

Sustainability Leadership Board – Terms of reference

1. Purpose

‘The term ‘sustainable’ means offering the next generation opportunities which are at least as good as ours. ‘Opportunities’ include human capital or health and education, natural capital or the environment, physical capital or infrastructure and social capital or a society that holds together despite tensions’ (Stern L. N., 2020).

The **Sustainability Leadership Board (‘the Board’)** replaces permanently the *Environmental Leadership Group* and the *Sustainability Advisory Group*.

The purpose of the Board is to oversee and monitor the delivery of the School’s *Sustainability Strategic Plan* and report to the School Management Committee (SMC) progress towards its objectives and implementation. In fulfilling its purpose, the Board aims to:

- 1.1 Enhance LSE’s leadership in responding to the urgent challenges of sustainability, aligned to the School’s LSE 2030 strategy commitment to *Creating a sustainable LSE*. This includes action across the themes of the *Sustainability Strategic Plan*:
Education, Research, Engagement & Leadership, Investment, Collaboration, Our School
- 1.2 Embed environmental sustainability across the activities and governance structures of the School.

2. Responsibilities

- 2.1. **Strategic oversight** and monitoring of the delivery of the *Sustainability Strategic Plan*; including integrating sustainability within organisational objectives and processes whilst taking into account strategic risks and opportunities.

Key accountably to the Board for the *Sustainability Strategic Plan* delivery include:

- **Education** - Vice President and Pro-Vice Chancellor (Education)
- **Research** - Vice President and Pro-Vice Chancellor (Research)
- **Engagement & Leadership** - Chair of the Grantham Research Institute
- **Investment** – Chief Financial Officer
- **Collaboration** - Golden thread theme, shared responsibility
- **Our School** (Operations) - Chief Operations Officer

- 2.2. **Management system responsibilities** - Within the context of the School’s externally verified ISO 14001 Environmental Management System (**EMS**) and ISO 50001 Energy Management System (**EnMS**), ensure the effectiveness of the management systems in delivering continuous improvement in environmental and energy performance, including conducting an annual management review.
- 2.3. **Engagement**: Engage, communicate and consult widely across LSE to harness and channel the energy and ideas and expertise of staff and students to advance the sustainability agenda.
- 2.4. **Resources**: Make recommendations to School Management Committee (SMC) on the resources and mechanisms required to deliver required actions effectively and embed continuous improvement in sustainability across the School’s activities - including recommending targets and reporting mechanisms.

3. Annual Management system review requirements (E/EnMS)

- 3.1. The Board’s management system responsibilities further include annual reviews of:
 - The Sustainability and Energy policies.

- LSE's environmental and energy performance, the extent to which objectives and targets have been met (and any necessary actions arising if they have not), and a forecast of energy performance for the following year.
- EMS and EnMS performance and the need for changes, including to environmental and energy objectives, targets and performance indicators.
- Changing circumstances, including developments in stakeholder and legal requirements related to its environmental aspects, and changes to allocation of resources.
- Communications from stakeholders, including complaints.
- Results and trends of internal audits of the EMS and EnMS, and evaluations of compliance with legal and other requirements, as well as the status of corrective and preventive actions arising from audits.
- Resources
- Follow-up actions from previous management reviews.
- Assess and recommend opportunities for improvement.

4. Membership

The Group will be formed of the following members. Additional attendees may be invited as needed.

LSE President and Vice Chancellor	Sustainable Futures Society Co-Chair
Vice President and Pro-Vice Chancellor (Education)	LSESU Ethics & Environment Officer
Vice President and Pro-Vice Chancellor (Research)	Head of Sustainability
Chief Operating Officer	Director of Communications
Director of Grantham Research Institute	Director of Estates
Lord Nicholas Stern, IG Patel Professor of Economics and Government at the LSE	Director of Facilities Management
Global Director of Development	Academic representative
Chief Financial Officer	Green Impact staff representative

Should a post become vacant, a suitable person, of sufficient seniority, shall be nominated to attend in the interim until the next ToR review or until a permanent appointment is made, whichever is sooner.

5. Secretariat

Head of Sustainability.

6. Quorum

Seven members will normally be a quorum.

7. Frequency of meetings

The SL Board will meet termly as a minimum.

8. Information received

A key source of information for the Board is updates to the implementation tracker of the *Sustainability Strategic Plan*, for which the Head of Sustainability requests status updates to the designated initiatives leads prior to the Board meetings.

The Board may also receive updates/report as appropriate on the delivery of the *Sustainability Strategic Plan* from key stakeholders and other committees, such as for instance:

- Sustainability Operations Group.
- Sustainability Working Groups and others staff and students sustainability groups.
- Education Committee, Research Committee, Investment Sub-Committee.

9. Reports and submit recommendations to

- 9.1. SMC including minutes of meetings, and reports or recommendations as appropriate.
- 9.2. Financial Management Board (FMB) on its way to SMC when recommendations have financial and resources implications.
- 9.3. Updates Council, Academic Board and other fora as requested.

10. Review

The Group's terms of reference and membership shall be reviewed annually.

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11. Reference

Stern, L. N. (2020, November 21). *Firms with sustainable purpose are doing better by all measures: Lord Nicholas Stern*. Retrieved from The Economic Times: <https://economictimes.indiatimes.com/news/economy/policy/firms-with-sustainable-purpose-are-doing-better-by-all-measures-lord-nicholas-stern/articleshow/78452560.cms?from=mdr>