

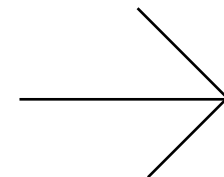


Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin



Environmental, Social & Governance Report 2026

Trinity College Dublin





Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin





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Acknowledgements

This report marks Trinity's first Environmental, Social and Governance (ESG) report and establishes a baseline against which future performance, impact and progress will be measured. In developing this report, Trinity has adopted the Sustainability Leadership Scorecard framework developed by AUDE (The Association of University Directors of Estates) and EAUC (The Environmental Association for Universities and Colleges), with each topic area aligned to the UN Sustainable Development Goals (SDGs). This provides a structured and sector-relevant approach to assessing and reporting ESG performance.

We are pleased to confirm that the report has undergone an independent third-party validation process. This external assurance strengthens the credibility and consistency of the content presented and reflects our commitment to transparency and continuous improvement.

While the Water and Business and Industry Interface sections have been assessed and scored within the framework, a dedicated narrative section has not been included in this report.

We acknowledge the significant contribution of colleagues across the University whose expertise, data and engagement have been critical in delivering this foundational report.



Leadership and Governance

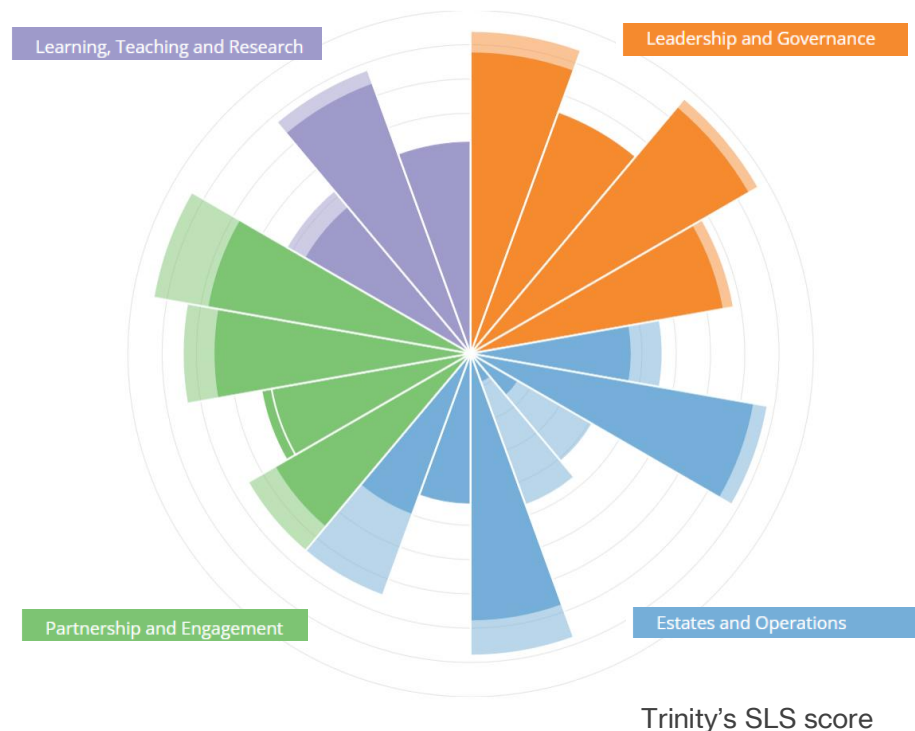
Estates and Operations

Partnership and Engagement

Learning, Teaching and Research



Sustainability Leadership Scorecard



The Sustainability Leadership Scorecard (SLS) provides a structured framework for assessing how effectively sustainability is embedded across an institution. It is organised around four priority areas (Leadership & Governance, Estates & Operations, Partnership & Engagement, and Learning, Teaching & Research), which represent the key dimensions of a whole-institutional approach to sustainability.

Each priority area is further divided into a set of frameworks, allowing performance to be assessed across more specific thematic areas. In turn, each framework is evaluated against eight consistent assessment strands used throughout the SLS. These strands are: Policy & Strategy, Stakeholder Engagement, Action Planning, Measurement, Communication, Training & Support, Implementation & Performance, and Link to the Curriculum.

Performance is scored at each level using a maturity scale from 0 to 4, where 0 represents an early or undeveloped stage, and 4 reflects leading practice.

This structured approach enables a comprehensive and consistent evaluation of sustainability performance, while also supporting benchmarking, identifying areas for improvement, and tracking progress over time.

The chart to the left graphically illustrates Trinity's scores under each framework and priority area.

Foreword



It is my pleasure to introduce Trinity College Dublin's first Environmental, Social and Governance (ESG) Report. This report represents an important milestone for our University, establishing a clear baseline from which we will measure our progress and deepen our impact in the years ahead. It demonstrates our commitment to transparency, accountability, and continuous improvement as we embed sustainability across all dimensions of university life.

The report shows how we have adopted a highly systematic, whole-institution approach, which spans our leadership and governance, our campus and operations, our partnerships, and our core activities of learning, teaching and research. It is clear that we are already taking meaningful action across a wide range of these areas and the report highlights areas of real strength such as our strategic intent, the dedication of our staff and students, and the breadth of initiatives already underway. The report also provides valuable insights into where we must go further and it challenges us to improve continuously.

The adoption of the Sustainability Leadership Scorecard framework and the alignment of our efforts with the United Nations Sustainable Development Goals, will ensure that our work will be both rigorous and internationally relevant.

I thank everyone who has participated in the preparation of this publication. It is a testament to the collective effort of staff and students whose expertise, creativity and commitment are the driving force behind our progress.

This first ESG Report is another important step on our journey. I look forward to the continued progress we will make together in the years ahead.

Dr Linda Doyle

Provost & President, Trinity College Dublin

Leadership and Governance

“Leadership and governance show strong intent, clear senior ownership and a mature policy environment, particularly across staff engagement, wellbeing and compliance-led risk management. Robust governance frameworks and reflective practice are evident, alongside growing data and reporting capability. However, leadership for sustainability remains concentrated in specific roles, with uneven systematisation across themes. Risk is currently framed primarily through compliance, and greater integration, distribution of ownership and use of staff voice would strengthen institutional embedding and resilience.” Sustainability Leadership Scorecard Review for Trinity College Dublin (SUMS Consulting and Environmental Association for Universities and Colleges)

Staff Engagement and Human Resources

Equality, Diversity & Inclusion

Leadership

Health and Wellbeing

Risk

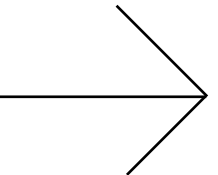




“Creating a thriving workplace where we all work together to achieve our common purpose” – Thrive, Trinity College Dublin’s Strategic Plan 2025-2030

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Staff Engagement & Human Resources





How we govern

Strategic Policy & Oversight Framework

The approval pathway for HR policies comprises the Executive Officers Group, the People and Culture Committee, and final approval by the Board. The Board holds overall responsibility for approving university policies. As a Principal Committee of the Board, the 'People and Culture Committee' provides assurance that HR policies submitted for approval are robust, compliant and fit for purpose.

The Board-approved Policy Management Framework requires policies to be reviewed every three to five years, or sooner if required. Compliance with review timelines is actively monitored by the Secretary's Office.

A central induction programme directs new employees to the **New Employee Hub**, which provides clear guidance for staff and managers on expectations during the first 90 days of employment. The Hub includes access to HR policies, mandatory training requirements and information on the University's governance structures.

To support effective local induction, the Hub also provides practical tools for managers, including a structured checklist that ensures all governance, policy and mandatory training requirements are completed within the first 90 days. These tools support consistent induction and probation discussions. Clear expectations support individual wellbeing and contribute to overall University wellbeing.

How we engage

Collaborative Stakeholder Ecosystem

The University actively engages key stakeholders at all stages of policy and process design, development, implementation and review. Outcomes of stakeholder engagement are communicated as part of the policy or process rollout.

Engagement methods vary depending on the nature of the policy or initiative and may include surveys, focus groups, workshops, open forums and targeted engagement with representative or interest groups.

Examples include:

- **Probation Policy Revision** – This process involved consultation with cross-university focus groups at each stage of development. The revised policy is currently progressing through governance channels and is awaiting Board approval.
- **Citizen Assembly approach** – A community engagement model has been used to explore Reward and Recognition and Career Development for Professional Staff.
 - Stage 1: A Citizen Assembly was convened to explore themes and priorities.
 - Stage 2: Workstreams involving approximately 100 colleagues from across the University are currently prioritising and developing solutions based on the Assembly's recommendations.





Where we are

Strategic Action Plans & Milestone Achievements

Institutional action plans are brought to life through integrating into policy, process and practice throughout the employee life cycle.

Internal

- **Strategic Plan:** Implementation plans and targets have been developed for the four outcomes in the People Commitment. Progress is reported to the Strategic Plan Management Group and to the Board.
- **Risk Management:** HR risk mitigation actions are tracked through the Governance and Risk Platform. Examples of actions arising from audit findings include enhanced Leadership Development programmes and the Casual Pay Project.
- **Healthy Workplace Initiatives:** Healthy Trinity, originally a staff-led cross-college initiative, is now embedded within the formal University structure. HR representatives co-lead Healthy Workplace initiatives and are represented on the central committee and associated workgroups. Targets have been set and are measured as part of the Healthy Campus 2030 framework. Healthy Trinity agrees actions annually and reports progress against targets while retaining a strong volunteering ethos that enables staff-led innovation, such as the recent pilot of an email policy.
- **People Projects** involve over 100 staff across four workstreams, focusing on prioritising and delivering initiatives that enhance the employee experience.

External

- **Athena Swan:** All institutional and School/Unit Athena Swan action plans are reviewed by HR to ensure alignment with current policy and practice, and to support prioritisation of enhancement activities.
- **Ending Sexual Violence and Harassment:** Annual reports are submitted to the HEA to monitor progress against the *Ending Sexual Violence and Harassment in Higher Education Institutions Framework*, including the University's Action Plan and reporting to the National Speak Out Office. Related policies include the Dignity and Respect Policy, Sexual Misconduct Policy and Equality Policy.
- **Gender Pay Gap Reporting:** An annual Gender Pay Gap report is submitted to the HSE to track progress against action commitments. Related policies include the Recruitment Policy, Blended Work Policy, Meeting Hours Policy, Equality Policy, Parental Leave Policy, Staff Development Policy, Maternity Leave Policy and Carer's Leave Policy.



How we communicate

Active Stakeholder Engagement

Trinity employs a partnership approach to ensure stakeholder input informs every stage of policy design, development and implementation.

- **Citizen Assemblies:** This community-based approach has been used to engage professional staff especially on topics like reward, recognition, and career development.
- **Focus Groups and Workshops:** These are used for targeted consultations, such as the revision of the probation policy, to gather feedback from across-university group.
- **Engagement Activities:** HR holds “open conversations” and engages with key interest groups and workstreams to develop solution based on staff input.

Digital and Direct Communication Channels

HR maintains a range of digital platforms to provide information and support to all staff members.

- **HR Website and “Ask HR”:** The HR website serves as a central hub for news, policies, and frequently asked questions, with a dedicated “Ask HR” service which provides a direct and responsive channel for staff to raise queries and receive tailored support.
- **Email and Events Pages:** Learning and development opportunities are communicated through all-staff emails from Trinity Communications, the Trinity Event pages and on T-Net, the staff intranet.

- **New Employee Hub:** The New Employee Hub provides a dedicated digital platform to support staff during onboarding. It enables new staff members to understand University’s community and culture, access essential compliance resources, and complete mandatory training, supporting a consistent and positive induction experience.

Formal Induction and In-Person Outreach

- **Induction Programmes:** HR partners with university leadership to welcome new staff and provide relevant policies and information.
- **HR Partners:** Dedicated HR partners work directly with different areas of the University to align strategic and operation priorities and support.

How we measure

Data-Driven Impact Assessment

System optimisation is a strategic priority for HR. Ongoing efforts are focused on implementing solutions that streamline processes, enhance service delivery through improved user experience and increase capacity. In addition, system solutions to support more frequent and granular monitoring and evaluation of benefits and impacts are being explored across HR.

All Learning and Development and Leadership Development programmes are evaluated through participant feedback and structured reflection sessions. A Lessons Learned Review is conducted following each initiative to embed continuous improvement. While participation and experience are monitored, impact evaluation requires further development.

Annual Reporting An annual report on learning and development activity and impact is presented to the People and Culture Committee. Healthy Trinity workplace initiatives are reported to Trinity Sustainability.

Quarterly Reporting Financial support for staff education is reported quarterly to the HEA.

Biannual Reporting EDI Survey provides quantitative and qualitative data on learning and development, development conversations and clarity of expectations, enabling progress to be assessed.

Ad-hoc and Thematic Measurement

- Staff Wellbeing Surveys provide valuable insights that inform prioritisation of wellbeing initiatives and their integration into staff development and engagement approaches, with ongoing tracking of progress.

- A college wide engagement as part of the review of the service and associated Dignity & Respect, Sexual Misconduct, completed in March 2026. Currently awaiting the final report to be issued.

How we continuously improve

Capacity Building

A comprehensive portfolio of professional and personal development programmes is available to all staff. This includes bespoke initiatives for specific cohorts, such as the Aurora Women in Leadership Programme, Advancing your Research Career, Assistant Professor Development, leadership development and mentoring programmes.

Delivery is offered through a blend of online and in-person, facilitator-led, and self-directed formats. For example, all staff and students have access to LinkedIn Learning to support self-directed development planning.

The Competency Framework serves as the foundation for identifying and nurturing the skills and behaviours required for staff to succeed and contribute to the University's mission while the Development Plan template supports structured development conversations.

In addition, financial and study leave supports are available to staff pursuing further education, in line with Fee Remission Policy and Accredited Academic Course Policy.

Learning opportunities are communicated through the HR website, all-staff emails from Trinity Communications and Trinity Events pages.



An example how we have approached continuous improvement is the review of the **Dignity, Respect & Consent Service**. The service was established in 2024. As this is a new service and approach, we committed to a review within 2 years to explore how the service is meeting its objectives, and to explore improvements needed. An external review commenced in February 2026. Participation from all stakeholder groups in the University and broader community was invited. The review covered all aspects of the service, process, governance and enabling policies. Action planning to implement recommendations will commence once approved so that we continually improve awareness and supports to ensure a positive, safe, and inclusive environment for all staff and students within Trinity.

How we influence

Strategic Alignment & Curriculum Integration

Staff development and engagement are embedded through strong cross-university partnerships, including collaboration with EDI, Graduate Studies, IT, Healthy Trinity and the Counselling Service, ensuring alignment between strategic and operational objectives.

Induction, professional and personal skills programmes, and leadership development are aligned to competency frameworks, desired behaviours to support staff growth and living the behavioural values to enable effective delivery of strategic priorities in a way that enhances our sense of belonging. Cross-university colleagues contribute to induction to ensure new staff receive consistent, relevant information and develop a sense of community. The Provost attends all central induction programmes to welcome new colleagues.

All programmes and courses align with professional and leadership competency and values frameworks, and with best-practice teaching frameworks delivered through the Centre for Teaching and Practice. In addition they integrate the University's behavioural values.

Key programmes include:

- Central, Academic and Head of School Induction
- Assistant Professor Development Programme
- Advancing Your Research Career (ARC)
- Aurora Women in Leadership (in collaboration with EDI)
- Leadership Development Programmes for People Leaders
- Erasmus+ Staff Mobility Programme
- An Employee Assistance Programme: available to staff and their immediate families to provide additional support when needed

The path forward

The HR framework underpinned by the University's strategic ambitions and plays a central role in advancing the Social and Governance dimensions. The pathway focused on strengthening delivery by adopting a more formal project management approach to people-related initiatives. This will enable clear ownership, more structured implementation, and more consistent communication during the rollout and embedding phases of policies and programmes.

Over the short to medium term, the University is committed to fully embedding HR policies, action plans, people initiatives across the entire employee lifecycle. A key future milestone is the introduction of a staff engagement survey in 2027, which will provide a robust and regular mechanism to monitor, evaluate and evidence the impact of staff development, engagement and wellbeing initiatives. In parallel, Behavioural Values will be systematically integrated into HR policy and practice, reinforcing expectations around inclusive, respectful and high-performing workplace behaviours - Respecting & Caring, Being Nature Positive, Achieving Together, Always Imagining, Taking Responsibility.

In addition, a suite of training is in development to ensure that staff have a comprehensive understanding of supporting a positive, safe and inclusive community.

To further strengthen effective workplace conversations, a management toolbox will be developed with a particular focus on clarity of expectations, development and wellbeing. This will help translate policy intent into day-to-day practice and support consistent people management across the University.



Staff Engagement & Human Resources



Relevant resources

Accredited Academic Course Policy: https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure02-external_leave.pdf

Action Plan to Tackle Sexual Violence and Harassment: <http://www.tcd.ie/media/tcd/equality/documents/tcd/action-plan-to-tackle-sexual-violence.pdf>

An annual Gender Pay Gap report is submitted to the HSE: [Gender Pay Gap - Human Resources - Trinity College Dublin](#)

Blended Work Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure15b-blended-working.pdf>

Carer's Leave: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure18a-carers.pdf>

Dignity and Respect policy: <https://www.tcd.ie/about/policies/assets/pdf/dignity-and-respect.pdf>

Dignity, Respect, and Consent Service: <https://www.tcd.ie/hr/dignity-and-respect/about/dignity-respect-consent-service/>

Employment Equality Policy: https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure06-nomcom_equalpol.pdf

Employment of People with Disabilities: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/code-of-practice-applying-to-the-employment-with-disabilities.pdf>

Equality Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/EqualityPolicyRevised2016.pdf>

Fee Remission: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure11-feeremission.pdf>

Maternity Leave: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure23-maternity-leave.pdf>

Meeting Hours Policy: https://tcdie-lb03-production.terminalfour.net/media/tcd/about/policies/pdfs/hr/Meeting_Hours_Policy.pdf

National Speak Out Office: <https://www.tcd.ie/hr/consent/>

New Employee Hub: <https://www.tcd.ie/hr/new-college/index.php>

Parental Leave Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure17-parental.pdf>

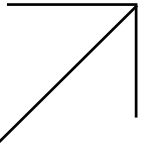
Recruitment Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure07-recruitmentpolicy.pdf>

Sexual Misconduct policy: <https://www.tcd.ie/about/policies/assets/pdf/sexual-misconduct-policy.pdf>

Staff Development: <https://www.tcd.ie/media/tcd/about/policies/pdfs/hr/procedure51-staffdevelopment.pdf>



Equality, Diversity & Inclusion



“Underpinned by data, consultation and feedback, we will use this as a lens to identify opportunities and take action to embed a culture of equality, inclusion and respect for human rights across our community and in how we work” - Thrive, Trinity College Dublin’s Strategic Plan 2025-2030

How we govern

Co-Constructed and Values-Led Governance

Trinity has moved beyond a period of passive compliance into a phase of mandated institutional transformation. Trinity operates a co-constructed, values-led governance model that embeds stakeholders directly into decision-making process. Bottom-up leadership has been enabled through the Staff Disability and the Racial and Ethnic Equality Working Groups, ensuring that diverse perspectives and lived experiences inform the development of EDI action plans.

Trinity maintains a comprehensive suite of EDI-related policies that ensure equality, diversity and inclusion are systematically embedded across the University. Collectively, these policies provide a coherent governance framework that integrates EDI principles into strategy, operations, and decision-making at all institutional levels.

Related Policies: Dignity and Respect Policy, Equality Policy, Sexual Misconduct Policy, Code of Practice applying to the Employment of People with Disabilities, Gender Identity and Gender Expression Policy.

How we engage

Stakeholder Consultation

The University's Policy Management Framework ensures a transparent and consistent process for stakeholder input and outlines an appropriate approval pathway. This includes engagement with operational owners and the systematic application of Equality Impact Assessments (EIAs) to assess potential impacts on protected and underrepresented groups. Structured feedback mechanisms ensure transparency, traceability and accountability throughout policy development and approval processes.

How we engage

Embedding Stakeholders in Decision-Making

Trinity extends stakeholder engagement beyond consultation to co-production, embedding stakeholders directly into decision-making through formal working groups, governance forums and champion networks. Examples of the committees and working groups:

- **Consent Framework Implementation Oversight Group (CFIOG):** This group includes academics, support services, administration, and Students' Union representatives, with a specific mandate to include groups at high risk of harassment, such as ethnic minorities and the LGBTIQ+ community.
- **Staff Disability Working Group:** Co-chaired by a disabled staff member and a HR lead, this group offers a bottom-up leadership structure to ensure the lived experiences of disabled staff informs and influences university policy.
- **Race Equality Action Plan Implementation Oversight Group (REAP-IOG):** This group includes representation from areas with responsibility for implementing the race equality actions and staff and student representatives from racialised groups.
- **University Athena Swan Committee (UASC):** The UASC includes a broad range of senior leadership alongside a representative from the Racial and Ethnic Equality Working Group and the Staff Disability Working Group.
- **Self-Assessment Teams (SATs):** Every School engaged in Athena Swan at Trinity has a SAT team in place to draft award applications and to integrate Athena Swan principles and action plans locally, ensuring a whole-of-University commitment to embedding equality at the departmental level.

How we engage

- Trinity Equity, Equality, Diversity and Inclusion Group (T-EEDI Group): A group that convenes EEDI leads from across the professional, academic and service divisions of College, established in 2026.

Equitable Access and Responsible Engagement

To support representative participation and engagement, Trinity deploys tailored engagement strategies targeting non-desk based staff, off-campus communities and underrepresented groups. This includes roadshows, facilitated sessions and accessible survey participation, underpinned by defined participation targets.

Where we are

Athena Swan (AS) Excellence

Athena Swan Ireland is a charter framework and awards system used to support and transform inclusive gender equality in higher education and research.

- Institutional Recognition: The securing of an institutional Athena Swan Silver Award in 2023 under new AS Ireland Framework reflects a five-year implementation cycle-aimed at deep-rooted fairness.
- School-Level Success: Currently, over 90% of Trinity's Schools hold Athena Swan awards including 4 Silver awards, moving toward 100% institutional coverage.
- Professional Units: Expanding to professional units to ensure EDI excellence is not limited to academic cohorts. Trinity Global secured an Athena Swan Bronze award in 2024 – *the first professional unit in Ireland*.

Where we are

European Commission Sustainable Gender Equality Champion Award (2023)

Trinity College Dublin is one of just sixteen European Commission Gender Equality Champions, of which only five hold Sustainable Gender Equality Awards. Trinity was an inaugural recipient in recognition of change made over time to support and demonstrate improved gender equality outcomes.

