



Universität Hamburg
DER FORSCHUNG | DER LEHRE | DER BILDUNG

Sustainability Strategy 2030

Innovating and Cooperating for a
Sustainable Future in a Digital Age



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Foreword by the President

As a University of Excellence and flagship university in Northern Germany, we bear a particular responsibility to strengthen the Hamburg metropolitan region as an international center of science and to actively address major societal challenges. Our guiding principle, “Innovating and Cooperating for a Sustainable Future in a Digital Age,” expresses our ambition to shape the twin transformation of sustainability and digitalization in exemplary ways.

Our sustainability strategy positions University of Hamburg as a pioneer of sustainable transformation and a driver of innovation. We understand sustainability as a holistic task that encompasses research, teaching, knowledge transfer, and university operations. In doing so, we deliberately align our efforts with the digital transformation to develop new solutions for global challenges. At our open, transdisciplinary campus locations, we create spaces for innovation and exchange, where academia, business, and society collaborate to shape sustainable futures.

University of Hamburg stands for excellent research and teaching as well as responsible action. We aim to empower our members to actively contribute to change and thus help ensure the future viability of our society. Together, we can turn University of Hamburg into a living lab for sustainable development.



Univ.-Prof. Dr. Hauke Heekeren,
President of University of Hamburg





Foreword by the Chief Sustainability Officer

We are witnessing a profound societal transformation, shaped by two parallel developments: sustainability and digitalization. Both transformations offer new opportunities for a future-fit society, yet they also pose significant challenges.

While digital technologies can enable sustainable solutions, they may simultaneously increase resource consumption and exacerbate social inequalities. Conversely, a sustainability-oriented approach to digitalization offers the potential to shape technologies in more conscious and equitable ways.

University of Hamburg is actively engaging with this twin transformation and drawing on its academic expertise to develop innovative concepts for a sustainable digital future. For us, sustainability is not only about ecological responsibility but also about social commitment. We embrace a whole-institution approach that systematically embeds sustainability across research, teaching and learning, knowledge transfer, administration, and campus operations.

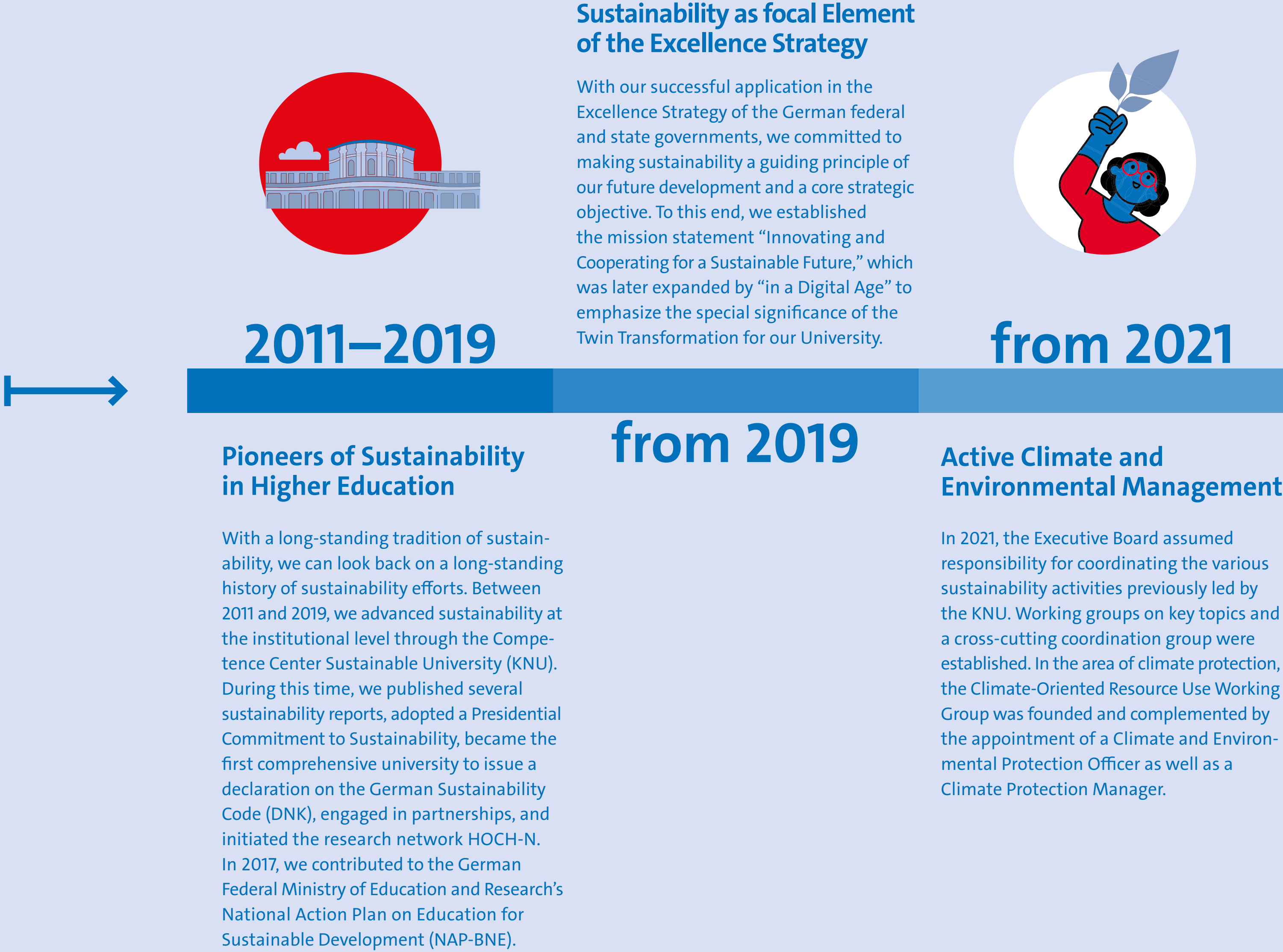
Our goal is to make University of Hamburg a place where new ideas emerge, are tested, and shared with society. The twin transformation presents us with the opportunity to shape the future responsibly—through interdisciplinary collaboration, innovative technologies, and a lived culture of sustainability. Let us walk this path together with courage and conviction.

A handwritten signature in white ink, reading "Laura Edinger-Schons".

Prof. Dr. Laura Marie Edinger-Schons,
Chief Sustainability Officer of University of Hamburg

Our Path to the 2030 Sustainability Strategy

Our Sustainability Strategy 2030 is the result of an extensive, participatory process that involved many stakeholders from across the University community. On the following pages, we highlight some key milestones along our journey.





from 2022

Broad Participation and Open Dialogue

Since its establishment in December 2022, the Sustainability Office has served as the central coordination point for the development of a broadly supported sustainability strategy, inspiring, enabling, and guiding the process. Established participation formats have played a key role in this, including:

- ➔ Open plenary sessions as spaces for free dialogue and starting points for many working groups and living labs
- ➔ The Tiny House on the Von-Melle-Park campus as a special meeting place and space for workshops, readings, and exchange
- ➔ Stakeholder workshops to bring together diverse perspectives
- ➔ An Advisory Board with international experts providing new ideas and valuable feedback on strategy development
- ➔ Event formats such as the Sustainability Days or the Sustainability Camp

A Dynamic Strategy Development Process

Various stakeholder dialogues in recent years have produced relevant results and valuable impulses that the Sustainability Office has consolidated into a coherent, University-wide Sustainability Strategy 2030. In 2025, the Executive Board adopted not only specific sustainability visions for our key performance areas but also concrete targets and measures for the sustainable development of University of Hamburg.

from 2023



from 2024

Rules of the Game for the Strategic Process

With the introduction of the “Hamburg Model,” we developed a flexible governance structure that strengthens the sustainability strategy through a broad bottom-up approach, involving plenary sessions, working groups, living labs, the Sustainability Office, the Sustainability Working Group, and the Advisory Board. The Sustainability Working Group connects key actors and anchors the strategy within University decision-making processes. A key milestone was reached in 2024 with the publication of University of Hamburg’s first Climate Protection Report, which included a comprehensive emissions inventory.

Shaping the Future

This Sustainability Strategy 2030 lays out a path that will guide the sustainable and digital transformation of University of Hamburg over the next five years. We will report regularly on our progress and results.

Core dimensions of the Sustainability Strategy 2030:

- ➔ Governance
- ➔ Research & Research Infrastructure
- ➔ Teaching & Learning
- ➔ Knowledge Exchange
- ➔ Administration & Operations

57 goals across all dimensions.
More than 100 defined measures

2025–2030





01

Our Vision for 2030

Our Vision for 2030

As a University of Excellence with international impact, University of Hamburg (UHH) combines academic excellence with societal responsibility. Our vision for the year 2030 positions University of Hamburg as a flagship university that leads the way in driving sustainable and digital development.

Under the guiding principle “Innovating and Cooperating for a Sustainable Future in a Digital Age,” UHH actively shapes the twin transformation of sustainability and digitalization—with the goal of developing innovative solutions to global challenges. The Executive Board of UHH sets strategic impulses and creates the framework conditions for a future-oriented University.



The Executive Board of University Hamburg

From left to right: Prof. Dr. Laura Marie Edinger-Schons (Chief Sustainability Officer), Prof. Dr. Tilo Böhmann (Vice President Research), Prof. Dr. Jetta Frost (Vice President for Knowledge Exchange, Academic Careers, and Equal Opportunity), Univ.-Prof. Dr. Hauke Heekeren (President of University Hamburg), Prof. Dr. Natalia Filatkina (Vice President Teaching and Learning), Dr. Martin Hecht (Chancellor), and Prof. Dr.-Ing. Sebastian Gerling (Chief Digital Officer / Chief Information Officer).

Our vision for University of Hamburg in 2030 focuses on five core priorities

University of Excellence

UHH is a leader in research, teaching, knowledge exchange, and infrastructure. Its successes in national and international (Excellence) competitions foster further integration and institutional cohesion.

Twin Transformation

UHH is internationally recognized as a pioneer in linking sustainability and digitalization. It uses digital technologies purposefully to advance sustainable development while minimizing conflicts between both transformations.

Innovation and Cooperation

UHH actively engages with society and promotes cooperation with academia, industry, and policy-makers to co-create transformative solutions.

Open Campus Locations

UHH is establishing itself as a transdisciplinary hub for research and innovation, with open spaces for learning, exchange, and collaboration.

International Impact

UHH is a globally connected hub of science whose excellence and strategic partnerships contribute to solving global challenges.



02

Our Understanding of Sustainability

Our Understanding of Sustainability

University Hamburg sees itself as a **university of sustainability**.

This understanding is deeply embedded in our guiding principles and strategic framework. Our Strategy Space visualizes the University's core strategic areas and illustrates how these are put into practice through specific projects. At its heart are projects implemented under the University's guiding principle "Innovating and Cooperating for a Sustainable Future in a Digital Age" within the performance areas of Research & Research Infrastructure, Teaching & Learning, and Knowledge Exchange.

Each project is linked to key profile topics such as sustainability and digitalization and is supported by administrative structures.

Strategy Space of University Hamburg

“

Achieving first place is not only a remarkable recognition of the commitment and collaboration of all members of the University, but also a clear mandate for the future—one we embrace with commitment.”

Prof. Dr. Laura Marie Edinger-Schons,
Chief Sustainability Officer (CSO),
University Hamburg

Milestone in Our Sustainability Transformation

In 2025, University Hamburg was ranked as the most sustainable university in Germany by the QS Sustainability Ranking. This ranking assesses around 1,800 universities worldwide each year for their contributions to environmental, social, and societal sustainability.

BILD:
SUSTAINABILITY DAYS 2024
OCTOBER 8, 2024

Sustainability, Digitalization, and the Twin Transformation – Our Approach

SUSTAINABILITY

For University Hamburg, sustainability means simultaneously considering ecological, social, and economic aspects in order to secure a livable future for generations to come. We align with the United Nations’ 17 Sustainable Development Goals (SDGs) and understand sustainability as a cross-cutting societal transformation task. Our responsibility is reflected in four key impact areas:



FOOTPRINT: Reducing the ecological footprint of University operations—for example in energy use, resource consumption, and CO₂ emissions.



HANDPRINT: Maximizing the positive impact of teaching, learning, and knowledge transfer on sustainable development.



BRAINPRINT: Advancing the contribution of our research to sustainability—for instance through breakthroughs in climate science or the preservation of cultural heritage in manuscript studies.



HEARTPRINT: Fostering a sustainable organizational culture—a learning and working environment that promotes collaboration, tolerance, diversity, and psychological safety. With a strong, values-based culture, University Hamburg also strengthens social cohesion and contributes to a vibrant democracy.

DIGITALIZATION

Digitalization is a profound technological and cultural transformation that opens up new opportunities for science, education, and society. It encompasses the application of digital technologies across research, teaching and learning, knowledge exchange, and administration. At University of Hamburg, we pursue a responsible and sustainable digital transformation that accounts for ecological, ethical, and social dimensions.

TWIN TRANSFORMATION

The term twin transformation refers to the interconnectedness between digitalization and sustainability: Digital innovation can advance sustainable development, but it can also generate adverse environmental and social effects. Conversely, a sustainability-oriented approach to digitalization can help shape more resource-efficient, inclusive, and equitable digital systems. University of sees both developments as inherently linked and integrates them systematically across all areas of activity.



Twin Transformation explained in practice – by the CSO and CDO

Key Levers of Transformation

University of Hamburg's approach to the twin transformation of sustainability and digitalization is guided by three central levers: Enable – Inspire – Support.

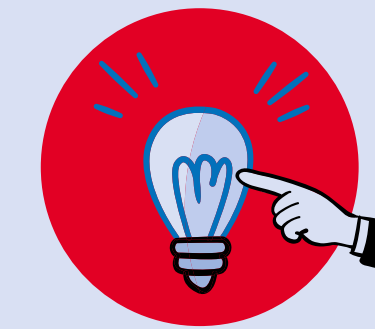
These levers are applied across all strategic dimensions and have a direct impact on the four impact areas: Footprint, Handprint, Brainprint and Heartprint.



ENABLE Building Knowledge and Competencies for Sustainability and Digitalization

Sustainability and digitalization require comprehensive knowledge and interdisciplinary competencies. UHH therefore systematically promotes twin transformation competencies—such as systems thinking, interdisciplinary approaches, and innovation capabilities—among researchers, students, teachers, and staff.

