hdk

Zürcher Hochschule der Künste
Zurich University of the Arts

2022 SUSTAINABLE CAMPUS | OPERATIONAL SUSTAINABILITY REPORT 2023

0 Operational sustainability at ZHdK 02
1 Operational sustainability goals 07
1.1 Climate neutrality and decarbonisation 08
1.2 Natural resources and biodiversity 10
1.3 Equal opportunities and inclusion 12
1.4 Health and well-being 14
1.5 Learning and working 16
2 Action areas of Services 19
2.1 Catering 20
2.2 Buildings 22
2.3 Mobility 26
2.4 Digitality 28
2.5 Materials 30
2.6 Purchasing and procurement 32
2.7 Events 34
2.8 Study conditions 36
2.9 Employment conditions and staff development 38
2.10 Reporting and communication 40
3 Outlook 43
3.1 Key implementation areas 2024-25 44
3.2 Decarbonisation pathway and net zero target 45

0
OPERATIONAL SUSTAINABILITY AT ZHDK

Sharing responsibility for sustainable social transformation and explicit social impact are part of the mission and values of Zurich University of the Arts (ZHdK). In doing so, ZHdK is guided by the 17 Sustainable Development Goals of the United Nations. In order to actively contribute to these goals in university operations, the "Sustainable Campus" sub-strategy was developed on this basis.

The "Sustainable Campus" sub-strategy defines five target clusters for sustainable university operations at ZHdK: climate neutrality and decarbonisation, natural resources and biodiversity, equal opportunities and inclusion, health and well-being, and learning and working. The sub-strategy also describes the ten fields of action in which ZHdK Services are working towards these goals. These include catering, buildings, mobility, procurement and employment conditions.

Last but not least, with this sub-strategy, ZHdK is also fulfilling its legal mandate under the Higher Education Funding and Coordination Act (HFKG) to fulfil its tasks in accordance with economic, social and ecological sustainable development.

Relevant data, developments and opportunities for action in the areas of operational sustainability are published every two years in a sustainability report.

Climate neutrality and decarbonisation
1.1 -40% GREENHOUSE GAS EMISSIONS FROM 2018 TO 2023 8

Natural resources and biodiversity
1.2 -30% WASTE GENERATED FROM 2018 TO 2023 10

Equal opportunities and inclusion
1.3 DIVERSITY BENCHMARKING ON GENDER, AGE AND NATIONALITY OF EMPLOYEES 12

Health and well-being
1.4 INCREASE IN ABSENCES DUE TO ILLNESS AND PSYCHOLOGICAL COUNSELLING SESSIONS 14

Learning and working
1.5 PROMOTION OF “CARBON LITERACY” 16

Catering
2.1 TRAINING PROGRAMME FOR THE ZFV CATERING TEAM ON PLANT-BASED NUTRITION 20

Buildings
2.2 NEW SPORTS AND RELAXATION ROOM WITH A WIDER RANGE OF COURSES 22

Mobility
2.3 -70% GREENHOUSE GAS EMISSIONS FROM AIR TRAVEL FROM 2018 TO 2023 26

Digitality
2.4 SCRUTINY OF HARDWARE PURCHASES MORE RELEVANT THAN ENERGY-EFFICIENT USE 28

Materials
2.5 NEW CIRCULATION ZONES SET UP FOR THE REUSE OF MATERIALS 30

Purchasing and procurement
2.6 SUSTAINABILITY ASPECTS AS AN AWARD CRITERION IN ALL FUTURE TENDERS 32

Events
2.7 PRIORITISED FIELDS OF ACTIVITY FOR THE PROMOTION OF SUSTAINABLE EVENTS DEFINED 34

Study conditions
2.8 IMPROVING DATA ON HEALTH AND DIVERSITY IN RELATION TO STUDENTS IN THE FUTURE 36

Employment conditions and staff development
2.9 MORE TRAINING ON WELL BEING, EQUAL OPPORTUNITIES AND INCLUSION 38

Reporting and communication
2.10 SUPPORT DECISION-MAKERS IN THE ASSESSMENT OF POSSIBLE COURSES OF ACTION 40

Outlook
3 ANALYSIS OF THE ECOLOGICAL DIMENSION OF AI APPLICATIONS 43

1

OPERATIONAL SUSTAINABILITY GOALS

1.1 CLIMATE NEUTRALITY AND DECARBONISATION

In its "Sustainable Campus" sub-strategy, ZHdK has committed itself to ambitious decarbonisation and has specified this with the target of reducing emissions by -50% by 2030 compared to 2018 (see chapter 3.2). By 2023, greenhouse gas emissions had already been reduced by around 40% compared to the base year 2018 and now amount to 2,910 tonnes of CO_2eq. ZHdK achieved this rapid reduction by focussing in particular on measures in the three areas that generated the most emissions at the start of the assessment: air travel, heating and catering. Emissions from air travel were reduced by 70%, those from heating by around 40% and those from catering by around 30%.

These significant changes became possible in the context of increasing awareness among university members, which led to a change in decision-making behaviour on a day-to-day individual level, but also to content-related strategic decisions. This is exemplified by the change in menu choices in the canteen, the newly established sustainability working group at the Museum für Gestaltung Zürich and the increasing number of study programmes relating to ecological topics.

ZHdK understands its annual greenhouse gas balance[1] as a guideline for effective climate protection in university operations and is continuously developing the methodology based on current issues and new scientific findings. In the current reporting period, the cantonal universities in Zurich also worked on making their greenhouse gas balances more comparable.[2] As a result, the assessments of the climate impact of electricity consumption, air travel[3] and IT and AV procurements (see section 2.4) were adjusted upwards. The adjustments are made retrospectively in each case to ensure comparability over the years.

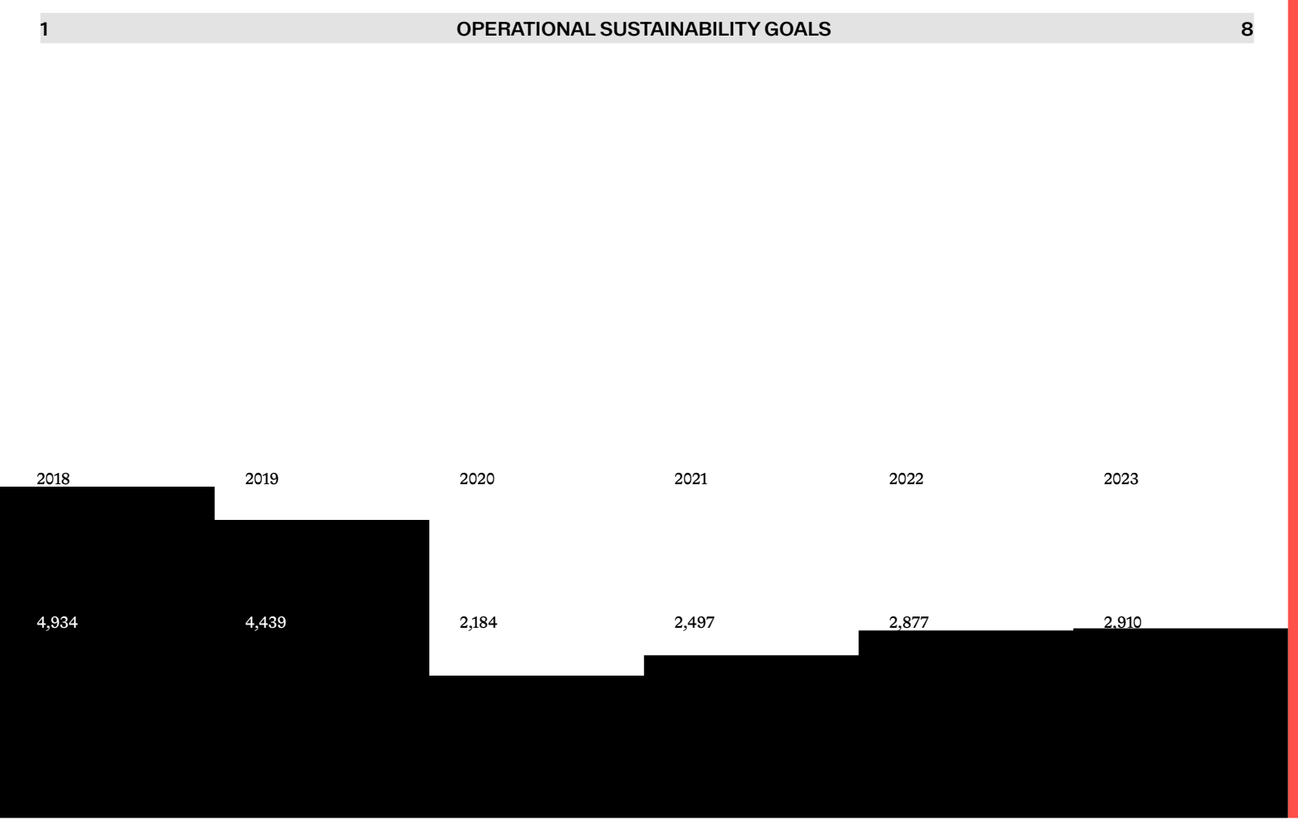
ZHdK also takes responsibility for greenhouse gas emissions that cannot yet be reduced and has been balancing these out since 2022 (for principles, see section 3.2). In 2023, this was largely achieved through a project in the area of forest protection from the programme of PRIMAKLIMA, a non-profit association with dedicated forestry expertise. It was supplemented by a project focusing on soil quality at Lake Constance from the myclimate programme and, to a lesser extent, by the innovative carbon capture project from Arrhenius, a start-up from Lucerne University of Applied Sciences and Arts.

In addition to the demonstrable contribution to carbon storage, the greatest possible ecological and social added value was also a decisive factor in the selection of projects, for example supporting indigenous communities in protecting their land rights.

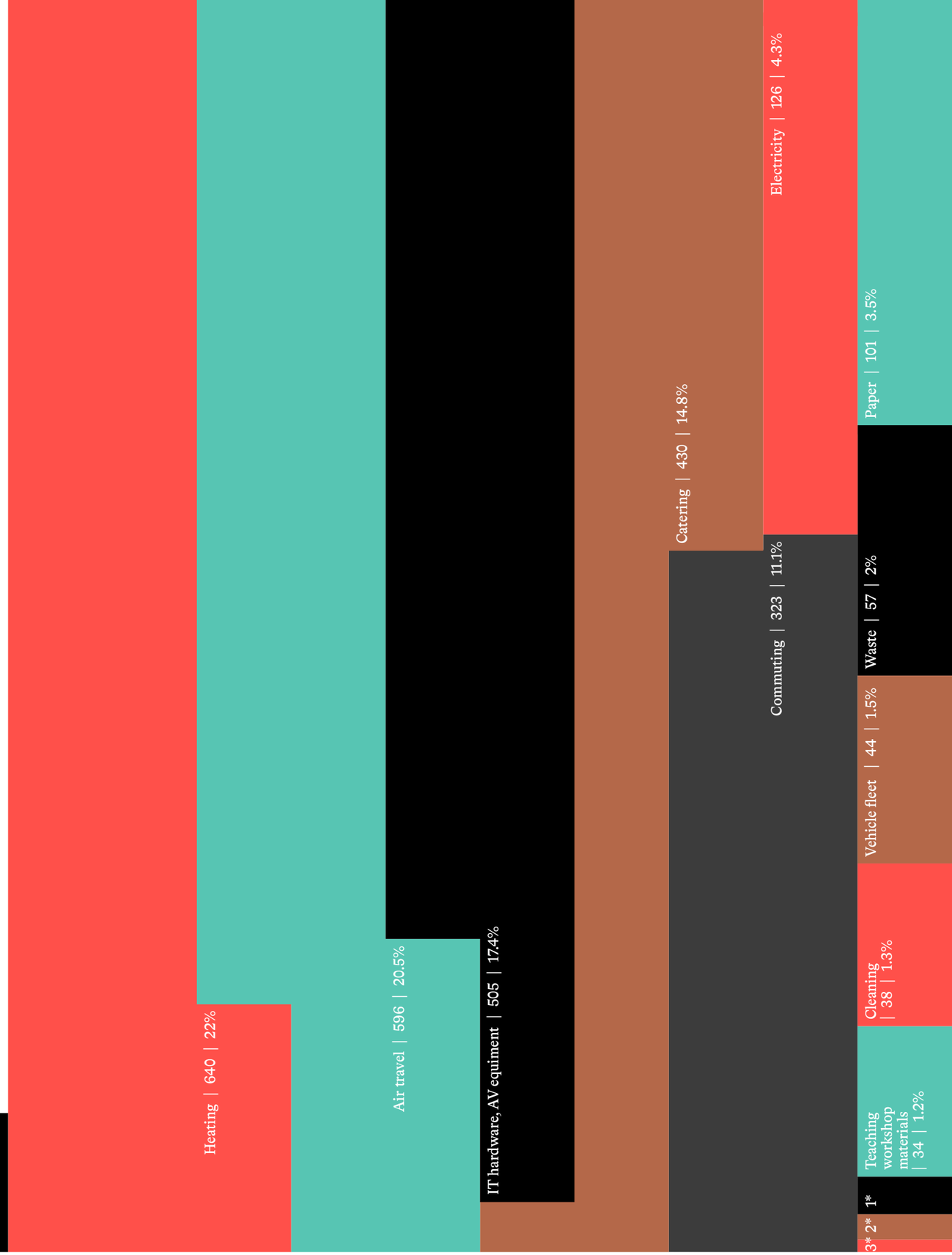
1 The greenhouse gas balance is prepared in accordance with the Greenhouse Gas Protocol. The climate impact of CO_2 and other greenhouse gases is summarised in CO_2 equivalents (CO_2eq). Indirect emissions, such as those generated during the manufacture of purchased products, are also taken into account. During the survey, system boundaries are drawn and assumptions made in order to determine ZHdK's main greenhouse gas emissions with reasonable efficiency.

2 Project: Comparability of the greenhouse gas balances of Zurich's cantonal universities as part of the Zurich Knowledge Centre for Sustainable Development

3 See: The impact of air traffic emissions on the climate. Swiss Academies Communications.



GREENHOUSE GAS EMISSIONS (TONNES CO_2EQ)



PROPORTIONS OF GREENHOUSE GAS EMISSIONS 2023
TOTAL 2,910 TONNES CO_2EQ

Category | CO_2eq (t) | Proportion (%)
1* Water | 10 | 0.3% 2* Train travel | 5 | 0.2% 3* Digital mobility | 3 | 0.1%

1.2 NATURAL RESOURCES AND BIODIVERSITY

In addition to the ambitious decarbonisation path, ZHdK is also pursuing the goal of conserving natural resources and promoting biodiversity. In this way, ZHdK's operational decisions take into account the three most pressing environmental problems identified by the Federal Council for Switzerland.[4]

The environmental impact caused by ZHdK's operational activities is determined as a corresponding indicator. For this purpose, the same data that is collected for greenhouse gas balancing is evaluated with environmental impact points („EP"). [5]

The evaluation using the EP method confirms the development and proportionality of the greenhouse gas balance. The environmental impact points also decreased significantly between 2018 and 2023. As with the greenhouse gas balance, the most important levers for a further reduction are catering, IT/AV hardware, mobility and heat consumption.

