

SUSTAINABILITY POLICY

2021-2025



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MANAGEMENT SUMMARY

This is the sustainability policy for the period of 2021 – 2025. This plan offers a framework with ambitions for sustainable development within Radboud University and Radboudumc.

Radboudumc and Radboud University both feel the urgency of contributing to the realisation of the Sustainable Development Goals (SDGs). The fact that both organisations are located on the same campus also makes it logical that they work together when it comes to sustainability. We want to share our knowledge and utilise each other's unique qualities to tackle the complex issues that the world is wrestling with. We strive towards a high degree of societal value creation.

The goals of this sustainability policy are:

- To formulate a clear framework for sustainability that addresses our current issues, consisting of guiding ambitions and goals;
- To strengthen and expedite the sustainability movement through raising awareness and encouraging sustainable behaviour. To offer the people who work, study, reside and collaborate with us the opportunity to collaborate with us the opportunity to contribute to a sustainable future;
- To manage centrally, if doing so is necessary for the sake of achieving our ambitions;
- Prevention is preferable. On this topic, one has to consider, for example, the prevention of unnecessary research, illness, waste and litter;
- To better utilise our unique position and role within the sustainability transition by creating greater synergy between teaching, research, impact, care and management.
- To collaborate more with stakeholders and organisations on innovative solutions, by asking how it can be improved, among other things;
- To better measure and monitor progress and achievements compared to our goals;
- To express our additional value and impact, both internally and externally, with the right interpretation of the concept of 'sustainability';
- To set up a fitting sustainability organisation.

For the period of 2021–2025, we will focus on four guiding ambitions, inspired by the Sustainable Development Goals:

1. Creëer een Gezonde omgeving - Create a Healthy environment
2. Ga voor Klimaatneutraal - Combat Climate Change
3. Werk mee aan Circulariteit - Scale up Circularity
4. Zorg voor Gelijke kansen voor iedereen - Provide Equal opportunities for all.

Both organisations will work together to realise these ambitions for sustainability, unless collaboration is deemed undesirable. In this memorandum, several collective goals are formulated. These goals span several aspects of management, including HR, as well as teaching, research and patient care. Additionally, in the coming period, Radboudumc and Radboud University will formulate their organisation-specific goals and activities within this framework in an implementation programme.

The strategic sustainability policy 2021–2025 is the continuation of Radboudumc's Sustainability plan 2017–2020 and Radboud University's Sustainability agenda 2016.

Preface

Together, we are going sustainable. This is what we, Radboudumc and Radboud University, want to express with our new sustainability policy.

In the coming years, we will intensify our collaboration in the areas of healthy environments, climate, circularity and equal opportunities. We will be working together on these topics as ‘Radbouds’. Where possible, we will join forces in our scientific knowledge, great student and staff involvement, innovative management and care process to bring about the necessary synergy and acceleration.

But we will not just be working together on campus; we will be working together with regional, as well as national and international partners. Through diverse partnerships, we will be sharing knowledge and working together on sustainable systems. The United Nations’ Sustainable Development Goals form our guideline.

With this joint sustainability policy for the period of 2021–2025, we are building on the work of the sustainability movement that has blossomed in our organisations over the past years. It will keep what worked well and shows our ambitions in areas that require more attention. The policy is based on the belief that everyone should be able to contribute toward sustainable developments. For this, we want to create the right terms and conditions. We hope that this policy will provide inspiration for this.

Wilma de Koning, Vice President of the Executive Board of Radboud University
Bertine Lahuis, President of the Executive Board of Radboudumc

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1. Why strive for sustainability?

We want to contribute to solutions for the complex issues that the world is wrestling with, such as climate problems, the degradation of biodiversity, growing inequality in the distribution of wealth, problems in the areas of health and welfare and the scarcity and waste of materials and resources. We will do this by, among other things, sharing knowledge between Radboud University and Radboudumc, collaborating and making use of each other's unique qualities.

An important foundation lies in strategy in both organisations. Radboud University wants to contribute to a healthy, free world with equal opportunities for everyone, and be of both regional and international significance. The strategy 'A significant impact' states the following: *"As a university, we feel a responsibility towards the world we live in. We want to take the lead in contributing to the United Nations' Sustainability Development Goals, and in doing so, contribute to the changes that the world will require in the coming decades. Our broad range of scientific disciplines and the opportunities for multidisciplinary and interdisciplinary research on our campus offer excellent possibilities for this. [...] Students approach issues on sustainability from the perspective of their own discipline. [...] With our research, we respond to the complex problems of today and tomorrow. [...] We strive for a green and healthy campus with a positive impact on climate and circularity. We are taking the lead in this. [...] We make use of modern tools and utilise our 'smart campus' as a 'living lab': a place where we encourage experimentation and innovation, such as on the topics of sustainability and safety."*

