



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

Sustainability Framework and Plan 2026–2029

Noel Hayman Reconciliation Garden, UQ Herston





Read more about
the Noel Hayman
Reconciliation
Garden, pictured
on the front cover.



UQ's Gatton campus

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Acknowledgment of Country

The University of Queensland acknowledges the Traditional Owners and their custodianship of the lands on which the University's campuses are situated. We pay our respects to Elders past and present and recognise Aboriginal and Torres Strait Islander peoples' enduring knowledge systems, cultures and connection to Country as central to a sustainable future.



A Guidance Through Time by Quandamooka artists Casey Coolwell and Kyra Mancktelow.

Foreword by the Vice-Chancellor

As a global community, we are facing some of the most significant sustainability challenges in human history. These challenges are social, environmental and economic: from climate change, biodiversity loss and resource pressures to inequality, changing expectations of institutions, and the need to build fairer, more resilient and inclusive economies. And all organisations and institutions – including universities – have a responsibility to play their part in addressing them.

For our part, I am proud to say that The University of Queensland (UQ) has a strong track record of advancing sustainability across our campuses and operations. However, there is, of course, always more that we can do, which is why I am pleased to endorse the Sustainability Framework and Plan 2026–2029. This Plan builds on our strong foundations and existing sustainability efforts, while also identifying areas where coordinated institutional action can create a meaningful and lasting impact.

Importantly, the Plan recognises that sustainability is not an isolated activity, nor a set of targets,

but a living practice – a way of thinking and acting that should be embedded in everyday decisions, behaviour and systems across the University. In this way, it affirms sustainability as both a contribution that we make to the world, but also a practice we must model in how we operate.

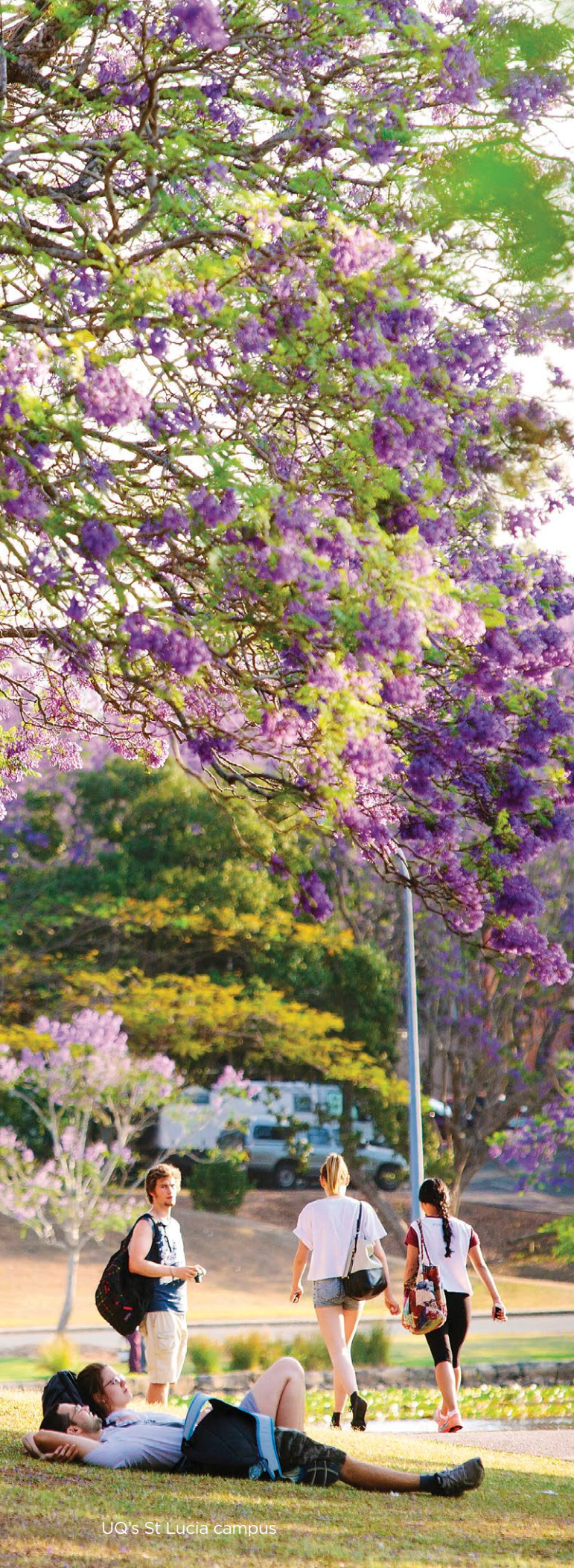
As a teaching and research institution, our core purpose is to deliver for the public good and make a positive difference in the communities we serve. And this Plan aligns with that purpose. Not only does it identify and respond clearly to our institutional sustainability needs, but it also expresses what kind of university we want to be – one that is grounded in our community, globally connected, knowledge-led, accountable, collaborative and committed to creating change.

Universities are uniquely positioned to respond to complex challenges by producing knowledge, educating and empowering future leaders, and engaging meaningfully with society. However, our ability to do this relies on a shared commitment across the University and a strong willingness to



collaborate with our communities, industry, government, alumni, and global partners. So, I invite our students, staff, partners and communities to engage with the Sustainability Framework and Plan and contribute to its delivery, through to 2029 and beyond.

Professor Deborah Terry AC



UQ's St Lucia campus

Sustainability at UQ

UQ's mission is to deliver for the public good through excellence in education, research and engagement with communities and partners, locally, nationally and globally. This mission shapes UQ's enduring purpose and responsibility, and guides how the University responds to the changing needs of society.

