دبي الصحية
DUBAI HEALTH

جامــعــة مــحــمــد بن راشــد
لـلـطـب والـعـلـوم الـصـحـيـة
Mohammed Bin Rashid University
of Medicine and Health Sciences

MBRU Sustainability Guide

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Executive Summary

Purpose and Vision of the Guide

This Sustainability Guide serves as a practical roadmap for integrating sustainability into every facet of MBRU's operations, teaching, research, and community engagement. It articulates our shared vision of becoming a leading institution that not only imparts knowledge but also demonstrates environmental stewardship, social responsibility, and economic resilience. By outlining clear priorities and actions, this guide empowers our university community to contribute meaningfully to a more sustainable future.

Alignment with the University's Mission and Strategic Plan

Our commitment to sustainability is deeply rooted in the university's mission to advance knowledge, foster innovation, and serve society responsibly. This guide aligns with our strategic plan by ensuring that sustainability principles are embedded in decision-making, risk management, and daily practices. It supports our aspiration to nurture responsible global citizens, create solutions for pressing societal challenges, and operate in harmony with our local and global environment.

Key Sustainability Goals and Commitments

Through this guide, MBRU reaffirms its commitment to ambitious sustainability goals, including achieving Net-Zero carbon emissions by 2050, significantly reducing our environmental footprint across energy, water, and waste streams, and enhancing campus biodiversity. We pledge to embed sustainability across curricula, expand research that addresses the UN Sustainable Development Goals (SDGs), and cultivate an inclusive culture where students, staff, and stakeholders are active partners in driving sustainable change.

How This Guide Will Be Used and Updated

This guide is designed to be a living document that guides planning, informs policy, and inspires action at all levels of the university. It will be used by leadership, faculty, staff, and students as a reference point for decision-making, project development, and performance monitoring. To remain relevant and effective, the guide will be reviewed and updated regularly in consultation with stakeholders, reflecting new insights, emerging best practices, and progress toward our sustainability targets.

2. Introduction

2.1 Why Sustainability Matters in Higher Education

MBRU believes that universities have a unique responsibility and opportunity to lead the transition toward a more sustainable future. As centers of knowledge generation and social development, higher education institutions play a critical role in shaping the values, skills, and mindsets of future leaders and decision-makers. By integrating sustainability into teaching, research, operations, and community partnerships, our university demonstrates its commitment to addressing global challenges such as climate change, resource depletion, and social inequality while preparing graduates to tackle these issues with creativity, evidence-based solutions, and ethical responsibility.

2.2 Global, National, and Local Context

Our sustainability efforts are aligned with global frameworks such as the United Nations Sustainable Development Goals (SDGs), which provide a shared blueprint for peace and prosperity for people and the planet. Nationally, our initiatives respond to government climate strategies and policies that set clear pathways for carbon reduction, clean energy transition, and green economic growth. Locally, we recognize our role as a responsible neighbor, working in partnership with our community and stakeholders to enhance environmental resilience, social well-being, and economic vitality in our region.

2.3 Stakeholder Expectations

Our students, faculty, staff, alumni, and community partners increasingly expect MBRU to lead by example in sustainable practices and social responsibility. Students want sustainability embedded in their learning and campus life, faculty seek to advance research that addresses urgent environmental and societal challenges, and staff expect safe, healthy, and efficient workplaces. The wider community looks to our university as a catalyst for local sustainability initiatives and as a partner in addressing shared challenges. This guide reflects our commitment to listening and responding to these expectations.

2.4 Definitions of Key Terms

To ensure clarity and shared understanding, this guide uses key sustainability terms as follows: *Sustainability* refers to meeting present needs without compromising the ability of future generations to meet theirs, balancing environmental, social, and economic dimensions. *Carbon neutrality* describes

achieving Net-Zero carbon emissions by balancing emissions with carbon removal or offsetting. *ESG* (Environmental, Social, and Governance) encompasses the criteria used to measure an institution's sustainability and ethical impact. *SDGs* (Sustainable Development Goals) are the 17 global goals set by the UN to address critical issues such as poverty, inequality, climate change, and environmental degradation by 2030.

3. Governance and Leadership

3.1 Sustainability Governance Structure

A clear and robust governance structure is essential to drive meaningful and measurable sustainability outcomes. MBRU has established a dedicated Sustainability Committee that includes representatives from senior leadership, academic faculties, administrative departments, and the student body. This committee oversees the development, implementation, and monitoring of sustainability initiatives and reports directly to the university's executive leadership. Working groups and task forces may be formed to address specific sustainability priorities, ensuring collaboration, accountability, and integration across all levels of the institution.

