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# GLOBAL GOALS REPORT 2022





# A MESSAGE FROM THE STUDENTS' UNION PRESIDENT

It is everyone's responsibility to care about our planet. Climate change is not just a crisis, but an emergency that should deeply concern all of us to make the change and progress that we need within our society. This is particularly important for our students, who are the leaders of tomorrow and of the world, the ones that should challenge and hold our educational institutions accountable. There is no time left, we are approaching tipping points where warming oceans are melting ice and burning forests deprive us of carbon sinks, while global temperatures are increasingly warming.

Fossil fuels are by far the largest contributor to global climate change, accounting for over 75 per cent of global greenhouse gas emissions and nearly 90 per cent of all carbon dioxide emissions<sup>1</sup>. We must act now. Science provides very clear evidence, with overwhelming research proving that our planet is under increasing stress from climate change, with extreme weather causing issues across the globe.

The research is out there, and conversations are taking place; now all you need to do is play a part in them and be a part of the change we all collectively must make, to ensure that future generations can live on this planet. It is great to see City moving in the right direction, by including sustainability in their new strategy as well as in the learning curriculum.

Universities play a vital role in building a sustainable future, through teaching, research development and policy. This year we will lead by example and make the changes that we all need to make for an enriching and equitable future for everyone.

War .

Gesmina Tsourrai Students' Union President

# THE GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT

The United Nations and its member states have agreed the ambitious target of 2030 to achieve the 17 Global Goals for Sustainable Development. Collaboration and cooperation across multiple disciplines are essential to develop solutions and achieve the Goals.

Following last year's focus on climate action, the Global Goals Report 2022, once again looks more widely to include all Goals where City's expertise, partnerships, and facilities enable us to offer insights and progress to some of the most challenging and pressing issues facing the global community.

This report shares a selection of the innovative projects and positive impacts being delivered by colleagues across City, in support of the Global Goals. Reflecting the wide range of activities undertaken at City, the case studies are presented across five themes:

- Research conducted by individuals, groups and centres, across disciplines and with an emphasis on impact
- Education including innovative undergraduate and postgraduate programmes, and education with an international focus and reach
- Engagement with students, colleagues and communities, both locally and internationally, on issues relating to the Goals
- Campus infrastructure and operations performance that impact on the Goals
- Governance covering City policies and frameworks that support our work towards the Goals.





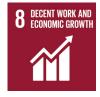






























#### RESEARCH

In 2022, the World Economic Forum highlighted the consequences of climate related issues and emphasised the need for urgency when it identified climate action failure, extreme weather and loss of biodiversity as the top three most severe global risks to humanity over the next 10 years<sup>2</sup>.

At the heart of innovation, universities provide important spaces for the research and collaboration needed to tackle these issues.

As set out in the Confronting the Climate Emergency report by Universities UK<sup>3</sup> this places the sector in a key position to significantly contribute to resolving the climate crisis and related sustainability issues, particularly through cross-sectoral dialogue. The research undertaken at City contributes by improving our understanding of the challenges associated with climate change and posing innovative solutions.



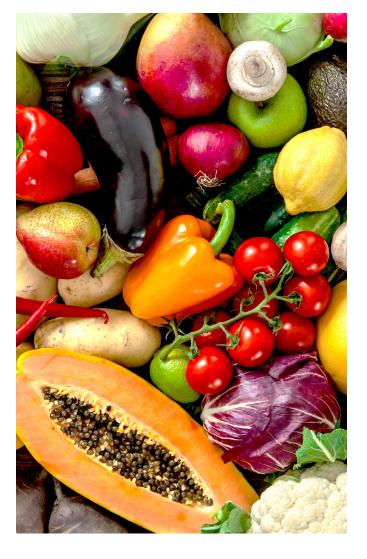




## Reducing plastic packaging and food waste

#### **Dr Christian Reynolds**

Dr Christian Reynolds of City's Centre for Food Policy, collaborated with several other institutions to expand and enhance the piloted Household Simulation Model. Their work simulates the impact of interventions on plastic packaging and food waste generation for a range of key food products, differentiating between household and demographic types and modelling a greater range of interventions and product changes. The research will fundamentally change the Waste & Resources Action Programme's guidance (WRAP) on the use of plastic packaging on fruit and vegetable products in the UK, with global knock-on effects. Supermarkets have already started to adopt the recommendations, for example removal of date labels and selling of loose fruit and vegetables. If WRAPs guidance is adopted potential savings are estimated at 100,000 tonnes of food waste and over 10,300 tonnes of plastic, equating to 130,000 tonnes of carbon dioxide equivalent emissions in the UK.