Radboudumc has also integrated sustainability into their strategy. Their strategy is as follows: *"Radboudumc wants to take the lead in shaping the healthcare of the future. We do this in a person-centered and innovative way and by collaborating with our network. This way, each patient receives the best care, now and in the future. As Radboudumc, we mark our spot on the horizon. We aim to be a leader in the development of innovative, sustainable and affordable healthcare, that will still be there for our children and our children's children. We want to take on this role, because we think it is our societal and scientific duty."* Sustainability is the central thread across all our activities and the layers of our organisation. It was a conscious decision to incorporate sustainability as a separate pillar in the strategy, especially because of the integral approach to sustainability. Our principle is that 'everything we do, we do sustainably.'

Radboudumc and Radboud University will work together in the area of sustainability, unless collaboration is deemed undesirable. This is not just because we share a campus, but also because we are convinced that this can expedite sustainability. Moreover, this will stimulate multidisciplinary and transdisciplinary research into sustainability issues and integrate sustainability into the teaching.

We feel a responsibility to make everyone aware of their own potential contribution towards a sustainable future. With over 24,000 students, 16,000 staff, over 100,000 patients and thousands of scientific publications and research projects, our impact is enormous. The way in which we will focus our impact on societal value creation is detailed in our ambitions statement for the period of 2021–2025.

In the last few years, both Radboud University and Radboudumc have put a great deal of effort into the area of sustainability, both separately as well as together. Work has been done on raising awareness and support. An array of sustainable activities have been initiated and a certain degree of 'sustainability management' has been set up. Building on this, the goal of the new sustainability policy is:

- To formulate a clear framework for sustainability that addresses these contemporary issues, consisting of guiding ambitions and goals;
- To strengthen and expedite the sustainability movement through raising awareness and encouraging sustainable behaviour. We offer the opportunity for people who work for us, study with us, stay with us and collaborate with us to contribute to a sustainable future;
- To manage centrally, if doing so is necessary for the sake of achieving our ambitions;
- To prevent where possible. On this topic, one has to consider the prevention of unnecessary research, illness, waste and litter, for example;
- To better utilise our unique position and role within the sustainability transition by creating more synergy between teaching, research, impact, care and management;
- To collaborate more with stakeholders and organisations on innovative solutions, by asking how it can be improved, among other things;
- To measure and monitor progress and achievements better compared to our goals;
- To express our additional value and impact, both internally and externally, with the right interpretation of the concept of 'sustainability';
- To set up a suitable sustainability organisation.

Our principle is the collaboration between both institutions in the area of sustainability. To achieve this, several shared goals have been formulated, which are detailed in this plan. Each organisation is independently responsible for the achievement of these goals. These ambitions will furthermore be translated into individual goals and activities in an implementation plan that fits with the specific core activities and the context of the separate organisations. Appendix 1 explicitly describes who is responsible for what.

2. Ambitions

Both organisations consider the United Nations' Sustainable Development Goals (SDGs) to be the leading sustainability agenda, on the basis of which we strive towards the following ambitions, which we contribute to through our research, teaching & impact, in our care and in our management (including staff policy).

Creëer een Gezonde omgeving - Create a Healthy environment

SDG 3 'good health and well-being', 14 'life below water' and 15 'life on land'

We contribute to a healthy earth and vibrant people. We are working on an health-stimulating environment for our staff, students, patients visitors and collaborating partners on our campus and in our chain of organisations. It goes without saying that vitality and health already have strong foundations at Radboudumc, but this also applies to our scientific research and our teaching, for example, in the field of healthy behaviour. The prevention of illness is, of course, our top priority. This knowledge will be linked to issues in our care policy, staff policy and student wellness policy. Furthermore, we are working on our healthy campus in the physical layouts of our buildings, with programmes in service of a healthy lifestyle and through the presence of the Radboud Sports Centre. Within Radboudumc, sustainable care means paying more attention to 'health and behaviour' than to 'illness and care.' Within this ambition, We are not just focusing on making people healthier, but also on creating a healthy earth. We are working on the preservation and restoration of biodiversity and on creating a strong ecosystem to fulfil this ambition. This is done by contributing to knowledge development and solutions in this field, through high-quality scientific research, but also by applying insights gained from this research to our own green campus.

Ga voor Klimaatneutraal - Combat Climate Change

SDG 7 'affordable and clean energy' and 13 'climate action'

We are striving for a clean sky and a healthy climate. We are reducing our emissions of greenhouse gasses as much as possible by, among other things, continually saving energy and making use of more green energy sources within our healthcare facilities and business processes, such as ICT, transport and logistics. We will also utilise our procurement volume to considerably reduce our emissions of CO₂ and other greenhouse gasses. Besides curbing CO₂ emissions, we will also put effort into curbing other greenhouse gasses that are released in our processes. We are contributing to insight and solutions to complex climate-related issues that transcend individual disciplines through scientific research. In this way, our staff and students work in their own way and within their own sphere of influence towards the energy transition.