Trinity achieved landmark progress in its Equality, Diversity, and Inclusion (EDI) mission:

- Open access book volume: "Transforming Gender Equality and Inclusion Within Higher Education in Ireland" published in August 2025 with 36,000 accesses to date.
- Contributions to open access book volume: "Why EDI Matters: Equ(al)ity, Diversity and Inclusion in European Universities", published 2025 by the Coimbra Group Equality & Diversity Working Group – which is Chaired by Trinity's Head of EDI.
- Inaugural European Commission Sustainable Gender Equality Award 2023.
- Institutional Athena Swan Silver Award 2023.
- Dignity, Respect and Consent (DR&C) Service launch 2024.
- The Trinity Race Equality Action Plan 2023-28 includes 34 Actions, mapping to 8 key areas.

Where we are Strategic Leadership

In response to the HEA Act 2022, Trinity reconfigured the Board from a “representative” model to a “skills-based” model. Furthermore, Trinity established the People and Culture Committee to that advises on the University’s Public Sector Equality and Human Rights Duty. The Equality, Diversity and Inclusion Sub-Committee reports into the People and Culture Committee.

Trinity has positioned EDI as a strategic tool to optimise staff and student recruitment and retention, ensuring the University remains a preferred destination for global and local talent.

Recruitment, Promotion, and Operational Excellence

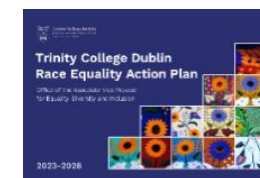
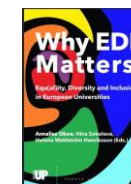
Trinity currently holds an Institutional Silver Athena Swan Award and, on International Women’s Day 2023 was named an inaugural EU Sustainable Gender Equality Champion.

- Gender Balance: The “40/60” balance rule is specified in the Terms of Reference for all College Committees and recruitment and selection hiring panels to ensure no single gender dominates senior decision-making.
- Recruitment Standards & Promotion Transparency: Trinity has formalised its recruitment processes by moving away from discretionary practices towards Open, Transparent, and Merit-based (OTM-R) standards.

National Anonymous Reporting Tool, Speak Out is an online, bespoke platform that provides information and supports related to bullying, harassment, and sexual misconduct while also offering a reporting route. Trinity is home to the Speak Out National Office, which supports eighteen higher education institutions across Ireland who use the Speak Out tool.

Inclusive Culture and Infrastructure

- Sensory Inclusion: TCD Sense is a major initiative which aims to make Trinity more inclusive by reviewing and improving new and existing spaces, building sensory awareness and delivering specialist support to students who experience barriers to managing and adapting the sensory environments of the University.
- Staff and Student Networks: LGBTIQ+ Staff Network, the Forum for Disabled Staff and PG Students, annual “Sex and Gender in Research & Innovation” workshop, Traveller Ethnicity Day, International Women’s Day events, etc.
- EDI in HE and Let’s Talk about Race in the Higher Education Sector online trainings.
- Consent Action Plan (CAP) to support a focus on ending sexual violence and sexual harassment (ESVH).
- Irish Sign Language is a language of the University. Permanent Irish Sign Language (ISL)/English interpreters are in post to facilitate deaf and hearing staff engagement. ISL/English interpreters are also provided for deaf students across the University, and all Provost briefings are interpreted to ISL. In 2025, Trinity’s first deaf, signing Fellow was elected. Trinity is home to the national Centre for Deaf Studies and the UN Day of Sign Languages (23 September) and Irish Sign Language Day (14 December) are marked by the College on an annual basis.



Where we are

- Building a systemic approach to Universal Design: in 2026, several new appointments have been made to support ongoing systemic responses to embed inclusion by design. A new Universal Design lead has been appointed in Estates and Facilities; a new Universal Design in Teaching and Learning lead appointed in Trinity Teaching and Learning; a new Inclusive Access Sports Officer (the first in the Irish Higher Education sector) commenced in April 2026 while an additional College Solicitor role has been put in place to support ESVH and equality related work.
- EDI Recognition Event in February 2026: the Associate Vice Provost for Equality, Diversity and Inclusion led a celebration of work to embed our commitment to equality, diversity and inclusion across Trinity. The event was opened by the Provost with over 100 attendees from across the University.

How we communicate

- Launched a targeted biannual EDI e-newsletter in 2026 to all staff.
- Our accessible and up to date EDI website which contains information and EDI events and trainings.
- Our Athena Swan 2023 institutional silver application and action plan is hosted online.
- Whole of College update with the Provost (online event) in January 2026 to our 23,100+ students and 4,000+ staff sharing EDI Office achievements, structures, resources and plans.
- We explain on our EDI website how we meet the European Commission Gender Equality Plan requirements to ensure we can apply for access Horizon Europe research funding.

How we measure

Data Collection

Data is collected for HEA and AS annual reporting and monitoring from HR, AR and via staff surveys at institutional level and School level.

Qualitative data is also collected to inform EDI work across all equality grounds and in relation to Athena Swan actions.

Maintaining Momentum: Visibility and Accountability

- EDI Monitoring reports to HEA annually.
- Annual reports to DFHERIS on disabled staff and related supports and trainings.
- Impacts and benefits of the Alternative Entry Routes and Trinity Access Programmes (TAP) are monitored and reported annually. (<https://www.tcd.ie/trinityaccess/research/>)
- Public Sector Duty activity towards compliance as per the IHREC 2014 Act are reported on the EDI and Secretary to College websites.

How we continuously improve

Operational Implementation and Mainstreaming

Trinity is embedding EDI in our operational standards through systematic mainstreaming and by aligning elements of the work to our College Strategy 2025-30, **Thrive**.

Strategic Implementation Frameworks

- Smart Action Planning: Action plans such as Athena Swan institutional and school plans, are aligned with SMART principles (Specific, Measurable, Achievable, Relevant and Time-bound).

How we influence

Learning, Career Development

- ULEAD4ALL: An Erasmus + initiative, addressing inclusive leadership challenges in a series of workshops aimed at both current HEI leaders and aspiring leaders within HEIs. This programme supports our Public Sector Duty commitments.
- Aurora Women in Leadership programme is available to women in the academic, research, professional, technical, and administrative grades. This programme is one of the flagship programmes that supports colleagues to develop leadership skills. Over 125 women have completed the Aurora programme at Trinity from across all parts of the University.

Trinity Inclusive Curriculum Project (Trinity-INC)

During its 4 years of operation, Trinity-INC worked with academics, professional staff and students to create multiple resources that are available on website for anyone who wants to make the curriculum more inclusive.

- Academic: We piloted ways of supporting professional development and creating a community of inclusive practice at School level; led by the Trinity-INC School Champion Programme and Trinity-INC Inclusive Initiatives Programme. This has now been mainstreamed into our everyday business, with a Universal Design in Teaching and Learning lead appointed in 2026.
- Student: Supporting awareness raising of inclusion challenges and successes and co-(re)creation of curricula components; in partnership Trinity-INC Student Partners.
- Institutional: Embedding inclusivity in University policies, discourse and other key documentation related to curricula (course, module) development and teaching practices.

How we influence

- Support: Sharing knowledge and building capacity across the University to meet support needs of all students and developing a College-wide intersectional standpoint. Supported through Trinity-INC Inclusive Initiatives Programme.

The path forward

Equality, Diversity, and Inclusion are not standalone initiatives, they are the engines of Trinity's operational excellence and global teaching & learning and research impact. We will continue to leverage EDI as a strategic tool to ensure Trinity is an inclusive, safe place for students, staff and visitors. We will be even more inclusive by collectively leveraging our Equality, Diversity and Inclusion (EDI) team, disAbility Service, Trinity Access Programmes, University of Sanctuary, Scholars at Risk, our Civic Engagement for Societal Impact unit, Unit 18 outreach hub, and the Trinity Centre for Deaf Studies and Trinity Centre for People with Intellectual Disabilities.



Trinity Aurorians 2025-2026



Equality, Diversity & Inclusion



Relevant Resources

Access Programmes (TAP): <https://www.tcd.ie/trinityaccess/>

Aurora Women in Leadership: <https://www.tcd.ie/hr/learning-and-development/aurora/>

Gender Action Plan (GAP) 2023-2027: https://www.tcd.ie/media/tcd/equality/documents/tcd/Action-Plan-2023_2027-TCD_Redacted.pdf

Gender Pay Gap Reports: <https://www.tcd.ie/hr/gender-pay-gap/>

HEA Ending Sexual Violence and Harassment in Higher Education Institutions:
https://hea.ie/assets/uploads/2021/04/HEA_ESVH_Implementation_Plan_FINAL.pdf

Horizon Europe Gender Equality Plan Eligibility <https://www.tcd.ie/equality/trinity-edu/policy/horizon-europe-gender-equality-plan-eligibility/>

Race Equality Action Plan (REAP)2023-2028: <https://www.tcd.ie/media/tcd/equality/documents/tcd/REAP-TCD-2025.pdf>

Speak Out: <https://tcd.speakout.ie/>

Thrive Strategic Plan 2025-2030: <https://strategy.tcd.ie/>

Transforming Gender Equality and Inclusion Within Higher Education in Ireland Open Access: <https://link.springer.com/book/10.1007/978-3-031-89502-9>

Trinity Policy Hub: <https://www.tcd.ie/about/policies/> (Relevant Policies: Accessible Information Policy, Blended Working Policy, Dignity and Respect Policy, Equality Policy, Gender Identity and Gender Expression Policy, Sexual Misconduct Policy)



Leadership

Leadership

“We can achieve more, thrive collectively, and make a meaningful difference. It speaks to the special and unique place that Trinity is and, for a centuries-old university, how we can show leadership by using highly sustainable and responsible ways of inhabiting our campuses into the future. I believe passionately in the leadership role that a public university like Trinity must play in the world. That leadership is needed now more than ever” – Dr Linda Doyle, Provost & President, Trinity College Dublin



How we govern Strategic Frameworks and Policy Integration

The integration of sustainability into the highest level of university governance represents a fundamental shift in institutional culture. Sustainability is knitted into all the commitments within the Strategic plan **Thrive** reflecting a deliberate shift from discrete, peripheral initiatives to a core institutional mission. This alignment ensures that sustainability stewardship is a foundation requirement for all academic operations and financial decision-making, providing the strategic architecture necessary for long-term resilience.

The University’s Sustainability Policy provides clear institutional leadership on sustainable development, social responsibility, and resilience. It outlines the University’s commitment to addressing climate, biodiversity and health challenges through education, research, innovation, and operations, in partnership with external collaborators and communities. It confirms leadership structures and alignment with UN Sustainable Development Goals (SDGs). The policy also references the existence of a dedicated principal committee of the College Board (i.e. Environment & Sustainability Committee - ESC) that has a broad remit for general oversight of sustainability strategy and related policies.

The ESC membership includes leaders from across the University including:

- Vice Provost/Chief Academic Officer
- Vice President for Biodiversity and Climate Action
- Deputy Chief Financial Officer
- Dean of Research
- Chief Operating Officer
- Bursar
- Faculty Dean
- Librarian
- Three staff representatives
- Two student representatives
- Two external members

ESC is chaired by an External Board member.



Leadership



How we engage

Sector Partnerships, Collaboration & Global Engagement

With over four centuries of international collaboration, almost half of research publications involving international partners, and a diverse international student body from over 120 countries of origin, Trinity College Dublin is well connected and well positioned for impactful global engagement (Trinity Global).

Trinity maintains extensive strategic international partnerships aligned with United Nations Sustainable Development Goals (UN SDGs). Through Trinity Global, the University applies a structured approach to partnership governance, supporting the development and management of international collaborations, ongoing relationship oversight and reporting, and strategic growth. SDG impact assessment is embedded within partnership decision-making, ensuring that global engagement activities are aligned with institutional sustainability objects.

Trinity is an active member of the Sustainable Development Solutions Network (SDSN) Ireland and is represented on the Network's Leadership Council.

As part of the League of European Research Universities (LERU) and the Coimbra Group, Trinity collaborates with peer institutions on shared sustainability challenges and policy development at sectoral level.



United Nations
Framework Convention on
Climate Change



Where we are

Global Recognition

Trinity ranks 1st in Ireland in the 2026 QS Sustainability rankings, reflecting not only strong performance metrics but also the University's deep-rooted leadership in sustainability across education, research, operations, and community engagement. This leadership enhances Trinity's long-term resilience by embedding sustainability thinking into decision-making, capacity-building, and future-focus innovation.

Trinity also became the first university in the Republic of Ireland to receive the "Responsible Futures" accreditation in 2025, following a student-led audit assessing the integration of sustainability across, curriculum, governance, and operations.

Our Values – putting our words into action

The Sustainability Action Plan translates the University's values into measurable delivery. It sets out a comprehensive programme of more than 260 actions, reflecting a whole-of University approach to achieving the objectives defined in the Sustainability Strategy 2023-2030. These actions are directly aligned with four of the UN SDG (SDGs 3, 13, 14, and 15), while also contributing to progress across a wider range of interlinked goals. The Plan is embedded across all areas of University activity. It informs teaching and learning through Education for Sustainable Development (ESD), supports research through knowledge generation and sharing for policy and practice, and guides campus operations through the delivery of a Nature Positive, Climate Smart, Active, Circular, Responsible and Healthy Campus.

Where we are It also strengthens engagement with communities and partners within and beyond the University, ensuring that sustainability principles are consistently applied in practice as well as in policy.

How we communicate **Engagement Campaigns** High-visibility events such as Green Week, Climate & Biodiversity Action Week and Health & Sport Week serve as key education platforms, engaging staff, students, and the wider community on sustainability, health, and wellbeing topics, while strengthening awareness and participation. In March 2026, Trinity celebrated its 24th annual Green Week, demonstrating the University's continued leadership and long-standing commitment to sustainability.

The Power of Recognition

The Sustainability Leadership Awards, led by Trinity Sustainability, recognise outstanding leadership and contributions to sustainability across education, research, and operations. The programme invites nominations from across Trinity community. In 2026, over 150 staff and students were nominated. Details of the award recipients and their contributions are publicly available, highlighting best practice and inspiring future action across the University.



Green Week – The winners of the 2026 Sustainability Leadership Awards

Communication Plan

Targeted communication plans are developed and managed collaboratively by the Sustainability Communications Officer and Trinity Communications. The staff are regularly updated on University activity and achievements through multiple internal channels, including *T-Net* the staff intranet, the Provost's College Staff Update, the Weekly Wrap-Up staff newsletter, and dedicated News and Events communications. Leadership visibility is reinforced at the highest level, with the Vice President for Biodiversity and Climate Action featuring twice a year on the Provost's College Staff Update, ensuring the sustainability agenda receives strong institutional priority and endorsement. In addition, Trinity maintains dedicated sustainability news and events websites, supported by an active social media presence, to keep internal and external stakeholders informed of sustainability achievements, research impacts, and operational developments.

How we measure

Maintaining Momentum

The Sustainability Strategy and Action Plan set out measurable targets and actions aligned with Trinity's commitment to become a Nature Positive and Climate-Smart university, going beyond the requirements of the national Climate Action Mandate.

Trinity established a new unit in 2022, creating a dedicated unit to drive the University's sustainability agenda. The unit is led by the Vice President for Biodiversity and Climate Action who provides strategic leadership, supported by a Sustainability Manager overseeing sustainability initiatives and activity.



Leadership



How we measure

To strengthen delivery capacity and institutional reach, the team expanded in 2024 and 2025 with the recruitment of the following positions:

- Green Labs Officer
- Sustainability Communications Officer
- Sustainability Assistant
- Healthy Campus Manager
- Healthy Campus Administrator
- Sustainable Travel Officer
- Biodiversity Officer
- Fellows for Education for Sustainable Development (two part-time academic secondments)

The team leads the development and delivery of a range of institutional sustainability action plans in partnership with experts across academic and operational areas.

Visibility and Accountability

Trinity publishes annual sustainability reports detailing:

- Progress against strategic targets
- Governance structures supporting sustainability work
- Sectoral engagement and community involvement
- Future action steps

These reports reflect regular, structured review processes and transparent reporting lines.

How we continuously improve

Trinity demonstrates strong and embedded sustainability leadership through robust governance and expert oversight. Delivery of sustainability targets is supported by a cross-functional leadership team, bringing together various operational expertise. The Sustainability Management Group, a sub-group of the Executive Officers Group (EOG) meets regularly to review progress on the Sustainability Action Plan. The Group comprises representatives of key stakeholders from across the University, namely:

- Vice President for Biodiversity and Climate Action
- Sustainability Manager
- Healthy Campus Manager
- Senior Lecturer/Dean of Undergraduate Studies
- Director of Research
- Senior Business Development Manager (Knowledge Exchange)
- Head of Financial Planning & Analysis
- Director of Campus Infrastructure
- Director of Commercial Revenue Unit

Leadership



How we continuously improve

Key personnel who are involved in progressing sustainability targets across the college include the following roles:

- Dean of Graduate Studies
- Academic Secretary
- Director of the Centre for Academic Practice
- Librarian
- Engineering Services Manager
- Head of Engineering & Maintenance
- Deputy Head of Capital Projects & Planning
- Campus Services Manager
- Head of Facilities Management
- Campus Maintenance Manager
- Environmental Operations Manager
- Technical Services Manager
- Head of Space Management and Workplace Strategy
- Procurement Manager
- ESG Monitoring & Reporting Manager
- Catering Manager
- Director of IT

How we influence

Building Operational Capacity through Staff Education and Training

Trinity’s sustainability leadership is demonstrated through sustained investment in staff education and capacity-building. Responding directly to staff feedback, Trinity Sustainability has designed and delivered a range of bespoke sustainability training programmes. The high levels of participation highlight that sustainability is not confined to the curriculum but integrated into how Trinity operates and evolves as an institution.

Since 2023, the University has delivered:

- Climate Leadership Training: 600+ participations
- Circular Economy Training: 41 participations
- Embodied Carbon training: 17 participations
- Life Cycle Cost Training: 13 participations

In parallel, the E3 (Engineering, Environment, and Emerging Technologies) initiative extends Trinity’s influence by offering a wide range of social, environmental and sustainability related courses and webinars to the broader community. In addition, Trinity is one of three partners on the IKC3 (Ireland’s Knowledge Centre for Carbon, Climate and Community Action) initiative, providing training for the transition to a low-carbon economy, including Micro-Credentials proving learners with the knowledge and skills to enhance their understanding of sustainability and the circular economy.

Trinity’s sustainability approach and impact influence future generations through excellence in education and research.

How we influence

Embedding Education for Sustainable Development (ESD) in the curriculum

Trinity continuously infuses sustainability into existing courses, as well as in new course development.

Trinity has adopted the UNESCO vision for ESD as its foundation for curriculum (re)design and incorporated this into the ESD Curriculum Design Framework. This Framework, which uses ESD themes as opposed to individual SDGs, can be used to ensure the breadth of sustainability is embedded in modules, acknowledging that society and economies are dependent upon a functioning biosphere, thus encouraging a move away from a sectoral approach to achieving the SDGs. This framework has been used to map Trinity's current curricula across both undergraduate and postgraduate programmes.

In addition, all new undergraduate programmes must now include one programme level outcome addressing education for sustainable development. Recent inter-disciplinary programmes that focus on sustainability include the undergraduate degree in Environmental Science and Engineering and Postgraduate MSc in Responsible Business and Sustainability.

The Trinity ESD Curriculum Design Framework ensures that sustainability is systematically embedded across existing courses and programmes, while also serving as a core decision-making criterion in the design and approval of new courses and programmes. Through this approach, Trinity empowers students with the knowledge, skills and values needed to contribute to a more sustainable and resilient future. Leadership in developing ESD has been recognised by the Higher Education Authority with an "Impact Award" (2026) for the structured approach to curriculum mapping and enacting responses to ESD goals.

Sustainability Research

Trinity's research, across all three Faculties, contributes to policy and practice in sustainability locally and globally. Research is engaged and connected with relevant stakeholders for maximum societal, economic and environmental impact.

In addition, research is undertaken in a sustainable way, including how we work and collaborate, how our data and ideas are generated, stored, analysed and communicated. My Green Labs accreditation has been awarded to a significant number of labs in Trinity, and a dry-lab equivalent is in development.

Several research initiatives, centres and groups bring together researchers within and beyond Trinity. For example, Trinity launched the Climate Gateway led by the Chair of Climate Science. The mission of the Gateway is to build a dynamic, resilience focused climate science and education network and ensures resilience-based climate science is the engine of the University's future research.



The Centre for Academic Practice (CAP) receiving SATLE Impact Award (2026)



Trinity Climate Gateway Framework



Leadership



The path forward

The development of the next Sustainability Action Plan for the period 2027-2030 will be undertaken through a collaborative and inclusive process, engaging all relevant stakeholders across the University community. This work will be supported by the Strategic Management Group (SMG), the Executive Officers Group (EOG), and senior leadership to ensure strong governance and alignment with institutional priorities.

The University is expanding its leadership training to include nature literacy as a core component. Biodiversity Leadership Training is scheduled to commence in 2026. This will equip leaders with the knowledge and skills to understand and integrate biodiversity into decision-making.

Leadership for sustainability is being enabled across all Faculties through the establishment of designated “Sustainability Leads” in each School. These roles will act as a vital conduit for action. By fostering distributed leadership, this approach aims to encourage innovation, accountability and consistent progress across the University.

Relevant resources

Biodiversity Action Plan 2025-2030:

<https://www.tcd.ie/media/tcd/sustainability/pdfs/FINAL-Trinity-Biodiversity-Plan-2025-2030.pdf>

Campus Travel Plan 2025-2030:

<https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Campus-Travel-Plan-2025-2030.pdf>

Climate Gateway: <https://www.tcd.ie/climate-gateway/>

Media releases/news stories:

https://www.tcd.ie/news_events/tag/sustainability/

Social Media Channels:

- LinkedIn: <https://www.linkedin.com/company/trinity-sustainability/>
- Instagram: <https://www.instagram.com/tcdsustainability/>

Sustainability Newsletter:

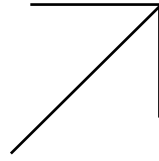
<https://sway.cloud.microsoft/V44LbYVCITsnYAR?ref=Link&loc=play>

Trinity Partnerships and the SDGs - Trinity Global | Trinity College Dublin: <https://www.tcd.ie/global/sustainability/trinity-partnerships-and-the-sdgs/>

Trinity Sustainability Reports:

<https://www.tcd.ie/sustainability/resources/sustainability-reports/>

“Enhancing student belonging and connection in an engaged and healthy university” – Thrive, Trinity College Dublin’s Strategic Plan 2025-2030



Health and Wellbeing



At Trinity, health and wellbeing is intrinsically linked to our overarching strategic and sustainability goals. Healthy Trinity pursues “enabling the well-being of students, staff, alumni, and friends: One Trinity Community”.