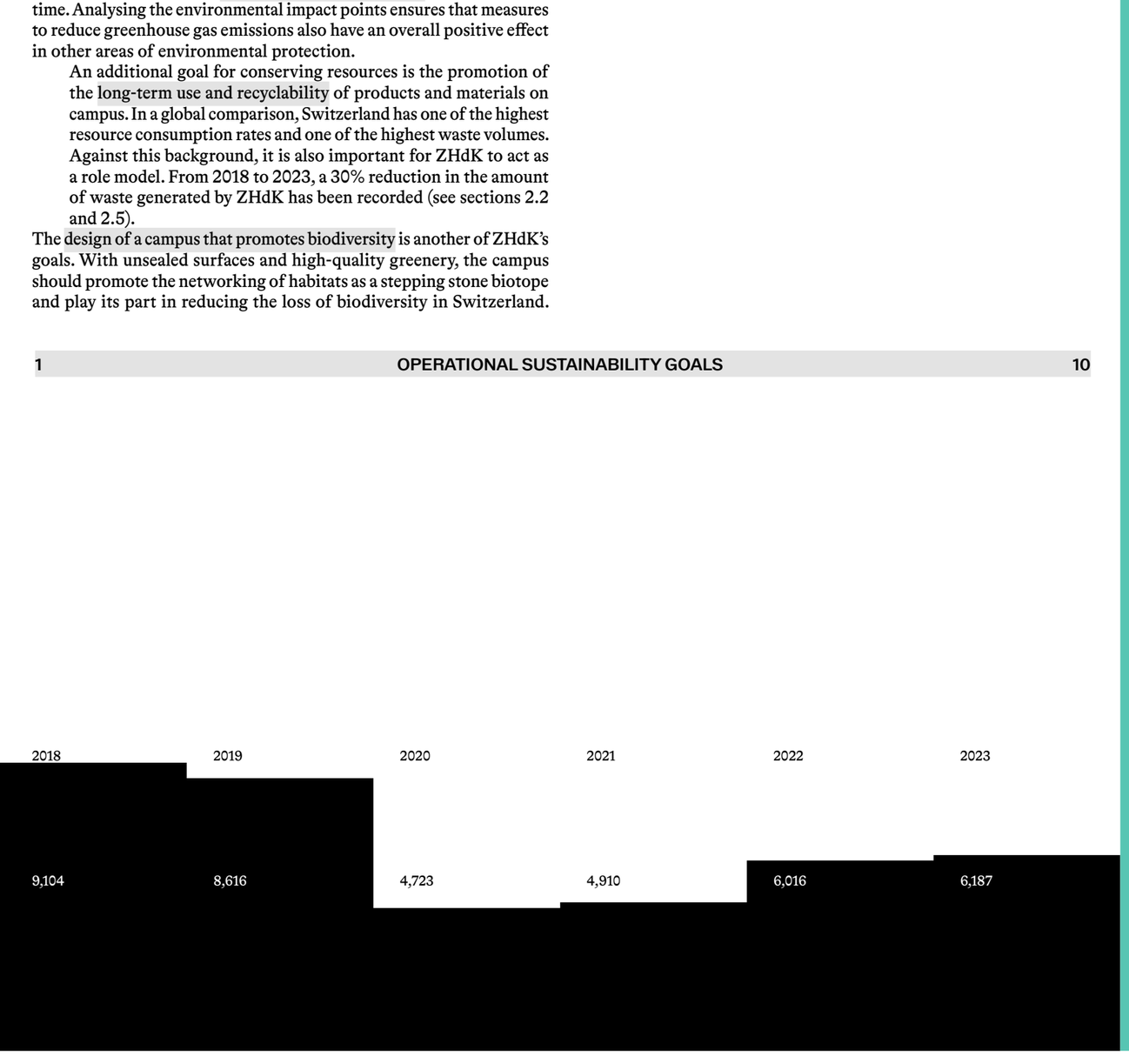
This result shows that the majority of the environmental impact of ZHdK's operations is linked to greenhouse gas emissions and that it therefore makes sense to focus on climate protection measures at this time. Analysing the environmental impact points ensures that measures to reduce greenhouse gas emissions also have an overall positive effect in other areas of environmental protection.

An additional goal for conserving resources is the promotion of the long-term use and recyclability of products and materials on campus. In a global comparison, Switzerland has one of the highest resource consumption rates and one of the highest waste volumes. Against this background, it is also important for ZHdK to act as a role model. From 2018 to 2023, a 30% reduction in the amount of waste generated by ZHdK has been recorded (see sections 2.2 and 2.5).

The design of a campus that promotes biodiversity is another of ZHdK's goals. With unsealed surfaces and high-quality greenery, the campus should promote the networking of habitats as a stepping stone biotope and play its part in reducing the loss of biodiversity in Switzerland. On the other hand, the quality of the area should be increased and the formation of heat islands counteracted (see section 3.1). Indicators for assessing the promotion of biodiversity at ZHdK locations are not yet available.

4 Swiss Federal Council, Environment Switzerland 2022

5 The Ecological Scarcity (Ecopoints or EP) Method is based on Switzerland's statutory or politically defined environmental goals. The consumption of resources such as energy, water and land, the input of pollutants and plastics into the air, water and soil as well as waste and noise are assessed and summarised in environmental impact points ("EP"). See Federal Office for the Environment, Eco-factors Switzerland 2021



ECOPOINTS (MILLION EPS)

PROPORTION OF ECOPOINTS 2023
TOTAL 6,187 MILLION EPS

Category | EPs (million) | Proportion (%)
1* Train travel | 12 | 0.2%
2* Digital mobility | 6 | 0.1%

1.3 EQUAL OPPORTUNITIES AND INCLUSION

Equal opportunities, equity, inclusion and diversity are part of ZHdK's identity. Equality reporting, diversity benchmarking and equal pay analyses are used in particular to quantitatively assess the status quo and the need for action.[6]

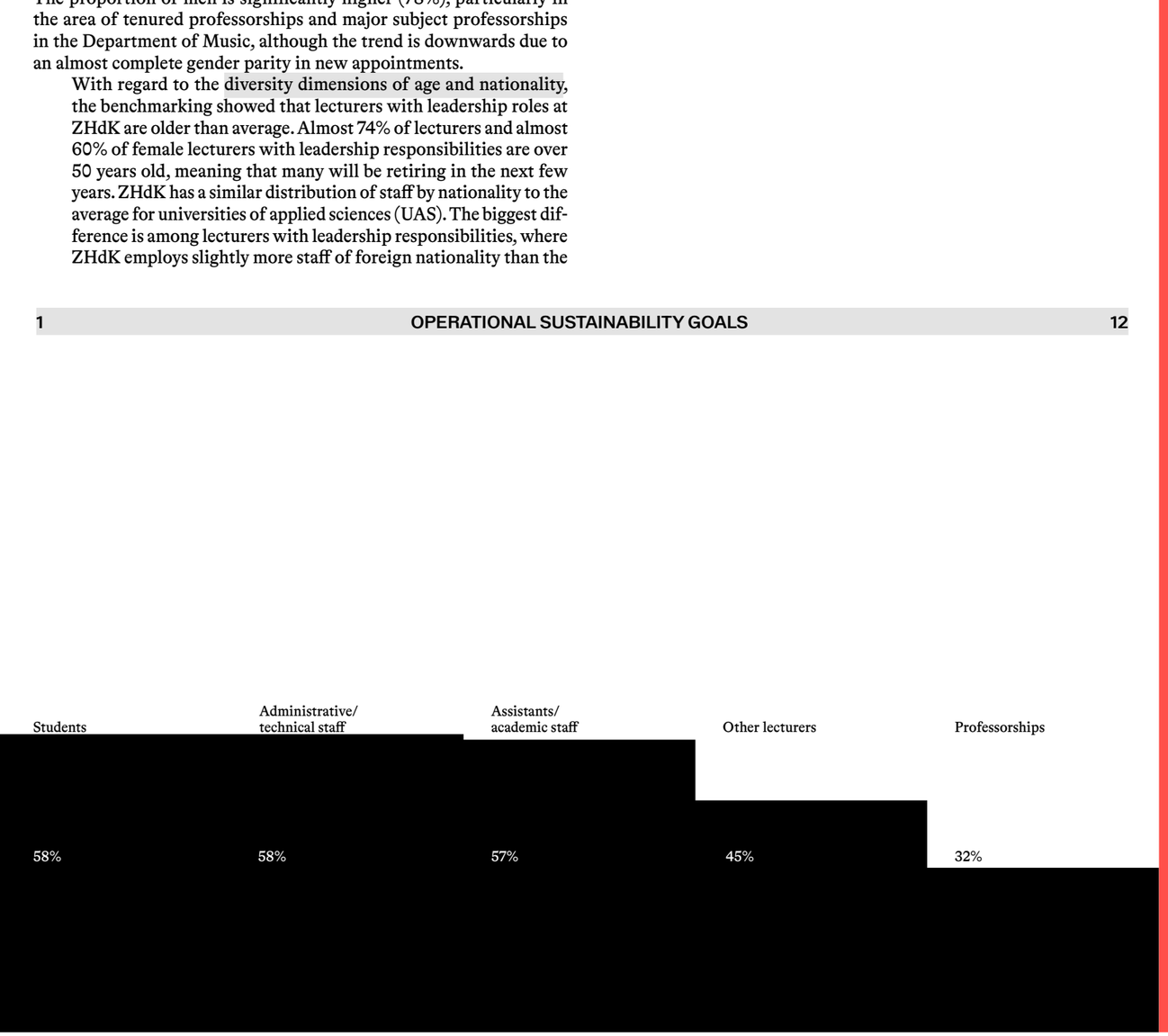
ZHdK has produced an annual equality report since 2013. To contextualise this internal reporting, it has been participating in the St. Gallen Diversity Benchmarking for Swiss universities since 2018. Supported by the federal programme "Diversity, Inclusion and Equal Opportunities", the benchmarking analyses the diversity dimensions of gender, age and nationality among employees.[7] In 2022, the University of St. Gallen conducted a first additional study on extended diversity categories, including gender identity, care work and language.

The gender ratio in management positions at ZHdK has been balanced for several years (2022: women 51%, men 49%). The proportion of management staff, which compares the number of male and female managers to the proportion of men and women in the overall staff, is also consistently balanced. Women are currently in the majority in administrative/technical positions as well as among assistants and mid-level staff, while they are in the minority among lecturers and professors. The proportion of men is significantly higher (78%), particularly in the area of tenured professorships and major subject professorships in the Department of Music, although the trend is downwards due to an almost complete gender parity in new appointments.

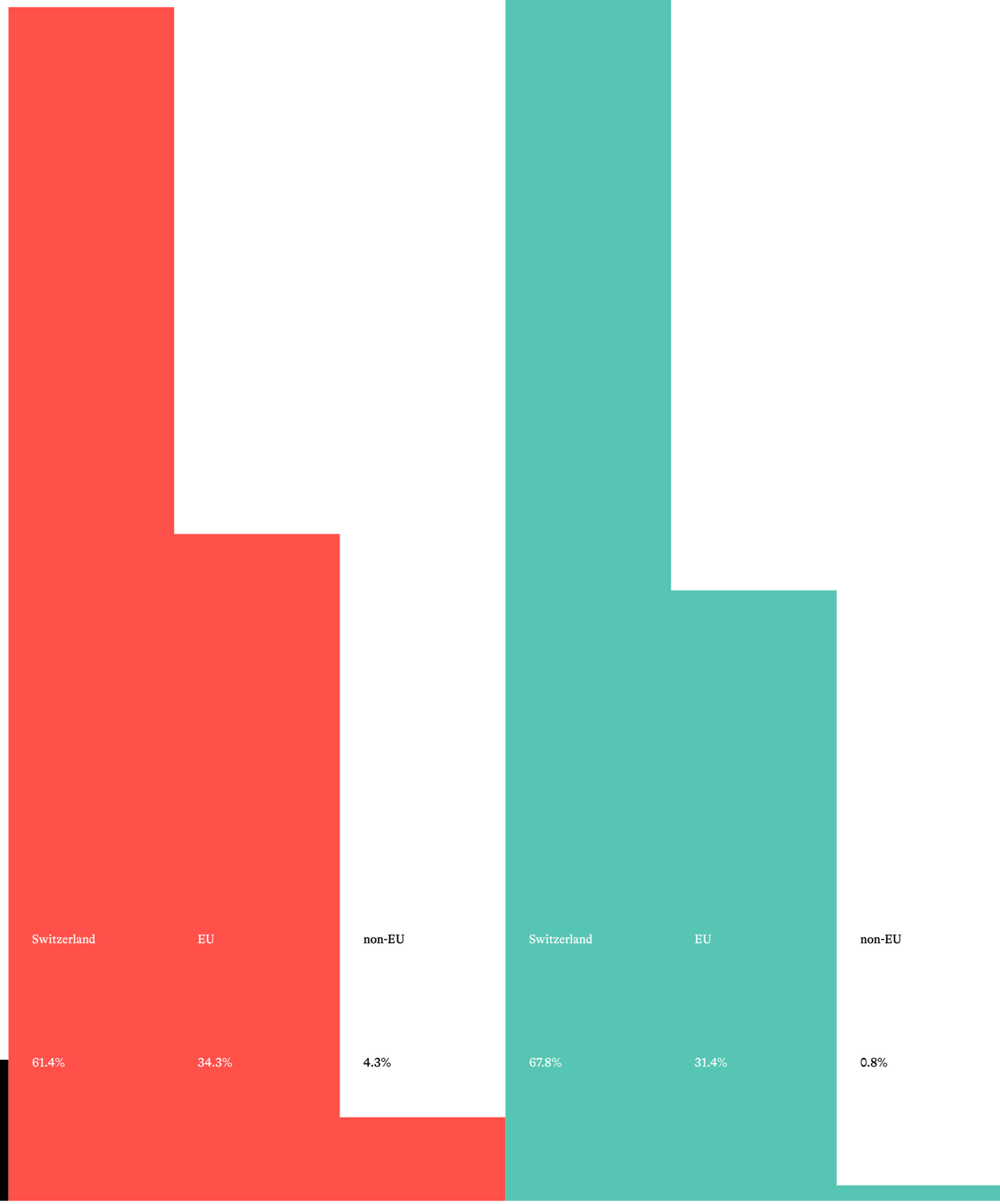
With regard to the diversity dimensions of age and nationality, the benchmarking showed that lecturers with leadership roles at ZHdK are older than average. Almost 74% of lecturers and almost 60% of female lecturers with leadership responsibilities are over 50 years old, meaning that many will be retiring in the next few years. ZHdK has a similar distribution of staff by nationality to the average for universities of applied sciences (UAS). The biggest difference is among lecturers with leadership responsibilities, where ZHdK employs slightly more staff of foreign nationality than the UAS average. Employees of foreign nationality were given special consideration in recruitment and promotions, which contributed to greater diversity in this category.

The equal pay analysis revealed an unexplained pay gap of 1.1% in 2023. However, this value is well below the federal government's tolerance threshold of 5% and continues the positive trend of the closing pay gap. The analysis was carried out using Logib, the federal government's equal pay tool. The aim is to achieve a gender-specific pay gap of zero.

