

## Action Plan of the Sustainable Development Strategy of Tomas Bata University in Zlín for the Period 2025-2026

The Sustainable Development Strategy of Tomas Bata University in Zlín (hereinafter referred to as the “TBU Sustainability Strategy”) will be implemented through two-year action plans for the years 2025-2026, 2027-2028 and 2029-2030. The aim is to implement specific measures to fulfil the individual goals of the TBU Sustainability Strategy, including the annual evaluation of the set quantitative indicators.

### Area 1: Education, R&D and Creative Activities

STRATEGIC AIM	SUB-GOAL	IMPLEMENTATION MEASURES FOR THE PERIOD 2025-2026	OUTPUTS/INDICATORS FOR THE PERIOD 2025-2026	YEAR	PERSON IN CHARGE
<b>Strategic aim 1. Implement all areas of sustainable development in education and R&amp;D and creative activities with practical impact</b>	<b>Education</b>				
	<b>Sub-goal 1.A.</b> Integrate sustainable development issues into the accreditation of degree programmes, the content of course units and LL courses across different disciplines and ensure quality education for all students	Develop a new or updated Strategy of Tomas Bata University in Zlín in the field of education for the period 2026-2030 (Pillar A of the TBU 21+ Strategy)	1.A.1 – Approved new or updated Strategy of Tomas Bata University in Zlín in the field of education, research, development and innovation for the period 2026-2030 (Pillar A of the TBU 21+ Strategy)	2025	Vice-Rector for Pedagogical Activities and Vice-Rector for Development
		Develop the Methodology for the Definition of Degree Programmes, Course Units, Courses and Academic Qualification Theses in the Fields of Sustainable Development	1.A.2 – Approved Methodology for the Definition of Degree Programmes, Course Units, Courses and Academic Qualification Theses in the Fields of Sustainable Development	2025	Vice-Rector for Pedagogical Activities and Vice-Rector for Development
	<b>R&amp;D and creative activities</b>				
	<b>Sub-goal 1.B.</b> Promote scientific research and R&D and creative activities focused on sustainable development,	Develop a new or updated Strategy of Tomas Bata University in Zlín in the field of education, research, development and innovation for the period 2026-2030 (Pillar B of the TBU 21+ Strategy)	1.B.1 – Approved new or updated Strategy of Tomas Bata University in Zlín in the field of education, research, development and innovation for the period 2026-2030 (Pillar B of the TBU 21+ Strategy)	2025	Vice-Rector for R&D and Creative Activities

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	environmental sciences, social responsibility (inclusion, diversity) and innovation in the field of sustainability	Develop the Methodology for the Definition of R&D and Creative Activities, Projects and Research Plans implemented at TBU and related to the complex area of sustainability	1.B.2 – Approved Methodology for the Definition of R&D and Creative Activities, Projects and Research Plans implemented at TBU and related to the complex area of sustainability	2025	Vice-Rector for R&D and Creative Activities
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**Area 2: Investments and Operations**

STRATEGIC AIM	SUB-GOAL	IMPLEMENTATION MEASURES FOR THE PERIOD 2025-2026	OUTPUTS/INDICATORS FOR THE PERIOD 2025-2026	YEAR	PERSON IN CHARGE
<b>Strategic aim 2. Apply a sustainable approach to building infrastructure</b>	<b>Infrastructure – construction and renovation</b>				
	<b>Sub-goal 2.A.</b> Implement the principles of sustainability in the management of facilities, construction and modernization of existing facilities, including their certification	Develop the Construction and Development Master Plan for individual facilities over a 10-year horizon, including budget	2.A.1 – Approved document Construction and Development Master Plan for individual facilities over a 10-year horizon, including budget	2025	Head of Investment and Property Management
		Develop the Renovation Plan for individual buildings to achieve carbon neutrality in 2050, including budget plan	2.A.2 – Approved Renovation Plan for individual buildings to achieve carbon neutrality in 2050, including budget plan	2025	Head of Technical Services
		Achieve the SBToolCZ certification for individual building construction (building U1 or the sports hall near the building U5) or refurbishment projects of more than 50% of the existing building area (building U3) at or above the ‘high quality building’ level	2.A.3 – Achievement of SBToolCZ certification for individual building construction or refurbishment projects of more than 50% of the existing building area at or above the ‘high quality building’ level	2025	Head of Investment and Property Management
	<b>Infrastructure – use of resources</b>				