3.2 Leadership Commitments and Policy Statements

MBRU leadership is committed to championing sustainability as a core institutional value. This commitment is reflected in formal policy statements, strategic priorities, and public declarations of intent, such as pledges to achieve Net-Zero carbon emissions or support the UN SDGs. By endorsing this guide, university leaders affirm that sustainability will remain a central consideration in decision-making, resource allocation, and the development of new policies, setting clear expectations for sustainable behavior across the institution.

3.3 Roles and Responsibilities of Departments and Individuals

Achieving our sustainability goals requires active engagement and shared responsibility of every department and individual across the university. Faculties play a vital role in incorporating sustainability into curricula and research; administrative units implement sustainable practices in procurement, facilities management, and operations; students and staff contribute by adopting sustainable behaviors and participating in campus initiatives. This guide outlines the specific roles and responsibilities of each group, ensuring that everyone understands how they contribute to our

collective progress toward a more sustainable future.

4. Sustainability Strategy

4.1 Vision, Mission, and Guiding Principles

Our sustainability strategy is rooted in a clear vision and mission that reflects our commitment to positive environmental, social, and economic impact. Our vision is to become a leading sustainable university that demonstrates innovation, responsibility, and resilience in every aspect of its operations, teaching, research, and community engagement. Our mission is to embed sustainability into our culture and decision-making, equipping students and staff to contribute to a thriving, just, and sustainable world. Our guiding principles — integrity, inclusivity, accountability, and collaboration — shape how we plan, act, and measure our progress.

4.1.1 Vision

MBRU aspires to be a globally recognized leader in sustainable medical education and healthcare innovation, fostering a culture of health, safety, and environmental stewardship that contributes to the well-being of people and the planet."

4.1.2 Mission

MBRU is committed to advancing sustainability through excellence in education, research, and community engagement by integrating health, safety, and environmental responsibility into all aspects of our operations. We aim to reduce our ecological footprint, promote social equity, and support global climate action in alignment with the United Nations Sustainable Development Goals (SDGs)."

4.1.3 Alignment with UN SDGs

Achieve a culture of health, safety, and environmental stewardship that prioritizes the well-being of employees and minimizes environmental impact across all organizational operations.

Objectives

1. **Improve Workplace Safety:**

   - Objective 1: Reduce the number of workplace accidents and incidents by X% within the next year.

   - Objective 2: Implement regular safety training programs for all employees to increase

awareness and adherence to safety protocols.

- Objective 3: Conduct regular safety audits and inspections to identify and address potential hazards in the workplace.

2. **Promote Health and Well-being:**

- Objective 1: Provide access to comprehensive health and wellness programs for employees, including mental health support and ergonomic assessments.

- Objective 2: Encourage a healthy lifestyle through initiatives such as smoking cessation programs, fitness challenges, and healthy eating options.

- Objective 3: Establish a supportive work environment that prioritizes work-life balance and stress management.

3. **Enhance Environmental Sustainability:**

- Objective 1: Reduce carbon emissions by 25% by implementing energy-efficient practices and renewable energy sources.

- Objective 2: Minimize waste generation and promote recycling initiatives to achieve zero waste-to-landfill status.

- Objective 3: Implement water conservation measures and reduce water consumption by 25% through efficient use and reuse strategies.

Strategic Element	Related UN SDGs
Medical Education & Research	SDG 3 - Good Health and Well-being.
Environmental Stewardship	SDG 13 - Climate Action, SDG 12 - Responsible Consumption and Production, SDG 6 - Clean Water and Sanitation.
Social Equity & Inclusion	SDG 8 Decent Work and Economic Growth, SDG 10 - Reduced Inequalities.
Renewable Energy Integration	SDG 7 - Affordable and Clean Energy.
Stakeholder Engagement & Partnerships	SDG 17 - Partnerships for the Goals

Table 1. Alignment with UN SDGs.

4.2 Long-Term Sustainability Goals

Our long-term goals reflect our ambition to address urgent global and local challenges while

strengthening our institution's resilience and leadership. We aim to achieve Net-Zero greenhouse gas emissions by 2050, significantly reduce energy and water consumption, and promote renewable energy generation. We will protect and enhance campus biodiversity through conservation and restoration initiatives. Beyond environmental outcomes, our goals include fostering social impact by supporting equity, diversity, and community well-being, ensuring our sustainability work benefits all stakeholders and aligns with the broader Sustainable Development Goals (SDGs).

