

Capital infrastructure

We will invest in capital infrastructure and digital capabilities to enhance our vibrant and sustainable campuses, and meet growing expectations for digital engagement, online delivery and improved efficiency.

How we are achieving this

We invested significantly in the capital and digital space in 2022.

Related achievements and initiatives

- Work began on the Research Infrastructure and Investment Strategy, with plans developed for clinical trials and minerals characterisation.
- We created a designated space for civil engineering students, as well as upgrading much of EAIT's teaching and informal learning spaces.
- Restoration of the Avalon Theatre began mid-year.
- Construction of a UQ Plant Growth Facility continued throughout the year, with an anticipated completion date of September 2023.
- The UQ Amphitheatre and Lake Renewal project began at St Lucia to create a self-sustaining ecosystem to offer both habitat for wildlife, and more opportunities for people to enjoy the area.
- We registered 60 buildings as part of the Queensland Government's Safer Buildings Program and work commenced to replace the facades on many of them.
- A new recreation space located between Hood Street and Services Road, St Lucia, was opened for the UQ community to enjoy.
- Patina Restaurant at Alumni Court opened to the public in February.
- Work began on developing a physical learning environments roadmap that included a teaching space quality audit, and a benchmarking survey.

▶ See also

Digital experience pg 21

Lifelong learning pg 22

Innovation precincts

We aim to accelerate and grow innovation precincts that support collaboration with industry, community and government, and enable shared access to state-of-the-art research facilities.

How we are achieving this

Development of a new Precinct Plan for the Long Pocket site is in progress, driven by a vision statement for the establishment of a Sustainable Futures Innovation Precinct.

Related achievements and initiatives

- Planning commenced for new precincts for Science, and Health and Recreation.

▶ See also

Partnerships pg 24

Streamline operations

We are streamlining our operations by reducing duplication and ensuring the effectiveness of our governance structures and approval processes.

How we are achieving this

As part of the technology master planning process, detailed roadmaps for the University will be built as part of the operationalisation process to identify key themes, technologies sequencing, and forecasted investment in a longer-term cycle.

UQ also aims to become a beyond carbon-neutral university by reducing energy consumption and investing in carbon offsets to achieve this goal long-term.

Related achievements and initiatives

- We launched Uber for Business UQ-wide.
- The Faculty of Science established assessment communities of practice to improve the quality, effectiveness and integrity of its systems, processes and communication of assessment procedures.

▶ See also

UN Sustainable Development Goals pg 26

Philanthropic investment

Our goal is to attract philanthropic investment to support our commitment to delivering greater access to education and research impact, with a focus on building an endowment fund.

How we are achieving this

We partner with individuals and organisations to create impact through philanthropic investment in research, teaching, and community enrichment. We aspire to grow our endowment fund, enabling our donors to create impact in perpetuity. In 2022, we set a stretch goal to exceed \$80 million in philanthropic funds raised, supported by trusted and responsive relationship building. A focus on building UQ's endowment fund remains critical in an increasingly unpredictable environment for universities, and in response to growing need from both students and researchers.

Related achievements and initiatives

- Our fourth annual Giving Day in October attracted 1,381 donors, who collectively donated more than \$730,000 to support more than 30 causes across the University.
- In November 2022, we officially announced The Queensland Commitment Match, through which the University doubled gifts of \$50,000 or more directed to endowed, need-based scholarships.

▶ See also

Alumni engagement pg 30

Summary of

Human resources

The Human Resources (HR) division is integral to driving UQ's values and culture. By attracting high-quality staff and supporting them in diverse, inclusive, welcoming, safe and progressive workplaces, we create teams that are creative and impactful. We support a foundation of integrity and respect, in the pursuit of knowledge leadership for a better world through the entire employee lifecycle. HR delivers key services in talent acquisition and onboarding, staff and client engagement, learning, recognition, support for personal growth, capability development, process efficiency and career development.