How we govern Our “Healthy Trinity 2030” vision is fully embedded within the University’s core governance as one of the three strategic pillars of the Trinity Sustainability Strategy. Positioning health and wellbeing alongside environmental stewardship and climate action reflects a deliberate institutional commitment: a healthy, resilient community is essential to long-term sustainability and academic excellence. This governance model ensures coherent oversight, strategic alignment and accountability across all health-related initiatives. By integrating Healthy Trinity into formal decision-making structures, the University guarantees that programmes and policies are underpinned by academic rigour, evidence-based research and provide the operational agility needed to respond effectively within a large and complex institutional environment. This leadership is supported by 12 specialised working groups, each co-chaired by academic experts and professional leads, ensuring multidisciplinary expertise is systematically applied across all dimensions of campus life.

How we engage **The Partnership Approach** The “Healthy Trinity” philosophy is rooted in the principle of co-creation, where health is viewed as a collective responsibility shared across the entire University. We operate on the belief that for health initiatives to be sustainable, they must be designed with the community. Our partnership model empowers over 100 academic and professional partners to lead change from within their own spheres of influence.

- Students: Co-creation, peer leadership, feedback
- Academic Experts: Evidence based research, curricular integration
- Professional Leads: Operational implementation, policy development

Where we are **Health initiatives at Trinity are defined as “living” project**

- **National Leadership:** Healthy Trinity partners co-authored the national HEA Strategy for Student and Staff Health & Wellbeing (2025) and are actively shaping the associated National Action Plan.
- **Primary Care:** In 2025, the University established Ireland’s first primary care sustainability office. This office employs 2.6 full-time equivalent staff in a centre with doctors, nurses, physios, plays an important role in linking health services with environmental action.
- **Tobacco Free Campus:** Trinity is a tobacco free campus supported by the Tobacco and E-Cigarette policy. It creates an environment that supports cessation and protects non-smokers. Uniquely, smoking and vaping on campus are monitored on an ongoing basis and Trinity has 78% less observed smoking since becoming tobacco free.
- **Living Labs framework:** provides a collaborative framework for researchers, students, operations staff and external partners to leverage the campus to explore, develop and test new ideas, and to share the knowledge gained from these experiences.
- **Bio-haven:** outdoor reflective space designed to foster mindfulness, reflection, and well-being.
- **TCD Sense:** a holistic approach to raise awareness and responding various sensory needs by creating spaces for broad range of activities. TCD Sensory Map is available to provide information about the sensory friendly spaces.

How we communicate

Multi-channel outreach and branding

- Website: A static repository of evidence-based resources and deep-dive information.
- Dynamic Channels: Social media, email and the intranet are used to provide high-impact updates.
- Exam Period: Prioritising mental health through “Operational Examination” and “Tap Bio haven for Mental Health”.
- Face to Face: Student Ambassadors build trust through direct peer-to-peer communication.
- Annual Health and Sport Week: promotes a theme of ‘Healthy Planet, Healthy People’. Students and staff can enjoy various informative events and fun activities throughout the week.

How we continuously improve

To remain at the forefront of institutional health, Trinity employs the Living Labs concept, a framework where research and operations converge to test and refine new ideas within the campus ecosystem.

How we influence

In 2025, Healthy Trinity content was taught to over 1,100 students (out of 20,000) through academic professional partnership utilising the Anxiety and Action Handbook and via the Commercial Determinants of Health Lab.

How we measure

Data-driven accountability is the engine of institutional excellence ensuring our health initiatives are effective, transparent, and aligned with national standards of wellbeing.

- FISU Platinum Accreditation: Trinity has been awarded the prestigious Healthy Campus Platinum Status by the International University Sports Federation (FISU), achieving an impressive 98 out of 100 criteria. The audit noted “Healthy Trinity is an exemplary case of how a university can integrate wellness into its academic and operational framework.”
- Trice-yearly progress reports to a principal committee of the Board.
- Annual Reports: Annual reports from 2020 onwards demonstrate Trinity’s ongoing commitment and action on Health and Wellbeing.
- Living Labs Data sets.
- Scientific Validation: We publish findings in peer-reviewed journals to ensure our data sets are novel, scientifically validated, and capable of informing global best practices.
- Wellbeing Metrics Dashboard is to be implemented by 2027. This dashboard will align Trinity’s internal progress with the Irish government’s wellbeing framework and national “Healthy Ireland” measures, ensuring our efforts contribute to the broader national health landscape.

The path forward

Trinity’s first Healthy Campus Policy is in development and will be actioned by a Healthy Trinity Action plan 2026-2030 under Trinity Sustainability.



Health and Wellbeing



Relevant resources

Anxiety and Action Handbook: https://www.tcd.ie/media/tcd/healthy-trinity/pdfs/Anxiety_20and_20Action_20Handbook_20June_202024.pdf

Commercial Determinants of Health Lab <https://www.tcd.ie/healthytrinity/commercial-determinants-of-health>

Healthy Campus Case Study : <https://hea.ie/assets/uploads/2024/06/13-Case-StudyTCD24.pdf>

Healthy Trinity: <https://www.tcd.ie/healthytrinity>

Health Trinity Resource Map:

<https://trinitycollege.maps.arcgis.com/apps/instant/interactivelegend/index.html?appid=b9f2b03551004946a9e6d97bfccbf92c>

Healthy Trinity Online Tool: <https://www.tcd.ie/healthytrinity/healthy-trinity-online-tool>

Healthy Trinity Video: <https://www.tcd.ie/hr/assets/m4v/healthy-trinity.mp4>

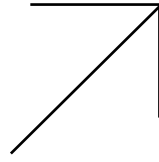
Living Labs: <https://www.tcd.ie/healthytrinity/living-labs/>

Trinity Policy Hub: <https://www.tcd.ie/about/policies/university-policies/> (Relevant Policies: Student Mental Health Policy, Occupational Health and Safety Policy, Tobacco and E-Cigarettes Policy, Alcohol Policy, Alcohol Policy, Misuse of Drugs Policy, Fitness to Practise Policy, Fitness to Study Policy, Student Parents, Student Carers and Students Experiencing Pregnancy Policy)

Trinity Sense Map: <https://tcdsensemap.ie/>

Trinity Sustainability Annual Reports: <https://www.tcd.ie/healthytrinity/about/impact/annual-reports/>

“Risk management has the potential to help us make better decisions for the University and navigate a changing world.” - Dr Linda Doyle, Provost & President



Risk



The Risk Management Office leads the coordination and oversight of risk management across the University, supporting the systematic identification, assessment, and management of risks at all levels of the University. Operating as the second line of defence, the Risk Management Office provides independent challenge, oversight and assurance that risks are being effectively managed in line with Trinity’s strategic objectives. In doing so, it enables informed decision-making and supports the delivery of sustainable, responsible outcomes across the University.

How we govern

The University’s Risk Management Policy establishes a formal, structured framework to support the proactive identification, assessment, and management of risks that may impact the achievement of its strategic objectives. The policy applies across all areas of the University and defines clear roles and responsibilities for risk oversight and management, from Board level through executive management to Schools and Units. This ensures that accountability for risk is embedded throughout the organisation and that risk management is integrated into core planning and decision-making processes.

Risk Appetite Statement

The University’s Risk Appetite Statement articulates the level and type of risk it is willing to accept in pursuit of its strategic objectives, providing a structured framework to support informed decision-making across the institution. It sets out broad risk appetite levels across key activity areas and is used to guide the assessment of proposed initiatives and strategic actions. As a living document, it is subject to ongoing review to ensure continued alignment with the University’s strategic priorities and operating environment.

Investment Policy

The Trinity Endowment Fund, comprising over 440 individual endowments, aims to generate a sustainable level of income while preserving the long-term purchasing power of the University’s assets against inflation and expenses. The annual risk reviews and a comprehensive full review of full investments on a three-year cycle are carried out by the relevant investment managers. This structured oversight ensures that the investment strategy remains aligned with the University’s financial objectives, risk appetite, and long-term obligations.

Sustainable Investment Policy

The Endowment Fund is committed to responsible and sustainable investment practices that enhance long-term portfolio resilience and address sustainability-related risks and opportunities. The Fund adheres to broad Environmental Social and Corporate Governance (ESG) principles which are considered in all its investment decisions and solely engages asset managers who are signatories of the United Nations Principles of Responsible Investing (‘UNPRI’) initiative and comply with the UNPRI requirements, including annual publication of their activities and progress towards implementing the principles.

How we engage

Stakeholder-Driven Development

The University's Policy management Framework requires appropriate consultation in the development and revision of policies, ensuring engagement with relevant internal stakeholders and governance bodies. The Risk Management Policy reflects this approach, with defined review and approval processes involving key university committees and stakeholders. In developing and maintaining the policy, relevant legislation and external standards, including the Higher Education Authority Act 2022, ISO 31000 Risk Management Principles and Guidelines and sectoral Codes of Practice for Governance - are taken into account to ensure alignment with best practice.

Strategic Alignment and Ongoing Engagement

The Risk Management Framework supports the achievement of the University's strategic objectives through continuous engagement with risk owners and senior leadership. Risk owners are responsible for identifying, assessing, and managing risks within their areas, including the evaluation of existing controls and the implementation and review of mitigating actions.

The University Risk Register is developed and maintained through an annual cycle combining both top-down and bottom-up inputs. Strategic risks are identified and reviewed in conjunction with senior leadership, while operational risks are escalated from Schools, Units, and subsidiaries. This is complemented by ongoing engagement with risk owners throughout the year to monitor risk exposures, ensure mitigating actions are progressing, and respond to emerging risks. The Board sets the University's risk appetite and approves the University Risk Register on an annual basis, ensuring alignment between risk oversight and strategic priorities.

Where we are

Trinity Sustainability Risk Management

The University recognises sustainability as a significant strategic and operational risk area. Delivering on institutional and governmental sustainability commitments will require sustained behavioural change, the operational adoption of sustainability initiatives across multiple functions, and investment decisions also across multiple functions.

The University has multiple controls in place to support the management of this risk. The Environment and Sustainability Committee, a principal committee of Board, meets five times per year and provides oversight of the strategic direction and progress against the University's Sustainability Strategy. University-level policies are also in place in key areas, including sustainability, sustainable procurement, waste, and energy. In addition, staff training in Climate Leadership and Biodiversity Leadership is delivered at least twice per year to support awareness, capability and behavioural change across the University community.

A number of further actions are ongoing to strengthen the University's response. These include implementation of the Trinity Biodiversity Plan, Campus Travel Plan, Green Events Plan, Healthy and Sustainable Food Plan, and Decarbonisation Plan. Work is also continuing to increase the number of accredited Green Labs and to develop digital certification for dry labs. The University is also seeking to embed Education for Sustainable Development across all curricula, recognising that sustainability must be reflected not only in operations, but also in teaching, learning and the student experience.

Where we are

Notwithstanding these controls and actions, the University recognises that there remains a risk that it may not fully meet its sustainability commitments within the required timeframes. This could result in regulatory non-compliance, reputational damage, financial or pecuniary impacts, and reduced confidence among students, staff, funders, partners and other stakeholders.

Business Continuity and Climate-Related Disruption

The University recognises that climate change and ecological degradation present broader external risks that are not wholly within its direct control. These include potential impacts on the estate and operations arising from flooding, storms, energy disruption, supply chain disruption and other climate and nature-loss related events. While the University cannot directly control these external developments, it has established a Business Continuity Management (BCM) function, supported by policy, which provides the institutional framework, guidance and oversight for Business Continuity planning across the University. Business Continuity plans are developed and maintained by individual Schools and Units, reflecting their local priorities and critical activities, with the BCM function supporting consistency, assurance and alignment across the institution. Business Continuity planning is deliberately incident agnostic and is designed to support effective response and recovery regardless of the underlying cause of disruption, whether climate related, financial, supply chain related or otherwise. In addition, the BCM function has developed a University level Crisis and Major Incident Management Plan. This plan sets out governance arrangements, roles and responsibilities, escalation pathways and coordination mechanisms to support senior decision making and an effective institutional response during significant disruptive events.

Together, Business Continuity and Crisis Management arrangements are intended to minimise operational disruption and associated secondary impacts, including financial, reputational and service impacts. This is achieved through structured decision-making during incidents, prioritisation of critical activities, and the timely restoration of essential services. Financial impacts arising from major disruption are managed through established financial governance, insurance arrangements and senior management oversight.

Where the financial impact of a sustainability related incident/event occurs outside the normal recurrent budget of an area then the University's Planning Group (which reports to the Executive Officers Group) will consider the overall impact on the University. The University has a legislative obligation to prepare a balanced budget and all requests for funding from the University's recurrent budget are analysed by the Planning Group to introduce resource assessment into decision-making process at the earliest possible stage. Where the financial impact leads to proposed capital expenditure then a business case will be developed for approval within the governance structure of the University.

Where we are

Financial & Investment Risks

Responsible & Sustainable Investment: Risk management is also embedded within the University’s approach to responsible and sustainable investment.

- Enhanced Portfolio Resilience: Responsible investing ensures the portfolio is resilient against long-term sustainability threats.
- Carbon Footprint Reduction: by transitioning to bespoke Climate Focused and Low Carbon equity funds, the University materially reduces its carbon intensity and severe ESG exposure compared to standard market offerings.
- Support for the Sustainable Economy: The Sustainable Investment policy encourages active exploration of “impact investments” in renewable energy, biodiversity restoration, and technology that accelerates the global transition to sustainability.
- Mission Alignment: Trinity integrates sustainability considerations in responsible and sustainable investing through a comprehensive framework that aligns with the University’s mission to operate as a “Climate Smart and Nature Positive Institution.”

How we communicate

The University’s commitments to safeguarding its financial position are publicly available. As required by the Higher Education Authority (HEA), the University prepares annual financial statements that present a comprehensive view of financial performance and position including information on the Trinity Endowment Fund and ESG investing.

The Consolidated Financial Statements are prepared accordance with accounting standards generally accepted in Ireland (Irish GAAP), as published by the Institute of Chartered Accountants in Ireland and issued by the Accounting Standards Board, and in compliance with the Statement of Recommended Practice- Accounting for Further and Higher Education Institutions. The financial statements also include a Statement of Governance and Internal Control, which outlines the University’s governance structures, risk management processes, and systems of internal control.

A Statement of Responsibilities is set out in the Annual Report and Consolidated Financial statements which is signed by the Provost and Chief Financial Officer (CFO). The financial statements are approved by the Board of the University and sent to the Higher Education Authority while also being publicly available on Trinity’s website.

In addition, staff and students are given an opportunity to engage with the Sustainable Investment Policy via their staff and student representatives at appropriate University Committees

Risk



How we measure

The University’s Risk Management Framework is subject to ongoing monitoring and review through established governance structures and reporting mechanisms. The University Risk Register is regularly reviewed and updated, with risk movements, emerging risks, and the effectiveness of mitigation actions tracked and assessed on an ongoing basis.

Structured escalation and oversight are provided through the Risk Governance Chain, with reporting from the Risk Management Function to the Risk Management Group (RMG), Risk and Compliance Committee (RCC) and the Executive Officers Group, with onward reporting to the Board. This ensures that material risks, including new and emerging high risks, are identified, assessed, and escalated as appropriate. The process is supported by clear feedback loops — including specialist presentations, targeted risk reviews and follow up actions to address areas of concern. The RCC and the Board receive updates on the University Risk Register and on deep dives on specific risks to provide focused oversight and challenge.

How we influence

Trinity explicitly links and embeds risk management into both formal and informal curriculum activity. A specific example of this is found within the Trinity Business School, which offers a module on Investment & Sustainability that connects financial risk with sustainable practice. Furthermore, the University views its role in education as a way to generate knowledge and educate the next generation of decision-makers.

How we continuously improve

The Risk Management function is committed to building risk management capability across the University by providing practical tools, guidance and advisory support to enable staff to identify, assess and manage risk effectively. This is supported through ongoing engagement with stakeholders, including the delivery of targeted training sessions and facilitated risk workshops to strengthen understanding and embed consistent risk practices across Divisions, Faculties, and units.

Risk management resources, learning materials, and reporting approaches are subject to continuous review and enhancement to ensure they remain relevant and aligned to the University’s evolving needs. This includes incorporating feedback from governance bodies, particularly the Board, to refine the presentation and alignment of the University Risk Register with strategic priorities and decision-making requirements.

Through this approach, the University aims to foster a strong risk-aware culture, where responsibility for risk management is embedded across the organisation and supported by ongoing learning and continuous improvement.



Risk



The path forward

The University recognises that effective risk management requires continuous adaptation in response to an evolving internal and external environment. The Risk Management Policy and Risk Appetite Statement are treated as living documents, subject to regular review and refinement to ensure they remain aligned with the University's strategic objectives and operating context.

The Risk Management Framework will continue to evolve to reflect emerging risks and developments, including the increasingly complex geopolitical landscape and the pace of technological change, particularly in the area of digital and IT risk, including the growing impact of emerging technologies such as artificial intelligence on teaching, learning, and research.

Ongoing enhancements will focus on strengthening integration with strategic planning, refining risk reporting, and supporting informed decision-making across the University.

Through this approach, the University aims to ensure that its risk management practices remain relevant, responsive, and effective in supporting the delivery of its objectives.

Relevant resources

Investment Policy Statement for Trinity Endowment Fund:
<https://www.tcd.ie/media/tcd/about/policies/pdfs/Investment-Policy-Statement.pdf>

Risk Management Policy:
<https://www.tcd.ie/media/tcd/about/policies/pdfs/Risk-Management-Policy.pdf>

Sustainable Investment Policy:
<https://www.tcd.ie/media/tcd/about/policies/pdfs/Sustainable-Investment-Policy.pdf>

University's Risk Appetite Statement:
<https://www.tcd.ie/alumni/assets/pdf/Governance%20Files/2025/risk-appetite-statement-may-2025.pdf>

University's Risk Management website:
<https://www.tcd.ie/riskmanagement/>

Estates and Operations

“Estates and operations demonstrate clear ambition and significant activity across energy, climate mitigation, biodiversity and the built environment, supported by dedicated plans and senior oversight. Strong progress has been made on standing up systems, baselining and delivery mechanisms. Implementation is somewhat uneven, with variability in data quality, integration and evaluation across areas such as transport, water and waste. Climate adaptation and whole-system operational risk are emerging but not yet fully embedded, indicating scope for consolidation and maturation.” - Sustainability Leadership Scorecard Review for Trinity College Dublin (SUMS Consulting and Environmental Association for Universities and Colleges)

Resource Efficiency and Waste

Biodiversity & Climate Change Adaption

Construction and Renovation

Travel and Transport

Energy



“Sustainability focuses on minimising damage to the environment and human health and using resources more efficiently to limit the degradation of earth’s natural systems.” – Sustainability Strategy 2023-2030

Resource Efficiency and Waste



Resource Efficiency and Waste



How we govern

Policy Framework and Controls

Trinity’s waste governance is underpinned by a clear and enforceable policy framework:

- The Waste Management Policy requires all staff, students, contractors and visitors to manage waste responsibly and in compliance with legal obligations. Heads of Schools and Departments are required to appoint local representatives to work with Estates and Facilities on waste procedures and compliance.
- The Sustainable Procurement Policy supports waste prevention at source by applying the circular 10R framework to reduce consumption and promote responsible purchasing to support lifecycle waste generation.
- The Climate Action Roadmap outlines the Construction Waste Recycling Requirements. Contractors are governed by strict requirements to account for all waste generated during works, minimise volumes and maximise recycling in compliance with current waste legislation ‘SI126 of 2011 – European Communities (Waste Directive) Regulations 2011’.

How we engage

Trinity is actively transitioning from a traditional take-make-dispose model to a circular campus approach, harnessing the collective agency of our community of 30,000 students and staff. Waste reduction and resource efficiency plans are covered by a range of cross-functional committees that bring together professional and academic staff, students and senior decision-makers.

How we engage

Key engagement mechanisms include:

- Circular Campus Working Group: Provides strategic focus on increasing levels of reuse, and recycle while reducing waste generation across the University and is supporting the development of a comprehensive Waste Action Plan at the institution level.
- Green Campus Committee: Co-chaired by the Students’ Union (SU) Environmental Officer and the Sustainability Manager, this committee fosters collaboration between students, staff and senior management. It provides a platform for idea-sharing, co-creation of initiatives, and bottom-up influence on institutional sustainability priorities.
- Green Events Working Group: developed a Green Events Plan, Guidelines and Checklist to promote waste reduction, as well as encouraging wider sustainability practices.
- Green Labs Committee: concentrates on improving sustainability including resource efficiency and reducing waste in laboratory environments. Key initiatives include a Lab Equipment Inventory Project, Styrofoam segregation and recycling, and broader engagement with laboratory users to embed sustainable research practices.



Resource Efficiency and Waste



Where we are

Quantitative Waste Metrics

Waste generation by type: Trinity tracks waste generation and diversion across various streams, including mixed municipal waste, cardboard, glass, green waste, textiles, and wood, measured in total tonnes.

- **Food Waste:** Trinity engaged Positive Carbon to implement a Food Waste Monitoring System. This service includes a staff training, monitoring of food waste at the preparation state, identifying each item disposed of, which allows staff to understand what food is being wasted and to explore ways to reduce waste systematically.
- **Construction and Demolition (C&D) Waste:** Contractors are obliged to minimise the volumes of waste produced and segregate the waste and maximise the volumes of designated for recycling. Contractors are mandated to provide waste and recycling reports at project termination.

Waste Reduction

- **New waste streams**
 - **Deposit Return Scheme:** Trinity implemented the nationwide Re-turn scheme through the provision of two deposit return machines as well as participating in a student led Re-turn awards to increase segregation. In addition, Trinity supported the Re-turn programme with the development of a carbon foot printing tool for the Re-Turn website.

• Circular initiatives

- **Trash to Treasure:** Delivered annually since 2018 by the Green Campus Committee, Trash to Treasure facilitates the reuse of unwanted items at the end of the academic year. In 2025, the initiative was delivered in partnership with the Student's Union, Trinity Sustainability and Estates & Facilities. All donated items were resold to students with no materials sent to landfill, demonstrating the effectiveness of coordinated reuse at scale.
- **Bedding Sales:** Donated bedding items (duvets, sheets, pillowcases) were professionally cleaned and resold to students in September to reduce waste while providing affordable, reusable items for the campus community.
- **Viva Engage:** Trinity uses Viva Engage as a digital platform to enable staff to reuse, share, and exchange resources across the University. This staff-led initiative reduces unnecessary purchasing, supports circular resource use, and avoids waste and emissions associated with new products.
- **Abandoned Bicycle Recovery Programme:** abandoned bikes are diverted from the waste stream, repaired in partnership with the Dublin Bike Hub, and redistributed to families in need. This initiative extends product lifecycles, supports social inclusion, and promotes sustainable transport beyond the campus.

