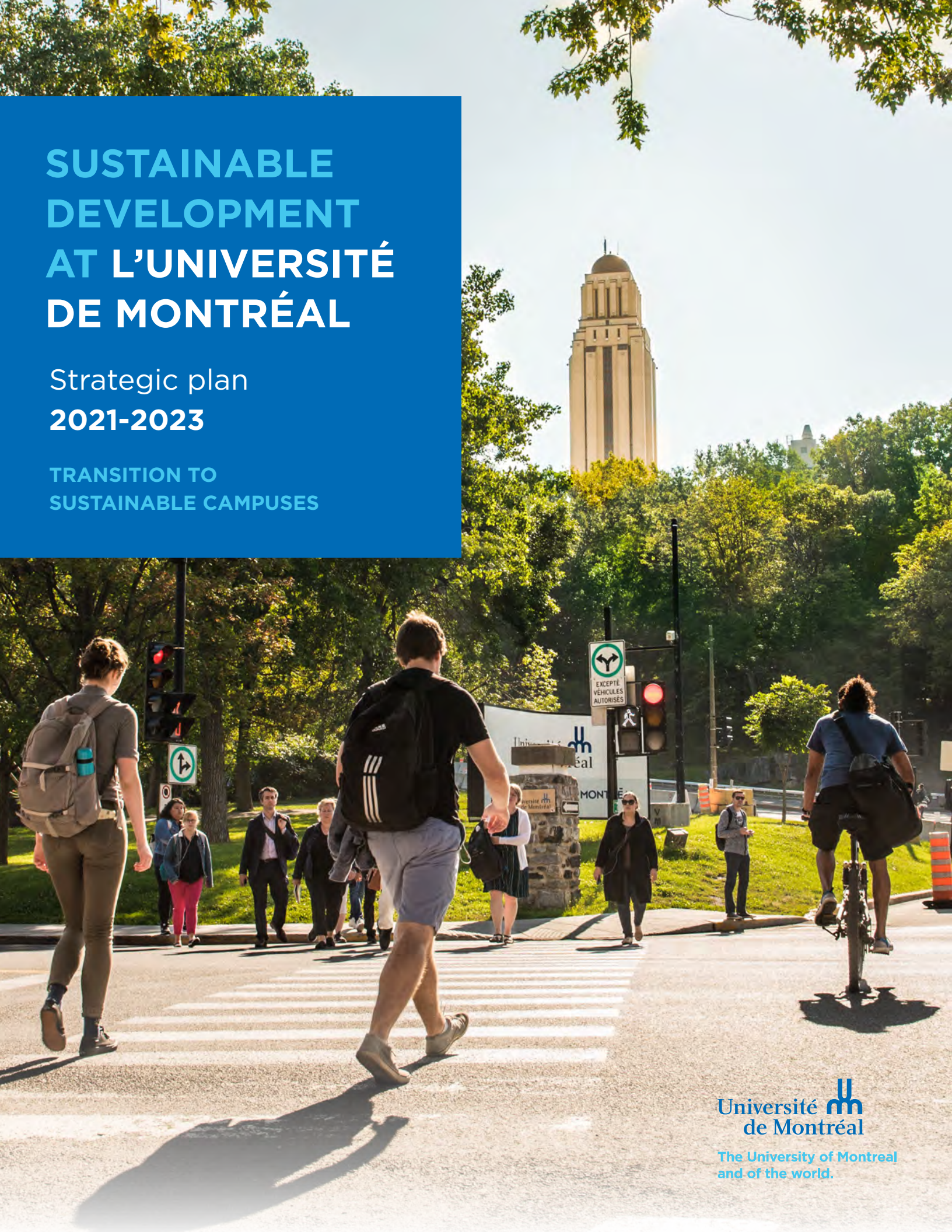


# SUSTAINABLE DEVELOPMENT AT L'UNIVERSITÉ DE MONTRÉAL

Strategic plan  
**2021-2023**

TRANSITION TO  
SUSTAINABLE CAMPUSES



Université   
de Montréal

The University of Montreal  
and of the world.



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**The University of Montreal  
and of the world.**

# A word from the rector



## Taking action now to build the world of tomorrow

Sustainable development will undoubtedly be the biggest challenge we have to face in the next decades. Future generations will judge us based on the actions we take to protect the environment. Will we have the foresight to increase our resilience to climate change, the courage to transform our economies and the wisdom to build a more just and inclusive world?

For several years now, Université de Montréal (UdeM) has demonstrated its deep commitment to sustainable development through exciting initiatives to protect biodiversity, consume responsibly, and implement comprehensive action plans that promote equity, diversity, and inclusion. The first strategic plan aims to speed up the process and lay the foundations for a culture of development that is truly sustainable in the broadest sense. This includes preserving the environment and helping individuals and communities thrive. This culture will permeate all aspects of the University's mission and make our institution a role model for sustainable development.

Our plan is ambitious. It could not be anything else given the importance of this issue and the University's responsibility to prepare young people for the future. If the long months of this pandemic have taught us anything, it is that UdeM can take action quickly and change how it works. We will be guided by clear and measurable objectives, including those of the United Nations' 2030 Agenda for Sustainable Development. All our employees, students, and community partners will be working with us to achieve these goals. It will be an excellent opportunity for us to learn and get to know each other.

All nine of the themes presented in the plan are reminders that the University has a role to play in terms of developing and spreading knowledge about sustainable development. A sustainable world cannot be created without teaching, research, and innovation. I hope that the plan inspires us all to immediately take forceful and resolute action for the good of our children and future generations.

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**Daniel Jutras**  
Rector

# A word from the Vice-Rector of Administration and Finance



## Putting sustainable development at the heart of the University

Several years ago, Université de Montréal (UdeM) decided to make sustainable development one of its core values. The 2021–2023 strategic plan solidifies this commitment to future generations. In addition to integrating sustainable development into its teaching and research activities, the University will follow sustainable development principles in its day-to-day operations and campus development.

Sustainable development is also a key aspect of UdeM's vision for its main campus on Mount Royal over the next 20 years, as shown by the new campus master plan.

Aside from considerably expanding the pedestrian thoroughfares and bike paths at the site, the plan will reduce the number of parking spots and convert some of them into underground parking. This will minimize the number of heat islands on campus and greatly increase outdoor gathering places.

The Vice-Rectorate of Administration and Finance will work hard to implement this strategy with its talented and committed partners.

A significant number of initiatives have already been launched. UdeM recently signed Investing to Address Climate Change: A Charter for Canadian Universities. It is committed to providing its services responsibly and will promote sustainable transport within its community by installing more charging stations for electronic vehicles.

Our transition to sustainable campuses is well underway. We need to stay on course. Everyone's future is at stake.