Sustainability gives this mission practical focus at a time of accelerating environmental, social and economic change. Climate change, biodiversity loss, resource pressures, inequality and community wellbeing are reshaping communities, economies and ecosystems in Queensland and around the world. As global sustainability challenges become more complex and interconnected, UQ recognises its role in helping create a more just, resilient, and sustainable future.

UQ's approach to sustainability is guided by global and sector-wide frameworks, including the Sustainable Development Goals (SDGs), the United Nations Environment Programme (UNEP) Sustainable University Framework, and leading practice across higher education. It has been shaped through collaboration with academic, professional and student communities and is grounded in Indigenous knowledge systems that emphasise long-term stewardship, responsibility to place and care for Country.

At UQ, sustainability extends beyond environmental stewardship. It brings together education, equity, wellbeing, social impact and justice, alongside environmental outcomes. By embedding these principles across all aspects of the University, we continue to strengthen UQ's role as an institution of and for Queensland while contributing to a more sustainable world.

The Sustainable Development Goals provide a global reference point for UQ's sustainability action. Through this Plan, UQ contributes to relevant SDGs by embedding sustainability across learning, research, campus systems, governance and partnerships.



Vision

UQ is a university where sustainability is a living practice, guided by knowledge, driven by purpose and our commitment to the public good.

Guided by this foundation, UQ's sustainability vision is to embed sustainability in how the University learns, leads, operates and contributes to a just, resilient and regenerative future. This vision is reflected in institutional

commitments that connect people, place and opportunity, drawing on the University's strengths in education, research and innovation to address complex sustainability challenges.

As a living practice, sustainability at UQ is continually shaped by knowledge, strengthened through action and renewed through learning, collaboration and care for place.

Since 2018, the core elements of this vision have been advanced through UQ's Reconciliation Action Plan (RAP), our roadmap for embedding Indigenous perspectives, values and knowledges across the University; the Campuses on Countries Design

Framework, which provides culturally informed guidelines for designing campus environments; and The Queensland Commitment, which pledges to create educational equity and opportunity for Queenslanders.



Key achievements and milestones

Over the past decade, UQ has steadily advanced its sustainability agenda, transitioning from standalone reporting, operational initiatives and sector-leading achievements to a more integrated, institution-wide approach. We have built a strong operational foundation in sustainability across energy, educational equity, social progress, research, procurement and campus design. Staff and student initiatives, the launch of research hubs and centres, the implementation of plans and frameworks, and infrastructure improvements have supported more

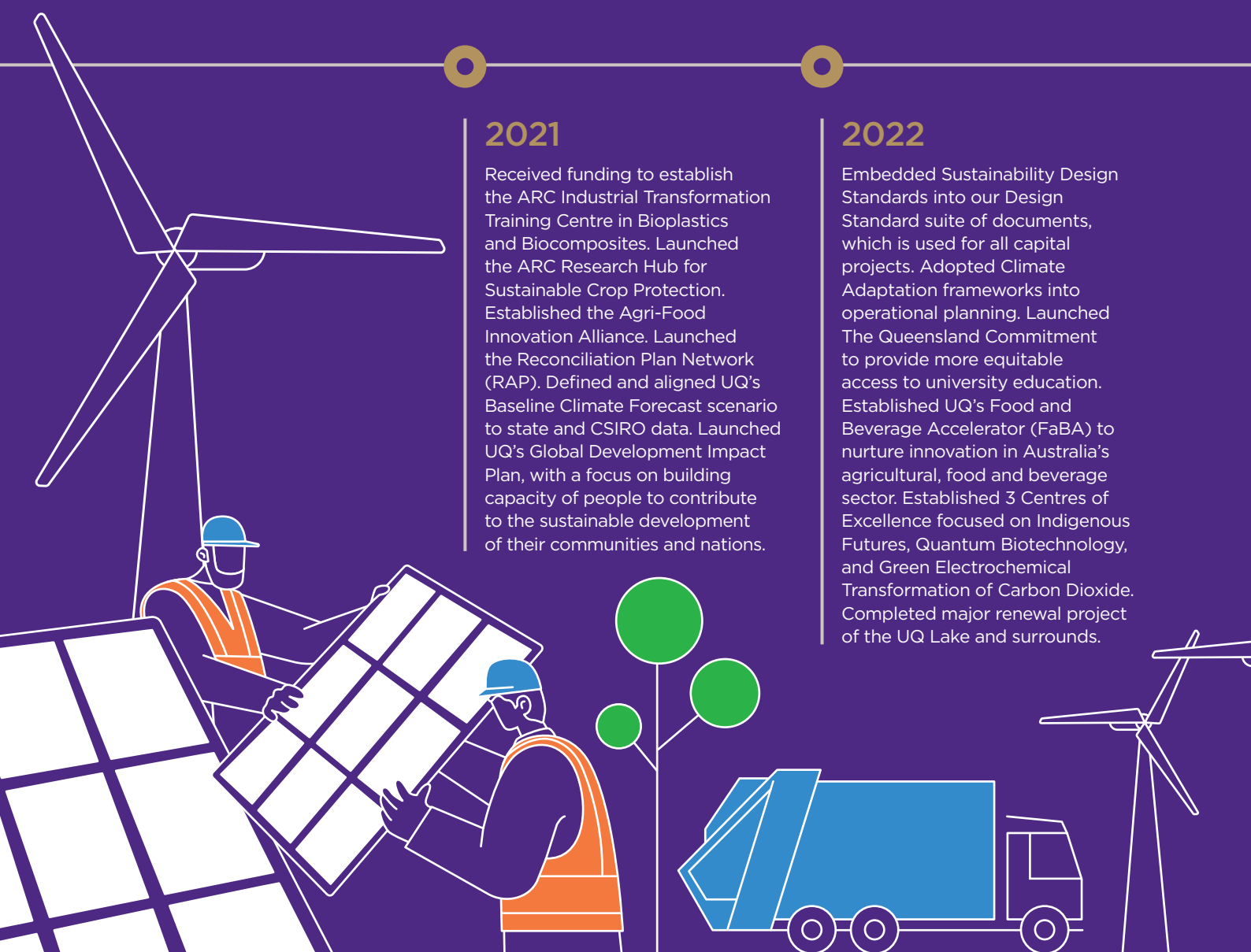
sustainable ways of learning and innovating across our campuses. This progress reflects the collective effort of our students, staff, partners and alumni, whose leadership, research and innovation and professional contributions have helped extend UQ's sustainability impact across communities, sectors and global networks. It provides a platform for the next phase of sustainability action, one that is increasingly integrated, accountable and focused on delivering long-term impact across the University.

