



**20**

**UTS  
Annual  
Report**

**Volume 1**

**23**

## **UTS Traditional Owners and Land**

UTS acknowledges the Gadigal people of the Eora Nation, the Boorooberongal people of the Dharug Nation, the Bidiagal people and the Gamaygal people upon whose ancestral lands our university stands.

We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

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The Hon. Steve Whan MP  
New South Wales Minister for Skills, TAFE and Tertiary  
Education  
52 Martin Place  
Sydney NSW 2000

Dear Minister

The University of Technology Sydney is pleased to present the UTS Annual Report 2023 for presentation to Parliament.

Volume one outlines our performance against our UTS 2027 strategy and volume two contains our financial statements as endorsed by the UTS Council.

The report has been prepared in accordance with the Government Sector Finance Act 2018 (NSW).

Yours faithfully

*Catherine Livingstone*      *Andrew Parfitt*

Catherine Livingstone AC  
Chancellor

Professor Andrew Parfitt  
Vice-Chancellor

## 2023 year in review



Chancellor Catherine Livingstone AC

Photo credit: Andy Roberts



Vice-Chancellor Professor Andrew Parfitt

2023 was a strong year for UTS. As we pass the midway point of the UTS 2027 strategy it is appropriate to reflect on how far we have come. UTS has risen 70 places in the QS World University Rankings over the past five years, to a rank of 90 in 2024. We are the first non-Group of Eight university in Australia to be ranked in the top 100 universities in the world. It is extremely gratifying to see the progress we have made towards becoming a globally recognised university.

### Universities Accord

UTS was very active in the Australian Universities Accord process throughout the year. The accord panel included UTS Distinguished Professor Larissa Behrendt AO.

We firmly believe in the Accord's primary objective to drive lasting and transformative reform in Australia's higher education system. UTS made a number of submissions in response to the Accord Interim Report. This report was delivered to the Federal Minister for Education, the Hon. Jason Clare MP, on 28 December, containing 47 recommendations. In February 2024, the Minister released the long-anticipated final report.

Of the 47 recommendations, we were particularly pleased to see a significant focus on improving access to universities for students from low socioeconomic status backgrounds, a commitment to Indigenous self-determination and leadership in higher education, and a commitment to enhancing collaboration and cohesiveness in skills training between TAFEs, industry and universities.

We await further details on the federal government's response to the reviewed report in the coming year.

### 2023 highlights

One of our primary purposes is to provide our students with a distinctive and valued student experience. During the year, our Deputy Vice-Chancellor (Education and Students) introduced the Student Experience Framework. At the core of this university-wide initiative is student success. In particular, the framework will help us to ensure our students can achieve their academic and personal goals through their university study, from first experiences to graduation and beyond.

We continued to support our staff through the launch of our People Strategy. This strategy, developed in collaboration with staff, aims to ensure workforce excellence and a strong culture for the future. The new strategy recognises the important contribution and unique role of all staff at UTS: from researchers solving society's complex problems to staff involved in creating a quality student learning experience.

We had a very successful year in our research endeavours. We achieved record external research income, made significant progress in our research translation capability and our researchers were recognised with significant awards.

Australian Laureate Fellow Distinguished Professor Jie Lu AO was awarded the NSW Premier's Prize for Excellence in Engineering or Information and Communications Technology, and Distinguished Professor Karu Esselle and his team were awarded the Department of Defence Eureka Prize for Outstanding Science in Safeguarding Australia.

Our unique identity has been amplified in 2023 through a sustained program of work that has showcased what makes UTS distinct. As a part of this work we have started to develop a new approach to leveraging our location in a thriving creative precinct through a focus on the creative industries and what that might add to our reputation for excellence and impact.

In its inaugural year, our partnership with Powerhouse Ultimo delivered a strong program and engagement and collaboration opportunities, including student internships, research fellowships and co-delivery of Sydney Science Festival and Sydney Design Week events.

As the official education partner for the inaugural South by Southwest (SXSW) Sydney UTS hosted 1200 people over four days, energising our campus and creating significant brand exposure. The event featured UTS thought leaders and participation by our staff, students and alumni.

## UTS Council

We farewelled Michelene Collopy this year. Michelene was appointed as a member by the Council in 2011 and also served two terms as Pro-Chancellor.

Michelene's exceptional strategic, fiscal and analytical skills greatly benefited Council and its committees. She was a member of the Finance Committee and the Audit and Risk Committee, including six years as its chair. She also chaired the Student/Council Liaison Group. Ms Collopy accepted the role as Pro-Chancellor in 2018 and became a member of the Honorary Awards Committee the following year.

Council recognised Michelene's invaluable expertise, insights and service through its decision to confer on her the award of Honorary Doctor of the University.

## Our community

We do not waiver from our commitments as a university supporting First Nations people, with a commitment to the importance of our day-to-day actions that lead to real change.

UTS has long been committed to improving university-wide cultural and systemic change to address sexual violence on campus, and this continues to be complex long-term work. Building on this work, we formed a new Respect.Now.Always Steering Committee, chaired by the Provost, which is tasked with overseeing our efforts. We want to ensure that we are working as effectively as possible to reduce the prevalence of sexual violence within our community and respond appropriately when it does occur.

## Looking ahead

We are nearing the end of the second phase of the UTS 2027 strategy. As we move forward, we will continue to invest in our strengths; in our creativity, innovation, research with impact, and responsible leadership and development of technology, an area which takes on particular importance with the rise of artificial intelligence.

As a community deeply committed to social justice, diversity and an inclusive education, we must ensure that we are able to respond to opportunities for growth provided by the ever-evolving needs of the higher education sector and the broader community. We are excited by the prospect of expanding pathways to higher education and supporting a greater number of Australians from all backgrounds to succeed at university.

In 2024 we will develop the next three-year phase of the UTS 2027 strategy, which will enable us to realise our vision of being a leading public university of technology recognised for our global impact.



Catherine Livingstone AC  
Chancellor



Professor Andrew Parfitt  
Vice-Chancellor

# Overview

## Who we are

Our vision is to be a leading public university of technology recognised for our global impact.

We are an inclusive university, committed to research, innovation and the dissemination of knowledge of public value. We are defined by how we support our communities to thrive, economically, socially and culturally, and measured by the success of our students, staff and partners.

We believe in social change to create a more just, equal and sustainable world. We're preparing our students for the future workforce. We aim to set up our students to be global thinkers and leaders.

We're committed to research of international excellence and of real benefit to society.

Our campus is in the heart of Sydney's creative precinct and close to the city centre.

## What we do

UTS offers over 300 undergraduate and postgraduate courses across traditional and emerging disciplines.

We believe in a lifetime of learning and offer newer forms of learning including short courses, enterprise learning and microcredentials.

Our students have access to Sydney's thriving startup community, and gain real-world experience through our connections with industry. We encourage our students to take internships and entrepreneurial experiences.

Students also have the opportunity to study overseas. UTS has exchange agreements in nearly 40 countries.

Our research has the potential to make a significant economic, environmental, cultural and social impact. Our researchers support the application of new technologies and provide solutions to important national and global challenges.

As a public purpose institution, UTS is committed to supporting positive social change within and beyond our campus. This commitment is reflected by a set of institution-wide social justice initiatives that have only expanded in scope and impact since UTS was established.

## Our history

The University of Technology Sydney was founded in its current form in 1988, although its antecedent organisations trace back further. The new university came about through the merging of the New South Wales Institute of Technology with the School of Design of the former Sydney College of the Arts, the Kuring-gai College of Advanced Education and the Institute of Technical and Adult Teacher Education of the Sydney College of Advanced Education.

## Principal functions

The University of Technology Sydney Act 1989 (NSW) is UTS's founding legislation. It outlines the university's objectives and functions as well as constitutional matters such as the membership and role of Council. The Act allows for the making of by-laws and rules.

Under section 6, the object of the university is the promotion, within the limits of the university's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.

UTS has the following principal functions for the promotion of its object:

- the provision of facilities for education and research of university standard
- the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry
- the provision of courses of study or instruction across a range of fields, and the carrying out of research, to meet the needs of the community
- the participation in public discourse
- the conferring of degrees, including those of bachelor, master and doctor, and the awarding of diplomas, certificates and other awards
- the provision of teaching and learning that engage with advanced knowledge and inquiry
- the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are underpinned by the university's values and goals and that are sufficient to ensure the integrity of the university's academic programs.

## Controlled entities

Section 16A of the University of Technology Sydney Act 1989 (NSW) provides for controlled entities. UTS has the following controlled entities.

### Insearch Limited

Trading as UTS College, Insearch Limited is a registered private higher education provider and a pathway provider to UTS. Insearch offers academic English programs, UTS Foundation Studies and higher education diplomas.

### UTS Global Pty Ltd

UTS Global Pty Ltd provides management and administrative services to the university related to UTS representative offices overseas. Currently, UTS Global Pty Ltd provides services related to the strategic direction and management of:

- a representative office in Beijing, China, UTS Beijing Ltd, which is a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder, and which provides relationship management, market intelligence and profile-building services to UTS, and
- UTS Research and Innovation Institute (Shenzhen) Co Ltd, also a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder, which provides business development, technology transfer, consultancy and industry engagement services to UTS, particularly research-focused engagement.

The directors of UTS Global Pty Ltd, UTS Beijing Ltd and UTS Research and Innovation Institute (Shenzhen) Co Ltd comprise current UTS executive and staff.

### accessUTS Pty Limited

accessUTS Pty Limited continued the process of winding up in early 2023. During this time no new business was conducted.

## University leadership team

UTS is led by Vice-Chancellor and President Professor Andrew Parfitt. The role of the Vice-Chancellor and the University Leadership Team is to provide effective operational management of the university to achieve its strategic objectives.