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	<b>Sub-goal 2.B.</b> Effectively manage the use of facilities and technologies	Set up a Methodology for the Evaluation of the Use of Building Areas and Technologies in TBU Facilities	2.B.1 – Approved Methodology for the Evaluation of the Use of Building Areas and Technologies in TBU Facilities	2026	Head of Technical Services
		Develop the Workspace Sharing Methodology	2.B.3 – Approved Workspace Sharing Methodology	2026	Head of Technical Services
	<b>Infrastructure – green spaces</b>				
	<b>Sub-goal 2.C.</b> Maximize green spaces to support biodiversity	Prepare the Biodiversity Conservation Programme, including budget plan	2.C.1 – Approved Biodiversity Conservation Programme, including budget plan	2025	Head of Investment and Property Management
	<b>Infrastructure – relaxation zones</b>				
	<b>Sub-goal 2.D.</b> Provide areas for rest and relaxation	Prepare the Relaxation Zone Development Plan, including budget plan	2.D.1 – Approved Relaxation Zone Development Plan, including budget plan	2026	Head of Investment and Property Management
	<b>Energy and climate change</b>				
	<b>Sub-goal 2.E.</b> Reduce energy intensity and increase energy efficiency, switch to sustainable energy sources, transform energy mix and reduce carbon footprint	Develop the Project for the Implementation of a Comprehensive Energy Management System, including budget	2.E.1 – Approved Project for the Implementation of a Comprehensive Energy Management System	2026	Head of Technical Services
		Develop the Energy Policy of TBU	2.E.2 – Preparation of the Energy Policy of TBU	2026	Head of Technical Services
		Prepare the Energy Mix Optimisation Plan, including budget	2.E.6 – Approved Energy Mix Optimisation Plan, including budget	2025	Head of Technical Services
		Develop an analysis for the establishment of or participation in a platform for collaboration with local communities on energy	2.E.7 – Establishment of, or participation in, a local community energy cooperation platform	2026	Head of Technical Services
		Prepare the Methodology for Reinvesting Financial Savings in	2.E.10 – Approved Methodology for Reinvesting Financial Savings in	2025	Bursar

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		Additional Energy Efficiency Projects	Additional Energy Efficiency Projects		
		Develop or select the Methodology for calculating energy carbon footprint	2.E.12 – Approved Methodology for calculating energy carbon footprint	2025	Head of Technical Services
	<b>Water management</b>				
	<b>Sub-goal 2.F.</b> Sustainable water management	Carry out a water management audit	2.F.1 – Audit report on water management	2026	Head of Technical Services
	<b>Waste and circular economy</b>				
	<b>Sub-goal 2.G.</b> Reduce waste production and apply circular economy principles	Conduct a waste streams analysis and identify key areas in the circular economy	2.G.1 – Analysis of waste streams and identification of key areas in the circular economy	2025	Head of Technical Services
	<b>Transport</b>				
	<b>Sub-goal 2.H.</b> Create a sustainable transport infrastructure	Develop the TBU Fleet Renewal Plan with emphasis on environmentally friendly alternatives and their efficient use	2.H.1 – Approved TBU Fleet Renewal Plan with emphasis on environmentally friendly alternatives and their efficient use	2025	Head of Technical Services
		Develop the Methodology for Calculating the Carbon Footprint of TBU Car Fleet	2.H.5 – Approved Methodology for Calculating the Carbon Footprint of TBU Car Fleet	2025	Head of Technical Services
		Develop the Transport Optimisation Plan for TBU, including a plan to build facilities for active mobility of staff and students and a budget for doing so	2.H.7 – Approved Transport Optimisation Plan for TBU, including a plan to build facilities for active mobility of staff and students and a budget for doing so	2026	Head of Technical Services
		Develop or select the Methodology for calculating the carbon footprint of business and study travel	2.H.9 – Approved Methodology for calculating the carbon footprint of business and study travel	2026	Head of Technical Services
	<b>Catering</b>				

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	<b>Sub-goal 2.I.</b> Ensure a quality, healthy and balanced diet in line with healthy lifestyle trends	Ensure the proportion of organic/eco-certified food and the proportion of regional suppliers	2.I.1 – Proportion of food with organic/eco or similar certification in the total amount of food 2.I.2 – Proportion of regional suppliers in total food purchases	annually	Director of the Halls of Residence and Refectory
		Implement measures to reduce wastage and food waste	2.I.3 – Number of policies or programmes to reduce food waste and wastage	annually	Director of the Halls of Residence and Refectory

**Area 3: Management and Social Issues**

STRATEGIC AIM	SUB-GOAL	IMPLEMENTATION MEASURES FOR THE PERIOD 2025-2026	OUTPUTS/INDICATORS FOR THE PERIOD 2025-2026	YEAR	PERSON IN CHARGE
<b>Strategic aim 3. Manage the University responsibly and support all TBU stakeholders, with an emphasis on applying the principles of long-term sustainability in all activities</b>	<b>Management based on sustainability principles</b>				
	<b>Sub-goal 3.A.</b> Manage the University effectively and responsibly according to sustainability principles	Set up a risk management system at TBU	3.A.2 – Approved risk management system at TBU	2025	Director of Marketing and Communications
		Update the internal control system for anti-corruption measures, including incorporation of warning signals and an internal regulation setting whistleblower protection processes	3.A.3 – Approved internal control system for anti-corruption measures, including incorporation of warning signals and an internal regulation setting whistleblower protection processes	2025	Bursar, Auditor
	<b>Partnerships and third role – students</b>				
	<b>Sub-goal 3.B.</b> Actively involve students in sustainable development at TBU	Hold joint meetings and events on sustainability	3.B.1 – Number of meetings per year with representatives of student organisations 3.B.2 – Number of joint or supported sustainability events organized by students in accordance with TBU internal rules	annually	Vice-Rector for Internal and External Relations, Director of Marketing and Communications