# Increasing wind energy generation

**Dr Marinos Manolesos** 

The efficiency of a wind turbine rotor decreases when the flow around the blades separates, this can be caused by erosion of the blade, and results in reduced energy production. Dr Marinos Manolesos is working alongside Anakata, Natural Power, Swansea University and ORE Catapult, to design a solution and improve wind turbine energy production. The team are developing a streamlined process for designing enhanced vortex generators (VG) for wind turbine blades and optimising their siting on the blades, improving the aerodynamic performance of the equipment. It has been estimated that VGs could improve annual energy production from wind by at least 3 per cent. If applied to all wind turbines in the UK, this would represent the electricity needs of 800,000 homes based on the generation figures of 2020. The technology is applicable to new turbines and as a retrofit to improve the yield of existing wind turbines in operation, and could be a highly costeffective means of increasing revenues from wind farms and delivering more renewable power.







## Over-fishing and biodiversity loss

Dr Susan Hill

Research of the behaviour of fishing companies and the ecological wellbeing of the Benguela Marine System (south Atlantic Ocean) by Dr Susan Hill, is exploring the causes of, and responses, to overfishing and biodiversity loss. The research is contributing to more ecologically sustainable fishing practice in the South-Western African countries bordering the Benguela Current Large Marine Ecosystem. Specifically, relating to South African marine ecosystems compromised by (or at risk of compromise from) a combination of over-fishing and environmental variability. Secondary benefits are envisaged to the marine ecosystems of neighbouring countries, Angola and Namibia. As fishery policy in these countries represents an ever-more complex set of trade-offs between ecological, economic and social considerations, better understanding of how these sub-systems interact is fundamental to realistically effecting more sustainable fishery practice.



#### **European Social Survey data to tackle climate change**

The European Social Survey (ESS), headquartered at City, has provided cross-national data measuring public attitudes, beliefs, and behaviour towards climate change since 2016. This data, collected from 23 countries, has been analysed by researchers, leading to the publication of 185 academic articles to help inform debate and drive evidence-based policy at local, national, and European level.

The ESS is currently participating in a Horizon 2020 project that will develop a systematic greenhouse gas measurement system for urban areas. The project is coordinated by Integrated Carbon Observatory System (ICOS), and will evaluate measurement approaches of greenhouse gas

emissions in urban areas to influence the development of tools and services for cities to support their local climate action plans. To test the feasibility of different modelling approaches in different areas, three cities of different size have been selected as pilots: Paris (large), Munich (medium) and Zürich (small).

In addition, as part of the Pilot Application in Urban Landscapes: towards integrated city observatories for greenhouse gases project (PAUL), the ESS is developing the methodology and implementing an online questionnaire to measure public opinion regarding climate change policies at the city level in two of the pilot cities.