Werk mee aan Circulariteit - Scale up Circularity

SDG 12 'responsible consumption and production'

We are minimising the use of primary commodities and reduce the waste of resources and food as much as possible. Through our research and teaching, we develop and share our knowledge about circularity and biobased solutions and the accompanying systemic changes. Furthermore, we are working towards this ambition by preventing litter on campus, reusing items or purchasing circularly and by viewing produced waste as a resource for new high-end applications. We use the 10-R¹ model as our source of inspiration for the implementation of circularity. This model favours prevention and avoiding material consumption above, for example, recycling or incineration. With this aim, we are working together with all collaborating partners, from suppliers to users to waste processing

¹ Model developed by Prof. J Cramer, see Appendix 2.

companies. We are aware of the catalysing role we can play in the circular economy's chain of organisation, due to our size.

Zorg voor Gelijke kansen voor iedereen - Provide Equal opportunities for all

SDG 8 'decent work and economic growth' and 10 'reduced inequalities'

We aim to further participation and diversity. We are an open and accessible campus and we strive for sustainable chains of cooperation by making societally responsible purchases. Equal partnership is the guiding principle. This can be seen in the manner in which we encourage encounters and accessibility in our buildings and facilities, as well as in our staff and student file, which serves as a reflection of our society. This way, we involve people who have become distanced from the labour market and we endeavour for diversity and an equal gender distribution. In our research and teaching, we work towards this ambition with the focus being on issues relating to social inequality, gender, diversity and being able to sustainably maintain one's livelihood. We also want to make a positive difference on this topic through procurement, by working together with partners and suppliers who will help prevent wrongdoing and pay an honest price.

We are aware that our collaboration with our environment and partners in the chain of collaboration is necessary to realise our ambitions of sustainability. For this reason, SDG 17 'partnership for goals' has also been added.

Our ambitions integrate the seven themes of corporate social responsibility from NEN-ISO 26000 guideline. ISO 26000 is an international norm that is meant to help organisations and companies worldwide by offering a handle on the implementation of corporate social responsibility. Attention is paid to management of the organisation, human rights, labour practices, the environment, doing honest business, consumer matter and involvement with and the development of a community.

Our ambitions are outlined further in this document, where possible and where it has value, in collective goals for the coming years. These goals cover several aspects of management, including HR, as well as teaching, research and patient care. Besides the collaborative process, umc and University specific sustainability goals will be further developed in an implementation plan. In this way, this memorandum forms the framework for everything we will be doing in terms of sustainability, together and apart.



3. Approach

The aforementioned joint ambitions are realised through an integral approach that adheres to sustainability, with optimal synergy between our core tasks, knowledge and management. In all of our processes, we are putting effort into creating positive value for nature and humanity. Our approach is defined by four characteristics.

Sustainability is not a project, but a continual process.

Our principle is that ‘everything we do, we do sustainably.’ Accordingly, we approach a sustainable Radboud as a process and not a project with a beginning and end. It is a transition towards a sustainable organisation. Personal initiatives and ideas from staff, students, patients and partners will therefore receive ample space. Through organised forms within the sustainability programme, such as testing grounds, living labs and networking, but also unorganised forms and bottom-up approaches, we try to continually manoeuvre faster and more innovatively towards our stated ambitions. Through stimulating campaigns, events and other activities, we work towards heightening the general awareness of sustainability to deeply instil the importance of sustainable thinking and actions in the organisation. Areas where it is necessary will be centrally managed for the sake of achieving our ambitions. We show daring whenever this is necessary and serve as an example for other universities and healthcare institutions. Communication plays an essential role in this.

Sustainability is not possible without partnerships with stakeholders.

We are convinced that entering into partnerships is a key to achieving the necessary sustainability innovations. Partnerships with suppliers, but also with staff, students, patients and other stakeholders. We invite all our stakeholders to challenge us to improve or accelerate our sustainable development. This space is consciously facilitated. We share our knowledge with regional, national and international networks and receive knowledge from outside. We connect to diverse sustainability initiatives and programmes within the city of Nijmegen and the province of Gelderland. Ambassadors receive the space to tell their stories about sustainability. Sustainable initiatives are made visible. This way, we are giving a face to the different topics that we are involved with and encourage internal and external sustainable development. We are accountable to our stakeholders for our activities, which we go about transparently.