### Vice-Chancellor and President

Professor Andrew Parfitt, BE, PhD (Adel), FTSE, FRSN, FIEAust

### Provost and Senior Vice-President

Professor Vicki Chen, BSc (MIT), PhD (Minn), FTSE

### Chief Operating Officer and Vice-President

Glen Babington CSC, MBA, BA (Hons), GAICD

### Deputy Vice-Chancellor and Vice-President (International)

Iain Watt, BSc (ANU)

### Deputy Vice-Chancellor and Vice-President (Enterprise)

Professor Glenn Wightwick, BSc (Monash), FTSE

### Deputy Vice-Chancellor and Vice-President (Research)

Professor Kate McGrath, BSc(Hons) (UC), PhD (ANU), PGDipComFinance (Otago), FNZIC

### Deputy Vice-Chancellor and Vice-President (Education and Students)

Professor Kylie Readman, BEd(Hons), MEd (QUT), PhD (USC)

### Pro Vice-Chancellor (Indigenous Leadership and Engagement)

Professor Robynne Quiggin, BA (Sydney), LLB (UNSW)

### Vice-President (Advancement)

Celia Hurley, BA (UNC), MA (Flor)

## Faculty deans

### Faculty of Arts and Social Sciences

Professor Alan Davison, BMus(Hons), PhD (Melb)

### UTS Business School

Professor Carl Rhodes, BScEcon(Hons) (UWIST), MEd, EdD, LittD (UTS)

### Faculty of Faculty of Design, Architecture and Building

Professor Mark Evans (interim dean), BMus(Hons), PhD (Melb)

### Faculty of Engineering and Information Technology

Professor Peta Wyeth, BInfTech, PhD (UQ)

### Faculty of Health

Professor Debra Anderson, BA (UQ), GradDip(NursStudies) (UNE), MN (Flin), PhD (UQ)

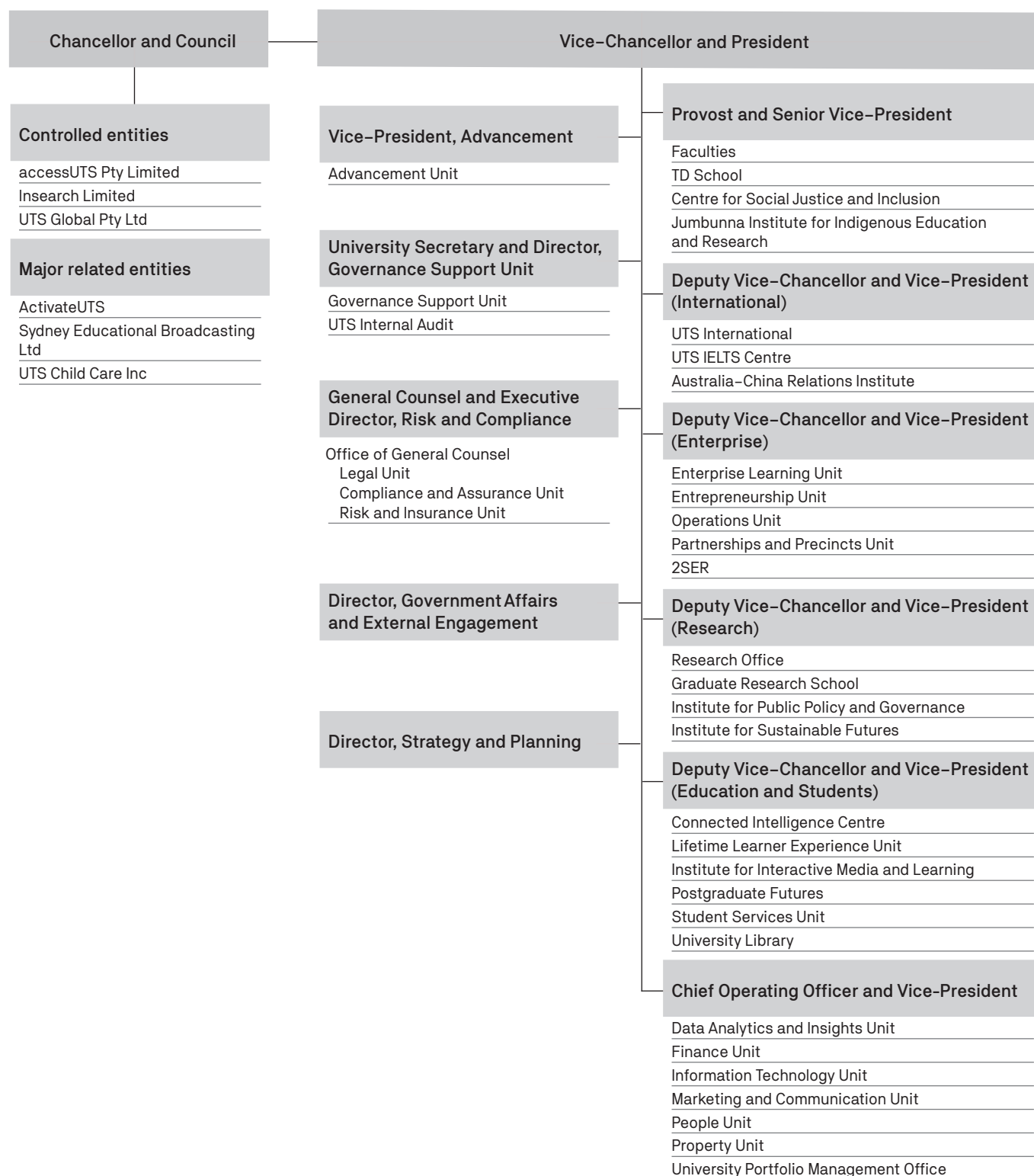
### Faculty of Law

Professor Anita Stuhmcke, BA/LLB(Hons) (Macq), MJuris(Hons) (Sydney), PhD (ANU)

### Faculty of Science

Professor James Wallman, FRES, FRSN, BSc(Hons), PhD (Adel)

# UTS organisational structure





## UTS Council

UTS Council is the governing body of the university. It is constituted in line with the provisions of the University of Technology Sydney Act 1989 (NSW).

Council's powers and functions include management and control of the university's affairs, concerns and property. Council acts in all matters that best promote the objectives and interests of the university.

### Council committees

Council is advised by the following committees:

- Academic Board
- Audit and Risk
- Finance
- Governance
- Honorary Awards
- Infrastructure
- Nominations
- Remuneration
- Student/Council Liaison Group

Committee membership includes Council and non-Council members with relevant expertise and background.

### Council activities in 2023

During 2023, the UTS Council discharged its functions in accordance with section 16 of the UTS Act. At its meetings this year, Council:

- received reports from the Vice-Chancellor on key developments and events including updates on:
  - the UTS 2027 strategy, its progress and the university's performance
  - state and federal government issues
  - the university sector (with a focus this year on the Australian Universities Accord), and
  - precinct and internal matters
- received reports from Council committees
- reviewed and approved the 2022 financial statements
- reviewed the university's risk taxonomy
- received updates on the UTS Research Strategy, the new People Strategy and the Student Experience Framework
- noted the Innovation Review and the External Engagement Review
- received the annual reports on social justice, sustainability, and work health and wellbeing
- approved changes to university rules, delegations and policies
- monitored reports on the university performance's against the 2023 Corporate Plan
- approved the 2024 Budget and Corporate Plan.

## UTS Council members

The UTS Council is chaired by the UTS Chancellor, who is elected by the Council.

The UTS Council comprises 20 elected and appointed members. Members have expertise and background relevant to the university's governance needs.

### Chancellor

Catherine Livingstone AC, BA (Accounting) (Hons) (Macq), HonDBus (Macq), HonDSc (Murdoch), HonDBus (UTS), HonDLitt (Sydney), HonDSc (UOW), FCAANZ, FAATSE, FAICD, FAAS

1 December 2016 to 30 November 2020

1 December 2020 to 30 November 2024

### Vice-Chancellor and President

Professor Andrew Parfitt, BE, PhD (Adel), FTSE, FRSN, FIEAust

### Chair of Academic Board

Professor Anthony Dooley, PhD (ANU), FAICD, FRSN

9 March 2021 to 31 December 2022

1 January 2023 to 31 December 2024

### Deputy Chancellor

Dr John Laker AO, BEc(Hons) (Sydney), PhD (LSE), HonDSc (Sydney)

1 December 2018 to 30 November 2020

1 December 2020 to 30 November 2022

1 December 2022 to 31 October 2024

### Members appointed by the Minister

Dr Sue Barrell AO, BSc(Hons) (UC), PhD (ANU), GradDipMeteorology (BMTC), FTSE, GAICD

1 November 2018 to 31 October 2022

1 November 2022 to 31 October 2026

Antony Riordan, BEc, LLB (Macq)

1 November 2022 to 31 October 2026

### Members appointed by Council

Micheline Collopy, JP, BEc (ANU), CA, FPS, GAICD

4 October 2011 to 31 October 2012

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2020

1 November 2020 to 3 October 2023

Pro-Chancellor (elected by Council):

1 December 2018 to 31 October 2020

1 November 2020 to 3 October 2023

Dianne Hill, BAcc (UniSA), Fellow (UTS), FCA, FAICD, MIIA

1 July 2019 to 31 October 2022

1 November 2022 to 31 October 2026

Richard Howes, BCom(Hons), BEcon (UQ), AMP (HBS)

1 March 2022 to 31 October 2025

Dr John Laker AO, BEc(Hons) (Sydney), PhD (LSE), HonDSc (Sydney)

1 July 2015 to 31 October 2018

1 November 2018 to 31 October 2022

1 November 2022 to 31 October 2026

Kim McKay AO

1 March 2022 to 31 October 2025

Dr Lisa O'Brien AM, MBBS(Hons), MBA, MHRM&C (Sydney),  
FRACMA, GAICD

1 March 2020 to 31 October 2023

1 November 2023 to 31 October 2027

Dr Jack Steele, BSc(Hons), PhD (UWA)

19 August 2020 to 31 October 2023

1 November 2023 to 31 October 2027

#### **Elected members of academic staff**

Professor Isabella Alexander, Professor, Faculty of Law

1 November 2022 to 31 October 2024

Professor Prabhu Sivabalan, Pro Vice-Chancellor  
(Enterprise Learning)

1 November 2022 to 31 October 2024

#### **Elected member of professional staff**

Patrick Tooth, Information Services Librarian

1 November 2020 to 31 October 2022

1 November 2022 to 31 October 2024

#### **Elected undergraduate student**

Kurt Cheng, enrolled Bachelor of Laws / Bachelor of  
Communication (Social and Political Sciences)

1 November 2022 to 31 October 2024

#### **Elected postgraduate student**

Peter Munford, enrolled Juris Doctor (Law)

1 November 2020 to 31 October 2022

1 November 2022 to 31 October 2024

#### **University Secretary**

William Paterson, BA(Hons) (Sydney), MEdAdmin (UNSW)

## **Report by the members of Council 2023**

The members of the Council of the University of Technology Sydney present their report on the consolidated entity consisting of the university and the entities it controlled at the end of, or during, the year ended 31 December 2023.

