Dany Vachon/ULaval

SUSTAINABLE DEVELOPMENT STRATEGY

HORIZON 2030

Committed to increasing our social impact

UNIVERSITÉ LAVAL

ACKNOWLEDGMENT

In a spirit of friendship and solidarity, Université Laval pays tribute to the First Peoples of these lands. As we are at the crossroads of several ancestral homelands: Nionwentsïo of the Huron-Wendat people, Ndakina of the Wabanaki Confederacy, Nitassinan of the Innu people, Nitaskinan of the Atikamekw people, and the Wolastokuk of the Wolastoqey people, we honour our relationships with one another.

DECLARATION ON EQUITY, DIVERSITY, AND INCLUSION

Université Laval promotes the benefits of equity, diversity, and inclusion (EDI), which are sources of wealth, excellence, and innovation for teaching and research as well as for all members of its community. It rejects all forms of discrimination and is committed to EDI through concrete actions and measures developed with members of the university community.

INCLUSIVE SUSTAINABLE DEVELOPMENT STRATEGY

This Sustainable Development Strategy (hereinafter the "Strategy") has been inspired, guided, and aligned with EDI principles and the work to reconcile with the First Peoples. They are an integral part of our governance parameters.

COMMITTED TO INCREASING OUR SOCIAL IMPACT

Sustainable development is a distinctive feature of Université Laval's culture. Prioritizing a participatory approach by, for, and with the community, UL emphasizes the achievement of the United Nations Sustainable Development Goals in its activities.

The Sustainable Development Strategy both supports and contributes to Université Laval's 2023–2028 action plan. It is audacious, coherent, and all-encompassing. It helps define a common meaning to maximize the impact of SD actions.

The Strategy builds on the strengths of the university community by linking 21 sectoral plans and strategies. In all, 27 units and more than 100 people took part in the deliberations for setting targets and objectives, as well as the selection of the most contributory commitments. This inclusive approach fosters coherence and synergy between the actions, as well as emphasizing the importance of a holistic perspective. It establishes shared priorities to achieve common goals, thereby growing and amplifying the benefits for society.

The Strategy sets ambitious targets for 2030. It is divided into 3 parts, 7 priorities, and 35 commitments. An initial implementation timeline for 2023–2026 sets out the proposed commitments to meet the identified priorities. Each commitment, in turn, is built on numerous actions that will be gradually taken by multidisciplinary teams. The Strategy also clarifies the roles and responsibilities of the players involved in sustainable development governance, as well as the participatory framework for members of the university community—an essential tool for their mobilization and engagement.

In addition to the Strategy's commitments, the university community will be invited to take part in a collective project to accelerate our response to the climate emergency.

Université Laval would like to thank all the people and units involved for their essential contribution to the development of the Strategy. It is an invitation to transform the way we do things, and to accelerate the integration and deployment of SD within our institution. It is also an invitation to the entire university community to help us build a sustainable future together.

MULTIPLYING OUR OPPORTUNITIES FOR TRANSFORMATION

Université Laval's vision of sustainable development is built around three interdependent and mutually reinforcing parts. This interdependence aims to integrate and accelerate sustainable development at Université Laval by strengthening its teaching and research mission, experimenting with sustainable approaches and behaviours on campus, and participating in the sustainable development of communities.

SOCIETY

Teaching and research

UNIVERSITY COMMUNITY

Audacity
Coherence
Transparency

Campus environment

University and society

COMPONENT 1 **TEACHING AND RESEARCH**		
At Université Laval, contributing to the achievement of the United Nations' Sustainable Development Goals (hereinafter referred to as the SDGs) primarily involves teaching, research, creation, and innovation activities.		

COMPONENT 1 – **TEACHING AND RESEARCH**	
PRIORITY 1	Strengthen the university community's SD knowledge and their contributions to achieving the SDGs.
PRIORITY 2	Support and promote teaching and research activities that contribute to the achievement of the SDGs.
PRIORITY 3	Encourage the emergence of experience-based approaches to SD.

COMPONENT 2 **CAMPUS ENVIRONMENT**
At Université Laval, SD is a cross-cutting issue that affects the entire institution, making it a living laboratory. It is a part of UL's many strategies and action plans.

COMPONENT 2 – **CAMPUS ENVIRONMENT**	
PRIORITY 1	Reduce Université Laval's climate footprint.
PRIORITY 2	Promote well-being and quality of life for the members of the university community.
PRIORITY 3	Intensify the application of sustainable development principles in the management of spaces and resources at Université Laval.

COMPONENT 3 **UNIVERSITY AND SOCIETY**
At Université Laval, participating in the sustainable development of communities means sharing knowledge and innovations.

COMPONENT 3 – **UNIVERSITY AND SOCIETY**	
PRIORITY 1	Support societal development through responsible, shared, and sustainable innovation.

35 COMMITMENTS TO GO FURTHER TOGETHER

SOME INSPIRING TARGETS

90%
of bachelor's and master's students introduced to SD issues by 2030

-70%
Maintain carbon neutrality and reduce Scope 1 and 2 GHG emissions by 70% compared to 2006 levels by 2030

Increase the percentage of respondents who report flourishing mental health

70%
of research entities associated with an SD issue by 2030

95th
Remain above the 95th percentile in the THE Impact Rankings

BACKGROUND

A CULTURE OF SUSTAINABLE DEVELOPMENT AT UNIVERSITÉ LAVAL

Sustainable development is one of Université Laval's defining features. It lies at the heart of its mission:

« Driven by a deep-seated culture of sustainable development, Université Laval educates students to be engaged and creative and become model citizens, scientists, and business leaders who have an important impact on the direction that society takes. As a leading French-language institution with a strong international focus, Université Laval strives for excellence in education and research. It seeks to be both an example and a source of inspiration for its partners by mustering the forces of change in Quebec City's thriving university community."[1]

Prioritizing a participatory approach by, for, and with the community, Université Laval emphasizes the achievement of the United Nations (UN) Sustainable Development Goals[2] (hereinafter the SDGs) in its activities. The sustainable development initiative strengthens Université Laval's contributions, particularly in the fight against climate change, by working with everyone to implement sustainable solutions.