Workforce profile

Workforce size

In 2022, UQ's continuing and fixed-term workforce increased to 7,410 FTE with a retention rate of 95.55% for 'continuing' staff members.

Recruitment and selection

From 1 January to 31 December 2022, UQ advertised more than 1,900 jobs and placed 500+ academic and 1,400+ professional staff positions, along with an additional 1,350+ direct appointments. The University received more than 52,000 applications.

2022 saw the formalisation of the in-house Executive Search function within UQ, focused on sourcing talent directly through the use of targeted campaigns, networking, market mapping and direct market sourcing. The team successfully placed a number of high-profile roles, resulting in considerable cost savings for the University.

Academic promotions

During the year, 221 academic staff members were promoted, comprising 68 promotions to Level B, 74 to Level C, 52 to Level D and 27 to Level E.

The table below shows University staff numbers as at 31 March 2022.

▶ See also

Our people pg 29

University staffing FTE by function as at 31 March 2022 ¹						
Continuing and fixed-term staffing	2020		2021		2022	
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	7,208	88.3%	6,917	86.9%	7,410	87.7%
Professional	4,251	52.1%	4,053	50.9%	4,353	51.5%
CONTINUING AND FIXED-TERM FTE ²	7,208	88.3%	6,917	86.9%	7,410	87.7%
Casual staffing	2020		2021		2022 ³	
Academic	475	5.8%	527	6.6%	527	6.2%
Professional	477	5.9%	517	6.5%	517	6.1%
CASUAL FTE	952		1,044		1,044	
Total university staffing	2020		2021		2022	
Academic	3,432	42.1%	3,391	42.6%	3,584	42.4%
Professional	4,728	57.9%	4,570	57.4%	4,870	57.6%
ALL FTE (CONTINUING, FIXED-TERM, CASUAL)	8,160		7,961		8,454	
Unpaid appointments	2020 Headcount		2021 Headcount		2022 Headcount	
Honorary/Adjunct appointments	2,661		2,743		2,813	
Academic titles	4,484		4,561		4,660	
Conjoint appointments ⁴	211		260		411	
ALL UNPAID APPOINTMENTS	7,356		7,564		7,884	

¹ The staffing function shown here aligns with the reporting requirements of data for the Department of Education, Skills and Employment. There may be slight changes in historical data due to improvements made in UQ's reporting systems.

² FTE represents full-time equivalent throughout table. University staffing as headcount (excluding casuals) as at 31 March 2022 is 8,064.

³ The projected Casual FTE for 2022 is the 2021 actual figure as per Department of Education estimate. Actual Casual FTE for 2022 will be available 30 June 2023.

⁴ Conjoint appointments are clinical academics jointly appointed by the University and an external health partner, with only one of the partners having an employment relationship with the appointee. While recorded as unpaid appointments in University systems, UQ contributes towards the cost of the appointment in cases where the external health partner is the employer.

Workforce planning and performance

HR organisation

In 2022, the HR Division slightly amended its organisational structure into 6 areas:

- HR Client Partnering
- Organisational Culture and Capability
- Rewards and Remuneration
- Workplace Relations
- HR Governance, Transformation and Strategy
- People Services, including Talent Acquisition, Employee Services and Payroll.

Staff support

During the year, UQ's Workplace Psychologist moved to the Health, Safety and Wellness team, where they continued to provide support to staff members; and the Employee Assistance Program (provided by PeopleSense from November) offered counselling as required.

UQ Mental Health Strategy

UQ remained committed to mental health and wellbeing throughout 2022, supporting several initiatives including awareness events, and staff development and training sessions, and provided a range of online support material.

▶ See also
Health, safety and wellness pg 36

Diverse workforce

The WDI team continued to embed intersectionality across all of its activities, facilitated through greater engagement with faculty, school and institute Equity, Diversity and Inclusion Committees, and regular meetings with the Chairs of the Strategic Diversity Committees, such as the Ally Action Committee, Disability Inclusion Group (DIG), Gender Steering Committee, Age Friendly Committee and the Cultural Inclusion Council (CIC). The team also continued to support the Discrimination and Harassment Contact Officer network, as well as developing and piloting a new training module on bullying and harassment.

