



Sustainability Strategy 2023 – 2027

Acknowledgment of Country

UTS acknowledges the Gadigal People of the Eora Nation, the Boorooberongal people of the Dharug Nation, the Bidiagal people and the Gamaygal people upon whose ancestral lands our university stands.

We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.



It is critical, more than ever before, that First Nations experiences and knowledge systems are utilised to reshape ways of thinking, seeing, understanding and interacting with place. It is equally as important that this knowledge is shared, communicated and discussed broadly for reconciliation, healing and a sustainable future.

Kent Morris, *Barkindji Blue Sky - Ancestral Connections*, 2021. HD Video. UTS Art Collection, commissioned 2021 © Kent Morris 2021. Photo: Jacquie Manning



Small informational signs on the wood paneling, including one with a QR code and another with text.

BLDG 02 LVL 04A

Find

Emergency Help

A vertical digital display showing a yellow background with text and a QR code. Below it is a red sign with the text "EMERGENCY HELP".

Message from the Vice Chancellor

I am pleased to present the university's Sustainability Strategy 2023-2027.

At the University of Technology Sydney (UTS), we have long understood the threats climate change poses to the future of our planet and the unique role universities must play in helping to understand the nature of the challenges and how best to respond.

We believe in the importance of research that informs public policy, collaboration with industry that drives technological innovation, and teaching that equips current and future leaders with the knowledge and critical thinking skills to help shape a sustainable future.

The Sustainability Strategy is a whole-of-organisation strategy that aligns with the goals and activities of the UTS 2027 Strategy, Model of Learning and Research Strategy. The Strategy will ensure that sustainability is embedded throughout all areas of the university, and that we continually improve our sustainability performance.

Since our first Sustainability Strategy in 2011, we have reached major milestones across research, teaching and learning, and operations, achieving international recognition as a sector leader.

UTS has a vision to be a leading public university of technology recognised for our global impact. Our UTS 2027 Strategy is how we're getting there. Sustainability is interwoven through our five strategic initiatives, including Lifetime of Learning, Connected Research: Enhancing our pathways to impact, Our Distinctive Identity, Sustainable Partnerships and Working Together.

As a public purpose institution, UTS is committed to supporting positive change within and beyond our campus. Through our sustainable practices, engagement with diverse communities and innovative solutions to society's big challenges, we are contributing to a more just and equitable world. These values are shared by our staff and students, shaping our collective efforts to create positive change.

In 2016, UTS was one of the first Australian universities to become a signatory to The United Nations Sustainable Development Goals (SDGs). At their core, the SDGs are about partnerships and collaboration and universities have a central role, working with governments, industry, and the community to co-create and implement



solutions and innovation. UTS is committed to supporting and promoting the SDGs through our research, education, and operations – the three key themes of the Sustainability Strategy 2023–2027.

It is vital that our research impact benefits not only the economy but society, community and the environment. Our research finds practical solutions to real-world problems, and we have a proud tradition at the forefront of sustainability research from next-generation carbon capture technology to battery technology to partnering with local community organisations to restore the Great Barrier Reef.

Embedding sustainability into our teaching and learning allows our students to acquire the knowledge, skills, values and capabilities they need to become problem solvers in their chosen disciplines and shape a sustainable world. Many of our undergraduate and postgraduate courses encompass high-level critical and creative thinking, innovation, future scenario building and entrepreneurship. Our educators engage students with real-world challenges, fostering creativity in problem-solving that extends into their future careers.

I am grateful to the staff and students who contributed to this strategy, making it stronger with their contributions. Each of us has a role to play in achieving a sustainable future, and it is through collaboration that UTS can meet our sustainability goals.



Professor Andrew Parfitt
Vice-Chancellor and President
University of Technology Sydney

Introduction

In our view sustainability is a long-term approach to the transformation of society to ensure that human health, wellbeing and prosperity is in harmony with nature for current and future generations. This involves preserving and restoring ecosystems and ensuring the long-term availability of natural resources for future generations, promoting resilient economic systems and enhancing social justice, equity and diversity. Achieving this goal requires consistent and ongoing positive changes to our activities, systems and processes and behaviour.

Our vision is that sustainability is embedded into all areas of the university and continual improvement in sustainability performance is delivered.

Sustainability, social justice and connecting with Country are part of our distinctive identity.

Like all organisations UTS needs to reduce its environmental footprint, however given our role as educators at the forefront of research, technology and innovation we need to extend our impact beyond our campus boundaries in order to transform society. Our research needs to find practical solutions to real-world problems by working collaboratively within and across disciplines and leveraging our partnerships locally and globally. We need to equip our students with the skills, knowledge and values to act as change agents and leaders. We need to empower our alumni to be facilitators and leaders in their fields. We need to lead by example through our operations with exceptional sustainability performance.

As a public purpose institution, UTS is committed to supporting positive social change within and beyond our campus with the aim of creating a more just and equitable world. Sustainability challenges and the climate crisis present significant risks for Australia's First Nations people who face loss of access to Country, their sustainable livelihoods, culture, language and threats to their physical health. Aboriginal and Torres Strait Islander peoples can and do play a crucial role in developing solutions to sustainability challenges. They have an extensive knowledge of Country and listening to their traditional knowledge and understanding their practices strengthens our social, economic, and environmental resilience.

UTS has a decades long commitment to sustainability, from the establishment of the Institute for Sustainable Futures in 1997, to the establishment of the Jumbunna Institute for Indigenous Education and Research and Centre for Social Justice and Inclusion, and the university's commitment in 2022 to be Climate

Positive by 2029. UTS has been acknowledged for our sustainability leadership in research, education and operations, being positioned in the top 15 globally in the Times Higher Education Impact Ranking, achieving International Green Gown Awards and Green Star certified buildings.

The university's Sustainability framework consists of the Sustainability Policy, Sustainability Strategy and Sustainability Report. The Sustainability Policy is a high-level governance document which articulates ownership, oversight and accountabilities. The Sustainability Strategy implements and operationalises the Policy and reflects our commitment to see sustainability embedded into our core activities: Education, Research and Operations. For each of these Domains priority actions are outlined with timeframes for delivery, expected outcomes and success measures. Six Cross-cutting Themes flow through our core activities and represent our distinctive identity and sustainable partnerships model: Connecting with Country, Social



Justice & Inclusion, Demonstrating Leadership, Partnerships & Networks, Engagement and Communication. Four Enablers form the foundation of the Strategy allowing us to deliver our sustainability vision: our people and culture, campus infrastructure, systems and processes and governance. Our Sustainability Report is produced annually and highlights sustainability activities, progress, performance and achievements.

We have moved beyond focusing only on operational efficiency to considering all aspects of sustainability (the environment, economy and social justice) across the university and recognising their interconnectedness. This Sustainability Strategy builds on the significant progress made and lessons learned from previous strategies and is aligned with the goals, activities and duration of UTS 2027, the Model of Learning and Research Strategy.

The university community was closely engaged in the development of the Strategy. Consultation ran for a year and consisted of meetings

with key stakeholders and the senior executive, an interactive workshop session at the Senior Managers' Forum, in-person workshops focusing on research and education, operations and students and an online ideas platform to capture feedback. Other consultation forums included the Sustainability Steering Committee, SDGs Working Group, Climate Action Working Group and Faculty of Science Sustainability Committee. The Sustainability team collated, analysed and assessed feedback and incorporated it into the Strategy. The Sustainability Strategy 2023 – 2027 was endorsed by the Sustainability Steering Committee in August 2023 and approved by the COO and University Leadership Team in October 2023.

