

SUSTAINABILITY ACTION PLAN 2025–2030



INTRODUCTION



As Brunei's premier institution of higher learning, Universiti Brunei Darussalam (UBD) embraces its role as a catalyst for transformative change. We are committed not only to addressing real-world challenges, but to leading with innovation in climate action, environmental restoration, social equity and economic resilience.

Our responsibility extends beyond education—we aim to inspire bold solutions that benefit both local communities and global society.

Through our research, teaching, campus operations and community engagement, we are embedding sustainability as a core institutional principle. This integrated approach empowers our students, staff and partners to co-create a future that is inclusive, just, prosperous and ecologically sustainable.

OUR APPROACH TO SUSTAINABILITY

At UBD, our approach to sustainability is not only informed by global frameworks such as the United Nations Sustainable Development Goals (SDGs), but also deeply grounded in the Islamic principles of Maqāsid al-Sharī'ah—the higher objectives of Islamic law, and rooted in Brunei's national philosophy of Malay Islamic Monarchy (Melayu Islam Beraja, MIB) values.

These approaches provide a holistic foundation for human development and societal wellbeing, aligning closely with the principles of environmental, social and economic sustainability.

Maqāsid al-Sharī'ah and Sustainability: A Spiritual Framework for Holistic Development

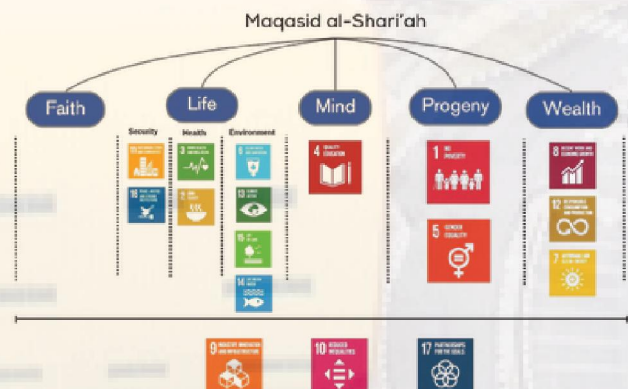
The principles of Maqāsid al-Sharī'ah reframes sustainability as an act of 'ibādah (worship) and amānah (divine trusteeship), transforming environmental and social stewardship into spiritual imperatives.

"At UBD, sustainability is guided by the UN SDGs and rooted in Islamic principles of Maqāsid al-Sharī'ah, ensuring a holistic approach that aligns with our MIB values and promotes environmental, social and economic wellbeing".

Traditionally focused on preservation, each maqṣad—faith (dīn), life (nafs), intellect ('aql), progeny (nasl), and wealth (māl)—becomes a catalyst for proactive and transformative development.

This approach systematically integrates the SDGs within an Islamic ethical framework, ensuring that progress is both materially beneficial and spiritually grounded. Each maqṣad maps onto multiple SDGs, demonstrating how Islamic values can guide impactful, global sustainability action.

Ultimately, this approach empowers UBD to align faith, knowledge and action—sustaining and elevating the human condition in this world and the hereafter.



MIB and Sustainability: A Culturally Rooted Framework for Brunei

While sustainability is often linked to modern frameworks such as the UN SDGs, it has long been embedded in Brunei's national philosophy MIB. Proclaimed as the national philosophy on January 1, 1984, MIB offers a holistic and adaptive approach to sustainability that integrates religious, social, economic and cultural values unique to Brunei.

Among others, the MIB philosophy promotes:

- community harmony through gotong-royong (mutual cooperation) and musyawarah (consultation), empowering youth and advancing the spirit of collaboration.
- respect for nature, drawing from Indigenous knowledge systems and traditional practices of resource use that ensure balance with the environment.
- intergenerational responsibility, evident in national strategies such as the Whole-of-Nation approach and Wawasan Brunei 2035, which safeguard the well-being of future generations.
- a visionary monarchical leadership, providing the long-term stability, unity, and people-centred planning that are essential foundations for advancing sustainable development.