### **A. Members**

The following persons were members of the Council of the University of Technology Sydney during the whole of the year and continue in office at the date of this report:

Ms Catherine Livingstone AO

Professor Andrew Parfitt

Professor Anthony Dooley

Ms Dianne Hill

Dr Jack Steele

Mr Peter Munford

Dr John Laker AO

Dr Sue Barrell AO

Dr Lisa O'Brien AM

Mr Patrick Tooth

Ms Kim McKay AO

Mr Antony Riordan

Professor Prabhu Sivabalan

Professor Isabella Alexander

Mr Kurt Cheng

Mr Richard Howes

The following were appointed (or elected) members as indicated below and continue in office at the date of this report:

—

The following was a member from the beginning of the year until their term ended as indicated below:

Ms Michelene Collopy (ended 3 October 2023)

## B. Meetings of members

The numbers of meetings of the members of the Council of the University of Technology Sydney, and of each Council committee held during the year ended 31 December 2023, and the numbers of meetings attended by each member were:

### (a) Names of responsible persons and executive officers

The following persons were responsible persons and executive officers of the University of Technology Sydney during the year:

	Council		Audit and Risk		Finance		Governance		Honorary Awards <sup>1</sup>	
	A	B	A	B	A	B	A	B	A	B
Ms Catherine Livingstone AO Chancellor	6	6	5	5	4	4	4	4	1	1
Professor Andrew Parfitt Vice-Chancellor	6	6	5	5	4	4	4	4	1	1
Professor Anthony Dooley Chair, Academic Board	6	6	-	-	-	-	-	-	1	1
Ms Michelene Collopy	4	4	3	3	2	2	-	-	-	-
Ms Dianne Hill	6	6	-	-	4	4	-	-	-	-
Dr John Laker AO	6	6	-	-	4	4	4	4	1	1
Dr Sue Barrell AO	5	6	-	-	-	-	-	-	-	-
Dr Lisa O'Brien AM	5	6	-	-	-	-	-	-	-	-
Dr Jack Steele	6	6	4	4	-	-	-	-	1	1
Mr Patrick Tooth	6	6	-	-	-	-	-	-	-	-
Mr Peter Munford	6	6	-	-	-	-	-	-	-	-
Mr Kurt Cheng	6	6	-	-	-	-	-	-	-	-
Mr Richard Howes	6	6	-	-	3	3	-	-	1	1
Ms Kim McKay AO	6	6	-	-	-	-	-	-	1	1
Mr Antony Riordan	6	6	-	-	-	-	4	4	-	-
Professor Prabhu Sivabalan	6	6	-	-	-	-	-	-	1	1
Professor Isabella Alexander	5	6	-	-	-	-	-	-	-	-

**(a) Names of responsible persons and executive officers (continued)**

The following persons were responsible persons and executive officers of the University of Technology Sydney during the year:

	Nominations <sup>1</sup>		Infrastructure <sup>1</sup>		Remuneration		Student Council Liaison		Total	
	A	B	A	B	A	B	A	B	A	B
Ms Catherine Livingstone AO Chancellor	0	0	3	4	2	2	-	-	25	26
Professor Andrew Parfitt Vice-Chancellor	0	0	2	2	-	-	-	-	18	18
Professor Anthony Dooley Chair, Academic Board	-	-	-	-	-	-	-	-	7	7
Ms Michelene Collopy	0	0	0	-	-	-	-	-	9	9
Ms Dianne Hill	-	-	-	-	-	-	-	-	10	10
Dr John Laker AO	-	-	4	4	2	2	-	-	21	21
Dr Sue Barrell AO	0	0	-	-	-	-	-	-	5	6
Dr Lisa O'Brien AM	-	-	-	-	-	-	3	3	8	9
Dr Jack Steele	-	-	-	-	2	2	-	-	13	13
Mr Patrick Tooth	-	-	-	-	-	-	-	-	6	6
Mr Peter Munford	-	-	-	-	-	-	3	3	9	9
Mr Kurt Cheng	-	-	-	-	-	-	1	3	7	9
Mr Richard Howes	-	-	4	4	-	-	-	-	14	14
Ms Kim McKay AO	-	-	-	-	-	-	-	-	7	7
Mr Antony Riordan	-	-	-	-	-	-	-	-	10	10
Professor Prabhu Sivabalan	-	-	-	-	-	-	-	-	7	7
Professor Isabella Alexander	-	-	-	-	-	-	-	-	5	6

1. Indicates that, for this committee, the composition allows for the Vice-Chancellor 'or nominee' to attend. Figures for the Vice-Chancellor only includes those meetings he attended, not those possible or attended by his nominee (if such nomination has occurred).

A: Represents the number of meetings held during the time the member held office or was a member of the committee during the year. A dash indicates that a member is not entitled to attend that particular committee meeting.

B: Represents the number of meetings attended by the member.

## C. Principal activities

UTS offers over 130 undergraduate and 210 postgraduate courses across traditional and emerging disciplines. The university's world leading research centres span a range of disciplines providing practical and relevant solutions to issues of national and international importance and equip graduates with the latest discipline specific skills and practices.

The university also maintains strong relationships with the local community, industry, business and the professions through a wide range of partnerships, projects and events.

As a public purpose institution, UTS is committed to supporting positive social change within and beyond our campus. Student-based programs, focused research and innovative teaching approaches aim to create a more just and equitable world. There were no significant changes in the nature of the activities of the consolidated entity during the year.

## D. Review of operations, including significant changes in the state of affairs

### UTS 2027

UTS 2027, our decadal strategy, was launched in 2018 with the vision for UTS to be a leading public university of technology, recognised for our global impact. 2023 marks the halfway point of our nine-year journey on the UTS 2027 strategy. We have made significant progress, with a strong platform for change in place and continued efforts to achieve our strategic goals embedded in everything we do. As we pass the midway point, we reflect on how far we have come. UTS has risen 70 places in the QS World University Rankings over the past five years, to a rank of 90 in 2024. UTS is the first university in Australia outside the Group of Eight (Go8) to be ranked in the top 100 universities in the world. This demonstrates international recognition for our excellence in research, teaching and learning.

UTS was also recognised in 2023 for its commitment to community engagement by the US-based Carnegie Foundation for the Advancement of Teaching. One of the first universities outside of the US to receive the classification which reflects outreach in core academic work and community involvement. UTS was the educational partner of South by Southwest (SXSW) for its inaugural year outside of Austin, Texas in October 2023. The creative arts festival events included hundreds of panels, presentations, workshops and mentor sessions across a number of conference tracks.

### Operating result for 2023

In the 2022 Annual Report, the university forecast an operating loss in 2023. The reported operating loss of \$107 million in 2023 reflects an underlying deficit of \$84 million (\$53 million in 2022) and the write-off of the \$23 million IDP share franking credit following a determination of the Australian Tax Office (ATO). Excluding this one-off item, the underlying deficit was consistent with the approved budget deficit of \$88 million. The underlying deficit was influenced by the gradual return of international student revenue, offset by the impact of protracted high inflation on workforce, technology and supply costs. Adding to costs was the increasing proportion of cloud-based technology investments, which were previously capitalised but are now treated as operating expenses.

The financial performance in 2023 was consistent with the university's Financial Plan.

### Revenue

Total revenue in 2023 from operating and other activities was \$1.1 billion (2022: \$1.0 billion).

Domestic student revenue grew 4 per cent while UTS has experienced a gradual return in international revenue in the post-COVID recovery. International revenue in 2023 grew approximately 14.5 per cent and is now at 89 per cent of 2019 pre-pandemic levels. Total revenue was approximately 9 per cent above budget, due as well to increases in income from investments.

### Expenditure

Total expenditure on operating activities was \$1.25 billion (2022: \$1.1 billion). A protracted period of high inflation has increased operating costs as has the need for additional acquisition costs to recruit international students in a very competitive and price-sensitive international market. The university has also incurred increased costs from growth in high-cost courses in STEM and Health. Following the Job Ready program, and the change in the Australian Government's funding model, these additional costs are not fully recovered, putting margins under pressure.

### Education Australia / IDP Shareholding

In September 2021, as part of the Education Australia liquidity event, UTS received a dividend to the value of \$83 million, which included 1.8 million shares in IDP valued at \$53 million. The university sold its shareholding in IDP Education Limited (IEL) in December 2022 and January 2023, with the proceeds being used to realise the UTS 2027 strategy through strategic investments in teaching, learning and research, as well as supporting the repayment of the \$300 million bond in 2027.

In 2022, the university recognised a franking credit receivable of \$23 million from the ATO related to the dividend distribution made by Education Australia. In 2023, the ATO issued a formal determination denying the eligibility of Australian universities to claim franking credits. The university has engaged legal advice on the matter and, along with the other universities, has lodged a formal appeal. In light of the ATO's determination, the university has chosen to write off the receivable in line with Australian accounting standards but it will continue with the appeals process.

### Cash and capital

The university finished 2023 with \$336 million in cash and other financial assets (2022: \$329 million), reflecting the university's ability to fund strategic investments through operational cashflows in line with its Financial Plan. Strategic investments in 2023 totalled \$114 million evenly split between developing the campus and technology investments.

In the remaining half of UTS 2027 strategy, the university will continue to invest in its Digital Strategy and Campus Masterplan while continuing to ensure there is capability to repay its \$300 million bond in 2027. Operational cashflow forecasts, coupled with existing cash levels, support these plans while investments continue to be carefully prioritised.

## Borrowings

As of December 2023, the university's total borrowings excluding lease liabilities were \$299 million (2022: \$299 million) represented by the bond. It also had \$200 million in revolver credit facilities which remain undrawn (2022: \$175 million undrawn); the increase in 2023 followed refinancing of an expiring revolver facility.

## Context and outlook

In the 2022 Annual Report, the university forecast operating losses in 2023 and 2024, with a return to surplus in 2025. Actions taken since 2020 including asset sales and cash preservation have ensured a robust balance sheet that provides a platform to absorb these losses as well as supporting future growth and investment. 2024 is anticipated to be another financially challenging year for the university and the broader Australian higher education sector. It is now anticipated that a return to surplus will be achieved by 2026.

In response to the challenging economic environment and the dynamic nature of the higher education sector, we will continue to focus on ensuring excellence in our education and research while sustaining prudent investments to realise the UTS 2027 strategy. A return to surplus by 2026 ensures that the university can respond to opportunities for growth provided by the changing higher education needs of future generations.

## E. Matters subsequent to the end of the financial year

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the group or parent, the results of those operations, or the state of affairs of the group or parent in future financial years.

## F. Likely developments and expected results of operations

The university is managing likely future developments through its well-established governance arrangements, policies, processes, and practices, founded on a risk management framework, and aligned to the delivery of the UTS 2027 strategy.

## G. Environmental reporting

The University of Technology Sydney is not subject to any particular or significant environmental regulation under either Commonwealth or state legislation. However, the university believes that adequate systems are in place for the management of environmental requirements and is not aware of any breach of those environmental requirements.

## H. Insurance of officers

The university maintains commercial insurance to indemnify persons who serve on UTS boards and committees. The coverage includes costs of awards of damages, judgements, court orders for compensation and associated costs in relation to claims for wrongful acts made against the UTS's directors or officers.

## I. Declaration

This report is made in accordance with a resolution dated 17 April 2024 of the members of the Council of the University of Technology Sydney.



Ms Catherine Livingstone AC  
Chancellor  
Sydney  
17 April 2024

# UTS 2027 strategy

Our vision is to be a leading public university of technology recognised for our global impact.

## Performance

Our UTS 2027 strategy is being delivered 3 years at a time. We are now in the 2022-2024 transformation phase under our 5 strategic initiatives.

- Lifetime of learning
- Connected research
- Distinctive identity
- Sustainable partnerships
- Working together

### 2023 was a very strong year for UTS

- We ranked 90 in the QS World University Rankings 2024: The first non-Group of Eight university in Australia in the top 100 universities in the world.
- We had a record year for external research income with \$102.1 million received across all income categories.
- Our end of year result for the Council KPI Satisfaction with overall quality of educational experience (SES) was 77%, up 4% on 2022.
- We exceeded our student load target, with international student acceptances reaching 5275, up from 3174 in 2022.
- Our TEQSA registration was successfully renewed for a period of 7 years to 13 December 2030.
- Our CRICOS registration, which allows us to teach international students, was also renewed to 28 June 2030.