In addition, WDI reviewed sexual misconduct reporting processes and began working with key stakeholders on better ways of working between areas, as well as several other agreed actions to improve education and support for staff.

Gender Equity:

UQ Athena SWAN Action Plan 2021–2022
 We continued our strong commitment to gender equity with the completion of many of the actions required for the Athena SWAN Bronze Action Plan. We are currently working towards silver accreditation. As part of the next steps on the UQ pathway, 5 key priority areas were selected and barriers identified to measure progress and impact against.

Specifically, the focus will be on addressing barriers for women across UQ in recruitment, progression, promotion and retention. Actions will continue on women's representation in leadership, narrowing of the gender pay gap, flexible work, and the 'leaky pipeline' for academic women.

Key achievements during the year included:

- UQ further reduced the gender pay gap. In 2021, the organisation-wide average gap was 16.3%, down from 18.1% in 2020, and the gap continued to narrow throughout 2022.
- *Promoting women* fellowships saw an increased number of recipients, with 26 women receiving fellowships. Furthermore, a dedicated program was provided with additional support workshops including *Self-reflection: Learning from your experiences, Writing with a purpose, Effective communication skills* and *Influence and leadership*.
- The *Thriving for an academic edge* program supporting Level B female academics was launched to develop leadership skills and to encourage a strategic approach be taken for their career growth.
- We produced reports for the staff entry and exit surveys. These surveys were instrumental in measuring attraction and retention data, seeking to find out why women are attracted to work at UQ and why they may leave.
- Following the development of a 2021 guide to increasing under-represented staff through targeted recruitment and retention measures, several work areas pursued the targeted recruitment of women or gender-diverse staff to boost the participation of under-represented groups.
- UQ is drawing closer to its target of 50:50 ratio of women and men in leadership positions.

LGBTQIA+ inclusion

The *UQ Ally Action Plan 2019–2022* provides strategic direction and a planning framework for LGBTQIA+ inclusion efforts at UQ and establishes priorities for UQ's Ally Action Committee (AAC). This plan is the third iteration and builds on the work achieved in previous years. The Plan is also informed by Pride in Diversity and feeds into UQ's annual submission to the Australian Workplace Equality Index (AWEI) to ensure planning reflects national best practices. The plan's vision is for UQ to be a national leader for the inclusion, respect and support of gender, sex and sexuality diversity in education and employment.

In 2022, UQ was recognised with a Gold Employer ranking in the 2022 AWEI, the definitive national benchmark for LGBTQIA+ inclusion in the workplace, and which places UQ in the top 10% of employers in Australia.

UQ Ally workshops continued to be one of UQ's most popular Staff Development workshops, with sessions regularly having waiting lists. This year, we also held local workshops for the UQ Art Museum and the Gatton campus.

The 920-strong Ally Network and the WDI team planned and celebrated key dates of significance such as Wear It Purple Day; International Day Against Homophobia, Biphobia, Intersexism and Transphobia; and Intersex Awareness Day. UQ also flew the Rainbow Progress flag on most key dates in the LGBTQIA+ calendar, as well as the Transgender flag during Transgender Day of Visibility and Transgender Awareness Week. The Ally network held a stall at UQ Market Day and the New Staff Expo to increase visibility.

This year the WDI team, together with the AAC, created the monthly newsletter *Equal(tea)* for the Ally Network to advise about events, research and allyship.

Disability inclusion

The *UQ Disability Action Plan 2018–2021*, extended to 2022, constitutes formal recognition of UQ's commitment to ensuring persons with disability are afforded equal opportunities to participate in, excel and be part of the University community. The next iteration will launch in early 2023.