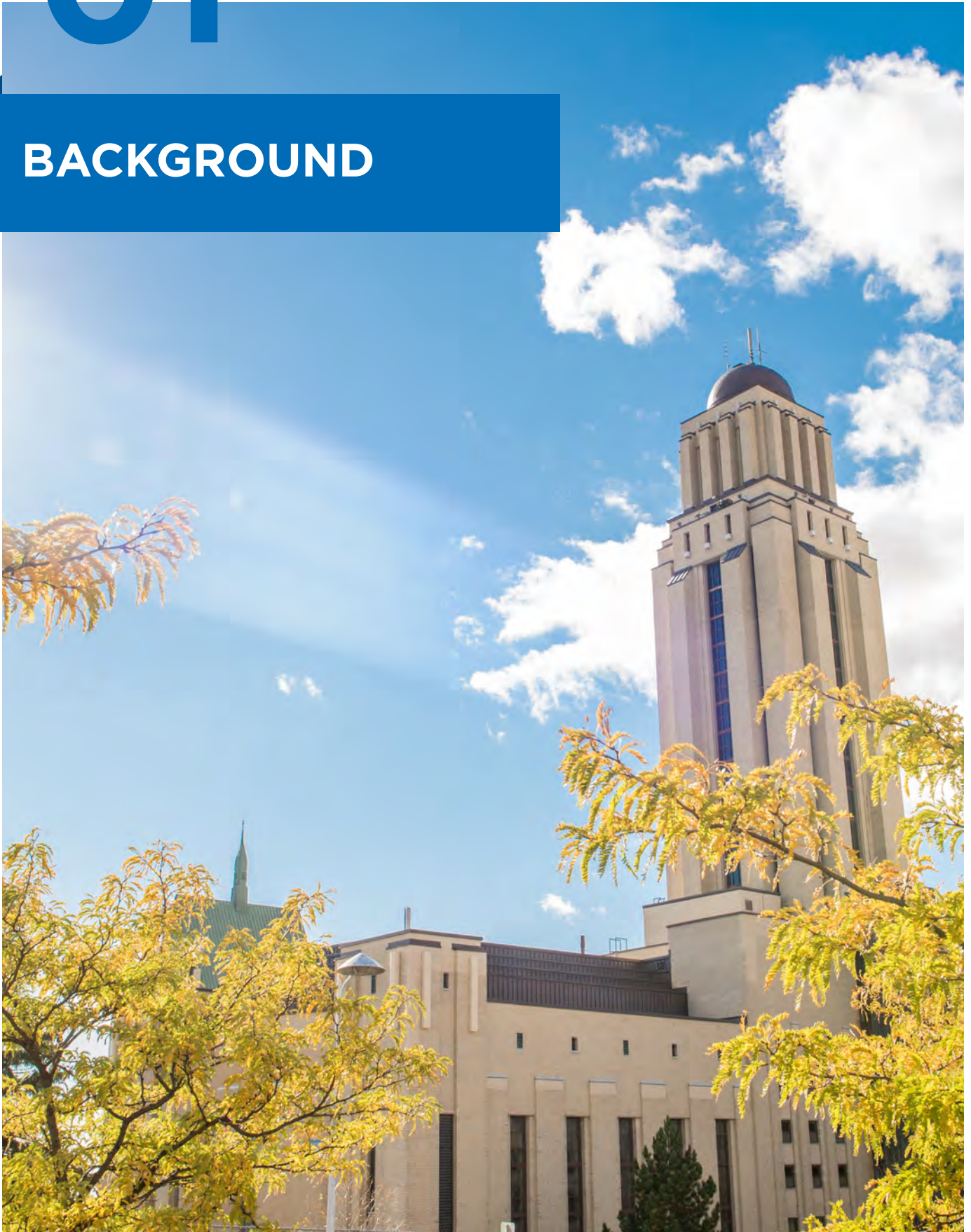
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**Éric Filteau**

Vice-Rector of Administration and Finance

# 01

## BACKGROUND



Université de Montréal (UdeM) first introduced sustainable development into its organizational structure in 2010. But the environment had already been a topic of discussion for several decades. In 1972, after the release of *The Limits to Growth* commissioned by the Club of Rome, the University established its Comité des sciences de l'environnement. The committee's report was submitted to the University Assembly in 1973.

More recently, in 2014, UdeM adopted its **institutional policy on sustainable development**. This document was the result of community consultation and formally established a set of rules and procedures aimed at reducing the University's environmental impact.

In 2015, a team of experts in sustainable development was brought together to create the Sustainable Development Unit. Its role is to promote sustainable development at the University and facilitate its integration. Its members care deeply about this issue and provide the advice, support and tools needed **to help with the transition to sustainability**. The unit quickly forged strong relationships with the student population, faculty members and community. The Sustainable Development Unit does not replace the services involved in sustainable development. Instead, it supports them and coordinates reporting on this issue.

Université de Montréal was evaluated twice using the Association for the Advancement of Sustainability in Higher Education's Sustainability Tracking, Assessment & Rating System (STARS). We received a silver rating in 2016, which we kept in 2019 while increasing our overall score. We're aiming for gold at our third assessment in 2022.



# 02

## MISSION, VISION AND VALUES







## Mission

Encouraging our community and the world to adopt more sustainable practices



## Vision

Building the future: a responsible, engaged, innovative and resilient community



## Values

### RESILIENCE AND CONSERVATION

UdeM serves as a steward of the Mount Royal heritage site, with the goal of preserving its cultural and historic legacy along with its biodiversity.

### RESPONSIBILITY AND INNOVATION

UdeM is an active promoter of science and knowledge, which we share through our activities on campus and in the broader world.

### COMMUNITY ENGAGEMENT

UdeM builds relationships with its surrounding communities and aims to make them more resilient and responsible while promoting civic engagement.

# 03

## PROCESS

In March 2020, the Sustainable Development Unit launched a strategic planning process for the 2021-2023 period.





## Reference model

**The Association for the Advancement of Sustainability in Higher Education's Sustainability Tracking, Assessment & Rating System** is used by most universities around the world to evaluate their performance with respect to sustainable development. UdeM has already been evaluated twice under this system.

Our strategic framework was greatly influenced by the format proposed by STARS, making it easier to assess UdeM's sustainable development performance based on established criteria.

## The UN Sustainable Development Goals

In an increasingly globalized world where social, economic and environmental issues affect the entire planet, Université de Montréal must take a stand and help respond to the global challenges we face.

In September 2015, Canada and other United Nations member states adopted the 2030 Agenda for Sustainable Development. This plan sets out the targets to be achieved by 2030 to meet the challenges posed by the environmental crisis we're living through.