## Supporting plans and strategies

Under our UTS 2027 strategy sit a number of local area, faculty and divisional plans and strategies that support the delivery of our UTS 2027 strategy.

These strategies — including our advancement, digital, international, research, sustainability and Indigenous strategies — embed strategic outcomes into workplans and provide clear targets for success.

We monitor our performance against our annual UTS Corporate Plan. This plan is a one-year snapshot of our long-term UTS 2027 strategy that tracks our progress and addresses key strategic and operational risks. The corporate plan is also the basis for local area plans.

## Strategic initiatives

### Lifetime of learning

This initiative sees us growing a portfolio of online programs aligned with future workforce needs and creating clear, accessible pathways to study at UTS for people from a diversity of backgrounds.

We are providing all students with a vibrant, inclusive, safe student experience and an engaging physical and digital campus to which they feel a sense of belonging. Work integrated learning is being embedded in a contemporary curriculum, and students are learning to engage ethically with Generative AI.

Globally, we are working on new online learning for international students and delivering our award-winning transdisciplinary degree with new partner institutions. 2023 saw our offshore business development team successfully engage with government ministries in Vietnam enabling our Institute for Public Policy and Governance to deliver a training program to the Central Committee of Organization and Personnel.

More information about our progress under the lifetime of learning initiative is found on page 15.

### Connected research

Through this initiative we are working to sustain the highest quality research for the greatest impact. Researchers are translating their work into solutions to complex, real-world problems. Knowledge exchange within our community is being supported and we are fostering a diverse cohort of graduate research students.

We are building a responsive, evolving, resilient research ecosystem to expand our research profile and providing industry experience for staff and students to support career progression and ensure our research remains relevant.

UTS researchers took out several major awards during 2023, including the NSW Premier's Prize for Excellence in Engineering or Information and Communications Technology, the Eureka Prize for Outstanding Science in Safeguarding Australia, and the Australian Defence Industry Award Academic of the Year.

More information about our progress under the connected research initiative is found on page 15.

## Distinctive identity

This initiative is amplifying our reputation for creativity, innovation, responsible leadership and development of technology, and commitment to social justice, inclusion and positive social impact.

We are creating graduates who can work with and for Indigenous communities, and across disciplines, and fostering a climate positive community who support new ideas and entrepreneurial activities to deliver positive social impact locally and internationally.

In 2023 we worked to enhance our precinct and connect students, staff and researchers with the community and industry. We began developing a new creative industries strategy, participated in SXSW Sydney, selected the design for the National First Nations College, and worked towards creating a new digital experience to enable us to better tell our stories.

More information about our progress under the distinctive identity initiative is found on page 16.

## Working together

This initiative sees us creating a highly valued, people-centred culture that actively supports and sustains health and wellbeing, respect and cultural diversity.

In 2023 we launched the new People, and Learning and Development, strategies to articulate our distinctive identity as an employer to attract, engage and retain new staff.

We also worked to enhance our capacity to use data for business decisions and proactively manage cybersecurity risks. This work is supported by the ongoing implementation of core systems improvements and the development of a clear vision for the campus and community of the future.

More information about our progress under the working together initiative is found on page 18.

## Sustainable partnerships

This initiative supports teaching, learning, and research by growing mutually beneficial relationships with community and industry and a global network of UTS alumni and partner universities.

In 2023 UTS became one of only two Australian universities to be awarded the prestigious Carnegie Community Engagement Classification.

We also created opportunities to commercialise research and deliver real world impact by growing the Tech Central and Western Sydney precincts and investing in specialist research infrastructure such as Tech Lab and the UTS Vault, which was launched by the Premier of NSW in October.

The first year of our partnership with the Powerhouse delivered a strong program of work and student internships spanning Sydney Design Week, MAAS executive mentorship, programming, publishing and collections research.

More information about our progress under the sustainable partnerships initiative is found on page 17.



# Operations and performance

## Lifetime of learning

### Student engagement and experience

In 2023, the Deputy Vice-Chancellor (Education and Students) introduced the Student Experience Framework, a university-wide strategic initiative to develop a distinctive and valued student experience.

Work was undertaken to bring together the early parts of the student lifecycle, in particular through the student commencement onboarding strategy, which included reaching out to prospective students and helping with their initial onboarding.

This strategy was also particularly significant following the COVID-19 pandemic and the gradual reopening of our campus, which has led to increased student engagement.

Another key achievement through the Student Experience Framework was the establishment of student and staff-led committees and collaborative programs, aligning with our commitment to fostering genuine student partnerships. These included the Deputy Vice-Chancellor (Education and Students) Advisory Group and the Student Services and Amenities Fee Committee.

### Distinctive curriculum design

Our transdisciplinary (TD) electives offer an opportunity for all UTS undergraduate students to collaborate and consider the evolving role of their disciplines and professions in society.

At the end of 2023, TD electives were fully embedded in 5 faculties (Arts and Social Sciences, Business, Health, Law and Science), with work continuing in the remaining faculties. The electives play a major role in developing distinct UTS graduate capabilities, with a particular focus on sustainability and social justice.

We continued to embed Indigenous content into the core curriculum for all courses as per our Indigenous Graduate Attribute (IGA) Curriculum Framework.

### Graduate capabilities and career progression

As part of our efforts to enhance the student experience, we embedded work integrated learning (WIL) into more degrees. WIL allows our students to experience the shift from student to professional; where students learn from and with disciplinary professionals and start to develop their own professional practice skills and values.

We delivered the Designing your Future elective as a pilot in 2023. The elective introduces students to design thinking ideas, tools and methods to help students explore career prospects and how to get more out of opportunities presented to them.

We responded to the challenges of generative artificial intelligence (GenAI). We developed self-help resources for our students to help them responsibly and ethically navigate the use of GenAI and to support assessment integrity. We also embedded key principles into our course development.

## Connected research

2023 was another successful year for the connected research initiative.

UTS received a record \$102.1 million in external research income across all categories, which represents an increase of 10% over 2022 income.

We performed strongly in Category 3 funding, with income of \$36.6 million (\$5.9 million above target at year's end and a 19% growth on 2022's result), largely attributed to the strong focus on research engagement with industry in Australia and internationally.

Category 1 income was also strong with \$29.7 million (an 18% increase on 2022).

### Funding

In 2023 we received over \$21.6 million in Australian Research Council funding for 42 projects across all categories with a 20.1% success rate (compared with 18.5% nationally).

### Research translation

A major part of our Research Strategy is research translation. We saw significant progress in our research translation in 2023, including the completion of our Research Translation Plan.

We are working to ensure that UTS will be a national leader in research translation. We will provide our researchers with a multitude of ways to engage in research translation, creating value for a diversity of different sectors and benefit for individuals.

One element of this are our research translation foci, where we use a portfolio approach to reduce the uncertainty and risk generally met when translation opportunities are explored separately. It also accelerates capability and allows for ready capture of multiple outlet opportunities and spillover benefits.

The first pilot, the Algae Research Translation foci, saw work underway to spin out the Green Genie carbon dioxide removal system into a company called Algenie, with pre-seed investment expected to be closed in the first half of 2024. This will be the first UTS spin-out since 2015.

The aim of Algenie is to create the most efficient algae bioreactor system in the world, and, in so doing, capture carbon at an economical and meaningful scale.

Three more foci were selected in 2023, which will support our medical and diagnostic technologies, our multidisciplinary ageing research capabilities, and our RNA vaccine research pipeline. Work will continue on this in 2024.

## Industry partnerships

The UTS Vault was launched by the NSW Premier, the Hon. Chris Minns, MP in October. The UTS Vault is a purpose-built Department of Defence compliant facility that enables collaboration between private sector tenants and UTS researchers to advance research and commercialisation in cybersecurity and defence technology.

It will allow stakeholders to solve problems, innovate, test and develop cutting edge technologies while safeguarding critical intellectual property. The UTS Vault was funded by the NSW Government and is a key part of the Tech Central precinct (further information about Tech Central is in the distinctive identity initiative).

The GrapheneX-UTS Human-centric Artificial Intelligence Centre opened in November. The centre will undertake research on human-centric artificial intelligence. It will also provide the opportunity for students and researchers to partner with industry in this field.

GrapheneX has contributed \$10 million over the next 8 years to the centre, which is being led by Distinguished Professor CT Lin.

## Research achievements

UTS researchers took out several major awards during 2023.

- NSW Premier's Prize for Excellence in Engineering or Information and Communications Technology: Australian Laureate Fellow Distinguished Professor Jie Lu AO
- Department of Defence Eureka Prize for Outstanding Science in Safeguarding Australia: Distinguished Professor Karu Esselle (with the MetaSteerers team)
- Australian Defence Industry Awards 2023 Academic of the Year: Associate Professor Marian-Andrei Rizoio
- Ngalya First Nations Law Awards First Nations Researcher of the Year: Professor Nicole Watson
- National Health and Medical Research Council Investigator Leadership (L1) Fellowship: Professor Meera Agar (\$2 million over 5 years)
- Coral Research and Development Accelerator Platform: Dr Emma Camp (\$2.1 million for her project 'Super Supplement – Boosting coral resilience through nutritional subsidies')
- NSW Chief Scientist & Engineer Tech Central Research and Innovation Infrastructure Fund: UTS researchers were awarded \$3 million for the Advanced Prototype Packaging Facility and \$1.4 million for the Vaccine and RNA Design Centre.
- Clarivate Highly Cited Researchers 2023: 9 academics in their research fields across chemistry, environment and ecology and materials science.

# Distinctive identity

## Enterprise learning

The strong year-on-year growth of enterprise learning revenue since 2020 augurs well for continued growth into 2024 with a strong pipeline of revenue and opportunities.

Significant performance and functionality enhancements have been made to the UTS Open platform improving user experience. We also introduced digital badging for our microcredentials and short courses.

Fourteen students have graduated from the Microsoft Graduate Certificate in Business Consulting and Technology Implementation, designed in collaboration with Microsoft and industry, with 41 students currently enrolled, and over 150 further applications pending.

Through our partnership with TAFE NSW, Microsoft and Macquarie University, the Institute of Applied Technology Digital (IAT-D) has generated strong student engagement, with over 33,000 enrolments in IAT-D microcredentials and micro-skills. UTS has developed and delivered the 4 most popular courses at the IAT-D, accounting for 66% of the microcredentials undertaken. The TAFE IAT-D is favourably mentioned in the Australian Government Employment White Paper and identified as an innovative tertiary collaboration model.

## Startups

Entrepreneurship has maintained strong momentum with 762 active startups at the end of the year with 35% female members. During 2023 our startups have created 500 full-time jobs, more than 600 part-time and casual jobs, provided 170 paid and unpaid internships and raised approximately \$40 million in capital.

Our Startups@School high school program has engaged with high school students (and their schools and teachers) through school visits, addressing over 2700 students. A further 1500 high school students from 31 schools attended the UTS Startups Summit, held at the Sydney's International Convention Centre in June. The event was supported by the NSW Government and the ICC and featured an address by NSW Minister for Industry and Trade, Innovation, Science and Technology the Hon. Anouack Chanthivong.