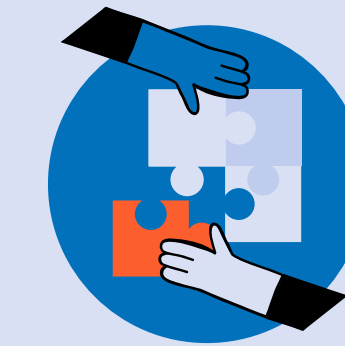
Practice-oriented research and teaching projects develop sustainable digital solutions to global challenges, while continuing education programs and networks empower staff to act as multipliers. Social inequalities, participation, and power structures are consciously addressed to ensure that sustainable digital development is fair and oriented toward the common good.



INSPIRE Sustainability as a Mindset and Shared Responsibility

Twin transformation goes beyond technological innovation—it requires a mindset of shared responsibility. UHH sees itself as a space of resonance where sustainable thinking and digital curiosity are cultivated. Our goal is to foster a University-wide culture of responsibility and actively involve all members of the University in the twin transformation process.

In this sense, sustainability becomes more than a strategic principle. It means acting mindfully in research, teaching and learning, knowledge transfer, and governance. This mindset shapes decisions, promotes participation, and inspires ethical and sustainable engagement with both digital and sustainability challenges—extending far beyond the campus into society at large.



SUPPORT Structures and Processes for Sustainable and Digital Transformation

Successful twin transformation requires clear structures and processes. UHH deliberately creates enabling environments and leverages digital technologies to streamline processes, conserve resources, and build more efficient, participatory decision-making pathways. At the same time, we ensure that sustainability aspects are proactively embedded into digital innovation processes.

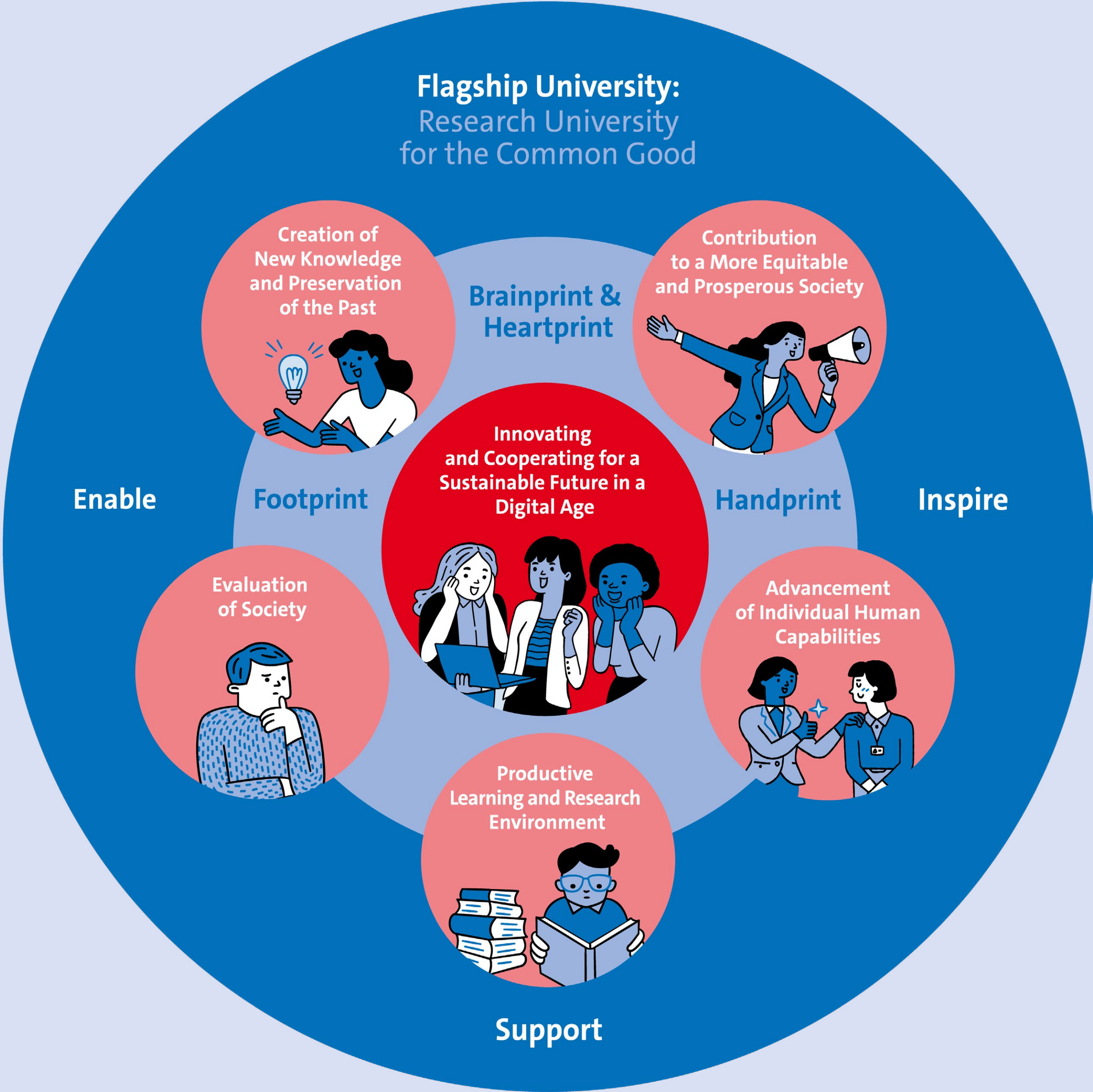
Our aim is to create a self-reinforcing cycle that embeds the twin transformation in the long term—and serves as a model for others.

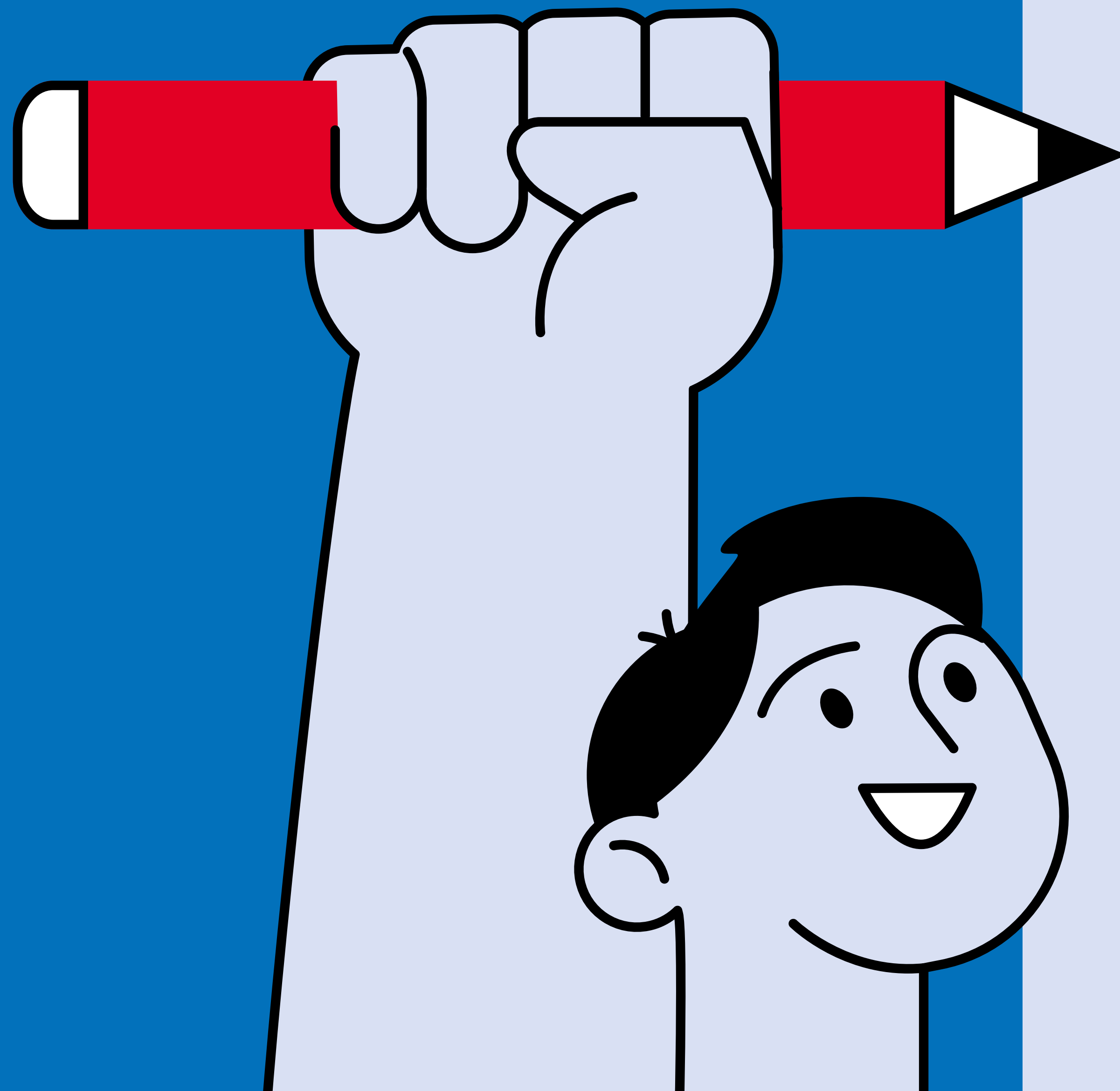
UHH as a Flagship University: A Research University for the Common Good

As one of the largest and most research-intensive universities in Germany, UHH pursues the goal of promoting sustainable action and actively shaping societal transformation through its Sustainability Strategy 2030. We combine cutting-edge research with positive societal impact—working together to build a more sustainable future.

University of Hamburg sees itself as a flagship university in the sense of John Aubrey Douglass—an institution that excels in research, teaching, and societal responsibility, and plays a leading role at regional, national, and global levels. Our goal is not only to achieve scientific breakthroughs, but also to contribute meaningfully to solving societal challenges.

In addition, UHH is guided by Jason Owen-Smith’s concept of a research university for the common good. This model views universities as public goods that generate knowledge and innovation for society as a whole. In this spirit, UHH positions itself as an active agent of societal transformation and shapes its engagement with civil society in ways that visibly and meaningfully contribute to sustainability.





03

Our Strategies for Advancing Sustainability

Our Strategies for Advancing Sustainability

The Sustainability Strategy 2030 of University Hamburg is the result of a comprehensive and participatory process involving stakeholders from across the University. The sustainability visions and concrete target images developed through this process pave the way for implementing University-wide sustainability goals. The faculties and departments are developing strategies, measures, and initiatives tailored to their disciplines and cultures, taking into account the diversity of academic environments and the specific needs of their members.

At the same time, administrative departments, staff units, and central institutions are encouraged and supported in creating their own sustainability and digitalization concepts. These clarify specific areas of action and contribute to the University's overall strategic direction.

The University's sustainability strategy covers the core performance areas of Research and Research Infrastructure, Teaching and Learning, and Knowledge Transfer. Additionally, the dimensions of Governance as well as Administration and Operations provide the overarching framework. Often, the intersections between these areas prove to be particularly impactful.

Overview of Our Strategies for Advancing Sustainability

Governance

By embedding sustainability and digitalization into our structures, processes, and culture, we create an effective framework for action. Participation, transparency, and continuous monitoring ensure long-term success and strengthen our credibility as a frontrunner in the twin transformation.

[→ More information](#)

Research & Research Infrastructure

We strengthen the conditions for sustainable and digitally enabled research and research infrastructure. The development of interdisciplinary hubs, Open Science formats, global partnerships, and sustainable infrastructure secures impactful knowledge—locally and globally.

[→ More information](#)

Teaching & Learning

University of Hamburg lays the foundation for sustainable and digital higher education. Interdisciplinary, practice-oriented teaching and international exchange formats empower students to help shape transformation processes. University didactics and an inclusive academic community support instructors, foster student success, and promote social engagement—contributing to a just, innovative, and sustainable society.

[→ More information](#)

Knowledge Transfer

UHH positions knowledge transfer as a key driver of sustainable development. Through transdisciplinary cooperation,

sustainable and digital startups, and inclusive dialogue, we bring research into society, strengthen innovation, and foster exchange with industry, politics, and civil society.

[→ More information](#)

Administration & Operations

With the goal of decarbonization, we integrate circular economy principles, sustainable mobility, and resource-efficient digitalization into all processes. As a model for sustainable operations and an engine for societal transformation, UHH positions itself as a future-ready university.

[→ More information](#)

Governance

Sustainable transformation requires collaboration, trust, and the courage to question established structures. University of Hamburg systematically and holistically integrates sustainability into its institutional culture. Our model of sustainability governance—the “Hamburg Model”—is based on clearly defined and University-wide responsibilities.



“At University of Hamburg, the 'Twin Transformation' represents the powerful synergy between digitalization and sustainability. With the commitment of all our University departments and stakeholders, we are continuously advancing the development of our University of Excellence. This process involves establishing a participatory and resilient governance structure that encourages change and systematically implements innovation.”

Univ.-Prof. Dr.
Hauke Heekeren
President



A Sustainable and Digital Organizational Culture



Our Achievements So Far

- ➔ Development of the “Hamburg Model of Sustainability Governance,” which embeds sustainability and digitalization as integral elements in decision-making processes.
- ➔ Establishment of the Sustainability Office and the position of Chief Sustainability Officer as central hubs for strategic development and implementation.
- ➔ Introduction of participatory formats such as open plenary sessions, Sustainability Teams, and an annual stakeholder workshop, enabling broad-based engagement and utilizing digital tools for collaborative working.



Our Vision for Sustainability

- ➔ University of Hamburg is recognized as a pioneer in sustainable and digital governance—distinguished by clear structures, transparent communication, and a strong commitment to equal opportunity.
- ➔ Sustainability and digitalization are systematically integrated into management and administrative processes. They shape institutional culture by aligning projects with impact-oriented goals, designing processes for resource efficiency, and critically reflecting on technological solutions.
- ➔ AI-powered innovations and digital dashboards enhance data-driven decision-making, increase transparency, and improve the effectiveness of sustainability measures—for example, by providing real-time visualizations of sustainability progress.