2021

Received funding to establish the ARC Industrial Transformation Training Centre in Bioplastics and Biocomposites. Launched the ARC Research Hub for Sustainable Crop Protection. Established the Agri-Food Innovation Alliance. Launched the Reconciliation Plan Network (RAP). Defined and aligned UQ's Baseline Climate Forecast scenario to state and CSIRO data. Launched UQ's Global Development Impact Plan, with a focus on building capacity of people to contribute to the sustainable development of their communities and nations.

2022

Embedded Sustainability Design Standards into our Design Standard suite of documents, which is used for all capital projects. Adopted Climate Adaptation frameworks into operational planning. Launched The Queensland Commitment to provide more equitable access to university education. Established UQ's Food and Beverage Accelerator (FaBA) to nurture innovation in Australia's agricultural, food and beverage sector. Established 3 Centres of Excellence focused on Indigenous Futures, Quantum Biotechnology, and Green Electrochemical Transformation of Carbon Dioxide. Completed major renewal project of the UQ Lake and surrounds.



Starting point in 2026

UQ enters this Plan period with a stronger sustainability foundation. The Sustainability Strategy 2021–2025 helped build momentum, strengthen awareness and grow capability across the University. This progress is reflected in teaching and learning, research activity, campus planning and community impact, supported by growing leadership and a more connected whole-institution approach.

At the same time, UQ's sustainability efforts remain at different stages of maturity across the institution. In some areas, priorities, measures and governance are well established; in others, more consistent implementation, clearer baselines, better integrated data and stronger alignment across domains are needed. The Sustainability Framework and Plan 2026–2029 respond by providing a coherent structure for coordination, delivery, accountability and continuous improvement. From this 2026 starting point, the focus

of this work will continue to mature, enabling UQ to respond to emerging opportunities, strengthen institutional practice and build partnerships that extend its sustainability impact over time.

Building on UQ's strong legacy of academic excellence, innovation and community engagement, the Sustainability Framework and Plan embed sustainability within the University's core domains: Delivering for the Public Good, Teaching and Learning, Research and Innovation, and Our People and Sustainable Operations. This integrated approach recognises sustainability not only through environmental performance, but also through equity, social and community impact.

2023–24

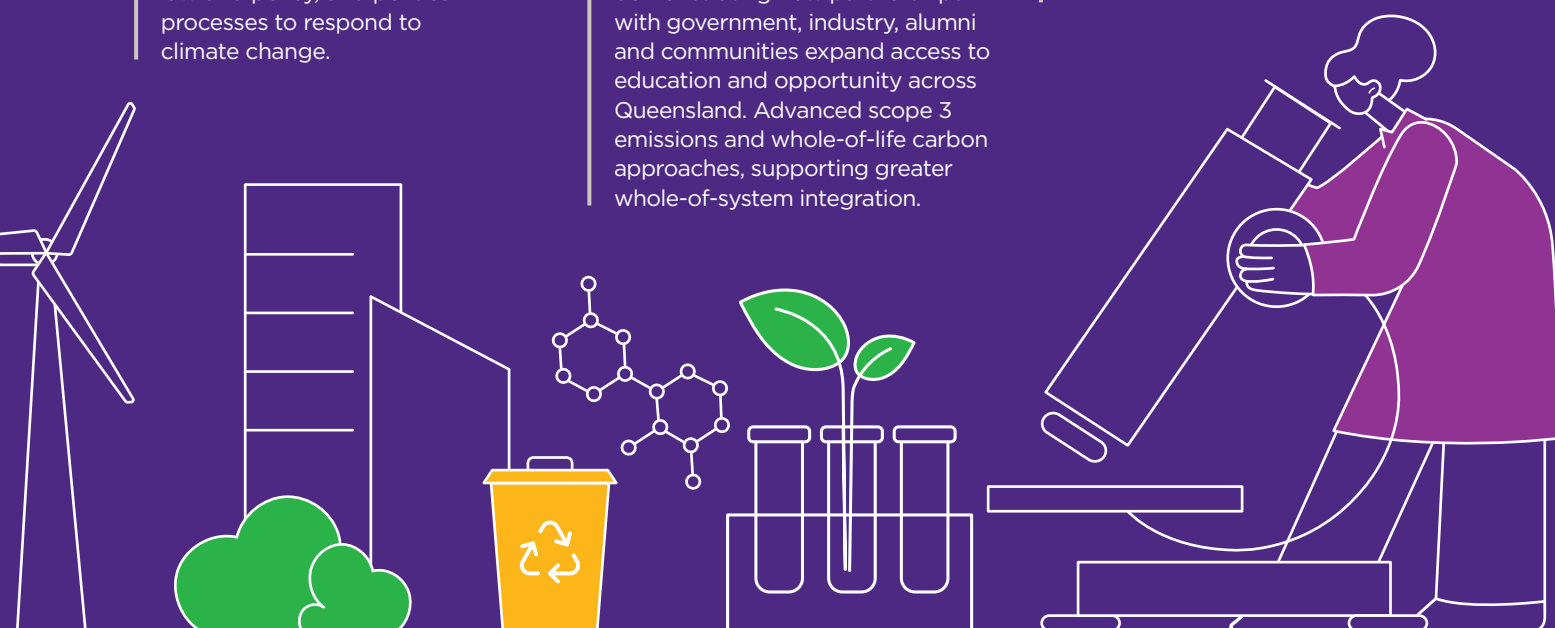
Expanded sustainable procurement and supply chain frameworks. Established the Sustainability Strategy Committee. Endorsed The Queensland Commitment Roadmap with more than 50 actions promoting inclusive, equitable and lifelong learning opportunities. Founded UQ's Climate Change Network bringing together researchers with expertise in business and finance, law and policy, and political processes to respond to climate change.