The role of culture
Culture means promoting the arts, science, and heritage (human, scientific, cultural, historical, natural, and built) in a way that enhances cultural diversity and peaceful coexistence on campus, and showcases the expertise of members of the university community.[3]
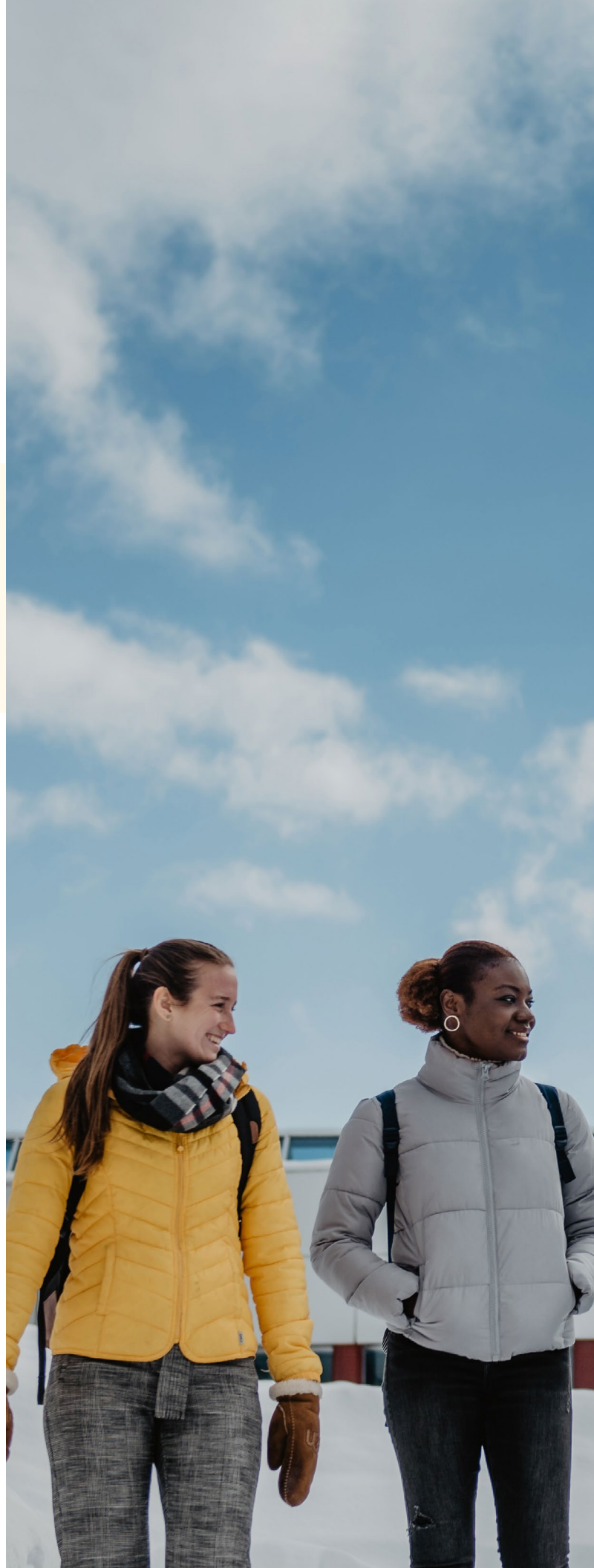
As a living laboratory, the Université Laval library is an important vehicle for culture.

It provides free access to outstanding collections, presents a variety of cultural mediation activities, and promotes the dissemination of knowledge and the preservation of heritage for future generations.

1. Université Laval. (2023). Mission, vision, and values.
2. United Nations (August 17, 2021). 17 Goals to Save the World.
3. Université Laval. (2022). Sustainable Development Policy, section 5.3.4 e).

COMMITMENT TO SUSTAINABLE DEVELOPMENT

Sustainable development (SD) has occupied a central place at Université Laval since the initiative was created in 2007. Université Laval has since chosen to remain heavily involved in global efforts in this area. As such, it subscribes to the 17 SDGs adopted by the United Nations. The SDGs are a "call for action by all countries—poor, rich, and middle-income—to promote prosperity while protecting the planet." [4]

In recent years, this commitment has been renewed and extended to integrate SD principles and contribute to achieving the SDGs in our practices. At Université Laval:

> Teaching, research, creativity, and innovation activities are the main contributors to the achievement of the SDGs.

> SD is a cross-cutting issue that affects the entire organization, making it a living laboratory. It is a part of UL's many strategies and action plans.

> Communities' contributions to SD involve sharing knowledge and innovations.

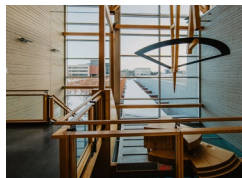> Community participation and mobilization are a central pillar of the shared SD culture.

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4. United Nations (July 22, 2022). The Sustainable Development Agenda.

HISTORY OF THE SUSTAINABLE DEVELOPMENT INITIATIVE

Building on its past achievements, Université Laval is committed to continuous improvement and is multiplying its commitments and accomplishments.

