specifically:

Vision
A system with the lowest possible environmental impact, with which a high-quality fraction of waste is collected and monitored for maximum achievable processing into raw material.
Objectives
By 2026, the contamination rate from all types of waste/fractions of waste collected will be under the rejection rate of the processor.
Strategies
Waste bins/stations that encourage waste separation. • In 2022, there are uniform information and communication message for the collection systems concerned that are geared to the target group. • Reinvest in creating sound, robust and user-friendly collection systems. • Monitoring system that displays periodic results about separation behaviour as a means of communication to users.
Uniform use of waste stations geared to logistics routes, types of spaces, population and flexibility. • The guidelines for waste stations themselves, placement and use are included in the schedule of requirements. • In 2021, a blueprint based on research for placement of waste stations for optimal collection. • In 2022, removing small personal collection systems. • In 2022, full roll-out of modular collection systems.
Collection systems that optimally support the collection of collected streams. • Collection carts that support the separation desired by us (by means of, for example, colours). • Ergonomic solutions for employees who collect the streams. • Collection carts tailored to the decentralised and central waste distribution spaces. • Collection carts and systems that ensure the efficiency and effectiveness of the process.
Post-separation, where possible, at the decentralised and central waste distribution spaces. • In 2021, investigate the possibility of post-separation at location(s). • Deployment of employees from social work experience companies. • Arrange spaces where post-separation is possible. • Apply technology and innovation where possible.
Facilitate universal collection systems for specific waste streams for users (batteries, bulbs, etc.) • Identify and list streams for collection at central spots in the building concerned. • Create collection systems at the central spots concerned. • Communicate and evaluate streams concerned.

• Annual coordination of need for collection streams.
Objectives
By 2026, a 75 percent reduction of use of plastic rubbish bags.
Strategies
Reduce plastic rubbish bags caused by collection systems. • Investigate use of alternative bags or use without any bags at all. • Investigate use of cleaning facility for smaller collection systems. • Remove personal collection systems. • Investigation into linking smart rubbish bin with a system (e.g., TOPdesk) in order to coordinate the frequency optimally.

Logistics

Logistics is understood to mean the delivery of waste from a central or decentralised waste distribution space up to and including the delivery of the waste to a waste processing company. Logistics is also understood to mean the means of collection in which the waste is transported and stored.

As analysis shows, the organisation of the logistics phase depends on the quality of the waste streams, the possibilities at the various locations and agreements with waste processing companies. In the final phase that the waste is in the hands of the AHK, quality improvement can take place through post-separation. If carried out properly, this can greatly reduce the rejection of waste streams. A tailored approach is required per building for the internal organisation. The central/decentralised waste collection spaces play a key role herein. A challenge is presented in this regard by the many external developments that partly determine which choices have to be made in terms of the logistics and logistics partners. There will be more options in the future as a result of the intensification of the collaboration within an area (e.g., in the city centre and Overhoeks). Making flexible agreements is therefore necessary in order to achieve the future, rapidly changing, objectives.

Vision
Emission-free logistics taking into account the impact on the environment and with as little transport movements as possible.
Objectives
By 2026, zero-emission means of transport will be used exclusively for collecting waste from the AHK.
Strategies
Making use of zero-emission means of transport for collecting waste from the AHK.
• From 2022, making use of vehicles with the European emission standard of at least Euro 5. • Collaboration with the City of Amsterdam for coordination of *Uitvoeringsprogramma afval en grondstoffen 2020-2025* (Implementation programme waste and raw materials 2020-2025). • From 2022, plot transition plan in collaboration with contract partner. • Research into alternative options for emission-free transport, such as transport over water (in collaboration with City of Amsterdam and UvA).
Objectives