The Strategy will be implemented over five years so it needs to be flexible enough to accommodate the changing needs of the university, staff, students, industry and the community, and adaptable to mitigate any unforeseen events or external issues. Implementation challenges include ensuring that the proposed actions have adequate

staff resourcing and funding and realistic timeframes. The Strategy is considered a living document to be reviewed and adjusted periodically in response to new opportunities.

Effective implementation of the Strategy will enable substantive progress towards sustainability. Achieving further institution-wide cultural change towards sustainability is dependent on leadership across all levels of the University. Those leading the way should be celebrated whilst others may need to be guided on how to incorporate sustainability into their work and decision-making. Our success will draw upon the collective efforts of our community of 44,600 students and 3,800 staff embracing their role as change agents and working collaboratively to contribute to our sustainability transition.



UTS Vision

Our vision is to be a leading public university of technology recognised for our global impact.

Our Sustainability Vision

Sustainability is embedded into all areas of the university and continual improvement in sustainability performance is delivered.



Purpose

The purpose of the Sustainability Strategy is to provide a document outlining UTS's sustainability vision and aspirations, and in so doing set the long-term direction towards a more sustainable university. It builds on UTS 2027 and the university's Model of Learning and Research Strategy, and it is intended to guide decision-making with regard to sustainability.

The Strategy is a five-year document, and may be periodically updated to reflect new discoveries, innovative practices, changing social and environmental conditions and stakeholder preferences.

Scope

The *UTS Sustainability Strategy 2023 - 2027* encompasses the environmental, social and economic aspects of sustainability and provides a framework for sustainable activities and practices at the university.

To achieve our Purpose and Sustainability Vision we've set out three Domains that represent our core activities: **Education, Research and Operations**. For each Domain there is an overarching goal, as well as a number of supporting objectives. Under each objective there are several Priority Actions to be undertaken during the five-year timeframe as well as indicative timelines for developing and implementing the actions. Outcomes associated with achieving the actions are summarised and Success Measures outlined to measure performance.

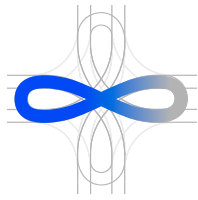
Six Cross-cutting Themes form part of our systems-thinking approach, flow through our core activities and represent our distinctive identity and sustainable partnerships model: **Connecting with Country, Social Justice & Inclusion, Demonstrating Leadership, Partnerships & Networks, Engagement and Communication**.

There are **four Enablers** that are our foundations and what we draw upon to support our core activities: **People & Culture, Campus Infrastructure, Systems & Processes, and Governance**. Our enablers are the supportive infrastructure that allow us to deliver our strategy and underpin our ability to achieve our Sustainability Vision.

Sustainability Strategy 2023 – 2027

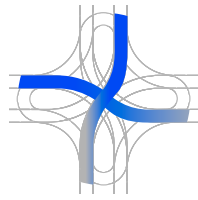
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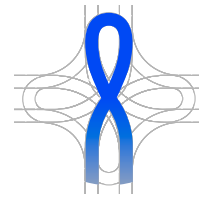
Education for Sustainability

- Embed sustainability knowledge, values and capabilities into our undergraduate curriculum and Model of Learning.
- Provide sustainability-focussed postgraduate offerings.
- Enhance our students' experiential learning of sustainability.
- Build the knowledge and capacity of our staff to integrate sustainability into their teaching, research and operational activities.



Research for Sustainability

- Build the scale, quality and impact of our sustainability-focused research and knowledge exchange.
- Leverage our research capability for sustainability outcomes through partnerships and knowledge exchange.
- Support utilisation of our university as a Living Laboratory.
- Enhance our sustainable work culture in research.



Sustainable Operations

- Develop, update and implement our operational sustainability Plans.
- Embed sustainability in the procurement of our goods and services.
- Ensure that our donors are aligned with our values and our funds are responsibly invested.

Cross-cutting themes



Connecting with Country
Social Justice & Inclusion

Demonstrating Leadership
Communication



Partnerships & Networks

Engagement

Enablers



People & Culture
Campus Infrastructure

Processes & Systems
Governance

Cross-cutting Themes

Cross-cutting themes form part of our systems-thinking approach and flow through our education, research and operational activities. They represent our distinctive identity and are critical to achieving our purpose and sustainability vision.

Connecting with Country

Engaging Indigenous leaders and representing their knowledge, history and perspectives.

We are:

- Implementing the Indigenous Education and Research Strategy and Indigenous Graduate Attribute.
- Adhering to ICIP (Indigenous Cultural/Knowledge and Intellectual Property) protocols.
- Implementing the Wingara Indigenous Employment Strategy.
- Embedding Designing for Country principles into 2040 Campus Master Plan projects, including the Indigenous Residential College.
- Collaborating on Climate Positive Plan projects, with a focus on energy transitions and land use.
- Collaborating on Strategic Procurement activities.

In order to:

- Develop independent, confident, resilient and culturally aware graduates.
- Increase Indigenous-led and community-driven research.
- Increase Indigenous employment.
- Use and respect Indigenous knowledge.
- Improve economic empowerment for Indigenous peoples.
- Improve adhere environmental and social outcomes.



Social Justice & Inclusion

Acting as an agent for social change, transforming communities through research, education and practice.

We are:

- Implementing the Social Impact Framework (SIF) and developing university-wide Social Impact Dashboards for use by all staff and students
- Facilitating student access and pathway programs for under-represented target groups.
- Offering the SOUL Award and BUILD extra-curricular social justice leadership programs.
- Connecting university expertise with the community sector through the Shopfront program.
- Collaborating with community partners to solve societal challenges at the Social Impact Lab.
- Implementing staff and student diversity and inclusion policies, programs and capacity building.
- Undertaking thought leadership and advocacy events. Awarding Social Impact Grants.

In order to:

- Increase the university's contribution to the public good.
- Increase social mobility and equity.
- Create an enabling environment for communities to thrive.
- Promote a healthy, sustainable and socially just society.
- Ensure that students from under-represented target groups can access UTS and succeed.
- Develop global citizens who have the agency to enact personal and social responsibility.
- Provide a safe, accessible and inclusive study, work and living environment for all staff and students.
- Promote evidence-based social policy formation.
- Measure and report on how we are tracking against the university's social justice goals as defined by our Social Impact Framework.
- Utilise data to drive insights and share progress.

Demonstrating Leadership

Enhancing our position as a world-leading university in sustainable education, research, operations and engagement.

We are:

- Ranked in the top 20 and top 100 globally for the THE Impact Ranking and QS World University Ranking respectively.
- Implementing the Carnegie Classification.
- Implementing our ambitious Climate Positive by 2029 Plan.
- Sharing our Social Impact and Sustainability Impact Dashboards.

In order to:

- Publicly communicate our sustainability performance.
- Demonstrate leadership in community engagement.
- Enhance our reputation as a sector leader in sustainability.
- Improve staff and student motivation and engagement.
- Improve community trust and engagement.

Partnerships & Networks

Forming collaborative partnerships, developing networks and leveraging our external engagement to drive progress towards sustainability.