<b>Partnerships and third role – companies and organizations</b>				
<b>Sub-goal 3.C.</b> Strengthen links with local communities of companies and organizations through educational programmes, corporate social responsibility (CSR) and volunteering	Develop the Analysis of opportunities for cooperation with municipalities, local companies, associations and non-profit organizations in the field of sustainability	3.C.1 – Analysis of opportunities for cooperation with municipalities, local companies, associations and non-profit organizations in the field of sustainability	2025	Vice-Rector for Internal and External Relations
<b>Responsible purchasing</b>				
<b>Sub-goal 3.D.</b> Prepare and implement the TBU Responsible Purchasing Strategy for the period 2025-2030	Develop the Responsible Purchasing Strategy at TBU for the period 2025-2030 and implementation plan	3.D.1 – Prepared Responsible Purchasing Strategy at TBU for the period 2025-2030 and implementation plan for the internal environment of TBU	2025	Head of Corporate Services, Head of Legal Services
<b>Computerization and digitization – processes</b>				
<b>Sub-goal 3.E.</b> Effectively manage the digitization and computerization of internal and external processes	Develop the Plan for Computerization and Digitization at TBU, including the determination of the necessary tangible and intangible equipment and budget	3.E.1 – Approved Plan for Computerization and Digitization at TBU, including the determination of the necessary tangible and intangible equipment and budget	2025	Head of Information Technology Centre
<b>Computerization and digitization – education</b>				
<b>Sub-goal 3.F.</b> Systematically digitize learning support tools across the University	Develop the Study Support Tool Digitization Plan at TBU	3.F.1 – Approved Study Support Tool Digitization Plan at TBU, including schedule, methodology of processing and responsible persons	2025	Vice-Rector for Internal and External Relations (Digitization Manager)

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<b>Wellbeing and social issues – employees</b>				
<b>Sub-goal 3.G.</b> Improve employee satisfaction and health, educate employees on sustainability issues, ensure equal opportunities, prevent discrimination and support disadvantaged groups	Update the Strategy for Human Resources Development of Tomas Bata University in Zlín 2026-2030 including an action plan, and the Gender Equality Plan of Tomas Bata University in Zlín including the action plan 2026-2030 containing tools and measures for the implementation of wellbeing	3.G.1 – Updated Strategy for Human Resources Development of Tomas Bata University in Zlín 2026-2030 including an action plan containing tools and measures for the implementation of wellbeing 3.G.2 – Updated Gender Equality Plan of Tomas Bata University in Zlín including the action plan 2026-2030 containing tools and measures for the implementation of wellbeing	2025	Head of Human Resources Development
<b>Wellbeing and social issues – students</b>				
<b>Sub-goal 3.H.</b> Develop programmes focused on students' mental and physical health, work-life balance, and support activities focused on preventing discrimination and supporting disadvantaged groups	Regularly organise activities for students at TBU, focusing on healthy lifestyles, wellbeing and the prevention of discrimination against students	3.H.1 – Number of new or updated activities, trainings, workshops or events focused on sustainability, especially on healthy lifestyle, wellbeing and prevention of discrimination against students implemented at TBU 3.H.2 – Number of students participating in and completing activities, courses or training on sustainable behaviour	annually	Vice-Rector for Development, Counselling Centre
	Support student societies and initiatives focused on sustainability	3.H.3 – Number of student societies and initiatives focused on sustainability and wellbeing 3.H.4 – Number of students involved in student societies and	annually	Director of Marketing and Communications

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			initiatives focusing on sustainability and wellbeing		
		Promote student projects and R&D and creative outputs focused on sustainability	3.H.5 – Number of student projects and R&D and creative outputs focused on sustainability promoted on the sustainability.utb.cz website	annually	Vice-Rector for Internal and External Relations, Director of Marketing and Communications
	<b>Popularization and communication strategies</b>				
	<b>Sub-goal 3.I.</b> Develop and actively implement a communication strategy for TBU sustainability	Develop the TBU Communication Strategy on Sustainability	3.I.1 – Issue of the TBU Communication Strategy on Sustainability	2025	Director of Marketing and Communications

*This English version of the internal regulation is not legally binding; it is for informational purposes only and does not have to correspond to the Czech version of the document.*