The UTS Startups team held 47 events throughout the year attracting more than 5000 in-person attendees.

## Precincts

UTS continued to lead and champion Tech Central. Precinct events this year demonstrated our capabilities and innovation to large audiences.

The Tech Central Forum showcased UTS to an enterprise audience of 250 in June. The forum heard from leaders in the innovation ecosystem through specialist panels and a dedicated exhibition space.

In July, we co-hosted the bilateral Decarbonising Australia Business Summit with Austrade Japan at UTS. Four hundred and fifty of the largest Japanese and Australian companies and industry groups met with government officials and leading researchers to discuss decarbonisation and the transition to net zero.

The SXSW (South by Southwest) Sydney festival was held from 15 to 23 October. As the official education partner, UTS hosted 1200 visitors across 26 events at the UTS House. Seven UTS panels were featured on the main conference stage. Our staff, students and alumni participated in the festival, with interns contributing their skills to various roles.

## Partnerships with industry

Continued investment in sector-leading infrastructure created strong interest in partnerships from government and industry this year. We have established new strategic partnerships through memorandums of understanding with Thales, Aurecon, BT and Vitex.

Our SME@UTS program, which provides small and medium enterprises (SMEs) with customised access to UTS's innovation expertise and solutions, has gained significant traction, and built relationships with local councils and SMEs. It has delivered 6 futuremap (a business diagnostic tool that helps SMEs assess and understand their capabilities) workshops in strategic target locations in Western Sydney, completed 77 futuremap assessments, provided 19 business consultations/ factory visits, and facilitated the engagement of 85 students with 16 SMEs.

UTS Tech Lab continued to expand and deliver strong partnerships and impact in 2023. The collaborative research facility provides industry partners with access to experts, labs, specialist equipment, funding opportunities, student talent and office space.

Tech Lab hosted 2388 visitors in 2023, including federal, state and international government officials. In September the Hon. Ed Husic MP, Federal Minister for Industry and Science, attended the Advanced Navigation launch of their new, high-tech manufacturing facility; and we hosted US Acting Assistant Secretary in the Bureau of Oceans and International Environmental and Scientific Affairs, Jennifer R. Littlejohn, with participation of industry partner Space Machines.

In August we launched a 5-year agreement with NBN Co, the first of its kind for the telecommunications sector, with the aim of bringing together cutting-edge research and industry insights to make the internet experience better for millions of Australian homes and businesses. The partnership aims to attract more students, particularly women in STEM, to the telecommunications sector by providing opportunities to work on NBN's vital national infrastructure.

# Sustainable partnerships

## Creative industries

We continued to investigate how we can position UTS as the preeminent Australian university in the creative industries, developing our vision for creative industries in the second half of 2023.

We established a senior executive steering committee and a faculty representative working group. We also consulted via staff and industry workshops.

We aim to develop a strategy that strengthens and better supports UTS's creative disciplines and practices to attract academics, staff and students, and grow opportunities for research and creative practice. This will help us to build our distinctive identity. The Creative Industries Strategy will be finalised in 2024.

To enhance the way we work and collaborate, we established the Tech Central Creative Industries Steering Committee, a governance body that includes the Powerhouse, TAFE NSW, the Australian Fashion Council and the Greater Cities Commission. The committee commissioned a report on the creative industries that operate within the Tech Central precinct, showing there is already a thriving ecosystem of over 3000 organisations. As Chair of this steering committee, UTS will continue to support the creative industries in our precinct.

In partnership with the NSW Government (Create NSW), UTS opened Haymarket Creative: an arts, screen and cultural hub that offers creative industries office and development spaces on the UTS campus. To date, we have welcomed groups including the Sydney Youth Orchestra, the Sydney Writers Room, Arts Law, Campfire X, Chaser Digital Pty Ltd, DNX Media, Floating Leaf Pictures, Soft Tread Enterprises and The House That Dan Built.

## Creative partnerships

In its inaugural year, the UTS and Powerhouse Ultimo partnership delivered a strong program and success in fostering educational and industry-oriented student learning outcomes, including 19 student internships spanning Sydney Design Week, Powerhouse executive mentorship, programming, publishing and collections research.

Additionally, UTS students worked on 3 different studios across interior design, landscape architecture and visual communication that involved Powerhouse experts and their extensive collection. In total, these courses engaged around 250 students, providing them with industry knowledge and real-world problems to solve through creative practice.

The partnership also provided UTS Galuwa students with opportunities to engage with Powerhouse collections, exhibitions and operations through dedicated sessions across the year, reaching 37 Indigenous high school students.

Public programming and engagement included collaborations and co-delivery during Sydney Science Festival and Sydney Design Week, which both drew substantial attendance, in particular the Sydney Science Festival Family Science Day in Parramatta Square, which attracted 8000 people and showcased UTS expertise across the faculties of Science and Engineering and Information Technology.

UTS delivered 16% of the events for the Powerhouse during Sydney Design Week, selling out 93% of tickets. UTS staff were highly involved in other programming, including in roles such as taking part in design competition juries and selection panels, contributing to podcasts and exhibitions, and delivering programs through Powerhouse Late.

UTS secured 4 out of 8 fellowships through the 2023 Powerhouse Research Fellowship Program, granting researchers exclusive access to the collection and staff. We also established further research collaborations including 4 graduate research students being co-supervised by Powerhouse industry experts, and a research sub-committee that has identified several research projects that will be taken forward in 2024.

## Alumni

In 2023, the Australian Alumni Network was established to stimulate domestic alumni participation and increase alumni engagement in Sydney and beyond. Thirty UTS Ambassadors were recruited and contributed their time and expertise to support the network.

UTS also established the UTS Global Alumni Network, an online community for global alumni to manage their professional networks and make connections. Over 12,000 UTS alumni located across the world have joined the network.

Alumni ambassadors took part in the inaugural UTS Alumni Forum in September, engaging in thought leadership in partnership with the UTS Ageing Research Collaborative, Faculty of Health and UTS Business School, and facilitated by the Institute for Sustainable Futures.

The UTS Young Alumni Committee made significant strides in 2023, increasing engagement on LinkedIn by 45% and hosting 5 successful events with over 700 attendees.

UTS engagement with alumni increased 8.1% from 2022 with 24,000 alumni now actively connected with the university across various volunteering opportunities, domestic and global events, and philanthropy.

## Philanthropy

The UTS Indigenous Campaign was strengthened through recruitment and development in 2023, and the Indigenous-led design of the UTS National First Nations College was announced. With support from partners including Woolworths Group, the NSW Government, the City of Sydney and the Oranges and Sardines Foundation, the National First Nations College will promote excellence in Indigenous participation in higher education and provide cost-covered access to culturally informed and enriched accommodation.

The Paul Ramsey Foundation (PRF) gave \$5,007,000 to Human Technology Institute Thrive: Finishing School Well, a research program that applies lived experience, community co-design and the power of statistical machine learning to understand what factors impact NSW school students finishing school well.

In addition, the PRF pledged \$330,000 to the Michele Bruniges' Fellowship. Dr Michele Bruniges AM, an Industry Professor in the UTS Centre for Social Justice and Inclusion, will investigate policy and practice options for improving Australia's school system for students who are disadvantaged.

PRF also gave \$1 million to establish and develop an Australian Network for Quality Digital Education. This network will bring together leaders from education and technology sectors to examine the potential of artificial intelligence and educational technology to address educational inequalities in Australian schools. The network is led by Industry Professor Leslie Loble.

Cognizant gifted \$528,000 for the Faculty of Engineering and Information Technology STEM x and the Optik equity programs. These programs provide student outreach programs and internships to inspire interest, increase diversity, foster innovation and nurture talent.

Rolex SA gifted \$300,000 to the Faculty of Science coral restoration research program. The program works to develop innovative solutions to replant Great Barrier Reef coral species that have been decimated by pollution, overfishing and climate change.

Neuroblastoma Australia gave \$175,000 investigating combination therapies to overcome drug resistance, and The Ian Potter Foundation gifted \$100,000 for the Faculty of Engineering and Information Technology to purchase equipment to support safety testing of bioengineered tissues.

## Working together

This year we launched our People Strategy, which was co-created with UTS staff to reflect the views, values and priorities of our workforce.

The strategy has 4 focus areas:

1. Fostering a diverse workforce with a focus on excellence
2. Helping people grow their careers
3. Enhancing staff experience in a complex environment
4. Managing our workforce

Under this strategy, we have delivered over 15 initiatives addressing the 4 focus areas. Some of these initiatives are multi-year initiatives that will continue in future years, such as a new enterprise resource planning tool and health, safety and wellbeing initiatives aligned to our new Health, Safety and Wellbeing Strategy.

The head of school leadership program, launched in 2023, will continue into 2024 with coaching sessions and masterclasses. To date, 23 heads of schools have attended the program. Pending review and funding, we aim to extend this program to faculty general managers and directors.

The mid-career academic mentoring program assisted 30 mid-career academics to develop clear and focused career goals with the help of a UTS mentor from the professoriate cohort.

A key part of the new strategy is the supporting Learning and Development Strategy, which was also launched in 2023. This strategy prioritises staff learning and development, making learning opportunities readily available to support career growth. The Learning and Development Strategy acts as a critical enabler of the People Strategy by equipping staff with the skills, knowledge and mindset needed to drive organisational and personal success.

We also consulted widely on the development of an inaugural Employee Value Proposition, which will inform recruitment and retention strategies and articulate our distinctive identity as an employer.

### Staff surveys

We have adopted a new approach to our traditional bi-annual staff survey to ensure we have a more real-time response to feedback on areas of concern or issues arising. From 2024, we will begin to implement a more holistic staff listening plan, which will consist of measuring employee engagement and wellbeing with shorter surveys and taking a more comprehensive view of measuring staff views across the full employee lifecycle.

### Ways of working

We're dedicated to enhancing the staff experience and improving our business processes. An integral part of this commitment is ensuring all staff can access support services quickly and efficiently. Work commenced this year on a new ServiceConnect portal.

The ServiceConnect initiative will help staff more easily access services across UTS, initially enhancing access to IT support services. This platform will be launched in late March 2024 and will expand to enable staff to access support from other operational support teams.

## Staff

	2022	2023
<b>FTE staff (non-casual)<sup>1</sup></b>		
Academic	1,316.4	1,374.4
Professional	1,918.8	2,063.0
Total	3,235.2	3,437.5
<b>FTE staff (casual)<sup>2</sup></b>		
Academic	444.4	471.0
Professional	260.0	274.7
Total	704.4	745.7
<b>Actual persons (non-casual)<sup>3</sup></b>		
Academic	1,433	1,486
Professional	2,013	2,162
Total	3,446	3,648

Note: Staff may be employed as both academic and professional staff. Data was sourced from the NEO HR Information System via its reporting platform as at 21 December 2023.