2025

Ranked #1 in Australia for agriculture and forestry in the QS World University Rankings (2023, 2024, 2026). Launched Gatton's research platform, supporting sustainable agricultural solutions with work spanning climate-resilient farming systems, animal welfare, biosecurity, food innovation and commercialisation. Published the 2025 Social Impact Report, demonstrating how partnerships with government, industry, alumni and communities expand access to education and opportunity across Queensland. Advanced scope 3 emissions and whole-of-life carbon approaches, supporting greater whole-of-system integration.

2026

Ranked #1 in Australia for environmental sciences in the QS World University Rankings (2023, 2024, 2025). Officially opened a new \$60 million Biosustainability Hub to support companies in transforming production practices and creating carbon neutral economically viable products and materials. Launched the Sustainability Framework and Plan 2026–2029.



Sustainability Plan on a Page

Integrated Sustainability Framework and Plan 2026–2029

Vision

UQ is a university where sustainability is a living practice, guided by knowledge, driven by purpose and our commitment to the public good.

Framework

Grounded in co-becoming with place

Foundations Place-responsive | Long-term stewardship | Regenerative practices

Principles Shared responsibility | Systems transformation | Continuous improvement

Plan

Transformation themes and priority areas

Knowledge for sustainable futures

Sustainability learning, research and capability

- Sustainability in curriculum and learning
- Sustainability research and knowledge translation
- Sustainability capability development

Regenerative campus systems

Sustainable campuses, infrastructure and environments

- Living labs and precincts
- Nature-positive and climate-responsive campuses
- Sustainable infrastructure and design

Enabling sustainable futures

Sustainability leadership, partnerships and delivery

- Leadership and governance
- Partnerships and external engagement
- Institutional capability, accountability, reporting and continuous improvement

Delivered through a whole-institution approach

Delivering for the public good | Teaching and learning | Research and innovation | Our people and sustainable operations

Supported through implementation plans, accountability and review

By 2029, the Plan aims to support:

Stronger sustainability capability and literacy | More regenerative, climate-resilient and nature-positive campuses | Increased research translation and partnerships | Stronger governance and reporting

Sustainability Framework



The Sustainability Framework provides the enduring structure for how sustainability is understood at UQ. It introduces the core concepts that shape our sustainability vision and provides a shared foundation for coordinated action, decision-making and accountability across the University. At its centre are place-responsive practice, long-term stewardship, and regeneration, which guide how UQ considers its responsibilities to current and future generations and its role in restoring and strengthening the systems that support people, communities and the environment. These foundations are supported by principles that translate them into ways of working, focused on shared responsibility, systems transformation and continuous improvement.

Foundations

- **Place-responsive practice:** we acknowledge and respect the University's relationship with place, community and care for Country, and seek to respond in ways that are locally grounded and context aware.
- **Long-term stewardship:** we recognise a responsibility to care for the environmental, social and cultural systems that sustain life and learning, with responsibility to current and future generations.
- **Regenerative practice:** we contribute to restoring, renewing and strengthening the ecological, social and cultural systems we are part of.

Principles

Shared responsibility

- **Collaborative action:** we recognise that sustainability outcomes depend on coordinated effort across the University, with different areas contributing in complementary ways.
- **Collaboration and partnership:** we work across disciplines, sectors, communities and partners to create shared responses to complex sustainability challenges.