Furthermore, Brunei's aspiration to be a Negara Zikir (Nation of Remembrance) fosters ethical governance, resource responsibility and social accountability, rooted in Islamic principles such as halal-haram, welfare and Maqasid Syariah. This deep-rooted philosophy aligns naturally with global sustainability efforts.



MIB's emphasis on preserving life and promoting public welfare aligns with goals on health and clean water access.



"Far from being distinct, the Sustainable Development Goals (SDGs) find strong resonance with MIB's principles"



MIB's focus on raja pemedulian (royal compassion) ensures social welfare and inclusion, supporting poverty eradication and reduced inequalities.



MIB's strong cultural value placed on knowledge and religious education fosters inclusive and lifelong learning.



MIB's emphasis on respect for nature is reflected in teachings on environmental responsibility and stewardship, which align with Brunei's initiatives such as the Heart of Borneo and its national commitment to climate action.



MIB's foundations of musyawarah (consultation), justice and unity provide a strong basis for good governance and effective partnerships.



STRATEGIC ALIGNMENT

UBD's Sustainability Action Plan is strategically aligned with Brunei's national priorities and global sustainability frameworks. This alignment reinforces UBD's role as a national thought leader and catalyst for sustainable development.

Advancing Wawasan Brunei 2035

Wawasan Brunei 2035 envisions a well-educated, highly skilled population and a high quality of life supported by sustainable economic growth and environmental stewardship. UBD contributes directly to this vision by embedding sustainability into its research, education, infrastructure, operation and governance, as well as community engagement. Through interdisciplinary research and capacity building, UBD is shaping a future-ready, environmentally responsible workforce.

Supporting the Brunei National Climate Change Policy (BNCCP)

UBD's direction is closely aligned with Strategy 10 of the BNCCP, which recognises education and awareness as critical drivers of climate action. Through curriculum innovation, research funding and behavioural initiatives, UBD is fostering climate literacy and positioning its campus as a living lab for sustainable operations—advancing Brunei's low-carbon, climate-resilient future.

Localising the Sustainable Development Goals (SDGs)

The Action Plan maps UBD's five impact pillars—Research, Education, Infrastructure, Operations and Governance, and Community Engagement—to relevant SDG targets. This ensures the university's initiatives not only address local needs, but also contribute to global sustainability outcomes.

Through these integrated strategies, UBD is embedding sustainability across all dimensions of the institution, aligning with national goals and global commitments to drive lasting impact.

"UBD's Sustainability Action Plan aligns with Wawasan Brunei 2035, the BNCCP, and the UN SDGs—embedding sustainability across research, education, operations, and community engagement to drive national and global impact."



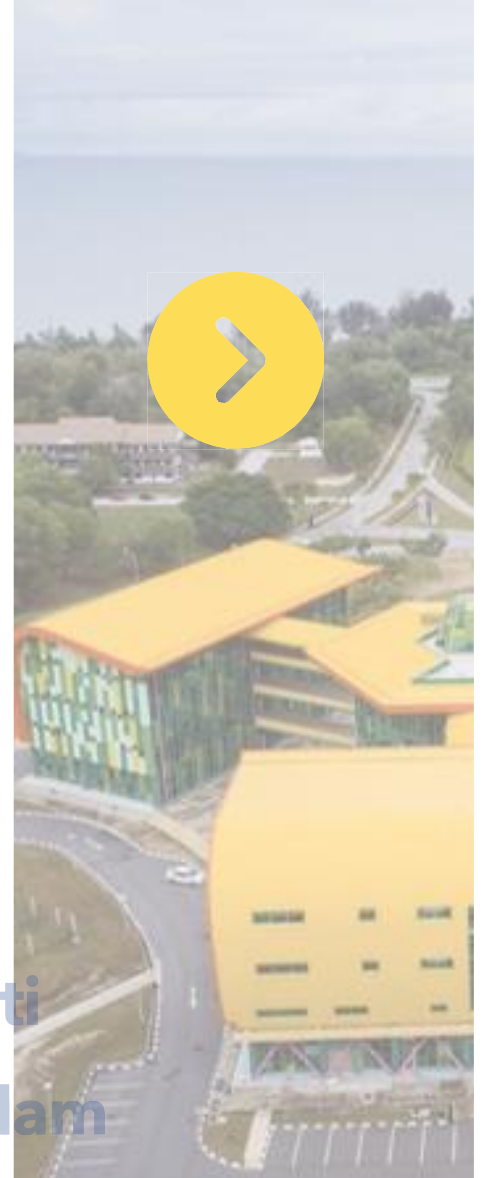
Our Sustainability Policy Framework

VISION

To create a sustainable ecosystem that extends beyond our campus, driving positive change in our community and contributing to global sustainability efforts