The DIG monitors the effectiveness of the Plan through the annual reporting process.

In 2022, UQ:

- participated in the Australian Network of Disability Access and Inclusion index, for the first time

- provided bespoke training on disability inclusion to the HR Client Partnering team through the WDI team
- conducted focus groups for staff with disability to identify shared experiences and objectives from UQ's disability inclusion efforts
- led a working group made up of key stakeholders across the University on Universal Design in Learning
- trained stakeholders on how to perform a physical audit of University spaces.

Culturally and linguistically diverse (CALD) inclusion

UQ has made a strategic commitment to support the inclusion of CALD staff. Endorsed by USET and the Senate Committee on Equity, Diversity and Inclusion, the CALD Staff Inclusion Action Plan outlines concrete actions that UQ will take to improve inclusion. This includes auditing existing support (e.g. career progression, mental health etc.) and also implementing new initiatives.

The UQ CIC formed working groups to support the delivery of specific actions scheduled for Phase 1 of the Action Plan to address the following objectives:

- investigate a process and implement measures for all decision-making about CALD inclusion at UQ, which ensures consultation is sought from the CIC in accordance with its Terms of Reference
- revisit the Staff Grievance Process to ensure it is culturally inclusive and does not exclude anyone, including those with language barriers
- determine whether current mental health and wellbeing support at UQ is inclusive of CALD staff, recognising that they may face challenges in accessing support, have unique perspectives on help-seeking behaviour, and may require new or tailored services – particularly those who experience intersecting forms of marginalisation
- conduct an audit of existing UQ support, resources and training focused on CALD inclusion
- investigate systemic barriers that hinder long-term planning and progression of CALD staff at UQ
- investigate how to ensure and support academic staff to provide a high level of English language support to students.

Another initiative to support staff coming from overseas (including CALD staff) is the Warm Welcome Program, which pairs incoming UQ staff from overseas with existing staff to provide them with relevant support to settle into life in Brisbane. Since its relaunch in mid-2022, 26 UQ staff have

expressed interest in becoming welcomers and 6 incoming UQ staff are interested in participating in the program. Six matches were made this year. The program also received interest from different schools and faculties at UQ.

Aboriginal and Torres Strait Islander peoples inclusion

Our Strategic Plan sets a target for the proportion of staff at UQ identifying as Aboriginal and/or Torres Strait Islander to reflect the proportion in Queensland, currently 4.6%. At 31 March 2022, the number of staff identifying as Aboriginal and/or Torres Strait Islander (fixed-term and continuing) at UQ was 107 FTE (1.4%).

In 2019, we launched the *Aboriginal and Torres Strait Islander Employment Strategy 2019–2022* in support of our inaugural Innovate RAP. We continued aiming to deliver on these commitments during 2022.

Key programs and activities included:

- UQ's Vice-Chancellor's Indigenous Graduate Program had an intake of 6 participants for 2022. Since first being offered in 2019, this program has provided a formal induction, cultural immersion opportunities, and personal and professional development such as conferences and industry networking.
- UQ's Indigenous Professional Entry Pathways Program pilot program was launched in 2019, offering candidates a position in a generalist field relevant to their career aspirations. The program has experienced positive results in terms of ongoing retention within UQ. In 2022, UQ continued to provide professional entry pathways opportunities through evergreen expression of interest job advertisements for Aboriginal and Torres Strait Islander peoples.
- In 2022, the UQ School of Business offered 4 positions in the Indigenous Academic Pathways program (IAP). The IAP program offered candidates a flexible, supportive and tailored program to build their academic career at UQ.
- UQ's Pro-Vice-Chancellor (Indigenous Engagement), together with Indigenous Employment, hosted 5 Indigenous staff network events this year, providing an opportunity for new and existing staff to connect and network across UQ. Three events were held at UQ St Lucia with 2 other gatherings occurring in separate locations.