**These targets take the form of 17 Sustainable Development Goals (SDGs), which provide a common basis for mobilizing all sectors of society.** Universities fall directly within the remit of Goal 4, which asks all organizations to ensure that every child has access to quality education under equitable conditions and to promote learning opportunities throughout their lives. Outside of this goal, which is directly related to a university's main purpose, there are many possible avenues to work toward achieving the other SDGs: through our activities in relation to our student population, employees and community and the way we manage our buildings and their natural environment, to name just a few.

**Université de Montréal has committed to working toward each of the UN Sustainable Development Goals<sup>1</sup>.** Consequently, for each SDG, we have identified one or more targets specific to our activities.



## Implementation

To simplify implementation of the strategic plan, **each of its themes is handled by a working group with a lead who is responsible for the issue.** These groups are made up of various stakeholders from UdeM's administration and community, as well as external collaborators.

Their responsibilities include establishing timelines, initiatives and monitoring indicators. Each working group must submit its recommendations to management for approval. The lead is responsible for presenting a progress report to management on the group's strategic theme alongside the Sustainable Development Unit.

1. See UdeM's commitments regarding the SDGs in Appendix 2.



# 04

## PRIORITIES

For 10 years, Université de Montréal has been expanding our initiatives to fight climate change. This sustainable development strategy will help us identify, **update and define** the processes that will give our institution all the resources it needs **to measure** its performance, then **assess** its ability to act in the current environment and make changes that will set the stage for achieving ambitious long-term goals.

Université de Montréal's 2021-2023 sustainable development strategy is the precursor to a long-term strategy planned for 2024, which will be prepared through a participatory process that involves its student population, faculty members and community.





## Upgrading processes

This strategy is a transitional exercise aimed at bringing together the resources required to meet the needs expressed by our community. It will upgrade operational and decision-making processes to better measure and evaluate the actual impact of our initiatives.



## Establishing benchmarks

The processes set up will provide us with benchmark data. We will use this data to quantify our performance, measure our progress toward our targets and adopt a resilient approach so we can achieve them.

# 05

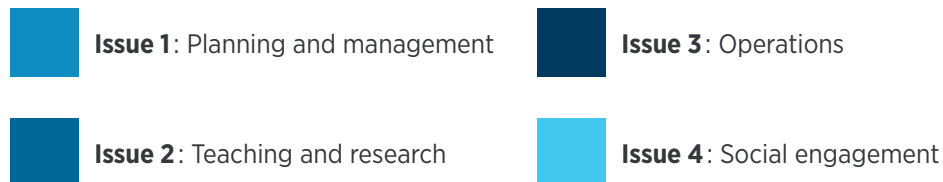
## STRATEGIC THEMES

The plan is structured around nine strategic themes grouped into four issues inspired by the STARS framework. These themes emphasize the various sectors in which the University can use its influence to promote sustainable development on its campuses and in its community. Each issue brings together cross-sectoral principles that have been broken down into 23 priorities and 44 goals.





# NINE STRATEGIC THEMES DIVIDED INTO FOUR MAIN AREAS

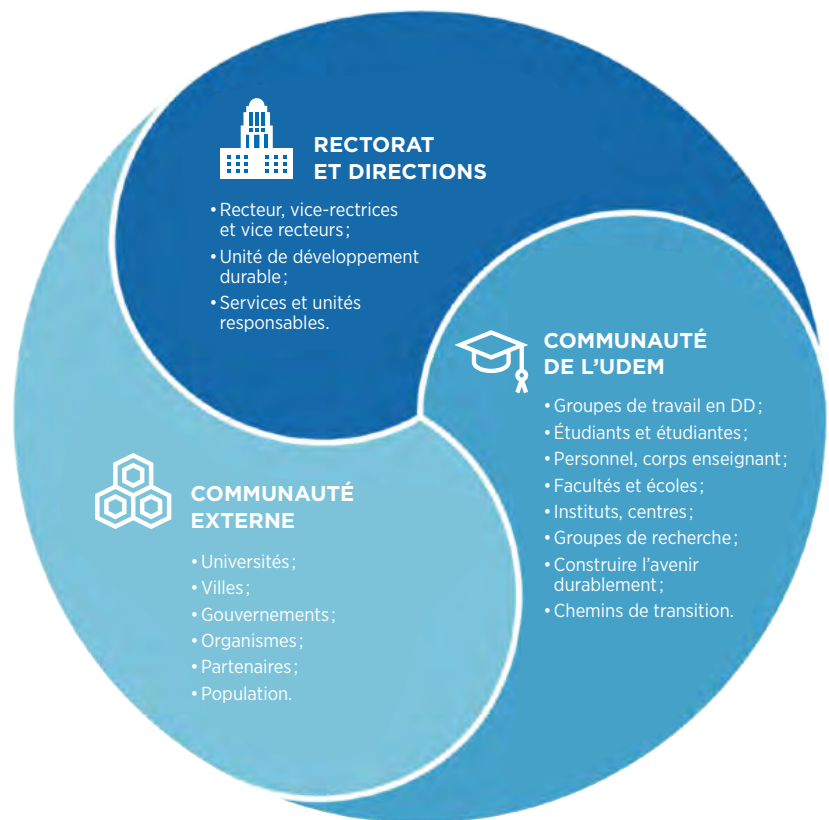


<b>THEME 01</b> Facilitating the integration of sustainable development principles <b>PRIORITIES :</b> <ul style="list-style-type: none"> <li>• Sustainable development planning and management;</li> <li>• Sustainable development leadership;</li> <li>• Equity, diversity and inclusion;</li> <li>• Responsible investment.</li> </ul>	<b>THEME 02</b> Helping integrate sustainable development into our training and research <b>PRIORITIES :</b> <ul style="list-style-type: none"> <li>• Integrating sustainable development into our teaching;</li> <li>• Integrating sustainable development into our research.</li> </ul>	<b>THEME 03</b> Fighting climate change <b>PRIORITY :</b> <ul style="list-style-type: none"> <li>• Ecological impact of all activities (greenhouse gases and carbon footprint).</li> </ul>
<b>THEME 04</b> Managing our properties sustainably <b>PRIORITIES :</b> <ul style="list-style-type: none"> <li>• Natural resources;</li> <li>• Waste;</li> <li>• Certified buildings;</li> <li>• Construction, renovation and demolition;</li> <li>• Built environment.</li> </ul>	<b>THEME 05</b> Promoting sustainable mobility <b>PRIORITIES :</b> <ul style="list-style-type: none"> <li>• Commuting;</li> <li>• Greening our vehicle fleet;</li> <li>• Professional travel.</li> </ul>	<b>THEME 06</b> Greening our campuses and protecting biodiversity <b>PRIORITIES :</b> <ul style="list-style-type: none"> <li>• Developing and greening our landscape;</li> <li>• Biodiversity and protection of our natural environment.</li> </ul>
<b>THEME 07</b> Adopting responsible procurement practices <b>PRIORITY :</b> <ul style="list-style-type: none"> <li>• Responsible procurement.</li> </ul>	<b>THEME 08</b> Adopting practices that encourage responsible eating and healthy lifestyles <b>PRIORITIES :</b> <ul style="list-style-type: none"> <li>• Responsible eating;</li> <li>• Healthy lifestyles.</li> </ul>	<b>THEME 09</b> Promoting social engagement through leading by example <b>PRIORITIES :</b> <ul style="list-style-type: none"> <li>• Culture and internal engagement;</li> <li>• Community engagement and a civic-minded university;</li> <li>• Philanthropy.</li> </ul>

## Issue 1: Planning and management

Sustainable development is an interdisciplinary concept that touches on various sectors. To move forward, **we must foster dialogue and cooperation between the various stakeholders**, which we call **the sustainable development ecosystem**. This strategic plan aims to strengthen existing relationships while clarifying each party's roles and responsibilities, setting out new ones with stakeholders who will support the transition toward new sustainable models and more resilient communities.