MISSION

To make positive impact on social, economic and environmental sustainability through our academic, research, infrastructure, operation and governance, and community engagement



PILLARS

RESEARCH

OPERATION &
GOVERNANCE

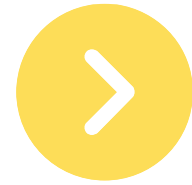
EDUCATION

COMMUNITY
ENGAGEMENT

INFRASTRUCTURE



Our Pathway to Impact: Sustainability Action Plan



In August 2024, UBD launched its Sustainability Masterplan—a roadmap that affirms the university's long-term vision and commitment to sustainable development. This landmark document sets the foundation for embedding sustainability into the fabric of the institution.

"UBD's Sustainability Action Plan translates vision into action through five pillars—Research, Education, Infrastructure, Operations and Governance, and Community Engagement".

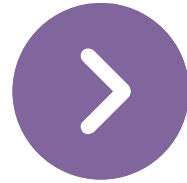
"With clear goals and measurable targets, it drives transformation in campus operations, enriches learning, advances research and strengthens community partnerships, reinforcing UBD's role in national and global sustainability."

This document outlines the overarching goals, strategies and targets of UBD's Sustainability Action Plan. Complementing these, a set of Key Performance Indicators (KPIs) and action plans have been developed and will be maintained as an internal reference document.

Importantly, this is not a static document. It is a living, adaptive framework designed to evolve alongside the university, guided by new insights, innovations and the shifting global landscape. In an era defined by accelerating environmental degradation, economic volatility and rapid technological change, adaptability is not just an advantage—it is a necessity.



PILLAR 1: DRIVING INNOVATION THROUGH SUSTAINABILITY RESEARCH



Our Commitment:
Through cutting-edge interdisciplinary research, UBD aspires to explore innovative solutions to environmental, societal and economic challenges. Our Sustainability Fund will support projects that drive sustainability forward, ensuring that our research impacts the world positively.

GOAL 1

TO CATALYSE INNOVATIVE,
INTERDISCIPLINARY
RESEARCH THAT DELIVERS
TANGIBLE SUSTAINABILITY
SOLUTIONS

KEY STRATEGIES



Foster a collaborative research ecosystem to drive interdisciplinary sustainability research.



Establish Sustainability Grant schemes to support interdisciplinary sustainability research and mobilise external partnerships.



Translate research into actionable solutions to amplify impact and drive meaningful change.

TARGETS BY 2030

Deliver a portfolio of 20 interdisciplinary sustainability research projects, fostering integrative approaches to address pressing environmental, social and economic challenges.

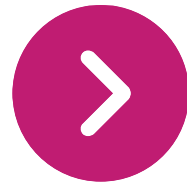
Attain a 30% increase in external funding for sustainability-related research, enhancing UBD's regional and global impact.

Implement and sustain 15 or more UBD Sustainability Living Lab projects that pilot interdisciplinary solutions with measurable outcomes for campus and community.





PILLAR 2: CULTIVATING SUSTAINABILITY CHAMPIONS THROUGH EDUCATION

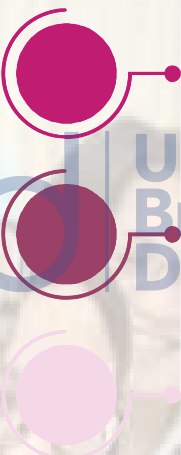


Our Commitment:
UBD is committed to inspiring students to become leaders in sustainability. Through transformative education that includes hands-on learning, interdisciplinary studies and critical thinking about environmental, economic and social issues, we empower students to drive positive change. UBD also ensures equal access to quality education through financial aids, academic support and welfare services, fostering inclusivity and breaking down barriers to success.