Systems transformation

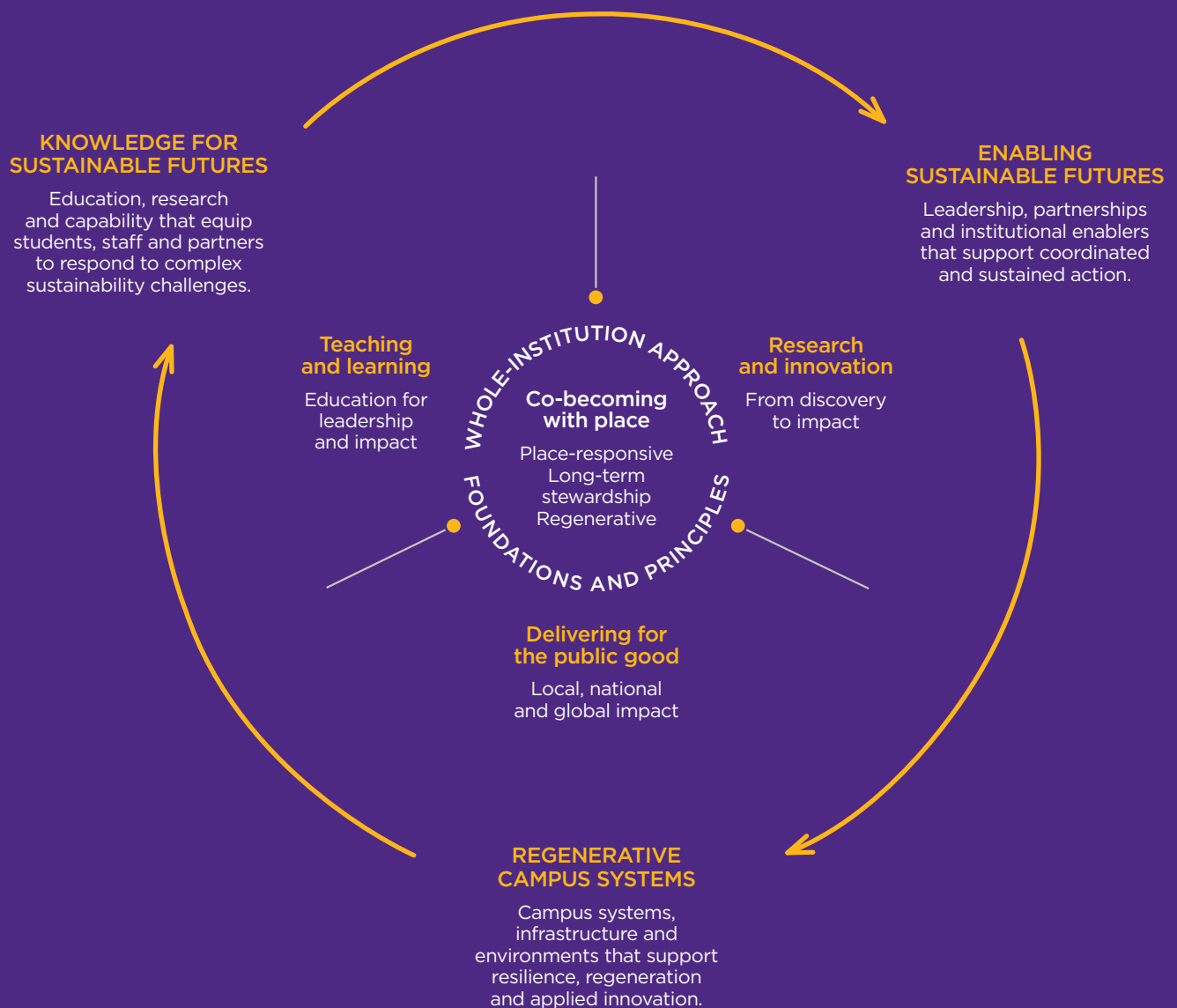
- **Systems thinking:** we recognise the connections between social, environmental, economic and cultural dimensions of sustainability and the need to respond across whole systems.
- **Capability and inclusion:** we strengthen sustainability capability through inclusive participation, diverse perspectives and opportunities for shared learning and action.

Continuous improvement

- **Evidence and accountability:** we use data, research, evaluation and reflection to inform decisions and demonstrate tangible impact.
- **Continuous learning:** we acknowledge that sustainability requires learning, adaptation and ongoing review as contexts, knowledge and priorities evolve.

Co-becoming with place recognises that people and places are connected and continually shape one another. It invites us to understand sustainability as a relationship of care, learning and responsibility with the places we inhabit, and with the communities, cultures and ecosystems that give them life.

Sustainability Plan



The Sustainability Plan translates the Framework into a focused agenda for action during 2026–2029.

It sets out the transformation themes, priority areas, indicative measures and governance that will guide implementation.

Aligned with UQ's Strategic Plan 2026–2029, the Plan supports the University's capacity to thrive in a changing social, economic and regulatory landscape by strengthening resilience, adaptability, and long-term thinking, providing a clear roadmap for delivery.

Implementation will be guided by the understanding that sustainability is a shared responsibility, enabled through collaboration, strengthened capability and a collective commitment to delivering meaningful and lasting change.

Together, the Sustainability Framework and Plan provide a clear foundation for how sustainability is understood, planned and put into practice across UQ.

Transformation themes and priority areas

At the heart of the Sustainability Plan are 3 transformation themes that bring UQ's sustainability ambition to life and focus action where it can make the greatest difference:

- **Knowledge for sustainable futures:** education, research and capability that equip students, staff and partners to understand sustainability challenges and translate knowledge into action.
- **Regenerative campus systems:** campus systems, infrastructure and environments that reduce harm, restore natural systems, strengthen resilience and create lasting value for people and place.
- **Enabling sustainable futures:** leadership, partnerships and institutional capability that support coordinated delivery, shared accountability and continuous improvement across UQ.

These themes reflect the environmental, social and economic challenges affecting local communities and global society, and allow UQ to shape its contribution through teaching, research, operations and collaboration. They recognise Indigenous knowledge systems, long-term stewardship and reciprocal relationships with place as integral to how the University learns, researches, plans, designs and acts.

Each theme is supported by 3 priority areas that help direct efforts and deliver responsible outcomes transparently and accountably. Together, they highlight UQ's role in building knowledge and capability, shaping campus systems and infrastructure, and strengthening the leadership and partnerships needed for lasting environmental and social change.