Where we are **Eliminating Single Use Plastics**

Trinity has demonstrated early leadership in tackling plastic waste by eliminating single-use plastic items from catering and events in 2018, three years ahead of the EU Single Use Plastic Directive in 2021. Since 2023, the catering team has further strengthened this approach by removing the sale of disposable coffee cups from two outlets - The Forum at Trinity Business School and Áras an Phiarsaigh and by piloting cup-free operations in a third outlet, The Perch in the Arts Block during July and October 2023. In parallel, Trinity operates the 2GoCup reuse scheme across all catering outlets, supporting sustained behaviour change and significant reductions in disposable cup waste.

Sustainable Procurement and the 10R Framework

In January 2026, Trinity approved the new Sustainable Procurement Policy, embedding circular economy principles into purchasing and consumption practices across the University. Central to the policy is the adoption of the 10R circular framework, which prioritise reducing, rethinking, reusing and repairing resources to maximise the lifespan of existing assets before considering new purchases. The policy is designed to optimise resource efficiency, minimise unnecessary procurement, and reduce associated waste generation and greenhouse gas (GHG) emissions, strengthening Trinity's transition toward a more circular, climate-smart campus.

How we continuously improve

Ongoing Capability-building

- **Specialised Training and Capacity Building:** Trinity delivered targeted training sessions on key themes such as Circular Economy, Bulky Waste Management Training and Life Cycle Costs. These sessions build staff capability and support informed decision making that reduces waste and improve long-term resource efficiency.
- **Interactive Digital Engagement:** To encourage behaviour change at scale, Trinity has co-developed online games, such as two waste games and an energy game ('Sparked') designed to raise awareness of waste and energy impacts and promote more sustainable everyday behaviours.
- **Hands-on Workshops:** During Green Week and Climate & Biodiversity Action Week, Trinity hosts practical workshops such as mending workshops, clothes swaps and bike repair clinics. These initiatives empower staff and students to extend product lifecycles, reduce waste, and adopt circular practices in both professional and personal settings.

How we measure

Data-driven Waste Management

Trinity adopts a data-driven approach to measuring resource efficiency and waste management performance. The Estates and Facilities team receives accurate, categorised waste data directly from the University's waste management supplier. This granular data enables informed analysis of waste streams, supports evidence-based decision-making, and underpins the identification of opportunities to reduce waste generation and improve waste management.

Transparency and National Alignment

Performance on waste and resource efficiency is monitored and tracked through Trinity's Climate Action Roadmap, which serves as the primary mechanism for aligning the National Climate Action Plan. Progress against waste-related commitments among other sustainability achievements are synthesised within the Sustainability Annual Report which is publicly available.

Strategy-Led Targets and Action Tracking

The Sustainability Strategy 2023-2030 provides the overarching framework for measuring progress over 260 action items, with multiple formal actions directly addressing resource efficiency and waste management. Key commitments include:

- Target 1. Net-Zero emissions by 2040: Reducing waste-related emissions through changes in operations spanning energy, waste, water, food, packaging.
- Target 2. Nature Positive by 2030: Including a commitment to reduce food waste by 50%.

- Action Item 2.2. Enable research to be conducted in a way that reduces resource use and generate less waste – A dedicated Green Labs Officer work with over 450 labs and PIs to roll out the Green Lab accreditation programme that covers resource efficiency and waste management in lab settings. To date, 109 labs have started the accreditation programme with 50 certified since 2023.
- Action Item 3.4.1. Develop a Waste Action Plan: A circular economy-aligned Waste Action Plan, comprising 8 sub-action items focused on waste prevention, reuse, and recycling.

Baseline Assessment

Trinity undertook a comprehensive Waste Audit in 2024 through RPS consultants. This audit outcome established baseline data to inform the development of the Waste Action Plan.

How we communicate

Transparency and Awareness

- Trinity adapts the ‘Informing and Involving’ framework, focuses on delivering a range of key annual action and networking events such as Green Week and the Climate & Biodiversity Action Week. This strategic communication bridges the gap between executive policy and student and staff practices.
- Trinity Waste & Recycling Map: provides a visual directory of waste and recycling infrastructure, including specialised bins for WEEE (electronics), batteries, and compost.
- Interactive Digital Media: Online games developed to help understanding on waste segregation, energy use in a more attractive method to learn.

How we influence

Trinity offers a comprehensive range of courses and research programmes dedicated to waste management, resource efficiency, and life cycle assessment (LCA) and applied campus implementation. These activities are primarily led by the School of Engineering, the School of Natural Sciences, and are strategically coordinated through the E3 (Engineering, Environment and Emerging Technologies), which focuses on developing scalable solutions to global sustainability challenges.

Educating Future Leaders

Key offerings includes Postgraduate Diploma in Circular Economy and Recycling Technologies, the MSc in Environmental Sciences and Environmental Engineering, these specialist programmes are designed to provide specialist education in sustainable resource management and lifecycle analysis, and an online Measuring Environmental Impact micro-credential focused on Life Cycle Assessment (LCA).

The path forward

As outlined above, Trinity conducted a review and analysis of its waste operation in 2024 which evaluated the University’s waste information and operation, via a comprehensive and thorough audit, analysis of the data, assessment, and reporting, for the current and future states as a Stage 1 plan.

The University is embarking on two further stages by using the data collected in the Stage 1. Stage 2 will be the “Development of the Plan”, where we will develop the analysis stage output to compile a comprehensive suite of recommendations and solutions to all relevant areas. In Stage 3 we will seek the support of expert consultants to support the University over the short to medium term as it embarks upon its “Implementation” of the recommendations and solutions actioned under the plan developed.

At Stage 2, we will establish recommendations and solutions that have been tested and ensure compliance with current legislation and already known future legislation due in the next 10 years supplemented by budget costings and timelines. The recommendations will look to increase prevention, reuse and recycling levels while reducing contamination in parallel with improvements to waste storage, process plant locations, bin types and suitability for the operation. We will seek to assess the impact on future projects and developments on the possible need to reuse bulky items whilst identifying necessary changes to existing resource structure whether directly employed or by external partners that will be required in order to deliver the service at present and in the next 10 years.



Resource Efficiency and Waste



The path forward

We are striving to establish a Strategic Waste Management Plan for the next 10 years considering waste management, enhancing circularity, waste process plant locations, legislation, capital projects, climate change, biodiversity obligations, etc. including the finances and labour/equipment resources required to implement the plan.

Relevant resources

Climate Action Roadmap 2025:

[https://www.tcd.ie/media/tcd/sustainability/pdfs/Accessible-Version---Approved---Climate-Action-Roadmap-2025-\(LOC,JM\)_V6.pdf](https://www.tcd.ie/media/tcd/sustainability/pdfs/Accessible-Version---Approved---Climate-Action-Roadmap-2025-(LOC,JM)_V6.pdf)

Micro-credential 'Measuring Environmental Impact: Life Cycle Assessment for Sustainable Practices':

<https://www.tcd.ie/courses/microcredentials/by-school/micro-credentials---engineering/measuring-environmental-impact-life-cycle-assessment-for-sustainable-practices---micro-credential/>

MSc in Environmental Engineering Course overview:

<https://www.tcd.ie/civileng/programmes/postgraduate/msc-in-engineering/environmental-engineering/>

MSc in Environmental Science Course overview:

<https://www.tcd.ie/courses/postgraduate/courses/environmental-sciences-msc-pgraddip/>

Recycling and Waste Map:

<https://www.google.com/maps/d/viewer?msa=0&hl=en&ie=UTF8&t=m&ll=53.328329228986014%2C-6.251316750000013&mid=1ezdxgkqTNAGSqfk-pdtl33GShnM&z=14>

Relevant resources

Recycling and Waste website:

<https://www.tcd.ie/estatesandfacilities/services/facilities-and-services/campus-services/recycling-and-waste/#d.en.1858967>

Sustainable Procurement Policy:

<https://www.tcd.ie/media/tcd/about/policies/pdfs/Sustainable-Procurement-Policy.pdf>

Sustainability Strategy 2023-2030:

<https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Sustainability-Strategy-2023-2030.pdf>

Trinity Sustainability Annual Report 2025:

<https://www.tcd.ie/media/tcd/sustainability/pdfs/5---proof-Trinity-Sustainability--Annual-Report-2025.pdf>

Waste Management Policy:

<https://www.tcd.ie/media/tcd/about/policies/pdfs/Waste-Management-Policy.pdf>

“We will be a university, a place, and a community where climate change and biodiversity loss are addressed in a holistic, integrated and health-focused way to protect and restore our planetary home for future generations.” – Sustainability Strategy 2023-2030

Biodiversity & Climate Action Adaption



Trinity ranked 29th place in the 2026 QS World University Rankings for Sustainability, first in Ireland and 16th in Europe for its sustainability efforts.

How we govern

Climate Action and Biodiversity as Foundation

Sustainability is knitted into all the commitments in the overarching Strategic Plan, **Thrive**. It means Trinity ensures that climate and biodiversity goals are institutionalised as holistic strategic imperatives for healthier people and planet. The Environment and Sustainability Committee, which is a Principal Committee of Board, oversees the delivery of the Sustainability Strategy 2030. Progress is driven by the Vice President for Biodiversity and Climate Action, who reports directly to the Provost, and the Trinity Sustainability Team, led by the Sustainability Manager and Healthy Campus Manager. Operational progress is driven by the Sustainability Management Group, which monitors implementation across administrative and academic divisions.

How we communicate

Institutional commitments to climate, biodiversity, health and sustainability are publicly available, ensuring transparency and accountability. A dedicated Sustainability Communications Officer oversees the development of communication plans and metrics for key weeks and initiatives. Sustainability efforts are supported by a central website that serves as a hub for resources and information. Staff receive regular updates through the intranet (T-Net) and the Weekly Wrap Up, along with a monthly Sustainability Newsletter. Broader engagement is maintained through social media channels such as Instagram and LinkedIn, as well as a dedicated sustainability news and events website. In addition, the Vice President for Biodiversity and Climate Action provides updates to all staff once a year through the Provost's monthly update.

How we measure

The University's sustainability targets are underpinned by a comprehensive action plan comprising 264 actions, with progress tracked and monitored by a dedicated Sustainability Management Group and reported annually in the Sustainability Report. The review, monitoring, and evaluation process is structured across 7 priority areas, including 1. Education and Research; 2. Nature Positive Campus (focused on biodiversity and nature); 3. Climate Smart Campus (covering energy, greenhouse gas emissions targets, climate action, and climate literacy); 4. Active Campus (promoting active and sustainable travel, including air travel considerations); 5. Circular Campus (addressing waste, procurement, and food); 6. Responsible Campus (encompassing finance, capital projects, and evaluation); and 7. Community (including communication, engagement, networks, tourism, and culture). Greenhouse gas emissions and broader climate actions are reported annually through the Climate Action Roadmap and published online. In parallel, the University's Biodiversity Officer continues to compile and monitor species data across the campus, developing a centralised biodiversity repository, with verified records from iNaturalist incorporated to strengthen the accuracy of the database.



How we engage

A whole university engagement strategy

Trinity's Sustainability Team serves as a central coordinating body that actively connects students, academics, professional staff and external partners to meet the University's biodiversity, climate and health targets. Through this integrated approach, the team co-ordinates and delivers strategic policies and plans, engagement opportunities, educational activities and operational projects related to biodiversity, climate and health. These engagement activities focus on biodiversity & climate literacy, awareness raising, capacity building, networking and delivering accessible events that support the structural and systemic changes required to embed sustainability into the University's teaching, research, operations and culture.

Internal Engagement

Trinity has established a number of committees and working groups to embed sustainability across the University. Trinity has been a Green Campus since 2013 with a committee made up of students and staff members. Other committees & working groups include a Green Labs committee, Green Events working group, Sustainable Food working group, UNFCCC COP30 working group, Waste & Circularity working group, Biodiversity working group, and a Student Engagement working group. Trinity Sustainability also delivers two action weeks annually focused on building awareness off and accelerating engagement with key topics related to biodiversity and climate. Green Week celebrated its 24th anniversary in 2026 and Climate & Biodiversity Week celebrated its 3rd anniversary in October 2025. Trinity also established annual Sustainability Leadership Awards in 2023 to acknowledge students and staff who are working to embed sustainability across all parts of the University, so far over 80 people have received the award. Trinity also promotes existing engagement programmes to students and staff including the national Climate Ambassador programme.

External Engagement

Trinity is part of numerous networks including Environmental Association for Universities and Colleges (EAUC), Business for Biodiversity Ireland (BFBI), Climate & Health Alliance, Nature Positive Universities Network, Green Pearse Street Network, Irish Green Building Council, Sustainable Development Solutions Network (SDSN) Ireland, as well as international networks with other universities, such as the Coimbra Group and is an active member of LERU's PG Sustainability working group. Membership of these networks enable staff and students to engage with national and international groups to share knowledge, learn from peers and show leadership across the sector. Trinity is also focused on communicating and engaging with a larger audience by delivering podcasts and webinars, e.g. talks as part of TEDxTrinity, climate & biodiversity outreach events at EU Researchers Night, through E3, the Climate Gateway, and the Trinity AIB Climate Hub, engagement through public outreach through various media channels such as local and national radio interviews, social media posts (+80k views on biodiversity posts), national newspaper articles (Irish Times, Irish Independent, Journal.ie, RTE) as well as panellists on panel discussions and appearances on national TV (e.g. A Note for Nature).



Sustainability Manager Jane Hackett with COP30 Working Group members

Where we are

Trinity's Sustainability Strategy 2023-2030 is in place with three headline targets across climate, nature and health, and underpinned by a Sustainability Action Plan 2023-2026, which includes 260+ actions. Several specific plans have been developed to support progress towards the 2030 targets, including the Biodiversity Plan, Campus Travel Plan, Green Events Plan and Guidelines, Healthy and Sustainable Food Plan and Decarbonisation Plan.

Progress has also taken place across the University including the creation of Education for Sustainable Development (ESD) Fellows, who work with colleagues in the Centre for Academic Practice to enable the embedding of ESD in the curriculum. Trinity is one of the first institutions outside of the UK to be awarded Responsible Futures accreditation, following a process that included a student led audit of sustainability across the institution.

Trinity has been granted observer status for the UNFCCC COP and UN Biodiversity COP, and has engaged with COPs both in-person, and remotely over the past three years.

Trinity was recently awarded its fourth Green Flag since 2013 as part of the Green Campus programme and a Gold Smarter Travel Award for active and sustainable travel.

Trinity has also launched a number of new research-focused cross-institutional initiatives including the [Climate Gateway](#) which is a climate science research network, [Climate+ Co-Centre](#) which focuses on research at the intersection of climate change, climate action, water, biodiversity conservation and restoration with partners across Ireland and Great Britain, as well as the [AIB Trinity Climate Hub](#), which brings Trinity researchers together to address and secure biodiversity, the ecosystems, and climate change adaption.

Trinity is also delivering changes within its estate, progressing decarbonisation projects to reduce reliance on fossil fuels, and implementing a more responsive Heating System Operating Plan to reduce energy use. In addition, through the Green Labs programme, delivered by a dedicated Green Labs Officer, 48 labs have been fully certified with My Green Lab and 111 are currently progressing the certification process. Trinity is also a member of the [Nature Positive Universities](#) network and as part of our commitment to biodiversity, we have planted over 800 trees since 2022, as well as introducing initiatives such as No Mow May, Logs for Life, pollinator friendly planting, wildlife ponds, pocket forests and the planting of fruit trees.

These combined actions across Education, Research, Operations and Community have culminated in Trinity being ranked 29th in the world and 1st in Ireland in the QS World University Rankings for Sustainability.

Further Information can be found here: [See Trinity Sustainability Annual Report 2025.](#)



Trinity Green Campus Committee members and An Taisce with the newly awarded 4th Green Flag

Biodiversity & Climate Change Adaption



How we communicate

Institutional commitments to climate, biodiversity, health and sustainability are publicly available, ensuring transparency and accountability. A dedicated Sustainability Communications Officer oversees the development of communication plans and metrics for key weeks and initiatives. Sustainability efforts are supported by a central website that serves as a hub for resources and information.

Staff receive regular updates through the intranet (T-Net) and the Weekly Wrap Up, along with a quarterly Sustainability Newsletter. Broader engagement is maintained through social media channels such as Instagram and LinkedIn, as well as a dedicated sustainability news and events website. In addition, the Vice President for Biodiversity and Climate Action provides updates to all staff once a year through the Provost’s monthly update.

How we influence

Trinity aims to empower its staff, students, partners and networks to become sustainability leaders within their work, studies and their communities. The University has delivered sustainability training to over 800 staff members since 2023, as well as running numerous events and opportunities for student engagement and outreach.

Our research centres—including the Water Centre, Future Cities Centre, Climate+ Co-centre, Nature + Trinity Centre for Biodiversity and Sustainable Nature-based Solutions, NatPro (Trinity Centre for Natural Products Research), the Centre for the Environment, the Centre for Environmental Humanities, and the Centre for Low Carbon Technologies—drive interdisciplinary work on climate and biodiversity, which influences policy and practice nationally and internationally.

How we influence

Within the formal curriculum, Education for Sustainable Development (ESD) equips students and staff with the knowledge, skills, and values needed to act as agents of change within planetary boundaries. ESD Fellows support the integration of sustainability across all faculties, contributing to initiatives such as the “Enacting ESD” module, completed by 1200 first-year business students since 2024, alongside the development of an ESD Curriculum Design Framework and curriculum reviews at undergraduate and postgraduate levels. Biodiversity and climate adaptation are embedded across programmes, including degrees such as the MSc in Biodiversity and Conservation, MSc in Climate Adaptation Engineering, and courses in Botany and Zoology within the School of Natural Sciences, while Trinity Business School integrates nature-related content across its curricula.

Beyond the University, we engage the community through initiatives like the Transition Year module “MindBOGgling,” available to secondary schools, and through collaboration with the Trinity Access Programme, with a focus on training, biodiversity tours, and talks to students, staff, and the wider community. Trinity regularly hosts Erasmus+ visitors keen to learn about our experience in delivering Biodiversity and Climate Action across the University, and we feed into international working groups, including the LERU Postgraduate Sustainability (this year we presented our Green Labs and Biodiversity work).

Biodiversity & Climate Change Adaption



How we continuously improve

Our long-term, holistic approach—combined with the actions outlined in the Sustainability Strategy—guides our journey toward becoming Nature Positive across education, research, operations, and community engagement.

The Biodiversity Plan 2025–2030 establishes three core objectives and seven priority areas. These focus on protecting and enhancing on-site biodiversity, reducing negative impacts from our operations and value chains beyond campus, and strengthening knowledge and partnerships.

Together, these objectives will shape the development and improvement of biodiversity-related initiatives across teaching, research, operations, and community activities. Building additional capacity will be essential to better understand supply chain impacts and assess the long-term benefits of local biodiversity projects. Our insights and expertise will continue to grow through strong partnerships and collaborative efforts.

The path forward

Climate Action is mandated by the Government’s Climate Action Plan, and biodiversity action is influenced by the EU’s Nature Restoration Law. Thus the University’s efforts contribute to achievement of national objectives, and this legislative obligation incentivises the University to take action.

Biodiversity and Climate action are two of the three key objectives in our Sustainability Strategy, and implementing our Plans for Biodiversity, Decarbonisation, Travel, Events, Food and Student Engagement, as well as finalising Plans for Circularity and Waste, are critical to meeting our 2030 targets for climate and nature. Implementation of these plans requires cross-functional and financial support, as well as cultural and behavioural change.

Since biodiversity and climate impacts and dependencies extend beyond our operations on campus, and involve upstream supply chains, as well as downstream outputs like waste, a holistic approach is needed, and work with external stakeholders is essential.



Biodiversity & Climate Change Adaption



Relevant resources

A Note for Nature: <https://www.youtube.com/watch?v=lDoZ3kXm5c4>

Biodiversity in Campus: <https://www.tcd.ie/sustainability/what-we-do-/biodiversity/campus-areas-for-biodiversity-/>

Campus Biodiversity Plan 2025-2030: <https://www.tcd.ie/media/tcd/sustainability/pdfs/FINAL-Trinity-Biodiversity-Plan-2025-2030.pdf>

Climate Gateway: <https://www.tcd.ie/climate-gateway/>

College Habitats Maintenance Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/Habitats-Maintenance-Policy.pdf>

College Update (Trinity Internal access only): <https://tcdud.sharepoint.com/sites/T-Net/SitePages/Provost's-Staff-Updates.aspx#19-november-2025-provost-linda-doyle-and-prof-jane-stout%2C-vice-president-for-biodiversity-and-climate-action>

E3 Climate Adaption Research programmes and courses: <https://www.tcd.ie/courses/postgraduate/courses/climate-adaptation-engineering-msc--pgraddip/>

Education for Sustainable Development (EDS): <https://www.tcd.ie/teaching-learning/ESD/>

Instagram: <https://www.instagram.com/tcdsustainability/>

LinkedIn: <https://www.linkedin.com/company/trinity-sustainability/>

Media releases/news stories: https://www.tcd.ie/news_events/tag/sustainability/

Micro-credential: <https://www.tcd.ie/courses/microcredentials/by-school/school-of-natural-sciences/climate-leadership-development---micro-credential/>

MindBOGgling programme: <https://www.tcd.ie/natpro/tymodule/>

NatPro: <https://www.tcd.ie/natpro/>

Nature+: <https://www.natureplus.ie/>

QS World University Rankings for Sustainability: <https://www.tcd.ie/e3/news/trinity-jumps-to-29th-globally-in-2026-qs-sustainability-ranking/>

https://www.topuniversities.com/sustainability-rankings?items_per_page=150&tab=indicators&sort_by=rank&order_by=asc

Sustainability Events page: <https://www.tcd.ie/sustainability/events-listing/>

Sustainability in your studies: <https://www.tcd.ie/sustainability/researcheducation/>

Sustainability Newsletter: <https://sway.cloud.microsoft/V44LbYVCITtsnYAR?ref=Link&loc=play>

Sustainability Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/sustainability-policy.pdf>

Sustainability Strategy 2025-2030 : <https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Sustainability-Strategy-2023-2030.pdf>

T-Net (Trinity intranet): <https://tcdud.sharepoint.com/sites/T-Net/SitePages/Sustainability-at-Trinity.aspx>

Trinity College Dublin Sustainability Annual Reports: <https://www.tcd.ie/sustainability/resources/sustainability-reports/sustainability-reports/>

Weekly Wrap Up (Trinity Internal access only): <https://tcdud.sharepoint.com/sites/T-Net/SitePages/Weekly-Wrap-Up-16-January.aspx>

“The masterplan will allow us to create effective options for addressing decarbonisation and building nature positiveness, for the lifetime of this Strategic Plan and into the long-term future.” -Thrive, Trinity College Dublin’s Strategic Plan 2025-2030

Construction & Renovation



Construction & Renovation



How we govern

The Estates Masterplan is identified as a core pillar enabling delivery of the University’s Strategic Plan 2025-2030, **Thrive**. In response, an All-Campuses Masterplan has been developed to ensure capital development, construction, and renovation activities are strategically aligned with **Thrive** and delivered in a holistic approach to support long-term institutional resilience.