Furthermore, to ensure that the institution's vision of sustainable development is consistent with that of its stakeholders, this exercise will establish processes and working groups that will facilitate discussions and help integrate sustainable practices at Université de Montréal.

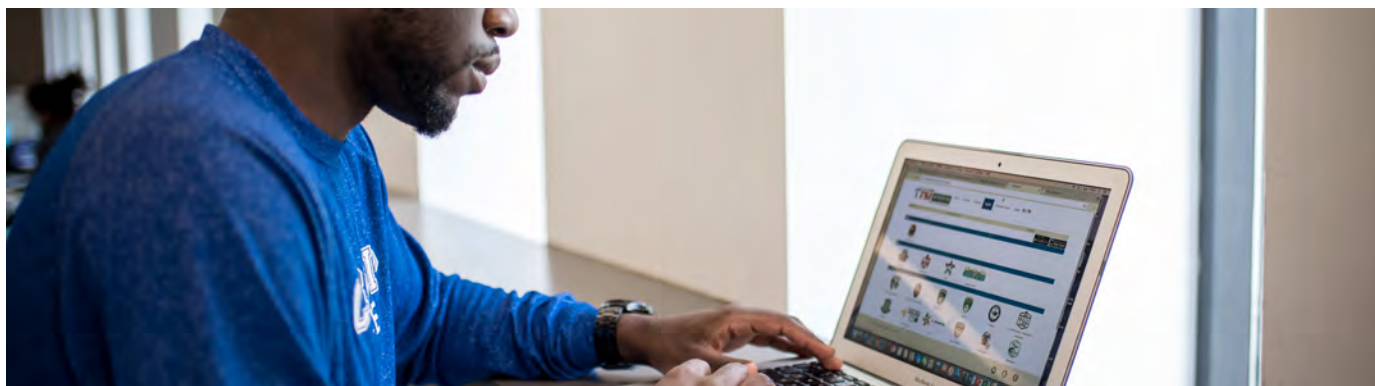


### ROLES AND RESPONSIBILITIES

<p><b>Rector and vice-rectors</b></p>	<ul style="list-style-type: none"> <li>• Adopt sustainable development strategies.</li> <li>• Approve plans and indicators presented by the working groups.</li> <li>• Support the mission of the Sustainable Development Unit.</li> <li>• Promote the sustainable development strategy and expand UdeM's influence through its interactions both inside and outside the institution.</li> <li>• Integrate sustainable development indicators into the University's strategic plan.</li> <li>• Recognize the SDGs as a common basis for our various sectors and use them as a reference point.</li> <li>• Adopt a decision-making tool that includes sustainable development criteria</li> </ul>
<p><b>Sustainable Development Unit</b> An administrative unit in the Vice-Rectorate of Administration and Finance that advocates for the institution's position on sustainable development</p>	<ul style="list-style-type: none"> <li>• Promote and facilitate the integration of sustainable practices at Université de Montréal.</li> <li>• Provide advice, support and tools to promote the transition to sustainability.</li> <li>• Encourage the student population, employees, faculty members and community to participate in sustainable development initiatives and support them in this process.</li> <li>• Coordinate sustainable development reporting and produce annual reports.</li> <li>• Expand the University's influence beyond the borders of its campuses.</li> <li>• Suggest and support innovative solutions related to transition and resilience</li> </ul>
<p><b>Sustainable development working groups</b> Targeted stakeholder groups for each of the strategic themes. Their role is to help achieve the goals of the sustainable development strategy</p>	<ul style="list-style-type: none"> <li>• Share expertise to advance the cause of sustainable development at UdeM.</li> <li>• Establish timelines, initiatives and monitoring indicators.</li> <li>• Present an annual report on progress made on strategic themes with the Sustainable Development Unit.</li> <li>• Share information on sustainable development in their respective networks.</li> </ul>
<p><b>Responsible services and units</b> Administrative units that the strategy has identified as responsible for achieving goals</p>	<ul style="list-style-type: none"> <li>• Appoint a liaison with the Sustainable Development Unit.</li> <li>• Approve goals and indicators related to their sectors.</li> <li>• Propose initiatives and develop an action plan jointly with the Sustainable Development Unit.</li> <li>• Implement the action plan.</li> <li>• Provide the Sustainable Development Unit with data on progress made toward achieving its targets.</li> <li>• Encourage participation in engagement programs set up by the Sustainable Development Unit.</li> </ul>

