

CRAI

Centre de Recursos per a
l'Aprenentatge i la Investigació



Sustainability Plan



UNIVERSITAT DE
BARCELONA

SUMMARY

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Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs [...] What is needed now is a new era of economic growth - growth that is forceful and at the same time socially and environmentally sustainable.

Our Common Future: Report on the World Commission on the Environment and Development (Brundtland Report) 1987

1. PREAMBLE

The CRAI of the University of Barcelona (UB) endorses the Brundtland Report and, in drawing up this Plan, seeks to preserve fundamental individual rights, ethically and transparently creating sustainable value in the short and long term to respond to the needs of our users and stakeholders.

Ensuring the sustainable development of our actions is therefore a basic principle of our environmental policies, and thus a mainspring to achieving excellence in our management. In addition, implementing best practices and raising awareness of sustainability, in line with the three dimensions of the United Nations 2030 Agenda, is of critical importance: environmental, economic and social.

Some of the objectives that make up this Plan are strategic objectives already pursued by the CRAI and are directly linked to our current Strategic Plan, *Essentia 2029*, while others are set out in our Service Charter. The Sustainability Plan serves to strengthen these objectives, broadening their scope, clarifying specific aspects and aligning them clearly with the 2030 Agenda and the criteria for excellence set out in the new model of the European Foundation for Quality Management (EFQM).

This Plan is the revised and updated version of the 2020 CRAI Sustainability Plan. Like its predecessor, it governs the implementation of the control indicators that allow us to gauge the progress of the different actions that have been carried out.

2. FRAMEWORK OF REFERENCE

The approach chosen for this Sustainability Plan and its subsequent development is based on reference documents from a wide range of sources.

Key among them is the **CRAI strategic plan, *Essentia 2029***. In the description of its first strategic line, "Information resources and heritage", the document states: "[W]e will be more sustainable, both economically and in the management of our facilities".

The third strategic line, "Leadership and organizational culture: sustainable and inclusive vision", includes the aim: "[We want to add to our strategy, to promote the values of the organization, a sustainable and inclusive vision with regard to our policy and actions, with the updated Sustainability Plan and the new Equality Plan". The strategic objective 3.1 is: "To include in our strategy a sustainable, inclusive and innovative vision through an equality plan, an update of the sustainability plan and an observatory on innovation".

The fourth strategic line, "Efficiency and sustainability in management", states: "[W]e want to maximize process automation to be more efficient in management, and to monitor the use and

sustainability of resources via the necessary mechanisms (observatory on data and analytics) and processes to take well-founded decisions". It contains the strategic objective 4.2: "To monitor the use and sustainability of resources via the CRAI's data observatory".

The following documents also served as important sources of reference:

- **UB Sustainability Plan 2012-2018** and its follow-up reports, in which sustainable development is the underlying principles of all lines of strategy.
- **Code of Ethics on Integrity and Best Practices, University of Barcelona**, which contains a series of guidelines based on the UB's principles and ethical values aligned with the Sustainable Development Goals (SDGs) outlined in the 2030 Agenda.
- **Third Equality Plan, University of Barcelona**, which discusses the introduction of the SDGs across all areas of action and their global monitoring by the UB.
- **CRUE-REBIUN Strategic Plan 2020-2023**, line 4 of which calls for "promoting the contribution of university and science libraries to the 2030 Agenda".
- **Report on Sustainability 2018-2019: The UB's Commitment to the Sustainable Development Goals**. Formerly the Report on Social Responsibility. it presents an overview of the activities conducted at the UB as a whole, in accordance with its commitment to sustainable development and transparency.
- **Guide to actions of university and science libraries towards the SDGs**. An initiative of the Network of Spanish University Libraries (REBIUN) to promote integration and the contribution of libraries to the SDGs and the 2030 Agenda.