GOAL 2

TO CULTIVATE A
GENERATION OF
SUSTAINABILITY-MINDED
GRADUATES EQUIPPED
WITH THE KNOWLEDGE
AND SKILLS TO LEAD
TRANSFORMATIVE CHANGE
TOWARD A GREENER, MORE
JUST AND RESILIENT
FUTURE

KEY STRATEGIES



Enhance sustainability literacy and teaching effectiveness among academics by providing access to targeted resources and trainings.

Embed sustainability across the curriculum and student experience through interdisciplinary learning and experiential opportunities.

Promote inclusive access to quality education, with a focus on supporting underprivileged and underrepresented students (i.e. students with disability).

TARGETS BY 2030

Ensure at least 50% of UBD academic staff are equipped with sustainability education competencies, enabling them to integrate sustainability principles into teaching, research and engagement.

Embed sustainability-focused learning outcomes and content into 50% of undergraduate and postgraduate programmes, cultivating graduates who are prepared to address global and local sustainability challenges.

Launch 2–3 flagship interdisciplinary sustainability degree programmes, positioning UBD as a regional leader in sustainability education and innovation.

Ensure equitable student success with 90% retention and graduation for underprivileged and underrepresented students.



PILLAR 3: FUTURING SUSTAINABILITY THROUGH GREEN CAMPUS



Our Commitment:
From green buildings to energy-efficient systems and sustainable landscaping, UBD aims to create a campus that lives and breathes sustainability. By transforming transportation, promoting recycling, composting and waste reduction and enhancing health and well-being through recreational facilities and healthcare access, UBD strives to create a healthy, vibrant and trash-free campus community.

GOAL 3

TO TRANSFORM UBD INTO
A SUSTAINABLE AND
VIBRANT CAMPUS THAT
SUPPORTS GREEN LIVING,
LOW-IMPACT OPERATIONS
AND THE WELL-BEING OF
ITS COMMUNITY

TARGETS BY 2030

Position UBD as a model of low-carbon campus operations by achieving a 10% reduction in total energy consumption from the 2025 baseline by 2030.

Lead in responsible water management through a 15% reduction in consumption from 2025 levels, ensuring efficiency and resilience in campus operations.

Lead in circular campus practices by diverting 50% of waste from landfill through reduction, reuse, recycling, and composting.

Ensure 100% of new UBD buildings achieve at least Green Mark Gold (or equivalent) certification, embedding sustainability into all future infrastructure.

KEY STRATEGIES

Enhance the effectiveness of energy management systems and ensure responsible management of water resources to reduce consumption and support low-carbon operations.

Enhance the scope and effectiveness of UBD's waste management system by strengthening recycling, composting and reduction initiatives.

Ensure all new UBD buildings are designed and constructed to achieve at least Green Mark Gold certification (or equivalent).

Implement a comprehensive Greenery Masterplan that expands campus green spaces and safeguards native, high-value tree species.

Strengthen, implement and monitor disability accessibility measures to ensure inclusivity across the University facilities and services.

Provide inclusive access to high-quality health services and wellness facilities for the UBD community.

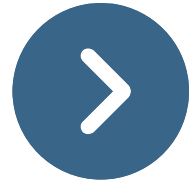
Expand and protect campus ecosystems by increasing green space to at least 30% of land area and safeguarding 100% of native high-value trees.

Attain 100% accessibility compliance across all campus facilities and services, ensuring inclusivity for the entire community.

Guarantee access to comprehensive health and wellness services for the UBD community, targeting at least 90% satisfaction rates by 2030.



PILLAR 4: SUSTAINABLE STEWARDSHIP THROUGH VISIONARY GOVERNANCE



Our Commitment:
Guided by responsible management and forward-thinking leadership, we strive to lead in energy efficiency, eco-friendly procurement, climate action, and biodiversity protection. UBD is dedicated to maintaining transparent and ethical practices, ensuring that sustainability is integral to UBD's operations, and holding ourselves accountable to our commitments.