By 2026, the transport movements will be optimally tailored to having as little impact on the environment as possible.
Strategies
• Make use of collaboration with surrounding areas for sustainable waste logistics. • Continue and optimise collaboration with the City of Amsterdam. • Add flexibility to contract for possible collaboration. • Investigate options for 'White Labelling' with other organisations in the surrounding area.
• Optimal use of collection systems in waste distribution spaces in order to tailor transport movements to having as little impact on the environment as possible. • In 2022, as many possible locations equipped with press containers (Plastics, metals and drinks packaging (PMD) & residual waste & if worthwhile cardboard). • In 2022, all possible collection means were equipped with smart systems that weigh and give an alert when full or in the event of a fault. • Offer possibility to collect each mono-stream at each location.
Possible use of central hub of the UvA. • In 2021, research started for smart returns logistics with one or two suppliers. • In 2022, pilot carried out with supplier concerned based on research.

Processing

The importance of sustainable waster processing is great. However, this urgency does not automatically lead to the possibilities herein being optimally utilised. The vision clarifies how the AHK wishes to tackle this problem.

Vision
Discarded products and materials will be processed in the most high-quality and local way and reused in society in the most high-quality and local way.
Objectives
By 2026, at least 70% of the collected waste will be reused as raw materials.
Strategies

Scaling up the combination of waste streams with similar organisation in order to increase the effect of circular innovations.

- Collaboration with the City of Amsterdam
- Collaboration with Dutch central government
- Collaboration with universities and universities of applied sciences

Bring large-scale efficiency in material production processes in balance with small-scale social effectiveness, taking into account special local circumstances.

Continuous insight into and knowledge of the current market developments for adjustment of chosen approach.

Contract management is constantly aware of market developments through research, benchmarks, articles and discussions with market.

- Closely involved with developments of Dutch central government.
- Use of flexibility of the contract.
- Annual monitoring and adjustment of contract at strategic level.

Optimal use of innovative sorting and processing systems that support objectives.

Objectives

In 2022, there is a monitoring system that provides maximum insight and transparency about input and output figures (kilos, CO2 emissions, transport movements, recycling, redesignation, margin of error.

Strategies

Contracts from transparent processing companies that supply data which provides insight into processing and rejection percentages.

- Set up and maintain waste management system in order to achieve the reuse objectives for packaging.
- Optimal partnership with contracted processing organisation and recyclers.
- Compare data with other similar organisations.
- Insight into current processing techniques used and the incineration percentage.

Objectives

In 2022, the processing of streams is as local as possible taking into account high-quality.

Strategies

Support local initiatives that contribute to a circular economy.

- Use flexibility within contracts with waste processing companies and logistics partners.

Food consumption

Vision

As a university, it is our responsibility to care for the users well. This means, among other things, serving good food. Meat causes more CO^2 emissions than vegetarian alternatives. This is the most important reason for the AHK to restrict meat consumption to a minimum. By including more locally-produced products and reducing animal products consumed, a large portion of the CO^2 emissions can be reduced.

Objectives

The final objective by 2030 will be: 100% sustainable, 0% waste.

Strategies
• Caterers have been instructed to 'increase the sustainability' of their catering to 80-100% vegetarian products from 2022; • Caterers will supply completely vegetarian food for events and meetings, with the option to place a non-vegetarian order (thus 'vegetarian unless') from 2022; • Increase the vegetarian assortment of food to 100% by 2030; • Purchase local food (Beemster, Twiske and Broek in Waterland), as a result of which energy for transport and storage will be saved; • Inform students and employees, and organise workshops; • Information (lectures, posters) about the impact of food on the carbon footprint.

Water

Vision
Due to limited use of drinking water in the buildings of the AHK, the impact on the carbon footprint is almost zero. Nevertheless, the AHK wants to start using even less drinking water in the future.
Objectives
The objective is to reduce water use by 10% by 2025.
Strategies
• Gains can be made, especially in terms of low-grade application, such as flushing toilets. In order to achieve this objective, a water conservation study will be conducted first. In this study, attention will be devoted to the possibility of rainwater collection and wastewater purified by algae. The results will be weighed up, resulting in objectives that will form part of the plan of action. • Communication with regard to how to use drinking water efficiently. • Information (lectures, posters) about the impact of water consumption on the carbon footprint.