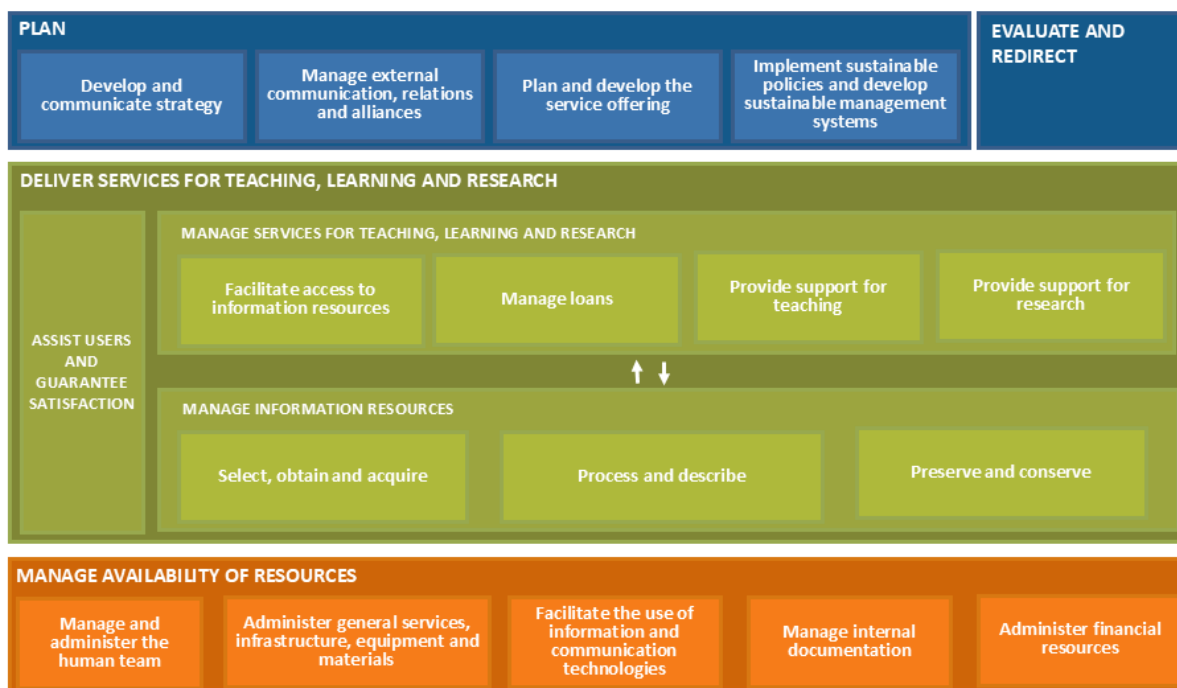
3. JUSTIFICATION

The CRAI strategic plan *Essentia 2029* defines the sustainable indicators that are considered of strategic interest and which, broadly speaking, correspond to the specific objectives of this Plan.

The CRAI follows a process-driven management model. This way of doing things gives us a vision and establishes the tools required to detect needs in order to improve and redesign our services and workflows.

The scope for the development of a Sustainability Plan was detected in:

- **Annual process evaluation**. The 2020 evaluation identified the need for a sustainability plan.
- **Process map**. Sustainable actions are framed within all the key processes and sub-processes into which the process map is structured, specifically in the process "Deploy sustainable policies and develop sustainable management systems". We therefore need a Plan that can ensure the development of such actions.



CRAI process map.

4. DEFINITION OF ACTIONS

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In order to achieve the objectives described above, a number of approaches, actions, criteria and indicators have been identified that will be key to the development of this Plan.

a) Reference approaches

Three approaches will be considered in line with the three universally identified types of sustainability:

- **Environmental:** the impact of the institution's activities on the climate and the environment.
- **Social:** to the balance between people and between the institution and society.
- **Economic:** the balance between the institution and its maintenance and growth.

b) Reference criteria

Actions will be based on the basic universal principles of sustainable development, represented by the **Ten Principles of the United Nations Global Compact**, which later became the **Sustainable Development Goals (SDGs)** of the 2030 Agenda. The SDGs are a set of 17 goals that are divided into more than 169 targets or milestones to be achieved.

The criteria of the **EFQM 2020 Model** will also be applied. These are results-oriented, enabling us to fully understand how well we have prepared our sustainability strategy to anticipate future challenges.

c) Control indicators

Each objective of this Plan is accompanied by corresponding monitoring indicators, categorized as quantitative, perceptual, cost or delivery time. These indicators have been developed within the corresponding processes in the CRAI scorecard.

The indicators will identify the degree to which each objective is being met and determine whether we are deviating from the objectives established in the Plan.