4.3 Objectives and Key Results (Short, Medium, Long-Term)

To translate our vision into action, we have defined SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) Objectives and Key Results (OKRs) with clear short-, medium-, and long-term timelines. Short-term OKRs include completing a comprehensive carbon footprint assessment and implementing immediate energy efficiency upgrades. Medium-term OKRs involve achieving significant waste diversion targets, embedding sustainability across the curriculum, and expanding research capacity. Long-term OKRs will focus on deep carbon reductions, climate resilience measures, and achieving Net-Zero emissions, all supported by regular progress reviews to adjust actions and priorities as needed.

4.4 Alignment with ESG, GHG Protocol Scopes (1, 2, 3)

Our strategy is fully aligned with international sustainability standards and frameworks, ensuring credibility, transparency, and accountability. Environmental, Social, and Governance (ESG) principles guide our decision-making and reporting, ensuring that we address sustainability holistically. We will manage and report our greenhouse gas emissions in line with the GHG Protocol, covering Scope 1 (direct emissions from owned or controlled sources), Scope 2 (indirect emissions from purchased energy), and Scope 3 (other indirect emissions, including commuting, procurement, and waste). This integrated approach strengthens our commitment to sustainability leadership and global best practices.

5. Key Focus Areas

MBRU's sustainability commitments are organized into seven key focus areas that together shape a holistic approach to achieving meaningful and measurable progress. Each area sets clear priorities for action and serves as a foundation for targeted initiatives and collaborative projects.

5.1 Campus Operations

5.1.1 Energy Efficiency and Renewable Energy

MBRU is committed to improving energy efficiency across campus through smart building technologies, retrofits, and behavior change campaigns. Where possible, we will transition to renewable energy sources, including on-site solar generation and the purchase of green power, to significantly reduce our Scope 1 and 2 carbon emissions.

5.1.2 Water Conservation

Water is a precious resource, and MBRU will implement measures to reduce consumption through efficient fixtures, rainwater harvesting, and sustainable landscaping practices. We will promote a culture of water stewardship among staff, students, and contractors.

5.1.3 Waste Management (Reduce, Reuse, Recycle)

We aim to minimize waste generation and maximize diversion from landfill through campus-wide recycling, composting, and responsible disposal programs. By promoting waste reduction and reuse initiatives, we encourage our community to adopt more sustainable consumption habits.

5.1.4 Sustainable Procurement and Supply Chain

Our procurement policies prioritize environmentally and socially responsible suppliers and products. We will work with our supply chain partners to minimize negative environmental impacts, encourage local sourcing where feasible, and embed sustainability criteria in purchasing decisions.

5.1.5 Green Infrastructure

Major renovations will meet recognized green building standards and integrate sustainable design principles. We will improve the sustainability performance of existing facilities through energy retrofits, low-impact materials, and sustainable site management.

5.2 Teaching and Learning

5.2.1 Embedding Sustainability in Curricula

Sustainability will be incorporated into diverse academic programs to ensure students graduate with the knowledge and skills to address global challenges. The university will support curriculum reviews to embed sustainability learning outcomes across disciplines.

5.2.2 Interdisciplinary Programs and Courses

We will foster the development of interdisciplinary courses, minors, and degree programs that equip students to tackle sustainability issues from multiple perspectives, encouraging collaboration between faculties and schools.

5.2.3 Faculty Development for Sustainability Pedagogy

Faculty members will be supported through training, resources, and communities of practice to integrate sustainability principles into teaching and assessment methods, fostering innovation in sustainability education.

5.3 Research and Innovation

5.3.1 Sustainability Research Priorities

The university will champion research that advances solutions for pressing environmental, social, and economic challenges. We will identify and promote priority research areas that align with the UN SDGs and national sustainability priorities.

5.3.2 Partnerships and Funding for Sustainability Research

MBRU will pursue funding opportunities, industry partnerships, and collaborations with other institutions to grow our impact. By leveraging interdisciplinary expertise, MBRU aims to translate research into real-world solutions.

5.3.3 Knowledge Transfer and Community Engagement

Our researchers will engage with communities, policymakers, and industry to share knowledge, inform policy, and drive innovation. We will support outreach initiatives that make sustainability research accessible and actionable.

5.4 Community Engagement and Partnerships

5.4.1 Student and Staff Engagement Programs

MBRU will create opportunities for students and staff to participate in sustainability programs, campaigns, and challenges. These initiatives foster a culture of shared responsibility and empower individuals to make positive changes on campus and beyond.