Governance of construction and renovation is anchored within this strategic framework and the Sustainability Strategy 2023-2030. This governance approach ensures that all capital projects are delivered in a high-quality & inclusive student experience, as well as a safe, flexible and thriving workplace for staff.

Construction and renovation programmes are guided by sustainability-led decision-making, with explicit consideration given to decarbonisation pathways, climate resilience, and biodiversity protection and enhancement, delivering long-term benefits for our staff, students and wider community. academic divisions.

How we influence

Trinity has a strong research capability supporting climate action and biodiversity outcomes, with more than 400 researchers actively engaged in addressing these challenges. In 2025 Trinity researchers delivered an industry-relevant innovation by transforming an industrial waste by product into high-performance, low carbon concrete. This research provides practical, scalable solutions for the construction and infrastructure sectors, demonstrating how academic innovation at Trinity is directly informing industry practices and supporting the transition to lower-carbon built environments.

How we measure

Trinity has strengthened its measurement framework to ensure consistent, transparent, and comparable assessment of both cost and carbon impacts across capital projects. Since 2024, the University has adopted the International Cost Management Standard (ICMS), enabling a standardised approach to the classification and analysis of project costs alongside associated life-cycle carbon emissions.

In parallel, Whole Life Carbon Assessments (WLCA) are now embedded across all stages of capital project delivery. Project teams are required to quantify and manage both embodied carbon and operational carbon.

How we engage

Net-Zero Buildings Commitment

In line with the Sustainability Action Plan, Trinity mandates that all new buildings achieve net-zero during both their construction and operation. This requirement is embedded within capital project governance to ensure that new developments contribute directly to the University’s decarbonisation target. Below are selected examples of recently completed construction and renovation projects:

How we engage

- **The Rubrics:** The Rubrics is the oldest surviving purpose-built residential building in Ireland, underwent a four-year restoration and conservation programme that successfully integrated modern energy technologies while protecting its heritage value. The project incorporates ground-source heat pumps, delivering 100% of space heating and 80% of hot water demand. This exemplar project was recognised with the “Retrofit of a Building” award at the *Towards Net Zero Awards 2023*, demonstrating the feasibility of deep decarbonisation within protected historic assets.
- **Printing House Square:** The new Printing House Square is home for 249 students and Health Centre, the disAbility Services and sports facilities. The project has received multiple national and international awards including Architecture Masterprize, the RIAI Award - the Learning Environments Category and Irish Construction Industry Award - Large Residential Project of the year.

Sustainability is central to the project:

- Environmental performance: The building integrates photovoltaic panels, maximised natural daylight, energy-efficient LED lighting, solar thermal systems for hot water, and rainwater harvesting for flushing and other water use. A fully integrated sophisticated building management system monitors and optimises energy and environmental performance.

- Social Sustainability & Inclusion: Universal accessibility is embedded throughout the design, ensuring all routes, spaces and public areas are inclusive for people of all ages and abilities. Accessibility features and adaptable lighting support diverse sensory and functionality needs, reflecting the building’s role as a central hub for Trinity’s Disability Service and Health centre.

- **Pavilion:** As part of the Old Library Redevelopment Programme, a temporary pavilion was constructed to host the Book of Kells Experience. The pavilion was designed using fully reusable materials, reflecting circular economy principles and minimising waste and embodied carbon.

The path forward

As new sustainable construction technologies emerge, Estates & Facilities reviews and adopts as appropriate. A building stock aging from the late 1600s to today is unsuitable to a single approach to methodologies and materials. We will continue to adapt by building typology and age.



Construction & Renovation



Relevant resources

Book of Kells Experience - The Pavilion <https://www.tcd.ie/estatesandfacilities/services/capital-projects--planning/completed-projects/book-of-kells-experience-pavilion/>

Climate Action Roadmap 2025: [https://www.tcd.ie/media/tcd/sustainability/pdfs/Accessible-Version---Approved---Climate-Action-Roadmap-2025-\(LOC,JM\)_V6.pdf](https://www.tcd.ie/media/tcd/sustainability/pdfs/Accessible-Version---Approved---Climate-Action-Roadmap-2025-(LOC,JM)_V6.pdf)

E3 News – From ashes to concrete: <https://www.tcd.ie/e3/news/from-ashes-to-concrete-a-new-era-dawns-in-sustainable-construction/>

Estates Policy and Masterplan: <https://www.tcd.ie/estatesandfacilities/services/capital-projects--planning/estates-policy-and-masterplan/>

Printing House Square: <https://www.tcd.ie/estatesandfacilities/services/capital-projects--planning/completed-projects/printing-house-square/>

Rubrics: <https://www.tcd.ie/estatesandfacilities/services/capital-projects--planning/completed-projects/rubrics/>

Space Management and Workplace Strategy: <https://www.tcd.ie/media/tcd/bursar/pdfs/Space-Framework.pdf>

Sustainability Strategy 2023-2030: <https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Sustainability-Strategy-2023-2030.pdf>

Trinity Sustainability Annual Report 2025: <https://www.tcd.ie/media/tcd/sustainability/pdfs/5---proof-Trinity-Sustainability--Annual-Report-2025.pdf>

“As a key city stakeholder, Trinity’s reach is extensive. We play a crucial role as a connector within Dublin’s transport networks, and we will continue to advocate for safer, reliable, and more sustainable travel options externally around all the campuses.” - Professor Jane Stout, Vice President for Biodiversity & Climate Action



Travel and Transport

How we govern

Robust Governance Framework

Trinity College Dublin has established a comprehensive framework for managing travel and transport, viewing it as a critical pillar of the University's mission to reach healthy Trinity by 2030 and Net Zero emissions by 2040. At the core of this framework is the Campus Travel Plan 2025-2030, which provides a clear strategic roadmap comprising 63 specific actions to reduce transport-related emissions by 50% by 2030 while promoting a healthier, more active university community. Sustainability is embedded throughout the Plan, with a strong emphasis on active travel, modal shift, and the minimisation of environmental and greenhouse gas impacts associated with travel.

This Campus Travel Plan is underpinned by an "Access for All" approach ensuring that sustainable travel considerations extend beyond students and staff to include visitors and the wider community across all campus locations. This inclusive approach reflects Trinity's responsibility as one of Dublin's most visited destinations, welcoming over one million visitors annually, while supporting approximately 22,000 students and 3,500 staff.

We have established a new Campus Travel Plan Implementation Working Group, which includes senior members of operational staff across the campuses. The role of this group is to align on priorities, make financial decisions, and establish a structure to deliver 63 actions across the five pillars: Walking & Wheeling, Cycling, Public Transport, Vehicles, and Tourism.

Through strong governance, clear accountability, and inclusive planning, Trinity ensures that travel and transport decisions align with institutional sustainability targets, support community wellbeing, and contribute meaningfully to long-term climate resilience.

How we engage

Collaborative Partnerships and Advocacy

Trinity developed the Campus Travel Plan 2025-2030 through an extensive, multi-layered engagement strategy that prioritised high-level partnerships and community ownership. This process involved two distinct consultation rounds spanning over a year to ensure diverse needs and views were incorporated from the outset.

- **Internal Collaboration:** The plan was led by the Smarter Travel Committee, which uniquely bridges operational staff, academics, and students. Round 1 consultation involved 18 targeted and direct consultations with 14 key departments and groups, including Estates and Facilities, Trinity DisAbility, Trinity Sport, Libraries, Tourism and the Students' Union. Round 2 reached the wider college community through online webinars, drop-in information sessions and a feedback survey that received approximately 700 responses.
- **External Partnerships:** Trinity maintains a long-standing strategic partnership with the National Transport Authority (NTA) and Dublin City Council (DCC). Furthermore, Trinity is the first university globally to implement a campus-wide Living Lab and using Living Lab data has enabled Trinity to contribute to civic discourse, civic partnerships and action on Health that includes smarter travel.
- **Sustainable Travel Officer:** In 2025, Trinity appointed a full-time dedicated Sustainable Travel Officer to lead the Smarter Travel Committee and to deliver the comprehensive travel-related commitments, initiatives, actions, and targets set out in the Campus Travel Plan and other relevant strategies.



Travel and Transport



How we measure

Data-Driven Insights and The Living Lab Model

- Annual Staff and Student Travel Survey to establish commuting patterns and modal split.
- Visitor Surveys.
- Campus Cordon Study: A specialised study undertaken as part of the Campus Travel Plan to determine how people enter and exit the College Green Campus.
- Cycle Audit: To determine if the cycling infrastructure connecting key Trinity owned sites across Dublin adequately caters for and responds to the needs of cyclists, using CycleRAP methodology and qualitative analysis to assess the physical and perceived safety of strategic city routes connecting our locations. The results were shared with Dublin City Council.
- Microsimulation Modelling: Carried out at Lincoln Place to determine the impact of pedestrianisation measures proposed within the Dublin City Centre Transport and how this may impact on the main vehicle egress and ingress to the College Green Campus via Lincoln Place. The results were shared with Dublin City Council.
- Freight Management Study to identify the full extent of servicing and delivery demands generated at College Green and to uncover ways to improve the efficiency of these vehicle movements while reducing their impact on pedestrians and cyclists.
- Living Labs: Trinity has been recognised as a global leader for Living Labs. Most recently, we created an Air Quality Living Lab with the School of Engineering to gather air quality data on campus, which will help inform our car parking reduction strategy.

This data has been used to inform the actions set out in the Campus Travel Plan and how we can implement those actions.

How we continuously improve

We are always seeking to improve and deliver on sustainable travel. This year we will continue with regular events, initiatives, and activities such as:

- Campus Travel Plan Implementation Working Group
- Bike Week
- Ready Set Cycle
- Light up Your Bike
- Marchathon/ Walktober
- Cycle to Work Day
- Promoting the Bike to Work Scheme and Travel Saver Schemes with our partner 'Travel Hub'
- Regular Campus Bike Maintenance Clinics
- Cycle Training for Staff and Students
- Annual Travel Survey 2026 to support data-driven decisions
- Left Behind Bikes circular economy initiative – expanding this to students as part of the Trash To Treasure programme

We will also introduce the following:

- Vehicle Management Strategy
- ZEV Strategy
- Sustainable International Travel Policy
- Bike sharing scheme
- Car Parking Reduction Strategy





Travel and Transport



Where we are

At present, between 95% and 97% of our students and staff travel by sustainable modes of transport. However, there has been a reduction in walking and cycling in recent years. We want to reverse that trend. The Campus Travel Plan aims to support the college community in taking a sustainability-first approach in our travel choices, for both commuting and business travel. It has set out new modal split targets for 2030, with an overarching aim to drive Trinity in reducing transport emissions associated with our operations.

- Smarter Travel Mark: [The Smarter Travel Mark](#) is a national certification that recognises and celebrates organisations that support active and sustainable travel on the commute and beyond for their workforce, students and visitors, resulting in a reduction in single-person car usage. Trinity is one of only three universities in Ireland to achieve the Gold Level Smarter Travel Mark from the National Transport Authority. This was a wonderful recognition of our commitment to more climate-friendly travel.
- Marchathon and Walktober: 800 staff and students participated in these two events to support physical activities and promote active travel. Trinity received the TFI Smarter Travel Best Campus Award for Marchathon in 2025.
- Cycle Audits: Trinity has identified cycling routes which connect campus locations across the city. The Cycle Audit Route Map will support our staff and students can safety travel and enhance the attractiveness of the cycling routes and cycling experience.
- Bike Donations: Each year, students leave behind bikes on campus. Last year Trinity embarked on a partnership with The Bike Hub, a social enterprise that repurposes old bikes. We were delighted that some of our bikes were brought back into use and given to individuals and families living in Ireland in IPAS accommodation.

- Infrastructure Improvements: Trinity is committed to providing the necessary infrastructure to make it as easy as possible to commute to our campuses more sustainably. We have over 1000 bike parking spaces on campus, with two secure bike parking facilities on our College Green Campus. We recently installed a fully secure unit at our St James Campus, which provides 32 bike spaces, fully automated access, and CCTV. Work is underway to provide an additional 100 Sheffield stands and more secure units to support staff and students in their investments in bicycles. We also distribute 2000 free bike lights each year under the Light up Bike campaign to ensure people are taking the right safety measures. In addition, the University is developing a new wayfinding strategy that will clearly identify the walking and cycling facilities on campus.
- Workplace Travel Pilot: in 2025, Trinity participated in a pilot programme aimed to shift staff in their choice of commute to work from their private car to public transport. Participants were provided a preloaded Leap Card and tracked their public transport usage over a 6-week period.
- Travel Hub Partnership: We work with Travel Hub to promote and support staff in securing the Bike to Work Scheme and Travel Saver Tickets for public transport
- Bleeper / Moby Bikes: We have partnerships with external shared bike schemes such as Bleeper and Moby who provide a discounted service to our staff and students.
- Smarter Travel Student Awards: Each year Trinity engineering Students take part in the [Smarter Travel Student Awards](#) by developing innovative projects that support, facilitate, and/or enable sustainable and/or active travel modes to, from, and on campus and beyond. Many students have successfully won awards.

How we communicate

Communicating the work we do on sustainable travel is critical to bringing the college community on our sustainability journey. We have a dedicated Sustainability Communications Manager who works closely with the Sustainable Travel Officer on engaging with the staff and students, and together they develop a sustainable travel communications plan for execution. The communications plan outlines a range of initiatives and events to keep the college community aware of and engaged with sustainable travel activities both on campus and externally.

Communications outreach includes a range of channels such as:

- Social media channels
- Internal all college emails and ezines
- Staff intranet
- Information boards across campus
- A regular dedicated Sustainability Newsletter
- Regular national media appearances on transport-related issues

We also facilitate a range of student and staff-focused events and activations throughout the year.

- Climate Action Week / Green Week transport focused events:
- Regular free bike maintenance clinics
- Cycle training
- ‘Active Travel Activism’ workshops to encourage advocacy in the student community
- Information sessions
- Walktober / Marchathon initiatives in collaboration with Trinity Sport
- Ready Set Cycle
- Light up your Bike

Campaigns:

- Grow College Green Project – working with Dublin City Council to support their plans for the pedestrianisation of College Green outside the front gates of our main campus.
- ‘CyclingForAll’ during elections calling for active travel infrastructure
- ‘Choice in Transport’ - social media campaign supporting road space allocation and funding for active travel infrastructure
- Advocating for a national ‘Cycle to College’ scheme for students to provide financial support for the purchase of bicycles.
- Trinity regularly makes submissions on external transport plans at a local and national level, such as the Dublin City Transport Management Plan, Metro Link, Bus Connects etc.



Trinity Finalists at NTA Student Smart Travel Awards



New secure bike parking unit at Trinity St James Campus



Travel and Transport



How we influence

Make a difference through education and research

Formal and Informal Curriculum and Education

- Specialised Degree Programme: The School of Engineering offers a range of MSc programmes in sustainable energy & the environment, transport and Zero-Carbon technology.
- Micro-credential: The School of Engineering delivers two transport related Micro-Credentials. For example, Transport Modelling and Planning module is designed specifically for transport professionals, planners and policy makers.
- E3 (Engineering, Environment and Emerging Technology): delivers various climate change and sustainability including travel and transport related both UG and PG courses, programmes, public events such as webinars, online drop-in sessions.
- The Sustainable Travel Officer regularly delivers guest lectures to students.
- Cycle Training has been provided to students and will be rolled out to staff this year.

Research

- CONUNDRUM Project: The School of Engineering secures Research Ireland National Challenge funding for Transport planning that will support communities to engage with low-carbon transport solutions.
- EV Battery Research: The School of Engineering won funding to improve thermal management of electric vehicle batteries. The research team will develop and research on next generation battery application for more sustainable vehicles.

The path forward

Over the coming years, the focus will be on the implementation of the Campus Travel Plan actions to help reach our transport-related emissions reduction targets. We have established a new Campus Travel Plan Implementation Working Group, which includes senior members of operational staff across the campuses. The role of this group is to align on priorities, make financial decisions, and establish a structure to deliver 63 actions across the five pillars: Walking & Wheeling, Cycling, Public Transport, Vehicles, and Tourism. The working group structure will ensure swift decision-making and college-wide support for sustainable travel infrastructure and investment. For example, it will support in the decision-making process around how and where the funding from the National Transport Authority will be invested. It will also play an important role in measuring and tracking progress with regular reporting.

The Working Group is also responsible for the development of a Car Parking Reduction Strategy, to help reach our target of a reduction of 50% of our car parking by 2030 and giving space back to people and nature.

In parallel, we will finalise the Vehicle Management Strategy to reduce on-campus vehicle movements and advance the assessment of larger-scale interventions. We will also publish the Zero Emissions Vehicle Strategy to support the transition to lower-carbon service and private vehicles.

Maintaining our Gold Level Smarter Travel Mark remains a priority. We will also develop a college-wide International Business Travel policy.

The Sustainable Travel Officer will continue to lead on the delivery of all the actions and initiatives to achieve Trinity's sustainable travel and transport goals.



Travel and Transport



Relevant resources

All Campuses Masterplan: <https://www.tcd.ie/bursar/strategic-initiatives/masterplan/>

Campus Travel Plan 2025-2030: <https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Campus-Travel-Plan-2025-2030.pdf>

Civil Engineering Website: <https://www.tcd.ie/civileng/>

CONUNDRUM Project: <https://www.tcd.ie/engineering/news/2026/conundrum-project-secures-research-ireland-national-challenge-funding-for->

E3: <https://www.tcd.ie/e3/>

E3 Achieving Our Climate Goals in Transport: <https://www.tcd.ie/e3/news/achieving-our-climate-goals-in-transport-with-prof-brian-caulfield/>

Sustainability Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/sustainability-policy.pdf>
[transport-planning/](#)

Sustainability Strategy: <https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Sustainability-Strategy-2023-2030.pdf>

Transport Modelling and Planning Micro-credential : <https://www.tcd.ie/courses/microcredentials/by-school/micro-credentials---engineering/transport-modelling-and-planning---micro-credential/>

Travel Policy: https://www.tcd.ie/media/tcd/about/policies/pdfs/Travel_Policy.pdf

“We need to look at it in a holistic manner to ensure it best serves our mission and is a key driver in our decarbonisation journey. The masterplan will allow us to create effective options for addressing decarbonisation and building nature positiveness, for the lifetime of this Strategic Plan and into the long-term future.” - Thrive, Trinity College Dublin’s Strategic Plan 2025-2030

Energy



How we govern

Strategic Framework and Robust Governance

At Trinity, sustainability underpins institutional decision making across Education, Research, Operations and Community.

Climate action is a foundational to **Thrive**, Trinity's Strategic Plan 2025-2030, and one of the top priorities of the Sustainability Strategy 2023-2030, which sets ambitious, measurable targets for energy efficiency, greenhouse-gas (GHS) emissions reduction and the transition toward net-zero by 2040. Energy performance is therefore governed not only as an operational matter, but as a key contributor to institution resilience, financial stewardship and societal impact.

The Energy Policy provides a clear governance framework, defining roles, responsibilities and controls. Estates and Facilities act as functional leads for energy management, while Senior management oversight ensures appropriate resourcing, and alignment with Ireland's Public Climate Action Mandate.

This integrated, multi-layered approach demonstrates robust energy governance and positions energy management as a strategic enabler of Trinity's ESG commitments.

How we engage

Senior Leadership

The Energy Policy has been formally approved by the Executive Officers Group and the College Board and is signed by the College Provost. It is publicly available for all stakeholders to access.

The Chief Operating Officer and Vice President for Biodiversity and Climate Action are the policy owners and have joint overall responsibility for the implementation of the policy. The Director of Campus Infrastructure has responsibility for energy monitoring and management. The Procurement Office, together with Estates & Facilities have responsibility for energy procurement. The Provost, Faculty Deans and Vice Provost/Chief Academic Officer have responsibility for promoting energy awareness.

Multi-Stakeholder Partnership

Stakeholder consultation is a strategic necessity and part of Trinity's Policy Management Framework to ensure the institutional buy-in, and inclusive multi-stakeholders' partnership. Trinity treats engagement as a mechanism for risk mitigation and cultural alignment. Multiple stakeholders are engaged with energy issues, including:

- Environment and Sustainability Committee
- Sustainability Management Group (SMG)
- Engineering and Maintenance Services team (Estates and Facilities)
- Green Campus
- Green Labs Committee: involves students, researchers
- External Collaboration: Trinity partners with the SEAI to meet the Public Sector Climate Action Mandate and work toward ISO 50001 certification

How we communicate

Dedicated Sustainability Communications

Trinity has appointed a dedicated Sustainability Communication Officer responsible for communicating and promoting a wider range of sustainability initiatives across the University. This role supports engagement, awareness-raising, and consistent messaging to staff, students, and the wider university community.

Our 51% Challenge

Trinity's Emissions Reduction Campaign, 'Our 51% Challenge' is a university-wide sustainability engagement initiative designed to encourage staff and students to take practical, everyday actions that support Trinity's mission to become a climate smart campus. This initiative sits within Trinity's broader sustainability framework, which supports behavioural change through accessible and achievable actions.

How we measure

Regulatory Reporting

Trinity reports the University's energy use & performance and compliance of the National Climate Change annually to the Sustainable Energy Authority of Ireland (SEAI). This includes using the Gap to Target Tool (GTT) to produce annual reports every April on greenhouse gas (GHS) emissions and energy efficiency.

Energy Management System (EMS)

In 2023, the Energy Management System went live with 40 loggers on the electricity and gas meters installed in the largest buildings. Together with the implementation of EMS, the Estates & Facilities team has increased human capacity to prioritise actions and implement thermal energy saving projects, targeting energy saving ensures across more buildings. This allows a more accurate and detailed comparison of use of each building more efficiently.

Where we are

2025 Energy-related Emissions Reduction

In 2025, Trinity achieved combined emissions savings of 693 tonnes of carbon, representing a 3.8% reduction in emissions associated with energy use and heating. This reduction reflects continued progress under Trinity's Climate Smart Campus commitment and demonstrates the impact of targeted operational improvements, behavioural initiatives, and energy efficiency investments.