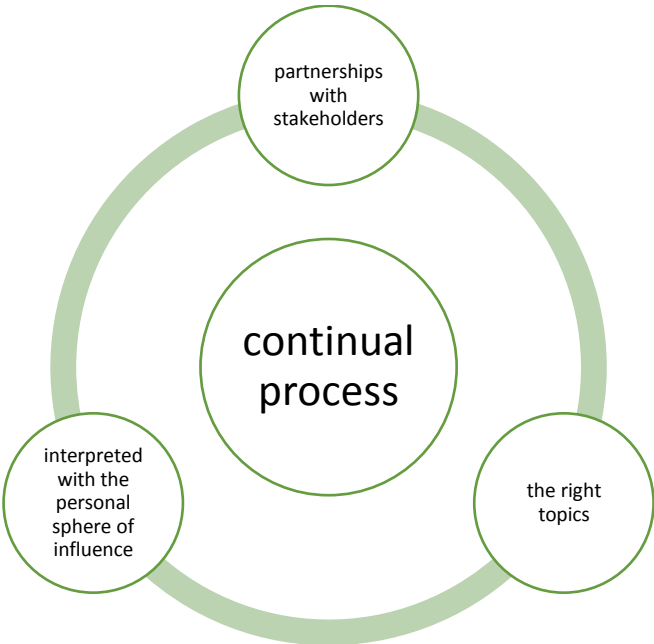
Sustainability means focusing on the right topics.

By researching which societal topics we have an influence on, and by entering into conversations with our stakeholders, both internally and externally, we make sure that we are paying attention to the right topics. This is also an organic process, which will be actualised during the planning period. We make sure that we make an impact on material topics and are accountable for this. We show our progress with measurements and monitoring. Moreover, this creates a good overview of initiatives and projects that we are proud of and will inspire the world, but we are also transparent about our dilemmas and struggles. This serves as an invitation to internal and external stakeholders to think along with us and to help us develop further.

Sustainability is interpreted within personal spheres of influence.

All our departments and faculties contribute by formulating their own goals and developing their own initiatives to realise our guiding ambitions. Because sustainability is integrated ‘within the lines’ this way, it synchronises with the regular planning and control cycle. To practically implement our principle of ‘everything we do, we do sustainably’, attention will be given to sustainable components during all decisions by the Executive Boards. Additionally, research will be done on to what degree sustainability gains can be expressed as value in investments. Funding of sustainable initiatives takes place in this line, due to its integrated nature. At the request of the Boards, through the

framework letter, among other things, the departments and faculties formulate sustainable initiatives in their annual plan that help achieve the four guiding ambitions. Beyond this, both organisations set up an encompassing sustainability programme every year. This programme formulates, for example, awareness-raising projects in service of creating a broad foundation for sustainable development.



4. Shared goals 2021–2025

With the four guiding ambitions serving as the guideline, work groups on the topics of teaching, research and management (including staff policy) have formulated the shared goals of Radboudumc and the University. In these goals, the leading sustainability themes – climate neutrality, circularity, healthy environment and inclusiveness – make a return. Based on these goals, knowledge and experiences are exchanged, joint research is performed, an exchange of best practices occur and a joint direction is determined, where desired.

All these goals need to be achieved by 2025 at the latest, although earlier is better, of course. Our subgoals will be included in annual plans with a logical time frame.

Namely in the field of management and HR, separate goals will be formulated per entity. These can be about management aspects or they can be more ambitious than the parts mentioned in this chapter.

Sustainable teaching

Sustainable teaching forms a meaningful application of our study programmes and teaching for the realisation of our ambitions in the fields of climate, circularity, health and inclusiveness. Our goal is to support our students optimally in their development into critical academics and to prepare them well to take on responsible positions within society. To this end, they interact with issues surrounding sustainability within their own discipline. Besides the depth of their own discipline, we also offer students inter- or multidisciplinary study programmes in which they learn to deal with issues from science and society that require a broader, cross-disciplinary approach. We attach great value to accessibility in this; we are responsible for everyone who wants to and can follow an academic study programme being able to do so.

Beyond the substantive implementation, attention is given to the sustainable approach, the ‘how’. This includes, for example, the prevention of unnecessary material consumption, but also the acquisition of skills that students will need for the transition towards sustainability, such as systemic thinking, ability to effect change, dealing with complexities and learning to cooperate.

Shared goals:

1. All students will interact with sustainability topics during their Bachelor's programme. To this end, attention to sustainability is given a natural place in every course of the compulsory curriculum;
2. In addition, each study programme will offer courses where sustainability is discussed, or even the main subject. There is a striking array of multidisciplinary courses that can be followed by all students of the RU;
3. The awareness of our array of sustainability courses will be enhanced among both students and staff, such as by student information officers;
4. Lecturers and other colleagues involved in the development and implementation of teaching will be encouraged and supported in the integration of sustainability in teaching;
5. The teaching itself will be sustainable too, which is to say that attention is paid to reducing the emission of CO₂, there should be as little waste of materials as possible, the health and well-being of students and lecturers is fostered and encounters, connections and diverse perspectives are given space.