We are:

- Developing strategic national and international partnerships with industry, community, government and non-government organisations.
- Engaging in high-impact collaboration with universities nationally through CRCs and the ATN and around the world through our UTS Global Strategic Partnerships.
- Actively engaging in the activities of national sustainability-focused associations, such as ACTS, GBCA.
- Actively participating in sustainability-related activities through our global networks, including SDSN, PRME, WUN.
- Actively collaborating with industry in sustainability-focused government partnerships, such as the City of Sydney Council's Better Buildings Partnership.

- Engaging with our Alumni and celebrating their impact through the Alumni Awards program.
- Working collaboratively with Tech Central partners and Ultimo Precinct neighbours.
- Working with like-minded community partners, not-for-profit businesses, NGOs and local start-ups.

In order to:

- Develop new opportunities for national and international research and education.
- Mobilise and share knowledge, ideas, expertise and resources.
- Be at the forefront of industry best practice and innovation.
- Create innovative solutions to sustainability challenges.
- Enhance UTS's reputation as a thought leader in sustainability research and education.
- Support community awareness and capacity building.
- Improve sustainability outcomes for the Ultimo Precinct and City of Sydney LGA.



Engagement

Engaging our community of students and staff and students in sustainability practices.

We are:

- Supporting and engaging with staff and student sustainability-focused groups.
- Developing communities of practice for academics working in sustainability, social justice, the SDGs, climate change etc.
- Organising and collaborating on sustainability focused events, exhibitions, campaigns and competitions e.g. Global Goals Month, Climate Connect Forum.
- Implementing staff and student behaviour change programs.
- Promoting the UTS Green Hero Awards.

In order to:

- Improve staff and student participation and engagement.
- Foster capacity in others to create positive change towards a sustainable future.
- Drive positive behaviour change.
- Celebrate achievements and recognise excellence in sustainability volunteering, education and practice.

Communication

Communicating the impact of our sustainability research, education and operational activities.

We are:

- Communicating our sustainability values and showcasing our sustainability-related research, education activities and operational initiatives.
- Promoting our sustainability initiatives through the website, news articles, social media, newsletters, 2SER Think: Sustainability radio program and podcast etc.
- Presenting best practice research, teaching and learning and operational initiatives at events and conferences.
- Submitting award nominations for sustainability innovations and best practice.
- Sharing our annual Sustainability and Social Impact Reports.

In order to:

- Share sustainability knowledge, activities and achievements.
- Communicate the impact of our research, education and operational activities.
- Improve staff and student participation and engagement.
- Communicate our sustainability credentials to prospective staff and students.
- Enhance UTS's reputation as a public advocate, source of expertise and sector leader in sustainability.
- Demonstrate our performance, achievements and progress towards our sustainability commitments, targets and the SDGs.

Enablers

Enablers are our foundations and what we draw upon to support our core education, research and operational activities. Our enablers are the supportive infrastructure that allow us to deliver our strategy and underpin our ability to achieve our sustainability vision.

People & Culture

We have a strong community of exceptional staff and students. Our People Strategy will guide us in developing our excellent workforce and culture for the future and in supporting our staff to thrive in an environment characterised by increasing complexity and changing expectations. Creating physical and virtual workspaces will engage our people and enable academic, professional and technical staff to work in partnership to deliver excellence in teaching, research and engagement. Building leadership will enable our people to flourish and promote a culture that is aligned to UTS values.

Campus Infrastructure

The university's campuses and broader infrastructure support our education and research activities. Our 2040 Campus Master Plan, Facilities Management Digital Strategy and Smart Campus Plan will enhance our physical and virtual learning environments and facilitate creativity, innovation and engagement between our students, staff, partners and community

Systems & Processes

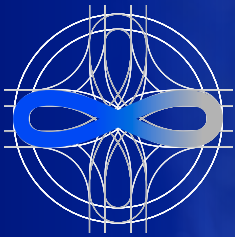
Our systems and processes underpin our education, research and operational activities and impact. With a human-centred design approach, the ServiceConnect program will enable our digital transformation by simplifying, streamlining and optimising administrative processes. This improved service delivery model will enhance our capability, increase our efficiency and result in an improved student and staff experience.

Governance

Governance is critical to our long-term success and impact beyond our boundaries. A culture of sustainability is being fostered across the university through engaging students and staff in decision-making processes and by embedding sustainability principles into the policies, strategies and procedures that govern our activities. The Sustainability Steering Committee guides the implementation of our Sustainability Strategy and is supported by the Sustainable Development Goals and Climate Action working groups. Progress towards sustainability objectives is monitored and publicly reported regularly in the UTS Annual Report and annual Sustainability and Social Justice Reports.



Education for Sustainability



Our students graduate as responsible global citizens with the ability to accelerate the transition to a sustainable future.

Lifetime of Learning is one of the five strategic initiatives of the UTS 2027 Strategy. Current priorities include developing a distinctive set of graduate attributes that draw on our identity, enhancing career readiness, ensuring a learner-centric approach and expanding our education offerings.

The Model of Learning has three distinctive interrelated features. Firstly, integrated exposure to professional practice through dynamic and multifaceted modes of **practice-oriented education**. Secondly, professional practice in a **global workplace** with a focus on international mobility and international and cultural engagement. Lastly, **research-inspired and integrated learning**, providing academic rigour with cutting-edge technology to equip graduates for lifelong learning. In alignment with the Model

of Learning and development of an Integrated Curriculum, a sustainability mindset and content will be incorporated into each course and program with the aim of developing graduates that are responsible global citizens who have the knowledge and skills to find innovative approaches within their careers and communities to find solutions to sustainability challenges.

UTS has a number of sustainability-focused degrees and programs including:

- Masters of Science (Environmental Consulting and Conservation) - an advanced science degree designed to prepare students for senior roles in their scientific discipline and enable them deliver meaningful impact in the global science sector.
- Master of Sustainable Energy – located in the Faculty of Science, the degree focusses on advanced technologies and is informed by the latest research and industry developments in renewable energy and sustainable practices.
- Master of Sustainable Leadership – located in the Faculty of Science, the degree focusses on equipping graduates with the knowledge and skills to address sustainability challenges and develop the capabilities to lead change and innovation across industries.
- Bachelor of Sustainability and Environment – a combined degree located in FASS that engages students with the different dimensions of sustainability and the complexity of sustainable development.



- Bachelor of Creative Intelligence and Innovation – a combined degree located in the Transdisciplinary School that encompasses high-level critical and creative thinking, invention, complexity, innovation, future scenario building and entrepreneurship. UTS recently achieved an International Green Gown Award for the Transdisciplinary subject Industry Innovation Project (part of the Bachelor of Creative Intelligence & Innovation) in the *Next Generation Learning & Skills* category.
 - Transdisciplinary electives – a required component of undergraduate degrees, this program involves collaborating with others to tackle the complex problems of our time including sustainability challenges.
 - Short courses, microcredentials and free courses – that align to the SDGs e.g. Sustainable Fashion.
 - UTS Startups – a program inspiring and empowering students to be entrepreneurs and meet sustainability challenges and unsustainable practices with rapid, disruptive innovation.
 - BUILD – an extra-curricular global leadership program preparing students to become global leaders and active global citizens.
 - SOUL Award – a two-stage, extra-curricular social justice leadership and volunteering program for UTS students.
- In alignment with the Model of Learning, a number of actions are planned and underway that aim to:
- Embed sustainability knowledge, values and capabilities into our undergraduate curriculum and Model of Learning;
 - Provide sustainability-focused postgraduate offerings;
 - Enhance our students’ experiential learning of sustainability; and
 - Build the knowledge and capacity of our staff to integrate sustainability into their teaching, research and operational activities.