5. OBJECTIVES

The aim of this Plan is to consolidate good practices in environmental, economic and social sustainability matters and to promote our institutional commitment by implementing these three dimensions of sustainability.

By doing so, the UB CRAI will help the UB community and users and researchers everywhere, ensuring that our collections, our expertise and our infrastructures are available and accessible, not only to members of the University, but to everyone.

Furthermore, we must act in line with the general objectives of the UB in relation to actions with a focus on the environment, equality, economy, health and well-being, as well as with the responsibility and opportunity we have as a CRAI to communicate and defend the SDGs to our users by conceptualizing the CRAI as a laboratory for the development of sustainable actions and ideas.

This goal is specified in the following objectives that guide the Plan:

5.1. CRAI specific objectives These are the objectives which, in keeping with its mission, the UB's CRAI must prioritize in order to facilitate access to the information resources and quality services necessary to contribute to the creation and dissemination of knowledge and the comprehensive training of future professionals.

- **(OE1)** To provide open access to research results: documents and data.
- **(OE2)** To provide products and services for teaching support.
- **(OE3)** To foster equal opportunities in learning and research among the UB community.
- **(OE4)** To promote universal access to all collections and services.

5.2. Contribution to society and global citizenship. These are the objectives with which the CRAI manifests its commitment to wider society, through the impact of activities that reach beyond its immediate ecosystem.

- **(OS1)** To create sustainable communities and care for the environment.
- **(OS2)** To contribute to health and well-being.
- **(SO3)** To build a more sustainable economy based on the principles of the circular economy.
- **(SO4)** To promote diversity and gender equality.
- **(SO5)** To promote our sustainable objectives locally and globally.

To achieve these objectives, the CRAI uses the [Sustainability toolbox for libraries](#), a project it coordinates in conjunction with the Environment unit of the UB's Office for Health, Safety and Environmental Issues (OSSMA).

The toolbox combines a set of self-assessment solutions, actions and proposals for integrating sustainability into the daily operation of libraries. The proposals are structured across different areas of action: participation, mobility, energy, purchasing and supply, waste management, and health and well-being. Measures are classified numerically in four levels, from 0 to 3, according to the difficulty and the level of integration they pursue.

The self-assessment generates a score which indicates the current degree of integration of sustainability on the basis of a series of fixed parameters. Integration is considered in three phases, the assignment of which varies according to the specific actions that can be implemented in each library. As a general rule, libraries that implement 70-75% of the necessary measures will be considered to achieve phases 2 and 3.

5.1. CRAI SPECIFIC OBJECTIVES

OE1	To provide open access to research results: documents and data
Description	A strategic objective of the CRAI that promotes equality and open, free access to the scientific output of public institutions. The actions to be carried out will aim to increase the UB's contribution to open-access scientific output.
Actions	<ul style="list-style-type: none"> • To increase the volume of UB documents available in open access. • To celebrate Open Access Week. • To carry out actions to promote awareness of open access. • To monitor the status of open access. • To mainstream gender in scientific output.
Indicators	<p>A324-Q1 Percentage of research articles in the UB Digital Repository compared to total published articles (PE¹ 2.3.1).</p> <p>A324-Q2 Percentage of documents in open access / public access at the UB (PE 2.3.2 and CS² 6.1).</p> <p>A324-Q3 Number of localized research data records (PE 2.4).</p> <p>A324-Q5 Number of people trained in the principles and tools of open science (PE 2.2).</p> <p>A332-Q2 Number of name authority records for women from different projects (PE 1.1).</p> <p>A332-Q3 Number of Wikipedia entries (PE 1.2).</p> <p>A324-P1 Degree of satisfaction with guidance and support for researchers (CS 6.2).</p> <p>A324-P2 Degree of satisfaction of the teaching and research staff with the visibility of the UB's scientific output in the UB Digital Repository.</p> <p>A324-P3 Degree of satisfaction with the availability of open-access research documents in the UB Digital Repository.</p> <p>A324-P4 Degree of satisfaction of the teaching and research staff in relation to the management of research data in the UB Digital Repository.</p>
EFQM criteria	5.4 Leveraging data, information and knowledge.
Adaptation to the SDGs	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.
Focus	Social
Promoters	CRAI Research Unit CRAI Technical Processing Unit

¹ CRAI *Essentia2029* strategic plan and the corresponding strategic objective.