UQ's Hidden Vale Research Station



UQ's Gatton campus

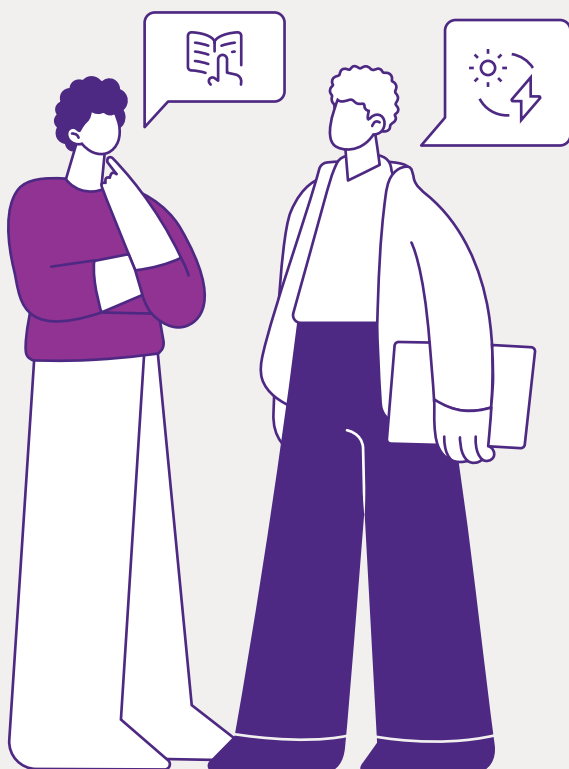
Enablers for action

Enabling action across the Plan are 4 areas that will help UQ move from ambition to action by testing new ideas, scaling what works, using technology responsibly and drawing on evidence to guide progress.

Living laboratories

The Plan elevates living laboratories as a signature approach to sustainability, using UQ's campuses, communities and partnerships as platforms for learning, collaboration and real-world change. Through multidisciplinary, project-based work, this approach will enable students and staff to engage with complex social and environmental challenges, identify practical opportunities and contribute to solutions that strengthen the systems and communities they are part of. Initiatives may include decarbonisation and energy systems, circular economy and resource recovery, climate resilience and adaptation, water stewardship, biodiversity enhancement, sustainable food systems, healthy campus environments, and digital innovation for sustainability.

Building on activity already underway across teaching, research and operations, living laboratories will further position UQ as a co-creator of knowledge and a catalyst for positive social and environmental transformation.



Responsible digital innovation

UQ recognises that artificial intelligence (AI) presents both opportunities and challenges for sustainability.

Digital sustainability and emerging technologies, including AI, are therefore considered across the Plan as both enablers of sustainability transformation and sources of environmental, social, and governance impact. They have the potential to enable progress towards sustainability goals by enhancing our ability to understand complex systems, anticipate emerging risks and opportunities, optimise resource use, and scale innovation. At UQ, their application is framed by principles of responsible use, equity, transparency, and institutional capability.

UQ is committed to using AI responsibly, ethically and transparently, while considering its environmental, social, and governance impacts and supporting its use to contribute to a more sustainable future.

Performance insight and accountability

Alignment with relevant standards and emerging mandatory reporting requirements, alongside participation in rankings, ratings and benchmarking initiatives, will be approached strategically to support continuous improvement, data capability and institutional learning, while recognising that these are only one measure of sustainability performance and impact.

During the Plan period, UQ will strengthen the integration of sustainability with institutional risk, finance, assurance and capital planning, supporting improved readiness for emerging climate-related disclosure expectations and more informed long-term decision-making.

UQ's sustainability risk appetite statement will continue to guide how the University manages sustainability-related risks and opportunities, reflecting its commitment to reducing environmental impact, using resources responsibly and supporting the long-term resilience of university operations through a balanced and proportionate approach to action.

Sustainability priorities, leadership, actions and progress

Through this Plan, UQ aims to embed sustainability as part of everyday life, shaping how we learn, research, work, partner and make decisions. This Plan's priority areas are aligned with the SDGs, with each transformation theme contributing to relevant global objectives through UQ's role in education, research, operations, and partnerships.

By 2029, UQ aims to demonstrate progress through sustainability-focused learning and research, regenerative and climate-responsive campus systems, stronger governance and accountability, and partnerships that create lasting value for communities and the public good.



UQ's Minderoo Centre Plastics and Human Health Laboratory

Theme 1: knowledge for sustainable futures



Contributes to quality education, inclusion, climate action and partnerships by embedding sustainability in learning, research and capability development.

Education, research and capability that equip students, staff and partners to understand sustainability challenges and translate knowledge into action.

Priorities	Sustainability in curriculum and student learning	Mission-driven sustainability research and innovation	Capability for sustainability teaching and learning
What we aim to achieve	Further integrate sustainability across programs and learning experiences so students can develop the knowledge, skills and confidence to contribute to a changing world.	Direct research and innovation toward the sustainability challenges where UQ can make the greatest contribution, including climate, biodiversity, planetary health and food systems.	Support staff to lead high-quality, future-focused teaching by strengthening capability in sustainability and curriculum innovation.
By 2029, we will	- Enhance curriculum mapping to better understand, measure, and report how sustainability is embedded across courses and programs. - Align curriculum assurance and course systems to support consistent sustainability integration. - Make sustainability connections more visible to students across subjects and programs.	- Advance challenge-led sustainability research and innovation in priority areas. - Strengthen interdisciplinary collaboration on sustainability research across faculties, schools, institutes and partners. - Align internal programs, funding and support with sustainability priorities.	- Build staff and student capability through professional development, shared learning and sustainability literacy. - Strengthen collaboration through communities of practice, expert networks and co-design. - Improve visibility and engagement through clear entry points, communication and storytelling.
Who will lead and support	Deputy Vice-Chancellor Academic (DVCA), faculties and schools	Deputy Vice-Chancellor Research and Innovation (DVCRI), DVCA, faculties, schools and institutes	DVCA, DVCRI, Advancement & Community Engagement (ACE), faculties, schools and institutes
How we track progress	- Number of programs with curriculum mapping of sustainability, with annual reporting of mapping outcomes and actions. - Program learning outcomes increasingly reflect sustainability competences and capability. - Study plans show clearer links to sustainability and the SDGs. - By 2030, students increasingly recognise how their learning connects to sustainability challenges and the SDGs.	- Research effort is increasingly directed toward priority sustainability challenges. - Interdisciplinary work gains momentum across faculties, schools, institutes and partners. - Practical solutions and partnerships emerge more often from sustainability research. - By 2030, UQ is more widely recognised for mission-driven sustainability research and innovation.	- Sustainability capability and literacy become a stronger feature of staff and student development. - Shared learning networks support broader participation and collaboration. - Teaching and assessment draw more often on co-design and interdisciplinary practice. - By 2030, sustainability literacy and engagement are more firmly embedded across the UQ community.