■ SD GOVERNANCE ■ TEACHING AND RESEARCH ■ CAMPUS ENVIRONMENT ■ LEADERSHIP AND PARTNERSHIPS

1977 / 2007

1977
- ■ Paper recycling begins on campus
- ■ A master plan for environmental protection and promotion is released

1995
- ■ Multi-material recycling is implemented

2005
- ■ The Institut Environnement, Développement et Société is created

2007
- ■ The SD initiative and Issue Table are created
- ■ The SD Fund is created
- ■ An electric boiler is added to the heating system
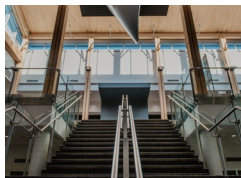- ■ Composting is implemented

2008 / 2009

2008
- ■ The first institutional sustainable development policy is released
- ■ Virage Santé is launched

2009
- ■ The academic regulations are improved to include introduction to SD issues
- ■ The 2009–2012 SD action plan is released
- ■ GHG emissions are calculated for the first time

2010 / 2011

2010
- ■ A network of local SD respondents is developed
- ■ The procurement policy incorporates the concept of responsible purchasing
- ■ All undergraduates are required to take a sustainable development course (DDU-1000)

2011
- ■ The SD profile is created
- ■ The first leadership and sustainable development scholarships are launched
- ■ Université Laval becomes the site of Canada's first carbon-neutral bridge
- ■ The Événements écoresponsables certification is created
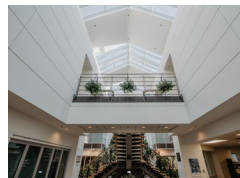- ■ The Accès Savoirs science and knowledge boutique opens

2012 / 2013

2012
- ■ The 2012–2015 SD action plan is released
- ■ Mon équilibre ULaval is launched

2013
- ■ The institutional SD policy is updated
- ■ Alliance santé Québec is created
- ■ A recognition mechanism for SD courses and programs is created
- ■ The voluntary GHG offset program begins
- ■ Entrepôt ULaval, a website for managing excess items, is created
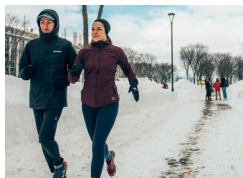
2014 / 2015

2014
- ■ The Montmorency Forest is expanded
- ■ The Institut nordique du Québec is created
- ■ Université Laval achieves STARS Gold rating (73.28/100)
- ■ Responsible food clauses are added to contracts

2015
- ■ The *Développement durable : enjeux et trajectoires* MOOC is launched
- ■ The 2015–2018 SD action plan is released
- ■ Université Laval becomes Quebec's first carbon-neutral university
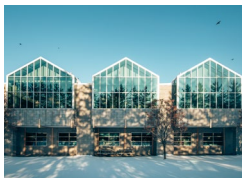- ■ Electrobacs are installed to collect small e-waste

2016 / 2017

2016
- The responsible entrepreneurship initiative is created
- The 2015–2018 Plan to Fight Climate Change is released
- The 2016–2018 energy efficiency action plan is released
- Université Laval receives the VÉLOSYMPATHIQUE Gold rating
- Université Laval renews its STARS certification and once again achieves Gold rating (82.53/100)

2017
- Université Laval's mission is updated to officially include SD
- A unique short program on healthy lifestyles is launched
- The Northern Quebec: Issues, Spaces and Cultures MOOC is launched
- The Sentinel North strategy is released
- The UL educational apiary is installed

2018 / 2019

2018
- The energy management policy is released
- The *Management responsable* MOOC is released
- Single-use items are reduced at source

2019
- The partnerships initiative is created
- The sustainable health initiative is created
- Single-use water bottles are officially removed from campus
- The responsible investment plan is released
- The Laissez-passer universitaire (LPU) transit pass is made available
- The UniC Student Network is created
- Université Laval participates in the Times Higher Education Impact Rankings for the first time
- Université Laval renews its STARS certification and once again receives Gold rating (84.99/100)
- Université Laval supports the Château Frontenac and convention centre's carbon neutrality efforts
- Université Laval signs the Dimensions EDI charter

2020 / 2021

2020
- The social engagement initiative is created
- The Institut EDI² (equity, diversity, inclusion, and inter-sectionality) is created
- The action plan for working with the First Peoples is released
- The 2020–2025 energy action plan is released

2021
- The Shared Vision of Sustainable Development is released
- The development plan for research, creation, and innovation that integrates the SDGs is released
- VITAM – Centre de recherche en santé durable is created
- The EDI and food safety Initiatives for the Future on are created
- The Northern and Summer Campuses are created
- Université Laval joins the Okanagan Charter
- The 2021–2024 action plan for the sustainable health initiative is released
- Université Laval joins the Climate Action 100+ investor group

2022 / 2023

2022
- The SD governance is renewed
- The revised SD policy is adopted
- The energy strategy is released
- Université Laval signs a commitment to protect biodiversity
- The Cercle des Premiers peuples opens

2023
- Université Laval renews its STARS certification and achieves Platinum rating (87.91/100)
- The SD strategy is launched

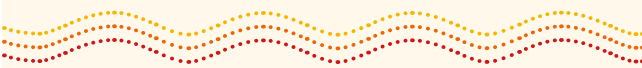# DEFINING SUSTAINABLE DEVELOPMENT AT UNIVERSITÉ LAVAL

Université Laval is guided in its strategy by the definition of sustainable development set out in its SD Policy, adopted in 2022: "According to the UN definition,[5] sustainable development is development that meets the needs of the current population without compromising the ability of future generations to meet their needs. Sustainable development calls for joint action to build a sustainable and resilient world, for people and the planet, where everyone has a place." [6]

During consultations with the university community, notably those carried out during the 2023–2028 planning process, it was brought up that the term "sustainable development" could be updated to better reflect the social and environmental concerns at stake.

As places where knowledge is built and shared, universities are at the heart of its advancement and its underlying concepts. The participatory approach that drives this Strategy provides the audacity, transparency, and coherence needed for the definition of SD to evolve for and with the members of the university community, in order to maximize their mobilization.