GOAL 4

TO EMBED SUSTAINABILITY INTO THE DNA OF UNIVERSITY POLICIES, SYSTEMS AND LEADERSHIP

KEY STRATEGIES



Strengthen a culture of zero tolerance within the university, ensuring a safe, respectful and supportive environment for all.

Promote health literacy and encourage healthy lifestyle practices across the UBD community through education, engagement and preventive initiatives.

Establish robust systems for monitoring, evaluating and reporting on UBD's sustainability performance, ensuring continuous improvement as a Green Campus

Enhance work-life balance by supporting inclusive and wellbeing-oriented policies and programmes for both staff and students.

Embed sustainability criteria in all procurement processes, ensuring responsible sourcing and consumption across university operations.

TARGETS BY 2030

Recognised as a zero-tolerance campus with implementation of preventive policies and comprehensive support mechanisms to safeguard community wellbeing.

Achieves international recognition as a certified Healthy Campus under the AUN Healthy University Rating Systems, positioning the university as a leader in holistic health and wellbeing in the region.

Recognised as a Green Campus through continuous improvement in the UI GreenMetric World University Rankings.

Increase the proportion of UBD staff reporting satisfaction with work-life balance and institutional wellbeing support by 25% from the 2025 baseline.

Ensure that by 2030, 60% of UBD's procurement processes integrate sustainability criteria, embedding responsible practices into all purchasing decisions.



PILLAR 5: EMPOWERING SUSTAINABLE AND RESILIENT COMMUNITIES THROUGH ENGAGEMENT AND PARTNERSHIP



Our Commitment:
UBD is committed to empowering sustainable communities through active engagement and partnerships, ensuring a broader impact on society within and beyond our campus. By working collaboratively with communities through awareness campaigns, lifelong learning, and skill development programs, we enable individuals to adopt sustainable lifestyles and act as catalysts for positive change.

GOAL 5

TO EMPOWER COMMUNITIES WITHIN AND BEYOND THE UNIVERSITY THROUGH INCLUSIVE ENGAGEMENT, PARTNERSHIPS AND CAPACITY-BUILDING INITIATIVES THAT PROMOTE SUSTAINABLE LIVING AND CATALYSE SOCIETAL TRANSFORMATION

KEY STRATEGIES



Enhance workplace sustainability literacy among all UBD staff through training programmes.

Enhance sustainability knowledge and competencies across society through targeted outreach programmes that raise awareness, build capacity and inspire community-driven action.

Expand and strengthen strategic partnerships to co-create impactful community-led projects that address local challenges and advance sustainable development.

Strengthen the link between research and academia with community needs through engagements.

Foster full and active engagement of the entire UBD community in driving forward the university's sustainability agenda through collaboration and shared responsibility.