ROLES AND RESPONSIBILITIES	
<b>Associations</b> Student groups and associations	<ul style="list-style-type: none"> <li>• Rally the student population and address its needs.</li> <li>• Actively get involved in sustainable development in campus life.</li> <li>• Organize sustainable development activities for the student population.</li> <li>• Inform the student population of the measures, innovations, activities and services offered by the University to support sustainable development.</li> <li>• Keep the student population up to date on news related to sustainable development.</li> </ul>
<b>UdeM's student population</b>	<ul style="list-style-type: none"> <li>• Actively get involved in sustainable development in campus life.</li> <li>• Help advance sustainable development through their actions, research and innovations.</li> </ul>
<b>UdeM's employees</b>	<ul style="list-style-type: none"> <li>• Actively get involved in sustainable development in campus life.</li> <li>• Organize sustainable development activities for employees.</li> <li>• Inform employees of the measures, innovations, activities and services offered by the University to support sustainable development.</li> <li>• Participate in engagement programs set up by the Sustainable Development Unit.</li> <li>• Propose innovative solutions that integrate sustainable practices into their activities.</li> </ul>
<b>Faculties and schools</b> Structures responsible for teaching and research, including affiliated schools	<ul style="list-style-type: none"> <li>• Work with the Sustainable Development Unit to implement sustainable development initiatives in the faculties.</li> <li>• Work with the units to promote the cause of sustainable development within the University</li> <li>• Participate in sustainable development training activities (workshops, course creation, etc.).</li> <li>• Identify faculty, areas of research and courses related to sustainable development.</li> <li>• Set up sustainable development initiatives for people in their discipline.</li> <li>• Share their expertise when implementing the sustainable development strategy's initiatives</li> </ul>
<b>Research institutes, centres and groups</b> Research teams associated with UdeM that work on sustainable development issues	<ul style="list-style-type: none"> <li>• Participate in sustainable development training activities (workshops, course creation, etc.).</li> <li>• Help produce knowledge that will help us deal with current and future social, environmental and humanitarian challenges sustainably.</li> <li>• Share the latest news on sustainable development with the Sustainable Development Unit and the community.</li> </ul>
<b>Construire l'avenir durablement (CLAD)</b> Internal think tank created under UdeM's Laboratoire d'innovation with the goal of building a sustainable future	<ul style="list-style-type: none"> <li>• Get researchers working on sustainable development issues in the various areas where Université de Montréal excels.</li> </ul>
<b>Chemins de transition</b> A joint project by Espace pour la vie Montreal and Université de Montréal aimed at engaging with the scientific community, along with the general public and other leading societal forces in the debate on the ecological transition in Quebec	<ul style="list-style-type: none"> <li>• Encourages researchers and students on our campuses to contribute more to discussions surrounding the ecological transition in Quebec.</li> <li>• Stimulates dialogue with civil society stakeholders on issues related to the ecological transition.</li> <li>• Makes it easier to share academic expertise on the transition with a wider audience.</li> </ul>
<b>External community</b> Cities where UdeM buildings are located, other universities, local community organizations and partners in the province, the rest of Canada and around the world	<ul style="list-style-type: none"> <li>• Use the communication channels established by UdeM to open up to its community.</li> <li>• Notify UdeM of the issues and needs of its community.</li> <li>• Propose partnerships to the Sustainable Development Unit and its community.</li> <li>• Ask UdeM to actively participate in community life.</li> <li>• Participate in activities organized by UdeM that are open to the community.</li> <li>• Take advantage of the services that UdeM offers to its community.</li> <li>• Release the sustainable development report.</li> <li>• Highlight and serve as an inspiration for UdeM's areas of expertise.</li> </ul>





## THEME 1: FACILITATING THE INTEGRATION OF SUSTAINABLE DEVELOPMENT PRINCIPLES AT UNIVERSITÉ DE MONTRÉAL

As a responsible member of society, UdeM sets an example in a number of domains. Inspired by an increasing determination to be transparent, inclusive and open, **UdeM wants to launch a dialogue** that will make it possible for our services and members of our community to help develop and implement our sustainable development strategy. A periodical report will ensure we stay accountable and can track the initiatives we have committed to.

Finally, since UdeM has power **to inspire the rest of society** through exemplary, **cutting-edge practices**, we must promote our sustainable development strategy **to encourage innovation** in a context of transition and resilience in the face of climate change.

### PRIORITY: SUSTAINABLE DEVELOPMENT PLANNING AND MANAGEMENT

- > **Goal 1.1:** Strengthening leadership and governance to integrate and advance sustainable development at the University
- > **Goal 1.2:** Monitoring and sharing information on projects and outcomes

### PRIORITY: SUSTAINABLE DEVELOPMENT LEADERSHIP

- > **Goal 1.3:** Recognizing and promoting our sustainable development practices
- > **Goal 1.4:** Staying on the cutting edge of sustainable development by encouraging innovation

### PRIORITY: EQUITY, DIVERSITY AND INCLUSION

- > **Goal 1.5:** Identifying and dealing with barriers to equitable access to higher education
- > **Goal 1.6:** Helping students with risk factors stay in school and succeed academically
- > **Goal 1.7:** Making sure students in all disciplines are prepared to interact and work in highly diverse contexts
- > **Goal 1.8:** Making the University an inclusive workplace that represents the diverse community it serves
- > **Goal 1.9:** Making the University an inclusive living environment that is free from discrimination and represents its diverse community
- > **Goal 1.10:** Diversifying excellence and promoting equity and inclusion in research
- > **Goal 1.11:** Intensifying partnerships with vulnerable groups and connecting them more closely with graduates and donors

### PRIORITY: RESPONSIBLE INVESTMENT

- > **Goal 1.12:** Ensuring that environmental, social and governance (ESG) factors are taken into account when managing the endowment fund's portfolio

## Issue 2: Teaching and research

**Teaching and research on sustainable development inevitably play a part in this strategic plan.** Furthermore, one of our responsibilities as an institute of higher education is to place these issues at the core of our mission. Within the UdeM community, momentum is clearly building in this direction. Of course, this is not a recent development, but the current environment with its multiple ongoing crises is forcing us **to aim higher**.

### THEME 2: HELPING INTEGRATE SUSTAINABLE DEVELOPMENT INTO OUR COURSES AND RESEARCH

Just a few years ago, students enthusiastically welcomed the launch of our graduate programs in environment and sustainable development.

Now, in **response to the growing expectations** of our community and future professionals in this area, we must encourage all disciplines **to incorporate themes related to sustainable development, enhance the student experience** to meet the challenges of our time and turn our campuses into living laboratories for sustainable development.

#### PRIORITY: INTEGRATING SUSTAINABLE DEVELOPMENT INTO OUR TEACHING

- > **Goal 2.1:** Helping expand and integrate sustainable development into our courses and programs of study
- > **Goal 2.2:** Creating a framework that promotes teaching and learning about the principles of sustainable development

#### PRIORITY: INTEGRATING SUSTAINABLE DEVELOPMENT INTO OUR RESEARCH

- > **Goal 2.3:** Helping expand and integrate sustainable development into our research areas

## Issue 3: The ecological and energy transitions, and resilient operating processes

**Fighting climate change is a priority for us. It is a proven fact that we all have to face.** Our operating processes include the way we manage our buildings, the biodiversity that surrounds them, the transportation used to access them, procurement and food. Operating processes represent all activities that support the University's mission. **This issue has the biggest impact by far on the environment.** This is why we'll adopt a series of measures to reduce the greenhouse gas emissions (GHGs) resulting from our activities.

### THEME 3: FIGHTING CLIMATE CHANGE

Fighting climate change and improving our resilience to it is one of the biggest issues of recent years. They greatly influence our habits and **quality of life**. Université de Montréal's energy requirements, fleet of vehicles, food services, commuting and professional travel result in the emission of a substantial amount of CO<sub>2</sub> and nitrogen each year. But we shouldn't let that stop us from **aiming for carbon neutrality by 2040**. This is why UdeM will adopt **a plan for reducing its greenhouse gas emissions**.