² CRAI Service charter and the corresponding quality indicator.

OE2 To provide products and services for teaching support	
Description	The CRAI is an essential space for using technologies to improve access to teaching resources, while ensuring equal access to information and promoting student autonomy.
Actions	<ul style="list-style-type: none"> To facilitate the use of information and communication technologies. To strengthen the virtual space. To contribute to improving training methods through the active role of librarians as instructors.
Indicators	<p>A323-Q10 Volume of fulfilled requests for teaching support (CS 5.1).</p> <p>A323-Q11 Number of training actions offered by the Teaching Unit staff in educational technology.</p> <p>A323-Q15 Number of support actions for teaching staff/students who teach/learn in hybrid or online environments (PE 2.1).</p> <p>A333-Q1 Number of open educational resources (OER) in digital repositories.</p> <p>A323-P1 Degree of user satisfaction with training as reflected in the satisfaction surveys conducted after sessions and workshops (CS 4.1).</p> <p>A323-P2 Degree of satisfaction of the teaching and research staff with the training provided by the library staff within teaching hours.</p> <p>A323-P3 Degree of satisfaction with CRAI support for the Virtual Campus.</p> <p>A323-P4 Degree of satisfaction with guidance and support for teaching staff (CS 5.2).</p>
EFQM criteria	2.4 Committing to a purpose, a vision and a strategy.
Adaptation to the SDGs	<p>4.3 Ensure equal access to quality university education.</p> <p>17.8 Enhance the use of enabling technology, in particular information and communication technology.</p>
Focus	Social
Promoter	CRAI Teaching Unit

OE3 To foster equal opportunities in learning and research among the UB community	
Description	The CRAI will ensure equal access to all students, providing inclusive, high-quality technological services.
Actions	<ul style="list-style-type: none"> • To assess the availability of the technologies necessary for all the activities undertaken by the UB community. • To analyse and improve the accessibility of facilities. • To provide services to people with special needs. • To improve the accessibility of the CRAI website. • To ensure the accessibility of information resources.
Indicators	<p>A22-Q1 Number of spaces created or adapted.</p> <p>A22-Q2 Ratio of reading desks to electrical sockets in all CRAI libraries.</p> <p>A22-Q5 Ratio of potential students to reading spaces.</p> <p>A23-Q1 Total number of computers.</p> <p>A22-P3 Degree of CRAI user satisfaction with new created spaces.</p> <p>A23-P1 Degree of student satisfaction with availability of computers.</p> <p>A23-P2 Degree of satisfaction with equipment available for user work (computers and software).</p> <p>A31-P2 Degree of satisfaction with support for staff (CS 1.2).</p> <p>A31-P3 Degree of student satisfaction with the availability of staff to respond to queries.</p>
EFQM Criteria	<p>3.1 Clients: building sustainable relationships.</p> <p>5.3 Promoting innovation and harnessing technology.</p>
Adaptation to the SDGs	<p>4.3 Ensure equal access to quality university education.</p> <p>4.5 [...] Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities.</p> <p>10.2 To foster and promote the inclusion of all people.</p> <p>10.3 To promote equal opportunities, reduce the inequality of outcomes, and eradicate discriminatory practices.</p>
Focus	Social
Promoters	<p>CRAI User Services Unit</p> <p>CRAI Projects Unit</p>

OE4 To promote universal access to all collections and services	
Description	The richness of the CRAI's rich bibliographic heritage is a testament the responsible way in which it organizes the conservation and accessibility of the collections.
Actions	<ul style="list-style-type: none"> To increase the number of catalogued documents with the dual purpose of including them in our collections and enabling their digitization. To increase the number of digitized documents. To increase the volume of publicity related to heritage collections. To work with the teaching and research staff to promote the use of digital collections. To offer personalized information on CRAI services and resources to different user groups. To develop strategies for the creation of expert knowledge communities.
Indicators	<p>A12-Q6 Number of actions aimed at creating communities (PE 3.4). A12-Q8 Number of visits to virtual exhibitions. A12-Q10 Number of subject-specific portals on the CRAI website (PE 3.3). A321-Q1 Number of accesses to UB repositories. A321-Q2 Volume of downloads from the Digital Library. A321-Q3 Ratio of downloads from the Digital Library to potential researchers. A331-Q4 Percentage of monographs acquired in electronic format (PE 1.3). A333-Q2 Number of UB Heritage documents digitized each year in the Digitization Centre (CEDI) (CS 7.1). A12-P5 Degree of user satisfaction with virtual exhibitions. A321-P1 Degree of satisfaction of teaching and research staff with the use of UB repositories. A321-P2 Degree of user satisfaction with access to digital information resources (CS 2.1).</p>
EFQM criteria	5.4 Leveraging data, information and knowledge.
Adaptation to the SDGs	11.4 Protect and safeguard cultural heritage.
Focus	Social
Promoters	<p>CRAI Collection Management Unit CRAI Technical Processing Unit CRAI libraries</p>