Moreover, using the SDGs to guide our actions reinforces the notion of contributing to the fundamental development of people and humanity, both by taking social and economic issues into account and by respecting environmental limits.

The commitments we have made and the actions we will be taking as part of this Strategy attest to an orientation that advocates the deployment of careful, responsible initiatives to support the necessary environmental and social transition, the fight against climate change, and the development of the human skills that will be an essential contribution.

Guardians of the land
In the languages of the First Peoples, the term "sustainable development" does not exist. Guardians of the land for generations, the First Peoples believe that the notion of development is intrinsically sustainable.

5. United Nations. (August 17, 2021). The Sustainable Development Agenda.
6. Université Laval. (February 23, 2022). Sustainable Development Policy.

SD STRATEGY

ORIENTATIONS

The Sustainable Development Strategy is bold, coherent, comprehensive, and integrated with Université Laval's 2023–2028 strategic plan. It ensures the deployment of the Shared Vision of Sustainable Development, while specifying the commitments under the Sustainable Development Policy. A steering committee was set up to oversee the work leading up to the Strategy's development. Its composition and operation are described in Appendix I.

SD culture integrated into ULaval mission

Shared Vision of Sustainable Development

Revision of the SD Policy

Sector plans and strategies

Dashboard

The Strategy helps define a common direction to maximize the impact of SD actions. It relies on the alignment of Université Laval's 21 sector plans and strategies, which are presented in Appendix II. This approach encourages coherence and synergy between the different actions, thereby growing and amplifying their benefits for society.

As we look toward 2030, Université Laval is proposing to its community that we go further, together. By setting priorities, the Strategy plays a leading role in achieving common goals. It proposes an initial implementation chart covering the 2023–2026 period, which groups 35 commitments made by several units into 7 priorities. A second chart for the 2026–2029 period will follow.

Finally, the Strategy recommends a robust and participatory governance approach that will help the university community realize its collective SD ambitions.
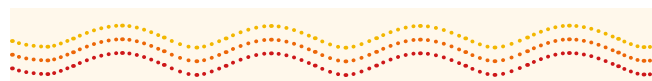
A COLLECTIVE, INCLUSIVE, AND PARTICIPATORY DEVELOPMENT PROCESS

In keeping with the principles of participation and consultation that drive the SD initiative, the Strategy follows an inclusive and collective approach.

Following meetings with those responsible for the 21 action plans and sectors that could potentially contribute to the Strategy, several working meetings were held to clarify certain elements, explore new angles, and guide the selection and drafting of priorities.

In all, 103 people from 27 units took part in the deliberations for setting targets, as well as the selection of the most contributory actions. The working sessions emphasized the importance of collaboration and a holistic approach in building a sustainable future. In addition, numerous SD proposals and concerns were raised during consultations for the 2023–2028 planning process. They have been taken into account in the Strategy's proposals.

Université Laval would like to extend its sincerest thanks all of the people and units involved for their essential contribution to the development of the Strategy.

Wliwni, *mìgwech*, *migwetc*, *migwech*, *tiawenhk*, *tshinashkumitin*, *nakurmiik*, *woliwon*, *wela'lin*, *nia:wen*, *chiniskumitin*, merci, thank you.

A THREEFOLD STRATEGY

The strategy we have developed has three main components.

> Component 1 – Teaching and Research will be the source of the greatest contributions to the achievement of the SDGs.

> Component 2 – Campus Environment leverages the specific action plans of the different administrative units.

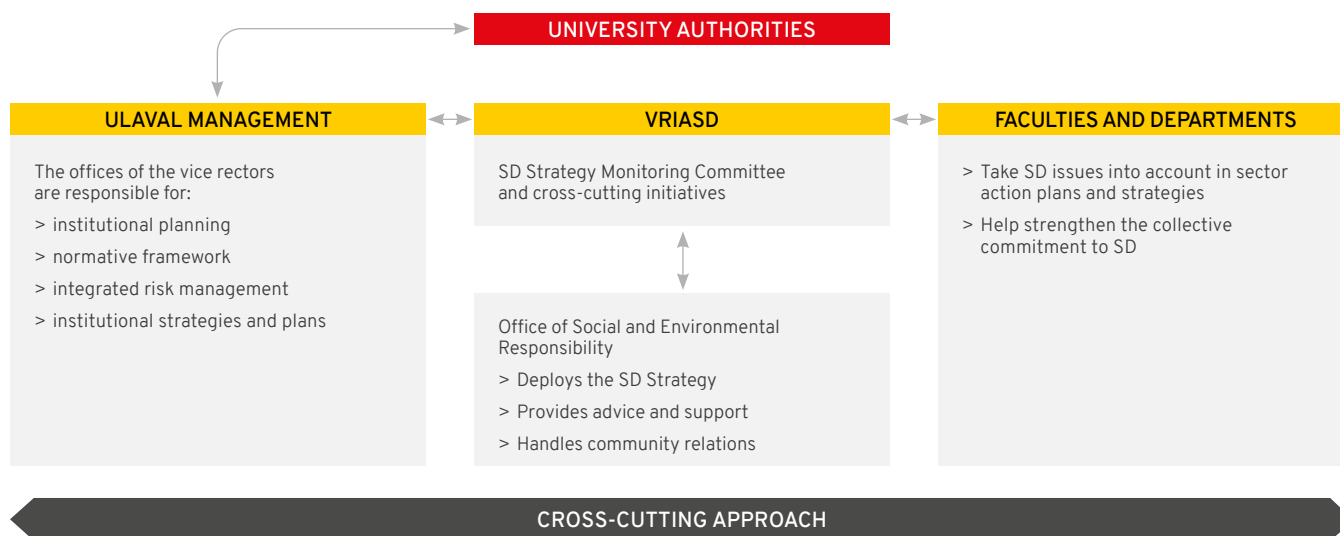> Component 3 – University and Society encourages communities to get involved in SD.