6 For further key figures, see ZHdK Annual Report
7 Reports available internally at intern.zhdk.ch/gleichstellung/diversity



PROPORTION OF WOMEN BY UNIVERSITY AFFILIATION 2023



NATIONALITY OF LECTURERS WITH A LEADERSHIP POSITION
Zurich University of the Arts
Average of universities of applied sciences

1.4 HEALTH AND WELL-BEING

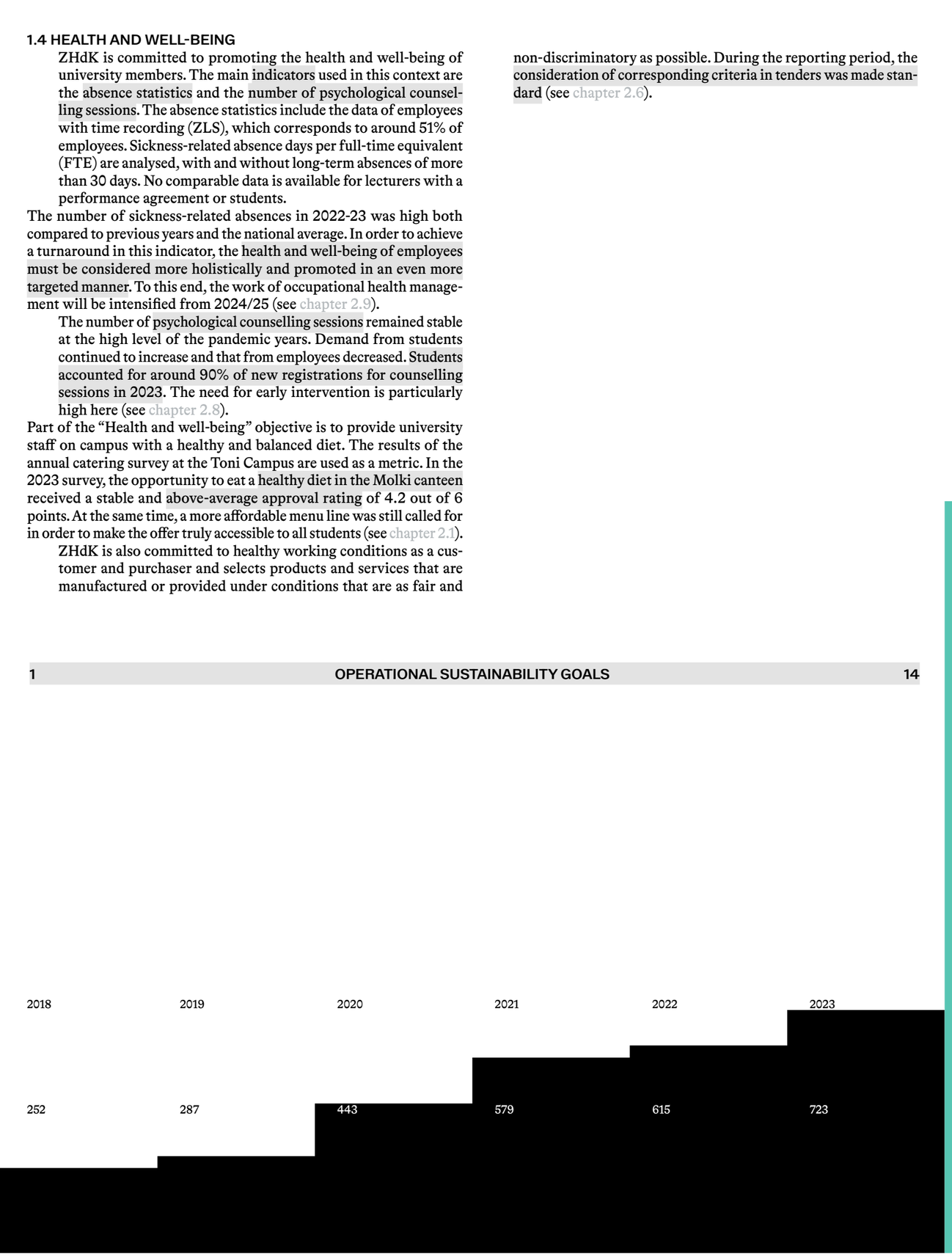
ZHdK is committed to promoting the health and well-being of university members. The main indicators used in this context are the absence statistics and the number of psychological counselling sessions. The absence statistics include the data of employees with time recording (ZLS), which corresponds to around 51% of employees. Sickness-related absence days per full-time equivalent (FTE) are analysed, with and without long-term absences of more than 30 days. No comparable data is available for lecturers with a performance agreement or students.

The number of sickness-related absences in 2022-23 was high both compared to previous years and the national average. In order to achieve a turnaround in this indicator, the health and well-being of employees must be considered more holistically and promoted in an even more targeted manner. To this end, the work of occupational health management will be intensified from 2024/25 (see chapter 2.9).

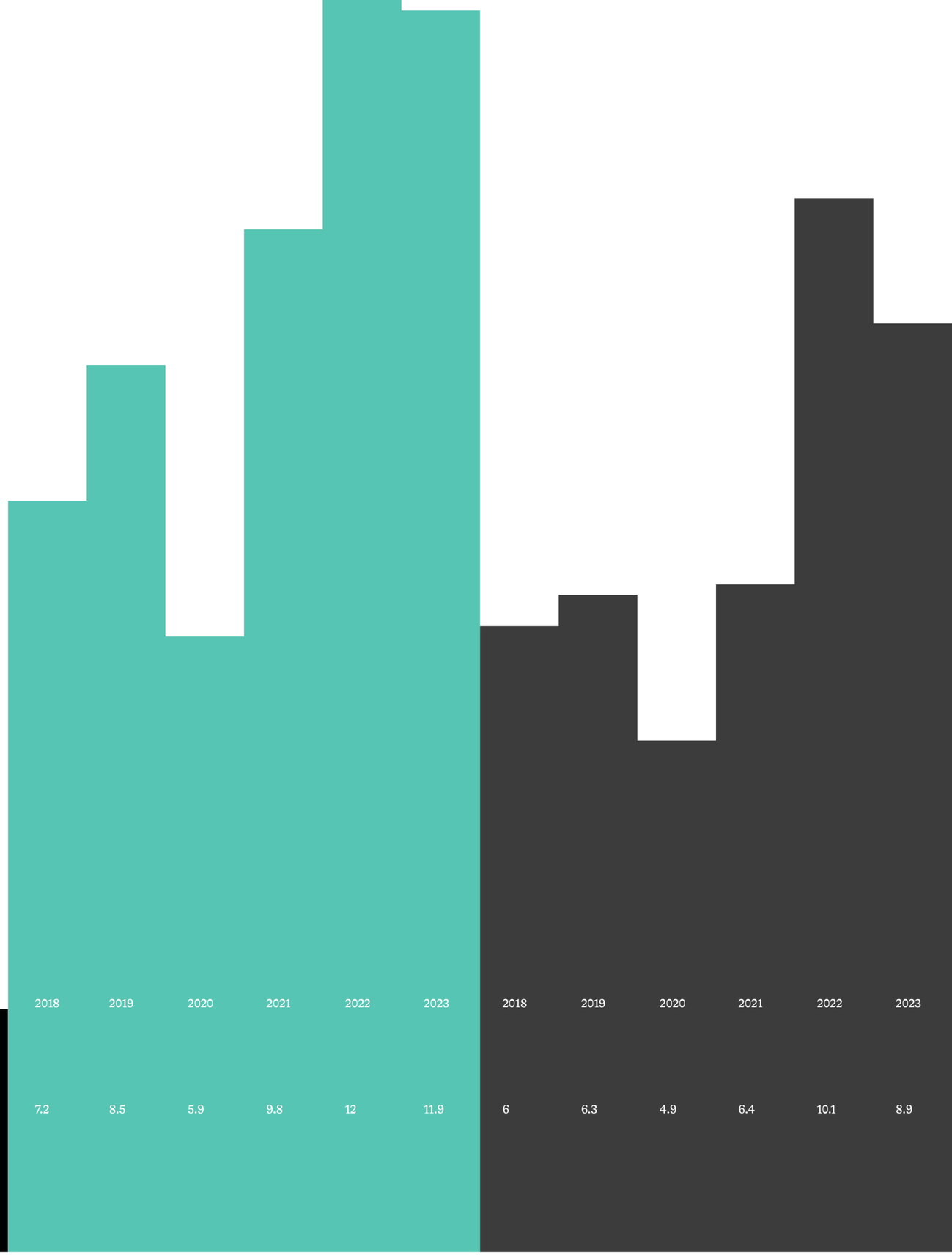
The number of psychological counselling sessions remained stable at the high level of the pandemic years. Demand from students continued to increase and that from employees decreased. Students accounted for around 90% of new registrations for counselling sessions in 2023. The need for early intervention is particularly high here (see chapter 2.8).

Part of the "Health and well-being" objective is to provide university staff on campus with a healthy and balanced diet. The results of the annual catering survey at the Toni Campus are used as a metric. In the 2023 survey, the opportunity to eat a healthy diet in the Molki canteen received a stable and above-average approval rating of 4.2 out of 6 points. At the same time, a more affordable menu line was still called for in order to make the offer truly accessible to all students (see chapter 2.1).

ZHdK is also committed to healthy working conditions as a customer and purchaser and selects products and services that are manufactured or provided under conditions that are as fair and non-discriminatory as possible. During the reporting period, the consideration of corresponding criteria in tenders was made standard (see chapter 2.6).



PSYCHOLOGICAL COUNSELLING (NUMBER OF SESSIONS)



ABSENCE DUE TO ILLNESS (DAYS PER FTE)

With long-term absences lasting more than 30 days

Without long-term absences lasting more than 30 days

1.5 LEARNING AND WORKING

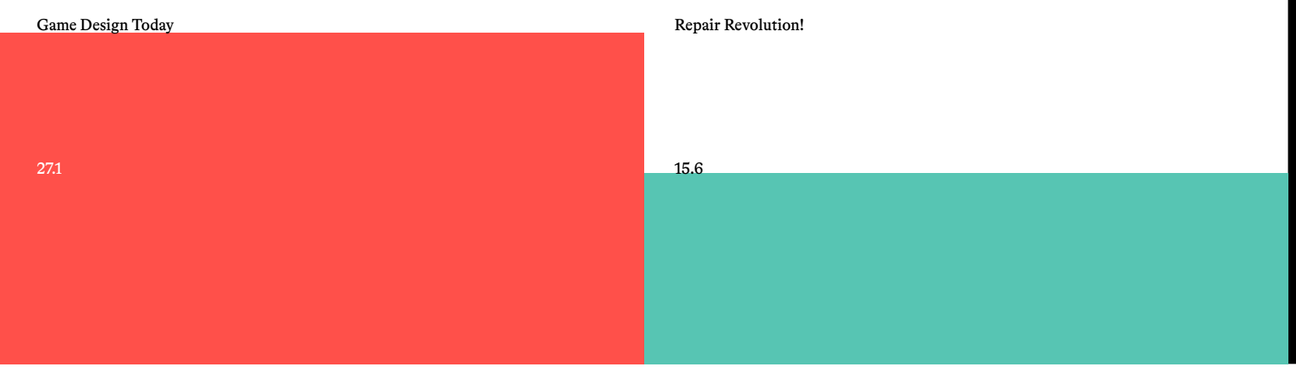
Sustainable operations can only be achieved with the participation of university staff. ZHdK therefore wants to ensure that its employees have the necessary information, skills and opportunities to contribute to the Sustainable Campus in their areas of activity. During the reporting period, the promotion of "carbon literacy" was of particular importance to ZHdK (see chapter 2.10). Carbon literacy refers to a person's knowledge-based competence to make informed and conscious decisions to reduce greenhouse gas emissions.[8]

As one measure in this context, the newly founded sustainability working group at the Museum für Gestaltung Zürich analysed the greenhouse gas emissions of the "Repair Revolution!" and "Game Design Today" exhibitions together with Services. The research required for this was challenging work for everyone involved and the results were sometimes surprising: while no particular attention was paid to ecological aspects of the exhibition design for "Game Design Today", these topics were already part of the content of the "Repair Revolution!" exhibition and were therefore also incorporated into considerations regarding loans, transport and scenography. Accordingly, the total emissions of the two exhibitions differed significantly (see chart below). At the same time, the three largest "emission sources" and thus levers for a reduction were the same for both exhibitions:

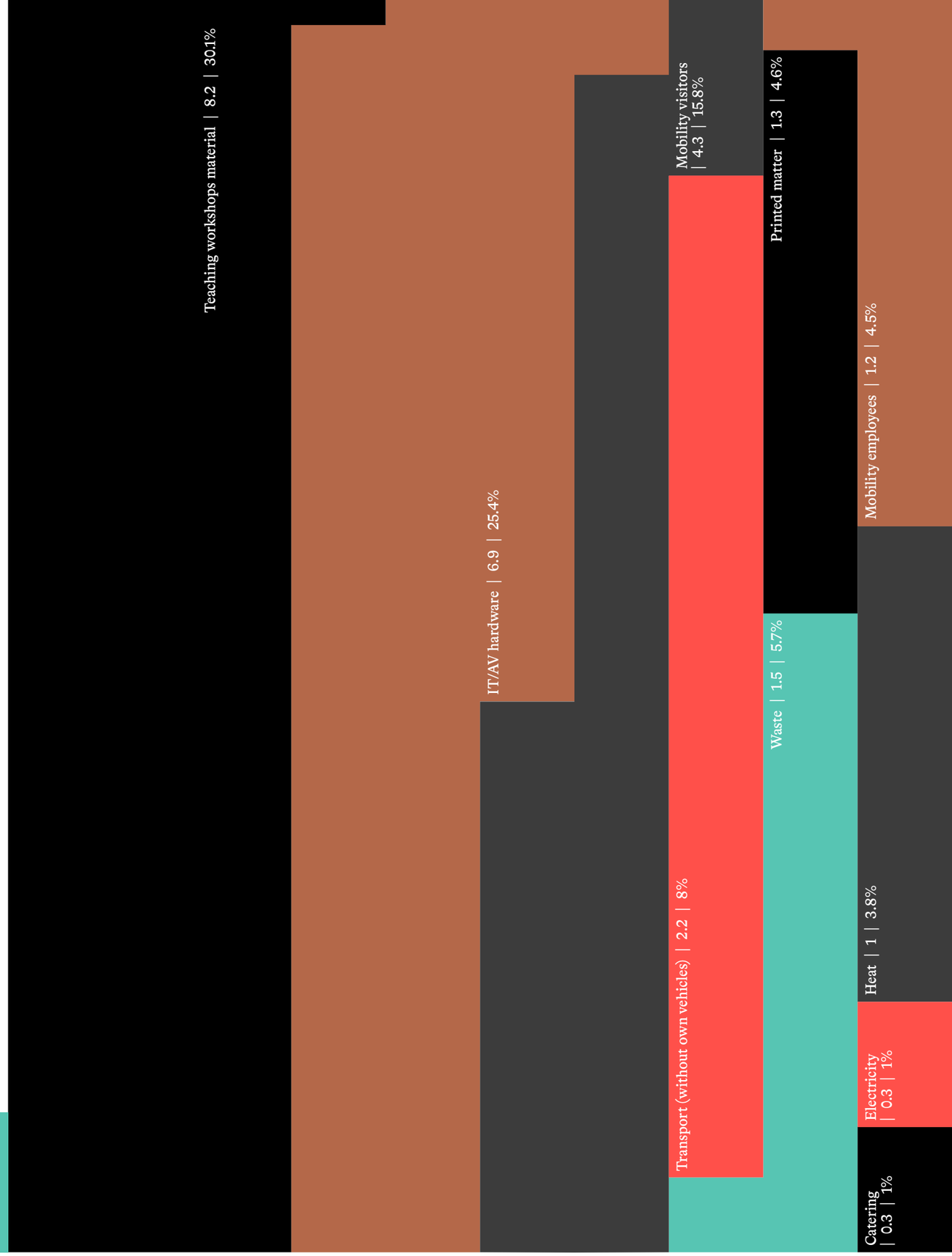
Firstly, the materials used for the scenography, in particular the MDF panels. Secondly, the visitors' journey to the exhibition, where a small number of car drivers caused a large proportion of the emissions. In addition, the devices used, such as tablets, screens and projectors, whereby the emissions generated during the extraction of raw materials and product manufacture were taken into account in proportion to the total period of use during the respective exhibition. The other areas assessed, such as energy consumption - only in relation to the exhibition, without the museum's collections - as well as printed materials and catering, were of little significance in comparison. There was hardly any transport by air for either exhibition, which resulted in relatively low emissions.

The results of this analysis were presented to the entire museum team and form the basis for defining measures for future exhibitions in 2024.

8 See: J. Schleich et al. Ecological Economics 218 (2024) 108100



GREENHOUSE GAS EMISSIONS (TONNES CO_2EQ)



GREENHOUSE GAS EMISSIONS
FROM THE EXHIBITION "GAME DESIGN TODAY"

Category | CO_2eq (t) | Proportion (%)
TOTAL 27.1 TONNES CO_2EQ

2
ACTION AREAS OF SERVICES

2.1 CATERING

Catering at the Toni Campus is operated by the ZFV companies on behalf of the ZHdK and ZHAW universities. It is intended to offer university members attractive, healthy, affordable and sustainable catering.

In the 2022-23 reporting period, the number of meals sold rose again after the pandemic-related decline in guest numbers and almost reached the level of 2018-19. Greenhouse gas emissions from the purchase of groceries rose less sharply. The main reason for this was the higher proportion of more environmentally friendly vegetarian and vegan menus, which rose from 53% in 2018 to 78% in 2023. The increasing popularity of vegetarian and vegan options was also supported by a training programme for the catering team on plant-based nutrition.