Sustainable research

We feel responsible for the world in which we live. We want to take the lead in contributing to the United Nations' Sustainability Development Goals, and in doing so contribute to the changes that the world will require in the coming decades, which is why we respond to the complex issues of today and tomorrow with our research. The fact that we are a comprehensive university with a dynamic array of research opportunities contributes positively to the above. The combination of scientific disciplines offers chances for multidisciplinary and interdisciplinary research in the fields of healthy environment, climate, circularity and inclusiveness. We actively encourage and facilitate this.

Just as with teaching, we pay attention in research to making the 'how' more sustainable.

Sustainable research aims for a low footprint, prevents unnecessary material consumption and tries to create a healthy and inclusive work environment. ²

Shared subgoals:

1. There will be a thriving network of researchers who – each in their own field – research sustainability issues in a manner transcending disciplines and are focused on collaborating with colleagues and other partners from other fields;
2. Work will be being performed on research projects that tackle issues related to Sustainable Development Goals through cross-faculty collaboration;
3. When writing research proposals related to sustainability, the topic of which scientific disciplines (within or outside the RU) can be involved and investigated to increase the quality and impact of the research.
4. The research itself will also be sustainable. This research aims to lower CO₂ emission and material consumption, to guarantee the health and well-being of researchers and to give encounters, connection and diverse perspectives space.

Sustainable patient care.

Our strategic approach of 'personal and innovative care' is inherently sustainable.

Sustainable care is care that is tenable in the long term. We embrace the philosophy of 'positive health'. This dynamic approach to health (Huber et al., 2011) puts the functioning of people front and centre: 'health is peoples' capacity to adjust and create their own direction in light of the physical, emotional and social challenges of life.' Positive health knows six dimensions: bodily functions, mental functions and experience, the spiritual/existential dimension, quality of life, societal participation and daily functioning. More attention is given to 'health and behaviour' than to 'illness and care'. Prevention and networked care have an increasingly bigger role. The broad view on healthcare also includes integrated medicine: the merging of regular medicine and safe complementary care, the efficacy of which has been proven. The Local Prevention Agreement, signed in October 2019, expresses that Radboudumc and Radboud University stimulate a healthy lifestyle

² Sustainable research has a more broad meaning within the academic context: do we do good research in the right way? These broader notions of sustainable research knows the following principles:

- we establish the correct research priorities;
- we utilise good research design, implementation and analysis;
- information on research methods and findings are accessible;
- the reports are useful and complete.

and keep an eye out for health risks. In practice, diverse projects support patients with a healthy lifestyle.

Sustainable care also means prevention of inappropriate care. Some care has no additional value for patients after all and can even be damaging. Radboudumc encourages healthcare providers to actively enter into a discussion with patients on whether care is necessary and to be cautious with care that has not been proven to hold additional value.

Sustainability and innovation are inseparably connected to each other. Sustainability is, after all, about long-term tenability and innovation can be described as solutions to untenable situations.

The 'Green Deal Sustainable Care for a healthy future' that was signed by the NFU in 2018 confirms and affirms the path we have taken. The Green Deal is focused on:

- Reducing CO₂ emissions;
- Circular management;
- Medication from waste water;
- Creating an environment which improves health.

Contiguous to the Green Deal, Radboudumc [signed the Dutch Policy Paper](#) in 2019 as part of the [Lancet Countdown report on Health and Climate Change](#).

In 2020, Radboudumc added an addendum to the Green Deal, which included several concrete goals.

Goals:

1. Radboudumc has been clearly successful in the field of 'illness prevention';
2. The waste of materials in care, such as medication, has been significantly reduced.

The responsibility for furthering sustainable patient care and achieving the aforementioned goals lies with Radboudumc. Here, too, Radboudumc and Radboud University collaborate to achieve their goals.

Sustainable management

Together, we contribute to a sustainable campus. A sustainable campus is a green campus, where a healthy lifestyle is encouraged. The buildings with their accompanying layouts are sustainable and the environment has a rich biodiversity. Exercise is encouraged through hiking paths and by serving healthy food, for example. The campus radiates that it is place full of consideration, on all fronts, where everyone is welcome. We are constantly working to make it all even more sustainable in accompanying processes, such as procurement and waste processing, but also through our financial policy.