Our Strategy for Implementation

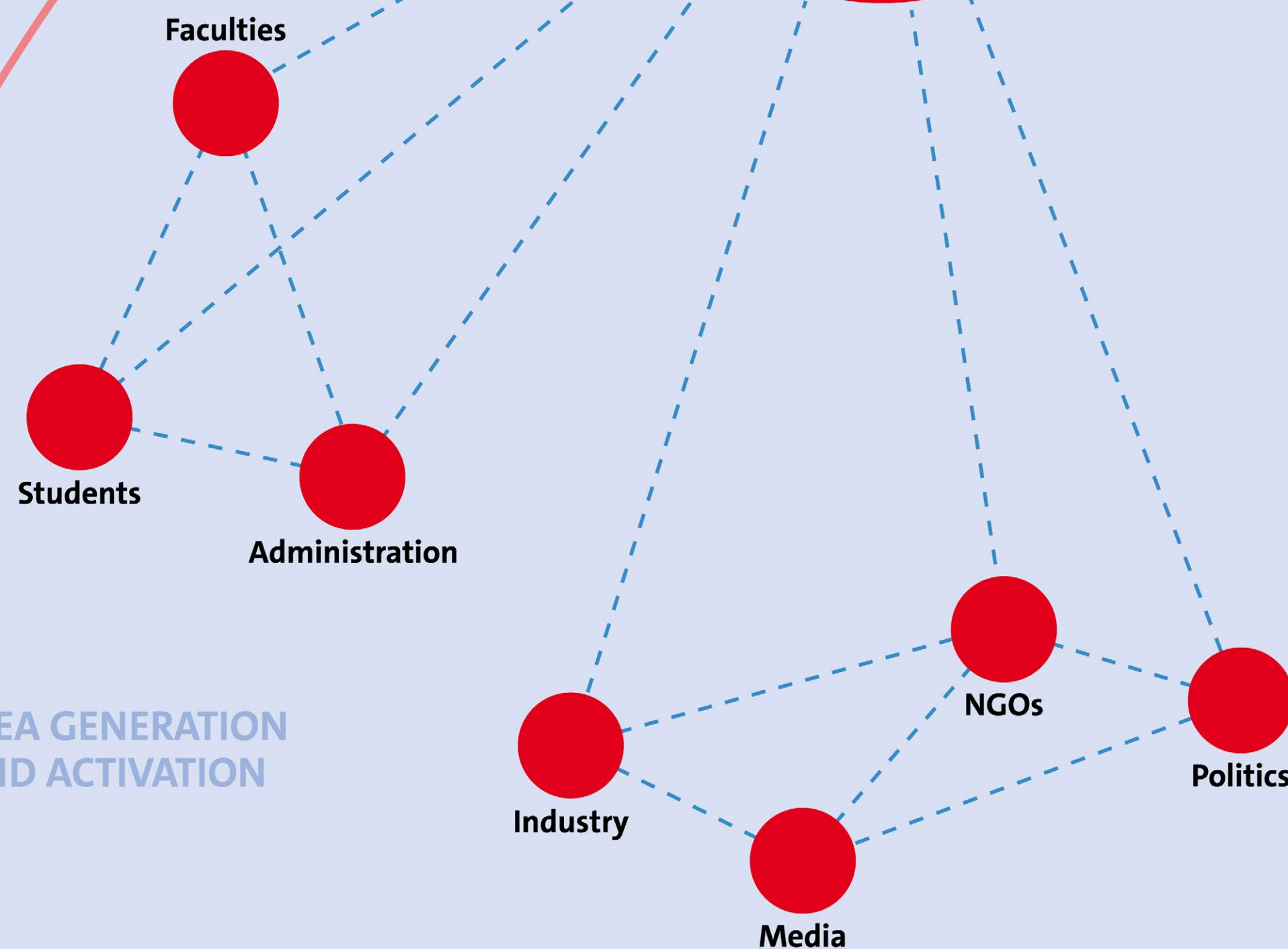
- ➔ Establish sustainability and digitalization as integral and self-evident components of organizational culture and decision-making processes.
- ➔ Strengthen participatory processes and promote diversity, equity, and inclusion—leveraging digital platforms to enable low-barrier participation.
- ➔ Use digital technologies to visualize sustainability data, support strategic decisions with data, and better identify and balance synergies and trade-offs between sustainability and digitalization.
- ➔ Further develop impact-oriented governance by integrating sustainability and digitalization indicators—ranging from resource-efficient working models to the ethical use of AI.

Governance for Sustainability: The “Hamburg Model”

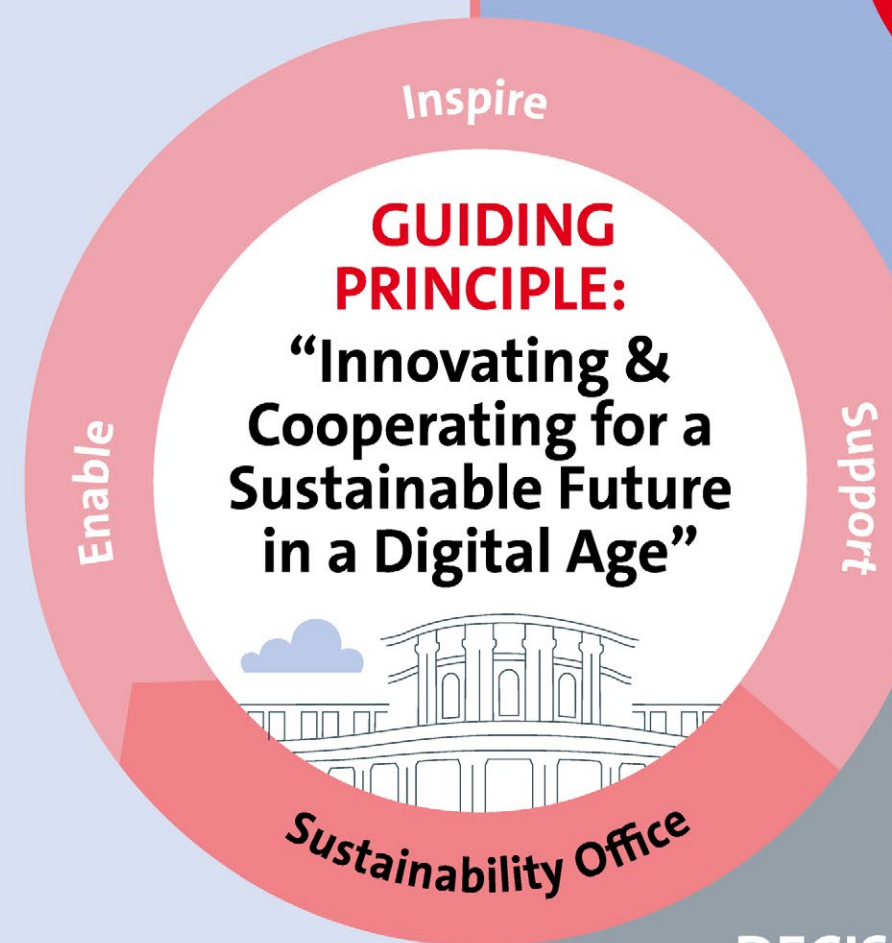
KEY

- Networking
- TEXT Format
- Stakeholder

IDEA GENERATION
AND ACTIVATION



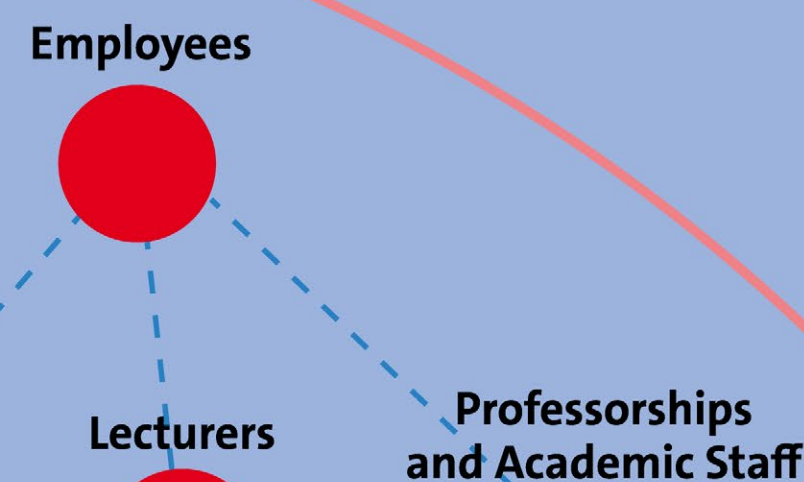
OPEN
PARTICIPATION FORMATS
SUCH AS OPEN PLENARIES



DECISION



EXECUTIVE
BOARD



CONCEPT DEVELOPMENT
AND IMPLEMENTATION

STRATEGY
DEVELOPMENT
AND DECISION
PREPARATION

SUSTAINABILITY
TEAM



ADVISORY
BOARD



STAKEHOLDER
WORKSHOP



Key Elements of the “Hamburg Model”

Sustainability initiatives are emerging across all areas of the University and are generally developed bottom-up within the framework of the University’s strategic orientation—that is, through broad-based participatory processes. Ideas are collected, structured, translated into concepts, prioritized, submitted for decision-making, and ultimately implemented and evaluated. Digital technologies support this process by promoting transparency and participation, revealing synergies between sustainability and digitalization, and enabling data-informed decision-making. The following roles, groups, and formats are central to the success of our sustainability governance:



→ Chief Sustainability Officer (CSO)

As a member of the Executive Board, the CSO bears strategic responsibility for the University’s sustainability goals. The CSO ensures that sustainability aspects are considered in all key decisions. In areas where digital technologies can support sustainable processes, the CSO works closely with the Chief Digital Officer (CDO) and the Digital Office (DO). The goal is to leverage synergies and identify potential trade-offs—such as between digital advancement and sustainable resource use—in line with the twin transformation.

→ Sustainability Office (SO)

The Sustainability Office is the University’s central institution of contact for all sustainability-related topics. It supports implementation of the sustainability strategy through coordination, project development, and strategic guidance across research, teaching and learning, knowledge exchange, and administration. Where appropriate, the SO works closely with the DO.

→ Open Sustainability Plenaries

These open plenary sessions are the most inclusive platform for sustainability dialogue at the University. They provide all members of the University with opportunities to actively shape twin transformation projects.

→ Sustainability Teams and Labs

Specialized working groups—such as the Biodiversity Working Group, Sustainable Food, or Green IT—address specific sustainability topics and foster decentralized implementation of sustainability goals. Digital technologies are an integral part of their work.

→ Sustainability Working Group

This cross-functional group serves as a networking platform for stakeholders from research, teaching and learning, administration, and the student body. Its mission is to advance the University’s sustainability strategy—regularly incorporating experts from the field of digital transformation to harness synergies and identify potential conflicts at an early stage.

→ Sustainability Representatives in Faculties and Departments

Sustainability representatives from faculties, institutes, and administrative units actively contribute to the implementation of the strategy. Regular training and cross-unit exchange strengthen awareness of sustainability as a cross-cutting task.

→ Annual Stakeholder Workshop

This yearly workshop brings together internal stakeholders and decision-makers in the field of sustainability—such as members of the Executive Board, deans, sustainability representatives, student representatives, working group and lab leads, and heads of administrative departments. The workshop supports reflection and further development of the strategy, enhances coordination, reinforces a shared vision, and supports the work of the CSO and SO.

→ Sustainability Advisory Board

The Sustainability Advisory Board meets once a year to critically assess and further develop the University’s sustainability strategy. Aspects of digitalization are regularly incorporated—especially when digital technologies offer sustainability potential or present trade-offs.

Strategic Goals for a Sustainable and Digital Organizational Culture

Goal		Target Description	Measure (Selected)	Selected Indicators	
				Short term	Medium to long term
Enable	Systematically Embedding Sustainability and Digitalization into Governance Structures	Sustainability and digitalization are institutionally anchored in University committees, faculties, departments, and administrative units. Clear responsibilities and structures ensure that the twin transformation is an integral part of strategies, action plans, and decision-making processes.	→ Close cooperation between the Sustainability Office (SO) and the Digital Office (DO) as central coordination units	●	<ul style="list-style-type: none">• Percentage of faculties and departments with designated sustainability and digitalization officers• Percentage of faculties and departments with developed sustainability strategies• Perceived self-efficacy regarding sustainability (measured in surveys)
			→ Integration of the twin transformation into faculty and departmental strategies	●	
			→ Involvement of faculties and departments in sustainability audits	●	
Enable	Integrating Sustainability and Digitalization into Management and Steering Processes	Sustainability and digitalization indicators are systematically integrated into monitoring and evaluation processes. A structured controlling system ensures that progress is measured, communicated transparently, and continuously optimized.	→ Development of a joint sustainability and digitalization controlling system	●	<ul style="list-style-type: none">• Share of target and performance agreements (TPAs) that include sustainability and/or digitalization goals• Existence and currency of a University-wide controlling system for sustainability and digitalization (Yes/No and year of last update)
			→ Integration of the twin transformation into target and performance agreements with faculties	●	
			→ Introduction of a key performance indicator (KPI) system for sustainable digitalization	●	
Enable	Fostering Sustainability and Digital Competencies among Leaders and Staff	Through structured training programs, leaders and staff acquire the competencies needed to actively shape sustainable and digital transformations and innovations within their areas of responsibility.	→ Development of a modular training program on the twin transformation for all staff	●	<ul style="list-style-type: none">• Number of training modules offered on sustainability and digitalization• Number of staff participating in twin transformation training per year• Number of peer-learning formats conducted annually• Participant satisfaction with training programs• Self-assessed sustainability competency of staff (e.g. measured in an annual mini-survey and pre-/post-training assessments)
			→ Establishment of peer-learning formats to connect sustainability and digitalization pioneers	●	

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for a Sustainable and Digital Organizational Culture