Catering remained one of ZHdK's biggest levers for climate protection measures in 2023 after heating, mobility and IT/AV procurement and, at 430 tonnes CO_2eq, accounted for 15% of ZHdK's total emissions. ZHdK has therefore decided to stop ordering meat and fish for all catering financed by the university for events, workshops, etc. from the autumn semester of 2023 in order to further improve this figure.[9]

The environmental impact of disposable materials continued to be less than 1% of emissions from catering. This figure was maintained through measures such as a surcharge for disposable cups, supplemented by a discount for anyone using their own reusable cup and the option of using a deposit cup.

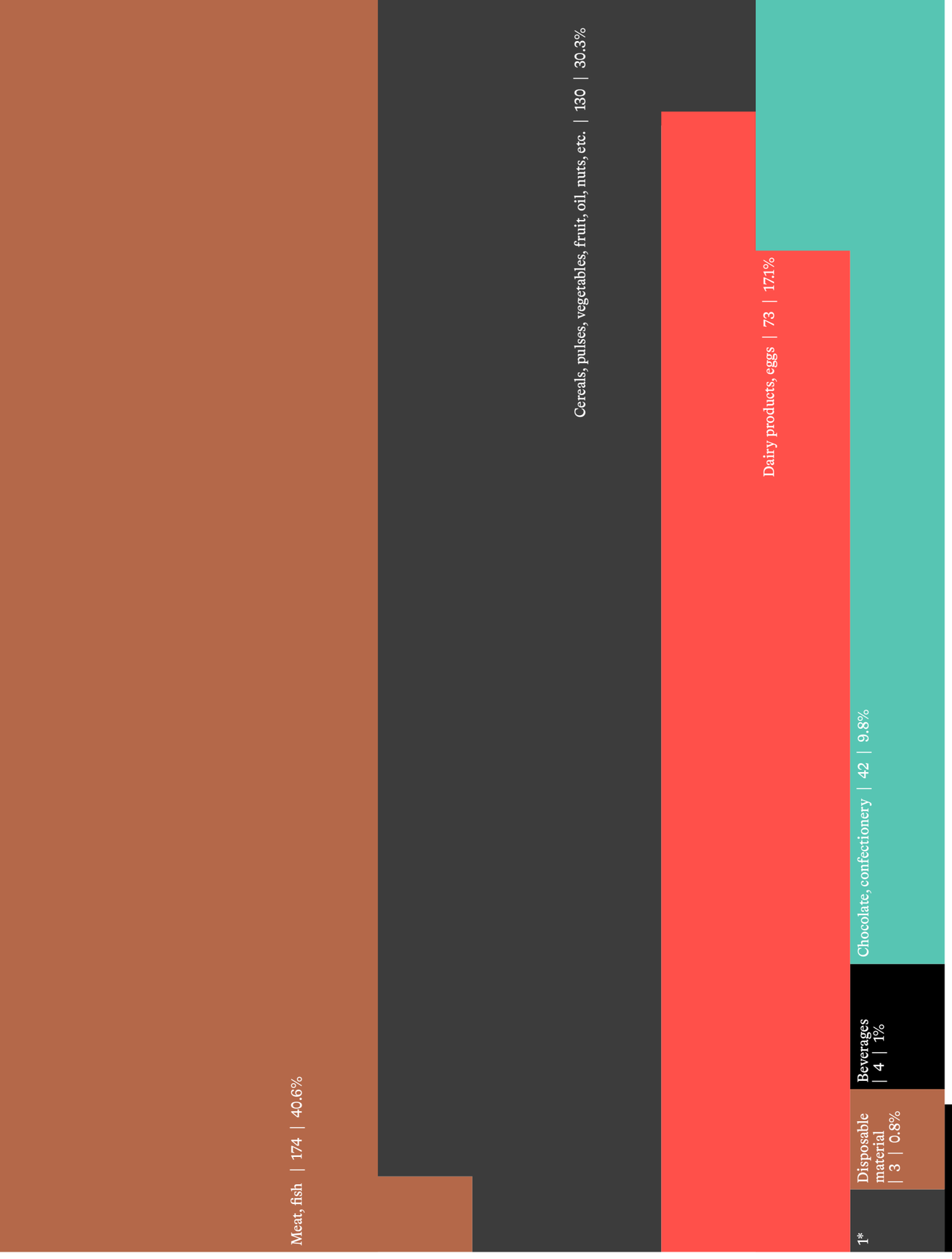
University members' satisfaction with the catering at the Toni Campus is regularly surveyed (see chapter 1.4). At the request of guests, the ZFV companies have increased the proportion of vegetables per meal by 20%, integrated more natural vegetable proteins into the menus instead of meat substitutes and made it possible to customise portion sizes.

In 2023, the catering facilities at the Toni Campus also served as a laboratory for the "Farm to Table" culinary research project of the ZHAW and ZHdK universities and the ZFV companies. The central research question was how university catering can be designed with a focus on taste, health and sustainability. With the launch of Food 2050 in 2023, university members can now already obtain easy-to-understand information on the balance and climate-friendliness of the menus and on allergens.

ZHdK and ZHAW, which jointly use the Toni Campus, developed a new catering concept during the reporting period, which will serve as the basis for the mandatory tender for catering services in 2024. Ecologically and socially responsible practices are an integral part of this concept. Specific objectives include guidelines for healthy menus, an extensive reduction in the amount of meat and fish offered and cost transparency for less environmentally friendly menus. In addition, dairy products and meat should always be offered in Swiss organic quality and disposable cups for drinks should be abolished.

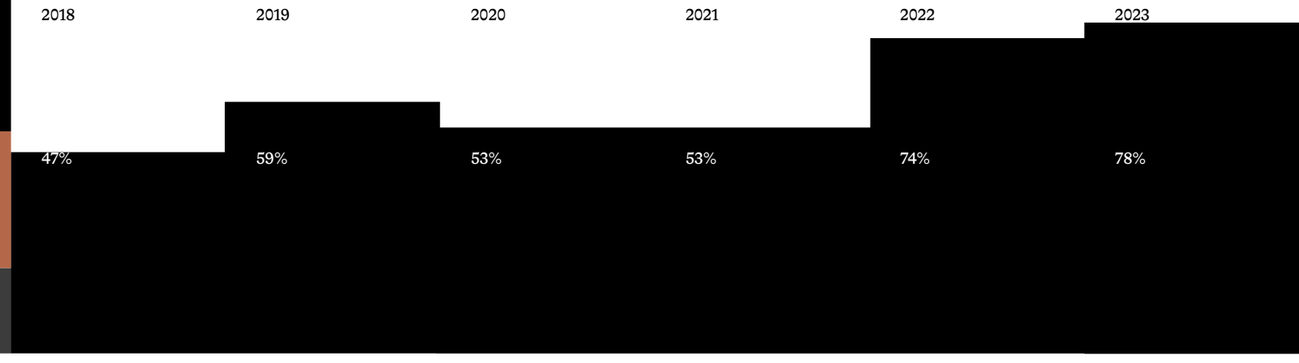
9 See also: Nachhaltigkeit auf dem Teller | ZHdK.ch

10 In the Molki canteen in 2020 and 2021 including pandemic-related meal sales in the Momento coffee bar.



GREENHOUSE GAS EMISSIONS FROM CATERING 2023
TOTAL 430 TONNES CO_2EQ

Category | CO_2eq (t) | Proportion (%)
1* Coffee beans | 2 | 0.5%



PROPORTION OF VEGETARIAN AND VEGAN DISHES [10]

2.2 BUILDINGS

In addition to the structural design of the campus and spatial planning, the "Buildings" field of action includes energy consumption and recycling processes on campus as well as ZHdK's vehicle fleet.

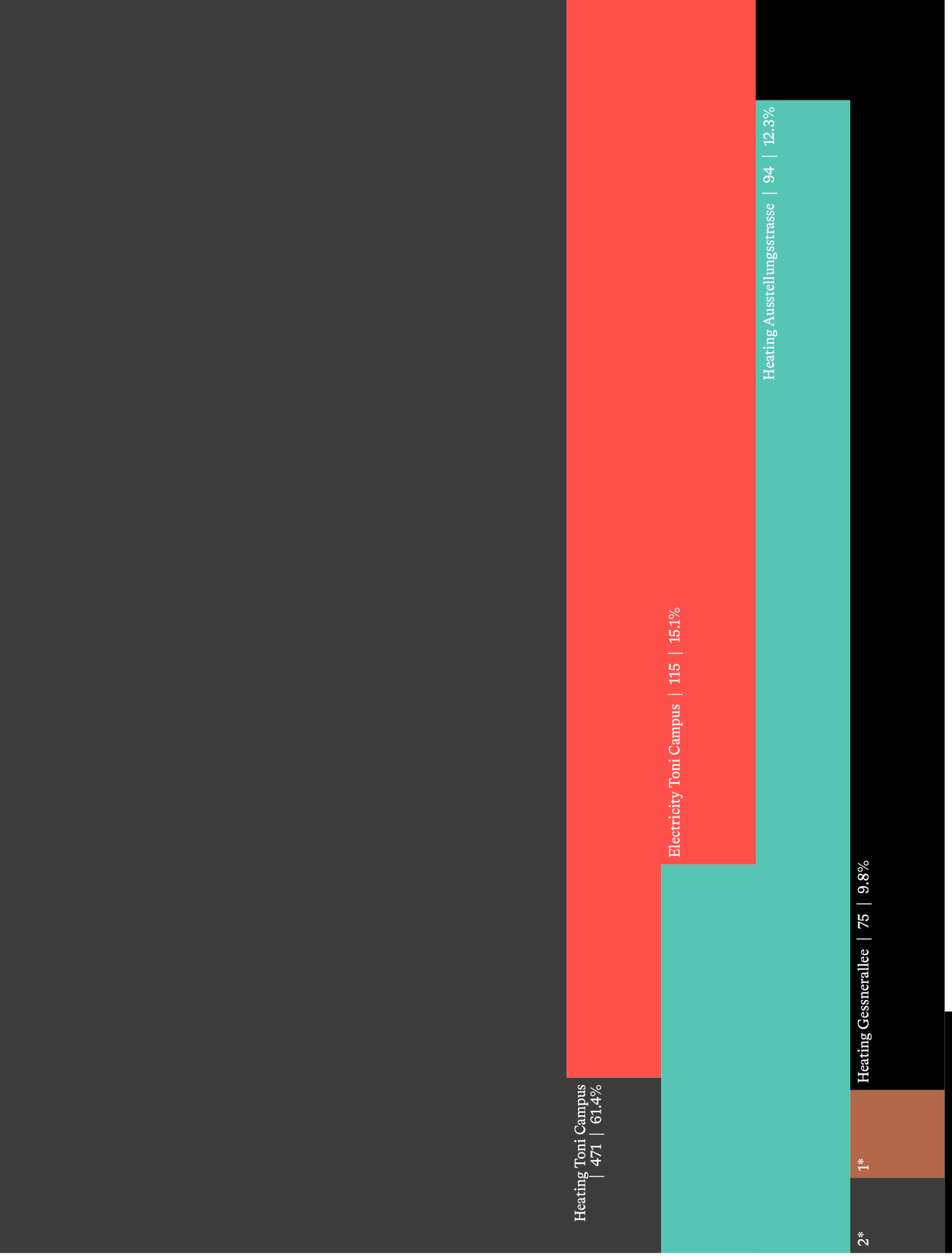
For the three main locations Toni Campus, Gessnerallee and Ausstellungsstrasse, various key figures from this field of action are collected and analysed on an ongoing basis. Energy consumption is particularly relevant here. After focusing on maximising ventilation in the last reporting period due to the Covid-19 pandemic and reducing the energy efficiency of the buildings, improvements were achieved again in 2022-23. In the 2022-23 reporting period, the weather-adjusted consumption of thermal energy fell by a third compared to the 2017-18 base period. This was achieved through continuous adjustments to building technology settings. In addition, efforts have begun to inform university members more actively about how controlled ventilation works in order to encourage behaviour that supports the energy efficiency of the Toni Campus as a Minergie building.

Heat consumption also fell at the Gessnerallee and Ausstellungsstrasse locations, albeit in some cases to a much lesser extent. These smaller sites have natural gas heating systems, 30% of which were operated with more climate-friendly biogas in 2023. The Toni site obtains heat from the Zurich district heating network. The energy in the district heating network mainly comes from residual heat from waste incineration[11] as well as from wood, ambient heat, natural gas and oil. At 755 tonnes CO_2eq or 22%, greenhouse gas emissions from these heat energy sources accounted for the largest share of ZHdK's greenhouse gas balance in 2023. They are also among the areas with the greatest reduction since 2018, which represents an important contribution to achieving ZHdK's net zero target (see chapter 3.2).

ZHdK obtains its electricity exclusively from renewable sources, as stipulated in the energy supply contract with the Canton of Zurich. ZHdK's electricity consumption corresponds to around 0.25% of the city of Zurich's electricity consumption and has hardly changed in recent years. In ZHdK's greenhouse gas balance, electricity consumption only accounts for around 4% of emissions, as the electricity comes from climate-friendly energy sources, predominantly hydropower. Nevertheless, the efficient use of renewable energy is an explicit goal of ZHdK. The above-average temperatures in the period 2022-23 posed a challenge, leading to around 10% more electricity consumption due to the increased cooling requirements in the air-conditioned parts of the building.

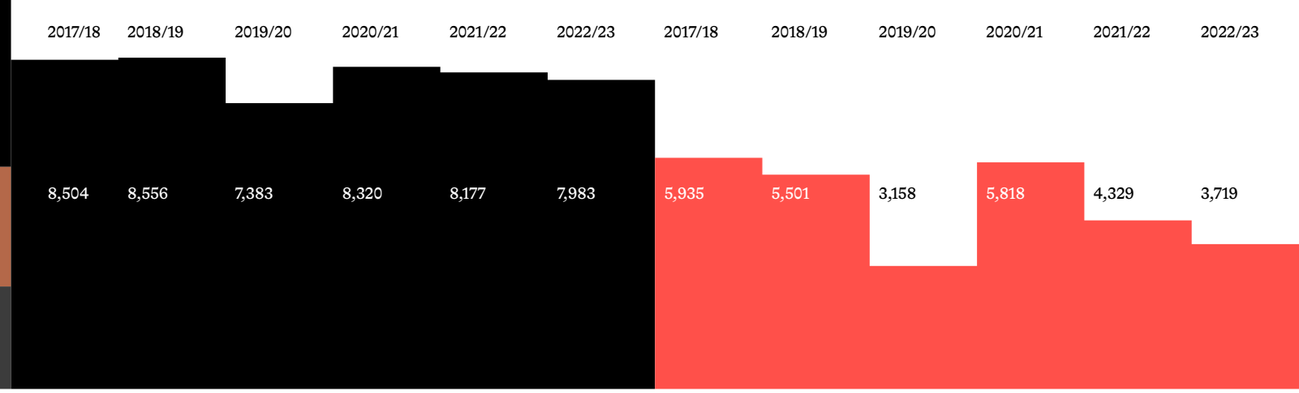
On the other hand, the building systems were switched back to eco mode in summer 2023, which reduces the increased electricity consumption of the ventilation system due to the pandemic measures and saves around 10-15% electricity per year. The analyses to prepare for a possible energy shortage in the winter of 2022/23 provided further indications of future savings potential. In addition, plans for the switch to LED lighting and the construction of photovoltaic systems at all three main ZHdK locations were further advanced (see chapter 3.1)

ZHdK plans to switch its vehicle fleet to alternative technologies by 2030. Three electric vehicles were already put into operation during the reporting period. The slow expansion of the charging infrastructure and the performance of the procured electric utility vehicles posed a particular challenge.