Shared goals:

1. In 2025, a 45% reduction in CO₂ emissions from our gas and electricity consumption will be realised compared to 2017;
2. Campus freight transport will be emission-free;
3. The campus is a low traffic area, which means that in 2025, there will be a 20% reduction in traffic to campus;
4. The emission of CO₂ caused by traffic (commuting, business trips, patient and visitor traffic) has been reduced significantly. We strive towards CO₂ neutral transport in 2030;
5. We will put effort into waste prevention and encourage recycling. We are aiming for a 20% reduction in non-recyclable waste in 2025 compared to 2019 and we will reduce the use of plastic;

6. Consumption will involve as little food waste as possible. Our range of vegetarian and vegan meals will be greatly expanded;
7. Sustainable procurement is something that goes without saying;
8. The buildings, outdoor environment and workplaces have been arranged circularly and in a way that improves health.

Both organisations are independently responsible for the achievement of these goals. Joint working groups have been set up to exchange knowledge and experiences and develop joint activities where possible.

Sustainable HR

As the largest employers in the region, Radboudumc and Radboud University have a great impact on the people that work for them. From a shared vision on sustainable staff policy, both organisations will exchange knowledge and experience more closely in the coming years. In this process, a connection will also be made to the knowledge present within the faculties, such as in the areas of health, behavioural change, stress reduction. Where this is fitting, they will work together to begin projects and research on difficult issues. Our shared ambition is to turn our campus into a healthy and attractive workplace where all talent gets a chance to develop.

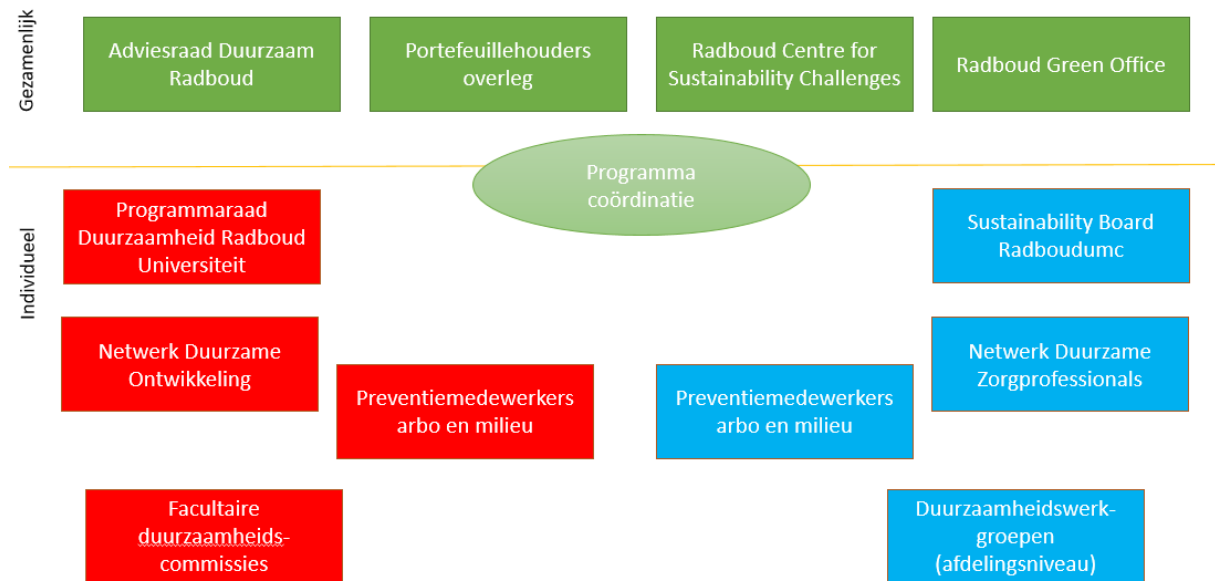
Shared goals:

1. Staff feel healthy and vigorous while working;
2. We are known as an inclusive employer, which means:
 - our staff file is a representation of our society;
 - we reach the goal of 36% women professors;
 - we reach our quota set by the Participation Act for employees and social return on investment;
3. The campus will be experienced as a social, safe haven.

The responsibility in this field lies with the HR department within both organisations.

5. Organisation

As was indicated earlier, it is our principle to include sustainability as much as possible in our existing processes. Sustainability is not seen as something detached from our daily goings-on, but is an integral part of it. Of course, this will not happen of its own accord. It will require coordination and support in the coming years. It is necessary to have a certain degree of ‘sustainability management’ to safeguard progress and to give shape to overarching ambitions and shared goals when the sustainability programmes of both organisations are separate. This is organised as follows:



Programme coordination

The process of formation and the implementation of the sustainability policy in both organisations will be coordinated by people responsible for the programme (the programme director of sustainability at Radboud University and the strategic advisor of sustainability at Radboudumc). They will both work in their own way on the integration of sustainability, together with several organisational units. In addition, as a part of our efforts to intensify our collaboration, we choose to work closely together in our programme coordination. Our goal with this is to continually exchange information and to align the ways in which we both try to fulfil the shared ambitions and goals. Those responsible for the programme have an overview that is as good as possible on all sustainability initiatives of both entities. In addition, we will both put together an annual plan in which is noted which activities will be used to further sustainability and to bring it closer to the ‘line’. The execution of these annual plans is partially invested in the Green office and the sustainability unit of the Department of Occupational Health and Safety and Environmental Service (AMD). Structural staff meetings will take place with them. In this place, the agenda for the Advisory Board and the portfolio holders meeting will be prepared and the activities that need to take place in concert will be established.