Embed sustainability knowledge, values and capabilities into our undergraduate curriculum and Model of Learning

Priority actions	2023	2024	2025	2026	2027
Continue to embed the Indigenous Graduate Attribute.					
Undertake a pilot exercise to map the sustainability content of selected subjects and courses with the Education for Sustainability champions using the SDGs as a framework.					
Engage with the ADTLs and form a Working Group to develop an Education for Sustainability Project Plan.					
Develop a Power Bi dashboard using CourseLoop data to map all UTS subjects and courses against the SDGs.					
All Faculties/Schools/Departments to develop and implement Education for Sustainability Action Plans.					
Promote the sustainability content of subjects and courses in the Handbook and other external communications. Highlight course pathways and options through majors or recommended sub-majors, electives and streams for bachelor degree students to study sustainability.					
Regularly monitor and report progress to the T&L Committee and Academic Board.					

Outcomes

- Sustainability knowledge, values and capabilities are embedded in all undergraduate courses.
- Every student graduates with the skills to collaborate with others to tackle complex sustainability challenges.
- All students graduate as sustainability-literate responsible global citizens with the skills to make a positive impact on society.
- The needs of students, employers, and professional and statutory bodies are met.

Success measures

- % undergraduate subjects and courses mapped for sustainability-related content.
- % undergraduate subjects and courses that address sustainability-related topics.
- % undergraduate subjects and courses that address Indigenous topics.
- % students successfully completing courses with sustainability-related content.
- % students successfully completing courses with Indigenous content.

Provide sustainability-focused postgraduate offerings

Priority actions

Investigate options for sustainability-focused postgraduate aligned offerings, such as microcredentials and short courses. Explore opportunities to co-develop enterprise learning offerings with industry and explore other external funding models.



Undertake global market analysis and validation and form a pan-university working group to develop a formal proposal for the development of a transdisciplinary Sustainability, Systems & Innovation postgraduate program.



Promote existing sustainability-focused short forms of learning and postgraduate courses, such as the Master of Sustainable Energy.



Outcomes

Current and future workforce equipped with the necessary skills to accelerate the transition to a just and sustainable future.

Success measures

Uptake of microcredentials and short courses.

% students successfully completing courses with sustainability-focused postgraduate offerings.



Enhance our students' experiential learning of sustainability

Priority actions

2023 2024 2025 2026 2027

Engagement

In line with the Student Experience Framework:

Promote participation in sustainability-focused groups, such as the EnviroCollective, EcoSoc, SASS.



Promote participation in leadership in sustainability programs, such as BUILD, SOUL Award, Green Impact, Brennan Justice and Leadership program.



Engage UTS Housing residents in sustainable activities and practices.



Engage international students by sharing their countries' best practices.



Promote participation in sustainability-focused student global networks, such as PRME Global Students, ENACTUS.



Develop a UTS SDGs Student Hub (an initiative of the Sustainable Development Solutions Network (SDSN) Youth) and encourage students to complete the SDG Students Program Certificate.



Work Integrated Learning

Enhance opportunities for students to undertake Work Integrated Learning sustainability placements.



Develop a Work Integrated Learning placement program within the Sustainability unit.



Entrepreneurship

Continue to focus on a sustainable, inclusive and impactful approach to creating technology-enabled entrepreneurs.



Enhance opportunities to support student entrepreneurs of sustainability-focused startups, such as the Green Sprint accelerator program.

Collaboration with Procurement to purchase from and/or help to create new UTS Startups with more sustainable solutions.



Outcomes

Sustainability is embedded in the learning experience for every student.

Course learnings translated into real-world skills and experience.

Students are partners, leaders, innovators, proactive sustainability problem solvers and agents of change for a sustainable future.

Success measures

% students successfully completing sustainability-focused learning experiences outside the curriculum.

% students successfully completing sustainability-focused Work Integrated Learning placements.

Number of sustainability-focused startups.

Build the knowledge and capacity of our staff to integrate sustainability into their teaching, research and operational activities

Priority actions	2023	2024	2025	2026	2027
Develop and promote teaching resources using digital tools (e.g. Canvas Commons Sustainability Module) and support academics to integrate sustainability into their teaching.	○	—	—	—	●
Promote the SDGs Teams and Sharepoint sites as Communities of Practice to facilitate collaboration and interdisciplinarity, share knowledge, effective teaching practices and resources, and showcase curriculum innovation and best practice.	○	—	—	—	●
Promote Education for Sustainability professional development opportunities for academics and sustainability-focused professional development opportunities for professional staff (e.g. fund staff to do microcredentials).	○	—	—	—	●
Develop an online sustainability training module to be completed by all new staff during onboarding and every 2 years for current staff.		○	—	—	●
Develop a “Trailblazers for the Goals” program where an academic expert and alumna/us are assigned an SDG to champion.		○	—	—	●
Explore how staff contribution to UTS’s sustainability goals might be evaluated.		○	—	—	●
Reward and recognise excellence and innovation in Education for Sustainability in the UTS Learning and Teaching Awards and Citations.		○	—	—	●

Outcomes
 Staff are sustainability and SDGs literate and have the capability to apply this knowledge to teaching, research and operational activities.
 Organisational culture of sustainability established.

Success measures
 Number of employees completing sustainability-focused training modules.
 Number of employees participating in sustainability-focused Communities of Practice and programs.

Research for Sustainability



We collaborate to deliver research with impact through engagement with our partners that assists our local, national and global communities to transition to a sustainable future.

Connected Research: enhancing our pathways to impact is one of the five strategic initiatives of the **UTS 2027 Strategy**. Current priorities include expanding research partnerships, increasing research capability and investment and supporting our research community of staff and students.

The **UTS Research Strategy** aims to deliver excellent research with impact. Our approach is centred on people and framed by outcomes and impact. We take our focus on the excellence of our academic inputs and outputs and connect them with the tools of knowledge exchange and research translation. One of the eight characteristics of research at UTS, along with Excellence, Technology, Focus and distinction, Connectedness, Creativity, Valuing and utilising our discipline diversity

and transdisciplinary capabilities and Interrelated research and teaching, is **Meeting Societal and industry needs**. Through our role as a public university our researchers are tasked with identifying and creating solutions for the complex local, national and global challenges facing society and industry today in alignment with the UN Sustainable Development Goals. Our researchers aim to lead the transformation of society, ensuring that our research outcomes have a positive impact on communities, the environment and the economy.

UTS has a proud tradition at the forefront of sustainability research – delivering insights, solutions and technology around environmental science, climate change, green energy, health, clean water and public policy. The university has a

number of sustainability research centres including the flagship Institute for Sustainable Futures established in 1997, Climate Change Cluster, Climate, Society and Environment Research Centre (C-SERC), Centre for Green Technology, Centre for Technology in Water and Wastewater, Design Innovation Research Centre, Centre for Clean Energy Technology, Centre for Compassionate Conservation and newly established Centre for Climate Risk and Resilience. Our research is underpinned by leading research support infrastructure including the Research Excellence and Support Hub (RESHub).