Theme 2: regenerative campus systems



Contributes to climate-responsive, nature-positive and resource-efficient campuses through action on water, energy, infrastructure, circular systems, climate and biodiversity.

Campus systems, infrastructure and environments that reduce harm, restore natural systems, strengthen resilience and create lasting value for people and place.

Priorities	Campus living laboratories and flagship precincts	Nature-positive and climate-responsive campuses	Sustainable infrastructure, buildings and circular resource systems
What we aim to achieve	Establish Gatton campus as a flagship living lab and use UQ campuses as testbeds where teaching, research and operations come together to pilot, inform and scale practical solutions.	Create climate-responsive, nature-positive campuses through joined-up action on emissions, water, biodiversity, sustainable mobility and climate resilience, restoring healthier campuses that adapt and thrive.	Deliver climate-resilient buildings, infrastructure and resource systems through circular, low-carbon design and construction that help reduce emissions, cut waste and improve campus efficiency.
By 2029, we will	• Advance flagship precincts and campus living labs through pilots, applied projects and feasibility work that connects teaching, research and operations. • Use green laboratories and other early initiatives to connect researcher engagement, resource efficiency, energy optimisation, waste reduction and student learning. • Adapt and scale successful approaches across campuses, informed by evidence, evaluation and shared learning.	• Coordinate action on emissions, energy, water, mobility and biodiversity across campuses. • Embed risk and opportunity assessment, planning and monitoring to support climate resilience and nature-positive outcomes. • Track performance through shared measures, clear ownership and regular reporting.	• Embed sustainable standards in buildings, infrastructure and major refurbishments. • Strengthen circular resource systems through procurement, waste reduction, reuse and repair, organics recovery, contamination reduction, sustainable events and waste avoidance. • Apply data, performance tracking and research insights to improve campus operations.
Who will lead and support	Chief Operating Officer (COO), Properties and Facilities Division (P&F)	COO, P&F	COO, P&F, Procurement
How we track progress	• Campus pilots and living lab projects become a stronger feature of UQ's sustainability work. • Applied initiatives increasingly connect teaching, research and operations. • Flagship precincts begin to stand out as places for sustainability innovation. • By 2030, UQ campuses are recognised as leading living laboratories for sustainable futures.	• Climate resilience and nature-positive outcomes are more clearly demonstrated. • Shared measures and reporting provide a clearer picture of progress. • Campus environments increasingly reflect place-based stewardship. • By 2030, UQ campuses reflect a more climate-responsive and nature-positive model.	• Sustainable standards shape more building, infrastructure and refurbishment projects. • Circular approaches gain traction in procurement, reuse and waste reduction. • Campus systems deliver stronger efficiency and lower-carbon outcomes over time. • By 2030, circular and low-carbon infrastructure is more evident across UQ campuses.

Theme 3: enabling sustainable futures



Contributes to inclusive, accountable and collaborative sustainability action through leadership, governance, partnerships and shared accountability.

Leadership, partnerships and institutional capability that support coordinated delivery, shared accountability and continuous improvement across UQ.

Priorities	Sustainability leadership and coordination	Engagement, partnerships and sustainability culture	Sustainability capability, accountability, continuous improvement and reporting
What we aim to achieve	Guide institutional decision-making through clear sustainability governance, shared accountability and aligned direction.	Foster a culture of participation and partnership that connects people, ideas and actions across the University and beyond.	Support long-term progress through transparent reporting, practical measures and a strong commitment to continuous improvement.
By 2029, we will	- Strengthen the integration of sustainability with institutional risk, finance, assurance and capital planning to support climate-related disclosure readiness and long-term resilience. - Support leadership engagement across the University through communication, visibility and shared accountability. - Monitor and communicate progress against key priorities and indicators.	- Grow participation through sustainability programs, events and accessible community resources. - Strengthen partnerships with industry, government and community to support shared outcomes, guided by active listening and care for place. - Increase visibility of sustainability initiatives through communication, reporting and storytelling.	- Strengthen sustainability collaboration and capability through communities of practice, cross-functional action and shared learning. - Support responsible and ethical use of AI in sustainability planning, analysis, communication and decision-making. - Monitor progress and improve over time through coordinated reporting and review. - Implement systems and processes to support relevant, accurate decision-making and reporting.
Who will lead and support	Sustainability Strategy Committee (SSC) and Sustainability Office	ACE, Deputy Vice Chancellor Indigenous Engagement (DVCIE), Strategic Partnerships Office, Global Engagement, Sustainability Office	COO, SSC and Sustainability Office
How we track progress	- Governance structures increasingly enable coordinated action and shared ownership of sustainability actions. - Progress on key sustainability priorities is reported clearly and regularly. - Institutional planning reflects stronger alignment with sustainability direction and goals. - By 2030, sustainability leadership is more embedded, connected and accountable across UQ.	- A stronger culture of shared responsibility takes shape across the UQ community. - Collaborative projects and initiatives increasingly create shared value with communities and partners, grounded in Indigenous perspectives and care for place. - Communication and storytelling bring greater visibility to sustainability work. - By 2030, sustainability is a more widely shared part of the UQ community experience.	- Reporting and review become more coordinated and consistent over time. - Systems and processes provide better support for decision-making and reporting. - Continuous improvement becomes a clearer feature of sustainability practice. - By 2030, UQ is better equipped to track, improve and communicate sustainability performance over time.