Energy

Vision
Equipment and teaching materials are used for educational purposes. The AHK can contribute to its energy consumption, for example by generating energy ourselves with solar panels. At present, 10% of the use is generated by solar panels.
Objectives
Completely CO^2-neutral by 2035
Strategies

- The procurement of green energy will remain necessary for the time being. Energy (gas and electricity) will be purchased by means of a European tendering by Hellemans consultancy as a part of a collective for a large number of schools. Following the market and fixing rates at the most favourable times will ultimately determine 90% of the rate for the following year. Every year of the contract, we look at the most favourable times when the total volume can be fixed in parts for the next year and beyond. The rates for the delivery year are always known in the preceding the delivery year. If the rates for the three coming years are also favourable, they can also be fixed.
- As standard, 17.5% green electricity is purchase via the contract. The remaining 82.5% is made greener by means of green certificates in Dutch wind. In addition, 100% green gas is purchased. This will be maintained until the AHK is completely CO^2-neutraal.

Mobility

Travelling to and from work

Vision
Our employees and students come by bike or with public transport to the locations in the centre of Amsterdam. The AHK does not have its own parking spaces and official cars. Therefore, almost no emission benefits will be achieved in the future within the context of mobility. However, we do see opportunities for the use of bicycles and e-bikes. By responding to this, it may be possible to make less use of public transport.
Objectives
Completely emission-free travel to and between the buildings of the AHK by 2030.
Strategies
• The AHK would like to encourage travelling to and from work by bike. That is why it is possible for employees under contract at the AHK to purchase a bicycle or e-bike with a considerable tax benefit. • Building bicycle parking spots with a charging facility. • The AHK has service bicycles that can be used by employees for transport between the academies. The locations are also within easy reach of each other by foot. • Informing student and employees about use of carbon-burning means of transport. • Information (lectures, posters) about the impact of travelling to and from work on the carbon footprint.

Official trips

Vision
Business flights have a considerable impact on emissions. The number of kilometres flown will have to be reduced. The number of flown km for destinations > 700 km was 2,169,442 km in 2019. When converted into emissions, this is 390,500 kg CO^2.
Objectives
Completely emission-free travel from and to foreign destinations by 2030.

Strategies
• Amend code of conduct: only flying if truly necessary and if it contributes to a better world; • Making trips by train up to a distance of 700 km compulsory; • In the future: all flights taken with sustainable planes; • It is also proposed that the AHK makes compulsory use of CO^2 compensation for flights (KLM CO^2-zero / carbonkiller.org / treesforall.nl). • For official trips that are more than 700 km away from the capital, the guideline from 2022 will be to travel by train instead of flying. • Inform students and employees; • Information (lectures, posters) about the impact of flying on the carbon footprint.

Electronic equipment

Vision
Electronic equipment, such as ICT hardware and audiovisual equipment, produce a considerable amount of waste worldwide. This can be substantially reduced if these resources are treated differently.
Objectives
The AHK already has equipment in use that is partly circular. Within 4 years, all equipment will be evaluated and provided with a label. In this context, we will also examine whether a longer service life is one of the options for the (energy-efficient) equipment. By 2026, the useful life of electronics within the AHK will be extended by at least 25%.
Strategies
• With every invitation to tender/procurement, the energy-efficiency of the product concerned must be examined and the most energy-efficient product must be purchased. • All electronic equipment will be evaluated and possibly replaced by a circular solution at an appropriate replacement time. • The service life of the equipment will be extended by 1 year by extending their depreciation period.

Furniture

Vision
To ensure there is a reduction in the primary raw material consumption up to and including 2030, renewable materials must be used and existing furniture must be reused as much as possible.
Objectives
Before 2030, furniture will be replaced with more environmentally-friendly alternatives at appropriate times and if actually necessary.
Strategies
• By way of example, today's furniture is often treated with non-renewable melamine. New furniture can be fitted with table tops made from fast-growing types of wood that prevents the use of melamine. • New furniture to be purchased is second-hand. • Disposal of furniture will be done by a circular processor.