SD GOVERNANCE

RENEWED AND COMMITTED UNIVERSITY GOVERNANCE

Sustainable development is deeply rooted in Université Laval's raison d'être, which is to acquire and share knowledge for the betterment of communities.

To take us further together and support the deployment and monitoring of the Strategy, Université Laval is proposing a renewed governance structure that is committed to sustainable development. Among others, this structure is built around:

> The strong sustainability culture in its community

> The university mission, which was updated in 2017

> The shared vision of sustainable development, which was adopted in 2021

> The revised Sustainable Development Policy, which was revised and ratified in 2022

> The 2023–2028 institutional plan (Agir ensemble pour plus d'impact)

> This Strategy, which will embody our determination to help build a sustainable future together

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UNIVERSITY AUTHORITIES

ULAVAL MANAGEMENT	VRIASD	FACULTIES AND DEPARTMENTS
The offices of the vice rectors are responsible for: > institutional planning > normative framework > integrated risk management > institutional strategies and plans	SD Strategy Monitoring Committee and cross-cutting initiatives Office of Social and Environmental Responsibility > Deploys the SD Strategy > Provides advice and support > Handles community relations	> Take SD issues into account in sector action plans and strategies > Help strengthen the collective commitment to SD

CROSS-CUTTING APPROACH

PARTICIPATORY FRAMEWORK

The participatory SD framework consists of cross-cutting development initiatives. Each initiative coordinates and runs an issue table and working groups to mobilize and involve the university community.

Sustainable development | Social engagement | Responsible entrepreneurship | Sustainable health

ROLES AND RESPONSIBILITIES UNDER THE STRATEGY

The success of the Strategy requires everyone to take action. To that end, Université Laval's main governance bodies share different roles and responsibilities.

UNIVERSITY AUTHORITIES (BOARD OF DIRECTORS AND UNIVERSITY COUNCIL)	> Adopt the Strategy > Ensure that the Strategy's objectives and commitments align with Université Laval's orientations > Periodically monitor overall progress and the extent to which targets are being met
UNIVERSITY MANAGEMENT	> Oversees the application and coherence of the Strategy within Université Laval, respecting the responsibilities of each member of management > Ensures that the commitments proposed under the strategy are ambitious and take SD to the next level
FACULTIES AND DEPARTMENTS	> Consider SD issues in their action plans and strategies > Help strengthen collective mobilization toward SD > Use their distinct perspectives to set objectives and deploy actions that contribute to the Strategy
OFFICE OF THE VICE RECTOR, INTERNATIONAL AFFAIRS AND SUSTAINABLE DEVELOPMENT (VRIASD)	> Oversees the steering and relevance of the Strategy, as well as its overall deployment and its ongoing alignment with current and emerging challenges and opportunities > Facilitates liaisons, consultations, and collaborations with the faculties and units needed to deploy the Strategy > Spearheads interaction between cross-cutting initiatives to unite forces and amplify the achievement of the SDGs and the benefits for society > Submits an annual report to governing bodies and the university community
STRATEGY MONITORING COMMITTEE AND CROSS-CUTTING DEVELOPMENT INITIATIVES	> Advise VRIASD on the deployment of the Strategy, the achievement of its targets, and the mobilizing approaches required > Support VRIASD in monitoring compliance with the Strategy's orientations during its implementation within Université Laval > Lead and deploy a participatory framework (issue tables and working groups as required) to mobilize the university community around the SDGs > Propose specific objectives or measures that contribute to SD
OFFICE OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY	> Plans and coordinates the deployment of the Strategy > Implements monitoring and continuous improvement mechanisms (such as international certifications and rankings) > Offers consulting services to faculties and units to help them integrate SD into their activities > Deploys the participatory approach, as well as SD mobilization and communication approaches > Handles community relations and related partnerships > Operationalizes certain aspects of the Strategy

THE KEY ROLE OF FACULTIES AND RESEARCH UNITS

Université Laval's faculties, departments, schools, and research units, which bring together the teaching, research, and student communities, act as catalysts for the Strategy's Teaching and Research component. They are directly involved in its implementation, notably through their contribution to the advancement and dissemination of knowledge, as well as to SD education.

GOVERNANCE SUPPORT TOOLS

Université Laval also plans to equip itself with governance support tools that will be rolled out in 2023–2024. They include:

> The procedure for developing and revising Université Laval's normative documents, which stipulates that they must consider the orientations of the SD Policy

> Integrated risk management mechanisms, which take the assessment and mitigation of SD-related risks into account

> Analysis mechanisms and tools to help institutional project managers assess the social and environmental impact and social acceptability of projects in which Université Laval wishes to become involved

Social acceptability
Social acceptability is the result of a collective judgment or opinion about a project, plan, or partnership expressed by the stakeholders concerned. This judgment can be positive or negative, but it is never static. It may involve multiple different levels—from the university community to the entire region and beyond.

CROSS-CUTTING INITIATIVES AS A PARTICIPATORY SD FRAMEWORK

Through its mobilization and commitment, the university community plays a fundamental role in the deployment of sustainable development by proposing bold, concrete solutions to the major challenges facing society.

To accelerate and increase this participation, cross-cutting development initiatives have been introduced for sustainable development, social commitment, responsible entrepreneurship, and sustainable health (see Appendix III). Each initiative consists of an interconnected, intersectoral thematic network. Together, the initiatives amplify the impact of Université Laval's efforts to achieve the SDGs, mobilizing more than 240 people and ensuring synergy in over 50 active partnerships.

These initiatives form the participatory framework for SD while enhancing the ability to seize opportunities arising from the community. This framework is a facilitator for implementing faculty-initiated projects, as it streamlines and synergizes the resources required to carry them out.