#### PRIORITY: ECOLOGICAL IMPACT OF ALL ACTIVITIES

- > **Goal 3.1:** Reducing our greenhouse gas emissions
- > **Goal 3.2:** Reducing the endowment fund's carbon intensity

## THEME 4: MANAGING OUR PROPERTIES SUSTAINABLY

With more than 70 buildings across several campuses in Montreal and elsewhere in Quebec, Université de Montréal operates **a substantial real estate portfolio that's as big as a small city**. Consequently, it is responsible for managing energy, water, waste and buildings. Although the surface area it manages is constantly expanding, its greenhouse gas emissions have barely increased over time.

### PRIORITY: USE OF NATURAL RESOURCES

- > **Goal 4.1:** Making our installations, equipment and materials more energy-efficient
- > **Goal 4.2:** Reducing water consumption

### PRIORITY: WASTE MANAGEMENT

- > **Goal 4.3:** Reducing the production and quantity of waste sent to landfills

### PRIORITY: CERTIFIED BUILDINGS

- > **Goal 4.4:** Obtaining Gold environmental certification or equivalent for all new university construction (LEED, Living Building Challenge, BOMA or other)
- > **Goal 4.5:** Managing building operations and maintenance sustainably

### PRIORITY: CONSTRUCTION, RENOVATION AND DEMOLITION

- > **Goal 4.6:** Building, renovating and setting up locations in an environmentally responsible way

### PRIORITY: BUILT ENVIRONMENT

- > **Goal 4.7:** Reusing and adapting heritage buildings

## THEME 5: PROMOTING SUSTAINABLE MOBILITY

Many of our campuses are a legacy of the past, and were built to be travelled around by car. But bike paths and better public transit services encourage our community **to adopt sustainable transportation methods**, thereby minimizing the inconveniences related to cars on campus and in surrounding areas. It's clear from the percentage of commuters using these methods: the use of single-occupant vehicles has fallen sharply over the last 10 years, while the use of car sharing, cycling, walking and public transit has risen.

### PRIORITY: COMMUTING

- > **Goal 5.1:** Increasing the percentage of commuters using active and shared transport

### PRIORITY: GREENING OUR VEHICLE FLEET

- > **Goal 5.2:** Increasing the percentage of fuel-efficient, environmentally friendly vehicles

### PRIORITY: PROFESSIONAL TRAVEL

- > **Goal 5.3:** Minimizing the impact of professional travel



## THEME 6: GREENING OUR CAMPUSES AND PROTECTING BIODIVERSITY

We must help preserve biodiversity and the benefits offered by ecosystems **to make Quebec society more resilient to the consequences of climate change.**

Whether we're talking about deforestation, animal extinction, agriculture or responsible food chains, **biodiversity is currently at the centre of a number of debates.** It's a key issue in sustainable development and in our activities. It affects many areas of our training and research, and any project related to biodiversity is enthusiastically welcomed by our community.

Université de Montréal bears an additional responsibility due to the location of its main campus on **the Mount Royal heritage site.** Biodiversity doesn't stop at the borders of our campuses and cannot be managed without the participation of many stakeholders, especially our neighbours who look after the mountain. It is also clearly designated as a priority for both our municipal and provincial governments.

Biodiversity is a critical part of the University's activities.

### PRIORITY: DEVELOPING AND GREENING OUR LANDSCAPE

> **Goal 6.1:** Planning and maintaining our landscaped areas to reduce their environmental impact

### PRIORITY: BIODIVERSITY AND PROTECTION OF OUR NATURAL ENVIRONMENT

> **Goal 6.2:** Playing an active role in conserving the Mount Royal environment

> **Goal 6.3:** Creating habitats and protecting biodiversity while encouraging social interaction

## THEME 7: ADOPTING RESPONSIBLE PROCUREMENT PRACTICES

Responsible procurement means integrating sustainable development criteria into our processes for purchasing goods and services. The goal is to reduce their impact on the environment, **magnify their positive social impact** and **strengthen the economic sustainability** of organizations throughout the product lifecycle.

Already, one-time interventions over the years have introduced many clauses and provisions related to sustainable development into some of our bidding processes in areas such as food services, cleaning and paper purchases.

More structured, long-term initiatives are required to develop an approach that is more applicable to all of our purchases of goods and services. This will involve **a code of conduct for suppliers** and service providers, a responsible procurement policy, the automatic inclusion of sustainability criteria in our bidding processes and the establishment of more business relationships with **social economy businesses.**

### PRIORITY: RESPONSIBLE PROCUREMENT

> **Goal 7.1:** Purchasing supplies of products and services that meet sustainable development criteria

> **Goal 7.2:** Purchasing more from suppliers and service providers in the social economy sector

> **Goal 7.3:** Disposing of surplus goods through processes that promote the circular economy



## THEME 8: ADOPTING PRACTICES THAT ENCOURAGE RESPONSIBLE EATING AND HEALTHY LIFESTYLES

Whether the issue is our taste for exotic foods shipped from faraway places, factory farming practices for our favourite proteins and the nutritional value of what we eat, there are a number of possible changes we can make **to reduce the impact of our food consumption habits** on our resources, societies and health. The University has an important role to play in this respect and can take action on the campus food supply and the services offered to our community **to help people adopt healthy lifestyles**.

### PRIORITY: RESPONSIBLE EATING

- > **Goal 8.1:** Offering healthy, responsible products on our campuses
- > **Goal 8.2:** Increasing the supply of food produced on our campuses
- > **Goal 8.3:** Combating food insecurity
- > **Goal 8.4:** : Shrinking the environmental impact of foods and practices

### PRIORITY: HEALTHY LIFESTYLES

- > **Goal 8.5:** Providing a healthy living environment and promoting wellness for all



## Issue 4: Social engagement

Current circumstances require us to intensify this aspect of university life. Although our previous commitments were made on an ad hoc basis, **we should now develop our full potential in terms of social responsibility**. The University must serve **as a channel for promoting responsible values and civic engagement**. The ultimate goal is to evolve from an institution with targeted initiatives into a civic-minded university that engages with its community and the world.

### THEME 9: PROMOTING SOCIAL ENGAGEMENT THROUGH LEADING BY EXAMPLE

Engagement is part of the University's DNA. From our admissions process to the work of our researchers, professionals and teachers, engagement is implicit in the University's mission in society: spreading knowledge. **There are many examples of how we engage with the community**. Our students take care of dogs for homeless people, help newcomers learn French, distribute free food to colleagues faced with food insecurity.

But more than that, **engagement is a crucial part of the student experience**, just as it adds meaning to the day-to-day lives of thousands of employees, whether on our campuses or in the community. In terms of sustainable development, biodiversity has certainly played an important role in mobilizing via group volunteer activities or urban farming. More recently, the creation of the Éco-Leaders group has led to **a new kind of engagement** among students aimed at **helping transform our behaviours**.