Goal		Target Description	Measure (Selected)	Selected Indicators	
Enable	Strengthening Diversity Equity, and Inclusion in Decision-Making Structures	University of Hamburg systematically integrates principles of diversity and inclusion into its governance processes to ensure equal participation.	<div>→ Participation in a diversity audit to support continuous improvement</div> <div>→ Development of a monitoring system for equal opportunity</div>	<div>Short term</div> <div>Medium to long term</div>	<ul style="list-style-type: none">• Successful participation in the diversity audit (Yes/No and certification status)• Existence of a monitoring system for diversity equity and inclusion (Yes/No and year of introduction)• Perceived fairness and equity (measured in surveys)
	Embedding Knowledge Equity in Governance Processes	All members of University of Hamburg have equal access to knowledge about sustainability and digitalization, enabling transparent governance processes.	<div>→ Development of dialogue formats on the twin transformation</div> <div>→ Introduction of a University-wide open access portal for sustainability and digitalization data</div>	<div>Short term</div> <div>Medium to long term</div>	<ul style="list-style-type: none">• Existence of a University-wide open access portal for sustainability and digitalization (Yes/No and year)• Perceived transparency of governance processes (measured in surveys)
	Promoting Open and Participatory Governance for Sustainability	University of Hamburg designs its sustainability governance to be transparent and participatory, enabling active involvement of its members and fostering a vibrant democratic culture.	<div>→ Development of a governance structure including working groups and stakeholder workshops</div> <div>→ Organization of at least one open plenary session per semester</div> <div>→ Inclusion of the academic community in governance processes</div>	<div>Short term</div> <div>Medium to long term</div>	<ul style="list-style-type: none">• Number of participatory formats (plenaries, dialogues) conducted per year• Number of University members actively participating in participatory formats (e.g. plenaries, workshops)• Changes in perceived self-efficacy among participants following their involvement (measured in surveys)
	Anti-Corruption and Whistleblowing	University of Hamburg establishes transparent, ethical, and responsible structures for preventing corruption.	<div>→ Implementation of training programs on integrity, anti-corruption, and ethical conduct for staff and leaders</div>	<div>Short term</div> <div>Medium to long term</div>	<ul style="list-style-type: none">• Number of training sessions on integrity, anti-corruption, and ethical conduct conducted per year• Existence and awareness of an anonymous whistleblowing platform• Use of the whistleblowing platform (e.g. number of anonymous reports submitted per year, non-traceable)• Employee awareness of anti-corruption measures and ethical behavior (measured in regular surveys)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for a Sustainable and Digital Organizational Culture

Goal		Target Description	Measure (Selected)		Selected Indicators	
Inspire	Embedding Sustainability and Digitalization as a Lived Culture and Driver of Innovation	Sustainability and digitalization are firmly established as strategic guiding principles and are regularly communicated internally and externally to raise awareness and encourage participation.	<div>→ Organization of idea competitions and award ceremonies</div> <div>→ Further development of Faces of Sustainability as a storytelling format and enhancement of sustainability maps</div>	Short term	Medium to long term	<div><div>• Number of event formats related to the twin transformation conducted annually (e.g. idea competitions, science slams, hackathons, barcamps)</div><div>• Number of ideas or projects submitted through innovation formats</div><div>• Perceived innovation climate / opportunities for active engagement / perception of the twin transformation as part of lived culture (survey)</div><div>• Number of people reached via communication channels (e.g. page views on the sustainability portal, social media impressions, newsletter subscribers)</div><div>• Growth in reach over time (e.g.+X% in social media followers, +Y% in views on sustainability pages)</div><div>• Social media engagement rate; perception of University of Hamburg as a leader in the twin transformation (measured in surveys)</div></div>
Support	Ensuring Sustainability Reporting and Transparency	University of Hamburg systematically documents and publishes its sustainability and digitalization activities through an integrated reporting system. Regular sustainability audits enable progress tracking and the identification of targeted improvement measures.	<div>→ Emissions accounting in line with GHG Protocol Scopes 1–3; climate strategy aligned with 1.5°C target</div> <div>→ Sustainability reporting aligned with CSRD/ESRS standards</div> <div>→ Participation in independent sustainability audits and certification processes</div>	Short term	Medium to long term	<div><div>• Publication of a sustainability report (Yes/No and frequency); application of international standards (e.g. CSRD/ESRS, SDG alignment); number of indicators considered</div><div>• Participation in independent sustainability audits (Yes/No and frequency); improvements in audit scores over time</div><div>• Perceived transparency regarding sustainability (measured in surveys)</div></div>
Support	Strengthening Collaboration at Local, National, and International Levels	University of Hamburg expands its local, national, and international networks in the field of sustainable and digital innovation.	<div>→ Active participation in networks</div> <div>→ Expansion of partnerships with stakeholders in the Global South</div> <div>→ Deepening of strategic partnerships with sustainability-oriented universities</div>	Short term	Medium to long term	<div><div>• Number of active partnerships in sustainability/digitalization (local, national, international—including with partners in the Global South)</div><div>• Number of joint projects/publications/events conducted</div><div>• Perception of University of Hamburg as a globally connected sustainability university (measured in surveys)</div></div>

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for a Sustainable and Digital Organizational Culture

	Goal	Target Description	Measure (Selected)	Selected Indicators		
				Short term	Medium to long term	
Support	Leveraging Digital Innovation for Sustainable Governance	Digital technologies are strategically used to optimize sustainability-related decision-making.	<div>➡ Development of a data infrastructure for sustainability and digitalization</div> <div>➡ Creation of a University-wide sustainability dashboard</div> <div>➡ Analysis of synergies and trade-offs using AI-based tools</div>		<div>●</div> <div>●</div> <div>●</div>	<ul style="list-style-type: none">Existence and scope of a central data hub for sustainability and digitalizationExistence of a University-wide sustainability dashboard (Yes/No and year of launch)Usage statistics of the dashboard and data hub (by user group); perceived relevance of the tools for governance (measured in surveys)
Support	Ensuring Sustainable Financial Investments	The University’s investments comply with ESG standards (SFDR Article 8).	<div>➡ Integration of ESG criteria into investment decisions</div>	<div>●</div>		<ul style="list-style-type: none">Share of university capital invested in accordance with sustainability criteria (ESG-compliant investments,%)Perception of University of Hamburg as a responsible investor (e.g. measured in stakeholder surveys or rankings)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Research & Research Infrastructure

University of Hamburg views sustainability and digitalization as central, closely interconnected transformations. Through interdisciplinary and transdisciplinary research, it generates knowledge that addresses global challenges and enables sustainable change. Our researchers dive deep, think in systems, and demonstrate what works—for a future-ready society.



“Science is the key to solving global challenges. Our research combines excellence with societal relevance.”

Prof. Dr. Tilo Böhmann
Vice President
Research



Our Achievements So Far

Excellent and Interdisciplinary Research with a Focus on Sustainability Topics

- ➔ Leading research clusters and centers dedicated to sustainability, including the Cluster of Excellence Climate, Climatic Change, and Society (CLICCS) and the Earth and Society Research Hub (ESRAH).
- ➔ Strong interdisciplinary and international collaboration in research on sustainability and digital transformation.

University of Hamburg as a Sustainable and Digital Research Environment

- ➔ Adoption of sustainable and digitally supported research practices, including Open Science, AI-assisted analysis, and a Center for Sustainable Research Data Management (ZFDM).



Our Vision for Sustainability

- ➔ University of Hamburg is an international pioneer in interdisciplinary twin transformation research—addressing global challenges and developing practice-oriented solutions.
- ➔ The University serves as a hub for innovative living labs and research collaborations that foster stronger connections between science, society, and industry.

- ➔ A sustainable and digital research infrastructure with open access platforms, AI-driven tools, and digital labs for knowledge sharing.
- ➔ Established use of energy-efficient and resource-saving technologies to minimize the ecological footprint of research.



Our Strategy for Implementation

- ➔ Targeted recruitment of researchers with expertise in (digital) sustainability, twin transformation, and sustainable digitalization.
- ➔ Expansion of interdisciplinary research initiatives and hubs that link ecological, social, and technological perspectives.
- ➔ Promotion of a sustainable and digital research culture through continuing education, diversity strategies, Open Science, and international collaboration.
- ➔ Development of a resource-efficient research infrastructure that leverages AI and digital tools to support knowledge equity and innovation.



Excellent and Interdisciplinary Research with a Focus on Sustainability

University of Hamburg is one of Germany's leading research institutions in addressing sustainability and digitalization as interconnected transformations. Its research is interdisciplinary and transdisciplinary in nature, linking environmental, societal, and economic perspectives to develop sustainable solutions for global challenges.

Sustainability plays a central role in these efforts. In climate research, University of Hamburg contributes significantly to understanding climate change and its interactions with society. The Cluster of Excellence CLICCS investigates the dynamics of the climate system and the conditions for societal change, while the interdisciplinary Earth and Society Research Hub (ESRAH) brings together expertise from the natural and social sciences on sustainability-related topics. In energy research, the University emphasizes close integration of sustainability and digital technologies. The Hamburg

Energy Research Association works on sustainable energy storage solutions and resource-efficient materials, while Clusters of Excellence in physics investigate new materials for a sustainable future.

Sustainability is also a key theme in health research. The Hamburg Center for Health Economics (HCHE) studies how health systems can be made more resilient and equitable. International collaborations in infection research—such as partnerships between the Global North and Global South—demonstrate how global health crises can be addressed through cooperation. At the same time, University of Hamburg contributes to the preservation of cultural heritage, using digital methods to safeguard and make historical materials accessible. One example is the use of innovative technologies in manuscript research, including the rescue and preservation of manuscripts in Timbuktu.

The twin transformation is also a focus in the economic and social sciences. The Sustainable Finance Research Group (SFRG e.V.) analyzes how sustainable financial and economic systems can be designed. Peace and security research connects sustainability with questions of global stability: the Institute for Peace Research and Security Policy (IFSH) and the Carl Friedrich von Weizsäcker Center for Science and Peace Research (ZNF) explore how sustainability contributes to peace and security.

A key feature of sustainability research at University of Hamburg is its interdisciplinary approach. Researchers from the natural sciences, social sciences, humanities, and economics collaborate to provide scientific foundations for sustainable transformation processes. The University is also closely connected to international research networks and partners with institutions such as Kyoto University, the University of Leeds,

and the European university alliance EUGLOH to pool global knowledge. These exchanges create synergies and allow societal challenges to be addressed from an international perspective.

Another area of focus is science communication and knowledge exchange in sustainability research. University of Hamburg is committed to making its research accessible not only to academia, but also to policymakers, businesses, and the broader public. While some research projects are specifically designed to generate practical solutions, fundamental research also contributes to sustainable development—by producing new insights and theoretical approaches.

PHOTO:
TINY HOUSE AS AN OPEN SPACE FOR DIALOGUE
AND EVENTS FOCUSED ON SUSTAINABILITY

Strategic Goals for Excellent and Interdisciplinary Research with a Focus on Sustainability

Goal		Target Description	Measure (Selected)	Selected Indicators	
Enable	Expanding Sustainability-related and Digital Research	University of Hamburg strengthens sustainability and digitalization as key topics in research.	<div><div>→ Strategic appointments with a focus on sustainability and digitalization</div><div>→ Networking events to foster interdisciplinary collaboration</div><div>→ Integration of the twin transformation into onboarding days for new researchers</div></div>	<div><div>Short term</div><div>Medium to long term</div></div>	<div><div>• Share of newly appointed professorships with a specific focus on sustainability and/or digitalization (%)</div><div>• Total third-party funding acquired for research on sustainability and digitalization (per year)</div><div>• Perception of University of Hamburg as a research leader in sustainability and digitalization (measured in surveys)</div></div>
	Integrating Sustainability and Digitalization into Research Funding	Internal funding programs support innovative research on the twin transformation. Cross-disciplinary collaboration enables the development of new research partnerships in sustainability and digitalization.	<div><div>→ Introduction of a University-wide funding program for sustainability-related research (especially with a digital focus)</div><div>→ Development of incubation formats for interdisciplinary research projects with a focus on sustainability and digitalization</div></div>	<div><div>Short term</div><div>Medium to long term</div></div>	<div><div>• Existence and budget of a University-wide funding program for twin transformation research; number of projects supported annually</div><div>• Number of internally funded projects that resulted in external research proposals (e.g. DFG, EU) and the total third-party funding acquired through them (euros per year)</div><div>• Researcher satisfaction with internal funding opportunities for twin transformation (measured in surveys)</div></div>
	Establishing Continuing Education Offers for Sustainable and Digital Research	A structured continuing education program equips researchers with knowledge in sustainable research practices, digital methods, and interdisciplinary collaboration.	<div><div>→ Further development of the interdisciplinary curriculum on sustainability and digitalization in research</div><div>→ Workshops on sustainable and digital research practices</div></div>	<div><div>Short term</div><div>Medium to long term</div></div>	<div><div>• Number of training opportunities offered per year and number of participating researchers</div><div>• Self-assessed increase in sustainability and digital competencies (measured through pre-/post-training surveys)</div></div>

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for Excellent and Interdisciplinary Research with a Focus on Sustainability

Goal		Target Description	Measure (Selected)		Selected Indicators
Enable	Strengthening Diversity-oriented Research	Sustainable transformation requires diverse perspectives. University of Hamburg actively supports research projects focusing on diversity, social justice, and inclusion.	➔ Development of support formats for diversity-focused research ➔ Trainings on intersectional sustainability research	<div><div>Short term</div><div>Medium to long term</div><div><div></div><div></div></div></div>	<ul style="list-style-type: none">• Number of support programs with a focus on diversity in research• Number of researchers participating in trainings on intersectional or diversity-oriented research• Self-assessed diversity competence of researchers (measured through regular surveys, e.g. on scales assessing sensitivity, methodological competence, and inclusive research practices)
	Promoting Knowledge Equity through Global Collaboration	University of Hamburg promotes knowledge equity through international research cooperation and the recognition of diverse knowledge systems—including Indigenous knowledge—to develop sustainable and just solutions. The University expands its partnerships with institutions in the Global South and underrepresented regions to foster equitable research conditions.	➔ Establishment of new research collaborations with partner institutions in the Global South, with a focus on knowledge equity	<div><div>Short term</div><div>Medium to long term</div><div><div></div><div></div></div></div>	<ul style="list-style-type: none">• Number of international research collaborations with partner institutions in the Global South• Share of co-authored open access publications with Global South partners• Integration of diverse knowledge systems (e.g. Indigenous knowledge) in research designs and outcomes (measured via content analyses or self-reports)
	Expanding a Sustainable Research Culture and Interdisciplinary Hubs	Interdisciplinary research centers and consortia strengthen integrative approaches to sustainability and digitalization. Research hubs foster collaboration across disciplinary boundaries. University of Hamburg promotes open and collaborative sustainability research to connect researchers across disciplines and stimulate new research ideas.	➔ Strengthening the interdisciplinary research center ESRAH ➔ Establishment of new research consortia focused on the twin transformation ➔ Regular exchange formats in sustainability research, bringing together researchers, students, and external stakeholders to co-develop new research topics	<div><div>Short term</div><div>Medium to long term</div><div><div></div><div></div></div></div>	<ul style="list-style-type: none">• Number of newly established research consortia related to the twin transformation• Openness and collaborative nature of the research culture (measured in surveys)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for Excellent and Interdisciplinary Research with a Focus on Sustainability