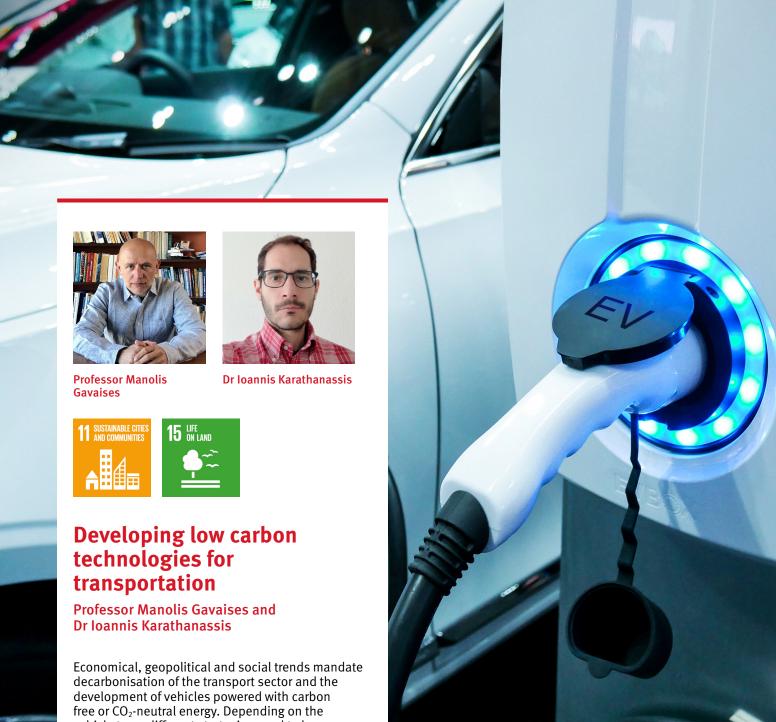


#### More-than-Human Data Interactions in the Smart City

Dr Sara Heitlinger

Data is collected about people, services and resources in our cities through many mechanisms. Some of this data helps organisations make key decisions about the ecological health of urban spaces. The MoTH project, led by Dr Sara Heitlinger from the Centre for Human Computer Interaction Design, and involving five universities and two project partners, set out to explore: How can we design data interactions in the smart city for more inclusive and sustainable urban cohabitations? Dr Heitlinger and her team use creative design methods to decentre the human and instead draw attention to the ways in which humans and non-human others (such as soil, trees, foxes, weeds and insects) rely on each other to flourish in urban spaces. The team explored what it means to design for data interactions through what they term a more-thanhuman perspective. A series of hands-on workshops held in community gardens in London, explored the interconnectedness of the species inhabiting the spaces. These informed understanding of how digital infrastructure can be used to create more equitable living spaces for all urban inhabitants, human and non-human.





Economical, geopolitical and social trends mandate decarbonisation of the transport sector and the development of vehicles powered with carbon free or CO<sub>2</sub>-neutral energy. Depending on the vehicle type, different strategies need to be adopted. Professor Manolis Gavaises and Dr loannis Karathanassis from the Thermofluids Research Centre are coordinating two EU-funded research projects on technologies across a range of transportation applications.

Conventional passenger cars are currently responsible for approximately 10 per cent of global  $\mathrm{CO}_2$  emissions. Replacing them with electric vehicles powered by lithium-ion batteries is gradually reducing the carbon impact of cars. For lithium-ion battery powered vehicles, an immersion cooling concept based on novel dielectric oils is under development by the City team. This approach reduces the likelihood of car batteries overheating, lowering safety and environmental risks. The new technology also allows for faster battery charging, improving the practicality of owning an electric vehicle.

However, due to the low specific energy content of lithium-ion batteries, they cannot be a solution for long mileage vehicles or those with a power-demanding application (such as heavy duty and commercial vehicles, earth moving machines, marine and aviation sector vehicles). The team are therefore exploring solutions based on carbon-free and synthetic CO<sub>2</sub>-neutral liquid fuels. Across the range of these applications, design and optimisation is heavily based on advanced computational fluid dynamics models, combined with relevant thermodynamic and chemistry models required for addressing the wide range of conditions and fuels used.

#### **EDUCATION**

SOS-UK have reported that that 90 per cent of students are concerned or very concerned about climate change<sup>4</sup>. Additionally, 69 per cent of students surveyed after COP26 agree with the proposals announced by the UK government that young people in the UK should be educated from nursery to university level on the importance of conserving and protecting our planet.<sup>5</sup> The global community will increasingly be affected by climate change. As tomorrow's leaders, it is critical City

students are climate literate and equipped with the necessary skills and knowledge to develop solutions to the challenges facing communities all over the world. The Student Sustainability Office recently conducted a survey at City, with 80 per cent of students responding that they believed sustainable development should be embedded in higher education curriculums.





#### **Corporate Responsibility Study Placements**

Corporate Responsibility Study Placements are open to Bayes Business School students on the MSc Management and BSc Business Management programmes. The programme enables students to apply for a study placement linked to the Global Goals priorities for businesses, social enterprises and non-profits. This year saw growth in the number of applications and students participating in the programme. With many City students graduating into influential business positions, the Corporate Responsibility Study Placements allows students first-hand experience of how sustainability presents both an opportunity and a risk to industry and enables enhanced engagement with industry host organisations.