Governance



This Plan will be delivered through a whole-institution approach, recognising that sustainable outcomes are interconnected and require coordinated management across domains and functions. Domain leads and contributing areas will translate shared priorities into implementation plans, actions, milestones and indicators of progress, ensuring efforts align across the University.

Delivery

Delivery will be sequenced over time, recognising that some priorities require early work on governance, baselines, capability, data and planning before broader implementation and measurable outcomes can be achieved. Sustainability initiatives will be planned with both environmental impact and long-term value in mind, including opportunities to reduce costs, manage risks and make responsible use of university resources.

Monitoring

Progress will be monitored through internal milestone and KPI tracking, annual public sustainability reporting and governance review, with oversight from the Office of the COO, the SSC, and the Sustainability Office. Over time, each KPI will include a baseline, 2029 target, owner, reporting frequency and data source. Indicative measures may include curriculum mapping, participation, living lab projects, emissions, energy, water, waste, biodiversity, Green Labs participation, public reporting and implementation actions across faculties, schools, institutes and portfolios.

Reporting

During the life of this Plan, UQ will continue to strengthen the governance, data and reporting capabilities needed to respond to evolving climate-related risks, opportunities and disclosure expectations. Annual public sustainability reporting will support transparency and institutional learning, while future review processes, including a materiality assessment, will help inform the next phase of planning beyond 2029.

Accountability and review

Accountability for delivery sits with the domain leads and contributing areas identified in this Plan, supported through institutional oversight by the SSC and the Sustainability Office. Formal review points over the life of the Plan will help assess progress, address emerging priorities and inform the next phase of planning beyond 2029. Review processes will also support stronger alignment with institutional planning, finance, risk, assurance and reporting systems as sustainability becomes more embedded in core University decision-making.



UQ's St Lucia campus

How we will track and report progress

UQ will track and report progress over the life of the Sustainability Plan 2026-2029 to show how sustainability actions are being implemented, what is being learned and

where further effort is needed. This approach will support transparency, accountability and continuous improvement as the Plan moves from foundation-setting to scaled delivery and long-term evaluation.

Element		Indicative approach
Implementation updates		Centrally coordinated, tracked through domains and theme-based internal implementation plans, with periodic internal updates on actions, milestones and emerging issues.
KPI reporting		Reviewed at least annually, with selected indicators monitored more frequently where data is available and operationally useful.
Ownership		Domain leads are accountable for delivery and reporting, supported by contributing units and coordinated through the Sustainability Office.
Governance review		Annual review through the Sustainability Strategy Committee (SSC) to assess risks, opportunities, progress, dependencies and any need for reprioritisation.
Public reporting		Annual reporting will provide transparency on progress, highlight institutional learning and support alignment with relevant external frameworks and sector expectations.
Phase	Indicative focus	Key enablers / dependencies
2026-2027 Foundation	Confirm implementation plans, clarify ownership, establish baselines, strengthen data and reporting, and prioritise early enabling actions.	Executive sponsorship, distributed leadership, staff capability, baselines, integrated data/assessment, climate and nature-risk consideration, reporting processes, and ethical and responsible digital tools.
2027-2028 Scale	Expand delivery, grow participation and partnerships, implement larger initiatives, and strengthen integration across the University.	Implementation capacity, integrated management, investment pathways, financial value capture, alignment with planning and procurement, and collaboration across the University.
2028-2029 Embed and evaluate	Embed successful approaches, evaluate outcomes, address gaps, and use learning to inform planning beyond 2029.	Evolving policy and sector settings, institutional learning, reporting maturity, assurance readiness, and readiness for future climate and nature transition planning.



UQ's St Lucia campus

Looking ahead

As UQ looks beyond 2030, the Sustainability Framework and Plan 2026–2029 provides both a foundation for immediate action and a platform for what comes next. It aligns with current sustainability priorities while recognising the need for ongoing work to understand how social, environmental and economic change will shape the University, and how UQ can respond proactively and strengthen its contribution as a force for good.

Looking ahead also requires sustained attention to resilience, equity and long-term value. UQ remains committed to supporting just and inclusive transitions, strengthening its response to climate risks, and ensuring that emerging technologies, including AI, are governed and applied responsibly, ethically and with attention to their sustainability implications.

This includes strengthening climate transition planning, adaptation planning, nature-positive pathways, and the assessment of climate- and nature-related risks and opportunities, supported by governance, data and reporting systems that improve disclosure readiness and long-term decision-making.

Beyond 2029, UQ will build on this foundation by scaling successful initiatives, embedding sustainability more fully in core University systems, and setting longer-term pathways for impact. This work will continue to be informed by Country, Indigenous knowledge systems and place-based stewardship, while responding to evolving policy, reporting and stakeholder expectations. Early work on a materiality assessment during this Plan period will help inform that next phase.

Ongoing learning, evidence and adaptation will be essential in shaping the next stage of UQ's sustainability ambition. As the horizon of the United Nations 2030 Agenda for Sustainable Development approaches, the Sustainability Plan positions the University to contribute with confidence to the next phase of global and local sustainability transitions.



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

Contact

UQ Sustainability

sustainability@uq.edu.au

about.uq.edu.au/strategy-values/sustainability