Energy-Related Action Plans

The Sustainability Action Plan includes clear actions on Energy:

- Decarbonise energy sources to meet 2030 and 2040 targets across all activities.
- Reduce our overall greenhouse gas emissions from our existing buildings thermal and electricity by 51% in 2030.
- Reduce the greenhouse gas emissions from transport vehicles owned by Trinity by 51% in 2030.
- Improve energy efficiency to meet 2030 target of 50% improvement on baseline.
- Introduce an Energy Management System and/or Environmental Management System.
- Create an Energy Awareness Campaign.

All actions are reviewed by the Sustainability Management Group and reported on annually. Currently, all actions are in progress.

Where we are

Trinity has developed a Masterplan supported by a comprehensive ‘Register of Opportunities’, and a Decarbonisation Plan, identifying potential projects required to meet the University’s 2030 energy and emissions targets. A detailed review has been completed to assess the investment required to delivery these projects. A cross-functional working group is currently reviewing and prioritising opportunities based on carbon reduction potential, deliverability, and value for money. The next phase will focus on securing funding for priority projects and converting these into a funded, time-bounded Energy Action Plan aligned with Trinity’s decarbonisation pathway.

October 2025 Heating System Operation Plan (HSOP)

Heating System Operation Plan (HSOP) involves more responsive approach to heating during the cold seasons. Introduction of the HSOP showed some immediate energy savings. In Estates and Facilities, the Tech Services, Energy Team and Helpdesk meet three times per week to triage heating-related work requests, assess the weather forecast and review room bookings shown on CMIS (Trinity’s Central Management Information System, its timetabling system). They then plan how to operate the heating systems for the upcoming week in an adaptive way based on the prevailing weather and in response to logged work requests. This resulted in a reduction of 638,000 kWh of natural gas, equating to 130 tonnes of carbon, in October 2025 alone, a 4% reduction in electricity, and 7% reduction in gas October 2025 compared to October 2024. Weather was broadly equivalent to previous year, so this is proven as a true saving.

Building Stock Plan The Decarbonisation Plan includes building-specific plans to reduce energy consumption. The Estates and Facility team identified where 80% of building stock energy is used and actions to address current and pending building related targets.

Energy Reduction Campaign ‘Our 51% Challenge’ promotes behaviour change with the aim of reducing energy use across the University through electricity and heating. This has included:

- Publication of energy-related emissions for 27 areas around campus.
- Four ‘Energy Roadshows’ were delivered to key staff members in buildings identified as high energy users.
- All-of-college webinar to share information relating to targets, energy use and potential technical and behavioural solutions.
- Earth Day event run by students which focused on targets, current emissions and potential solutions.

Energy Efficiency & Restoration Projects

The Estates & Facilities team continues to deliver energy efficiency and restoration projects aimed at reducing heat loss and improving long-term energy performance across the campus. All recent developments have included the Energy Efficient Design (EED) process in the scope of retrofit and new building, ensuring energy performance is embedded from design through delivery.

- Energy Management Project in Trinity Sport Centre – Achieved an impressive 281 tonnes of emissions through the Building Management System, LED light upgrades, and installation of new temperature sensors and retention cover for the swimming pool and new efficient heat pumps.
- Retrofit Project examples:
 - Student Accommodation House 14 – upgrading and repairing windows, bathrooms and LED lighting throughout
 - SNIAM Institute Energy Upgrade – reduction of heat loss and decarbonisation of approximately 70% of the building’s heat demand through roof replacement, enhanced insulation and equipment upgrades.



Energy



How we continuously improve

Continuous Improvement through Training, Leadership and Engagement

Trinity takes a continuous improvement approach to energy efficiency by combining technical capability, leadership oversight, and community engagement.

Relevant staff within Estates and Facilities receive ongoing specialist training, including programmes delivered by SEAI and discipline-specific technical CPD, ensuring the expertise required to operate and optimise energy systems efficiently. In parallel, non-operational staff and building users are actively engaged through collaboration with the Estates & Facilities and Trinity Sustainability, including targeted Energy Roadshows delivered across key areas of the campus to raise awareness of energy performance and identify opportunities for improvement.

At leadership level, dedicated climate leadership training was delivered to Trinity's senior leadership team. This strengthened executive-level understanding of climate risks, carbon management and the University's decarbonisation commitments.

Energy efficiency within research environments is further supported through Green Labs, a specialised sustainability and accreditation programme (My Green Lab) that targets research laboratories, which are estimated to account for approximately 30-40% of Trinity's total emissions. A dedicated Green Labs Officer has been recruited to the Trinity Sustainability team, who works in collaboration with academic researchers and educators, as well as Estates and Facilities teams.

The Green Labs committee focuses on reducing energy demand and improving operational practice, supported by staff and student-led initiatives such as:

- Freezer and fume hood initiatives: case study and yearly maintenance checklist.
- Green Labs training module: 30-minute online module focused on Green Lab practices and providing actionable and achievable sustainable tips available for all staff and students through Blackboard.

How we influence

Carbon Capture Research

Trinity's School of Chemistry, and AMBER, led the first industrial-scale field test of Carbon capture technology. This pioneering research demonstrates Trinity's influence in advancing applied research and contributing to the development of scalable climate solutions with real-world decarbonisation potential. Field testing of this technology is currently underway in collaboration with Dublin Airport Authority.

Driving Behavioural Change in High-Impact Environments Shut the Sash Initiatives

At the Trinity Biomedical Science Institute (TBSI), which hosts a significant proportion of the University's research laboratories, a targeted 'Shut the Sash' initiative was implemented to raise awareness of fume-hood energy use and promote best practice. This simple behavioural intervention delivered in a 3% reduction in energy consumption within the building, highlighting the effectiveness of user-led efficiency measures.

Energy Game

The Energy Game was developed in collaboration with Trinity Sustainability, Green Labs and Dublin-based start-up, Bold Donut Games, to build awareness and understanding of effective energy-saving practices, and promote behaviour change within laboratory settings.

The path forward

The decarbonisation plan has been developed showing a pathway of measures to achieve the 2030 51% carbon reduction and 2040 net zero targets. It also gives estimates of the funding required for the projects.

For 2026, we have identified the projects and engineering initiatives to be progressed, namely the design stages for electrifying the hot water in the West End of campus, and to decarbonise the Panoz Chemistry building. By the end of 2026, we expect to have the capital costs of these projects ratified.

An operational initiative will try to reduce the carbon associated with ventilation in TBSI. Senior leadership will be required to lead that through TBSI given the complexity of stakeholders in the building.



Energy



Relevant resources

Climate Action Roadmap 2025: [https://www.tcd.ie/media/tcd/sustainability/pdfs/Accessible-Version---Approved---Climate-Action-Roadmap-2025-\(LOC,JM\)_V6.pdf](https://www.tcd.ie/media/tcd/sustainability/pdfs/Accessible-Version---Approved---Climate-Action-Roadmap-2025-(LOC,JM)_V6.pdf)

Civil Structural & Environmental Engineering: <https://www.tcd.ie/civileng/research/energy/energy-recovery/>

Energy Consumption and Carbon Emissions Data: <https://www.tcd.ie/sustainability/emissions-reduction-campaign/carbon-emissions-data-by-building/>

Energy Game: <https://tcd-labs-energy-game.bolddonutplay.com/>

Energy Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/Energy-Policy.pdf>

Energy Reduction Campaign, 'Our 51% Challenge': <https://www.tcd.ie/sustainability/emissions-reduction-campaign/>

Energy Savings Checklist: <https://www.tcd.ie/media/tcd/sustainability/pdfs/Energy-Savings-Checklist.pdf>

Future Cities Research Centre: <https://www.tcd.ie/futurecities/research/>

Green Labs Checklist: [https://www.tcd.ie/media/tcd/sustainability/pdfs/Green-Labs-Checklist-\(1\).pdf](https://www.tcd.ie/media/tcd/sustainability/pdfs/Green-Labs-Checklist-(1).pdf)

Heating System Operating Plan: <https://www.tcd.ie/sustainability/emissions-reduction-campaign/>

Smart & Sustainable Planet <https://www.tcd.ie/research/themes/smart-sustainable-planet/>

Sustainability Strategy 2023-2030: <https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Sustainability-Strategy-2023-2030.pdf>

Student Residences Checklist: [https://www.tcd.ie/media/tcd/sustainability/pdfs/Energy-Savings-Checklist-\(4\).png](https://www.tcd.ie/media/tcd/sustainability/pdfs/Energy-Savings-Checklist-(4).png)

Trinity Sustainability Annual Report 2025: <https://www.tcd.ie/media/tcd/sustainability/pdfs/5---proof-Trinity-Sustainability--Annual-Report-2025.pdf>

Partnership and Engagement

“The institution benefits from extensive partnerships across communities, industry, supply chains and food systems, with many sustainability-aligned initiatives underway. Practice is strongest where roles, strategies and incentives are clearly defined, notably within civic engagement and the E3 Schools (the School of Engineering, the School of Natural Science and the School of Computer Science and Statistics). Activity remains unevenly coordinated to some degree, with limited institution-wide visibility and impact evaluation. Stronger alignment between business, civic and procurement agendas, clearer stakeholder engagement processes, and improved collation of sustainability-aligned outcomes would enhance coherence and societal impact around these frameworks.” - Sustainability Leadership Scorecard Review for Trinity College Dublin (SUMS Consulting and Environmental Association for Universities and Colleges)

Community and Public Engagement

Procurement and Supplier Engagement

Food and Drink



“At a national level we are outward looking, working proactively with partners across Ireland, engaging dynamically with Government, and contributing to the social, cultural and economic life of the city of Dublin and Ireland. Civic Engagement, particularly at a local level, is also a distinguishing mark. We appreciate our unique place at the heart of our capital city with the opportunities and responsibilities that brings.” – Civic Engagement for Societal Impact Action Plan 2024-2026

Community and Public Engagement



As a civically engaged university, Trinity actively strives to fulfil its social responsibilities by advancing knowledge for the public good. We not only prepare our students and support our staff in becoming active members of society but also leverage our expertise and resources to address challenges and deliver societal benefits.

How we govern

Launched in 2025, **Thrive**, Trinity College Dublin’s Strategic Plan 2025-2030 positions engagement as a central, cross-cutting theme across the institution. All related activities are required to align with the overarching institutional strategy. As such, a standalone Civic Engagement Strategy has not been developed. There is, instead, a Civic Engagement for Societal Impact (CESI) Action Plan in place, running until the end of 2026.

At a national level, the University adopts an outward-looking approach, working proactively with partners across Ireland, engaging constructively with the civil and public service and contributing to the social, cultural, and economic life of Dublin and the wider country. Civic engagement is recognised as a distinguishing feature of the institution.

The Strategic Plan further highlights the role of engagement in key areas, including:

- Engaged research for societal impact
- Widening participation and student access programmes
- Fostering student belonging within a socially connected university
- The development of a digital-first, publicly accessible library

Progress in the Strategy will be reviewed on a regular basis by the Provost and updates will be supplied to all staff via the monthly Provost’s Update.

Governance of civic engagement is supported by dedicated senior leadership. The Associate Dean of Civic Engagement for Societal Impact, Professor Jo-Hanna Ivers, sits on the University’s senior management team and reports directly to the Provost monthly.

How we engage

The current CESI Action Plan was developed between November 2022 and January 2023 through an extensive consultation process involving Trinity academic and professional staff, Trinity students and representatives from local communities.

A core team held six consultations for idea generation, along with three Rapid Response Group meetings. In total, the Action Plan team engaged 182 individuals contributing 991 comments, which were categorised under barriers (199); enablers (198); champions (266) and activities (328).

A new Action Plan will be developed in the coming academic year. While this process is expected to be more targeted than the previous cycle, it will place greater emphasis on external stakeholder engagement and capturing student perspectives than the previous plan.

Where we are

As mentioned previously, the CESI Action Plan acts as the Strategic Plan for the University around its civic engagement ambitions. As an Action Plan, however, it does have clear quantifiable objectives which can be seen as targets. As of yet, this work cannot be said to drive all activity across Trinity, due to the development of a wider Trinity hinterland of engagement. It does, however, act as a positive force in ensuring that this activity happens.

How we measure

The primary publicly available measurement of engagement is carried out as part of Trinity’s commitments under the Higher Education Authority (HEA) System Performance Agreement 2024–2028. With clearly stated targets for each of the four years of the Agreement, Trinity reports on progress of both quantitative and qualitative indicators.

As part of this work, the Civic Engagement for Societal Impact (CESI) biennial survey provides a valuable mechanism for monitoring implementation and performance. It captures how schools and disciplines define and engage with civic engagement activities. Data is also available through the Research Support System (RSS), which identifies projects with a civic or community engagement dimension.

The CESI Survey serves as a valuable tool for monitoring implementation and assessing performance in relation to civic engagement. At present, it captures how individual Schools and Disciplines define and evaluate their own levels of civic engagement activity. The University, however, does not yet have a comprehensive, institution-wide inventory of all civic engagement activities. Some relevant data is available through the Research Support System (RSS), as noted previously, although this does not provide a complete picture of the nature of that activity; it simply indicates that it exists.

Initial steps have been taken to strengthen collaboration with the Students’ Union and student societies, particularly in relation to volunteering initiatives and campaign-based activities.

How we measure

There also remains significant scope to enhance evaluation processes, including the development of more systematic approaches to capturing impact and outcomes across the full range of civic engagement activity.

How we continuously improve

During the 2024/2025 academic year, the Civic Engagement unit trained 88 Trinity staff members on topics around Community and Public Engagement, and the HR unit has mainstreamed this into two staff development courses: ARC (Advancing your Research Career) and AP (Assistant Professor) Training.

There is, however, scope to increase access to training across the full staff complement. Current provision is primarily focused on academic staff in the context of research activity, with pilot initiatives, such as First Aid Mental Health training for overnight security staff dealing with mental health emergencies, being supported by Civic Engagement. Further work is required to:

- Increase staff awareness of available training.
- Clarify how engagement activities are delivered.
- Communicate the strategic importance of engagement across the University.

How we communicate

Thrive is publicly available and, for Trinity staff, there will be regular updates on the strategy. The CESI Action Plan is also publicly available, and the 2025 Annual Report is written but awaiting sign-off and launch. The HEA System Performance Framework, which states Trinity's public commitments to engagement, along with indicators of its progress are also available on the HEA website.

There is a clear ambition, however, to strengthen communication which more systematically celebrates civic engagement activity across the institution. Additional core budget resourcing secured in late 2025, an indication of the high-level institutional support for this agenda, is expected to enhance capacity in this area.

At present, communication with students on civic engagement opportunities remains limited.

How we influence

The University recognises that certain disciplines are more naturally aligned with community and public engagement, and so Trinity does not seek to promote tokenistic approaches where there is not a natural fit with external stakeholder communities. Findings from the CESI Survey provide further insight on this topic, indicating that:

- Academic programmes are generally aligned with identified societal needs.
- External stakeholders are involved in teaching and learning activities on at least an occasional basis.
- Stakeholder involvement in shaping curriculum design, however, still remains limited.

The path forward

With increased institutional investment for 2026 and the continued implementation of the Trinity Strategic Plan, the University anticipates progress across several key areas:

- **Communication:** Enhanced student-focused communication through the Civic Student Ambassador initiative, supporting awareness of engagement opportunities and their impact.
- **Action Planning:** Development of a new CESI Action Plan commencing in the second half of 2026.
- **Measurement:** Strengthening of reporting frameworks, including the potential introduction of expanded metrics and clearer evidence of continuous improvement cycles.
- **Training and Support:** Expansion of training provision through the establishment of an Engagement Community of Practice, providing a coordinated approach to capacity building and a forum for staff collaboration.



Community and Public Engagement

Relevant resources

Civic Engagement for Societal Impact Action Plan 2024-2026:

<https://www.tcd.ie/civicengagement/assets/pdf/actionplan/CESIActionPlan2426.pdf>

Civic Engagement Staff Case Studies: <https://www.tcd.ie/civicengagement/resources/casestudies/>

HEA Self-Evaluation Report 2025 Template: <https://hea.ie/assets/uploads/2017/04/TCD-Self-Evaluation-Report-2025.pdf>

Performance Agreement 2024-2028 between the HEA and Trinity College Dublin: <https://hea.ie/assets/uploads/2017/04/TCD-Performance-Agreement-2024-2028-updated-version.pdf>

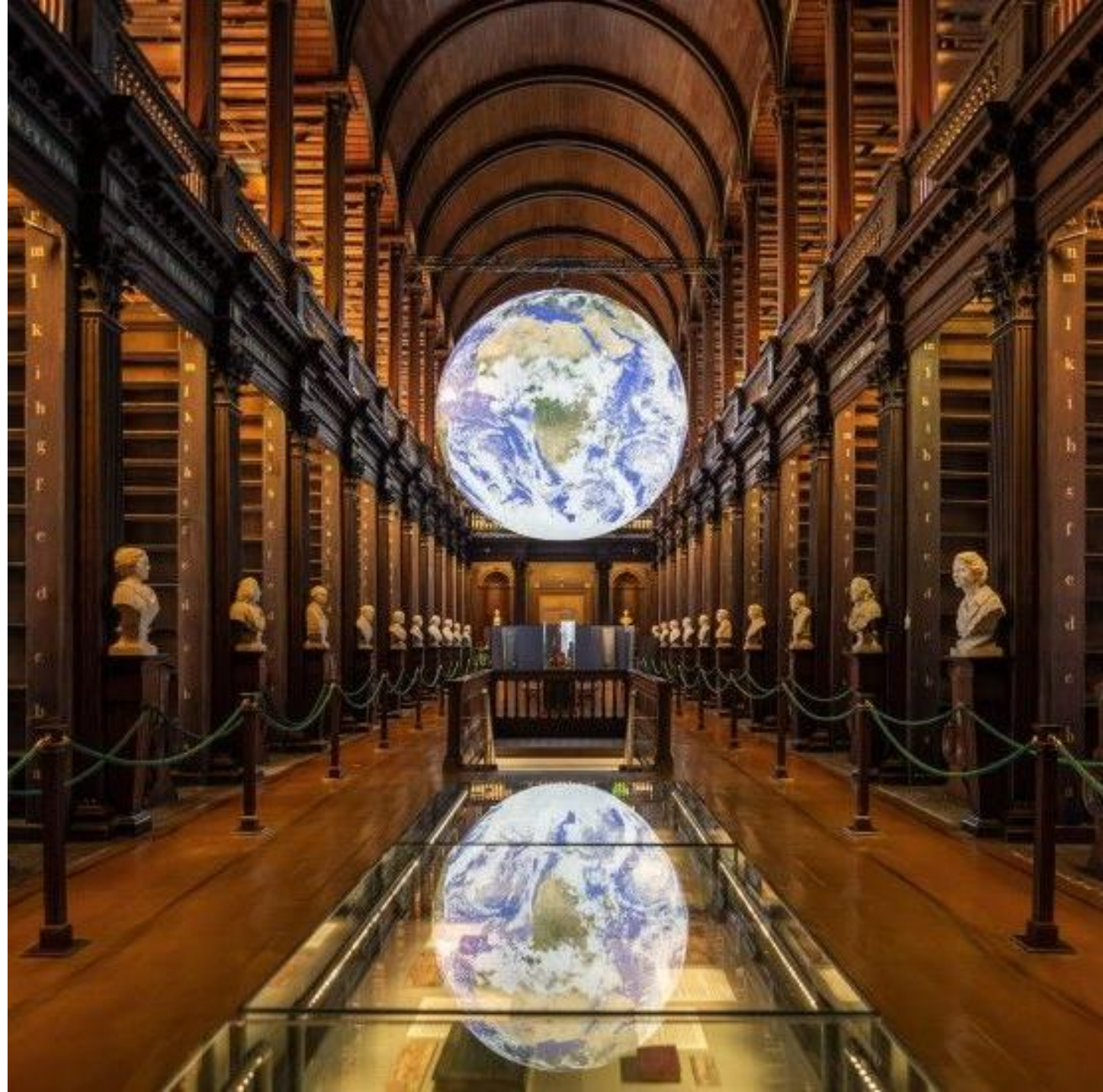
Thrive, Trinity College Dublin's Strategic Plan 2025-2030: <https://strategy.tcd.ie/>

Trinity Civic Engagement for Societal Impact – A Strategy for Maternity Care Research: <https://www.tcd.ie/civicengagement/assets/pdf/case-studies/TCMCRCasestudy2025.pdf>

Trinity Civic Engagement for Societal Impact – From Gaps to Greenways: <https://www.tcd.ie/civicengagement/assets/pdf/case-studies/AICBRNCasestudy2025.pdf>

“We are dedicated to implementing meaningful reforms that lead to measurable reductions in environmental and social impacts across our supply network, and to support a broader sustainable transformation within the University.” – Sustainable Procurement Policy

Procurement and Supplier Engagement



The Procurement Strategy 2026-2028 places sustainability at its core and directly supports the key themes of the University’s **Thrive** strategic Plan and the Sustainability strategy. Together, the Procurement strategy and the Sustainable Procurement policy strengthen our commitment to moving beyond administrative compliance toward a proactive value-generator model that delivers strategic value, builds resilience, and advances the social and environmental standards. This approach marks the beginning of a new era in Sustainable Procurement and Supplier Management in Trinity.

How we govern

Strategy and Policy Framework

At Trinity, robust governance enables the development and implementation of sustainable procurement models. The Procurement Strategy and the Sustainable Procurement policy introduced the 10R principle to lead a behavioural change in the purchasing process, moving away from a traditional linear purchasing model to a more circular, resource-efficient approach.

Expert Leadership

We have reinforced our procurement infrastructure by appointing Category Managers and ESG resources who ensure that supply chains remain compliant, efficient, and innovative.

How we communicate

Multi-Channel Approach

School and Area Sustainability Leads, Targeted emails, Training materials, Green Procurement Module in Blackboard, Committees activities, Dedicated Sustainable Procurement Webpage.

How we engage

Strengthening Stakeholder and Supplier Partnerships

- **Internal User Engagement:** Our procurement team works in close collaboration with our research community, academics, and professional staff through a range of engagement channels. This partnership approach ensures that sustainable procurement principles are understood, prioritised and embedded across the University.
- **Institutional Action Plans:** Procurement actively contributes to a wide range of sustainability working groups and committees including:
 - Circular Campus Working Group
 - Biodiversity Action Plan Working Group
 - Smart Travel Plan Implementation Working Group
 - Sustainable and Healthy Food Plan Working Group
 - Green Events Plan Working Group
 - Green Labs Committee

Through these action plans, we help shape institutional actions and policies that strengthen Trinity’s environmental and social performance.

How we engage

Supplier Partnership

We focus our most intensive engagement efforts to our top 150 suppliers, who collectively represent over 70% of the total spend. By prioritising these high-impact relationships, we aim to maximise sustainability improvements across key supply networks. Our engagement includes:

- Onboarding priority suppliers onto the 'NetPositive Futures' platform to support consistent and more accurate collection of supplier related GHG emissions.
- Encouraging suppliers to provide social and sustainability attributes within our eCatalogue platform, enhancing transparency and enabling staff to make more informed purchasing decisions.