1. Figures are the average nominal FTE for continuing and fixed-term staff over 2023.
2. Figures are an average of the finance FTE paid to casual staff over 2023.
3. Figures are based on continuing and fixed-term staff over 2023.

# Management and accountability

## Risk management

UTS enterprise risk management framework aligns with international standards (ISO 31000:2018, Risk management – Guidelines). This framework encompasses all aspects of university operations, including academic activities, research, change initiatives, financial planning, and legal compliance.

In 2023, UTS continued to strengthen risk maturity across the university in response to changes in the operating environment and external risk landscape. By fostering a risk-aware culture, UTS aims to enhance decision-making, protect its assets and maintain stakeholder confidence.

All staff members at UTS play a crucial role in risk management, ensuring that risks are understood, assessed and addressed within defined boundaries of risk appetite. Informed risk-taking, guided by UTS's risk appetite, contributes to the university's continued growth and success.

We made significant enterprise risk management framework improvements in 2023 including:

- incorporated periodic external threat landscape scans as part of the risk identification and reporting processes
- developed risk taxonomy covering strategic, operational, academic and compliance risks
- developed risk assurance mapping that recognises various assurance activities undertaken across the university
- strengthened risk governance with clear roles and responsibilities of UTS Council and its committees and the university leadership team in risk oversight and monitoring effectiveness of risk mitigation strategies
- rollout of on-the-job training of staff on risk management during periodic risk and opportunity review processes.

In 2023, UTS took a synergistic approach to integrate insurance as a financial protection against risks. This allowed UTS to strengthen risk mitigation strategies that balance prevention, control and financial protection for risks that cannot be fully mitigated.

UTS maintains a comprehensive insurance program to cover the university and its controlled entities. These include:

- financial lines (including directors and officers, cyber, medical malpractice, commercial crime, professional indemnity, employment practices liability)
- public, products and environmental liabilities
- property and asset protection and business interruption
- accident and health (including travel insurance)
- staff and students international health and security management through International SOS.

## Freedom of Expression Attestation Statement

This annual statement attests that the UTS Council is satisfied that the university:

- has a policy that upholds freedom of speech and academic freedom as paramount values, as required under the Model Code
- maintains an institutional environment in which freedom of speech and academic freedom are upheld and protected
- addresses questions in relation to the management of freedom of speech and academic freedom issues promptly, actively and in good faith.

UTS respects and promotes academic freedom and freedom of speech primarily through its Academic Freedom and Freedom of Expression Policy (and supported by commitments outlined in other university-wide policies) and its enterprise agreements.

The Academic Freedom and Freedom of Expression Policy makes clear UTS's position to uphold freedom of speech and academic freedom as paramount values that directly aligns with the requirements of the Model Code.

In 2023, UTS continued to support a culture committed to academic freedom and freedom of speech. We promote academic freedom via a dedicated UTS website to ensure an institutional environment in which freedom of speech and academic freedom is protected. The website outlines the rights of staff, students and visitors in exercising their academic freedom and gives clear guidance on how UTS addresses questions on the management of freedom of speech and academic freedom, including reporting any incidents of intimidation or harassment when exercising academic freedom.

In providing this statement of attestation, Council was advised of examples in the past 12 months that demonstrated UTS's commitment to freedom of speech and academic freedom.

## Statement on Voluntary Code of Best Practice for the Governance of Australian Public Universities

The Voluntary Code of Best Practice for the Governance of Australian Public Universities provides a framework to assess performance and to ensure transparency and accountability in a university's governance arrangements. It contains 14 protocols, each of which have several sub-components. For protocol 12(b), regarding the independence of controlled entity board directors, UTS has chosen in some instances to not adhere to the protocol's requirements. This approach has been the case since the code's adoption.

In 2023, UTS was fully compliant with 13 of the code's protocols and, noting the above exception, partially compliant with the remaining protocol. The university reviews its compliance on an annual basis.

# Statement on Voluntary Code of Australian Universities Vice-Chancellor and Senior Staff Remuneration Code

The Australian Universities Vice-Chancellor and Senior Staff Remuneration Code is a voluntary set of principles and processes designed to ensure fair and appropriate remuneration for university leadership that is understood and supported by the sector.

UTS acknowledges the importance of ensuring the remuneration of its Vice-Chancellor and senior leaders is competitive, appropriate and transparent.

Remuneration needs to appropriately reflect the value that high quality leaders bring to the university, and the broader economy and society, while also acknowledging the role of universities as public purpose institutions.

Transparency is a vital part of good practice remuneration ensuring that decision-making bodies, processes and outcomes are openly explained and readily available to all stakeholders.

UTS has a Remuneration Committee comprising the Chancellor, Deputy Chancellor and one Council-appointed person whose term of appointment is not about to expire.

The committee advises Council on the Vice-Chancellor's and Provost's performance and remuneration. In addition to the Remuneration Committee of Council, UTS also has a Vice-Chancellor's Remuneration Committee that considers Senior Executive Management performance and remuneration.

The Remuneration Committee of Council and the Vice-Chancellor's Remuneration Committee meet biannually to review remuneration. Once to determine variable performance pay outcomes and once for annual remuneration setting.

In determining performance pay outcomes, each committee considers institutional and individual performance. Institutional performance is reviewed against the UTS corporate plan and annual KPI scorecard, which includes a range of financial and non-financial targets. Individual performance reviews are required to be undertaken annually and consider individual performance from a leadership, culture and risk management perspective. Recommendations are submitted to the relevant committee for determination and approval.

In setting remuneration, an annual remuneration review is completed for the Vice-Chancellor, the Provost and Senior Executive Management to ensure remuneration is competitive from an attraction and retention perspective and within range in comparison to higher education sector relativities. Sector remuneration and benefit benchmark data for comparable roles as well as market observations and movements are provided to the relevant committee for determination and approval.

## Senior executive remuneration

Band	2022		2023	
	Female	Male	Female	Male
Band 4 (Vice Chancellor)	-	1	-	1
Band 3 (Provost)	1	-	1	-
Band 3 (Deputy Vice-Chancellor)	2	2	2	2
Band 3 (Chief Operating Officer)	-	1	-	1
<b>Total</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>

Band <sup>1</sup>	Range	2022	2023
Band 4 (Vice-Chancellor)	\$900,000-\$999,999	1	1
Band 3 (Provost, Deputy Vice-Chancellor and Chief Operating Officer)	\$500,000-\$699,999	6	6
<b>Total</b>		<b>7</b>	<b>7</b>

1. Bands are reflective of total remuneration (inclusive of base salary and superannuation; and, where applicable, performance payments).

## Legal change

### New legislation

#### Ensuring students are better supported through their learning journey

In response to the Australian Universities Accord Interim Report, the Higher Education Support Act 2003 was amended to extend eligibility to demand driven higher education courses to all Indigenous students, remove the '50% pass rule' requirement for students to continue to access Commonwealth assistance for their course, and require higher education providers to have and comply with a policy to ensure supports are available, assure students are aware of these supports, and processes to identify students who might benefit from extra support and guidance.

The university has published a Support for Students Policy, which consolidates current provisions and activities in place to identify students who may not complete their units of study, implemented a program to connect these students directly with support services, and established a single source of truth website for students to support them in accessing relevant information.

#### Fair Work Legislation Amendment (Closing Loopholes) Acts

The Australian Government's 'Closing Loopholes' workplace reforms were enacted through amendments to the Fair Work Act 2009. The changes include the introduction of a new federal criminal offence of wage theft and allowing the Fair Work Commission to make (same job, same pay) orders requiring 'labour hire' employers to pay their employees no less than the full rate of pay that would be payable to those employees if the 'host' employer's enterprise agreement applied to them. Further significant changes to the Fair Work Act were passed in early 2024, which will impact the higher education sector.

#### Positive duty to eliminate workplace sex discrimination and harassment

The Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022 amended the Sex Discrimination Act 1984 (Cth), introducing a positive duty on employers to eliminate workplace sex discrimination and harassment. New regulatory powers have been conferred on the Australian Human Rights Commission (AHRC) to investigate and enforce compliance with this positive duty, which commenced in December 2023. The AHRC is now able to initiate an inquiry into an employer's compliance with the positive duty if it 'reasonably suspects' that an organisation is not complying. As part of the package of amendments, the Fair Work Act 2009 (Cth) was also amended to expand the previous protections around sexual harassment in the workplace from 6 March 2023.

The university has established the Respect.Now.Always. Steering Committee to be in line with its Sexual Harm Prevention and Response Policy to ensure collaboration and continued learning from the university's sexual harm prevention strategies and response mechanisms.

### New gender equality reporting requirements

The Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023 made amendments to the Workplace Gender Equality Act 2012 (WGEA) and associated legislative instruments. These reforms expand reporting requirements on prevention and response to sexual harassment, harassment on the ground of sex, or discrimination in the workplace.

The WGE Act now requires chief executive officers to share their organisation's WGEA Executive Summary and Industry Benchmark Report with their board or governing body and to declare that they complied with this requirement in their 2023–2024 Gender Equality Reporting.

In addition, from 1 April 2024, employers are required to provide more detailed workforce data to help close the gaps in the WGEA dataset for better understanding gender inequality in Australia.

### A new Mandatory Notification of Data Breach Scheme for NSW

A Mandatory Notification of Data Breach Scheme (the MNDB Scheme) impacts the responsibilities of agencies under the Privacy and Personal Information Protection Act 1998. Under the changes, the NSW Privacy Commissioner must be notified in the event of an eligible data breach of personal or health information. Individuals affected by data breach must also be notified, pending any exemptions. The university has updated relevant policy and procedures to reflect the new requirements, including introducing a new Data Breach Policy.

### Significant cases

#### Monash University v National Tertiary Education Industry Union [2023] FWCFB 181

In September 2022 the National Tertiary Education Industry Union (NTEU) initiated proceedings in the Federal Court of Australia against Monash University (Monash).

The NTEU alleged that Monash violated section 50 of the Fair Work Act 2009 (Cth) by failing to compensate casual teaching associates for student consultations conducted outside tutorial delivery at the prescribed rate specified in the Monash University Enterprise Agreement (Academic and Professional Staff) 2019 (the agreement).

In October 2022, Monash filed an application under section 217(1) of the Fair Work Act 2009 (Cth) requesting the Fair Work Commission vary the terms of Schedule 3 of the agreement to define 'contemporaneous consultation' as consultation associated with a tutorial occurring proximate in time to the tutorial itself.

On appeal, the Full Bench of the Fair Work Commission dismissed Monash's application to clarify and vary section 217(1), and the original interpretation of the agreement prevailed. Contemporaneous consultation between academics and students encompasses face-to-face and email interactions prior to, and following, tutorials and lectures.



## **JMC Pty Ltd v Commissioner of Taxation [2023] FCAFC 76**

JMC Academy (JMC) engaged a qualified sound engineer and technician, Mr Harrison, to deliver teaching services for courses in the Bachelor of Creative Technologies (Audio Engineering and Sound Production). JMC paid Mr Harrison at an hourly rate under short-term written contracts without making superannuation contributions, on the basis that he was an independent contractor.