Goal		Target Description	Measure (Selected)		Selected Indicators	
				Short term	Medium to long term	
Inspire	Increasing International Visibility and Research Collaborations	Sustainability and digitalization research at University of Hamburg expands its international networks to foster cutting-edge research and global cooperation.	➔ Expansion of strategic partnerships with leading universities		●	<ul style="list-style-type: none">• Number of joint scientific publications with international partner institutions• International visibility of University of Hamburg in researcher surveys• Number of globally relevant research outcomes with policy relevance or societal impact (e.g. cited in IPCC reports)
	Inspiring Early Career Researchers for Sustainable and Digital Research	Early career researchers are specifically supported to cultivate the next generation of scientists with a focus on sustainability and digitalization.	➔ Mentoring programs for early career researchers focusing on sustainability and digitalization		●	<ul style="list-style-type: none">• Number of mentees participating in mentoring programs on sustainability and digitalization• Number of networking events organized for early career researchers (ECRs)
			➔ Networking events for early career researchers across disciplinary boundaries		●	
Support	Expanding Sustainability and Digital Labs as Experimental Spaces	Living labs create practice-oriented research environments for the joint development of sustainable and digital innovations involving actors from academia, industry, and society.	<ul style="list-style-type: none">➔ Establishment of new Sustainability and Digital Labs➔ Support for interdisciplinary research collaborations within the labs		<ul style="list-style-type: none">●●	<ul style="list-style-type: none">• Number of newly established Sustainability and Digital Labs• Satisfaction and perceived relevance of the labs among participating stakeholders (measured via surveys or interviews)• Perception of University of Hamburg as a driver of innovation in the fields of sustainability and digitalization (measured in stakeholder or partner surveys)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

University of Hamburg as a Sustainable and Digital Research Environment

At University of Hamburg, sustainability is understood not only as a research topic but also as a guiding principle of scientific practice. Through Open Science and sustainable research data management, the University fosters global knowledge exchange. Open access platforms and the Center for Sustainable Research Data Management (ZFDM) support transparent and accessible science.

At the same time, the University is continuously expanding the use of digital technologies in research. Institutions such as the Hub of Computing and Data Science (HCDS) develop innovative digital tools that are applied across a wide range of disciplines.

To ensure excellent research in the long term, University of Hamburg is creating the necessary structural and financial conditions. The twin transformation is also reflected in the development of research infrastructures: In the emerging Science City Hamburg Bahrenfeld, state-of-the-art laboratories and interdisciplinary research centers are being established—closely linking science, industry, and society. Initiatives such as Pier Plus specifically strengthen inter-institutional collaboration. In addition, the University is developing targeted programs to support early career researchers and to integrate sustainability and digitalization into academic careers from the outset.



Strategic Goals for a Sustainable and Digital Research Environment

Goal		Target Description	Measure (Selected)		Selected Indicators	
				Short term	Medium to long term	
Support	Advancing a Sustainable Research Infrastructure	University of Hamburg reduces the carbon footprint of its research infrastructure and adopts sustainable digital technologies.	<div>➡ Sustainability certification for laboratories and data centers</div> <div>➡ Promotion of resource-efficient high-performance computing (HPC) solutions</div>		<div></div> <div></div>	<div>• CO₂ reduction in research infrastructure (t CO₂e/year)</div> <div>• Share of renewable energy in electricity consumption of research facilities (%)</div> <div>• Number of sustainability certifications (e.g. for laboratories, HPC data centers)</div>
	Promoting Open Science and Sustainable Research Data Management	University of Hamburg expands open access and open data offerings for twin transformation research, making scientific knowledge widely accessible.	<div>➡ Expansion of the open access repository for research on sustainability and digitalization</div> <div>➡ Promotion of open data standards for scientific collaborations</div>		<div></div> <div></div>	<div>• Number of open access publications related to sustainability and digitalization</div> <div>• Number of datasets published on open data platforms</div>
	Supporting Researchers in Ethics, Data Protection, and AI-driven Research	Targeted training and advisory services promote the responsible use of AI technologies, data protection, and ethical considerations in research.	<div>➡ Development of guidelines for sustainable AI use in research</div> <div>➡ Workshops on ethical issues in digitalization and sustainability</div>	<div></div>	<div></div> <div></div>	<div>• Number of training sessions on ethics, data protection, and AI</div> <div>• Number of researchers participating in these trainings</div> <div>• Increase in researchers' competencies in ethics, data protection, and AI (measured after participation in trainings)</div>

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Teaching & Learning

University of Hamburg embeds sustainability as a guiding principle in teaching and learning. Through innovative learning formats and interdisciplinary approaches, students acquire subject-specific expertise and critical thinking skills. We aim to empower them to become responsible shapers of the twin transformation—working toward a sustainable, just, and innovation-driven society.



“Our approach is not just about preparing students for the job market; it’s about equipping them to help shape a sustainable future. They learn to take responsibility, with a holistic perspective grounded in science and spanning disciplines.”

Prof. Dr. Natalia Filatkina
Vice President
Teaching and Learning



Our Achievements So Far

Sustainability as a Guiding Principle in Teaching and Learning

- ➔ Sustainability as a guiding principle in education: Since 2014, sustainability has been systematically integrated into the University’s teaching mission by the Competence Center Sustainable University (KNU) and, since 2019, has been established as a quality criterion for the development and evaluation of study programs.
- ➔ Establishment of sustainability-related degree programs: Launch of interdisciplinary programs with a sustainability focus (e.g. MIBAS) as well as certificate offerings.

Expanding Sustainability- and Digitalization-oriented Learning Opportunities

- ➔ Support for interdisciplinary teaching formats: Revision of the cross-faculty elective area to strengthen digitally supported offerings for a sustainable and digital future.



Our Vision for Sustainability

- ➔ Sustainability and digitalization are integral components of academic education and promote interdisciplinary, diversity-oriented, and socially relevant learning processes.
- ➔ Teaching and learning at University of Hamburg empower students and educators to take responsibility for the twin transformation.

- ➔ The University fosters a dynamic learning culture in which digital technologies are purposefully used to enhance sustainability education.



Our Strategy for Implementation

- ➔ Expanding sustainability- and digitalization-oriented learning opportunities: Development of subject-specific and interdisciplinary formats as well as service-learning concepts that combine academic excellence with research- and practice-oriented education on the twin transformation.
- ➔ Promotion of University-wide exchange: Creation of platforms and training programs for instructors and students to collaboratively advance sustainable and digital teaching.

- ➔ Development of innovative, digitally supported teaching formats: Design of flexible, resource-efficient, and international learning opportunities that strategically employ digital tools for sustainability education.



PHOTO:
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Sustainability as a Guiding Principle in Teaching and Learning

The global challenges of the 21st century —climate change, biodiversity loss, social inequality, and political polarization—require a close integration of Education for Sustainable Development (ESD) with digital competencies. University of Hamburg prepares students to actively drive sustainable and digital transformation processes.

Sustainable education goes beyond imparting knowledge about ecological, economic, and social interdependencies. University of Hamburg pursues an interdisciplinary approach that enables students to scientifically analyze sustainability issues, adopt diverse disciplinary perspectives, and understand the complex interconnections between environment, society, and the economy. Sustainability and digitalization are viewed as transformative forces that— together—open up new possibilities for addressing global challenges.

Students not only gain subject-specific knowledge but also develop a reflective, action-oriented mindset.

A core element of teaching is the promotion of sustainability literacy — the ability to understand, critically reflect upon, and actively contribute to ecological, social, and economic sustainability. The University aligns its efforts with the UNESCO framework for ESD and with international models of digital education. It specifically promotes:

→ **Systems thinking and critical thinking, to analyze complex problems**

→ **Collaboration and problem-solving skills, to develop interdisciplinary solutions**

→ **Future orientation and innovation capacity, to actively shape sustainable and digital transformation**

These competencies are integrated into curricula through a close interplay of sustainable and digital teaching formats. These include interdisciplinary degree programs, practice-based research projects, Open Educational Practices, and service-learning formats.

Instructors design teaching to be research-oriented and enable students to actively participate in sustainability and digitalization research. Practice-based formats promote direct exchange with societal partners—encouraging critical reflection, hands-on experience, and the co-development of practical solutions. In addition, instructors enhance their own sustainability and digital competencies through professional development programs and peer learning.

Students gain not only academic expertise but also a deeper understanding

of the societal responsibility of their disciplines. Their education strengthens sustainability and digital literacy to foster responsible and active engagement in society. They are actively involved in sustainable and digital projects—through real-world labs, service-learning, and interdisciplinary research groups.

Strategic Goals for Sustainability as a Guiding Principle in Teaching and Learning

Goal		Target Description	Measure (Selected)		Selected Indicators
Enable	Promoting Sustainability and Digital Literacy	Students acquire sustainability and digital competencies as an integral part of their studies. Degree programs incorporate SDG-relevant content and digital methods to foster interdisciplinary thinking and systemic problem-solving skills.	<div>→ Integration of SDG-related and digitalization modules into degree programs</div> <div>→ Development of new degree programs and Open Educational Resources (OER) focused on the twin transformation</div> <div>→ Introduction of modules and workshops based on the Inner Development Goals (IDGs) to strengthen inner competencies, resilience, empathy, and self-reflection</div>	<div>Short term</div> <div>Medium to long term</div>	<ul style="list-style-type: none">• Number of degree programs that explicitly integrate content on sustainability and digitalization• Share of students reporting applied sustainability and digital literacy skills (e.g. via standardized literacy assessments)• Changes in sustainability awareness or behavior over the course of studies (pre-/post-measurement, e.g. as part of course evaluations)
	Expanding Continuing Education Offers for the Twin Transformation	Lecturers, alumni, and external professionals are empowered through a continuing education program on sustainable and digital transformation. Scientific excellence is combined with practical, application-oriented approaches.	<div>→ Workshops on integrating sustainability and digital content into teaching</div> <div>→ Trainings on digital and interactive teaching methods</div> <div>→ Development of training formats on sustainability and digitalization</div>	<div>Short term</div> <div>Medium to long term</div>	<ul style="list-style-type: none">• Number of workshops and trainings conducted per year• Participation rates by target group (e.g. lecturers, alumni, external professionals)• Self-assessed increase in sustainability and digital competencies following participation (e.g. via pre/post-evaluation or short survey)
	Promoting Diversity and Inclusion in Teaching and Learning	Sustainable and digital education is designed to be inclusive and diversity-oriented.	<div>→ Development of digital self-assessment tools for evaluating diversity in teaching concepts</div> <div>→ Creation of a higher education didactics guide for inclusive teaching practices</div> <div>→ Implementation of bridge and preparatory courses for refugee students</div>	<div>Short term</div> <div>Medium to long term</div>	<ul style="list-style-type: none">• Existence of a digital self-assessment tool for diversity in teaching concepts (Yes/No)• Existence of a higher education didactics guide for inclusive teaching (Yes/No)• Number of bridge and preparatory courses for refugee students• Number of students participating in support services (e.g. preparatory courses, mentoring programs, targeted tutorials)• Perception of University of Hamburg as an inclusive learning environment (measured in student and faculty surveys)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for Sustainability as a Guiding Principle in Teaching and Learning

Goal		Target Description	Measure (Selected)		Selected Indicators	
Inspire	Expanding Interdisciplinary Sustainability Offerings	Students are given the opportunity to approach sustainability challenges from multiple disciplinary perspectives and to engage in interdisciplinary collaboration.	➔ Expansion of the interdisciplinary Sustainability Certificate Program	Short term	Medium to long term	<ul style="list-style-type: none">• Number of interdisciplinary modules/courses related to the twin transformation• Number of team-taught courses involving faculty from different disciplines• Student satisfaction with interdisciplinary sustainability offerings (e.g. through course evaluations)• Measured increase in students’ sustainability and digital literacy (e.g. via pre-/post-surveys or self-assessment tools)
	Strengthening Research-based and Practice-oriented Learning	Sustainability knowledge is brought to life through hands-on projects. Students work with organizations, companies, or public administrations on real-world challenges.	➔ Expansion of the service-learning program	Short term	Medium to long term	<ul style="list-style-type: none">• Number of partnerships with external stakeholders (e.g. NGOs, businesses, government agencies)• Number of students participating in practice-oriented projects• Perception of study programs as practical and solution-oriented (measured in student surveys)
	Fostering Student Engagement in Sustainability and Digitalization	Students are actively involved in sustainable and digital transformation projects that have an impact both within the University and in society.	➔ Involvement of students in sustainability working groups	Short term	Medium to long term	<ul style="list-style-type: none">• Number of student-led or student-supported projects related to the twin transformation• Number of students involved in University committees, working groups, or labs focused on sustainability• Financial resources made available for student engagement• Student satisfaction with opportunities for participation and co-creation (measured in surveys)
	Fostering “Relationship-rich Education” for Students	Students receive targeted support through mentoring, peer learning, and academic networks to strengthen sustainability and digital competencies throughout their academic journey.	➔ Implementation of a University-wide mentoring program	Short term	Medium to long term	<ul style="list-style-type: none">• Number of mentoring and peer tutoring programs offered• Number of students supported through mentoring programs per year• Student satisfaction with support services (measured in surveys)• Students’ sense of belonging at the University—particularly among international, first-generation, or marginalized students

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Digital Technologies for Sustainable Teaching and Learning Processes

University of Hamburg ensures that sustainability and digitalization complement one another. Instructors and students are empowered to strategically apply digital methods to enhance sustainable teaching and learning.

Virtual exchange formats and international networks such as EUGLOH open up new perspectives for internationalization. At the same time, digital services and workflows in academic administration are being further developed to be user-centered, resource-efficient, and accessible. Throughout this process, data protection and digital ethics in the higher education context are strictly observed.