"The Corporate Responsibility Study Placement I undertook during my MSc Management at Bayes Business School, has really helped me secure a role with a Fortune 500 and FTSE 100 real estate company, CBRE, as an Energy and Sustainability Graduate. Wanting to make an impact and accelerate climate action, my placement project looked into strategies to support the firm's net zero targets and reduce the firm's carbon emissions, where I focused on scope 3 category 6 carbon reduction. With the knowledge and experience I gained from my placement I am now helping my firm and clients to improve and strengthen sustainability practices for their businesses."

Alyssa Herman, MSc Management



### The City Cambodia Project

The City Cambodia Project, led by Dr Bernard Camilleri, has been expanding since its inception in 2007. This year, five newly graduated Speech and Language Therapists (SLT) visited Cambodia for three months to continue previous work on improving speech and language therapy care in the country. City's SLT graduates worked in several schools and at the Centre for Child and Adolescent Mental Health with children who have speech, language and communication difficulties, specifically focusing on young children and those from deprived backgrounds. To ensure continued treatment beyond their visit, an important facet of their work was training local teachers and health professionals, enabling them to enhance children's health, wellbeing and education. Numerous workshops were delivered in educational, healthcare and charity settings.

While in Cambodia, the graduates also contributed to an ongoing research project. Completion of data coding supported the Organisation to Improve Communication (OIC) project to explore care-giving and care-seeking behaviour for people with communication difficulties in Cambodia.

The graduates who have returned from Cambodia will be involved in recruiting, selecting and training the next group of newly qualified SLT graduates, enabling them to build on their work.



# Supporting the elimination of all harmful practices towards women and girls

Pre-registration students in the Department of Midwifery had the opportunity to critically engage with the practice of female genital mutilation (FGM) from a critical anthropological, anti-racism perspective. Drawing on departmental expertise in medical anthropology, students are able to support the elimination of all harmful practices towards women and girls with training in safeguarding procedures. Experience gained through the programme also encourages students to challenge the institutional racism within the maternity services in which women with a history of FGM seek care. This educational work has included facilitating small group discussions with service users with a history of FGM, allowing students to explore the issue from a lived experience perspective.



# The City Law School supports South Africa's next generation of Global Goals lawyers

South Africa's next generation of human rights lawyers play a vital role in ensuring the UN's Global Goals commitments are delivered to the social groups most in need. They seek access to healthcare, education, clean water, gender equality and climate justice for vulnerable communities, yet receive little or no courtroom skills training in advance of facing well-resourced opponents in court.

The City Law School's Stuart Lindsay, Simone Start and Nikki Walsh transplanted the core skills taught in barristers' training in London to Johannesburg via a four day immersive training programme. Offered since 2016 it is free of charge to social justice

lawyers from across South Africa. The City team collaborated with prominent members of South Africa's judiciary and UK human rights Silks. The programme builds confidence, redresses the skills deficit and provides the necessary tools to advocate effectively for the poorest South Africans across a variety of courts and jurisdictions. In August 2022, the City team celebrated the landmark of 100 young lawyers from 20 Non-governmental Organisations having completed the programme.



#### Solar PV on City's Tait Building

#### **Christopher Pinheiro**

Working in partnership with City's Property and Facilities (PaF) department, master's student Christopher Pinheiro completed a research project evaluating the solar photovoltaic (PV) array on the roof of Tait Building, part of the Northampton Square campus. During the project, Mr Pinheiro applied his learning from the Renewable Energy and Power Systems Management master's programme to assess the efficiency of the panels. Considering various technical solutions within a busi and worked with PaF and specialist contractors to model their performance. ness context, he identified recommendations to adjust the array and maximise the energy generated from the available space.

As a result of Mr Pinheiro's work, a new maintenance plan has been developed to optimise the current panels prior to their eventual replacement. Energy production could be increased by more than 20 per cent through a new approach to cleaning and the change or addition of various components in the panels and supporting infrastructure.

The project provided an excellent opportunity for a student to work collaboratively with contractors and building maintenance professionals to gain real world experience and apply their knowledge in a practical situation.

"Working with the PaF department was a really beneficial part of my degree. City's Maintenance team were very supportive throughout the project and I enjoyed working collaboratively with professionals. The opportunity has given me some really good experience I will be able to apply in my future career."