▶ See also
Reconciliation and Indigenous excellence pg 25
Inclusive culture pg 29

Service delivery and continuous improvement

Following the successful implementation of Workday in 2021, we were able to track more than one million transactions in the first year. 2022 saw a focus on continuous improvement of the system, with more than 500 enhancements and 2 major Workday releases made. Key improvements included developing reports and dashboards, enabling employee-initiated changes to work patterns, and simplifying the casual appointment process. Since go-live, business processes have already become 60% faster for job requisitions and job changes.

HR supported UQ staff with more than 8,000 enquiries per month on a range of topics, approximately 70% of which were resolved by our frontline response team, AskHR.

Enterprise Agreement negotiations

UQ remains committed to prioritising a new Enterprise Agreement. Negotiating in good faith will continue with the unions.

Payroll and compliance

Backpay, including interest and superannuation, was paid to current casual academic staff impacted by a clerical error. The University continues to make every effort to contact former casual academic staff to complete this process.

Organisational design

During the year, we conducted a full review of the flexible work policy and procedures to enable more agility in the way staff perform their work for UQ. This policy was developed in response to the changing needs of the workforce post-global pandemic and aims to provide guidance around the principles and considerations for UQ and staff.

Health, safety and wellness

In line with the University's *Health, Safety and Wellness Strategy 2022-2026*, the key focus areas for Health, Safety and Wellness (HSW) at UQ are:

- Enhancing wellness and community
- Empowering culture and capability
- Quality risk management
- Integrated systems and decision-making
- Beyond compliance.

Focusing on these strategic priorities will take UQ beyond compliance, embed health and safety in our operations and decision-making, enhance the wellness of all in our community, and increase our safety capability. Key HSW activities and achievements in 2022 included:

- exceeding the health and safety performance requirement for organisations that self-insure for workers' compensation, through completion of a third-party audit against the National Self-Insurers OHS Management Systems Audit Tool (NAT) submitted to the Office of Industrial Relations (OIR). The NAT is a full systems audit and valuable lead indicator that can be used by UQ and OIR in assessing occupational health and safety performance
- implementing a CO₂ (carbon dioxide) monitoring program as a means to evaluate the effectiveness of ventilation to UQ indoor spaces, which continued as part of the UQ COVID-19 risk management program – with 1,624 indoor spaces monitored within 85 buildings across UQ campuses and sites
- implementing a new risk management process for time-sensitive chemicals
- implementing a new UQ Substance Management Plan for medicines and poisons, and related approvals
- reviewing the University's health and safety risk register, and top health and safety enterprise risks
- continuing support for building the capability of staff and students, with 56,136 completions of 26 online safety training modules and 1,036 attendees at instructor-led HSW professional development training
- successfully conducting the internal HSW audit program with 3 organisational OHS management systems audits, 6 risk factor audits, and an audit of corrective actions implemented

- holding the UQ Wellness Festival, and health and safety events in October to coincide with Queensland Mental Health Week and the national Safe Work Month, attracting around 2,500 attendees across 3 UQ campuses
- auditing and certifying new facilities to conduct work with (i) genetically modified organisms as authorised by the Office of the Gene Technology Regulator or (ii) imported biological material as required by the Commonwealth Department of Agriculture, Fisheries and Forestry
- assisting researchers and supporting the UQ Institutional Biosafety Committee and subcommittee to assess 137 applications for work with genetically modified organisms or high-risk biological material
- continuing to promote and support staff health and wellbeing through UQ Wellness, the University's staff wellness program, using an evidence-informed approach across the 4 key areas of lifestyle factors, psychological health, physical health, and organisational engagement
- continuing to provide specialist HSW services to faculties and institutes
- commencing implementation of a best-practice respirator fit-testing program for UQ staff and students at risk of exposure to airborne contaminants
- addressing the potential risk of Japanese Encephalitis Virus to staff and students, and identifying measures to minimise staff/students in high-risk work environments being bitten by mosquitos. Clinics were organised at St Lucia and Gatton to provide for more than 100 workers who were recommended to receive the vaccine
- delivering an early intervention injury prevention workstation assessment program with in-person assessments and provision of an online computer workstation self-assessment tool
- continuing to focus on proactive risk management and a strong reporting culture, with 2,804 new risk assessments created and approved, and 1,446 incident and hazard reports via UQSafe.