Each initiative is co-directed by a scientific and administrative director, and has an issue table and specific working groups made up of representatives of the university community.

More specifically, the Strategy looks to use the cross-cutting initiatives to:

> Call on units and stakeholders to collaborate as a cross-cutting and

> multidisciplinary network

> Maximize the impact of their actions while respecting their autonomy

> Respond to the need for coherence and interconnection

> Carry out a prioritization exercise to identify key elements

> Play a leadership role by inspiring and rallying the different strengths of the university community and its partners toward common goals

OPEN, INCLUSIVE, AND DIVERSE GOVERNANCE

Sustainable development governance at Université Laval aims to be open, inclusive, and diverse. To achieve this, a participatory framework is being deployed. It includes issue tables on the cross-cutting initiatives, various working groups, and advisory committees associated with the different areas of activity (such as responsible food, climate action, responsible investment, energy, and waste management). These values of openness and inclusion underlie the development of this Strategy (see Appendix I).

Strongly guided by an inclusive development orientation ("by, for, and with the community"), the Strategy deployment team will work closely with the EDI team to ensure that the principles of open, inclusive, and diverse governance are appropriately applied, not only to representatives, but also to modes of operation.

Student table on environmental and social issues
Led by the Confédération des associations d'étudiants et étudiantes de l'Université Laval, the Student table on environmental and social issues fosters opportunities for collaboration and dialogue between Université Laval administration and the student body concerning sustainable development expectations, demands, and achievements on campus.

COMPONENT 1 TEACHING AND RESEARCH

		2023–2026 COMMITMENTS	LEAD UNIT	SUPPORTING UNITS
TEACHING AND RESEARCH	**PRIORITY 1** Strengthen the university community's SD knowledge and their contributions to achieving the SDGs.	**COMMITMENT 1 –** Launch the Plan d'accompagnement et d'animation des objectifs de développement durable (PAAODD), aimed at strengthening SD knowledge throughout the university community.	VRIASD	VRASA, Institut EDS, faculties, SDP
		COMMITMENT 2 – Offer advisory services to faculty and program directors so that students can be introduced to SD and can act responsibly when faced with its challenges.	VRIASD	VRASA, faculties
		COMMITMENT 3 – Survey the members of the university yearly to assess their SD knowledge.	VRIASD	FSE (OQACC), PISO
	PRIORITY 2 Support and promote teaching and research activities that contribute to the achievement of the SDGs.	**COMMITMENT 4 –** Create and share a snapshot of how teaching and research activities are contributing to the achievement of the SDGs.	VRIASD	PISO, VRRCI, VRASA, faculties
		COMMITMENT 5 – Highlight inspiring faculty initiatives that contribute to the achievement of the SDGs.	VRIASD	Faculties, DC
		COMMITMENT 6 – Improve the variety of support available to help teaching and research activities contribute to the achievement of the SDGs.	VRIASD	TLS To be confirmed
		COMMITMENT 7 – Support graduate students in highlighting their research projects' contributions to the achievement of the SDGs.	Institut EDS	VRIASD, VRASA, VRRCI, FESP
	PRIORITY 3 Encourage the emergence of experience-based approaches to SD.	**COMMITMENT 8 –** Support the deployment of innovative interdisciplinary approaches to SD.	VRASA	DC, faculties, Institut EDS, VRIASD, VRRCI
		COMMITMENT 9 – Increase the number of SD internships and student jobs at Université Laval.	SDP	VRIASD
		COMMITMENT 10 – Implement a program to support initiatives such as living laboratories on the SDGs, in partnership with the community.	VRIASD	ASQ, Institut EDS, faculties, VRIT, VRRCI

COMPONENT 2 CAMPUS ENVIRONMENT

	2023–2026 COMMITMENTS	LEAD UNIT	SUPPORTING UNITS
CLIMATE ACTION — **PRIORITY 1** Reduce Université Laval's climate footprint.	**COMMITMENT 11 –** Improve energy efficiency and transition fully to renewable energies.	SI	VRIASD, VRIT
	COMMITMENT 12 – Ambitiously revise the target for responsible investments.	FS	VRIASD, VRHRF
	COMMITMENT 13 – Landscape the campus to increase its green cover.	VRIT	SI, FFGG
	COMMITMENT 14 – Deploy eco-efficient strategies to combat food waste on campus and support food services in this initiative.	Campus Services	VRIT
	COMMITMENT 15 – Support development activities in the Montmorency Forest to maintain and enhance the carbon sink.	FMM	VRIASD
	COMMITMENT 16 – Quantify and reduce Scope 3 GHG emissions, then progressively extend carbon neutrality to these emissions.	VRIASD	Campus Services, IO, FS
HEALTH AND WELL-BEING — **PRIORITY 2** Promote well-being and quality of life for the members of the university community.	**COMMITMENT 17 –** Support and promote a culture of equity, diversity, and inclusion within Université Laval.	VRIASD-EDI	VRRCI, VRHRF
	COMMITMENT 18 – Promote food security within the university community.	Campus Services	VRIASD-SD, DSE
	COMMITMENT 19 – Improve programming to encourage the adoption of healthy lifestyle habits.	VRSD-SD	SI, VRHRF-DSMET
	COMMITMENT 20 – Maintain and enhance prevention programs, as well as support and counselling services, for students in the areas of counselling, academic success, mental health, and disability.	DSE	VRASA
	COMMITMENT 21 – Maintain and enhance support, coaching, and counselling services for staff members in matters of health and well-being at work.	VRHRF-DSMET	
	COMMITMENT 22 – Provide Université Laval with a global travel plan, aimed in particular at improving sustainable mobility.	VRIT	Campus Services, VRIASD, SI, SSP
	COMMITMENT 23 – Continue to develop screening tools to better understand the community's health and well-being before health issues arise.	VRHRF-DSMET	VRIASD-SD