5.4.2 Collaboration with Local Communities and Industries

Partnerships with local governments, businesses, and NGOs will help extend our impact and support sustainable development in our region. Collaborative projects will address community needs and showcase our role as a sustainability leader.

5.4.3 Volunteering, Outreach, and Social Impact Projects

We will encourage and support volunteerism and outreach activities that promote social justice, environmental stewardship, and community well-being. Our students and staff will play an active role in creating positive changes locally and globally.

5.5 Biodiversity and Ecosystem Protection

5.5.1 Campus Greening and Landscaping

We will enhance green spaces on campus through sustainable landscaping practices, the creation of natural habitats, and the maintenance of healthy urban ecosystems. Green areas contribute to well-being and biodiversity.

5.5.2 Biodiversity Conservation Plans

MBRU shall develop a biodiversity plan, in cooperation with our community, to guide the protection and enhancement of native species and habitats. Monitoring and adaptive management will ensure the long-term resilience of campus ecosystems.

5.5.3 Pollinator-Friendly and Native Species Initiatives

The university will prioritize native planting schemes and pollinator-friendly habitats to support local wildlife, improve ecosystem services, and provide educational and research opportunities for students and staff.

5.6 Transportation

5.6.1 Sustainable Commuting Options

MBRU will encourage walking and cycling whenever possible, promote carpooling, and support the use of public transportation to help reduce emissions from commuting. Awareness campaigns will be

organized to engage the university community, while infrastructure improvements and targeted incentives will make sustainable commuting choices more accessible and attractive.

5.6.2 EV Charging Infrastructure

The university will invest in electric vehicle charging stations to encourage the uptake of low-emission vehicles among staff, students, and visitors.

5.7 Finance and Investment

5.7.1 Sustainable Finance Principles

MBRU is committed to responsible finance principles to guide budgeting, investments, and procurement decisions, ensuring alignment with sustainability goals and risk management practices.

5.7.2 Green Procurement Standards

Procurement guidelines will incorporate environmental and social criteria, encouraging suppliers to demonstrate sustainability practices and certifications that align with our institutional values.

These key focus areas form the backbone of our sustainability journey and provide clear direction for action, accountability, and progress tracking.

6. Monitoring, Reporting, and Evaluation

6.1 KPIs and Metrics (Aligned with GRI, ESG, SDGs, etc.)

MBRU, through its HSE Office, has established robust monitoring and evaluation are essential to track our progress and demonstrate accountability. Clear Key Performance Indicators (KPIs) and metrics have been established and aligned with globally recognized standards such as the Global Reporting Initiative (GRI), Environmental, Social, and Governance (ESG) benchmarks, and the UN Sustainable Development Goals (SDGs). These indicators will cover areas such as energy use, waste diversion, water conservation, sustainable procurement, curriculum integration, research outputs, and community impact, enabling consistent measurement and benchmarking over time.

6.2 Baseline Data and Annual Targets

Annual GHG emissions reporting is carried out to monitor and track the emissions resulting from our activities. Baseline data for the years 2022–2023 has been established to serve as a reference point for measuring progress. Each annual GHG emissions report sets performance targets aligned with the Science Based Targets initiative (SBTi) and our long-term sustainability commitments, enabling us to measure progress year over year, identify gaps, and adjust our strategies as needed to stay on course toward our goals.

6.3 GHG Emissions Inventory (Scopes 1, 2, and 3)

Through our complete and transparent GHG emissions inventory, we will track and report emissions across Scope 1 (direct emissions from campus operations), Scope 2 (indirect emissions from purchased energy), and Scope 3 (all other indirect emissions, such as commuting, business travel, and supply chain impacts). This comprehensive accounting enables informed decision-making, effective reduction strategies, and alignment with international climate protocols and reporting standards.

6.4 Reporting Mechanisms (Internal and Public)

Clear, consistent reporting ensures that our community and stakeholders remain informed and engaged in our sustainability journey. Progress will be communicated through regular internal updates, annual sustainability reports, and contributions to external frameworks and rankings. Transparent public reporting demonstrates our accountability and commitment to continuous improvement and builds trust with students, staff, partners, and the wider community.

6.5 Continuous Improvement Cycle

Monitoring and reporting are only effective when they drive meaningful action. Our approach embraces a continuous improvement cycle, using data and feedback to inform decision-making, refine policies, and enhance sustainability initiatives year after year. Regular reviews, stakeholder consultations, and independent audits where appropriate will help identify successes, highlight areas for growth, and ensure that our sustainability practices remain dynamic, relevant, and impactful.