The Commissioner of Taxation issued assessments of superannuation guarantee charges to JMC on the premise that Mr Harrison was an employee within the ordinary meaning of the word at common law and extended statutory definition in the Superannuation Guarantee (Administration) Act 1992 (Cth) namely that Mr Harrison had worked 'under a contract that [was] wholly or principally for [his] labour' (section 12(3)). JMC contested the assessments under Part IVC of the Taxation Administration Act 1953 (Cth).

On appeal, the Full Court found that Mr Harrison's right to subcontract, assign and delegate alongside his control over the delivery of his lectures supported the finding that Mr Harrison was an independent contractor and the contract was not principally for the labour of Mr Harrison, but for the provision of teaching services.

## **Cybersecurity**

The cybersecurity posture and maturity of UTS continued to be a focus during 2023. The Chief Information Security Officer reports to the Audit and Risk Committee at least quarterly, and there is an annual cybersecurity report to Council. These reports cover progress in delivering the ongoing cybersecurity improvement program; any cybersecurity incidents that had any impact on UTS; and changes in the cyber threat landscape relevant to UTS.

During 2023 UTS suffered no serious cybersecurity incidents.

UTS applies the National Institute for Standards and Technology Cybersecurity Framework (NIST CSF) and conducted an independent assessment of the capability maturity against the CSF in early 2023. This demonstrated an improvement in overall cybersecurity capability and outlined priority areas for improvement. These areas are continuing to be addressed in work across UTS.

UTS has a Cybersecurity Incident Response Plan in place, which is regularly reviewed and adapted as required. The Emergency Management Team conducted a cybersecurity exercise during 2023, which showed improvement in capability across senior executives for UTS handling a serious cyber attack. Many operational cybersecurity exercises were also conducted within the IT Unit, all focusing on different aspects of potential cybersecurity attack scenarios.

The cybersecurity improvement program incorporates an emphasis on continuously improving the ability to identify any risks stemming from cyber threats and to manage these more effectively with clearer responsibility and accountability assignments for each risk. The IT Unit continues to work on improving disaster recovery capabilities with a focus on the most critical assets.

Overall the UTS cyber program improved the resilience of the organisation to cyber incidents during 2023 and the prioritised program for 2024 will continue these efforts.

Selected 2023 milestones:

- Endpoint detection and response was implemented across all managed servers, improving detection capability.
- Developed a blue print for a storage repository with additional security controls for the storage of confidential and sensitive personal information data.
- Conducted tabletop exercises with teams across UTS and university senior leadership to embed the muscle memory of activities undertaken during a real incident.
- A 'Red-Team' penetration test was completed to test UTS's cyber defences against a simulated sophisticated adversary and learn from what the 'attackers' achieved.
- The UTS Cyber Champions Network was established, which includes membership from all faculties and major business units.
- Completed the uplift of the cyber architect risk assessment workflow, which includes embedding the use of a service to assess and monitor the security posture of third-party suppliers.
- Enabled multi-factor authentication with the provider Diligent Board for all UTS directors in governance forums.

## **Speak up culture**

As a public university, UTS is committed to maintaining the highest levels of integrity. As a community, we work together to maintain high standards and ethical behaviour to deliver on our obligations to each other, our students, our partners and the wider community.

We encourage our community to come forward and speak up about any serious wrongdoing they may be aware of. To ensure this, we implemented a new Whistleblowing and Public Interest Disclosures Policy this year.

The policy was developed to comply with the new Public Interest Disclosures Act 2022 (PID Act 2022), which came into effect on 1 October 2023.

### **Public interest disclosures**

UTS operated under the PID Act 1994 until 30 September 2023. Under this Act, and the PID Act 2022, UTS received one public interest disclosure in 2023.

## **Land disposals**

UTS disposed of no land in 2023.

## **Overseas travel and promotion**

UTS paid \$8,965,000 for overseas travel in 2023 (compared with \$5,197,000 in 2022). These payments supported a wide range of activities, including attendance and presentation of research papers at international conferences, staff development, research and teaching at affiliated institutions.

# Privacy

UTS is bound by the 12 information protection principles contained within the Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act). This Act covers the university in relation to how it manages personal information on or after 1 July 2000, and health information on or after 1 July 2000 until 1 September 2004.

UTS is also bound by the 15 health privacy principles contained within the Health Records and Information Privacy Act 2002 (NSW) (HRIP Act). This Act covers the university in relation to how it manages health information on or after 1 September 2004.

Although UTS is not directly covered by the Privacy Act 1988 (Cwlth), its principles may apply in certain circumstances in relation to university activities that are governed by other federal legislation or codes of practice, as well as data breach reporting in relation to certain types of information. Similarly, in some cases, provisions of the European Union's General Data Protection Regulations (GDPR), China's Personal Information Protection Law (PIPL), or other cross-jurisdictional privacy laws in other countries, may apply to data in some limited activities.

## How UTS manages personal and health information

The management of personal and health information is primarily governed by the university's Privacy Policy and the Privacy Management Plan.

The Privacy Management Plan is required under the PPIP Act and is essentially a statement of how UTS complies with both New South Wales privacy acts.

The plan includes information for both members of the public and UTS staff about:

- UTS policies and practices that govern privacy
- information and training programs for staff
- how UTS complies with information protection and health privacy principles including details of how UTS collects, uses and protects information, and examples of when information may be disclosed
- the university's internal review process, and
- a summary of the types of information UTS collects and holds.

Both the policy and the plan are publicly available on the university's website. Privacy is also supported by the Data Breach Policy, the Data Governance Policy, the Records Management Policy, the Artificial Intelligence Operations Policy, and other policies that may include privacy requirements where appropriate.

More specific information may also be provided to individuals through privacy notices (collection statements), provided to individuals at the time their information is collected. These notices will explain what is being collected, how that information will be used, if it is expected to be disclosed, and an individual's rights. Key privacy notices can be readily located from the privacy link in the university's website footer.

## Activities during 2023

- The new Mandatory Notification of Data Breach (MNDB) Scheme under the PPIP Act was introduced on 28 November 2023. Significant work was undertaken to prepare for the new scheme, including development of the new Data Breach Policy, updates to internal data breach response plans and cybersecurity plans, education and training programs, updates to web content, reporting mechanisms, and required updates to the Privacy Management Plan. A process of education and awareness will continue into 2024 to ensure suspected data breaches are reported and appropriately managed.
- There was a continued focus on building privacy into information system design and development as part of the project planning stage. Privacy is of high importance by project teams in this space where a new system may involve personal or health information.
- Our Privacy Contact Network continued with 2 sessions held for our privacy champions.
- Work continued on streamlining and refining some of our key privacy notices. Our marketing privacy notice that was revamped during 2022 was published in 2023. To support access to information, our website footer privacy link was repurposed in early 2023 to present key privacy content, including key privacy notices, improving people's access to locate the information. Further work in streamlining privacy notices and content will continue into 2024.
- We continue to improve data retention by reviewing records and data collections to ensure they can be destroyed when they are no longer required to be retained, and ensuring they are stored in appropriate systems while ongoing retention is required.

## Internal reviews

UTS completed no formal internal review in 2023 under section 53 of the PPIP Act.

## Data breaches

UTS had no eligible data breaches for mandatory notification in 2023 under Part IIIC of the Privacy Act 1998 (Cwlth) or under Part 6A of the PPIP Act (MNDB Scheme).

# Right to information

## Review of proactive release program

Under section 7 of the Government Information (Public Access) Act 2009 (NSW) (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

UTS's program for the proactive release of information involves decisions made at the business activity level routinely regarding what information to make public on the university's website. Consideration of proactive release is undertaken on an ongoing basis, and considered annually by the right to information team.

Information relating to ongoing business and key projects and activities considered of interest to the wider community is proactively released on the UTS website.

- **News:** The UTS Newsroom includes news stories of interest, including media releases, and informs the public of activities happening at UTS.
- **Sustainability:** UTS strives to continually improve its sustainability performance. Information is available on the UTS website (and in this report) relating to our targets, sustainability-related activities and performance.
- **Facts, figures and ratings:** Information known to be of interest to the public includes information on the university's ratings against other universities, and facts and figures including information on student numbers, diversity, performance and completion rates, and graduate employment. This information is released for the benefit of past, present and future students, as well as donors, partners and supporters.
- **Governance:** The GIPA Act requires certain governance information to be made public, such as policy documents. These are available on the UTS website. Additional governance information is proactively released to inform staff, students and members of the public about the governance frameworks at UTS and important university decisions. Governance information proactively released includes information about the UTS Council and Academic Board and associated committees.
- **Strategy:** The UTS 2027 strategy was shaped by ideas from staff, students, alumni and industry partners. The strategy is available on the UTS website.

In addition to the above, the review focused on trends identified through requests for information, including applications under the GIPA Act. Any information available regarding informal requests was also considered. No trends in requests were identified. As a result no further information was proactively released.

## Number of access applications received

In 2023, UTS received a total of 8 access applications, all of which were or became valid access applications. Five applications were amended and one application was withdrawn before it was decided. (Note: The withdrawn access application has not been included in the statistical information.)

Applications were completed on time or as negotiated with applicants.

No applications were carried over from 2022, or forward into 2024.

## Number of refused applications for Schedule 1 information

During the reporting period, no applications were refused due to a conclusive public interest against disclosure under Schedule 1 to the GIPA Act.

## Statistical information about access applications

Table A: Number of applications by type of applicant and outcome<sup>1</sup>

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held
Media	2	2	0	0	0	0	0
Members of parliament	0	0	0	0	0	0	0
Private sector business	1	0	1	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	0	1	1	0	0	1
Members of the public (other)	1	1	1	0	0	0	0

1. More than one decision may be made in respect of a particular access application. Where this is the case, each decision is individually recorded.

Table B: Number of applications by type of application and outcome<sup>1</sup>

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held
Personal information applications <sup>2</sup>	1	0	2	1	0	0	1
Access applications (other than personal information applications)	4	2	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0

1. More than one decision can be made in respect of a particular access application. Each decision is individually recorded.

2. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number
Application does not comply with formal requirements (s 41)	1
Application is for excluded information of the agency (s 43)	0
Application contravenes restraint order (s 110)	0
<b>Total number of invalid applications received</b>	<b>1</b>
Invalid applications that subsequently became valid applications	1

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act<sup>1</sup>**

<b>Overriding public interest against disclosure</b>	<b>Number of times consideration used</b>
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016	0

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act<sup>1</sup>**

<b>Public interest considerations against disclosure</b>	<b>Number of occasions when application not successful</b>
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate freedom of information legislation	0

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

**Table F: Timeliness**

<b>Timeliness</b>	<b>Number of applications</b>
Decided within the statutory timeframe (20 days plus any extensions)	6
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1
<b>Total</b>	<b>7</b>

**Table G: Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)**

<b>Type of review</b>	<b>Decision varied</b>	<b>Decision upheld</b>	<b>Total</b>
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of the GIPA Act	0	0	0
Review by NSW Civil and Administrative Tribunal	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table H: Applications for review under Part 5 of the GIPA Act (by type of applicant)**

<b>Type of applicant</b>	<b>Number of applications for review</b>
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (s 54)	0

Note: Includes where an application for review was lodged with the IPC and where an internal review was also completed.