How we measure

Data-Driven Procurement Excellence

To strengthen governance, enhance transparency, and embed sustainability in every stage of the procurement lifecycle, the Procurement team has a suite of data-driven tools to enable evidence-based decision making, proactive supplier management, and measurable ESG performance:

- **Spend Analysis:** Comprehensive spend analytics review allows us to identify priority suppliers and enhance supplier management across short, medium and long term horizons. This insight enables targeted engagement, risk mitigation and more informed collaboration with category managers.
- **Supplier Onboard Tracker:** We have proactively engaged with our priority suppliers, representing 70% of total spend, to advance key sustainable procurement initiatives. Progress and performance are tracked through the Supplier Onboard Tracker.

Where we are

The Sustainable Procurement Journey has already reached several milestones.

- **Minimum 10% Sustainability Weighting:** a minimum sustainability weighting of 10% is applied to relevant Goods, Services and Works tenders.
- **Scope 3 Supplier's GHG Emissions Data:** A new contract clause has been introduced requiring suppliers to commit to providing their GHG emissions data within the first year of contract.
- **National Alignment:** Trinity adheres to the Irish government's Green Public Procurement (GPP) criteria for relevant procurement categories.
- **10R Framework implementation:** The 10R framework has been introduced in the Sustainable Procurement Policy to drive a behavioural change in purchasing and promotes resource efficiency across the University.
- **Pre-Procurement Assessment Tool:** this provides staff with guidance on incorporating social and sustainability considerations in their requirements and promotes a circular purchasing model.

Procurement & Supplier Engagement



How we continuously improve

Training and Internal Support

As the sustainability and technology landscape continues to evolve rapidly, we prioritise upskilling our procurement staff network to ensure colleagues are equipped to respond to emerging standards and opportunities. Alongside this ongoing professional development, we provide internal support to Trinity staff to raise awareness and promote best practice in sustainable procurement.

How we influence

Influencing Students, Researchers and the Wider Community

As an education institution, Trinity has a unique ability to extend the impact of responsible procurement far beyond our internal operations:

- Trinity Business school embeds sustainability principles across its procurement and supply chain curriculum, leveraging real-world data to help students develop practical insights.
- E3 (Engineering, Environment, and Emerging Technologies) carries out cutting-edge research aimed at addressing the fundamental challenges of creating a liveable planet. E3's influence extends through its MSc modules, and a programme of public engagement activities such as European Supply Chain Day. These activities strengthen environmental literacy and foster greater awareness of supply-chain resilience across academic, staff and community audiences.

The path forward

From Linear to Circular: Advancing 10R Maturity

During 2026-2027, Trinity will place a strong emphasis on embedding the 10R framework and the Pre-Procurement assessment in the purchasing process. The Procurement team will provide training, user guides, multi-channel communication and tailored user events to support programme implementation, reduce social & environment impacts and enhance sustainability in our value chain.

Relevant resources

E3 European Supply Chain Day:

<https://www.tcd.ie/e3/news/european-supply-chain-day-2026-at-e3-trinity-college-dublin/>

E3 Postgraduate Course listing:

<https://www.tcd.ie/e3/education/postgraduate/>

Strategic Plan 2025-2030, Thrive: <https://strategy.tcd.ie/>

Sustainable Procurement Policy:

<https://www.tcd.ie/media/tcd/about/policies/pdfs/Sustainable-Procurement-Policy.pdf>

Sustainability Strategy 2023-2030:

<https://www.tcd.ie/media/tcd/sustainability/pdfs/Trinity-Sustainability-Strategy-2023-2030.pdf>

Trinity Business School Module outlines:

<https://www.tcd.ie/business/programmes/undergraduate/module-outlines/>

“To deliver delicious, healthy food as an integral part of Trinity culture and examine if Trinity can be a microcosm of wellbeing economy, operating within the planet’s ecological ceiling and society’s social foundation.” – Trinity Sustainable & Healthy Food Plan Mission

Food and Drink



Food and drink at Trinity are primarily managed through the Healthy Trinity initiatives, which promotes a holistic approach to nutrition, sustainability, and student & staff wellbeing.

How we govern Food and drink sustainability is managed through an academic-professional partnership model, it includes a university wide consultation. This approach ensures operational decisions remain evidence based. Healthy and Sustainable Food Actions have been ongoing for over a decade and those have been formalised in Trinity Sustainability Policy.

How we engage Engagement is managed through a network of over 100 academic and professional partners, organised into 12 distinct working groups. The development of the Food Plan involved a diverse alliance, including:

- Students: Representing the core campus population and managing direct-action space.
- Academics: Experts from the Schools of Medicine, Dietetics, Business and Science.
- Professional Staff: Sustainability Team, Commercial Revenue Unit including Catering and Procurement.

Where we are There has been grassroots action on Sustainable and Healthy Food on campus for over ten years.

- Student union food spaces.
- Bring your own food spaces.
- Catering outlets serving healthy and sustainable food.
- Trinity Urban Garden (TUG).
- ‘Trinity Beo’ is a garden space where herbs and fruit are grown for Trinity Catering. The kitchen garden is part of Trinity Sustainability’s work on developing a sustainable and healthy food plan for campus and a more local and resilient food future at Trinity.
- Water Access: Trinity Water Map is available to students, staff and visitors to find water locations across campus.

How we communicate

Multi-Channel Information Strategy

- Staff-Led Communications: Official channels including the website, intranet, and direct email serve as a “static repository” for formal policies, reports, survey and evidence-based guidance.
- Student Led Communication: The Healthy Trinity social media account provides a peer-to-peer voice, promoting seasonal campaigns and events.

How we measure

Trinity monitors progress on Food through high-level metrics and international benchmarks.

Reporting Frequency: Progress is reported three times per year to a principal committee of the University Board and synthesised into Annual reports.

How we influence

Many courses, particularly in the faculties of Health Science and in schools like natural science are already teaching about sustainable and healthy food. During development of the Food Plan, more teaching was embedded in the curriculum through master’s programme and undergraduate assignments. That arrangement will be formalised when the Plan is published.



Food and Drink



How we continuously improve

To ensure deep institutional integration, the Sustainable and Healthy Food Plan pillars will be managed as below:

- Research: School of Medicine
- Teaching: Business School and dietetics
- Community: Trinity Sustainability
- Catering on campus: Catering Staff
- Food business on campus: Commercial Revenue Unit (CRU)
- Smart waste and digital transformation: Trinity Sustainability

All relevant staff have appropriate training, and some students receive appropriate education. The plan will embed more sustainable and healthy food education in the curriculum. Once the plan is published staff will continue to have appropriate training and students will learn more about agroecology, community supported agriculture, living labs and short food supply chains through Sustainable and Healthy Food being in the Food Plan.

The path forward

A sustainable and healthy food plan will be published in 2026, derived from Trinity Sustainability Strategy across research, teaching & learning, community and operations. It will cohere actions over ten years that were grass roots, into formal plan reported to the Board of Trinity.

The next five years will mark the final transition from a collection of ad hoc initiatives to a fully formalised strategically driven momentum. The vision for 2030 is to create a campus environment where the University's commitment to **Thrive**.



Mural in the BATTERY



Campus Water Map



Burkitt Orchard Tree planting



Food and Drink

Relevant resources

Anxiety and Action Handbook: https://www.tcd.ie/media/tcd/healthy-trinity/pdfs/Anxiety_20and_20Action_20Handbook_20June_202024.pdf

Commercial Determinants of Health Lab: <https://www.tcd.ie/healthytrinity/commercial-determinants-of-health/>

Living Labs: <https://www.tcd.ie/healthytrinity/living-labs/>

Healthy Trinity: <https://www.tcd.ie/healthytrinity/>

Healthy Campus Case Study : <https://hea.ie/assets/uploads/2024/06/13-Case-StudyTCD24.pdf>

Healthy Trinity Online Tool: <https://www.tcd.ie/healthytrinity/healthy-trinity-online-tool/>

Healthy Trinity Resource Map:

<https://trinitycollege.maps.arcgis.com/apps/instant/interactivelegend/index.html?appid=b9f2b03551004946a9e6d97bfccbf92c>

Healthy Trinity Video: <https://www.tcd.ie/hr/assets/m4v/healthy-trinity.mp4>

Relevant Policies can be found at Trinity's central Policy Hub: <https://www.tcd.ie/about/policies/university-policies/>

Sustainability Annual Reports: <https://www.tcd.ie/healthytrinity/about/impact/annual-reports/>

TCD Sense Map: <https://tcdsensemap.ie/>

Trinity Policy Hub: <https://www.tcd.ie/about/policies/> (Relevant Policies: Student Mental Health Policy, Occupational Health and Safety Policy, Tobacco and E-Cigarettes Policy, Alcohol Policy, Alcohol Policy, Misuse of Drugs Policy, Fitness to Practise Policy, Fitness to Study Policy, Student Parents, Student Carers and Students Experiencing Pregnancy Policy)

Learning, Teaching and Research

“Teaching, learning and research demonstrate strong strategic intent and leadership commitment to sustainability, supported by dedicated roles, funding and aligned policy frameworks. Education for Sustainable Development (ESD) and sustainability-focused research are well developed in parts, with credible activity and external recognition. That said, embedding across disciplines and engagement mechanisms is variable, with evaluation and curriculum integration still developing. Greater coherence across teaching, research and the active role student engagement would support more consistent, institution-wide academic impact.” - Sustainability Leadership Scorecard Review for Trinity College Dublin (SUMS Consulting and Environmental Association for Universities and Colleges)

Research

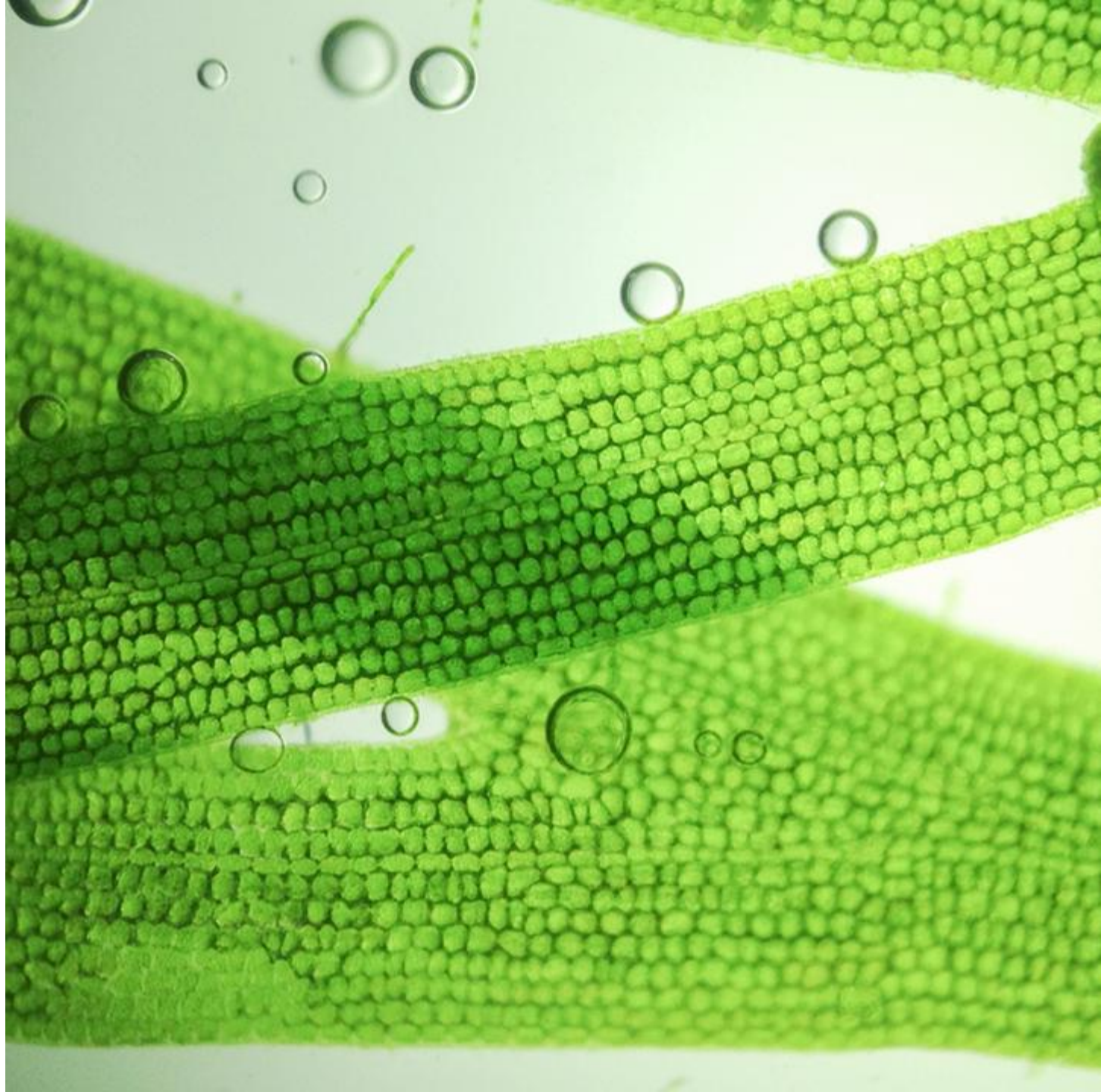
Learning and Teaching

Student Engagement



“Better, greener research infrastructure and research space. We will continue to advocate for investment in research infrastructure for all disciplines while also developing shared research services in the University”
– Thrive, Trinity College Dublin’s Strategic Plan 2025-2030

Research



The Strategic Plan states that “sustainability is knitted into all the commitments in this Strategic Plan. Already, over 400 researchers in this university are working on climate and biodiversity issues.” The sustainable research agenda is monitored via the Higher Education Authority System Performance Framework agreement. It is designed to facilitate the embedding of sustainable practices in a targeted, measurable manner. Trinity has moved beyond studying climate change to making the research process itself more sustainable responding directly to the climate crisis.

How we govern A robust governance structure is the essential foundation for institutionalising sustainability within the research enterprise. Research practice at Trinity is underpinned by strong institutional leadership, comprehensive ethical policies, and clearly defined organisational structure that ensures integrity, accountability, transparency and research excellence.

The Vice President for Biodiversity and Climate Action leads the sustainability agenda, driving the implementation of the Sustainability Strategy and owns the University’s Sustainability Policy.

More broadly, there is a well-established mechanism for overseeing the governance of research-related activity, spearheaded by the Dean of Research.

Institutional Leadership

The Dean of Research is responsible for overseeing and monitoring the implementation of research strategies, policies and practices at an institutional level.

The Research Committee is made up of membership drawn from every school and Trinity Research Institute, as well as key professional functions such as HR, IT, Financial Services and the Library. It provides strategic oversight of research-related activities, evaluates proposals for new research centres and institutes, and ensures that sustainability, governance and ethical considerations are embedded in research development and decision-making.

Research Ethics Policy Committee (REPC) reports directly to the Research Committee and serves as Trinity’s over-arching institutional research ethics body. It provides strategic leadership, policy oversight, and guidance to ensure ethical standards are consistently applied across all research activities.

Research Ethics Committees (RECs) provide independent ethical review and approval of research activities, including those involving third-party or collaborative research partners. This ensures appropriate level of scrutiny, responsible research conduct, and protection of participants and stakeholders.

The Research Integrity Officer oversees the research integrity framework, providing guidance on available training, responsible research conduct and initiating formal investigations where required to uphold ethical and professional standards.

Administrative Responsibility for research governance and ethical compliance is held at the local level by Heads of Schools, Unit/Division Heads, or Director of Research Institutes ensuring accountability and effective implementation of research policies across the institution.

How we communicate

Trinity’s commitment to responsible and sustainable research is clearly articulated through the University’s governance and policy framework, including **Thrive** the new College Strategic Plan, the Sustainability Strategy, Sustainability Policy and a suite of research related policies. Together, these documents demonstrate strong governance alignment, transparency, and accountability in how research activity supports environmental sustainability, societal impact and ethical leadership.

Trinity works to ensure a consistent and credible flow of high-quality, multi-format research contents. Through the strategic use of digital platforms and video storytelling Trinity endeavours to make complex scientific and humanistic research accessible to a global audience.

Internal Engagement and Cultural Alignment:

- ‘Research Matters’ is a magazine that showcases the delivery, relevance, and real-world impact of Trinity’s research. By bringing the hidden research stories into the public domain, it connects internal academic excellence with external societal benefit. The publication also fosters a shared culture of integrity, accountability, and research excellence across all divisions, ensuring operational alignment with the University’s sustainability goals and long-term mission.
- E3 Research Stories: strengthens community understanding by translating complex research into accessible narratives that showcase measurable social and environmental impacts.
- Social Media: Trinity maintains an active presence across multiple channels, including YouTube, Facebook to disseminate research findings to varied demographics.

How we engage

Research Committee is an academic committee of the University Council and as such as oversight of all research-related matters. Matters of governance, sustainability, ethics policy and more come to the committee for consideration and information. Through the committee this information is disseminated to the wider college community as appropriate.

The Green Labs Committee is an initiative of the Sustainability Office that provides a network for colleagues from across STEM and biomedical sciences to play a direct role in shaping sustainability policies within our labs. The committee focuses on key issues such as: waste (single-use plastics, lab consumables, etc.); managing energy consumption; Improving water conservation; encouraging green chemistry; sustainable procurement.

Public engagement events are an important way for Trinity to create and maintain dialogue with a wide range of audiences on topics related to sustainability and the climate crisis. The Climate+ Co-Centre has a dedicated Education and Public Engagement team. Green Week is an annual event in the Trinity calendar highlighting sustainability initiatives around the campus. Trinity has also participated in European Researchers’ Night for over a decade, showcasing research to the public through specially curated events and activities.



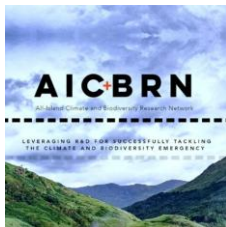
Trinity’s European Researchers’ Night event in 2025

Where we are

International Sustainability Rankings Trinity is ranked 29th in the world in the QS Sustainability Rankings for 2026. This is a significant improvement on the 2025 position of 265 and shows the impact of the Sustainability Strategy and Sustainability Policy on how the University conducts its work.

The Co-Centre for Climate + Biodiversity + Water tackles some of the biggest challenges of our time: climate change, biodiversity loss and water quality decline. A major tri-partite initiative funded by the governments of Ireland and the UK, Trinity is one of three lead partners across Ireland, Northern Ireland and Great Britain working to research solutions for preventing and living with climate change, protecting and restoring ecosystems, developing sustainable economies and improving quality of life for all.

Nature+ The Trinity Centre for Biodiversity and Sustainable Nature-based solutions is a multidisciplinary team of researchers based in Trinity College Dublin that makes discoveries about the natural world and human interactions with nature and develops solutions for quantifying and sustainably managing natural capital, providing a range of climate change adaption case studies and solutions.



Launch of the Ryanair Sustainability Aviation Research Centre.

The Trinity Centre for Social Innovation's (CSI) current research portfolio encompasses Working with Nature – Nature-based Solutions, Sustainability and Resilience, Sustainable Finance, Investment, and Accounting, Social Entrepreneurship, Enterprise, and Innovation, Philanthropy, Nonprofit Management, and Governance, Corporate Governance and Business Ethics, Complex Systems, Systems Change, and Public Value Creation, Business and Human Rights. The largest part of the portfolio is the Working with Nature (WWN) research programme. Since 2018, CSI has collaborated in eight funded EU nature-related research programmes and has coordinated three of these.

Green Labs Trinity is continuing to promote sustainable lab practices across approximately 500 labs through the My Green Lab programme and related initiatives. Since 2023, 63 labs have achieved certification and a further 44 are in progress, representing 412 staff members across the University. Trinity labs also took part in Research Ireland's Sustainable Laboratory Certification Pilot Programme which was delivered in partnership with My Green Lab. The pilot programme funded 100 labs nationwide led by RI Principal Investigators (PIs) and their research groups. Trinity had 25 labs participate in the pilot programme which represented 402 researchers, teaching staff and students.

Ryanair Sustainable Aviation Research Centre Sustainability and low carbon technologies are a key focus of researchers from a range of disciplines at Trinity, and this new partnership will sit within Trinity's E3 – the Engineering, Environment and Emerging Technologies initiative, which is tackling complex, global problems, such as those faced by the aviation industry.

How we continuously improve

Leadership

- The creation of a senior leadership role – the Vice President for Biodiversity and Climate Action - to drive the sustainability agenda demonstrates Trinity's commitment in this space and has raised the profile of sustainability within and beyond the University.
- Our new Chair in Climate Science, Professor Karen Wiltshire, brings a wealth of international and multi-disciplinary research experience, and her research focuses on "whole-system climate resilience", and innovative ways to combine the needs of society, renewable energy and nature towards a sustainable climate and human future.

Climate Leadership Training

In partnership with Trinity's Sustainability Office staff in Trinity are offered dedicated training delivered by An Taisce who operate the national Climate Ambassador programme. Combining presentations and interactive group work, the training focuses on climate science, climate solutions, how to develop leadership skills, Trinity's climate obligations, and what we can do together to take action within our roles and workplace contexts.

My Green Lab Professional Accreditation and equivalent recognised certifications are encouraged and supported via the Green Labs Officer who works with researchers and lab staff to identify and action improvements in labs.

Nature-based Solutions for Climate Challenges

AIB Trinity Climate Hub funds group-based research projects under the theme of Nature-based Solutions for Climate Challenges. This award aims to foster innovative, cross-disciplinary research bringing researchers together to achieve exchanging of expertise and knowledge among at least three different schools from across at least two faculties.



My Green Lab Accredited Professional Programme



National Climate Ambassador Programme

How we influence

E3 – Balanced Solutions for a Better World Recognising the importance for humanity in addressing the challenge of sustainable technological development, the expansion of the three Schools is being executed as a single strategic activity in the area of “Engineering, Environment, and Emerging Technologies”. E3’s goal is to deliver a future-proofed education for new graduates who will enable society to live on this planet in a way that is sustainable and equitable.

Education for Sustainable Development Trinity strengthened its commitment to Education for Sustainable Development by establishing a cross-functional, interdisciplinary team within the Centre for Academic Practice – including four ESD Fellows and two Academic Developers, who work in collaboration with Trinity Sustainability. The number of undergraduate and postgraduate course offerings with sustainability related themes embedded in the curriculum continues to expand each year.