7. Communication and Awareness

7.1 Sustainability Awareness Campaigns

Effective communication and awareness are at the core of MBRU sustainability culture of sustainability. We will launch targeted sustainability awareness campaigns that inspire students, staff, and stakeholders to adopt sustainable practices in their daily activities. Campaigns will address topics such as energy conservation, waste reduction, water stewardship, responsible consumption, and climate action. Through events, competitions, exhibitions, and social media engagement, we will celebrate successes, share knowledge, and motivate collective action.

7.2 Training Programs for Staff and Students

Building knowledge and skills is vital to empower individuals to take meaningful action toward sustainability. MBRU will provide regular training programs, workshops, and online modules tailored to students, academic staff, and administrative personnel. These programs will cover key sustainability topics, including climate change, sustainable development, energy management, GHG emissions reduction, and green campus operations. By equipping our community with practical tools and knowledge, we ensure that everyone understands their role in achieving our sustainability goals.

7.3 Internal and External Communications Plan

A clear and coordinated communications plan will ensure that sustainability messages reach the right audiences, both within the university and beyond. Internally, we will use newsletters, intranet updates, and campus events to keep students, faculty, and staff informed about progress, initiatives, and opportunities for involvement. Externally, we will share our sustainability story through annual sustainability reports, media releases, partnerships, and participation in national and international sustainability networks and rankings. Transparent and consistent communication will strengthen our reputation as a responsible institution committed to continuous improvement and positive impact.

8. Implementation Roadmap

8.1 Year-by-Year Action Plan

MBRU shall establish a clear, phased action plan to translate our sustainability vision into tangible, measurable steps. This plan will outline priority projects, initiatives, and milestones for each year,

detailing short-, medium-, and long-term actions that align with our strategic sustainability goals. By breaking down ambitious targets — such as achieving carbon neutrality by 2050; into realistic annual tasks, we ensure steady progress and maintain momentum across campus operations, teaching, research, and community engagement.

8.2 Roles, Responsibilities, and Timelines

To ensure accountability and effective delivery, the roadmap will define clear roles and responsibilities for each department, unit, and individual involved. Leadership teams, faculty, administrative staff, student groups, and sustainability champions will all have specific tasks and reporting obligations. Timelines will be established for each project and milestone, with progress tracked against agreed deadlines and performance indicators to keep the university community engaged and on course.

8.3 Risk Assessment and Mitigation Plan

Implementing a sustainability strategy comes with potential risks — from financial constraints and operational challenges to regulatory changes or shifts in stakeholder expectations. Our roadmap will include a proactive risk assessment that identifies possible obstacles and proposes mitigation measures to address them. By regularly reviewing risks and adapting strategies as needed, we will safeguard our progress, ensure resilience, and maintain our commitment to delivering on sustainability promises despite evolving circumstances.

9. Continuous Improvement

9.1 Embedding the Culture of Continuous Improvement

Sustainability is a journey, not a destination — and MBRU recognizes that our actions must evolve with new knowledge, technologies, and changing local and global contexts. We are committed to embedding a culture of continuous improvement across all areas of sustainability, ensuring that our practices remain relevant, effective, and ambitious.

9.2 Feedback Loops and Stakeholder Engagement

We will establish regular feedback mechanisms to gather insights and suggestions from students, faculty, staff, and external partners. This includes surveys, focus groups, consultation sessions, and open forums to encourage active participation. By listening to diverse voices, we can identify

challenges, celebrate successes, and refine our sustainability priorities based on real-world input.

9.3 Annual Reviews and Progress Assessments

Our sustainability goals, OKRs, and implementation plan will undergo annual reviews to measure performance against established KPIs and targets. These reviews will highlight achievements, uncover gaps, and inform necessary adjustments to action plans, resource allocation, or timelines. Progress reports will be shared transparently with our community and governing bodies to maintain accountability and trust.

9.4 Learning from Best Practices and Innovation

We will actively benchmark our sustainability performance against peer institutions, national standards, and international best practices. By learning from others and embracing innovation, we will adopt new technologies, approaches, and solutions that help us achieve our goals more efficiently and effectively. Continuous improvement also means encouraging research and pilot projects that test novel ideas for greater sustainability impact.

9.5 Building Resilience and Adaptability

Continuous improvement strengthens our resilience to emerging risks — from climate impacts to evolving regulations and societal expectations. By maintaining flexible strategies and regularly updating our policies and actions, we ensure the university is well-prepared to respond to new challenges and seize opportunities to lead in sustainability.