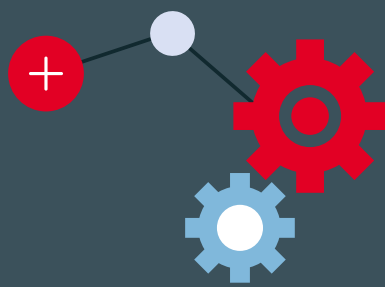
University of Hamburg promotes a wide range of interactive teaching formats that embed sustainability and digitalization as core elements across all disciplines. These include simulation-based learning opportunities, interdisciplinary project work, digital learning environments, and sustainable start-up incubators. The adaptation of educational technologies and spatial concepts creates a flexible, efficient, and future-proof learning infrastructure for all students.

A degree at University of Hamburg brings together three core elements of the twin transformation:



ACADEMIC EXPERTISE

⇒ Students gain in-depth knowledge in their field and critically reflect on the role of their discipline in sustainable and digital transformation processes



PERSONAL DEVELOPMENT

⇒ Academic education fosters reflective and responsible actors in the twin transformation, guided by the Inner Development Goals (IDGs).



CAREER ORIENTATION

⇒ Students are prepared for a sustainable and digitalized professional world. Their education strengthens their ability to act and innovate across sectors including business, academia, and civil society.

Sustainability and digitalization are long-term processes that require structural transformation. University of Hamburg invests strategically in new degree programs, sustainable learning spaces, innovative educational technologies, and interdisciplinary advising formats. These measures enable the entire University community to actively shape the demands of a sustainable and digital society—and to make teaching fit for the future.

Strategic Goals for Digital Technologies in Sustainable Teaching and Learning

Goal		Target Description	Measure (Selected)		Selected Indicators	
Inspire	Strengthening International Exchange Formats on the Twin Transformation	University of Hamburg expands its international study programs and digital learning formats to offer students global perspectives on sustainability and digitalization.	<div>➔ Development of Collaborative Online International Learning (COIL) courses</div> <div>➔ Establishment of joint study programs with international partner universities</div>	Short term	Medium to long term	<div><div>• Number of joint study programs with international partner universities (especially those focused on sustainability or digitalization)</div><div>• Share of degree programs that incorporate international digital formats</div><div>• Student satisfaction with international exchange formats (e.g. via targeted evaluations)</div><div>• Perceived opportunities to gain global perspectives on sustainability and digitalization (measured in student surveys)</div></div>
					<div></div>	
					<div></div>	
					<div></div>	
Support	Supporting Innovative Teaching and Learning Formats	Lecturers are supported in developing sustainable and digital teaching formats. Open Educational Resources and hybrid learning models facilitate access to sustainability topics.	<div>➔ Establishment of a platform to support innovative sustainability teaching</div> <div>➔ Promotion of digital and interactive teaching materials</div>	Short term	Medium to long term	<div><div>• Number of Open Educational Resources (OER) on sustainability topics published</div><div>• Usage intensity of digital materials by students (e.g. through learning analytics)</div><div>• Lecturer satisfaction with support for innovative teaching (e.g. services, platforms for exchange)</div><div>• Student perception of programs as innovative (measured through surveys)</div></div>
					<div></div>	
					<div></div>	
					<div></div>	
Support	Strengthening Higher Education Didactics for the Twin Transformation	Lecturers receive training in innovative methods for sustainable and digital teaching to promote transformative learning and interactive formats.	<div>➔ Launch of a qualification program on sustainability and digitalization in higher education didactics</div> <div>➔ Trainings on real-world labs, gamification, and design thinking to promote transformative learning</div>	Short term	Medium to long term	<div><div>• Number of qualification formats offered (e.g. workshops, trainings, certificates) related to the twin transformation</div><div>• Self-assessed increase in didactic competence after participation (measured via pre-/post-surveys)</div><div>• Share of courses incorporating transformative elements (e.g. participatory methods)</div></div>
					<div></div>	
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Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Knowledge Exchange

University of Hamburg strengthens its profile as a University of Excellence in research, teaching, and learning—and actively advances knowledge and technology exchange. By expanding strategic partnerships with academia, industry, and society, and by leveraging digital methods, the University makes knowledge exchange processes more efficient and sustainable.



“Societal change can only succeed together. Our approach to knowledge exchange is based on co-creation, openness, and impact – in collaboration with strong partners from the city, the region, and around the world.”

Prof. Dr. Jetta Frost
Vice President
Knowledge Exchange



Our Achievements So Far

Sustainability Partnerships in Academia, Industry, and Society

- ➔ Development of a holistic understanding of knowledge exchange that enables multidirectional transfer and embraces disciplinary diversity.
- ➔ Establishment of a transfer ecosystem with a central Knowledge Exchange Agency and decentralized units within faculties to connect academia, society, and industry.

Sustainable Innovation and Entrepreneurship

- ➔ Promotion of sustainable startups, social innovations, and co-creative research projects through qualification, advisory, and networking programs.



Our Vision for Sustainability

- ➔ A dynamically networked ecosystem of transdisciplinary researchers, sustainability-oriented actors, and digital tools maximizes the University’s societal impact.
- ➔ A wide range of knowledge exchange projects promote dialogue and collaboration with regional, national, and international partners to co-create sustainable and digital solutions.

- ➔ University of Hamburg acts as a catalyst for sustainable and digital innovation—translating scientific knowledge into impactful practice and actively advancing societal transformation.



Our Strategy for Implementation

- ➔ Expansion of transdisciplinary research initiatives and hubs that integrate ecological, social, and technological perspectives.
 - ➔ Targeted appointments of researchers with strong engagement in knowledge exchange, with a focus on (digital) sustainability, twin transformation, and sustainable digitalization.
-
- ➔ Establishment of a startup factory with tailored support programs for entrepreneurial initiatives focused on sustainability and digitalization.



PHOTO:
OPEN PLENARY SESSION

Sustainability Partnerships in Academia, Industry, and Society

University of Hamburg understands knowledge exchange as a multidirectional process that encompasses expertise, engagement, and entrepreneurship in close collaboration with stakeholders from business, politics, education, culture, and civil society. As a comprehensive University, University of Hamburg views this not merely as traditional knowledge and technology transfer, but as an integral component of the twin transformation. This concept is further expanded into a triple transformation that unites digital, sustainable, and Open Science.

Under this framework, knowledge exchange at the University of Hamburg spans the areas of innovation and entrepreneurship, career development and qualification, as well as co-creation and civic engagement. Activities in these areas are shaped by the faculties, Clusters of Excellence, and central institutions, and are supported by our dedicated Knowledge Exchange Agency, whose guiding principle “Excellence Meets Relevance” fosters the connection between science

and society. The University pursues a comprehensive sustainability approach in which knowledge exchange plays a key role in societal transformation. Its objective is not only to integrate scientific insights into research, teaching, and learning but also to actively translate them into practice in collaboration with external partners. At its core are co-creation and co-innovation, aimed at developing sustainable and digital solutions together with relevant stakeholders.

The University’s knowledge exchange profile is based on the Triple-E Model, which organizes diverse activities into three central dimensions:

→ Expertise

Encompassing scientific policy advice, collaborations with companies, and dialogue events with civil society stakeholders.

→ Engagement

Promoting the direct involvement of researchers and students in addressing

societal challenges through cooperation with political, economic, or cultural institutions.

→ Entrepreneurship

Supporting technological, social, and ecological innovations that pave the way for sustainable development.

In the Co-Creation & Engagement Center, partnerships with civil society, cultural institutions, and educational organizations are prioritized. Research practice collaborations and communities of practice create spaces for transdisciplinary knowledge exchange, while international networks such as the Sustainability Living Labs Network actively support engaged researchers.

Another central element of the knowledge exchange strategy is the targeted use of digital and data-driven methods to make transfer processes more efficient and sustainable. Digital platforms enable open knowledge exchange and foster co-creation processes. AI-driven analyses enhance the management and

outreach of knowledge exchange activities, while sustainable IT infrastructures ensure that data protection, energy efficiency, and accessibility are maintained in transfer projects. Additionally, University of Hamburg regards the field of knowledge exchange as a distinct area of research, aiming to critically reflect upon and further develop sustainable transformation processes.

To ensure the impact and strategic development of knowledge exchange, University of Hamburg has developed a set of transfer indicators. These capture institutional support, successful formats and partnerships, as well as the societal and sustainability-related impact of activities. A particular focus is placed on the sustainable orientation of knowledge exchange, both in the content of research and teaching and in its structural embedding within the University.

Strategic Goals for Sustainability Partnerships in Academia, Industry, and Society

Goal		Target Description	Measure (Selected)		Selected Indicators
				Short term Medium to long term	
Enable	Strengthening Transfer Competencies for the Twin Transformation	University of Hamburg expands its continuing education programs to train researchers, instructors, and students in sustainable and digital knowledge exchange. The aim is to promote the targeted use of data-driven methods for effective science communication and transdisciplinary collaboration.	➔ Development of a training program on transfer, sustainability, and digital competencies with interactive workshops, online courses, and learning modules		<ul style="list-style-type: none">• Number of training formats conducted per year (e.g. workshops, online courses, learning modules)• Number of participants per target group (researchers, instructors, students)• Self-assessed transfer competence before and after participation (e.g. using a 5-point Likert scale in pre-/post-surveys)
Enable	Integrating Sustainability and Digitalization into Transfer Governance	The University's knowledge exchange bodies—including the Knowledge Exchange Agency, Transfer Council, and Transfer Sounding Board—systematically incorporate sustainability and digitalization into their strategic and operational processes.	➔ Introduction of a sustainability and digitalization monitoring system for regular evaluation of transfer activities		<ul style="list-style-type: none">• Existence of a sustainability and digitalization monitoring system for knowledge exchange activities (Yes/No)• Share of funded transfer projects that include sustainability or digitalization components (tracked via monitoring system)
Enable	Promoting Inclusive and Participatory Transfer Formats	Knowledge exchange activities make academic knowledge accessible to marginalized groups and strengthen science literacy and public trust in science.	➔ Establishment of an outreach program featuring science festivals, community labs, and participatory research formats		<ul style="list-style-type: none">• Number of inclusive and participatory knowledge exchange formats per year (e.g. community labs, science festivals, participatory research projects)• Perceived effectiveness and inclusiveness of these formats (measured through participant surveys)• Self-assessed increase in science literacy and trust in science and University of Hamburg before/after participation (measured through short evaluation formats)
Enable	Mentoring for Sustainability-oriented Career Pathways	A structured mentoring program supports students in pursuing career paths related to sustainability and digitalization, offering targeted insights into professional practice.	➔ Implementation of a matching system for students, alumni, and companies in the fields of sustainability and digitalization		<ul style="list-style-type: none">• Number of active mentoring partnerships per year• Satisfaction of mentors and mentees (measured in final evaluations, e.g. via scales assessing exchange quality, relevance, perceived support)• Mentees' perceived preparedness for sustainability-oriented career paths

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for Sustainability Partnerships in Academia, Industry, and Society

Goal		Target Description	Measure (Selected)		Selected Indicators	
				Short term	Medium to long term	
Inspire	Strengthening Transdisciplinary and Co-creative Research	Citizen science, living labs, and co-creation formats promote knowledge exchange between academia and society and foster social innovation.	➡ Launch of a funding program for co-creative research			<ul style="list-style-type: none">• Number of funded co-creation, citizen science, or living lab projects per year• Perceived openness and societal relevance of research at University of Hamburg (measured in surveys among participants and external partners)
	Intensifying Sustainability Dialogues with Society	University of Hamburg expands public dialogue formats and involves civil society actors in research and innovation processes, strengthening reflection and the societal relevance of sustainability research.	<ul style="list-style-type: none">➡ Organization of discussion formats with representatives from politics, business, and civil society➡ Interactive formats to foster social reflection and participatory innovation processes			<ul style="list-style-type: none">• Number of events held per year (e.g. lecture series, panel discussions, future workshops, or transdisciplinary labs)• Self-reported improvement in participants' understanding of societal challenges• Number of formats with an explicit sustainability or digitalization focus• Perceived visibility and relevance of UHH research in society (e.g. measured through regular public or stakeholder surveys using Likert scales)
	Increasing the Visibility of Sustainable Knowledge Exchange Projects	University of Hamburg communicates knowledge exchange projects with a sustainability focus in a targeted manner to enhance their impact in society, politics, and business.	➡ Development of new communication formats for impactful storytelling			<ul style="list-style-type: none">• Number of newly developed communication formats (e.g. videos, podcasts, digital stories, newsletter formats)• Reach of communication formats (e.g. website visits, social media engagement, media coverage)• Perception of University of Hamburg as an active actor in knowledge exchange and sustainability (measured in stakeholder surveys)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for Sustainability Partnerships in Academia, Industry, and Society

	Goal	Target Description	Measure (Selected)		Selected Indicators
				Short term Medium to long term	
Support	Establishing a Regional Network for Sustainable Knowledge Exchange	A regional knowledge exchange hub connects universities, businesses, public authorities, research institutions, and civil society organizations to jointly develop sustainable solutions.	<div>→ Development of a (digital) platform and inclusive formats for sustainable collaboration and knowledge exchange</div> <div>→ Collaboration with partners on sustainability-related topics</div>	<div></div> <div></div>	<div>• Number of active sustainability-related partnerships within the regional transfer network (e.g. ongoing projects, cooperation agreements)</div> <div>• Satisfaction of network partners (measured in surveys, e.g. regarding relevance, usefulness, communication, and collaboration climate)</div>
Support	Anchoring Sustainability as a Funding Criterion for Knowledge Exchange Projects	Sustainability and digitalization aspects are systematically embedded in the University's internal funding programs for knowledge exchange projects.	<div>→ Launch of a transfer funding program with a focus on sustainability and digitalization</div>	<div></div> <div></div>	<div>• Share of funded knowledge exchange projects with explicit sustainability or digitalization focus (%)</div> <div>• Number of sustainable innovations or partnerships initiated through funded projects</div>

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Sustainable Innovation and Entrepreneurship

University of Hamburg's Knowledge Exchange Agency coordinates these activities through three specialized centers:

→ The Innovation & Entrepreneurship Center provides targeted support for sustainable startups.

→ The Startup Port@UHH and the Management Transfer Lab assist science-based startups. In addition to advising on intellectual property and patents, the development of sustainable technologies, products, and business models is advanced in cooperation with external partners.

→ The Career & Qualification Center supports students and researchers in their transition to the job market, with a particular focus on sustainable and digital career pathways. Tailored programs enhance their transfer competencies and interdisciplinary communication skills, with an explicit focus on diversity and internationalization.