#### Christopher Pinheiro,

Renewable Energy and Power Systems Management MSc

#### **ENGAGEMENT**

Impacts of the climate crisis are being felt worldwide. This global challenge requires collaboration within and beyond our networks and communities, using our position to positively influence behaviour among stakeholders. Offering students and staff a range of opportunities to engage with sustainability and climate action outside the

formal curriculum provides a chance to explore the issues from new perspectives and act alongside others from differing backgrounds and disciplines. Our extensive sustainability engagement programme delivers a broad range of activities throughout the academic year.



#### **Developing a Student Sustainability Office**

With funding awarded by the City Community Connects Fund, the Sustainability team created the Student Sustainability Office (SSO) which operated for 10 weeks between April and June 2022. The SSO comprised of five competitively selected student candidates representing both undergraduates and postgraduates from across City. The roles provided a structured development opportunity for students to enhance their employability skills and experience. The SSO sought to enable students to share their views on sustainability challenges at City, inform the sustainability engagement plan and create a community of students engaged in sustainability issues. SSO officers engaged with the wider student body to gain a deeper understanding of student priorities, following two years of disruption, change and increasing media attention on the climate crisis.

Following their work with students, the SSO produced a report detailing their key findings. Their survey showed 75 per cent of City student respondents consider good sustainability credentials important when choosing a university at which to study. The research demonstrated City students' believe that sustainability issues are relevant at the University (85.7 per cent of respondents) and 80 per cent of respondents thought the University should be doing more to embed sustainability within the curriculum and reduce the negative environmental and social impact from our operations. The information has been used to inform our sustainability engagement plan, including an ongoing series of student placements.







#### **Undergraduate scholarships for Black British students**

As a global institution, Bayes Business School aims to foster greater racial diversity in business. The School is offering ten scholarships for Black UK-domiciled undergraduate students from lower-than-average income households. Each scholarship covers the full tuition fee (at home-fee level) and a £6,000 annual stipend for three years. Scholarship holders will be

offered mentoring and support throughout their time at City. The scheme launched this year and will run over 10 years at a value of approximately £5 million. This initiative, which aligns with the reparation principle set out as one recommendation in City's Review of Historic Funding, supports the School's commitment to widen participation in higher education.





### **World Creativity and Innovation Day 2022**

The City based Centre for Creativity in Professional Practice and The National Centre for Creativity enabled by Al, celebrated collaborative innovations for the United Nations' World Creativity and Innovation Day in April 2022. The event gathered collaborators from all over the world, both online and at Bayes Business School, to celebrate and promote the real power of working together to make great things happen. It welcomed a global audience including an international speaker panel to showcase examples of projects from the Innovation for African Universities (IAU) programme. City, with colleagues from the University of Nairobi and ChangeSchool Ltd, is a partner in the IAU programme's Centre of Excellence, funded by the British Council to support the work of 24 projects across Ghana, Kenya, Nigeria, South Africa and the UK. The aim is to provide students with the entrepreneurial education and the support they need to succeed if they choose to launch a start-up after their studies.

The knowledge exchange that has taken place during the programme has resulted in innovations that are addressing the challenge of youth unemployment in sub-Saharan Africa. For example, the Inclusive Innovation project is a partnership involving the Central University of Technology in Bloemfontein, Disabled People South Africa, and the Southern Africa Federation of the Disabled. The project focuses on the development of sustainable, inclusive enterprises for people with disabilities and has worked with manufactures to create two sustainable and specialised wheelchairs, both designed by disabled entrepreneurs.











#### **Exploring mindfulness in our local surroundings**

City's Centre for Excellence in Mindfulness Research (CEMR) brings together interdisciplinary expertise from scientists, expert practitioners and other stakeholders from across the globe to generate world leading research and real world impact in mindfulness debate, policy and practice. This research is implemented through activities at City which support student and staff wellbeing.

Since the beginning of the pandemic, CEMR has been offering free online drop in mindfulness practice sessions for City staff, students, and friends of City, three times a week during term time and has supported the development of a mindful community at City.

In addition, the Mindfulness Walks project was launched for Neurodiversity Celebration Week in March 2022, as a reminder for both students and staff to take time for their wellbeing and teach them ways of incorporating mindfulness into walking. Mindfulness helps people in many aspects of

their lives: improving focus, reducing stress and enhancing wellbeing. Incorporating the concepts into a walk across green spaces adds physical exercise and further promotes positive mental health through engagement with nature. This is especially true following the hardships and isolation of Covid-19, and the practice can be particularly effective for students with attention deficit hyperactivity disorder (ADHD) and dyslexia.