5.2. OBJECTIVES FOR CONTRIBUTION TO SOCIETY AND GLOBAL CITIZENSHIP

OS1 To create sustainable communities and care for the environment	
Description	To achieve efficient management of the CRAI's resources and thus participate in the circular economy, facilitating reduction and recovery and care for the environment. The condition of and possible improvements to its infrastructures will be considered, as well as possibilities for the CRAI's collaboration with other organizations to publicize these initiatives.
Actions	<ul style="list-style-type: none"> To work with the UB's Infrastructure and General Services Department to ensure maximum energy efficiency in the UB's spaces, rationalizing the use of equipment and promoting energy-saving measures. To monitor consumption in order to detect and correct any inefficiencies in energy use. To include social, environmental and ethical criteria in the CRAI's major contracts. These criteria will be taken into account in minor contracts as well, provided that the UB's public sector procurement statutes and internal regulations allow it. To conduct campaigns to promote energy saving and the responsible use of spaces. To collaborate with social organizations. To ensure the responsible use of equipment, materials and supplies by the CRAI staff. To apply the 4R rule: reduce, reuse, recycle and recover. To promote sustainable mobility.
Indicators	<p>A11-Q6 Number of sustainable, inclusive or innovative plans created or modified (PE 3.1). A12-Q3 Number of social organizations in which the CRAI participates. A12-Q6 Number of actions aimed at creating communities (PE 3.4). A12-P2 Degree of satisfaction with CRAI participation in external organizations. A22-Q3 Percentage of selective waste collection containers in relation to the total number of containers in the CRAI. A22-Q4 Number of recycling points in the different CRAI libraries broken down by recycling type. A22-Q6 Number of actions that contribute to health and well-being. A22-P1 Degree of student satisfaction with environmental conditions (lighting, noise and equipment) at CRAI libraries.</p>
EFQM Criteria	<p>3.4 Contributing to development, well-being and prosperity.</p> <p>5.5 Effectively managing assets and resources. Identifying assets and resources no longer needed and disposing of them responsibly, based on the principles of the circular economy.</p>
Adaptation to the SDGs	<p>7.3 Improve energy efficiency 9.4 [...] Upgrade infrastructure [...] with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes [...]. 11.6 Reduce environmental impacts, paying special attention to waste management. 12.2 [...] Achieve the sustainable management and efficient use of natural resources. 12.5 [...] Substantially reduce waste generation through prevention, reduction, recycling and reuse. 12.6 Encourage entities and suppliers to adopt sustainable practices. 13.3 Improve education and individual and institutional awareness in the area of climate change.</p>

OS1 To create sustainable communities and care for the environment	
Focus	Environmental
Promoters	CRAI Administration CRAI Projects Unit CRAI libraries