- In the case of replacement/disposal, furniture will first be offered via the AHK (internal) marketplace.

Building materials

Vision

Construction projects use a lot of new materials. This is undesirable in a circular economy. In order to ensure that more use is made of circular materials in the future, it is important to develop and implement policies for this.

Objectives

Companies will be required to work in a circular way for all construction projects in 2022.

Strategies

Some examples of this include reuse of cable ducts, circular frames, concrete that is made from old concrete and circular light fittings. If the use of new materials turns out be unavoidable, these materials must be selected in such a way that they can be easily recovered after use and reused elsewhere in accordance with the principles of the circular economy.

Plants and biodiversity

Vision

Biodiversity is a hot topic. Bees and bumblebees are declining in numbers and butterflies are rarely seen anymore in the built environment. By introducing plants and shrubs around and on the buildings, the biodiversity will be increased.

Objectives

The aim is to have 15% green facades and facade gardens by 2024

Strategies

- Accommodation and management will install facade gardens and green facades in collaboration with the City of Amsterdam.

Healthy climate

Vision

A healthy climate in the workplace is important to ensure employees and students perform to the best of their abilities. It improves the appearance of the building and contributes to a pleasant learning and work environment. The areas around the facades and on the roofs are under development. By putting this in place, there will be more greenery in the direct vicinity of the academies. The work climate in the building can also be improved through placing more greenery and better ventilation.

Objectives

By 2026, plants will be placed at as many workspaces of students and employees as possible.

Strategies
• A list of where plants can be placed will be created per building. • Academies and the Service Bureau will place plants.

Circular procurement

Vision
Circular procurement assumes a different, more functional outlook on needs, where performance is often the main focus and as a result of which the notion of 'property' is viewed differently. Other revenue models, such as Product-as-a-Service offers (as we already do with our printers) or buy-buyback agreements help with that. The AHK has undertaken to practice sustainable procurement as much as possible. That means that the AHK now explicitly takes sustainability criteria into consideration with all its tendering procedures. These criteria can be found in the Socially Responsible Procurement (*Maatschappelijk Verantwoord Inkopen*, MVI) criteria tool: MVI-criteria
Objectives
With its procurement policy, the AHK will give substance to its exemplary role and in any case make a demonstrable contribution to achieving the objective for a climate-neutral (ultimately energy-neutral) AHK by 2035 and a circular economy.
Strategies
When purchasing, the AHK will consider aspects related to sustainable procurement. This will be expressed, among other ways, through: • During the product and market analysis, the AHK will identify and list which works, supplies and services take sustainability into account. • Sustainability criteria will be included in the tender documents (for example in the selection and award criteria) and in the agreement to be concluded. • The AHK will apply digital resources to the procurement where possible; • The AHK will monitor the sustainable solutions offered. In this way, it can embed a sustainable solution in the AHK's own organisation and its working method.

Socially Responsible Procurement

Vision
The AHK only wants to do business with entrepreneurs who run their business in a demonstrably socially responsible way. The AHK is sympathetic towards the weaker members of society, because we endeavour to meet our 'social return' obligation (creating more employment opportunities for people at a distance from the labour market). The wide variety of facilities and services, and the daily use thereof, means that there are opportunities during the invitation to tender to make a great impact and this can help raise awareness due to the high visibility for employees. The AHK therefore applies the most recent socially responsible procurement criteria (*MVI-criteria*) to its procurement.
Objectives

With all invitations to tender – which are suitable for this – the AHK requires a social return obligation of at least 2% when granting an assignment.

In certain situations, it is not possible or desirable to apply social return.

- If displacement would occur due to social return;
- If there is no suitable supply in the regional labour market due to the nature of the work;
- If there is no match between supply and demand due to local and regional labour market characteristics;
- If the application of social returns entails disproportionate efforts or costs.