#### PRIORITY: INTERNAL CULTURE AND ENGAGEMENTS

- > **Goal 9.1:** Supporting members of UdeM's community
- > **Goal 9.2:** Encouraging engagement at UdeM
- > **Goal 9.3:** Nurturing a give-and-take relationship with our community

#### PRIORITY: COMMUNITY ENGAGEMENT AND A CIVIC-MINDED UNIVERSITY

- > **Goal 9.4:** Maintaining dialogue with local and international stakeholders
- > **Goal 9.5:** Supporting the dissemination and promotion of our culture both on and off our campuses

#### PRIORITY: PHILANTHROPY

- > **Goal 9.6:** Promoting sustainable development through philanthropy



## APPENDIX 1 : UDEM'S 44 GOALS

<b>1</b>	<b>GOAL 1.1</b> Strengthening leadership and governance to integrate and advance sustainable development at the University	<b>13</b>	<b>GOAL 2.1</b> Helping expand and integrate sustainable development into our courses and programs of study
<b>2</b>	<b>GOAL 1.2</b> Monitoring and sharing information on projects and outcomes	<b>14</b>	<b>GOAL 2.2</b> Creating a framework that promotes teaching and learning about the principles of sustainable development
<b>3</b>	<b>GOAL 1.3</b> Recognizing and promoting our sustainable development practices	<b>15</b>	<b>GOAL 2.3</b> Helping expand and integrate sustainable development into our research areas
<b>4</b>	<b>GOAL 1.4</b> Staying on the cutting edge of sustainable development by encouraging innovation	<b>16</b>	<b>GOAL 3.1</b> Reducing our greenhouse gas emissions
<b>5</b>	<b>GOAL 1.5</b> Identifying and dealing with barriers to equitable access to higher education	<b>17</b>	<b>GOAL 3.2</b> Reducing the endowment fund's carbon intensity
<b>6</b>	<b>GOAL 1.6</b> Helping students with risk factors stay in school and succeed academically	<b>18</b>	<b>GOAL 4.1</b> Making our installations, equipment and materials more energy-efficient
<b>7</b>	<b>GOAL 1.7</b> Making sure students in all disciplines are prepared to interact and work in highly diverse contexts	<b>19</b>	<b>GOAL 4.2</b> Reducing water consumption
<b>8</b>	<b>GOAL 1.8</b> Making the University an inclusive workplace that represents the diverse community it serves	<b>20</b>	<b>GOAL 4.3</b> Reducing the production and quantity of waste sent to landfills
<b>9</b>	<b>GOAL 1.9</b> Making the University an inclusive living environment that is free from discrimination and represents its diverse community	<b>21</b>	<b>GOAL 4.4</b> Obtaining Gold environmental certification or equivalent for all new university construction (LEED, Living Building Challenge, BOMA or other)
<b>10</b>	<b>GOAL 1.10</b> Diversifying excellence and promoting equity and inclusion in research	<b>22</b>	<b>GOAL 4.5</b> Managing building operations and maintenance sustainably
<b>11</b>	<b>GOAL 1.11</b> Intensifying partnerships with vulnerable groups and connecting them more closely with graduates and donors	<b>23</b>	<b>GOAL 4.6</b> Building, renovating and setting up locations in an environmentally responsible way
<b>12</b>	<b>GOAL 1.12</b> Ensuring that environmental, social and governance (ESG) factors are taken into account when managing the endowment fund's portfolio	<b>24</b>	<b>GOAL 4.7</b> Reusing and adapting heritage buildings

**25** **GOAL 5.1**  
Increasing the percentage of commuters using active and shared transport

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**26** **GOAL 5.2**  
Increasing the percentage of fuel-efficient, environmentally friendly vehicles

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**27** **GOAL 5.3**  
Minimizing the impact of professional travel

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**28** **GOAL 6.1**  
Planning and maintaining our landscaped areas to reduce their environmental impact

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**29** **GOAL 6.2**  
Playing an active role in conserving the Mount Royal environment

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**30** **GOAL 6.3**  
Creating habitats and protecting biodiversity while encouraging social interaction

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**31** **GOAL 7.1**  
Purchasing supplies of products and services that meet sustainable development criteria

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**32** **GOAL 7.2**  
Purchasing more from suppliers and service providers in the social economy sector

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**33** **GOAL 7.3**  
Disposing of surplus goods through processes that promote the circular economy

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**34** **GOAL 8.1**  
Offering healthy, responsible products on our campuses

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**35** **GOAL 8.2**  
Increasing the supply of food produced on our campuses

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**36** **GOAL 8.3**  
Combating food insecurity

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**37** **GOAL 8.4**  
Shrinking the environmental impact of foods and practices

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**38** **GOAL 8.5**  
Providing a healthy living environment and promoting wellness for all

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**39** **GOAL 9.1**  
Supporting members of UdeM's community

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**40** **GOAL 9.2**  
Encouraging engagement at UdeM

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**41** **GOAL 9.3**  
Nurturing a give-and-take relationship with our community

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**42** **GOAL 9.4**  
Maintaining dialogue with local and international stakeholders

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**43** **GOAL 9.5**  
Supporting the dissemination and promotion of our culture both on and off our campuses

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**44** **GOAL 9.6**  
Promoting sustainable development through philanthropy

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## APPENDIX 2 : L'UNIVERSITÉ DE MONTRÉAL AND THE SDGS

UN GOALS (SDGS)	UNIVERSITÉ DE MONTRÉAL GOALS
 <p><b>1 NO POVERTY</b></p>	<ul style="list-style-type: none"> <li>• Goal 1.6: Helping students with risk factors stay in school and succeed academically</li> <li>• Goal 7.1: Purchasing supplies of products and services that meet sustainable development criteria</li> <li>• Goal 7.2: Purchasing more from suppliers and service providers in the social economy sector</li> <li>• Goal 8.1: Offering healthy, responsible products on our campuses</li> <li>• Goal 8.3: Combating food insecurity</li> <li>• Goal 9.1: Supporting members of UdeM's community</li> </ul>
 <p><b>2 ZERO HUNGER</b></p>	<ul style="list-style-type: none"> <li>• Goal 7.1: Purchasing supplies of products and services that meet sustainable development criteria</li> <li>• Goal 8.1: Offering healthy, responsible products on our campuses</li> <li>• Goal 8.2: Increasing the supply of food produced on our campuses</li> <li>• Goal 8.3: Combating food insecurity</li> </ul>
 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p>	<ul style="list-style-type: none"> <li>• Goal 6.1: Planning and maintaining our landscaped areas to reduce their environmental impact</li> <li>• Goal 8.1: Offering healthy, responsible products on our campuses</li> <li>• Goal 8.5: Providing a healthy living environment and promoting wellness for all</li> <li>• Goal 9.1: Supporting members of UdeM's community</li> </ul>
 <p><b>4 QUALITY EDUCATION</b></p>	<ul style="list-style-type: none"> <li>• Goal 2.1: Helping expand and integrate sustainable development into our courses and programs of study</li> <li>• Goal 2.2: Creating a framework that promotes teaching and learning about the principles of sustainable development</li> <li>• Goal 2.3: Helping expand and integrate sustainable development into our research areas</li> <li>• Goal 6.1: Planning and maintaining our landscaped areas to reduce their environmental impact</li> <li>• Goal 6.3: Creating habitats and protecting biodiversity while encouraging social interaction</li> <li>• Goal 9.1: Supporting members of UdeM's community</li> <li>• Goal 9.2: Encouraging engagement at UdeM</li> </ul>
 <p><b>5 GENDER EQUALITY</b></p>	<ul style="list-style-type: none"> <li>• Goal 1.5: Identifying and dealing with barriers to equitable access to higher education</li> <li>• Goal 1.6: Helping students with risk factors stay in school and succeed academically</li> <li>• Goal 1.7: Making sure students in all disciplines are prepared to interact and work in highly diverse contexts</li> <li>• Goal 1.8: Making the University an inclusive workplace that represents the diverse community it serves</li> <li>• Goal 1.9: Making the University an inclusive living environment that is free from discrimination and represents its diverse community</li> <li>• Goal 1.10: Diversifying excellence and promoting equity and inclusion in research</li> <li>• Goal 1.11: Intensifying partnerships with vulnerable groups and connecting them more closely with graduates and donors</li> </ul>