OS2 To contribute to health and well-being	
Description	In order to provide a quality environment that offers a variety of informal social collaborative spaces for individual and group learning, we aim to create spaces for different uses within each CRAI Library and to provide guidelines for the well-being of users.
Actions	<ul style="list-style-type: none"> To create new spaces to disconnect in CRAI libraries to facilitate the well-being of users by providing them with relaxing places to take technology breaks during their academic work. To increase the number of health sessions at the CRAI, especially during periods of high-intensity academic activity, to promote a healthier lifestyle. To acquire flexible furnishings that promote creativity, teamwork and a healthy lifestyle. To implement information campaigns with recommendations for taking care of the body during academic activities. To maintain CRAI spaces and document collections in optimal health and hygiene conditions. To promote occupational risk prevention as the best way to prevent workplace accidents, occupational illness and accidents in the CRAI.
Indicators	<p>A22-Q1 Number of spaces created or adapted.</p> <p>A22-Q6 Number of actions that contribute to health and well-being.</p> <p>A22-P1 Degree of student satisfaction with environmental conditions (lighting, noise and equipment) at CRAI libraries.</p> <p>A22-P2 Degree of student satisfaction with study rooms.</p> <p>A22-P3 Degree of CRAI user satisfaction with new created spaces.</p> <p>A22-P5 Number of complaints about CRAI spaces.</p> <p>A22-P6 Number of suggestions about CRAI spaces.</p> <p>A22-P7 Number of positive comments about CRAI spaces.</p>
EFQM Criteria	<p>3.2 People: attracting, involving, developing and retaining talent.</p> <p>3.4 Contributing to development, well-being and prosperity.</p>
Adaptation to the SDGs	<p>3. Promote healthy lives and well-being for people of all ages.</p> <p>3.a Reinforce the mitigation and management of health risks.</p> <p>8.8 Protect labour rights and promote safe and secure working environments.</p>
Focus	Social
Promoters	<p>CRAI Projects Unit</p> <p>CRAI libraries</p>

OS3	To build a more sustainable economy based on the principles of the circular economy
Description	The CRAI must be sustainable in its expenditures and actions, and aligned with the strategy of the UB, which, through the Action Plan for the 2030 Agenda, has begun work to make the University sustainable in its environment through the ethical, effective management of social, environmental and governance processes.
Actions	<ul style="list-style-type: none"> To increase transparency, making relevant information on our activities available to all members of the university community and guaranteeing the right of access to public information that has not been previously published in an open access format. To make use of cooperative and consortium-based resources and proprietary resources to manage collections efficiently and sustainably.
Indicators	<p>A25-C2 Annual expenditure on information resources for potential users.</p> <p>A25-Q2 Percentage redistribution of expenditure (PE 4.1).</p> <p>A25-Q3 Percentage reduction of cash payments (PE 4.3).</p> <p>A331-Q1 Annual volume of information resources acquired with CRAI budget.</p> <p>A331-Q2 Percentage of documents from selected donations compared to the total number of donations received.</p> <p>A331-Q3 Percentage of e-journal subscriptions in relation to total journal subscriptions.</p> <p>A333-Q1 Number of information resources in digital repositories.</p> <p>A333-Q5 Percentage of duplicate journal titles or titles distributed in more than one CRAI Library.</p> <p>A333-P2 Degree of satisfaction of teaching and research staff with the CRAI's journal collection.</p> <p>DB-Q5 Volume of information resources offered in digital format.</p>
EFQM criteria	5.5 Effectively managing assets and resources.
Adaptation to the SDGs	16.6 Make the CRAI an effective, accountable and transparent service at all levels.
Focus	Economic
Promoters	CRAI Administration CRAI Collection Management Unit

OS4 To promote diversity and gender equality	
Description	The CRAI is committed to increasingly raising awareness on matters of diversity and gender equality.
Actions	<ul style="list-style-type: none"> • To carry out awareness campaigns on diversity and gender equality. • To arrange for the inclusion of bibliographic selections with a gender perspective in CRAI libraries. • To support and apply UB equality and diversity policies.
Indicators	A12-Q1 Number of marketing and publicity campaigns conducted. A12-Q3 Number of social organizations in which the CRAI participates.
EFQM Criteria	1.2 Identifying and understanding the needs of interest groups. 2.1 Guiding the UB's organizational culture and reinforcing its values.
Adaptation to the SDGs	5.1 End all forms of discrimination against all women and girls everywhere. 5.b Enhance the use of enabling technology, in particular information and communication technology, to promote the empowerment of women.
Focus	Social
Promoters	CRAI Projects Unit CRAI User Services Unit CRAI libraries