The University's strategic outlook includes targeted investments in key transformation fields. Research collaborations drive sustainable solutions in areas such as renewable energy, circular economy, sustainable mobility, and environmentally friendly materials.

The Startup Factory Hamburg serves as a platform for scaling sustainable and digital business models, while innovative exchange formats and CRM-supported cooperation models further optimize digital knowledge exchange.

International networks such as EUGLOH open up new opportunities for the global scaling of sustainable innovations. At the same time, the University strengthens knowledge exchange with marginalized communities through targeted outreach programs, accessible science communication, and inclusive event formats.



PHOTO:
UNIVERSITY DAY

Strategic Goals for Sustainable Innovation and Entrepreneurship

	Goal	Target Description	Measure (Selected)	Short term	Medium to long term	Selected Indicators
Support	Establishing a “Startup Factory” for Sustainable Entrepreneurship	The Startup Factory Hamburg supports startups focused on GreenTech, social entrepreneurship, AI, and sustainable digitalization.	➔ Implementation of an incubation program for sustainable startups, including coaching, funding access, and co-working spaces			<ul style="list-style-type: none">• Number of sustainable start-ups per year originating from University of Hamburg• Sustainability competence of startups (e.g. measured via self-assessment or standardized Impact Readiness survey)• Perception of the Startup Factory Hamburg as a platform for sustainable entrepreneurship (measured through surveys of participants, mentors, and investors)
Support	Expanding Spaces for Sustainable Innovation	Co-working spaces offer interactive environments for innovation between academia, society, and industry.	➔ Development of a Sustainability Innovation Space on campus as a testbed for sustainable transformation solutions			<ul style="list-style-type: none">• Existence of a Sustainability Innovation Space (Yes/No)• User satisfaction regarding facilities, openness, and innovation culture (measured through regular surveys)• Perception of the Innovation Space as a hub for sustainable and digital transformation (measured in internal and external surveys)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Administration & Operations

University of Hamburg combines ecological and social responsibility with digital transformation to create an integrated model for the future. Through resource-efficient infrastructure, flexible working models, sustainable financing strategies, and an inclusive organizational culture, the vision of a truly sustainable University becomes reality.

“

“Our campus is a living laboratory for sustainability. Through innovative administration, digital efficiency and a culture of responsibility, we lay the groundwork for future-oriented action — every single day.”

Martin Hecht
Chancellor



Our Achievements So Far

Climate Action, Resource Use, and Ecosystems

- ➔ Sustainable operations: Implementation of resource-efficient measures such as the intracting model to finance climate protection initiatives.
- ➔ Biodiversity and ecological campus design: Creation of wildflower meadows, reduction of sealed surfaces, and sustainable green space management.
- ➔ Digitalization for resource efficiency: Optimization of administrative processes to reduce the environmental footprint through digital solutions.
- ➔ Co-creative campus development: Development of sustainability standards and concepts for the new science district Science City Hamburg Bahrenfeld.

Equity and Diversity

- ➔ Institutionalized anti-discrimination: Implementation of frameworks such as the Diversity Concept and the Anti-Discrimination Policy.
- ➔ Anti-Discrimination Center: Specialized counseling services for individuals affected by discrimination.
- ➔ Successful re-audit on diversity and recipient of the “Shaping Diversity” certificate.



Our Vision for Sustainability

- ➔ University of Hamburg is a climate-neutral and resource-efficient university that combines sustainability with digital innovation.
- ➔ It operates a sustainable and digitalized University administration, serving as a model for future-ready organizations.
- ➔ Its campus is regarded as a living example of sustainable transformation, featuring climate-friendly mobility, energy-efficient infrastructure, and a circular economy in practice.

- ➔ University of Hamburg is a diverse and equitable institution that promotes social justice, reduces barriers, and fosters an inclusive University culture.



Our Strategy for Implementation

- ➔ Decarbonization and circular economy: Development of a comprehensive Climate Transition Plan aiming for zero emissions in Scopes 1 and 2 by 2030, and the launch of a Zero-Waste Program by 2035 to reduce emissions and resource consumption.
- ➔ Sustainable and digital mobility: Promotion of climate-friendly mobility solutions and flexible work models to minimize CO₂ emissions from commuting and business travel.
- ➔ Sustainable campus development: Interdisciplinary, co-creative collaboration between academia, campus development, and municipal authorities to realize sustainable and innovative campus concepts.
- ➔ Embedding sustainability and diversity in organizational practice: Integration of sustainability and diversity into HR and organizational development processes, supported by training programs and accessible digital infrastructure.

The University as a Living Lab for Sustainable Operations



As a Living Lab for sustainable operations, University of Hamburg continuously pilots innovative solutions to reduce its ecological and social footprint. Our goal is to establish a sustainable, socially just, and digitally connected University administration by 2030. The administration becomes a driving force for transformation—positioning the University as a model for future-ready operations through the integration of climate action, digitalization, and social innovation.

The University aims for a significant reduction in emissions and resource consumption. A comprehensive energy management system ensures the systematic decrease of energy use, while climate-friendly construction and renovation concepts safeguard the development of a sustainable campus infrastructure. The transition to renewable energy, emissions-free heating systems, and efficient building technologies forms the foundation for a climate-neutral infrastructure. This is complemented by a circular economy strategy—from sustainable procurement to zero-waste initiatives.

Digitalization is strategically employed as a driver of sustainable transformation. Paperless administrative processes, resource-saving IT infrastructure, and AI-powered data analytics significantly reduce the ecological footprint of University operations. Virtual meetings and digital business travel further contribute to emissions reductions, while central platforms enable sustainable mobility concepts.

The University ensures that all digital solutions are accessible and barrier-free for all staff members.

The University's financial strategy is based on sustainable investment and targeted climate action initiatives. A Sustainability Fund pools resources to support sustainable projects, while the intracting model—an internal financing mechanism—reinvests savings from climate measures into further sustainability initiatives. In addition, all procurement processes incorporate sustainability criteria to embed environmental and social responsibility throughout the entire supply chain.

Sustainable campus design also promotes biodiversity and improves the microclimate. The unsealing of paved areas, nature-based green spaces, and targeted measures to enhance species diversity transform the campus into a vibrant ecosystem—improving well-being while delivering measurable ecological value.

Strategic Goals for Climate Action, Resource Use, and Ecosystems

	Goal	Target Description	Measure (Selected)	Selected Indicators	
				Short term	Medium to long term
Enable	Achieving Net-zero Emissions by 2030 (Scopes 1 and 2 under the GHG Protocol)	University of Hamburg aims to achieve zero emissions in all directly influenceable areas (Scopes 1 and 2 according to the GHG Protocol) by 2030. This includes the targeted reduction of emissions from building operations, energy consumption, and mobility—through a combination of energy efficiency measures, the expansion of renewable energy sources, and the transformation of technical infrastructure.	<div>→ Development of a detailed Climate Transition Plan, including the estimated transition costs</div> <div>→ Transition to renewable energy sources for electricity and heating</div> <div>→ Expansion of photovoltaic systems on rooftops and parking areas</div> <div>→ Energy-efficient renovation of existing buildings</div> <div>→ Integration of emissions-free heating and cooling systems into new and existing buildings</div> <div>→ Electrification of the University vehicle fleet</div> <div>→ Optimization of space usage by discontinuing inefficient building leases</div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>	<div>• Total emissions under Scopes 1–3 (t CO₂e/year)</div> <div>• Existence and implementation progress of a Climate Transition Plan with defined milestones</div> <div>• Total installed capacity of photovoltaic systems (kWp)</div> <div>• Share of electric vehicles in the University's fleet (%)</div>
Enable	Establishing Efficient Energy Use (Scopes 1 and 2 under the GHG Protocol)	University of Hamburg establishes intelligent and resource-efficient energy use as the new operational standard. By 2030, energy consumption from building operations (Scopes 1 and 2) will be systematically reduced by at least 10 %, while transparency, efficiency, and user engagement will be enhanced through digital control systems.	<div>→ Implementation of a real-time energy management system for monitoring and controlling consumption</div> <div>→ Introduction of incentive systems to promote energy-efficient behavior</div> <div>→ Expansion of climate action financing, e. g. through the Intracting Fund</div> <div>→ Awareness-raising communication formats on energy-efficient behavior</div>	<div></div> <div></div> <div></div> <div></div>	<div>• Total energy consumption of the University (kWh/year) (disaggregated by electricity, heating, cooling, and building type)</div> <div>• Number of implemented intracting projects per year and financial volume of measures funded through the Intracting Fund (€/year)</div> <div>• Availability of a university-wide real-time energy management system (Yes/No)</div> <div>• Number of functioning feedback systems (e.g. energy dashboards for building users)</div>
Enable	Strengthening Sustainable Procurement and Circular Economy (Scope 3 under the GHG Protocol)	University of Hamburg systematically embeds ecological and social responsibility into its procurement processes. A strategy for sustainable purchasing and circular economy ensures that environmental and social standards are upheld throughout the entire value chain. The strategy incorporates the principles of the circular economy—Reduce, Reuse, Repair, Recycle—and integrates social enterprise offerings.	<div>→ Development of a sustainable procurement and circular economy strategy, incorporating Reduce, Reuse, Repair, Recycle</div> <div>→ Establishment of a Circular Economy Lab for sustainable campus solutions</div> <div>→ Expansion of reuse platforms and practices for furniture and technical equipment</div> <div>→ Sustainable IT recycling</div>	<div></div> <div></div> <div></div> <div></div>	<div>• Existence and publication of a sustainable procurement and circular economy strategy (Yes/No)</div> <div>• Number of circular economy measures implemented per year (e.g. platforms, lab initiatives, repair cafés)</div> <div>• Awareness and knowledge of circular economy principles among staff and students (measured through survey scale responses)</div>

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for Climate Action, Resource Use, and Ecosystems

	Goal	Target Description	Measure (Selected)			Selected Indicators
				Short term	Medium to long term	
Inspire	Establishing Sustainable Event Management (Scope 3 under the GHG Protocol)	University of Hamburg implements a sustainable event management system that combines environmental responsibility, social inclusion, and digital innovation. A comprehensive Sustainable Event Guide defines binding standards for accessibility, climate action, and resource conservation. Hybrid formats and zero-waste principles make events future-proof and accessible to all.	<div>➡ Introduction of a Sustainable Event Guide</div> <div>➡ Promotion of zero-waste events</div> <div>➡ Expansion of hybrid event formats to reduce emissions</div>	<div>●</div> <div>●</div> <div>●</div>		<div>• Existence (Yes/No) and the use of a Sustainable Event Guide</div> <div>• Average CO₂ footprint per event (kg CO₂e)</div> <div>• Awareness of sustainability standards for events among UHH members (measured via surveys)</div> <div>• Participant satisfaction with sustainable event offers (e.g. accessibility, catering, digital participation)</div>
Inspire	Promoting Sustainable Campus Design and Biodiversity	University of Hamburg is transforming its campus into a vibrant, nature-based space for learning and living. Through targeted biodiversity measures, green infrastructure, and climate-adapted design, the campus becomes a forward-looking ecosystem that enhances quality of life, species diversity, and climate protection.	<div>➡ Reduction of sealed surfaces through unsealing initiatives</div> <div>➡ Biodiverse landscaping of green spaces</div> <div>➡ Greening of rooftops and building façades</div> <div>➡ Establishment of a Biodiversity Learning Trail</div>	<div></div> <div>●</div> <div></div> <div>●</div>	<div></div> <div>●</div> <div>●</div> <div></div>	<div>• Share of nature-based surfaces relative to total campus area (%)</div> <div>• Number and total area of green rooftops and façades (m²)</div> <div>• Number of identified plant and animal species on campus (e.g. via monitoring through Citizen Science or biodiversity scouts)</div> <div>• Perceived quality of stay on campus, measured via surveys among students and staff (%)</div> <div>• Microclimatic impact: Average temperature difference between greened and sealed areas (e.g. via mobile sensors or spot measurements)</div>
Support	Reducing Resource Use and Waste (Scope 3 under the GHG Protocol)	By 2030, University of Hamburg will significantly reduce resource consumption—particularly paper and water use. Through digital processes, smart technologies, and awareness-raising campaigns, the University fosters a resource-conscious organizational culture. The goal is a minimum 30 % reduction in consumption, supported by a transformation of everyday behavior.	<div>➡ Promotion of paperless administrative processes</div> <div>➡ Introduction of a water-saving concept using smart sensors</div> <div>➡ Awareness campaigns on resource conservation</div>	<div>●</div> <div></div> <div>●</div>	<div></div> <div>●</div> <div></div>	<div>• Annual paper consumption per FTE (kg/FTE)</div> <div>• Annual water consumption per m² building area or per capita (liters/FTE)</div> <div>• Number of awareness campaigns on resource conservation</div>

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Strategic Goals for Climate Action, Resource Use, and Ecosystems

	Goal	Target Description	Measure (Selected)			Selected Indicators
				Short term	Medium to long term	
Support	Using Digitalization for Resource Efficiency (Scope 2 and 3 under the GHG Protocol)	University of Hamburg strategically uses digital technologies to conserve resources and optimize work processes. Digital workflows and flexible work models measurably reduce paper and energy consumption while enabling more intelligent use of space. In this way, a future-oriented and resource-conscious administrative culture is cultivated.	<div>➔ Introduction of a digital document management system</div> <div>➔ Expansion of online meetings</div>	<div></div> <div></div>	<div></div> <div></div>	<div><div>• Reduction in paper consumption compared to the baseline year (%)</div><div>• Square meters per full-time equivalent (space efficiency)</div><div>• Share of rooms with ≥ 70% utilization (e.g. measured via booking systems)</div></div>
Support	Promoting Sustainable Mobility (Scope 3 under the GHG Protocol)	University of Hamburg promotes a sustainable mobility culture that emphasizes climate-friendly, active, and socially inclusive transportation. Through targeted infrastructure improvements and attractive incentives, the University supports the shift toward low-carbon transport such as cycling, public transit, and e-mobility—contributing to a healthy, connected, and future-ready campus.	<div>➔ Expansion of bike parking garages and e-charging stations</div> <div>➔ Promotion of subsidized bike leasing program (JobRad)</div> <div>➔ Development of sustainable mobility concepts</div>	<div></div> <div></div> <div></div>	<div></div> <div></div> <div></div>	<div><div>• Number of new bike parking spots, bike garages, and installed e-charging stations (for bicycles and cars)</div><div>• Usage of the JobRad bike leasing offer</div><div>• Percentage of UHH members who regularly commute by bike, public transport, or on foot (%)</div><div>• Perceived attractiveness and safety of cycling infrastructure (measured in surveys)</div></div>
Support	Establishing a Zero-waste Campus by 2035 (Scope 3 under the GHG Protocol)	By 2035, University of Hamburg aims to become a model Zero-Waste Campus. Through systematic waste prevention, reusable systems, smart separation and recycling solutions, and digital support tools, resource consumption is significantly reduced and a sustainable use culture is promoted. The Zero-Waste Program is based on participation, innovation, and circular thinking.	<div>➔ Introduction of a reusable system for to-go products</div> <div>➔ Installation of recycling stations across campus</div>	<div></div> <div></div>	<div></div> <div></div>	<div><div>• Number of participating canteens, cafeterias, and shops in the reusable system</div><div>• Number of reusable containers in use per month (e.g. tracked via app-based system)</div><div>• Annual reduction in waste volume (kg or tons of residual waste)</div></div>

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years

Diversity, Equity, and Inclusion

University of Hamburg creates the framework for fair working conditions and equal opportunities. A diverse and inclusive organizational culture is actively promoted through targeted support programs, mentoring and training opportunities, and transparent HR and career strategies. Psychological safety, health promotion, and flexible working models contribute to a productive and socially equitable work environment.