UN GOALS (SDGS)	UNIVERSITÉ DE MONTRÉAL GOALS
	<ul style="list-style-type: none"> <li>• Goal 4.2: Reducing water consumption</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 4.1: Making our installations, equipment and materials more energy-efficient</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 1.12: Ensuring that ESG factors are taken into account when managing the endowment fund's portfolio</li> <li>• Goal 3.2: Reducing the endowment fund's carbon intensity</li> <li>• Goal 7.1: Purchasing supplies of products and services that meet sustainable development criteria</li> <li>• Goal 9.1: Supporting members of UdeM's community</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 1.4: Staying on the cutting edge of sustainable development by encouraging innovation</li> <li>• Goal 4.4: Obtaining Gold environmental certification or equivalent for all new university construction</li> <li>• Goal 4.5: Managing building operations and maintenance sustainably</li> <li>• Goal 4.6: Building, renovating and setting up locations in an environmentally responsible way</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 1.5: Identifying and dealing with barriers to equitable access to higher education</li> <li>• Goal 1.6: Helping students with risk factors stay in school and succeed academically</li> <li>• Goal 1.7: Making sure students in all disciplines are prepared to interact and work in highly diverse contexts</li> <li>• Goal 1.8: Making the University an inclusive workplace that represents the diverse community it serves</li> <li>• Goal 1.9: Making the University an inclusive living environment that is free from discrimination and represents its diverse community</li> <li>• Goal 1.10: Diversifying excellence and promoting equity and inclusion in research</li> <li>• Goal 1.11: Intensifying partnerships with vulnerable groups and connecting them more closely with graduates and donors</li> <li>• Goal 7.2: Purchasing more from suppliers and service providers in the social economy sector</li> <li>• Goal 9.1: Supporting members of UdeM's community</li> </ul>

UN GOALS (SDGS)	UNIVERSITÉ DE MONTRÉAL GOALS
	<ul style="list-style-type: none"> <li>• Goal 4.1: Making our installations, equipment and materials more energy-efficient</li> <li>• Goal 4.5: Managing building operations and maintenance sustainably</li> <li>• Goal 4.7: Reusing and adapting heritage buildings</li> <li>• Goal 5.1: Increasing the percentage of commuters using active and shared transport</li> <li>• Goal 6.1: Planning and maintaining our landscaped areas to reduce their environmental impact</li> <li>• Goal 6.3: Creating habitats and protecting biodiversity while encouraging social interaction</li> <li>• Goal 6.2: Playing an active role in conserving the Mount Royal environment</li> <li>• Goal 7.1: Purchasing supplies of products and services that meet sustainable development criteria</li> <li>• Goal 8.5: Providing a healthy living environment and promoting wellness for all</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 4.1: Making our installations, equipment and materials more energy-efficient</li> <li>• Goal 4.3: Reducing the production and quantity of waste sent to landfills</li> <li>• Goal 4.5: Managing building operations and maintenance sustainably</li> <li>• Goal 5.1: Increasing the percentage of commuters using active and shared transport</li> <li>• Goal 6.1: Planning and maintaining our landscaped areas to reduce their environmental impact</li> <li>• Goal 6.3: Creating habitats and protecting biodiversity while encouraging social interaction</li> <li>• Goal 7.1: Purchasing supplies of products and services that meet sustainable development criteria</li> <li>• Goal 7.2: Purchasing more from suppliers and service providers in the social economy sector</li> <li>• Goal 7.3: Disposing of surplus goods through processes that promote the circular economy</li> <li>• Goal 8.1: Offering healthy, responsible products on our campuses</li> <li>• Goal 8.4: Shrinking the environmental impact of foods and practices</li> <li>• Goal 8.5: Providing a healthy living environment and promoting wellness for all</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 3.1: Reducing our greenhouse gas emissions</li> <li>• Goal 3.2: Reducing the endowment fund's carbon intensity</li> <li>• Goal 4.1: Making our installations, equipment and materials more energy-efficient</li> <li>• Goal 4.5: Managing building operations and maintenance sustainably</li> <li>• Goal 4.7: Reusing and adapting heritage buildings</li> <li>• Goal 5.1: Increasing the percentage of commuters using active and shared transport</li> <li>• Goal 5.2: Increasing the percentage of fuel-efficient, environmentally friendly vehicles</li> <li>• Goal 5.3: Minimizing the impact of professional travel</li> <li>• Goal 6.1: Planning and maintaining our landscaped areas to reduce their environmental impact</li> </ul>
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	<ul style="list-style-type: none"> <li>• Goal 1.1: Strengthening leadership and governance to integrate and advance sustainable development at the University</li> <li>• Goal 1.3: Recognizing and promoting our sustainable development practices</li> <li>• Goal 6.1: Planning and maintaining our landscaped areas to reduce their environmental impact</li> <li>• Goal 6.3: Creating habitats and protecting biodiversity while encouraging social interaction</li> <li>• Goal 9.1: Supporting members of UdeM's community</li> <li>• Goal 9.2: Encouraging engagement at UdeM</li> <li>• Goal 9.3: Nurturing a give-and-take relationship with our community</li> <li>• Goal 9.4: Maintaining dialogue with local and international stakeholders</li> <li>• Goal 9.5: Supporting the dissemination and promotion of our culture both on and off our campuses</li> <li>• Goal 9.6: Promoting sustainable development through philanthropy</li> </ul>





**The University of Montreal  
and of the world.**