Recent highlights where our research is positively impacting society, the economy and the environment include:



- UTS is a partner in the NSW Decarbonisation Innovation Hub which produces research, development and commercialisation for decarbonisation technology in New South Wales, a key part of the NSW Government's goal of achieving net zero emissions by 2050;
- UTS named Secretariat for the Global Network for World Health Organisation Collaborating Centres in Nursing and Midwifery, an international collaborative network that undertakes projects in support of the World Health Organisation's program;
- Faculty of Science's Green Genie algae carbon capture pilot project open to industry partners and investors to develop and prototype; and

- UTS researchers awarded leadership of \$3.8 million Research Hub for Nutrients in a Circular Economy (NiCE), which will make Australia the world leader in a new circular economy, based on nutrient recycling through the separation, collection and processing of human urine into safe and effective fertilisers.

In alignment with the Research Strategy, a number of actions are planned and underway that aim to:

- Build the scale, quality and impact of our sustainability-focused research and knowledge exchange;
- Leverage our research capability for sustainability outcomes through partnerships and knowledge exchange;

- Support utilisation of our university as a Living Laboratory; and
- Enhance our sustainable work culture in research.

Build the scale, quality and impact of our sustainability-focused research and knowledge exchange

Priority actions	2023	2024	2025	2026	2027
In alignment with the Research Strategy, work with faculties, schools and research centres to continue to build sustainability-related research capacity and performance, including in the areas selected for deep sector engagement; including health, food and agri/hortTech, and climate change/sustainable futures, while also nurturing emerging areas.					
Focus on attracting and recruiting emerging sustainability leaders and retaining our best scholars in sustainability, supporting them on the national and global stage.					
Build skills and capacity in sustainability-related research and development through the Research Outcomes Capability framework in the academic, commercial, public and voluntary sectors, and provide support through RESHub for funding applications and mentoring, particularly for ECRs (i.e. ECR Capability Development initiative) and HDRs (i.e. HDR Futures, HDR Capability Framework). Develop sustainability and SDGs training for research students and supervisors (i.e. HDR Sustainability Module).					
Develop an SDGs Research Network and Community of Practice using the SDGs Teams and Sharepoint sites, and facilitate regular interdisciplinary networking and collaboration opportunities (e.g. Climate Connect forum). Encourage researchers to tag their sustainability and SDGs expertise in their Discovery profiles.					
Place emphasis on sustainability impact as a strategic priority in internal research funding allocation, such as the Collaboration Grants and Strategic Research Accelerator (SRA) program.					

Build the scale, quality and impact of our sustainability-focused research and knowledge exchange

Priority actions	2023	2024	2025	2026	2027
<p>Recognise and reward outstanding ECRs in sustainability via the Chancellor’s Research Fellowships.</p> <p>Recognise and reward team-based research and transdisciplinary sustainability research outcomes via the Research Excellence through Collaboration or Partnership Award.</p> <p>Promote internal and external sustainability-focused research scholarships.</p>					
<p>Map our research outputs against the SDGs.</p> <p>Increase the visibility and positive impacts of our sustainability-related research and communicate to staff, students, alumni and the broader community (e.g. Impact Studios podcast).</p> <p>Position the University as a thought leader in sustainability by advancing policy discussion and debate, including through the James Martin Institute for Public Policy.</p>					

Outcomes

- Our research identifying solutions that tackle critical local, regional and global sustainability challenges strengthened.
- Progress towards the UN SDGs achieved.
- Enhanced collaboration between researchers, research centres and partners.
- Our researchers have the capabilities needed to continuously improve performance and deliver impact.
- Transdisciplinary sustainability research increased.
- Research excellence, applied innovation and impact delivered.
- UTS is recognised as an international leader in climate and sustainability research.

Success measures

- Field-Weighted Citation Impact (SDG aligned).
- Percentage of Research Outputs Collection (ROC) with Altmetric Attention (SDG aligned).
- Percentage of ROC Outputs with news/policy Altmetric Attention (SDG aligned).

Leverage our research capability for sustainability outcomes through partnerships and knowledge exchange

Priority actions	2023	2024	2025	2026	2027
In alignment with the Research Strategy and Connected Research strategic initiative, foster inter-disciplinary approaches and continue to collaborate and build partnerships with industry, social enterprise, community, professional bodies, government and academic institutions nationally and internationally to advance innovative climate and sustainability solutions beyond campus borders (including through the Worldwide Universities Network).					
Lead partnerships with local, regional and global industries to deliver sustainable research and innovation projects (e.g. RACE for 2030 CRC, NSW Decarbonisation Innovation Hub).					
Facilitate connections between our sustainability-focused researchers and research centres and our partners, including in the innovation ecosystem.					
Become a “sticky campus” for government, industry, partners, sustainability leaders and startups. Build our reputation as an Australian leader and location for sustainability conferences, events, workshops and other activities.					
Accelerate the transfer of sustainability-focused research findings into practice, policy and further research. Support our researchers to identify research opportunities that respond to specific societal and industry needs. Assist researchers to enhance their skills and capacity to create meaningful social impact from their research (e.g. Research Translation Competition).					

Outcomes

- Environment and society transformed through the application of our research.
- Industry needs met.
- Our external engagement delivers clear pathways to impact.
- Demonstrated sustainability-related research impact.
- Our partners value our research translation.

Success measures

- Number of documented sustainability-related Impact Case Studies per research FTE/publication volume/SDG per year.
- Proportion of sustainability-related Symplectic Records of Impact to research projects.
- Number of national and international on-campus sustainability-related events.
- Category 3 income with sustainability alignment.
- THE Impact Ranking.

Support utilisation of our university as a Living Laboratory

Priority actions

In alignment with the Research Strategy, explore the use of our campus, infrastructure and operations to test new ideas and pilot sustainability-focused research project concepts.



Explore, develop and implement formal structures, such as an internal portal with guidance, contact details and project listings, to facilitate collaboration between researchers, academics, operational staff and partners to create Living Lab projects.

Explore grants for ECRs and MCRs to demonstrate impact that improves UTS's operational sustainability, includes industry engagement and demonstrates a pathway to a larger grant.



Promote interrelated research and teaching by using our campus to support classes with sustainability themes and engage students in demonstration projects and exemplars of sustainability innovation.



Outcomes

Research knowledge practically applied to the real-world context and replicability and scalability demonstrated.

Transdisciplinarity, innovation, creativity and entrepreneurship used to co-create and advance sustainability solutions.

Strategic alliances with partners facilitated.

Student real-world and experiential learning opportunities enhanced.

Operational efficiencies enhanced.

Campus and broader community educated and inspired.

Success measures

Number of Living Laboratory research projects on campus.

Number of academics, researchers, professional staff, students, industry and community partners involved in Living Laboratory research projects on campus.

Enhance our sustainable work culture in research

Priority actions

2023

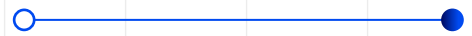
2024

2025

2026

2027

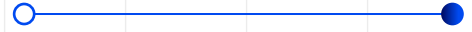
In alignment with the Research Strategy, review current processes and practices, develop Research Sustainability Guidelines (building on the Faculty of Science's Sustainable Research Guide), embed into induction and training processes, and encourage adoption by researchers into all stages of their projects, from conception to ethics applications, grant funding proposals, monitoring, reporting and evaluation. Incorporate sustainable research practice principles into our Ethics and Integrity statement, Research Policy and Research Management Procedure.