In 2022, UQ made 18 notifications to regulators and was issued one improvement notice.

UQ's workers' compensation function

All aspects of the University's workers' compensation operations are managed by the Work Injury Management team in the HSW division, according to the provisions of the regulatory licence issued under the *Queensland Workers' Compensation and Rehabilitation Act 2003*. These operations include managing statutory injury claims and personal injury litigation claims, and managing the rehabilitation and return to work of injured workers. The University also manages the workers' compensation risk of 7 of its controlled corporate entities. 2022 achievements were many:

- The workers' compensation regulator completed its self-insurance claims management audit, with the final report concluding that UQ had demonstrated that it meets the legislative criteria to hold a self-insurance licence, had satisfied the conditions of the licence for its claims administration and rehabilitation management, and had provided adequate resources, systems and procedures for the management of claims.
- The Work Injury Management team assisted more than 116 injured workers in 2022, with 98 accepted claims (62 work-related, 36 journey-related). The University received 4 damages claims during the year. Claims involved a range of injuries including orthopaedic, neurological and psychological. The average time to evaluate and admit a claim was 3.4 days in 2022, compared to the Scheme average of 9.4 days.
- UQ continued to maintain a high level of customer service to injured workers, with emphasis on early intervention, efficient claims, and medical management, combined with an effective rehabilitation program to return injured workers to full employment. In 2022, 99% of workers who lodged a claim were successfully returned to work (excluding retirees), with the claim resolved.
- UQ Residences Limited was added to the workers' compensation self-insurance licence in February 2022 and an application was made to remove Leximancer Pty Ltd from the licence following its sale in November 2022.
- The workers' compensation regulator continues to assess UQ as 'low risk' across all 11 assessed criteria necessary to keep its self-insurance licence for workers' compensation. These criteria include resources and systems, legislative compliance, licence compliance, privacy, business relationship, compliance with regulatory standards, perception of stakeholders, and workplace health and safety.

Work/life balance

UQ aims to promote a positive balance between healthy work and a healthy life through the provision of a variety of health and wellbeing opportunities and programs. In 2022, initiatives delivered via the UQ Wellness program included:

- the staff influenza vaccination program, which provided 5,641 vaccinations to staff and HDR students across multiple campuses
- provision of on-site walk-in COVID-19 vaccination clinics for UQ community and family members
- several physical activity challenges, including:
 - *Push-up for mental health* challenge, where 40 UQ teams completed a total of 477,098 push-ups across 24 days in June
 - *Australasian University Health Challenge* – a 6-week community health challenge where UQ competed against 18 other Australian and New Zealand universities; UQ participants completed a total of 71,190,397 steps during the 6-week period
- 1,096 free health check appointments being offered to staff across multiple campuses, with clinics conducted for skin checks and heart health, as well as back and posture assessments
- a broad range of health and wellbeing programs – including nutrition support, mindfulness activities, mental health week and RU OK? day initiatives, Men's Health Week virtual series, and Women's Health Week activities. More than 1,300 staff and students participated in these programs during 2022
- recruiting 39 staff volunteer 'Wellness Ambassadors' and 43 'Mental Health Champions' to support health and wellbeing in local areas
- providing workplace and team-based support through wellbeing sessions on topics such as sleep and stress, as well as personal and workplace wellbeing
- facilitating programs and resources to increase awareness of work-related factors that may compromise the health and wellbeing of staff
- promoting access to gyms and pool facilities across Queensland – with an additional 20 added in 2022 – through the UQ Fitness Passport program.