GREENHOUSE GAS EMISSIONS FROM ENERGY CONSUMPTION 2023[12] | TOTAL 766 TONNES CO_2EQ

Category | CO_2eq (t) | Proportion (%)
1* Electricity Gessnerallee | 6 | 0.7%
2* Electricity Ausstellungsstrasse | 5 | 0.6%



ENERGY CONSUMPTION (MWH)[13]

Electricity (MWh) Heating (MWh)

DISPOSAL AND TOTAL RECYCLING QUANTITIES 2023
TOTAL 187 TONNES

Category	Tonnes	Proportion (%)
1* Hazardous waste	1	0.6%

At the beginning of the environmental impact assessment in 2018, the waste disposal processes of ZHdK at the Toni Campus generated around 154 tonnes of combustible waste, with only a slight downward trend and a comparatively poor recycling rate. After activities on campus had to be drastically reduced at times during the pandemic, combustible waste also decreased accordingly and did not return to previous levels in 2023. Compared to the base year 2018, there was a reduction of around 30% (see chart below). The recycling rate is still well below the Swiss average of 52%, but improved from 28% in 2018 to 38% in 2023.[14] In addition to a noticeable increase in awareness among university staff, for example in the area of exhibition construction, improvements in recycling processes and more intensive management of the circulation zones to promote reuse have contributed to this (see chapter 2.5).

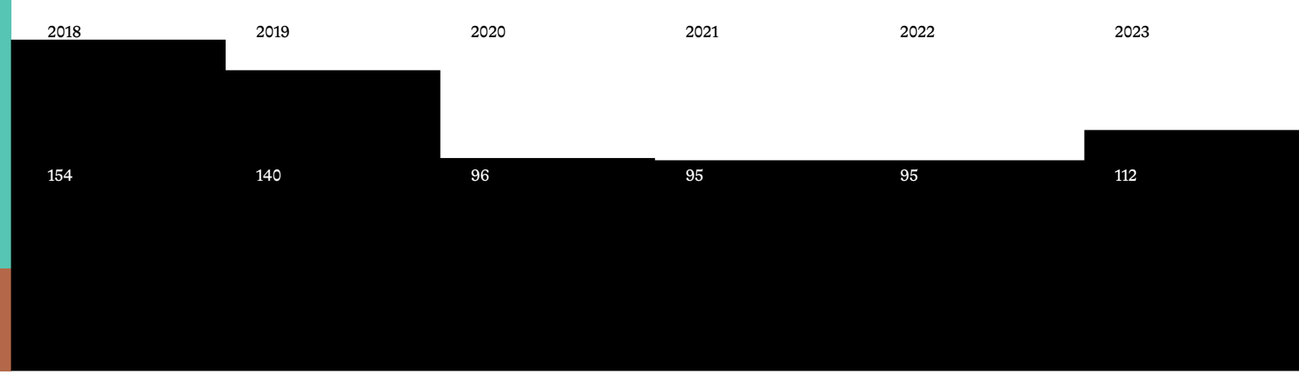
The buildings and infrastructure of the campus also play an important role in ZHdK's "Health and Well-being" goal. In 2023, a new sports and relaxation room was set up on the roof terrace level, which now enables a wider range of courses to be offered (see chapter 1.4). Further health-promoting improvements were addressed in the area of indoor climate at the Toni Campus. A larger construction project is planned, but its realisation depends on the general financial planning of the Canton of Zurich. The utilisation concept and feasibility study have been drawn up for another major construction project, which involves improving quality of stay, heat protection and biodiversity on the roof terrace of the Toni Campus.

11 In the assessment of residual heat utilisation from waste incineration, ZHdK follows the Greenhouse Gas Protocol, which results in higher values than those reported by other Zurich universities.

12 Toni Campus, Gessnerallee and Ausstellungsstrasse locations. For locations that are operated jointly with other users, the consumption values are partly allocated using a distribution key.

13 Due to data availability, calculated in the same way as previous years using consumption data from the second half of 2022 and the first half of 2023.

14 Waste statistics from the Federal Office for the Environment.



COMBUSTIBLE WASTE (TONNES)[15]

2.3 MOBILITY

As one of the major art academies in Europe, ZHdK is internationally active. The departments and dossiers of ZHdK are responsible for organising the content of international cooperation and the associated concrete decisions on travel. As part of operational sustainability, information on the climate relevance of travel is provided and contextualised. In addition, the framework conditions for climate-friendly travel and digital mobility are being improved.

In recent years, decision-making behaviour regarding air travel has changed significantly. Appropriate measures have been taken in the departments and dossiers and it has become more natural to examine the necessity of travelling by air, to take possible emissions into account as early as the project planning stage and to look for alternative travel routes and forms of exchange. As part of exchange semesters, students are increasingly booking longer journeys within Europe by train. Since the autumn semester 2021/22, they receive an additional contribution of CHF 100 towards travel costs. Thanks to these changes in behaviour, greenhouse gas emissions from air travel[16] were reduced by 70% between 2018 and 2023 and now amount to 596 tonnes of CO_2eq. This considerable reduction makes a significant contribution to ZHdK's decarbonisation target.

In order to further support the change in travel behaviour on the operational side as well, corresponding options and guidelines will be included in the upcoming revision of the expense regulations. When tendering for travel agency services, including a central travel booking tool, attention will be paid among other things to simplifying the booking of international train journeys.

As part of the last ecological impact assessment in 2020-21, the topic of digital mobility, which was particularly relevant due to the pandemic, was added. It became clear that the emissions caused by mobile working and studying outside ZHdK's campus are hardly relevant for ZHdK's greenhouse gas balance. In fact, digital mobility regularly has clear ecological advantages over physical mobility.[17] This is all the more true the less additional hardware is purchased to enable it and especially when it replaces travelling by fossil-fuelled means of transport (see chapter 2.4).

The emissions from commuting were estimated again for the 2022-23 ecological impact assessment[18]. Even assuming that only 4% of university members travel by car and only a few people travel to work by plane, around 60% of emissions from commuting would be attributable to car journeys and around 10% to air travel. It would therefore be particularly effective to support university members in travelling these routes differently or less frequently.

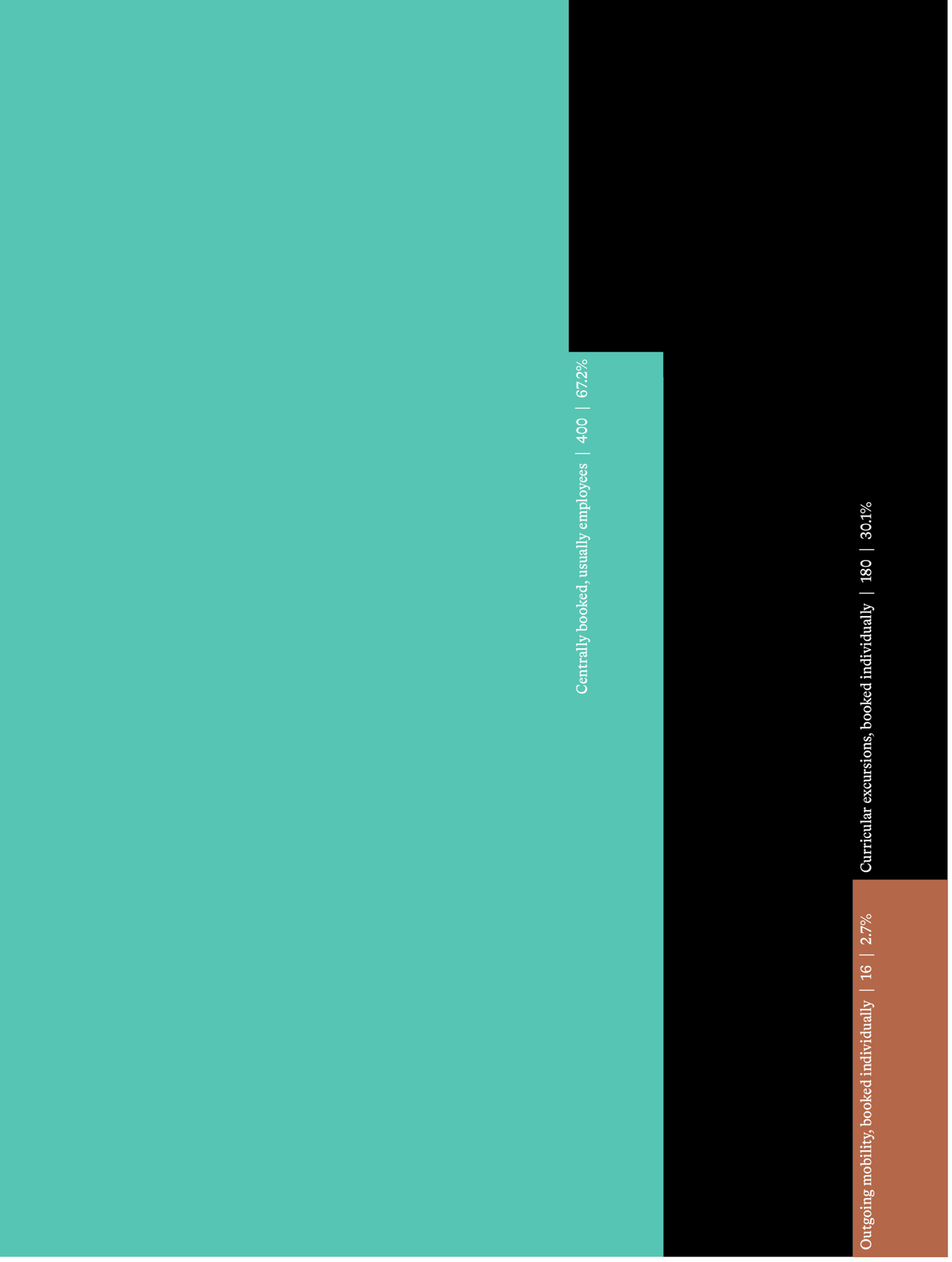
16 All centrally booked ZHdK air travel is automatically recorded via the booking system. Travel as part of curricular excursions and student and staff mobility (e.g. exchange semesters), which travellers usually book individually, is additionally tracked manually.

17 See calculations by the Federal Office for the Environment: Umweltfreundliches Arbeitsmodell: Homeoffice kommt auch dem Klima zugute

18 Estimate based on place of residence using the modal split of 20% non-motorised transport (walking, cycling), 76% public transport, 4% car, individual short-haul flights (less than 0.5%).

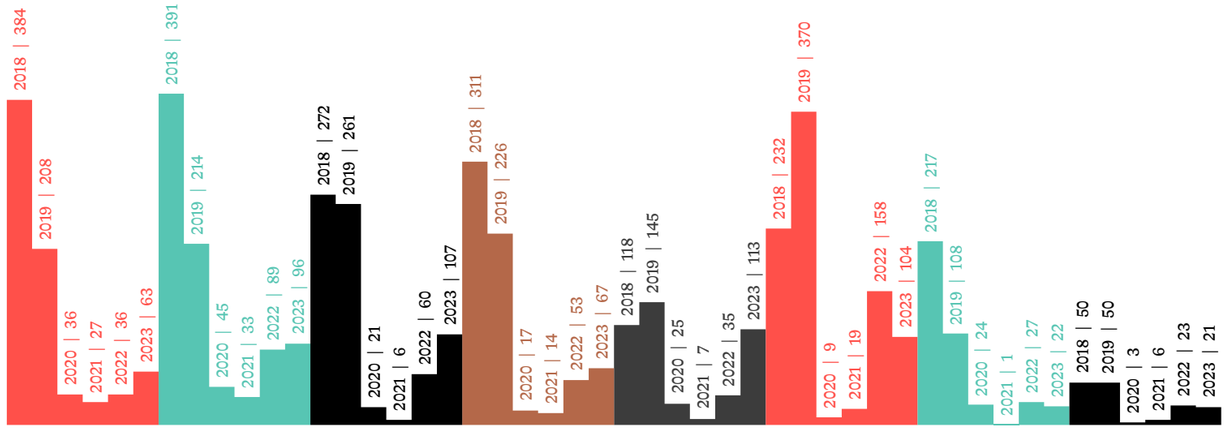
19 Air travel by university members as part of their employment or studies and occasionally by guests. Air travel is also assumed to occur in the area of commuter traffic. The estimated volume is around 40 additional tonnes of CO_2eq, which are reported as "emissions from commuter traffic". Calculation according to the "VDR + RFI 3.0" standard, plus consideration of infrastructure.

20 DDE Department of Design; DDK Department of Performing Arts and Film; DFA Department of Fine Arts; DKV Department of Cultural Analyses; DMU Department of Music; OIN Dossier International Affairs; OLT Dossier Learning & Teaching; REK Rectorate



GREENHOUSE GAS EMISSIONS FROM AIR TRAVEL 2023 [19]
TOTAL 596 TONNES CO_2EQ

Category | CO_2eq (t) | Proportion (%)



GREENHOUSE GAS EMISSIONS FROM AIR TRAVEL BY ORGANISATIONAL UNIT [20]

DDE DDK DFA DKV DMU OIN OLT REK

2.4 DIGITALITY

The area of digitality in the context of operational sustainability includes the provision of infrastructure, the design of the digital working environment and the support of virtual formats in teaching and research.

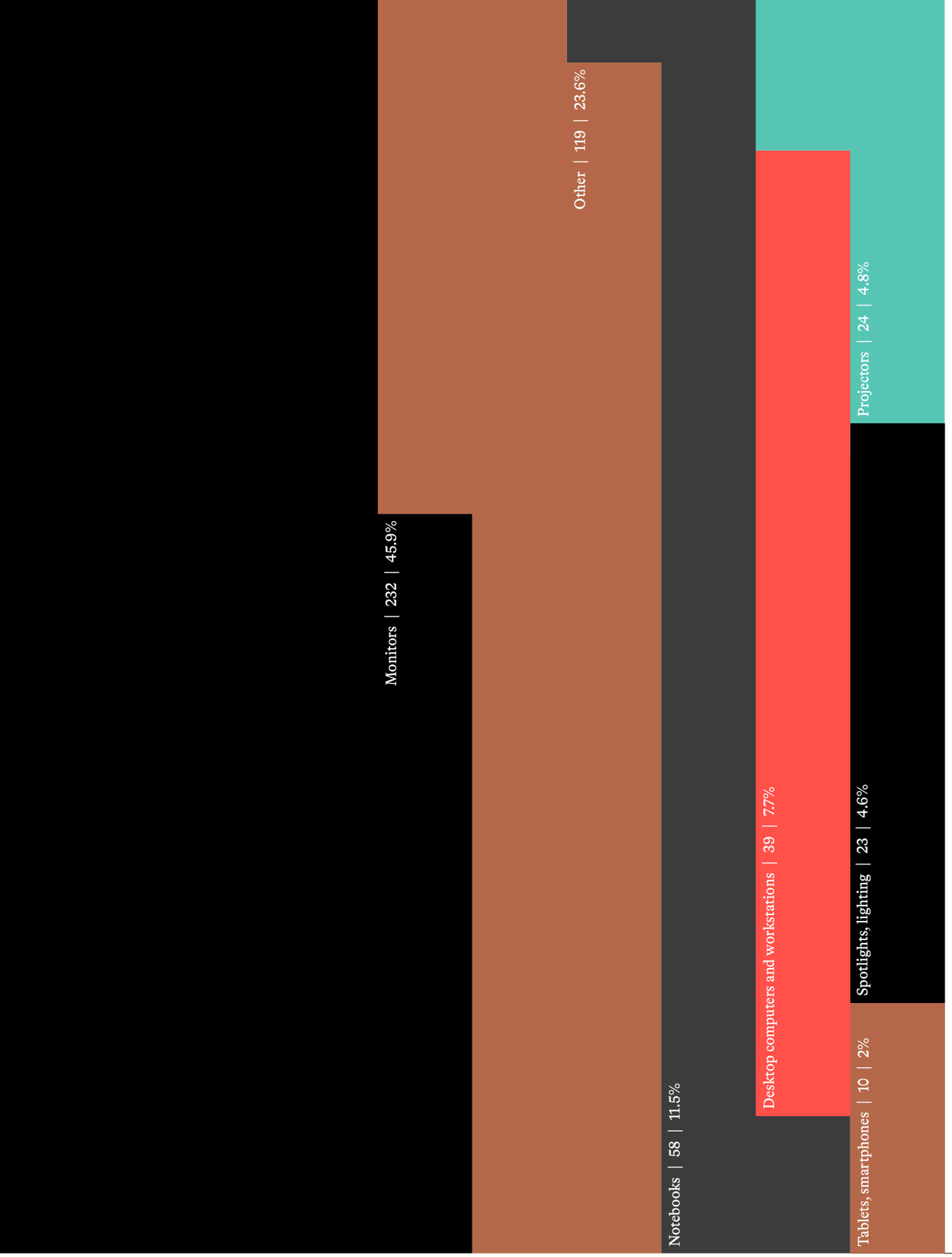
In the current reporting period, the environmental impact assessment of purchased hardware in the area of information technology (IT) and, closely related to this, in the area of audio and video technology (AV) was improved. The new method better fulfils ZHdK's principle that the environmental impact assessment should serve as a guide to action and a basis for decision-making for those responsible. The basis for the improvement was information on product-specific greenhouse gas emissions, which manufacturers and suppliers are increasingly declaring. The value chain from the extraction of raw materials to the manufacture of appliances through to delivery is taken into account (social aspects: see chapter 2.6). Electricity consumption during the utilisation phase is recorded via the energy consumption on campus.