OS5 To promote our sustainable objectives locally and globally	
Description	The responsibility assumed by the CRAI is to promote social commitment in the framework of the 2030 Agenda, the Decade of Action and the 17 SDGs set by the United Nations.
Actions	<ul style="list-style-type: none"> • To maintain or increase the number of collaborative projects with charitable organizations. • To incorporate social issues related to sustainability into the CRAI's different channels of communication on social networks. • To incorporate the SDGs into the communication strategies of CRAI libraries. • To validate the sustainable actions of the CRAI with the Catalan Office for Climate Change (OCCC) of the Government of Catalonia.
Indicators	A12-Q3 Number of social organizations in which the CRAI participates. A12-Q7 Number of campaigns conducted by the CRAI in collaboration with social institutions.
EFQM criteria	2.1 Guiding the UB's organizational culture and reinforcing its values.
Adaptation to the SDGs	12.8 [...] Ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles. 17.7 Promote [...] development, transfer, dissemination and diffusion [...] to developing countries.
Focus	Social
Promoters	CRAI Projects Unit CRAI Administration CRAI libraries

6. EVALUATION

The balanced scorecard is used to monitor progress on an annual basis and to chart the evolution of data for the indicators proposed for each of the objectives in the Sustainability Plan.

A final evaluation is proposed to review the actions carried out by the CRAI, the degree of completion of the plan, and its alignment with the objectives of the 2030 Agenda.

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8. APPENDIX I. TABLE OF CORRESPONDENCE BETWEEN PLAN OBJECTIVES AND THE SDGs

Sustainable Development Goals	CRAI Sustainability Plan objectives
SDG 3 Good health and well-being	
3. Promote healthy lives and well-being for people of all ages.	(OS2) To contribute to health and well-being.
3.d Reinforce the mitigation and management of health risks.	(OS2) To contribute to health and well-being.
SDG 4 Quality education	
4.3 Ensure equal access to quality university education.	(OE2) To provide products and services for teaching support. (OE3) To foster equal opportunities in learning and research among the UB community.
4.5 [...] Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities.	(OE3) To foster equal opportunities in learning and research among the UB community.
SDG 5 Gender equality	
5.1 End all forms of discrimination against all women and girls everywhere.	(SO4) To promote diversity and gender equality.
5.b Enhance the use of enabling technology, in particular information and communication technology, to promote the empowerment of women.	(SO4) To promote diversity and gender equality.
SDG 7 Affordable and clean energy	
7.3 Improve energy efficiency	(OS1) To create sustainable communities and care for the environment.
SDG 8 Decent work and economic growth	
8.8 Protect labour rights and promote safe and secure working environments.	(OS2) To contribute to health and well-being.
SDG 9 Industry, innovation and infrastructure	
9.4 [...] Upgrade infrastructure [...] with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes [...].	(OS1) To create sustainable communities and care for the environment.
SDG 10 Reduced inequalities	
10.2 To foster and promote the inclusion of all people.	(OE3) To foster equal opportunities in learning and research among the UB community.
10.3 To promote equal opportunities, reduce the inequality of outcomes, and eradicate discriminatory practices.	(OE3) To foster equal opportunities in learning and research among the UB community.

Sustainable Development Goals	CRAI Sustainability Plan objectives
SDG 11 Sustainable cities and communities	
11.4 Protect and safeguard cultural heritage.	(OE4) To promote universal access to all collections and services.
11.6 Reduce environmental impacts, paying special attention to waste management.	(OS1) To create sustainable communities and care for the environment.
SDG 12 Responsible consumption and production	
12.2 [...] Achieve the sustainable management and efficient use of natural resources.	(OS1) To create sustainable communities and care for the environment.
12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse.	(OS1) To create sustainable communities and care for the environment.
12.6 Encourage entities and suppliers to adopt sustainable practices.	(OS1) To create sustainable communities and care for the environment.
12.8 [...] Ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles.	(SO5) To promote our sustainable objectives locally and globally.
SDG 13 Climate action	
13.3 Improve education and individual and institutional awareness in the area of climate change.	(OS1) To create sustainable communities and care for the environment.
SDG 16 Peace, justice and strong institutions	
16.6 Make the CRAI an effective, accountable and transparent service at all levels.	(SO3) To build a more sustainable economy based on the principles of the circular economy.
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	(OE1) To provide open access to research results: documents and data.
SDG 17 Partnerships for the goals	
17.7 Promote [...] development, transfer, dissemination and diffusion [...] to developing countries.	(SO5) To promote our sustainable objectives locally and globally.
17.8 Enhance the use of enabling technology, in particular information and communication technology.	(OE2) To provide products and services for teaching support.