Programme organisation

To encourage sustainable thinking and acting in all layers of the organisation, the following consultative structures and networks have been established:

Portfolio holders meeting The members of the Executive Boards of Radboudumc and Radboud University who have sustainability in their portfolios will meet each other three times per year to shape and make decisions on the execution of our shared sustainability ambitions.

Sustainability programme committee and Sustainability Board: The point of these bodies is to guard the organisation-specific sustainability policies by monitoring results, guiding activities within the organisations and mutually creating synergy on relevant topics. Members are representatives of the core functions of the organisations. For the University, these are teaching, research, impact and management and HR. For Radboudumc, these are representatives from the care sector. They are in positions to directly shape the sustainability processes within their spheres of influence when possible, or they fulfil ambassadorial functions within the organisations.

External advisory council for a Sustainable Radboud: The advisory council for a Sustainable Radboud is an independent advisory body that advises the Executive Boards about their implemented and yet to be implemented sustainability policies. The goal of this external advisory body is to support Radboudumc and Radboud University with the realisation of their ambitious sustainability goals. The advisory council is made up of several permanent members that are appointed by the Executive Boards.

Radboud Green Office: The goal of the Green Office is create a more sustainable and greener Radboud campus. The team, made up of a coordinator, several part time student employees and a group of volunteers, realise this by encouraging, involving and supporting the staff of both Radboud University and Radboudumc. The Green Office functions as a support desk for both organisations. Staff and students can go there first and foremost for their questions and ideas in the area of sustainability. The Radboud Green Office also communicates internally about sustainability and the accompanying activities on campus.

Radboud Centre for Sustainability Challenges: The Radboud Centre for Sustainability Challenges (RCSC) is the hub for all research and teaching related to sustainability and the UN's Sustainable Development Goals. It works with a large network of researchers on interdisciplinary activities in this field.

Ambassadors

The great power and impact that our organisations have in the field of sustainability is shaped by the integration of sustainability into our daily processes. The knowledge, ideas and initiatives for this are mostly supplied by our students and staff. Several structures and networks have been created to facilitate and encourage this. Besides the sustainability initiatives by these ambassadors, they also keep a critical eye on the sustainability programme and make sure to keep the sustainability policy innovative and current. Structures in which this movement currently finds expression are, among others:

- The Sustainable Development Network: This network is open to staff and students with expertise in the field of sustainability. The goal of the network is to improve the further integration of sustainable developments in teaching, research and management. The network is comparable to a thinktank that reflects on the question of what current developments and themes mean to us.
- Faculty sustainability committees: in each faculty, there are individuals or groups involved with making the faculty more sustainable. To this end, they meet several times per year and support the faculty board in interpreting the sustainability goals on a faculty level.

- Living labs and Realize your idea: Radboud Green Office tries to encourage bottom-up ideas through student research focused on sustainability issues in management (living labs) and by making a budget available for new initiatives on campus (testing grounds).
- Network of Sustainable care professionals (Radboudumc): this is a group of care professionals who exchange experiences and work together for the sake of sustainable development in the processes of care.
- Prevention Workers for Occupational Health and Safety and Environmental Service (PAM): every department has access to at least one PAM. These PAMs have a signalling function within their department regarding sustainability and are the department's point of contact on this topic. Periodically, PAMs will receive further training. This training will also devote attention to sustainable developments.

Appendix 1 – Separate responsibilities within this sustainability framework of Radboudumc and Radboud University

With the signing of this document, each organisation separately accepts the ambitions, approach, goals and organisations named in this document as their own policy. The goals included in chapter 4 have been formulated in dialogue with directly-involved people from both organisations. This has created the necessary support for cooperation in areas where it makes sense. Both organisations are each responsible for the achievement of these results. Besides this, the in this memorandum included framework of ambitions will be further developed in terms of goals and plans within each organisation in the manner described below.