The new and retroactively adjusted assessment method resulted in more than double the emission values of the procured IT and AV devices than previously assumed. At around 500 tonnes CO_2eq, they were the third-largest source of emissions in ZHdK's greenhouse gas balance in 2023. Monitors were particularly relevant. Other key product categories were notebooks, desktop computers and workstations as well as projectors, some of which were more significant in previous years than in 2023 due to other procurement priorities. It became apparent that the greenhouse gas emissions generated during the extraction of raw materials and production are generally much more relevant than electricity consumption during the utilisation phase. A review of new purchases therefore offers significantly greater leverage for climate protection than more energy-efficient use (see chapter 1.5).

In the current reporting period, ZHdK migrated IT services such as email and data storage to cloud services and centralised storage systems. This will allow servers and old storage systems to be reduced in future and increase flexibility for university members.

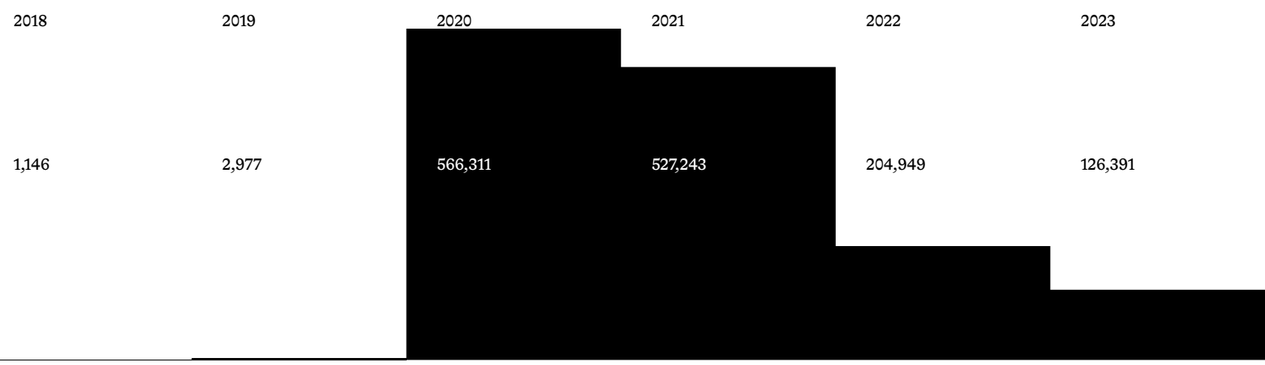
As expected, virtual and hybrid working methods, which were greatly expanded and inevitably trialled during the pandemic, have declined again. However, they remained part of everyday university life in 2022-23 and contributed to a reduction in physical mobility (see chapter 2.3).

ZHdK is currently discussing the responsible use of artificial intelligence (AI) and its sensible application and has published a position paper on the subject. The ecological dimension of AI and cloud services will be a focus in the further development of the 2024 environmental impact assessment.



GREENHOUSE GAS EMISSIONS FROM PURCHASED IT AND AV HARDWARE 2023 | TOTAL 505 TONNES CO_2EQ

Category | CO_2EQ (t) | Proportion (%)



MEETING HOURS IN ZHDK STANDARD SOFTWARE FOR VIDEOCONFERENCING

2.5 MATERIALS

In this field of activity, the focus is on the handling of materials, particularly in the context of teaching workshops. The professionally equipped workshops are available to ZHdK students as part of modules or for free project work. Nine specialist workshops - wood, plastics, modelling, ceramics, metal, paper, screen printing, manual printing technology and textiles - are supervised by workshop supervisors with specialist and didactic expertise.

Overall, material purchasing in the teaching workshops in 2023 caused only around 1% of ZHdK's greenhouse gas emissions at 34 tonnes of CO_2eq.[21] Due to this comparatively small proportion, the focus here is not on reducing emissions directly. Rather, sharing knowledge about the ecological properties of materials and the everyday search for and demonstration of responsible purchasing, production and working methods is the central starting point in the teaching workshops. This gives students the opportunity to reflect on their attitude towards materials and resources. As multipliers, they carry the knowledge and skills they acquire into their professional practice. Student support is central to this. Since 2023, this has been even better guaranteed and is now possible on five weekdays instead of four. To this end, the team at the teaching workshops has been enlarged. This was also necessary due to the even greater use of the workshops in the new major-minor study model.

In connection with the new study model, there are also plans to set up a "Bio-Lab" in which alternative materials can be tested (see chapter 3.1). Materials with a wide variety of ecological profiles are already used in the workshops today: solid wood panels, clay and plaster, for example, hardly contribute to the environmental impact, although they account for almost 40% of the purchasing volume in terms of weight. On the other hand, MDF, plywood and chipboard are particularly relevant in terms of environmental impact and purchase volume (see chart opposite).

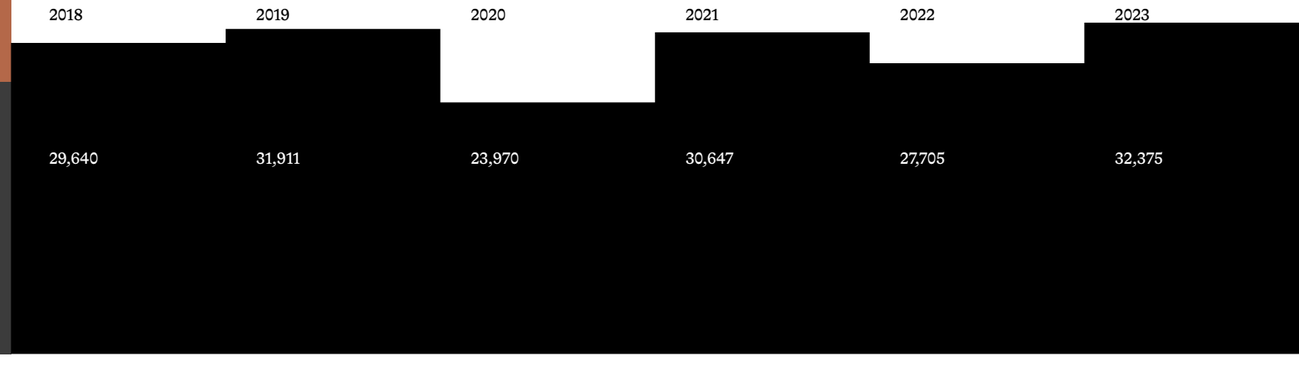
In order to ensure a more environmentally conscious work routine in the workshops, particular attention was paid to energy efficiency in the procurement of wood machines and metal lasers in 2023. Additional splitting plants were also put into operation to treat waste water contaminated with paint residues and similar substances. Thanks to the separation of solid and liquid materials, the residues can be disposed of as combustible waste and are no longer hazardous waste. As a pilot project, a splitting plant was also installed in the plaster workshop to test the improved separation of solids and liquids.

To promote reuse and recycling on campus, there are so-called "circulation zones" at the Toni Campus. Here, objects and materials can be taken or made available to others. The circulation zones conserve both natural resources and the students' project budgets. More focus was given to the existing circulation zone for materials such as MDF boards in 2023 and - initiated by the student project "W wie wiederverwenden" - redesigned and promoted. In addition to a temporary installation, further circulation zones were set up permanently: on the one hand, a more dust-protected circulation zone for textiles, electronics and art supplies such as brushes, pens and paints, and on the other hand, a circulation shelf for books at Kaskadenkaffee.

21 Other material consumption, for example in the production workshops of the Department of Performing Arts or the Museum of Design Zurich, has not yet been assessed.

GREENHOUSE GAS EMISSIONS FROM MATERIAL PURCHASED FOR THE TEACHING WORKSHOPS 2023 | TOTAL 33.9 TONNES CO_2EQ

Category | CO_2EQ (t) | Proportion (%)



MATERIAL PURCHASED FOR TEACHING WORKSHOPS (KG)

2.6 PURCHASING AND PROCUREMENT

ZHdK is committed to taking environmental and social aspects of its procurement into account along the entire value chain. With an annual procurement and investment volume of around CHF 8 million, ZHdK has a certain purchasing power that should be used to promote positive changes in consumption and production patterns. At the same time, procurement decisions should also set an example and reflect the values of ZHdK.

The "IT and AV hardware" procurement category was analysed in depth for the 2022-23 environmental impact assessment. The procedure and findings are described in chapter 2.4. It became clear that for product groups such as monitors or notebooks, the decision to minimise the number of new purchases is of particular importance.

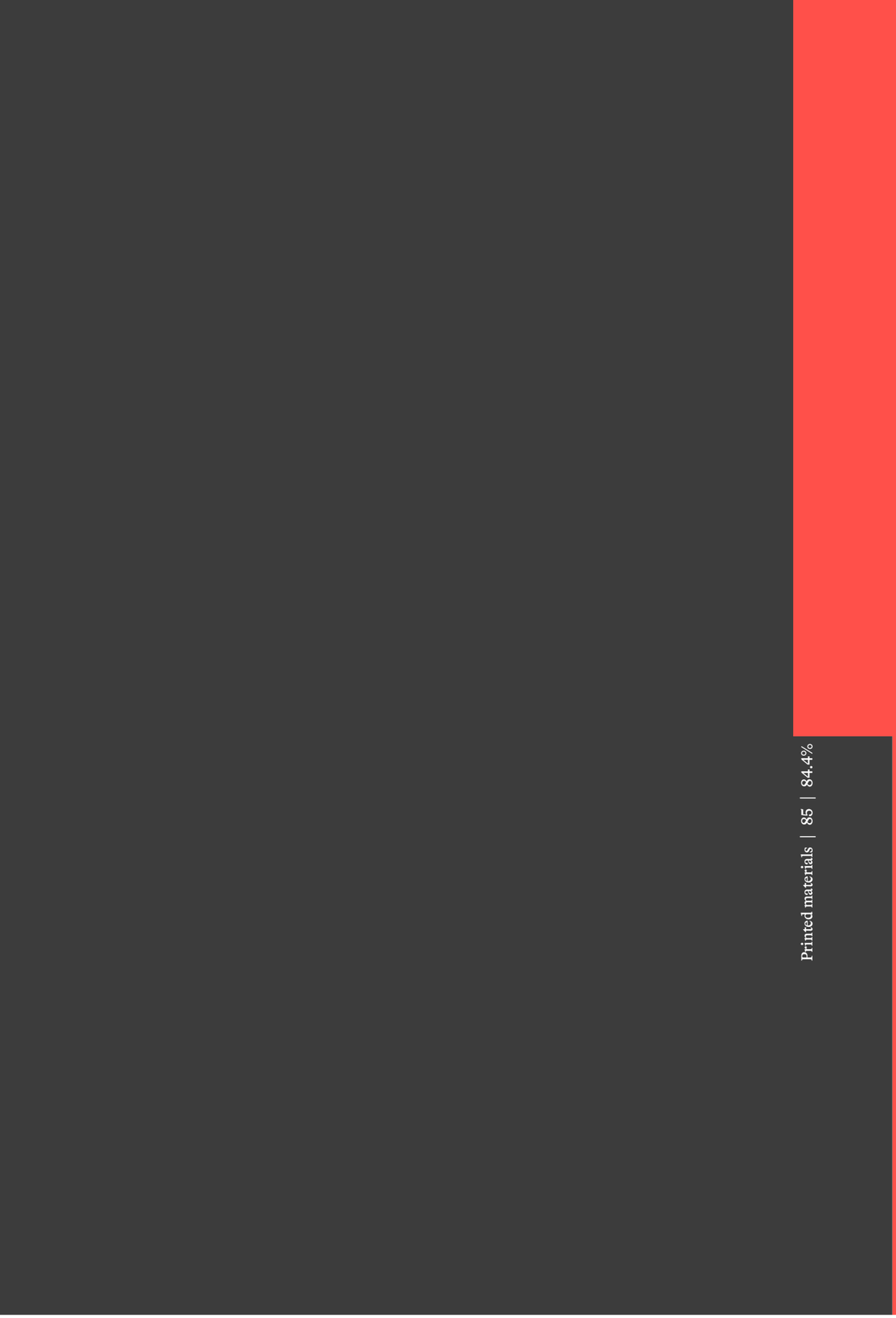
As in previous years, the area of paper procurement, including print jobs at the central printing stations and external printing orders, was also assessed. Greenhouse gas emissions from this area have fallen by around 34% compared to 2018, which is due to the increase in digital publications. They have stabilised at this level over the last three years and have not fallen any further.

Compliance with social standards along the entire value chain is just as important to ZHdK as reducing the production-related environmental impact. In order to fulfil its responsibility in the particularly relevant electronics industry, ZHdK is a member of Electronics Watch. This independent monitoring organisation supports public procurement agencies in complying with labour rights in the supply chains of their electronics products.

On 1 October 2023, the Canton of Zurich brought the revision of public procurement law into force. The revision makes it possible to align public procurement more strongly with sustainability aspects and to strengthen quality competition over price competition.[22] ZHdK made use of the opportunities offered by this long-awaited paradigm shift during the reporting period. A new procurement mission statement and a new procurement guideline with a stronger emphasis on sustainability criteria and consideration of the entire product life cycle are currently being developed and will come into force in 2024. Sustainability aspects will be included as an award criterion in all future tenders and weighted more heavily together with quality criteria.

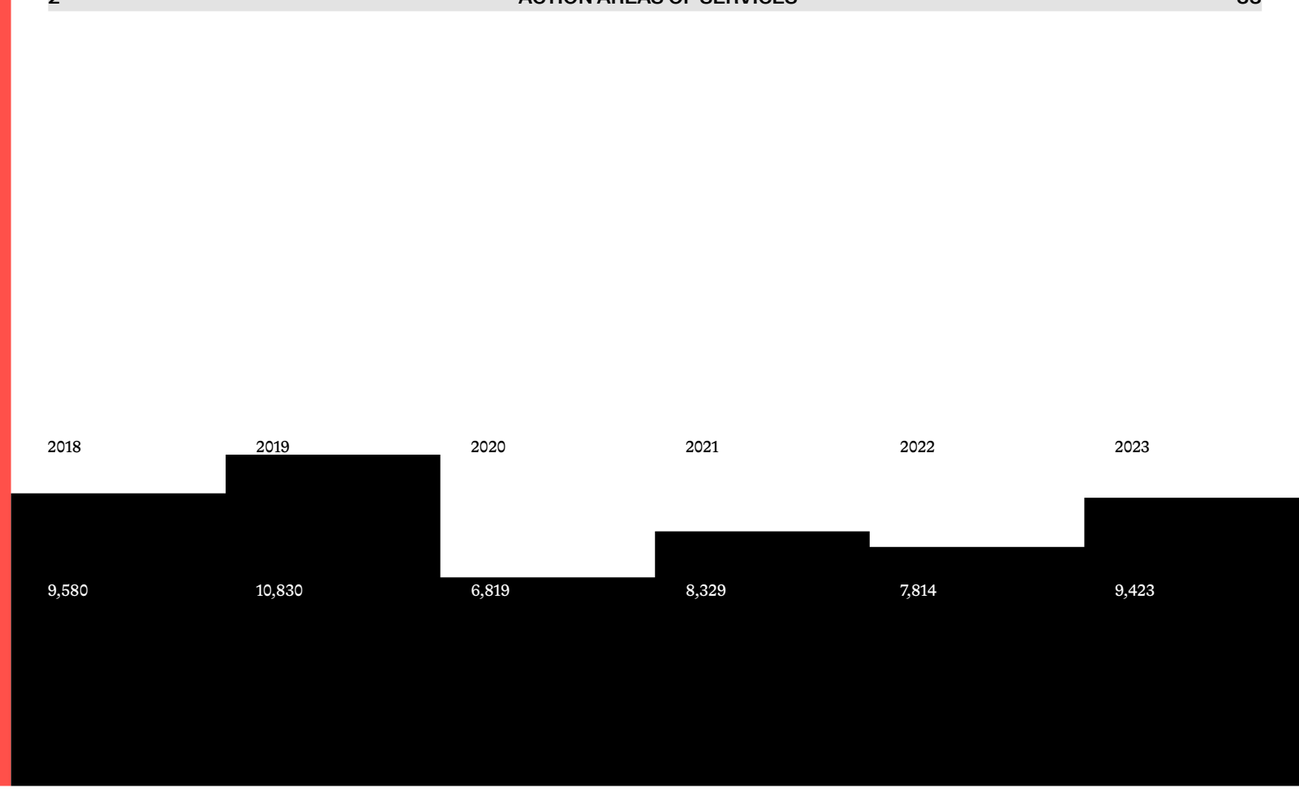
In the reporting period, work also began on the introduction of the "P4U" procurement platform. P4U is used at various other universities, including the University of Zurich. In future, the platform should provide better consideration of sustainability criteria in purchasing as well as a better data basis for conducting analyses such as environmental impact assessments.