	2023–2026 COMMITMENTS	LEAD UNIT	SUPPORTING UNITS
PRIORITY 3 Intensify the application of sustainable development principles in the management of spaces and resources at Université Laval.	**COMMITMENT 24 –** Intensify the application of SD principles in the development, renovation, and redevelopment of real estate assets.	SI	VRIT
	COMMITMENT 25 – Reimagine spaces to create environments that support healthy habits, learning, collaboration, and well-being.	VRIT	SI, VRIASD-SD
	COMMITMENT 26 – Make Université Laval a culturally safe environment for First Peoples students and other equity-seeking groups.	VRASA, VRIASD-EDI	VRRCI, VRHRF
	COMMITMENT 27 – Develop projects to increase and diversify on-campus housing.	SRES	VRIT, SI
	COMMITMENT 28 – Update the campus biodiversity inventory and set targets.	VRIASD	VRIT, SI, faculties
	COMMITMENT 29 – Develop an approach to increase the integration of circular economy concepts within Université Laval, particularly in relation to the reduction of waste and the sound management of digital obsolescence.	VRIASD	SI, FS, VRHRF, faculties
	COMMITMENT 30 – Support the deployment of a code of ethics for suppliers to ensure that they respect sustainable development principles, among others; integrate SD criteria into public calls for tender.	FS	

SPACES AND RESOURCES

COMPONENT 3 UNIVERSITY AND SOCIETY

	2023–2026 COMMITMENTS	LEAD UNIT	SUPPORTING UNITS
PRIORITY 1 Support societal development through responsible, shared, and sustainable innovation.	**COMMITMENT 31 –** Continue to develop major transdisciplinary research and innovation projects and networks.	VRRCI	Faculties
	COMMITMENT 32 – Support responsible entrepreneurship.	VRIASD-ENT	ULaval entrepreneurial ecosystem, VRRCI
	COMMITMENT 33 – Support the creation of a pan-Quebec research network on the SDGs.	Institut EDS	VRIASD, faculties
	COMMITMENT 34 – Deploy the regional Entreprise verte Québec project.	Institut EDS	VRIASD
	COMMITMENT 35 – Strengthen, mobilize, and develop international academic partnerships to co-construct the practices essential to achieving the SDGs.	VRIASD-DAIF	IO, VRIASD

UNIVERSITY AND SOCIETY
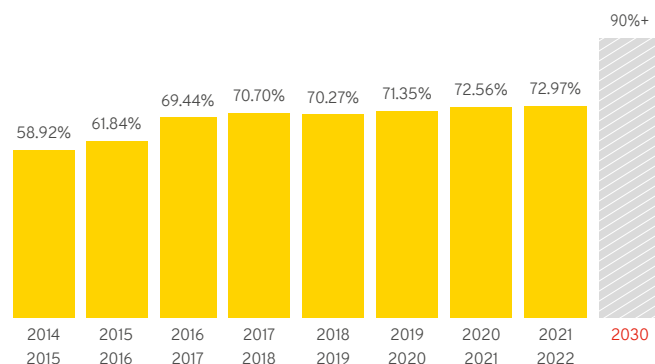
DASHBOARD – SD STRATEGY

COMPONENT 1 TEACHING AND RESEARCH

PRIORITY – SD KNOWLEDGE
Strengthen the university community's SD knowledge and their contributions to achieving the SDGs.

Indicator
Proportion of bachelor's and master's graduates introduced to sustainable development issues (course-based master's degrees).

58.92%	2014 2015	
61.84%	2015 2016	
69.44%	2016 2017	
70.70%	2017 2018	
70.27%	2018 2019	
71.35%	2019 2020	
72.56%	2020 2021	
72.97%	2021 2022	
90%+	2030	

PRIORITY – EXPERIENCE-BASED APPROACHES TO SD
Encourage the emergence of experience-based approaches to SD.

Indicator
Proportion of teaching activities with an experience-based approach to SD out of the total number of activities with an experience-based approach.

Target TBA

PRIORITY – CONTRIBUTION TO ACHIEVING THE SDGS
Support and promote the contribution of teaching and research activities to the achievement of the SDGs.

Indicators and targets
These indicators aim to illustrate how teaching and research activities are contributing to the achievement of the SDGs. As such, no targets are attached to these indicators.

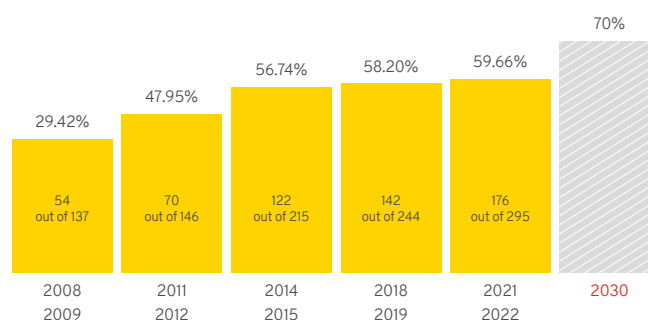|	INDICATOR – TEACHING	INDICATOR – RESEARCH	
	Number of courses with a major link to an SDG	Number of master's theses and doctoral dissertations by SDG	Number of publications by SDG
	2021-2022	2021-2022	from 2016 to 2020
SDG 1	30	9	110
SDG 2	101	46	289
SDG 3	528	163	3595
SDG 4	472	42	218
SDG 5	64	17	226
SDG 6	56	7	363
SDG 7	29	14	362
SDG 8	330	55	297
SDG 9	354	93	355
SDG 10	96	17	273
SDG 11	168	19	302
SDG 12	84	34	345
SDG 13	145	36	458
SDG 14	27	26	264
SDG 15	105	38	449
SDG 16	362	33	341
SDG 17	117	9	N/A
	out of 4,994	out of 652	

COMPONENT 3 UNIVERSITY AND SOCIETY

PRIORITY – RESPONSIBLE, SHARED, AND SUSTAINABLE INNOVATION
Support societal development through responsible, shared, and sustainable innovation.