In addition, works, supplies and/or services that come into being or came about under non-acceptable working conditions (such as child labour, forced labour, discrimination of employees, non-payment of a living wage/liveable income) are excluded.

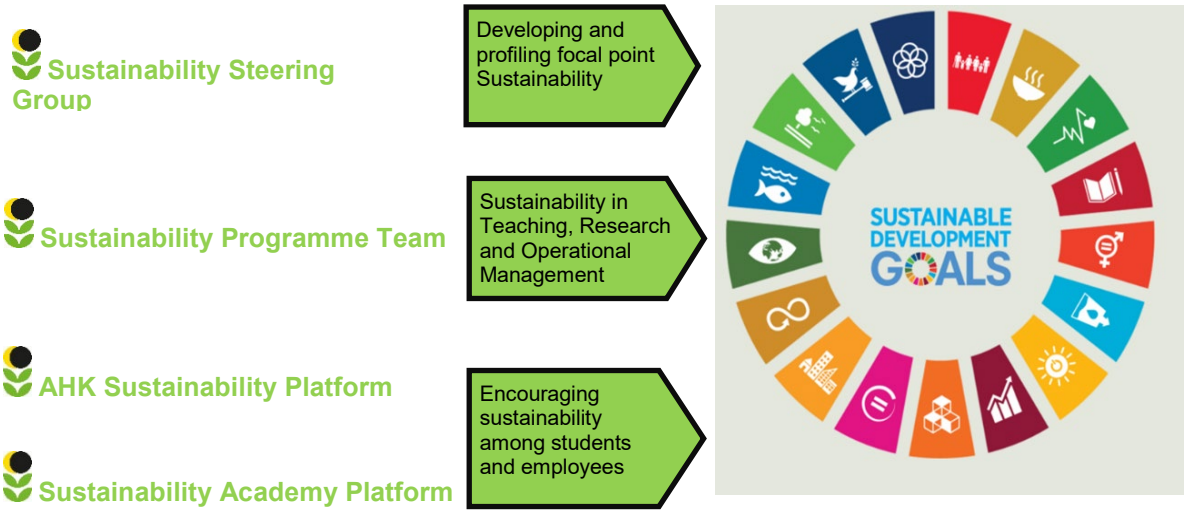
Strategies

- During the product and market analysis, the AHK will identify and list which works, supplies and services take socially responsible procurement into account;
- Socially responsible procurement criteria will be included as standard in the tender documents (for example in the selection and award criteria) and in the agreement to be concluded.
- The AHK will monitor the socially responsible procurement solutions offered. In this way, it can embed this solution in the AHK's own organisation and its working method.
- include the social return obligation of at least 2% when granting an assignment as standard in the schedule of requirements.

4. Governance

In order to be able to guarantee successful implementation of the defined sustainability projects, in accordance with the timeline in the road map, the governance of the sustainability policy and the corresponding projects is essential. This chapter describes a working method for the governance of the projects in the sustainability policy of the AHK.

Four parties within the AHK are actively working on making the University more sustainable. They are striving for an educational community in which students and employees work together on an economically, ecologically and socially sustainable future with the 17 sustainable development goals of the UN as guiding principle.



Sustainability Steering Group

The AHK Sustainability Steering Group consists of, among others, the Executive Board and all directors. The Steering Group develops and profiles sustainability as a focal point within the ambitions of the Amsterdam University of the Arts and works at a strategic level.

Sustainability Programme Team

The Sustainability Programme Team works at executive level on increasing sustainability in research, teaching and the services of the Amsterdam University of the Arts and consists, among others, of employees of the academies and the various Service Bureau services. The Sustainability Platform can function as sounding board for the Programme Team.