Neil Goldwasser, a Neurodiversity Support Tutor, leads the Mindfulness Walks project which runs alongside City's wider model of holistic support, beyond the academic study skills support also provided to students. The walking route has been recorded using the Go Jauntly app so students and staff can complete it at their convenience. The 2.3 mile circular walk takes in local parks and gardens, colourful street art and interesting architecture, encouraging staff and students to build a connection with their local area.





### **London Student Sustainability Conference 2022**

The fourth London Student Sustainability Conference (LSSC) was convened online in February 2022, with speakers, presenters and delegates joining from London and beyond. The Conference provides students with an opportunity to present their academic research and extra-curricular projects which address one or more of the Global Goals. Students presented on a broad range of social and environmental sustainability topics, including waste to energy technologies, sustainable textiles, and the impacts of lithium extraction for production of electric vehicles.

A growing partnership since its inception, the 2022 conference was a collaboration between six London universities. A new Student Delivery Group was formed to ensure the student voice was included in the decision making process and resulted in some innovative additions including the Conference workshops and a new social media presence. Our in-person networking event (the first since 2020) supported the exchange of ideas and differing perspectives on key sustainability challenges, creating space for students to learn from peers across multiple disciplines and institutions.



As well as contributing to sustainability challenges through the education and research they undertake, universities must lead by example in reducing the negative impact of the operation and development of their campuses. Investing in renewable energy sources and increasing the efficiency of the University's estate to reduce reliance on fossil fuels is key, especially in the current context of rapidly rising energy costs.

SOS-UK's recent survey of 8500 students showed 88% of respondents believing their "place of study should actively incorporate and promote sustainable development" City has committed to achieving carbon net zero by 2040, across all our activities and will continue work to formalise our pathway to achieving this over the next year.

The UK higher education sector is, through its buildings and operations, a significant consumer of resources and subsequently a major source of UK emissions. The sector is estimated to be responsible for 21 per cent of UK public sector emissions. City works to reduce the use of natural resources on campus, and thereby reduce its overall emissions, through a series of policies, communications and facility improvements. The success of these interventions is routinely monitored and reported upon. The panel below details City's performance against key environmental metrics as we returned to campus.



## Carbon emissions 6,097,900 tonnes

1.2% increase on previous year.



### Water consumption 33,300 m<sup>3</sup>

27% increase on previous year. Primarily due to return to campus requirements and outdated infrastructure. Work to improve infrastructure has now been completed.



## Waste recycling rate 42%

7% higher than previous year.

#### **GOVERNANCE**

The significant challenges around climate change and sustainable development continue to develop. The everchanging shifts in landscape will need to be navigated by cementing sustainability at the core of leadership strategies. A leadership focus on sustainability improves organisational resilience, while creating new opportunities and driving innovation. Universities have considerable influence on decision makers, and

as such have a responsibility to lead by informing and driving change both locally and globally. During 2022, City appointed Professor Richard Ashcroft as the new Executive Dean for Sustainability. Professor Ashcroft is developing the University's governance structure to support delivery of the sustainability outcomes agreed in the recently launched Vision and Strategy 2030.





# City Students' Union achieve 'Excellent' in Green Impact Awards

City Students' Union are extremely proud to have been awarded 'Excellent' in the NUS Green Impact Awards, the highest accreditation that can be achieved. This result maintains the 'Excellent' standard achieved last year, recognising the Union's active effort towards becoming a more sustainable organisation.

During the year, the SU launched the Reuse, Reduce & Research campaign to encourage students to make sustainable choices and be proactive in creating a more sustainable campus, Union and University. Several events were held to support students including a Kilo Sale, gardening sessions in the Walled Garden and tote bag painting.

To achieve the award, detailed evidence of the SU's work was audited by SOS-UK and received positive feedback:

"The level and breadth of City's sustainability work is so impressive. It was lovely to see how it's permeated across the whole staff team and is weaved across their whole operation."

SOS-UK







### Developing inclusive excellence and culture change

The Office for Institutional Equity and Inclusion is City's catalyst for inclusive excellence and culture change and will collaboratively work across City to foster an inclusive, fair and respectful environment.