Indicator
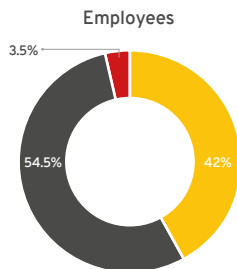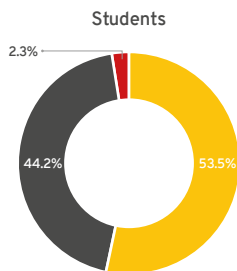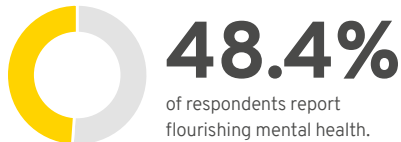Percentage of research entities associated with an SD issue

29.42%	54 out of 137	2008 2009
47.95%	70 out of 146	2011 2012
56.74%	122 out of 215	2014 2015
58.20%	142 out of 244	2018 2019
59.66%	176 out of 295	2021 2022
70%		2030

PRIORITY – HEALTH AND WELL-BEING

Promote well-being and quality of life for the members of the university community.

Indicator

Percentage of ESSAIM respondents reporting flourishing mental health.

48.4%
of respondents report flourishing mental health.

Students

2.3%
44.2%
53.5%

Employees

3.5%
54.5%
42%

■ Flourishing ■ Moderate ■ Languishing

Target

Increase the percentage of respondents who report flourishing mental health.

PRIORITÉ – ESPACES ET RESSOURCES

Intensify the application of sustainable development principles in space and resource management at Université Laval.
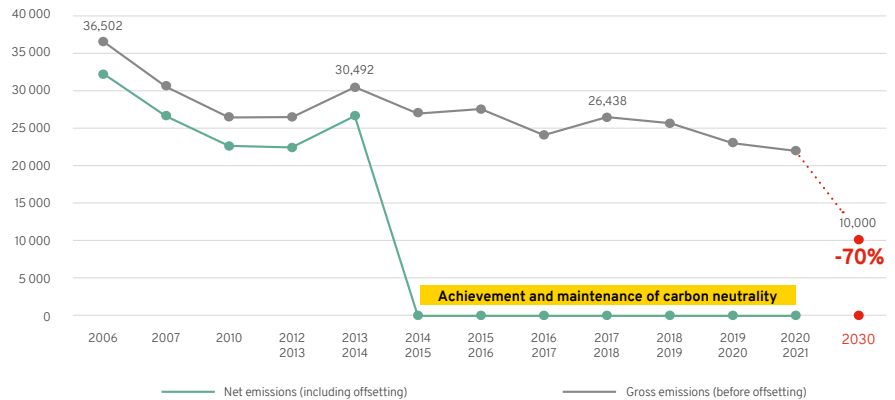
Indicator

The teams will work with experts from Université Laval to develop a measurement tool linked to the rate of circularity, as well as a biodiversity index.

Target to be defined

PRIORITY – CLIMATE ACTION

Reduce Université Laval's climate footprint.

Indicator: Annual Scope 1 and 2 GHG emissions (in tonnes of CO_2eq.)

Achievement and maintenance of carbon neutrality

36,502
30,492
26,438
10,000
-70%

— Net emissions (including offsetting)   — Gross emissions (before offsetting)
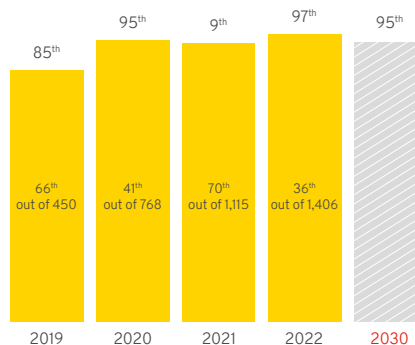
Target

Maintain carbon neutrality and reduce Scope 1 and 2 GHG emissions by 70% compared to 2006 levels by 2030.

OVERALL PERFORMANCE

With a view to continuous improvement and monitoring SD best practices, participate in international accreditations and monitor the results to measure Université Laval's overall SD performance.

Indicator

Université Laval's percentile ranking in the Times Higher Education Impact Rankings.

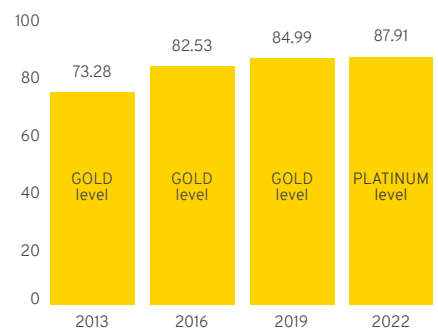|	2019	2020	2021	2022	2030
Percentile	85th	95th	9th	97th	95th
	66th out of 450	41th out of 768	70th out of 1,115	36th out of 1,406	

Target

Remain above the 95th percentile in the THE Impact Rankings.

Indicator

Rating achieved in the international STARS® (Sustainability Tracking, Assessment & Rating System™) supported by the Association for the Advancement of Sustainability in Higher Education.

	2013	2016	2019	2022
	73.28	82.53	84.99	87.91
	GOLD level	GOLD level	GOLD level	PLATINUM level

Target

Achieve and maintain Platinum level STARS rating.

For more information, visit ulaval.ca/en/sustainable-development.

info@developpementdurable.ulaval.ca   f ulavalDD