A key component of sustainable University administration is the active involvement of all status groups. Staff are empowered through tailored continuing education programs focused

on sustainability and digital skills, while participatory decision-making processes support inclusive organizational development. Sustainability indicators and data-based monitoring systems ensure continuous process optimization and make progress measurable and transparent.

[Learn more about our actions to promote Diversity, Equity, and Inclusion](#)



Strategic Goals for Diversity, Equity, and Inclusion

Goal		Target Description	Measure (Selected)	Selected Indicators	
Enable	Promoting Diversity, Equity, and Inclusion in Human Resource Development	University of Hamburg ensures equitable access to career development and leadership roles. Fair recruitment processes, targeted support for underrepresented groups, and the structural embedding of diversity help to strengthen an inclusive work environment, where diversity is visible and impactful at all levels.	<div><div>→ Institutionalize mentoring programs for underrepresented groups</div><div>→ Introduction of a Diversity Index</div></div>	<div><div>Short term</div><div>Medium to long term</div></div>	<ul style="list-style-type: none">• Share of women in leadership positions (%)• Gender Pay Gap• Satisfaction with equal opportunity in professional development (measured through surveys)
	Expanding Accessible Digital Infrastructure	University of Hamburg designs its digital infrastructure to be inclusive, barrier-free, and user-centered, ensuring that all University members—regardless of individual circumstances—have equal access to digital tools and services.	<div><div>→ Development of barrier-free online tools for teaching, learning, and administration</div><div>→ Usability testing to improve digital accessibility</div></div>	<div><div>Short term</div><div>Medium to long term</div></div>	<ul style="list-style-type: none">• Number of barrier-free digital services (e.g. websites, e-learning platforms, and admin portals meeting BITV 2.0 standards)• Perceived accessibility of the digital infrastructure (measured through regular staff and student surveys)
	Fostering Inclusive Workplace Health Management and University Sports	University of Hamburg promotes a health-oriented and inclusive University culture, where physical and mental well-being are recognized as key to sustainable learning and working. A holistic health management system and accessible sports offers enable all members of the University to participate in an active and resource-conscious health culture.	<div><div>→ Expansion of inclusive sports courses (e.g. adaptive sports equipment, courses for people with disabilities)</div><div>→ Promotion of environmentally friendly sports events</div><div>→ Expansion of mental health support services for University members</div></div>	<div><div>Short term</div><div>Medium to long term</div></div>	<ul style="list-style-type: none">• Number of inclusive sports offers per year (e.g. adaptive or accessible formats)• Number of mental health support measures (e.g. workshops, counseling, stress management training)• Satisfaction with health and sports services (measured via surveys)• Reported changes in well-being and/or stress levels after using services (pre-/post-surveys or retrospective annual surveys)• Average number of sick days per full-time equivalent (FTE)

Key: Short term = 1 to 2 years | Medium to long term = 3 to 5 years



04

Summary and Outlook

Summary and Outlook

With its Sustainability Strategy 2030, University of Hamburg has established a clear roadmap for the sustainable development of the University. Sustainability is not treated as a stand-alone topic, but is understood as an integral part of all strategic and operational decisions—closely linked with digital transformation. By systematically embedding sustainability principles in research and infrastructure, teaching and learning, knowledge exchange, and operations, University of Hamburg assumes responsibility for building a just, resilient, and innovation-driven university and society.

As a “Living Lab” for societal transformation, the University sees itself as a space for experimentation and co-creation, where scientific knowledge is directly translated into action. The “Hamburg Model of Sustainability Governance”, which combines clear responsibilities with participatory formats, creates the conditions needed for successful implementation. At the same time, the University acts as a

catalyst for the metropolitan region and beyond, fostering dynamic dialogue on the future between academia, society, and industry.

The strategy sets out clear goals: to strengthen interdisciplinary sustainability research, to integrate Education for Sustainable Development (ESD) into all degree programs, to promote sustainability-oriented knowledge exchange, and to achieve decarbonization in Scope 1 and 2 emissions by 2030. Key challenges—such as potential trade-offs, limited resources, and the need for agile adaptation to emerging developments—will be addressed collaboratively.

The successful implementation of this strategy depends on actively involving the entire University community and external partners. Robust structures, adaptive governance mechanisms, awareness-raising initiatives, and targeted support programs are essential for driving meaningful transformation.

University of Hamburg looks to a future in which it will strengthen its own resilience, relevance, and innovative capacity, while also serving as a model for sustainable transformation. Guided by the principle of “Innovating and Cooperating for a Sustainable Future in a Digital Agee,” we are committed to shaping a just, democratic, and sustainable society.



ABBREVIATIONS

ESD	Education for Sustainable Development
CDO	Chief Digital Officer
CEN	Center for Earth System Research and Sustainability
CLICCS	Climate, Climatic Change, and Society (Cluster of Excellence)
CSO	Chief Sustainability Officer
CSS	Center for Sustainable Society Research
COIL	Collaborative Online International Learning
CO ₂	Carbon Dioxide
DFG	German Research Foundation
DO	Digital Office
EUGLOH	European University Alliance for Global Health
ESG	Environmental, Social, Governance
ESRAH	Earth and Society Research Hub
GHG	Greenhouse Gas
HCDS	Hub of Computing and Data Science
HCHE	Hamburg Center for Health Economics
HPC	High-Performance Computing
IDGs	Inner Development Goals
IFSH	Institute for Peace Research and Security Policy
kg	Kilogram
KI	Artificial Intelligence (AI) (German: Künstliche Intelligenz)
l	Liter
KNU	Competence Center Sustainable University
MIBAS	Master of International Business and Sustainability
OER	Open Educational Resources
SDGs	Sustainable Development Goals
SFDR	Sustainable Finance Disclosure Regulation
SFRG	Sustainable Finance Research Group
SO	Sustainability Office
TPA	Target and Performance Agreements
UHH	University of Hamburg
ZFDM	Center for Sustainable Research Data Management
ZNF	Carl Friedrich von Weizsäcker Center for Science and Peace Research

GLOSSARY

A

Administration & Operations: Refers to all administrative and infrastructural processes of the University.

Agenda 2030: A global action plan by the United Nations promoting sustainable development, consisting of the 17 Sustainable Development Goals (SDGs).

B

Biodiversity: The variety of ecosystems, species, and genetic resources that are vital for the stability and resilience of natural habitats.

C

Circular Economy: An economic model aimed at minimizing waste, using resources efficiently, and reusing or recycling materials.

Citizen Science: Scientific projects that actively involve citizens in the research process to generate knowledge collectively and address societal challenges.

Climate, Climatic Change, and Society (CLICCS): A Cluster of Excellence at University of Hamburg.

Climate Transition Plan: A strategic roadmap for the gradual reduction of the University’s greenhouse gas emissions.

D

Digitalization: The integration of digital technologies into University processes to make research, teaching, knowledge exchange, and administration more efficient and sustainable.

Diversity: The recognition and promotion of differences in gender, origin, age, religion, physical ability, and social backgrounds.

E

Education for Sustainable Development (ESD): An educational concept that empowers people to act responsibly and with foresight by promoting systems thinking, critical reflection, and transformative skills.

Emissions Reduction: The reduction of greenhouse gas emissions.

Energy Efficiency: Strategies and technologies aimed at reducing energy

consumption while maintaining the performance of buildings and processes.

Environmental Management: Strategies for reducing environmental impact through sustainable operations.

G

Governance for Sustainability: Structures, processes, and mechanisms for strategically anchoring and implementing sustainability principles in University decision-making.

H

Hamburg Model of Sustainability Governance: A participatory approach to integrating sustainability into the governance structures of University of Hamburg.

Hub of Computing and Data Science (HCDS): A participatory approach to integrating sustainability into University of Hamburg’s governance structures.

I

Impact: The positive and negative, intended and unintended, direct and indirect effects of the University’s actions on the environment and stakeholders.

Inner Development Goals (IDGs): A framework derived from the SDGs that describes the personal and societal capacities needed to enable sustainable change.

Interdisciplinary Research: Research approaches that combine different academic disciplines.

K

Knowledge Equity: Fair access to knowledge and education, particularly in a global context, to reduce inequalities.

Knowledge Exchange: The transfer of knowledge, technologies, and innovations between the University, society, business, and politics.

L

Living Lab: A real-world experimental setting where sustainable solutions are researched, tested, and implemented in practice.

M

Mentoring Programs: Support offers for students and early-career researchers

that promote sustainability-oriented career paths.

Mobility Concept: Strategies promoting climate-friendly modes of transportation, such as cycling, public transportation, and electric mobility.

O

Open Access and Open Science: Free access to scholarly publications and research data to promote transparency and knowledge equity.

P

Participation: The active involvement of students, staff, and external stakeholders in sustainability-related decision-making processes.

Peer Learning Program: Structured learning formats in which students, staff, or researchers learn with and from each other by sharing perspectives, experiences, and expertise on equal footing.

R

Real-world Laboratory (Living Lab): An experimental setting where science, business, and society collaboratively develop and test sustainable solutions.

Research for Sustainable Development: Scientific work that addresses ecological,

social, and economic sustainability issues to develop solutions for global challenges.

Resource Efficiency: Measures to reduce resource consumption, e.g. through circular economy, zero-waste strategies, and sustainable procurement.

S

Science City Hamburg Bahrenfeld: A science quarter connecting research, innovation, and urban development.

Scope 1, 2, and 3 Emissions: Classification of greenhouse gas emissions by their direct or indirect origin according to the Greenhouse Gas (GHG) Protocol.

Service Learning Concept: A teaching and learning method in which students implement practical projects that serve the common good, often in collaboration with partners from the social, educational, or environmental sectors.

Sustainability Literacy: The ability to understand, critically reflect on, and act on sustainability issues in a responsible manner.

Sustainable Development Goals (SDGs): The 17 global goals adopted by the United Nations to promote sustainable development.

W

Work–Life Balance: The compatibility of work, study, and personal life through flexible working models and supportive structures.

Sustainable Finance: Financial strategies that integrate ecological and social sustainability criteria.

Sustainable Financial Investments: Investments that take into account environmental, social, and governance (ESG) criteria.

Sustainable Procurement: Purchasing policies that integrate ecological, social, and ethical criteria into procurement processes.

Sustainable University Development: A systematic approach to transforming research, teaching, knowledge exchange, and operations in line with ecological, social, and economic sustainability.

T

Transformative Education: Teaching approaches that empower students to actively contribute to societal transformation.

Twin Transformation: The parallel transformation toward sustainability and digitalization as an integrated approach to shaping the future.

LINKS AND REFERENCES

➡ **Agenda 2030 for Sustainable Development – United Nations (UN, 2015)**

The 17 Sustainable Development Goals (SDGs) as a global framework for sustainable development.
<https://sdgs.un.org/goals>

➡ **UNESCO Framework for Education for Sustainable Development (ESD)**

Promoting systems thinking, participation, and sustainability competencies.
<https://en.unesco.org/themes/education-sustainable-development>

➡ **Greenhouse Gas Protocol (GHG Protocol) – World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD)**

Standard for the calculation and reporting of greenhouse gas emissions (Scopes 1, 2, and 3).
<https://ghgprotocol.org>

➡ **Sustainable Finance Disclosure Regulation (SFDR) – European Union**

Sustainability criteria for financial investments and corporate finance.
https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance_en

➡ **Corporate Sustainability Reporting Directive (CSRD) – European Union**

Legal framework for sustainability reporting in companies and organizations.
<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32022L2464>

➡ **EU Taxonomy for Sustainable Economic Activities**

Classification system for defining environmentally sustainable economic activities.
https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en

➡ **Inner Development Goals (IDGs)**

Framework for personal and skill development as a foundation for sustainable transformation.
<https://www.innerdevelopmentgoals.org>

➡ **German Research Foundation (DFG) – Guidelines for Sustainability in Science**

Recommendations for sustainable research practices.
<https://www.dfg.de>

➡ **German Rectors' Conference (HRK) – Sustainability in Higher Education**

Recommendations for sustainable university development in Germany.
<https://www.hrk.de>

➡ **European University Alliance for Global Health (EUGLOH)**

Network for international cooperation in global health and sustainability research.
<https://www.eugloh.eu>



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HKR-AUDIT 2025

ABOUT THIS STRATEGY

University of Hamburg's Sustainability Strategy 2030 is the result of a comprehensive, participatory process involving stakeholders from across the entire University. The visions, measures, and indicators outlined in this strategy serve as the foundation for implementing and achieving the University's overarching sustainability goals. All information provided in this strategy has been developed with the utmost care. Nevertheless, errors cannot be entirely ruled out. Forward-looking statements are based on assumptions, estimates, or projections considered plausible at the time of publication.



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We would like to thank the many individuals who contributed extensively to the development of this comprehensive and forward-looking Sustainability Strategy 2030 of University of Hamburg.

Concept, Editorial Support, and Design
segmenta communications GmbH, Hamburg
www.segmenta.de/en/

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Date
June 2025

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