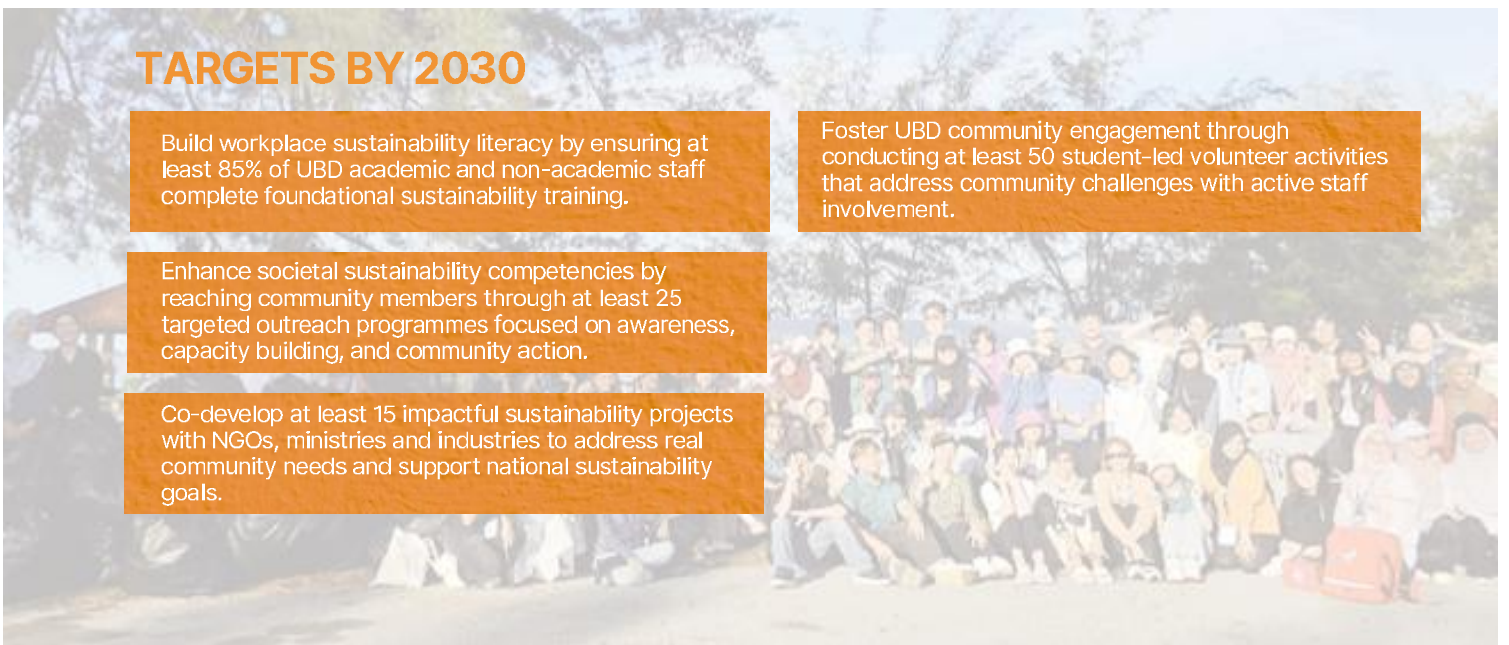
TARGETS BY 2030

Build workplace sustainability literacy by ensuring at least 85% of UBD academic and non-academic staff complete foundational sustainability training.

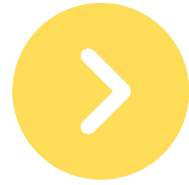
Enhance societal sustainability competencies by reaching community members through at least 25 targeted outreach programmes focused on awareness, capacity building, and community action.

Co-develop at least 15 impactful sustainability projects with NGOs, ministries and industries to address real community needs and support national sustainability goals.

Foster UBD community engagement through conducting at least 50 student-led volunteer activities that address community challenges with active staff involvement.



Action Plan Delivery



IMPLEMENTATION

The successful implementation of UBD's Sustainability Action Plan hinges on robust collaboration, both within the university and with external partners.

To ensure accountability, transparency, and continuous improvement, progress will be monitored through regular reviews led by the **UBD Sustainability Strategy Committee (SSC)**. Supported by sub-working cluster groups, the SSC will track key milestones, evaluate the effectiveness of initiatives, and align actions with emerging sustainability trends, national priorities, and global best practices. These sub-working groups will foster collaboration, enhance data sharing and strengthen upward reporting to the SSC, ensuring that contributions—from grassroots efforts to institutional policies—are systematically captured and recognised.

"Central to the implementation process is the principle of inclusive participation. The plan will be operationalised through a decentralised yet coordinated approach, whereby faculties and offices are empowered to drive sustainability initiatives within their respective domains, guided by the overarching strategic framework."

PROGRESS REPORTING

To ensure transparency, accountability and continuous improvement, UBD will provide annual updates on the implementation of its Sustainability Action Plan through a dedicated Sustainability Annual Report.

The report will communicate key achievements, challenges and progress across the University's five core impact areas, serving as a vital tool for stakeholders and reaffirming UBD's commitment to evidence-based decision making and institutional learning.



Acknowledgments



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"UBD's Sustainability Action Plan is the result of a collaborative effort involving dedicated staff from various offices who generously contributed their time, expertise and innovative ideas toward shaping a more sustainable future for UBD. We sincerely thank you for your continued support and active involvement."

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