22 Öffentliche Auftragsvergaben: Nachhaltigkeit und Qualität werden gestärkt | Kanton Zürich (zh.ch)



GREENHOUSE GAS EMISSIONS FROM INTERNAL AND EXTERNAL PRINT JOBS 2023 | TOTAL 101 TONNES CO_2EQ

Category | CO_2EQ (t) | Proportion (%)



PAPER USED AT CENTRAL PRINTING STATIONS (KG)

2.7 EVENTS

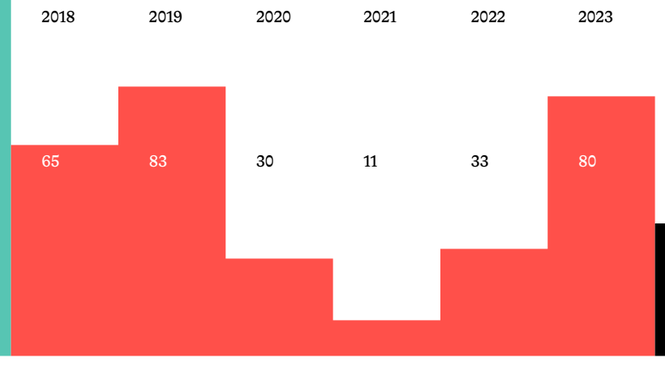
Numerous ZHdK events deal with issues of ecology, diversity, health or other aspects of sustainable development.[23] In addition, ZHdK is also committed to sustainability in the organisational aspects of event planning and implementation. Events such as performances, concerts, exhibitions or conferences are also seen as important learning opportunities that offer the chance to try and experience sustainable behaviour.

In 2022-23, the Event Services team worked on the "sustainable event location" project with the aim of defining relevant and effective measures for events at ZHdK and implementing them in a measurable way. To this end, a survey was conducted in which all members of the university were invited to rate the importance and potential for improvement of various possible task areas, from waste reduction and structural accessibility to the level of employees' knowledge. The topics with the greatest importance for the stakeholder groups, the greatest impact on environmental and social sustainability and the greatest potential for improvement from the perspective of the stakeholder groups and internal event specialists were defined as priority areas for Event Services in the coming years. These are: waste, materials in stage/exhibition construction, catering and staff knowledge levels. Measures will be defined and implemented in these areas from 2024.

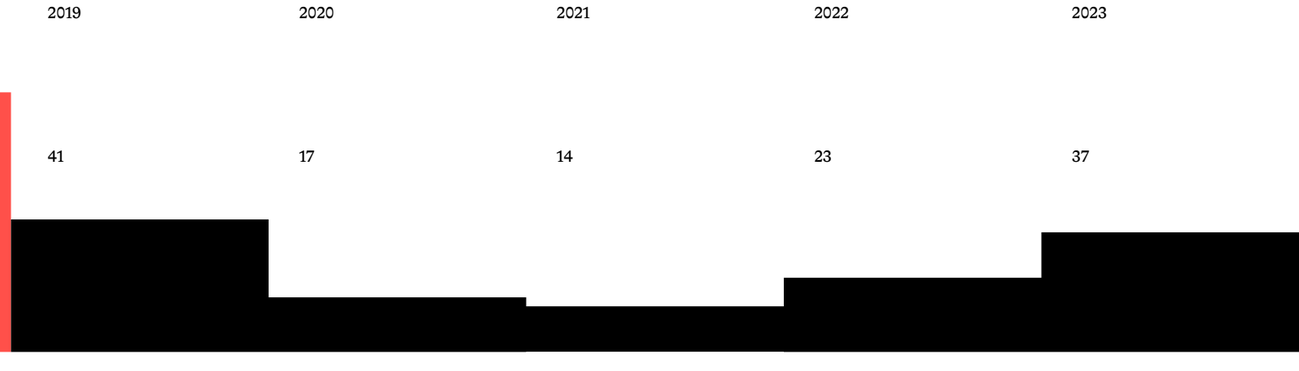
At the same time, concrete improvements could already be tackled in 2022-23. From the autumn semester 2023/24, catering financed by ZHdK will be exclusively vegetarian, as this is a particularly large lever for reducing the ecological footprint (see chapter 2.1). Rental tableware is used instead of disposable tableware for selected events. However, the associated costs and logistical tasks still represent a relatively large hurdle at present. Detailed greenhouse gas balances were drawn up for two exhibitions at the Museum für Gestaltung Zürich and, among other things, the electricity consumption of all the equipment used in the exhibitions was determined (see chapter 1.5).

23 For example, see the event overview of the "Forming Diversity" platform on gender and diversity topics

EVENTS
Events organised by Event Services



of which events organised by partner organisations and external organisers



CONFERENCES AND SYMPOSIA

2.8 STUDY CONDITIONS

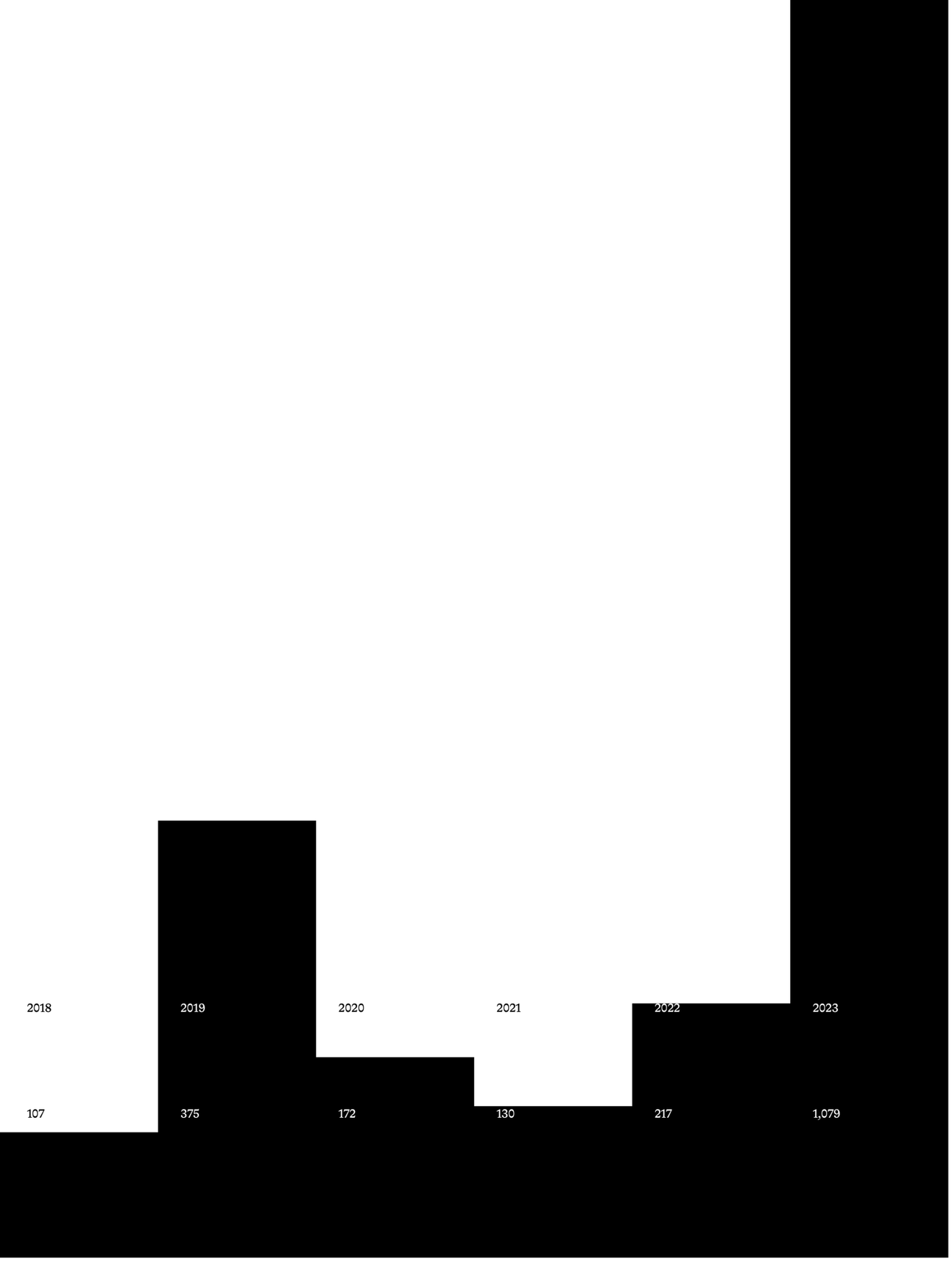
Together with the Student Administration Offices, the University Administration organises the operational and administrative processes from the student application and admission procedure to the student's departure from ZHdK. It also offers counselling and support for all aspects of student life. Students receive help with visas, residence permits, health insurance and equivalency recognition. Budget counselling is offered and financial support options are outlined. Every year, around 90 students take advantage of detailed counselling sessions with the university administration, around two thirds of whom are international students. On top of this, there are numerous short counselling sessions. All information is also made available online. In order to meet the demand for counselling, staff resources have been increased from 80% FTE to 90% FTE.

As a direct option for financial relief in cases of hardship, students can apply to have a portion of their tuition fees waived. A case of hardship exists if the financial resources are barely sufficient to finance studies and living expenses. A fixed budget amount is available, which is divided by the number of approved applications. In 2023, 10% of students received a partial tuition fee waiver. This indicator for the number of students in a precarious financial situation has risen by 25% compared to 2021.

ZHdK students also receive the same support for extra-familial childcare as employees. As a preventative measure in the area of mental health, ZHdK offers all members of the university the opportunity to attend up to five psychological counselling sessions free of charge. This service is mainly used by students, and demand has increased steadily in recent years. The anonymised evaluations show that the brief psychosocial interventions are often sufficient to cope with difficult times, reduce risk factors at the individual level and build up resources to promote health.

With these various counselling and support services, ZHdK also helps to ensure that studying is possible regardless of social background or financial means.

With the aim of recognising further possible starting points for supporting students, the University Administration prepared an initial analysis of the available data on the reasons for students dropping out in 2022-23. This revealed that in around two thirds of cases, no specific information is known about the reasons for dropping out and the data therefore does not allow any conclusions to be drawn. In future, data sets on health and well-being as well as equal opportunities and diversity in relation to the student body are to be further improved.



SPORTS PROGRAMME (NUMBER OF COURSES OFFERED BY ASVZ)

2.9 EMPLOYMENT CONDITIONS AND STAFF DEVELOPMENT

This area of activity of the Human Resources Management (HRM) department includes shaping employment conditions, including recruitment and salary classification (see chapter 1.3), internal training, occupational health management and other support programmes for employees.

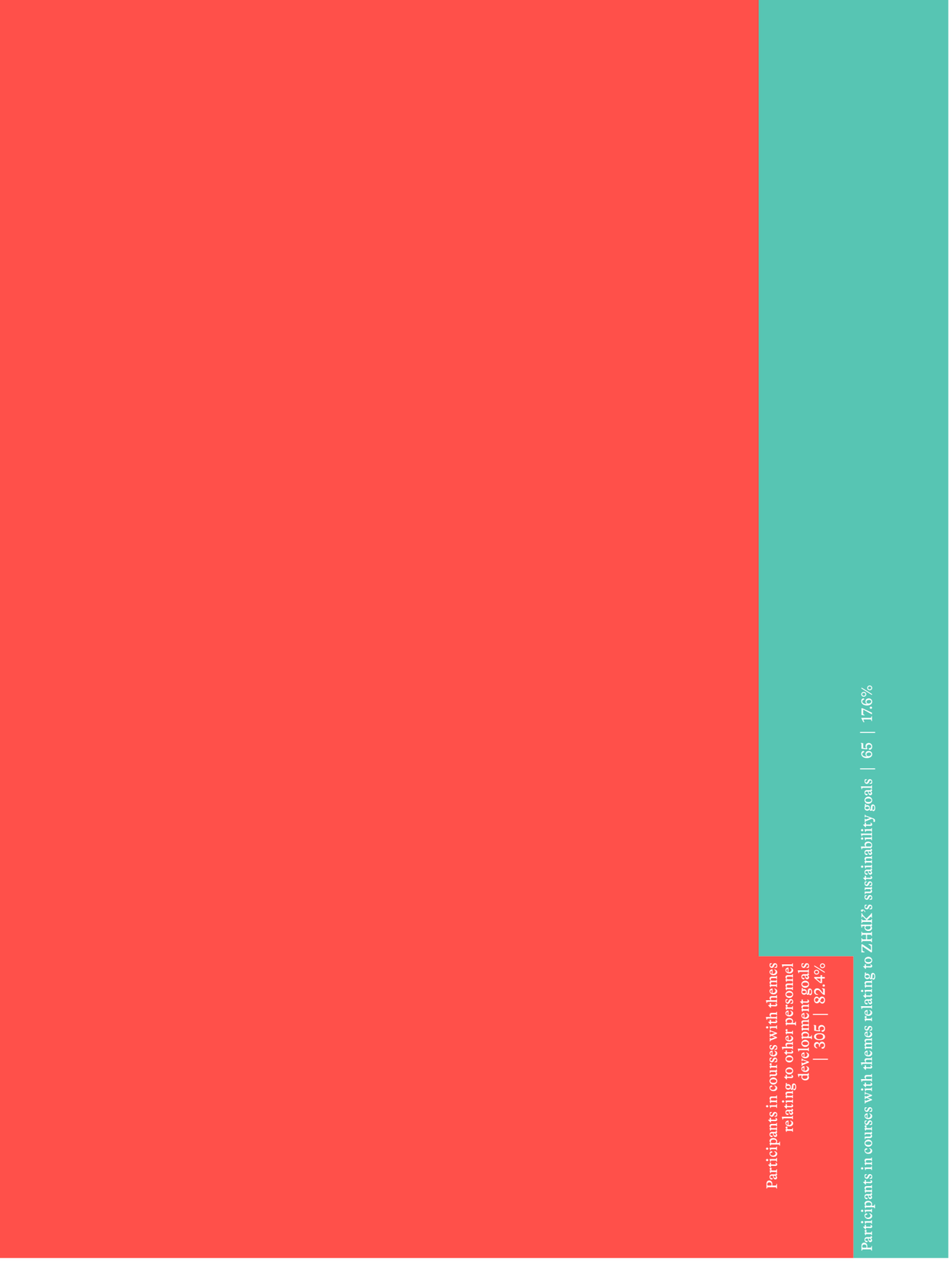
In the reporting period, the internal training programme on the topics of health and well-being at work as well as equal opportunities and inclusion was expanded. Various courses were offered on diversity-sensitive teaching and university practice, sensitive communication, dialogue management and feedback culture, as well as on nutrition and exercise management, resilience and self-care as well as relaxation management.