Two programme sub-teams have been put together within the AHK:

- **Teaching and Research**
  The sub-team Sustainable Teaching and Research (*Duurzaam Onderwijs en Onderzoek*, DOO) links sustainability issues to teaching. Examples of this include drawing up the sustainable minors, holding workshops about the SDGs, giving a sustainable touch to the invitations to tender and discussions with programme committees. The sub-team will consist of teachers, professors and employees from the Teaching and Research services.

EN

- **Operational Management**
  The sub-team Sustainable Operational Management (*Duurzame Bedrijfsvoering*, DB) links sustainability issues to the facilities processes and accommodation of the academies and services of the AHK. The sub-team will consist of employees from the academies and services of the Service Bureau.

AHK Sustainability Platform

In 2012, a Sustainability Platform (*Duurzaamheidsplatform*, DZP) was established consisting of employees and students, the aim of which is to increase awareness regarding sustainability among students and staff. The Sustainability Platform works on the basis of a targeted approach driven by students and employees. The AHK Sustainability Platform consists of six students and six employees, including teachers from the various academies.
The students will be added as a sounding board to a Programme Team with their own focus area. A specialist from the Programme Team will initiate the meetings.
The main task of the Sustainability Platform is to raise awareness and communicate the activities related to the theme of sustainability.
The Sustainability Platform is led by the Sustainability Coordinator and supports the Sustainability Programme Team with activating, supervising and facilitating sustainability within the Amsterdam University of the Arts and is responsible for the budget. The Sustainability Platform falls within the CA&I service hierarchically. The sub-teams report on the progress to the Sustainability Platform. In addition, the Programme Team and the Sustainability Platform stimulate and support projects of employees and fellow students. Sustainable initiatives of students, employees and alumni can also be submitted here.

Sustainability Academy Platform

Every academy has its own Sustainability Academy Platform, which consists of employees and students. The Academy Platform acts on the instructions of the Management in activating, supervising and facilitating sustainability within the academy. Students in the Sustainability Academy Platform also form part of the Academy Council. They also stimulate and support projects of employees and fellow students and consult with the Management about this. One student and one employee per academy serve in the AHK Sustainability Platform.