Radboud University

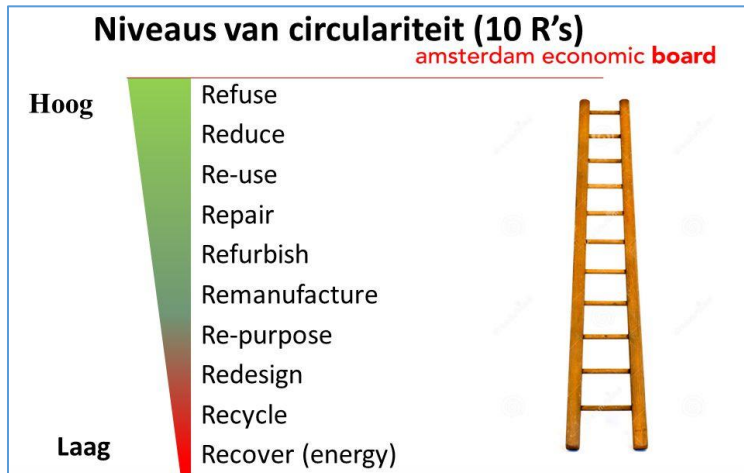
- Management: Division directors of Radboud Services and Faculty will be asked to formulate their own sustainability plan in keeping with the sustainability framework. This will be tested and monitored by means of the regular planning and control cycle, a yearly request in the framework letter of the budget plan and a bi-annual meeting with the programme director.
- HR: The HR division is a policy-making body on sustainable staff policy. Policy and activities in the field will be fed back to the programme director as information they can connect to communications on sustainability.
- Teaching: The further integration of sustainability in teaching will take place based on an implementation plan that has been determined by the Board on 3 November 2020. The implementation of the goals and activities named in the plan will happen in close consultation with those involved in the primary process, such as directors of education, programme coordinators, teaching policy officers, lecturers, USC and the RCSC.
- Research: the further development of interfaculty collaboration in the field of sustainable research will be encouraged by the Radboud Centre for Sustainability Challenges which is in close contact with the programme director. The RCSC also has an overview of ongoing research with impact on the SDGs. Furthermore, the topic will make an annual return in the research directors meeting in which the medical faculty is also represented. Improving the sustainability of research (the 'how') will be stimulated by the programme director of sustainability.
- Impact: Radboud Innovation, Mercator Launch and faculty impact activities will, where possible and where it has value, be linked to sustainability goals. Furthermore, interesting development and projects that could come up in communications of Radboud University will be coordinated.
- Communication: Radboud University is developing their own communications plan in keeping with the strategy. Where this has increased value, there will be collaboration with Radboudumc's corporate communication in specific correspondences.
- Decisions by the Executive Board will be tested on their contribution to sustainability. This will be developed further, both substantively and procedurally.

Radboudumc:

- Management: The Service department and the Bureau of Construction are policy-making bodies when it comes to sustainable management. Policy and activities in this field will be fed back to the strategic advisor on sustainability in service of maintaining oversight on and connection to the sustainability communications.
- HR: HR is a policy-making body on sustainable staff policy. Policy and activities in this field will be fed back to the strategic advisor on sustainability in service of maintaining oversight on and connection to the sustainability communications.
- Patient care: All departments are responsible for the interpretation of the policy framework for their primary process. In the framework letter, department heads are requested to substantiate this interpretation as part of the planning and control cycle. Progress will be monitored in the quarterly meetings.
- Research: The further development of interfaculty collaboration in the field of sustainable research will be encouraged by the Radboud Centre for Sustainability Challenges, which is in close contact with the programme director. The RCSC also has an overview of ongoing research with impact on the SDGs. Furthermore, the topic will make an annual return in the research directors meeting in which the medical faculty is also represented. Improving the sustainability of research (the 'how') will be stimulated by the programme director of sustainability.
- Teaching: The further integration of sustainability in teaching will take place based on an implementation plan that has been adopted by the Board on 3 November 2020. The implementation of the goals and activities named in the plan will happen in close consultation with those involved in the primary process, such as directors of education, programme coordinators, teaching policy officers, lecturers, USC and the RCSC.
- Communication: Corporate Communication will develop their own communication plan in keeping with the strategy. Where this has increased value, there will be collaboration with Radboud University's corporate communication in specific correspondences.
- Decisions by the Executive Board will be tested on their contribution to sustainability. This will be developed further, both substantively and procedurally.

Appendix 2 - 10 R model

We maintain the 10 R model, developed by J. Cramer, as the guiding principle behind the substantiation of circularity.



Explanatory notes:

R1. Refuse and Rethink

- Making a product obsolete by renouncing its function or providing it with a radically different product.
- Intensify product usage (for example by sharing products or by using multifunctional products).

R2. Reduce

Making more efficient use of raw materials by consuming less material during production and usage of products.

R3. Re-use

Re-use of discarded but still good product in the same capacity by a different user.

R4, R5, R6, R7, R8: Repair, Refurbish, Remanufacture and Repurpose

- Repair and maintenance of broken product for use in its previous function.
- Refurbishing and/or modernising old product.
- Using parts of discarded products in new products with the same or a different function.

R9. Recycling

Processing materials into their raw form with the same or lesser quality than the original material.

R10. Recover

Incineration of materials, leading to energy recovery.