Consider research funding alignment with our values, evaluate status of fossil fuel companies and develop policy for managing.



Develop a sharing culture for the joint use of equipment, workshops and other resources. Explore capability of existing Warp It online resource-sharing platform.



Pilot a green labs program in the Faculty of Science. Explore broader roll-out.



Outcomes

Social and environmental footprint of our research activities reduced.
 Research funding aligns with UTS values.
 Sustainability of our laboratory facilities enhanced.

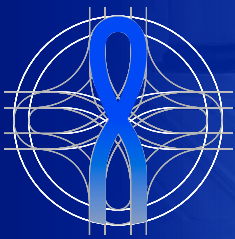
Success measures

Scope 1, 2 and 3 GHG emissions.
 Fossil fuel exposure.
 LEAF sustainable lab accreditation.



← Escalator to 04 & 05
← Stairs to 01 & 03
↘ Escalator to B3-00

Sustainable Operations



Our operations achieve a balance between minimising the environmental impact of the university's operations, enhancing social equity and maintaining long term financial viability.

Our Distinctive Identity is one of the five strategic initiatives of the **UTS 2027 Strategy**. Current objectives include being recognised for our positive social and environmental impact and commitment to technology that improves society, the planet and the professions, being recognised for our collaborative culture and supportive working environment and being recognised as a key driver of a vibrant Tech Central innovation precinct surrounding our campus.

Enhancing the sustainability of our operational activities involves creating a healthy, equitable and digitally supported working environment, developing and maintaining smart, sustainable buildings and infrastructure, effectively managing procurement,

finance and risk and engaging staff and students in positive behaviour change programs. Approval of the *UTS Climate Positive Plan* in 2022 set ambitious targets for the university to become Climate Positive by 2029. The Plan builds on decades of efforts to reduce energy consumption and associated greenhouse gas emissions. Our pathway to Climate Positive includes a continued focus on energy efficiency, electrification, 100% renewable electricity and reduction of embodied carbon.

Identifying and reducing our Scope 3 emissions, largely the GHG emissions associated with the procurement of goods and services, is now an area of focus due to our *UTS Climate Positive Plan* targets.

Risks to the university associated with increasingly disruptive weather events, such as bushfires and storms, need to be identified and embedded in our risk management system and measures developed and implemented to mitigate them.

Efforts to reduce water consumption continue as do initiatives to replace the use of potable water with recycled water for appropriate end uses.

Resource management and efficiency will move beyond increasing recycling rates, reduction of waste to landfill and elimination of single-use plastic to facilitating a circular economy.

UTS has an enviable central location with access to numerous public transport modes, so the



mobility focus is on providing infrastructure to support active and sustainable travel.

Now that UTS has divested from fossil fuels in its own investments the focus will be on monitoring ESG outcomes. Ensuring that our donors are aligned with our values is critical to the ability of the university to walk the talk on its sustainability commitments.

Collaborating with academics and partners and facilitating Living Labs on campus and in the local precinct will introduce new ideas, innovation and technology and improve research impact, learning opportunities and operational efficiencies.

Improving the sustainability of our operations will enable UTS to lead by

example and contribute to shaping a sustainable and resilient society.

Recent examples of our operational activities making a positive social and environmental impact include:

- Ongoing implementation of the *UTS Climate Positive Plan* which includes Net Zero, Carbon Neutral and Climate Positive by 2029 targets;
- Installing 540kW of solar (1,300 panels) on Block A/B at the Tech Labs at Botany;
- Moving to a fossil-free fund to better align our investments with the university's sustainability and social justice commitments;
- Winning an International Green Gown Award for the UTS Central plastic-free food court in the *Creating Impact* category; and

- Achieving 14th globally and 4th nationally in the 2023 Times Higher Education Impact Ranking (based on the UN SDGs).

A number of actions are planned and underway to enhance our Sustainable Operations including:

- Developing, updating and implementing our operational sustainability Plans;
- Embedding sustainability in the procurement of our goods and services; and
- Ensuring that our donors are aligned with our values and our funds are responsibly invested.

Develop, update and implement our operational sustainability Plans

Priority actions	2023	2024	2025	2026	2027
Implement <i>Climate Positive Plan</i> .	○ ————— ●				
Develop <i>Climate Change Risk and Adaptation Plan</i> . Record priority climate risks in Risk Connect.	○ —●				
Implement <i>SDGs Communication and Engagement Plan</i> .	○ ————— ●				
Embed <i>Sustainability Vision</i> in 2040 Campus Master Plan projects. Update sustainability requirements in <i>UTS Design Guidelines</i> and design review process.	○ ————— ●				
Update and implement <i>Water Efficiency Plan</i> .		○ —●			
Develop and implement <i>Circular Economy Plan</i> , building on existing <i>Waste Management Plan</i> and <i>Plastic Free Plan</i> .		○ —●			
Develop <i>Sustainable Campus Travel Plan</i> .	○ —●				
Develop and implement <i>Built Environment Digital Strategy</i> and <i>Smart Campus Plan</i> .	○ ————— ●				

Outcomes

- Reduced annual GHG emissions, water use and waste intensity.
- 100% renewable electricity by 2025.
- Net Zero (Scope 1 & 2 emissions) by 2025.
- Net Zero (Scope 1, 2 & 3 emissions), Carbon Neutral, Climate Positive by 2029.
- Improved environmental, social and Indigenous outcomes.
- Reduced climate change risks.
- Improved resilience of people and infrastructure.
- Improved health and wellbeing.
- Improved space efficiency.
- Increased active and sustainable travel to/from/between UTS campuses.
- Enriched student experience.
- Safer, healthier, more comfortable and secure working and studying environments.
- Long-term financial viability.

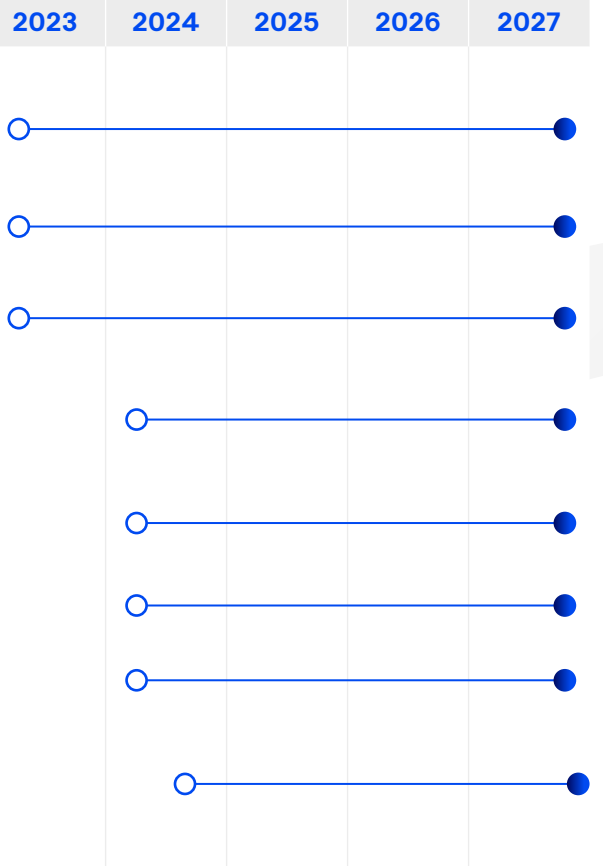
Success measures

- GHG emissions, water use and waste intensity.
- Minimum 5 star Green Star Certified new buildings.
- Minimum Silver WELL Certified new buildings.
- Frequency, occupancy and utilisation rates of teaching spaces.
- Workspace utilisation.
- Modal shift.
- Global and national THE Impact rankings.