Trinity is the first university globally to implement a campus-wide Living Lab and using Living Lab data has enabled Trinity to contribute to civic discourse, civic partnerships and action on Health. For example, through Living Lab, Trinity as an institution has responded to public consultations on tobacco, e-cigarettes and smarter travel, has featured in national newspapers on tobacco and travel and partners with organisation like ASH Ireland, Irish Heart Foundation, National Transport Authority, Dublin City Council, Dublin Cycling Campaign, Irish Cyclist, Irish Doctors for the Environment, Commuter Coalition, Climate and Health Alliance, La Leche League, Talamh Beo, the Feeding Ourselves Network and more.

How we influence

Trinity developed a 30-minute online module which focused on Green Lab practices. The topics included energy, waste, water, green chemistry, procurement and digital sustainability as well as providing actionable tips for sustainable lab practices. The course is available to all staff and students through Blackboard.

How we measure

Mandated Performance Targets

Trinity has established specific benchmarks that align institutional funding with sustainability outcomes via the HEA Performance Agreement 2024-2028.

- **Research & Innovation:** Achieving Green Lab certification status for 100 labs by 2028, creating 16 new SDG-aligned spinouts and 84 licences.
- **Engagement:** Training 260 individuals in engaged research.
- **Industry Engagement:** Creation of 4 new research clusters and 17 engagements with sustainability stakeholders.
- **Civic Recognition:** Increasing the proportion of research active staff in the Research Support System.
- **Postgraduate Integration:** A 20% increase in the proportion of ESG embedded PG programmes.



Research



The path forward

Thrive, Trinity's new College Strategic Plan places climate action and biodiversity as a foundational element of all the actions contained within the plan. Adopting this mindset, and holding to our ambitions, means that sustainability is knitted into all the commitments in this Strategic Plan.

The commitments Trinity has as part of the HEA System Performance Framework are also deeply influenced by cross-cutting themes of sustainability and climate action. Trinity has publicly committed to ambitious targets and goals as part of its sustainability agenda over the lifetime of the current strategic plan and beyond.

Relevant resources

A living research excellence strategy:
<https://www.tcd.ie/research/assets/pdf/Research%20Excellence%20Strategy.pdf>

E3: <https://www.tcd.ie/e3/>

Green Labs: <https://www.tcd.ie/sustainability/what-we-do-/green-labs/>

Performance Agreement between the HEA and Trinity College Dublin: <https://hea.ie/assets/uploads/2024/11/TCD-Performance-Agreement-2024-2028.pdf>

ResearchMatters:
<https://www.tcd.ie/research/researchmatters/research-matters-welcome.php>

Research Policies: <https://www.tcd.ie/about/policies/research-policies/>

Strategic Plan 2025-2030, Thrive: <https://strategy.tcd.ie/>

The Co-Centre for Climate + Biodiversity + Water:
<https://climatecocentre.org/>

Trinity Research: <https://www.tcd.ie/research/>

Trinity Sustainability Webpage:
<https://www.tcd.ie/sustainability/>

“Using both discipline-specific and interdisciplinary approaches, Trinity’s curriculum will be oriented towards ensuring the development of key competencies for sustainability.” – Thrive, Trinity College Dublin’s Strategic Plan 2025-2030

Learning and Teaching



Trinity’s Sustainability Strategy 2023-2030 sets out an educational vision where students develop knowledge, skills and attitudes to think, plan and act with responsibility and compassion for themselves, each other and the planet. To support this, Trinity curricula will facilitate students to develop key competencies for sustainability as outlined by UNESCO and the European Commission, and opportunities for professional development will be made available to all teaching staff. Trinity’s aim is to embed environmental sustainability holistically across education, research, operations, and partnerships.

How we govern Embedding Sustainability in Academic Quality

At Trinity, sustainability in teaching and learning is underpinned by robust academic governance and policy-led oversight. The institutional approach recognises that meaningful progress in environmental and social responsibility requires more than individual initiatives. It demands the systematic integration of sustainability within core academic processes, quality assurance, and decision-making structures.

Education for Sustainable Development (ESD) is embedded through a coherent suite of the University’s policies that collectively ensure sustainability is treated as a core dimension of academic quality.

Integrated Governance

Responsibility for ESD governance is assigned through a clearly defined leadership structure reporting to the Undergraduate Studies Committee and Graduate Studies Committee, providing formal academic oversight and accountability.

Academic and administrative integration is overseen by the Senior Lecturer and Academic Secretary, ensuring coherence across Faculties. Strategic alignment with institutional environmental commitments is provided by the Vice President for Biodiversity and Climate Action.

There is ongoing formal and informal reporting on ESD to the College’s committees and to the wider College community.

Formal and informal professional development opportunities and events for all staff also serve to share information about ESD in College. This integrated governance model ensures that sustainability is embedded institutionally and holistically, supporting continuous improvement and reinforcing Trinity’s commitment to excellence in teaching, learning and social & sustainability impacts.



Learning and Teaching



How we engage

Trinity ESD Curriculum Design and Programme Mapping

Our stakeholder engagement model is underpinned by a collaborative ecosystem that brings together Academic Developers, ESD Fellows, and student interns. This interdisciplinary team has engaged colleagues across the disciplines in mapping existing sustainability education across programmes, and (re)designing curricula to embed ESD.

Academic Developers and ESD Fellows work together in an interdisciplinary team. They have collaborated to create the ESD Curriculum Design Framework and initiate strategic curriculum design activities within the disciplines. The team has developed connections through to each Faculty and ESD Fellows have undertaken curriculum mapping across the disciplines at undergraduate and postgraduate levels, identifying and disseminating best practice.

The existing interdisciplinary approach and partnership has been further strengthened by the active involvement of student interns as co-designers embedding the student perspective into the ESD mapping process and curriculum design initiatives.

How we communicate

Trinity's work on ESD has been widely shared and disseminated locally, nationally, and internationally.

- Regular webinars and workshops offered by the Centre for Academic Practice serve to communicate ESD initiatives and progress, while also offering all staff opportunities to participate and engage further through their disciplines.
- An Annual Teaching and Learning Symposium includes ESD as a thematic area, with an invitational half-day workshop on curriculum design and ESD at the event in 2025.
- Nationally, Trinity has contributed to the HEA ESD Spotlight Series of webinars and the resulting published Compendium of case studies from across the higher education sector. The Trinity team was invited to speak at the Spotlight Series Celebration concluding the series and is now contributing to further work on the development of a national ESD Maturity Framework.
- Trinity was also invited to contribute to the National Forum Open Course/Digital Badge on ESD in Spring 2026.
- We have developed and shared a fully open access and comprehensive ESD Resource Hub including the ESD Curriculum Design Framework and a suite of high quality Open Educational Resources (OERs) arising from the pilot module Enacting ESD. We continue to feature ESD work prominently on social media (including LinkedIn).

Where we are

Education for Sustainable Development (ESD)

Significant progress has been made in embedding ESD across teaching, learning, and academic practice, demonstrating institution-wide commitment and measurable impact. This work has been externally recognised through the achievement of SOS UK Responsible Futures accreditation, providing independent validation of a whole system approach to sustainability education.

Curriculum Impact

ESD has been mapped across undergraduate and postgraduate provision and is being further enhanced through a structured programme of curriculum design and delivery. A pilot Enacting ESD module has been successfully delivered to first-year students in Trinity Business School, reaching approximately 500 students annually, alongside the development of new elective undergraduate ESD modules, including a dedicated module in Arts, Humanities and Social Sciences (AHSS). These offerings are underpinned by robust pedagogical design aligned to UNESCO's ESD Competencies and the ESD Themes (SDGs).

A comprehensive mapping of ESD themes (SDGs), competencies, and pedagogical approaches has been completed across undergraduate and postgraduate curricula. This has been strengthened through research co-designed with student interns, ensuring depth of analysis and meaningful incorporation of the student perspective. To support scalability, a GenAI-enabled curriculum mapping tool has been developed and is currently in beta testing prior to staff rollout.

Policy and Framework Development

A major institutional milestone has been the approval of a policy requiring all new undergraduate programmes to include at least one ESD-focused programme learning outcome, embedding sustainability at programme level. This policy is operationalised through Trinity's ESD Curriculum Design Framework, now complete and integrated into existing academic professional development activities to support onward adoption within the disciplines. The Framework underpins consistent, authentic embedding of ESD across Trinity's diverse disciplines.

Strategic Alignment and Forward Momentum

Three of the six institutional ESD project work packages are explicitly focused on embedding sustainability into learning and teaching, reinforcing strategic alignment and long-term impact. Collectively, these initiatives demonstrate a coordinated, evidence-based approach to ESD that integrates curriculum, policy, staff development, and student partnership, positioning the institution strongly for continued progress and external assurance.

How we influence

Linking Frameworks to the Curriculum

UNESCO recognises that Education for Sustainable Development (ESD) is a key instrument in achieving the Sustainable Development Goals (SDGs) and that the ESD approach can empower learners to take informed decisions and responsible actions towards a sustainable future (UNESCO, 2017, p.10).

Trinity has taken an ‘infusion model’ approach to curriculum design in alignment with UNESCO’s work, through which the SDGs are systematically integrated across existing curricula. A dedicated ESD Curriculum Design Framework has been developed to provide structured guidance for the (re)design of modules and programmes enabling Schools to embed ESD meaningfully within teaching, learning and assessment. ESD is integrated within academic professional development offerings including the accredited Special Certificate in Teaching, Learning and Assessment for staff, as well as teaching and learning workshops, webinars and other professional development events.

The mapping of undergraduate and postgraduate curricula has surfaced existing best practice where ESD is integrated within programmes and modules and shown where this can be extended. Work is ongoing to explore and promote the use of Living Lab projects within the curriculum; and including sustainability as a career options theme.

As described earlier, this work is being implemented by an interdisciplinary team within the Centre for Academic Practice, comprising ESD Fellows, Academic Developers and Student Interns, working in partnership with Trinity Sustainability.

How we continuously improve

Staff Capacity Building

Substantial investment has been made in building staff capability and confidence in Education for Sustainable Development (ESD). A programme of formal accredited professional development has been delivered each academic year, in addition to workshops focused on embedding ESD within curricula, Green Week webinars, and institutional showcasing at the Annual Teaching and Learning Symposium. These activities are further supported by a dedicated online ESD Resource Hub, complemented by a curated suite of Open Educational Resources (OERs) to enable ongoing innovation in practice.

A pilot module, *Enacting ESD*, was delivered to three staff cohorts in the 2024–25 academic year, providing a structured foundation for deeper engagement. Building on this, the rolling programme of workshops, webinars, and curriculum design-focused offerings has since been established.

ESD has also been formally integrated into the institution’s accredited academic development provision through the Special Certificate in Teaching, Learning and Assessment for staff. Targeted consultancy is available from the ESD team comprising Academic Developers and ESD Fellows at the Centre for Academic Practice.

The path forward

The roadmap for 2027 and 2028 is clear: Trinity is committed under the Higher Education Authority (HEA) Performance Framework to meeting specific targets for ESD. Thus far, these targets have been met and indeed exceeded. They include:

- Engagement of undergraduate students with ESD in their curricula, increasing annually, from a baseline of 2.3% in 2025 to 9% in 2026, 12% in 2027 and 16% in 2028.
- Postgraduate programmes to have ESD embedded in their curricula with a 10% increase on established baseline by 2027 and 20% increase on baseline by 2028.
- Staff engagement with ESD to promote embedding in teaching and learning – a target of 100 staff in 2026 and an additional 50 in each year to 2028.

We continue to implement the Trinity ESD Curriculum Design Framework across disciplines and will evaluate its impact in the next academic year. The Framework is designed to embed the SDGs, conceptualised as ESD Themes (Economy, Society, Biosphere) into curricula with the development of ESD Competencies (as defined by UNESCO). Staff are implementing this Framework with support from professional development events, workshops, and bespoke professional development opportunities within their disciplines. Mapping of existing curricula is continuing to identify existing best practice and support broader embedding into programmes.

Research and evaluation are integrated with each of these strands of work, and we will continue to publish and disseminate our work across the sector in Ireland and internationally.

In March 2026, Trinity was the recipient of a national HEA SATLE Impact Award for its work in ESD. This Award recognises excellence in initiatives enhancing learning and teaching in higher education in Ireland and provides a grant for additional initiatives to be undertaken. We are in the early stages of a new project utilising this funding and look forward to sharing its outcomes in due course.



Learning and Teaching



Relevant resources

Academic Policies: <https://www.tcd.ie/academic-affairs/academic-policies/>

Academic Affairs, Trinity Teaching and Learning:
<https://www.tcd.ie/academic-affairs/>

Enacting Sustainable Development:
<https://www.tcd.ie/academicpractice/professional-development/professional-development-modules/enacting-education-for-sustainable-development-esd-at-trinity/>

ESD Resource Hub:
<https://www.tcd.ie/academicpractice/resources/education-for-sustainable-development/>

HEA Education for Sustainable Development Spotlight Series 2025:
<https://hub.teachingandlearning.ie/education-for-sustainable-development/esd-spotlight-series/esd-spotlight-recordings/#TCD>

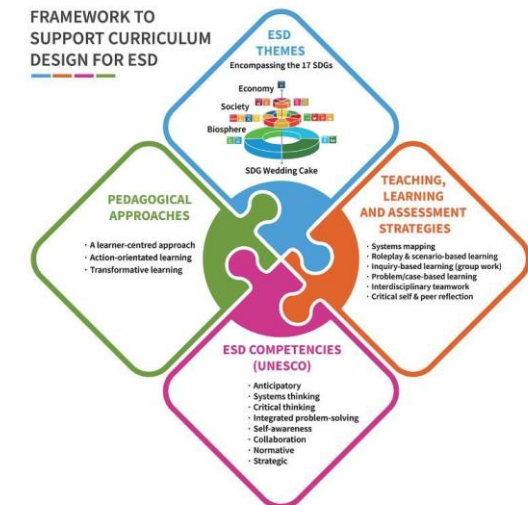
HEA National Forum - Education for Sustainable Development in Higher Education in Ireland: A Landscape Report:
<https://hub.teachingandlearning.ie/resource/education-for-sustainable-development-in-higher-education-in-ireland-a-landscape-report/>

HEA National Forum Education for Sustainable Development Spotlight Series 2025 Case Studies Compendium:
<https://hub.teachingandlearning.ie/resource/higher-education-authority-hea-education-for-sustainable-development-esd-spotlight-series-2025-case-studies-compendium/>

Rockström, J. & Sukhdev, P. (2016). *The SDGs Wedding Cake*. Stockholm Resilience Centre, Stockholm University:
<https://www.stockholmresilience.org/research/research-news/2016-06-14-the-sdgs-wedding-cake.html>

Trinity ESD Curriculum Design Framework:
<https://www.tcd.ie/academicpractice/resources/education-for-sustainable-development/trinity-esd-curriculum-design-framework/>

United Nations Educational, Scientific and Cultural Organization. (2017). *Education for sustainable development goals: Learning objectives*. UNESCO:
<https://unesdoc.unesco.org/ark:/48223/pf0000247444>



Created by the Centre for Academic Practice, Trinity College Dublin. V6.
SDGs Wedding Cake © 2016-18 by Anne for Stockholm Resilience Centre, Stockholm University (revised). Graphics licensed from Shutterstock (revised).

Trinity's ESD Curriculum Design Framework

“Enhancing student belonging and connection in an engaged and healthy university. We exist for our students. We welcome students from all backgrounds and cultures. We recognise the challenges students face in these times, and we believe strongly in supporting them academically, socially and personally.” – Thrive, Trinity College Dublin’s Strategic Plan 2025-2030



Trinity Students created a representation of a curlew, an endangered native bird, using thrifted clothes during Biodiversity Day

Student Engagement



Student Engagement



How we govern

Governance Framework

Trinity has established a well-developed framework for student engagement through the Student Partnership Agreement. This agreement integrates student engagement with the University's strategic areas such as Enhancing student belonging and health and sustainability.

Review and Accountability

The Student Partnership Agreement and its associated annual plan are subject to robust review and accountability processes. The annual plans are reviewed by both the Vice-Provost/Chief Academic Officer (VPCAO) and the Students' Union, ensuring students have equal partnerships across institutional priorities.

Formal Reporting Structures

Trinity's governance structures provide clear oversight of student engagement. A joint annual report is presented to the Student Life Committee and the University Council.

Students Voice in Governance

Student representatives hold full voting membership on the College Board and University Council, ensuring the student voice is central to formal management and future planning.

How we engage

Enhancing Belonging and Connection

Trinity's Strategic Plan, **Thrive** demonstrates a strong commitment to fostering student belonging and connection within an engaged and healthy university community. This commitment includes supporting students academically, socially, and personally, while recognising the complex and evolving challenges students face in modern society.

Students as Partners

The Student Life Committee provides a spring-board for ideas around sustainability and a platform for student engagement with their ideas in the sustainability space.

A Fully Supported Student Journey

Thrive also outlines Trinity's commitment to enhance the student experience by continuously evolving student services. This includes reviewing how formal and informal supports work together to support students at key moments throughout their learning journey.



Where we are

Student-led Sustainability initiatives

Events, such as Green Week in March, are an example of a very effective way to involve students in sustainability dissemination to their peers. Other student led initiatives are:

- Trash to Treasure
- Trinity Sustainability Tours
- Trinity Urban Garden
- Student led UNFCCC COP working group
- Climate and Biodiversity Week

Students in Sustainability programmes

- Sustainability Leadership Awards
- Student led Career Panel discussions
- Sustainability Interns
- Health Trinity Ambassadors

Students Voice in Curriculum Design (ESD)

Students are not just consulted but are active members of the teams responsible for curriculum development. The implementation of interdisciplinary Education for Sustainable Development (ESD) objectives is carried out by a team that includes student interns alongside Academic Developers and ESD Fellows.

Students as Co-Creators

Students are actively engaged in sustainability initiatives and the development of institutional action plans through a strong culture of partnership demonstrated by:

- Green Campus Committee
- Sustainability and Healthy Food Plan
- Green Lab Committee
- The Students' Space Advisory group

Volunteering Programme

Student2Student, peer support programme

Comprehensive Primary Care

Students at Trinity have access to a centre staffed by a multidisciplinary team, including doctors, nurses, and a physiotherapist. Trinity Student Clinic ensures that student health is treated as a priority for academic and personal success.

An additional example would be the involvement of the Head of Services with the Students' Union (SU) Welfare Officer, through the Student Life Committee providing sustainable period products to students for free at locations throughout campus.

How we communicate

Multi-Channel Communication

Trinity’s commitment to sustainability is communicated through the University’s governance and policy framework, the College Strategic Plan - **Thrive**, the Sustainability Strategy and relevant policies and social media channels such as Instagram and LinkedIn.

How we measure

Student Engagement Monitoring and Evaluation

Student engagement is monitored and evaluated on an ongoing basis through a combination of informal mechanisms, including student engagement events, and structured student-led committee activity. The Student Partnership Agreement provides a clearly defined framework that articulates the scope of engagement, priority areas and targets.

How we continuously improve

Student Feedback and Evidence-Based Enhancement

In line with The National Strategy for Higher Education to 2030 recommendation, the Dean of Students function conducts student surveys on a regular basis to systematically capture student feedback. These surveys provide students with meaningful opportunities to influence curriculum design, teaching and learning practices, and wider aspects of the student experience. Survey outcomes are used to assess the relevance, inclusivity and responsiveness of educational provision, supporting evidence-based decision-making and continuous enhancement of student engagement, personal development and employability outcomes.

How we influence

Engaging Students in Sustainability Education

Trinity is committed under the Higher Education Authority (HEA) Performance Framework to specific targets for engagement of undergraduate students with ESD in their curricula, increasing annually, from a baseline of 2.3% in 2025 to 9% in 2026, 12% in 2027 and 16% in 2028. For postgraduate programmes, the University has committed to embed ESD within curricula through a 10% increase on baseline by 2027 and 20% increase on baseline by 2028. Further target for staff engagement with ESD to further promote embedding in teaching and learning, 100 staff in 2026 and an additional 50 in 2027 and 2028.

Enhancing ESD in the Curriculum

The Trinity ESD Curriculum Design Framework is designed to embed the SDGs into curricula and is currently being implemented through workshops and a range of professional development opportunities for staff. The intention is to use an 'infusion' model to infuse ESD and SDGs across curricula rather than require 'bolt-on' of new modules for ESD. Mapping of existing curricula has also been underway since 2024 to identify existing best practice and support broader embedding into curricula.



Student Engagement



The path forward

The path forward will be driven under the umbrella of the University's Strategic Plan **Thrive** - Commitment #3: Enhancing student belonging and connection in an engaged and healthy university under outcomes:

- a fully supported journey
- a student centre and a network of student spaces
- transformed sport and healthy living
- a socially connected university

Climate action and biodiversity actions are contained within the plan and thus sustainability is built into commitment 3 of the Strategic Plan. In addition, through the biannual HEA directed National and Trinity student survey (studentsurvey.ie) and our Students Union colleagues, we can discuss and embrace ideas brought by students on sustainability through committees such as the Student Life Committee.



Student Engagement



Relevant resources

Continuous Improvement Reports: <https://www.tcd.ie/teaching-learning/quality/quality-enhancement/data.php>

Dean of Students website: <https://www.tcd.ie/deanstudents/>

Free Period Products: <https://www.tcd.ie/healthytrinity/sexual-health/free-period-products/>

HEA System Performance Framework - TCDSU and GSU Memorandum of Agreement - National Student Engagement Programme (NStEP):
<https://studentengagement.ie/wp-content/uploads/2021/10/NStEP-Steps-to-Partnership-Doc.pdf>

Student Capacity Policy: <https://www.tcd.ie/media/tcd/about/policies/pdfs/student-capacity-policy.pdf>

Student Capacity Webpage: <https://www.tcd.ie/deanstudents/student-capacity/>

Student Clinics: <https://www.tcd.ie/collegehealth/service/student-clinics.php>

Student Health Services: <https://www.tcd.ie/collegehealth/>

Student Partnership Agreement: <https://www.tcd.ie/teaching-learning/academic-policies/assets/student-partnership-agreement-2022.pdf>

Student Services: <https://www.tcd.ie/deanstudents/student-services/>

The National Strategy for Higher Education to 2030: <https://hea.ie/assets/uploads/2017/06/National-Strategy-for-Higher-Education-2030.pdf>

The New Student Survey: <https://www.tcd.ie/deanstudents/student-survey/>

The Student Life Committee <https://www.tcd.ie/committeepapers/academic-committees-of-council/student-life-committee/membership/>

Thrive, Trinity College Dublin's Strategic Plan 2025-2030 : <https://strategy.tcd.ie/>

Trinity Green Week: <https://www.tcd.ie/sustainability/resources/events/green-week/>

Trinity Students' Union website: <https://www.tcd.ie/students/students-union/>



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