The enrolment figures and feedback on the courses were very positive and showed the interest of employees in further development and prevention in these areas. In addition, ZHdK continued to support numerous employees in participating in external training programmes. In addition to the centrally organised personnel development offerings, many departmental activities and measures are organised on a decentralised basis, including sustainability topics in particular.

If employees feel the need for more personal support in challenging times, they can take advantage of the well-established psychological counselling service. However, this is mainly used by students (see chapter 2.8).

In addition, the flu vaccination programme was offered again. No further occupational health management measures were implemented, as HRM was heavily involved in major projects during the reporting period. However, the increase in the "sickness-related absences" indicator (see chapter 1.4) shows a clear need for action, meaning that measures are to be taken from 2024.

HRM introduced an employee termination monitoring system in 2022. This was prompted by the Diversity Benchmarking 2020 (see chapter 1.3), which showed an increased fluctuation among lecturers and academic staff at ZHdK. In order to better understand the causes and derive measures, all departing employees have been asked about their job satisfaction and the reasons for their departure since 2022. The evaluation of the feedback provides indications of potential for improvement in the areas of management culture, development opportunities and workload. Measures are to be taken from 2024.



PARTICIPANTS IN INTERNAL TRAINING COURSES 2023
TOTAL 370 PERSONS

Category | Persons | Proportion (%)

2.10 REPORTING AND COMMUNICATION

This area of activity includes the development, preparation and communication of targets, key figures and information on operational sustainability. The central elements are the annual environmental impact assessment and the decarbonisation pathway derived from it, as well as the biennial report on operational sustainability. The reporting is accompanied by communication measures such as internal news or target group-specific discussions.

> The 2022-23 report was designed by ZHdK students for the second time and served as a practice-oriented learning opportunity for the students. A new team from the Visual Communication bachelor's programme further developed the layout and presented a new interpretation of the infographics that is both factually correct, intuitively understandable and aesthetically appealing.

The reports evolve from issue to issue not only in their design but also in their content and should therefore not be regarded as exhaustive. More detailed information on the climate relevance of IT and AV hardware is one of the additions to the content of the current edition. An indicator on ZHdK's internal training courses has also been included. Specific indicators for evaluating progress in the area of sustainable events are already planned for the next edition. Information on diversity issues in relation to the student body is currently lacking; this is an area for development in the coming reporting period.

> Reporting on operational sustainability serves to make developments transparent, impart knowledge and provide a basis for discussion. It was used, for example, to assess the effectiveness of ideas for measures in the area of events and to support the Museum für Gestaltung in drawing up greenhouse gas balances for two exhibitions (see chapter 1.5).

This active support for decision-makers in assessing options for action in terms of their environmental impact is to be continued and, where possible, intensified. In this sense, ZHdK's environmental impact assessment always acts as a guide to action, which also aims to promote carbon literacy (see chapter 1.5).

3
OUTLOOK

3.1 KEY IMPLEMENTATION AREAS 2024-25

In 2022-23, ZHdK achieved good results in the implementation of the "Sustainable Campus" sub-strategy. For the years 2024-25, Services have the following priorities within the fields of action and will be taking an agile approach to adapting or updating them in line with ongoing developments and changing conditions

Catering at in the Toni Campus will be re-tendered. Sustainability targets are an integral part of the new contract period from summer 2025.

Energy efficiency at the Toni Campus will be improved by switching to LED lighting and carrying out maintenance work on the building technology.

The construction project to improve the air and climate conditions at the Toni Campus will be pursued further. The more demand-orientated ventilation will contribute to the well-being of university staff while reducing energy consumption and operating costs. Realisation is subject to approval of the loan by the cantonal government.

The preliminary construction project to upgrade the roof terrace on the Toni Campus is being carried out together with the Real Estate and Building Department, and construction is expected to begin in 2026. The planned expansion of green spaces will have a positive impact on the quality of stay, biodiversity and heat reduction. A photovoltaic system will cover part of the need for renewable electricity from in-house production.

The construction of a photovoltaic system at the Gessnerallee site is being prepared as part of the construction project to renew the stage technology and lighting (for the Ausstellungsstrasse site, see chapter 3.2)

Further vehicles with alternative drive systems will be added to the fleet as part of replacement purchases.

ZHdK's new procurement policy with a mission statement and guidelines will be adopted and implemented.

The P4U procurement platform is being established. It will facilitate the procurement of sustainable products.

The new findings from the environmental impact assessment of IT and AV procurements are being discussed and incorporated into future procurement decisions.

The teaching workshops will be expanded to include a new "Biolab" in which new materials can be tested.

The reuse of materials as an alternative to new purchases and as a measure to reduce waste will continue to be actively promoted.

The retendering of travel booking services, including a booking tool, and the revision of the expenses regulations will make low-emission travel more binding and better supported.

In the area of events, measures from the portfolio already developed will be implemented and indicators defined to measure impact. The first certification step in accordance with ISO 20121, a standard for sustainable event management, will be completed.

Occupational health management will be intensified and an activity plan drawn up.

The teaching dossier and ZHdK's Equal Opportunities & Diversity Office are planning to implement culture-building measures for a low-discrimination university culture, to which Services will also contribute.

Data sets on health and well-being as well as equal opportunities and diversity in relation to the student body will be created.

ZHdK's environmental impact assessment will be expanded to include an analysis of the environmental impact from using of artificial intelligence and cloud computing.

Emissions that cannot yet be avoided will continue to be offset by sink projects in line with a net-zero target (see chapter 3.2).

3.2 DECARBONISATION PATHWAY AND NET ZERO TARGET

ZHdK is pursuing a decarbonisation pathway with a reduction target of -50% by 2030 compared to the base year 2018. This reduction target is derived from the scientifically defined reduction in global emissions deemed necessary. ZHdK is thus making its contribution to the climate protection goals of the federal government and the Canton of Zurich to limit global warming to a maximum of 1.5 degrees in accordance with the Paris Agreement.

As described in chapter 1.1, very good progress has been made in implementing the decarbonisation pathway. In the area of air travel, the ZHdK's largest source of emissions in 2018, the reduction targets set have already been achieved. The aim here is to stabilise this positive trend over the coming years. The trend in the catering sector is also in line with ZHdK's targets. In the area of heat consumption, efforts must be continued with regard to building efficiency so that the current positive trend for the Toni Campus and Gessnerallee sites can be maintained and also achieved for the Ausstellungsstrasse site.

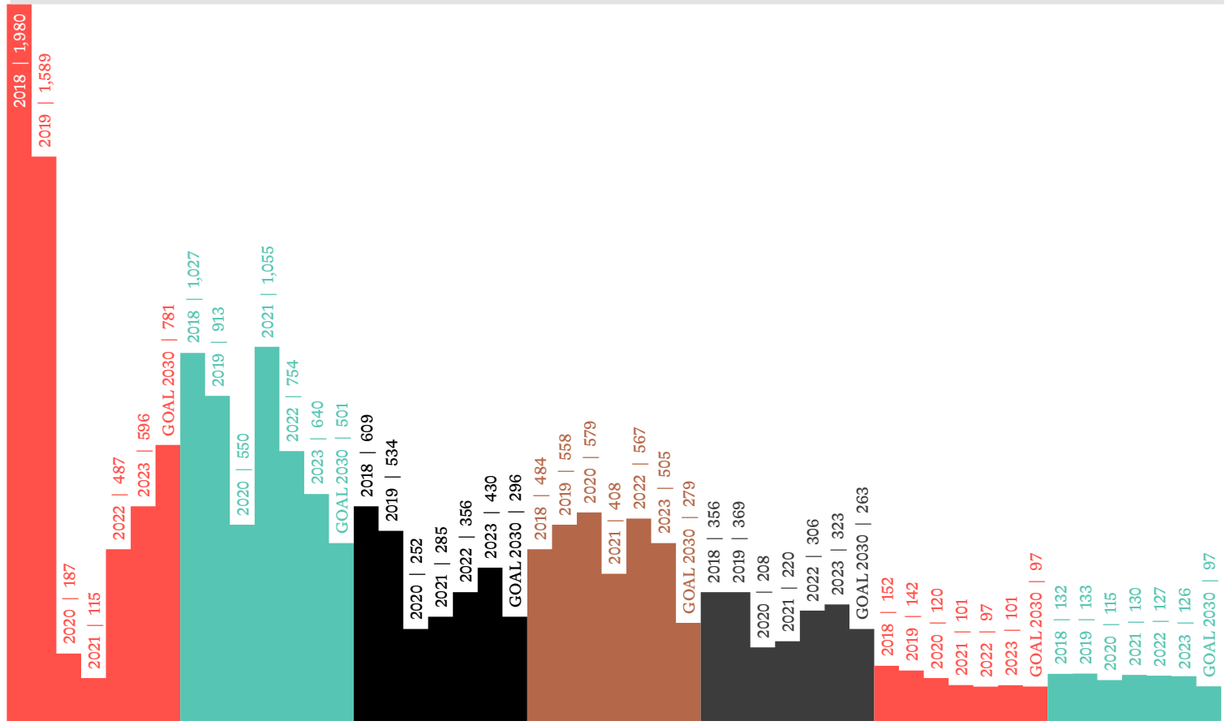
External developments also have a significant influence on ZHdK's decarbonisation path. For the energy sector, this means, for example, that the energy supplier for the Gessnerallee and Ausstellungsstrasse locations plans to switch to renewable energy by 2040, which will automatically reduce ZHdK's emissions. There are also plans to connect the Ausstellungsstrasse site to the district heating network and install a photovoltaic system by 2028, which have also been triggered by the City of Zurich's plans to gradually shut down the gas network. ERZ Entsorgung und Recycling Zürich is pursuing concrete plans to ensure the district heating supply without fossil fuels such as oil or gas and thus significantly reduce greenhouse gas emissions. These external developments will lead to a reduction in emissions from the heat supply of around 20% in ZHdK's balance sheet by 2030 and are also proceeding according to plan.

New findings from ZHdK's environmental impact assessment must also be included in the decarbonisation pathway. In the current reporting period, the more precise balancing of IT and AV procurements resulted in significantly higher values than initially assumed. Reduction targets must now be discussed and appropriate measures defined for this area.

Since 2022, ZHdK has been offsetting any remaining emissions and will continue to do so in the coming years. This is preferably done through natural or technical sinks that remove CO_2 from the atmosphere and store it in the long term. This is possible, for example, through the targeted use of biochar in agriculture.[24] In future, ZHdK will continue to only select projects that have been tested by recognised standards as well as by qualified associations, foundations or universities. In addition, the projects should be holistic and, for example, involve the local population or promote biodiversity.

The dynamic reduction of the greenhouse gas balance is a good basis for ZHdK to enter into the discussion and analyses of a net zero target from 2024/25. "Net zero" means that emissions are reduced as far as possible. The remaining emissions must be completely removed from the atmosphere and stored for the long term (negative emissions). According to the Climate and Innovation Act, the net-zero target will be binding for the federal administration from 2040 and is a target for the cantonal administrations. Corresponding plans are already being submitted by organisations, cities and universities both locally and internationally.

24 See FOEN dossier Negativemissionstechnologien (NET): Notwendiges Standbein der Klimapolitik (admin.ch)



DECARBONISATION PATHWAY TO 2030 | TONNES CO_2EQ

Air travel
Share 2018 | 40%
Share 2030 | 32%
Reduction 2018–30 | -1,199

Heating
Share 2018 | 21%
Share 2030 | 20%
Reduction 2018–30 | -526

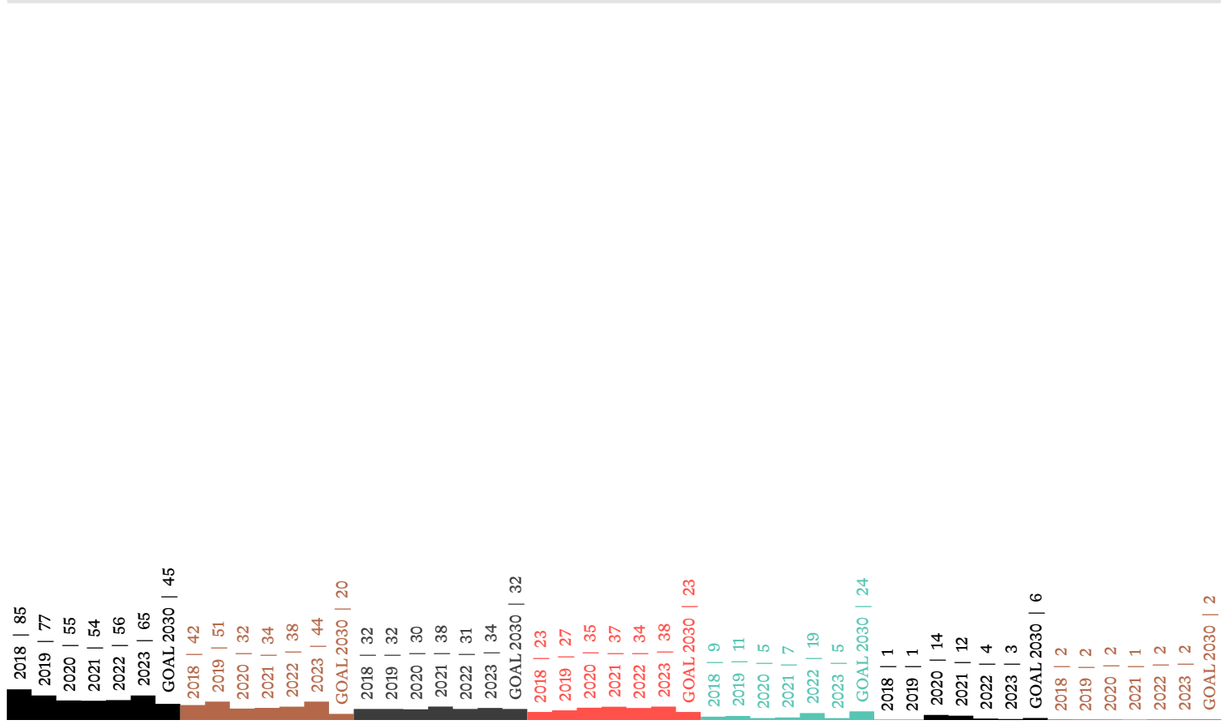
Catering
Share 2018 | 12%
Share 2030 | 12%
Reduction 2018–30 | -313

IT hardware, AV equipment
Share 2018 | 10%
Share 2030 | 11%
Reduction 2018–30 | -205

Commuting
Share 2018 | 7%
Share 2030 | 11%
Reduction 2018–30 | -93

Paper
Share 2018 | 3%
Share 2030 | 4%
Reduction 2018–30 | -55

Electricity
Share 2018 | 3%
Share 2030 | 4%
Reduction 2018–30 | -35



Waste
Share 2018 | 2%
Share 2030 | 2%
Reduction 2018–30 | -40

Vehicle fleet
Share 2018 | 0.9%
Share 2030 | 0.8%
Reduction 2018–30 | -22

Teaching workshop materials
Share 2018 | 0.6%
Share 2030 | 1%
Reduction 2018–30 | 0

Cleaning
Share 2018 | 0.5%
Share 2030 | 0.9%
Reduction 2018–30 | 0

Train travel
Share 2018 | 0.2%
Share 2030 | 1%
Reduction 2018–30 | 15

Digital mobility
Share 2018 | 0%
Share 2030 | 0.2%
Reduction 2018–30 | 5

Water
Share 2018 | 0%
Share 2030 | 0.1%
Reduction 2018–30 | 0

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Principal	Hans Ulrich Gasser, Head of Administration
Project management	Nadja Fässler-Keller, Sustainability Officer Services
Members of Sustainability working group	Roberto Garcia, Sara Guntern, Zelda Keller, Martin Sonderegger, Nina Vetsch, Christian Wildhaber
Environmental assessment	Carbotech AG, Zürich
Design	Alison Léger, Lisa Steiger, Bachelor Visual Communication ZHdK
Mentoring	Rebecca Morganti-Pfaffhauser, Lea Nathalie Michel, Bachelor Visual Communication ZHdK
Editing	Syntax Übersetzungen, Zürich
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