City uses various frameworks, including Athena Swan and the Race Equality Charter (REC), to consistently identify institutional and cultural barriers for our staff and students. The Athena Swan and REC bronze applications and action plans were created through extensive collaboration across City. Both action plans outline City's priorities for the next five years and recognises the intersection of gender, race and other identities. In 2021/22, substantial progress on delivering initiatives within these action plans included:

 Launching the Senior Diversity Ambassadors from City's Senior Leadership Team to bring visibility and support to different identities

- Refurbishing City's Wall of Extraordinary Women in College Building, celebrating the achievements of staff and alumni
- Facilitating Decolonising City workshops with expert Dr Jason Arday for senior leadership and key stakeholders.

City advanced to Disability Confident Employer Level 2 in November 2021, and significant progress has been made on our first entry into the Stonewall Workplace Equality Index. These intersectional initiatives are indicative of the significant milestones on City's journey towards systemic and sustainable change.





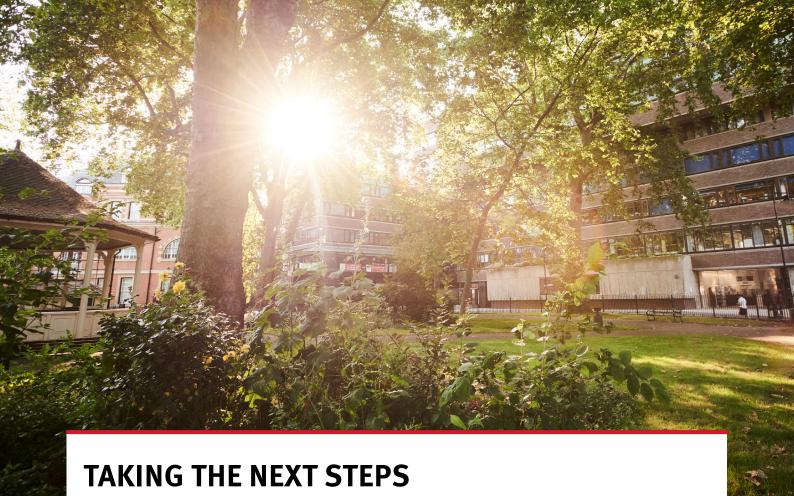


## People & Planet University League

City have received a 1<sup>st</sup> class award from the People & Planet University League, a UK-wide performance indicator on environmental and social sustainability criteria. The University continues to perform particularly well within operational areas, achieving 100 per cent in the 'environmental auditing and management systems' section, and a score of 87.5 per cent and 82.5 per cent for 'waste and recycling' and 'energy sources' respectively. City also achieved a high score of 90 per cent in the 'staff and student engagement' element, reflecting the variety of opportunities for students and staff to engage with environmental and social sustainability issues through extra-curricular activities.

#### **Times Higher Education**

Through the annual Impact Rankings, *Times Higher Education* assesses global performances across higher education institutions in delivering the Global Goals. The rankings capture universities' impact on society across each of the 17 goals. Highlights of City's submission include a top 100 ranking globally for our work supporting Goal 10 (Reduced Inequalities) and Goal 12 (Responsible Consumption and Production). Overall, City were in the top 300 institutions (from 1406), an improvement on our previous performance.



This past year has seen record summer temperatures and increasing winter energy costs, both reminders of the necessity for significant change to reduce our climate impact and work towards the Global Goals for Sustainable Development.

In Autumn 2022, City published its new Vison and Strategy 2030, setting out plans across eight workstreams. Our sustainability priorities for research, education, engagement, campus and governance are incorporated into the cross-cutting City Culture workstream. Alongside this, the new City values demonstrate our commitment to achieving a fair and just society for all:

#### We care

We care for each other and for the world around us. We are inclusive, collegial, and value diversity.

#### We learn

We (re)think. We are curious, rational thinkers who make decisions based on the best available information. We are open-minded and inquisitive. That means that we are never too wedded to our assumptions. If we uncover new insights indicating that we should change our mind, we do.

#### We act

We shape the world through our actions. We always act with integrity. When we can change something for the better, offer help, or make a difference, we choose to do so.

We are continually exploring ways to improve our performance, through working with City's student and staff community and creating new local and global partnerships. We look forward to engaging with City's stakeholders to develop new tools to deliver progress. City's Sustainability team welcomes all feedback and is keen to hear your comments and suggestions at sustainable\_city@city.ac.uk.

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