Embed sustainability in the procurement of our goods and services

Priority actions

- Review and update Procurement Policy, Procedure, Supplier Code of Conduct, Agreements, templates and standard operating procedures to guide procurement decisions and buying behaviour.
- Ensure that sustainability requirements are embedded in every new commercial and retail lease.
- Embed sustainability and supplier due-diligence into tender briefs, evaluation criteria and weightings. Develop and implement a Sustainable Supplier Checklist.
- Achieve supplier taxonomy classification of at least 95% in order to gain a better insight on category spend and allow deeper dive on risk assessment.
- Undertake research to better understand UTS's supply chain sustainability and Scope 3 indirect emissions by screening 100% of tier-one suppliers.
- Collaborate with AUPN in grievance and remediation work initiatives to maximise wide sector impact on sustainability.
- Assess all UPH collective procurement opportunities to exert maximum influence on environmental and social practices.
- Update procurement guidelines on Staff Connect and training modules to assist staff to select and procure sustainable goods and services, with consideration for the environment, labour and human rights and ethics.



Outcomes

- Sustainability, carbon impacts, circular economy, Indigenous participation opportunities, modern slavery considered.
- Alignment with ISO 20400 Sustainable Procurement achieved.
- Suppliers selected that more closely share our values.
- Improved environmental, social, ethical and Indigenous outcomes.
- Reduced Scope 3 GHG emissions.
- Improved tenant sustainability outcomes.
- More sustainable food choices.
- Improved staff knowledge of sustainable procurement.

Success measures

- Compliance with ISO 20400.
- Compliance with UTS Code of Practice.
- Scope 3 GHG emissions.
- % Climate Active certified suppliers.
- % Indigenous suppliers.

Ensure that our donors are aligned with our values and our funds are responsibly invested

Priority actions	2023	2024	2025	2026	2027
Update and implement Treasury and Investments Policy and Procedure.					●
Monitor performance of Australian Ethical investment fund.					●
Advocate for UniSuper’s continued divestment from fossil fuels and meaningful and measurable progress with ESG.					●
Implement Investment Governance and Investment Prioritisation Model for internal projects and monitor benefit realisation.					●
Update donor Due Diligence Procedure in line with the Philanthropic Policy review process.					●

Outcomes

- Improved value and risk management.
- Enhanced long-term financial performance.
- Improved ESG outcomes.
- Reduced Scope 3 GHG emissions.
- Commitment to UN Global Compact met.
- Internal projects align with UTS values.
- Donors align with UTS values.

Success measures

- Scope 3 GHG emissions.
- Fossil fuel exposure.





Monitoring & Reporting

UTS's Sustainability framework consists of the Sustainability Policy, Sustainability Strategy and the annual Sustainability Report. The Sustainability Policy is a high-level statement of the university's commitment to sustainability principles. The Sustainability Strategy is the key strategic document through which the Policy is implemented and outlines priority actions with timeframes for delivery, expected outcomes and success measures. The Sustainability Report is produced annually and highlights sustainability activities, progress, performance and achievements for that year.

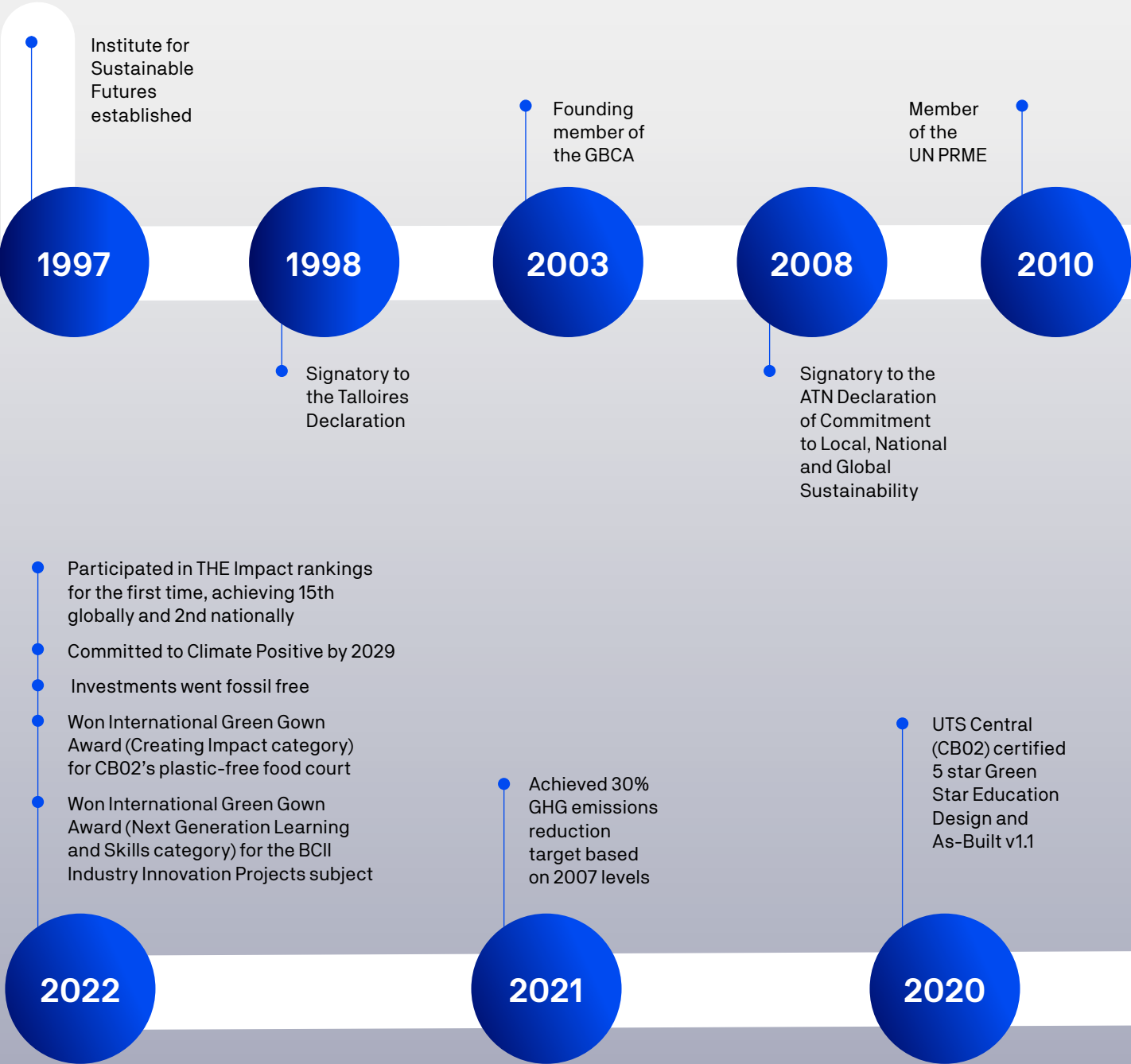
Effective governance enables successful implementation of the Sustainability Strategy. The Operations division has overall accountability for the Sustainability Strategy. The Sustainability Strategy team within the Operations division leads Strategy development and implementation. Responsibility for implementation and delivery of the priority actions lies with the relevant university divisions.