Annual Sustainability Conference

An annual Sustainability Conference will be initiated in which all the above-mentioned parties will be invited to provide their input and in which knowledge is exchanged.
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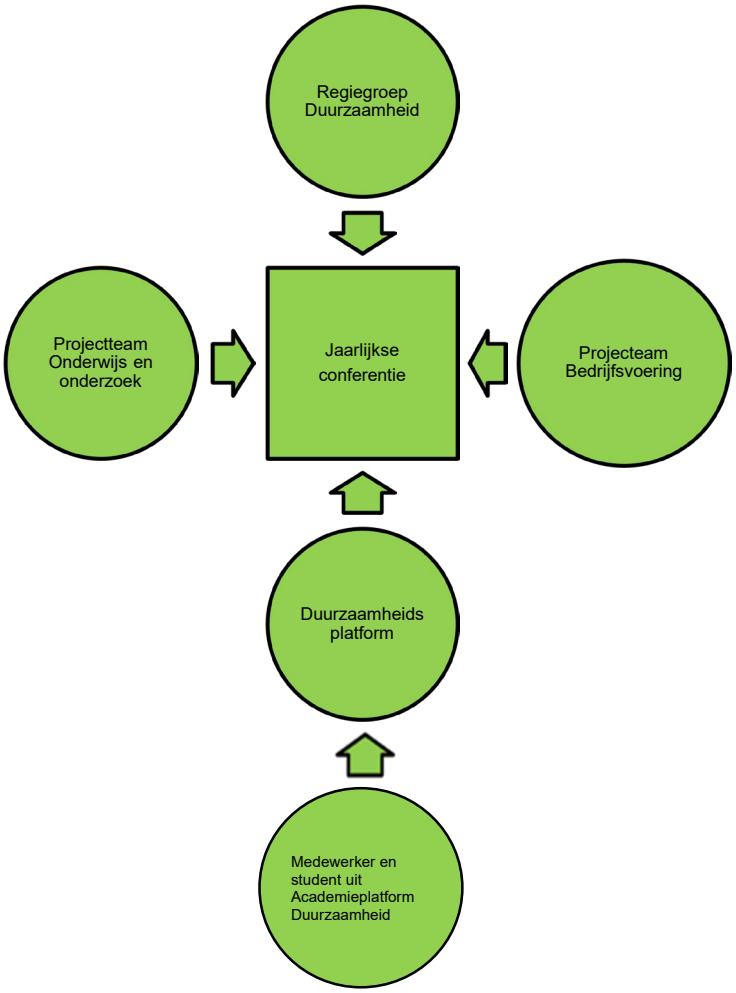
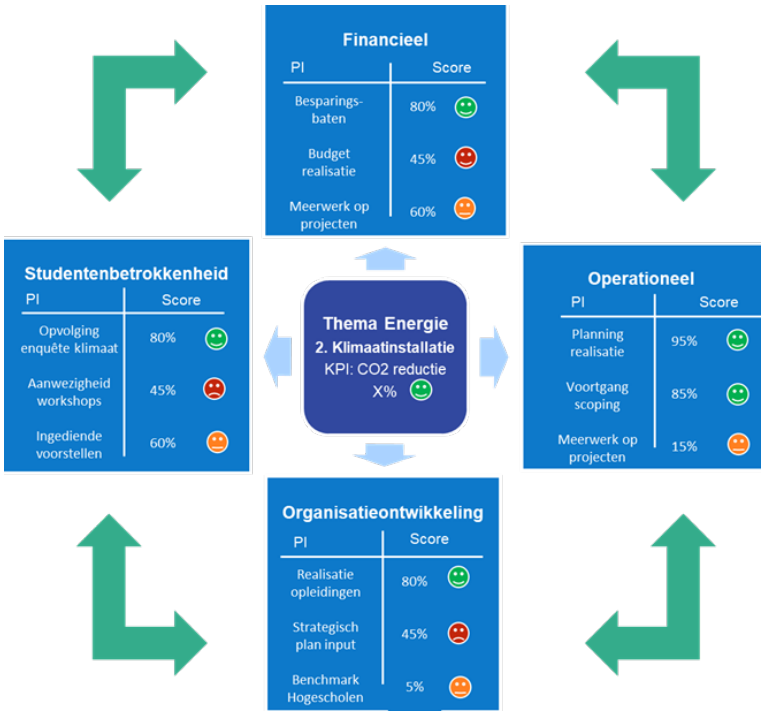

Regiegroep Duurzaamheid
Projectteam Onderwijs en onderzoek
Jaarlijkse conferentie
Projecteam Bedrijfsvoering
Duurzaamheids platform
Medewerker en student uit Academieplatform Duurzaamheid

5. Key Performance Indicators

Managing the sustainability projects is an important task that is necessary in order to achieve the envisaged objectives. In addition, it is important to monitor the progress of projects in an appropriate manner. A frequently-used method for this is the Balance Scorecard, developed by Kaplan & Norton (2005). Although originally a methodology aimed at marketing strategy, this approach is also applicable to managing sustainability projects. The essence of the Balanced Scorecard method is not only to evaluate projects based on the direct (financial) result, but to offer room for different objectives and/or performance indicators per project.

The strength of this model, in combination with the Sustainability Road Map, is that a Balanced Scorecard takes the vision and ambitions of the organisation as starting point and you subsequently translates this into performance indicators for the projects. In this way, it is possible to weigh up per theme or even at project level whether a different division of evaluation factors will be used to monitor the project. In addition to this choice of indicators, a weighting can also be determined per factor, depending on the importance that the organisation attaches to the indicator concerned. Together, this forms a weighted (balanced) governance framework in which the progress of each project is monitored in a way that directly contributes to the objectives per theme.

Below is a possible layout of a scorecard for a specific theme, which has been drawn up as an example. The figure indicates the relationships that can play a role within sustainability projects and which may be important to the AHK for the successful implementation of the projects.



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