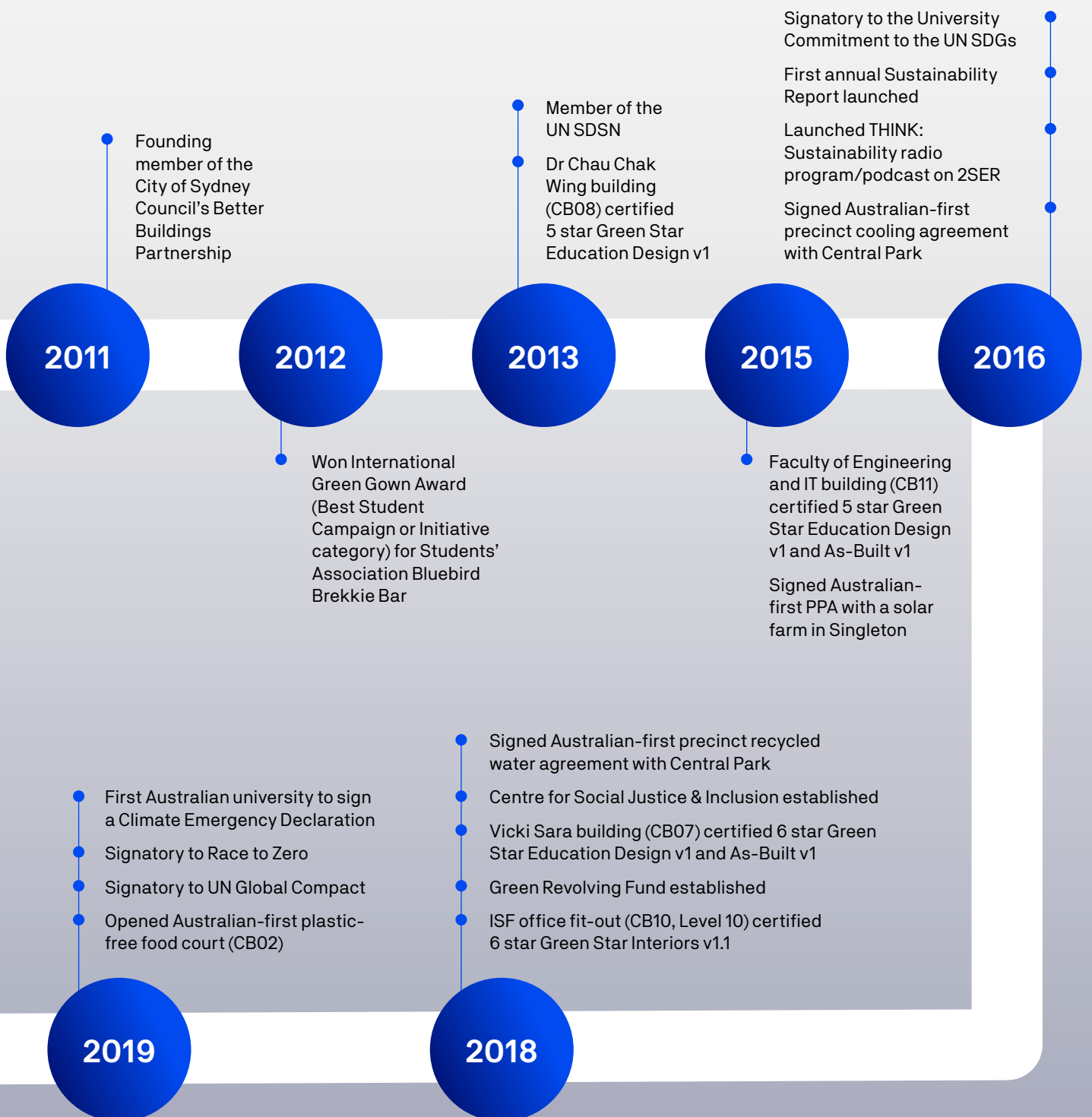
The Sustainability Steering Committee, comprising senior executives and managers across academic and professional areas as well as a student representative, guides the implementation of the Strategy and is supported by the Sustainable Development Goals and Climate Action working groups. Progress towards the university's sustainability objectives and the Strategy's priority actions will be monitored regularly and publicly reported annually in the UTS Corporate Plan, Sustainability Report and UTS Annual Report. Progress will also be publicly displayed on the UTS website via Social Impact and Sustainability Impact dashboards which are currently under development.

The Sustainability Strategy is aligned to the duration of UTS 2027, the university's strategic plan. A comprehensive review will be undertaken at the Strategy's mid-point in 2025 and outcomes reported to the University Leadership Team. The review will include an evaluation of the progress of the Strategy's priority actions against timeframe, outcomes and success measures.

Maintaining and strengthening relationships with key internal and external stakeholders, staff, students, partners and the community is critical to the successful implementation of the Sustainability Strategy.

Our Sustainability Journey





Glossary

ACTS	Australasian Campus Towards Sustainability
ADTL	Associate Dean Teaching and Learning
ATN	Australian Technology Network of universities
AUPN	Australasian Universities Procurement Network
BBP	Better Buildings Partnership (City of Sydney Council)
BCII	Bachelor of Creative Intelligence and Innovation (UTS)
BUILD	Beyond UTS International Leadership Development (UTS)
CRC	Cooperative Research Centre
ECR	Early Career Researcher
ESG	Environmental, Social and corporate Governance
FASS	Faculty of Arts and Social Sciences (UTS)
FTE	Full-Time Equivalent
GBCA	Green Building Council of Australia
GHG	Greenhouse Gas
HDR	Higher Degree by Research
ISF	Institute for Sustainable Futures (UTS)
ICIP	Indigenous Cultural/Knowledge and Intellectual Property
IGA	Indigenous Graduate Attribute
ISO	International Organisation for Standardisation



LEAF	Laboratory Efficiency Assessment Framework
LGA	Local Government Area
MCR	Mid-Career Researcher
NGO	Non-Government Organisation
PPA	Power Purchase Agreement
PRME	Principles for Responsible Management Education
QS	Quacquarelli Symonds
ROC	Research Outputs Collection
SDG	(United Nations) Sustainable Development Goal
SDSN	Sustainable Development Solutions Network (United Nations)
SIF	Social Impact Framework
SOUL	Social Outcomes through University Leadership (UTS)
TEFMA	Tertiary Education Facilities Management Association
THE	Times Higher Education
ULT	University Leadership Team (UTS)
UN	United Nations
UN SDGs	United Nations Sustainable Development Goals
UPH	Universities Procurement Hub
WIL	Work Integrated Learning
WUN	Worldwide Universities Network



UTS

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Specific thanks are given to the members of the Sustainability Steering Committee and University Leadership Team who provided valuable guidance and input during the development of the Strategy.

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