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act (by type of transfer)**

<b>Type of transfer</b>	<b>Number of applications transferred</b>
Agency-initiated transfers	0
Applicant-initiated transfers	0

# Sustainability

Sustainability is part of UTS's distinctive identity and many of our sustainability initiatives in 2023 have been enabled by collaboration with staff, students, partners and the community working together to achieve positive outcomes.

## United Nations Sustainable Development Goals

UTS was one of the first universities in Australia to become a signatory to the University Commitment to the United Nations Sustainable Development Goals (SDGs). UTS is implementing an SDGs Communication and Engagement Plan to embed the SDGs into UTS's education, research and operational activities. An approach to embedding sustainability more broadly into the curriculum will be undertaken in 2024.

UN Global Goals month ran during September to raise awareness of the SDGs and to showcase the great work being done across the university to advance the SDGs in teaching, research and operations. Professor Kylie Readman, Deputy Vice-Chancellor (Education and Students), launched the event, which included a series of talks where UTS academics discussed their work and impact on making progress towards achieving the SDGs.

Since 2021 the annual UTS Sustainability Report has adopted the SDGs framework, reporting on the university's activities against all 17 SDGs. The UTS website contains a number of case studies for each goal and specific examples of how staff and students are making an impact.

## Sustainability Framework

Sustainability at UTS is guided by the Sustainability Framework comprising the:

- Sustainability Policy
- Sustainability Strategy, and
- annual UTS Sustainability Report.

These 3 documents help us to monitor and improve our sustainability performance and advance on our pathway towards creating a more sustainable future.

Our new Sustainability Strategy 2023–2027 outlines the way in which sustainability is integrated into the university's education, research and operations and contains specific goals and targets. Implementation of the strategy will be overseen by the sustainability steering committee and guided by the sustainability development goals and climate action working groups.

The Sustainability Report provides an annual report to Council on the university's performance and achievements in relation to the specific goals and targets as outlined in the strategy, and to the principles and responsibilities as outlined in the policy.

## Climate Positive Plan

Implementation of our Climate Positive Plan is underway. The plan is a vital strategic priority, guiding our response to the climate emergency and outlining a pathway for UTS to be climate positive by 2029.

We achieved our main 2023 deliverables, which included:

- procurement of a renewable electricity retail Power Purchase Agreement (PPA)
- development of a Sustainable Campus Travel Plan
- development of the Sustainability Impact Dashboard, and
- development of a Climate Change Risk Assessment and Adaptation Action Plan.

Our PPA with Flow Power will enable us to achieve our 100% renewable electricity by 2025 Climate Positive Plan commitment and help to achieve net zero by 2025 commitment for scope 1 and 2 emissions.

Our Sustainable Campus Travel Plan was informed by the results of a staff and student travel survey undertaken in August. Recommendations include site-specific measures, such as improving end of trip facilities, promoting the health and environmental benefits of choosing sustainable transport modes, encouraging walking and cycling groups and events, and supporting remote work/study.

The Sustainability Impact Dashboard will measure, track and communicate UTS's environmental and strategic sustainability performance and progress towards its sustainability goals. The dashboard provides high-level sustainability data on carbon emissions, energy, water, waste and the UN Sustainable Development Goals.

The Climate Change Risk Assessment and Adaptation Action Plan (CCAP) will help UTS prepare for the impacts of climate change and become more climate resilient.

The CCAP identifies risks and adaptation actions in the form of operational and behaviour changes that will enhance resilience, inform the planning, design and construction of the university's infrastructure, and inform UTS's business continuity plans. Identified risks will be integrated into UTS's risk management software, Risk Connect, and a monitoring plan will be developed.

## Sustainability performance

Our sustainability performance continues to improve, particularly when compared with pre-COVID-19 levels, as evidenced by the following:

- Our 2023 Corporate Plan targets for operational sustainability have been achieved. Water consumption intensity was 0.35kL/m<sup>2</sup> GFA (exceeded target of 0.43), waste generation intensity was 18.6kg/EFTSL + FTE (exceeded target of 26) and greenhouse gas (GHG) emissions intensity was 75.8kg CO<sub>2</sub>-e/m<sup>2</sup> GFA (exceeded target of 95).

- Our 2023 scope 1 GHG emissions (direct emissions – mostly gas and vehicle fuel) were 3158 tonnes. Our 2023 scope 2 GHG emissions (indirect emissions – mostly electricity) were 30,593 tonnes. Our 2023 scope 3 GHG emissions (indirect emissions – mostly from goods and services) were 56,234 tonnes.
- Under the National Greenhouse and Energy Reporting (NGER) scheme UTS's total scope 1 and 2 GHG emissions for 2022–23 were 33,964 tonnes CO<sub>2</sub>-e, representing an increase of 1045 tonnes or 3.2% from the previous reporting year. This increase is largely a result of campus reactivation post the COVID-19 pandemic. This increase would have been larger if it was not for the implementation of building analytics projects, building management system tuning, chilled water imports, and ongoing energy and water efficiency initiatives.
- Energy use (electricity and transport fuel consumption) consisted of 42,467MWh of electricity, 57,903GJ of gas, 18.9kL of fuel and 12,614MWh of chilled water. 2023 electricity consumption has increased 10% over 2022 consumption but is 7% lower than pre COVID-19 levels (2018–19). Our 16 fleet vehicles travelled a total of 160,750km. Gas consumption for 2023 decreased 10% due to a warmer winter compared to 2022 and is now in line with pre COVID-19 levels. Chilled water consumption remains steady.
- Our 2023 potable water consumption was 147,614kL, a 15% increase from 2022 (128,333kL). This was likely due to 2022 being a wetter year with more rainwater being captured for non-contact purposes like flushing toilets.
- 86% of operational waste generated (739.9 tonnes) in 2023 was diverted from landfill. Waste diverted from landfill consisted of plastics, metal, paper, organics and refuse derived fuel.
- 7,063,200 pages of paper were printed in 2023, a 34% increase from 2022 (5,257,097 pages), likely due to campus reactivation.
- 92% of construction waste generated (1088 tonnes) in 2023 was recycled, which was comparable to 2022's recycling rate of 93%.

## Engagement activities

- Green Week was successfully delivered with activities including sustainable campus and building tours, a photo competition and the UTS Green Hero Awards.
- The Green Impact Program, a behaviour change program where staff and students work in teams to undertake sustainability actions that are audited by trained students, was successfully delivered with 4 teams undertaking 99 sustainability actions.
- The 2SER Think: Sustainability weekly radio and podcast program saw approximately 50,000 podcast listens and around 66,000 weekly radio listeners.
- The Climate Connect research collaboration forum was held as part of Global Climate Change Week in October.
- Student clubs were active throughout the year, organising regular workshops and social events.
- Our online audience continued to grow through the UTS Sustainability website and UTS Green Facebook page.
- As a founding member of the City of Sydney Council's Better Buildings Partnership, a collaboration of leading property owners providing leadership and sustainable innovation for Sydney's commercial and public buildings, UTS continued to participate on the leadership panel and in the climate positive, circular economy and resilience working groups.

## Awards and rankings

- UTS improved one place to achieve 14th globally in the 2023 Times Higher Education Impact Ranking (based on the UN SDGs) and placed 4th in Australia. UTS was ranked highly for its commitment to building partnerships for the goals (11th), responsible consumption and production (18th) and clean water and sanitation (21st).
- UTS ranked 43rd in the world and 8th in Australia in the QS Sustainability Rankings 2024.
- The Building 2 plastic-free food court was awarded highly commended in the government leadership category of the Property Council of Australia Awards.
- UTS had finalists in the Green Gown Awards Australasia diversity, equity and inclusion, creating impact and staff excellence categories. And we held our own Green Hero Awards that recognise and celebrate UTS students, staff and alumni making a personal contribution to progress sustainability.



## Workforce diversity

During 2023, UTS focused on a number of key areas in the workforce diversity space most notably:

- increasing the numbers of women in STEM areas
- developing a suite of actions focused on increasing cultural diversity and respect
- celebrating our LGBTQI+ staff and students by participating in World Pride
- supporting Indigenous staff in the context of the Voice referendum and building Indigenous capability among non-Indigenous staff
- reviewing our approaches to prevention and response to sexual violence for staff and students.

### Gender

As part of the Athena Swan program, two programs based in the Faculty of Engineering and Information Technology (FEIT) relating to schools outreach and support for graduate research students have been submitted to the accreditation body, Science in Australia Gender Equity (SAGE).

The university welcomed Professor Peta Wyeth as the new Dean of FEIT during 2023, who brings with her a wealth of experience in supporting equity and inclusion in STEM.

### Cultural diversity

UTS has developed a Cultural Diversity and Anti-Racism (CDAR) Action Plan. The 4-year plan is aligned with the UTS corporate plan and UTS 2027 strategy and aims to celebrate diversity, enhance campus and educational experiences, and ensure the wellbeing of all staff and students. It will be officially launched to the UTS community in 2024.

Alongside the development of the CDAR, a range of projects are being rolled out to address challenges related to race and cultural diversity on campus, as well as celebrating cultural diversity.

With global and local events heightening racial tensions, UTS has strongly emphasised our expectations around safety and respect for everyone in our community and is working with students and staff to facilitate an environment in which a diversity of views can be discussed.

The Centre for Social Justice and Inclusion has developed 'Anti-racism and belonging in the classroom' training, which includes content about navigating and creating safe spaces for difficult conversations.

UTS celebrated World Pride 2023 with a diverse series of events and activities across the festival. We partnered with Queer Screen for the 30th annual Mardi Gras Film Festival and were an institutional partner of the Sydney WorldPride Human Rights Conference.

### Access and inclusion

Moving into the final year of the UTS 2020-2024 Access and Inclusion Plan evaluation and review of progress to date are now underway. Efforts to increase the accessibility capabilities of UTS staff, especially teaching staff, has been a strong focus over the year with LX.Lab developing a suite of resources to support staff.

In addition, a new microcredential Practising Inclusion: Working and Teaching for Social Justice (which includes accessibility content) is now included as part of the Graduate Certificate in Higher Education Teaching and Learning.

We have seen improvements in the participation, retention and success of students with disability, which by the end of 2023 were tracking above target.

A number of critical physical accessibility issues were addressed during 2023, including the installation of a purpose-built toileting facility for assistance animals on campus and the commencement of a project to provide lift access from the Goods Line to Building 6. Ensuring full accessibility across all digital platforms remains an ongoing challenge.

## Workforce diversity

UTS is committed to a workforce that draws on the diversity of people in the community.

		2019	2020	2021	2022	2023
<b>Academic</b>						
Women	%	44.1	44.9	45.3	46.3	47.8
	headcount	711	763	682	675	715
Aboriginal and Torres Strait Islander Peoples	%	2.1	2.1	2.2	2.6	2.8
	headcount	34	35	33	38	42
People whose first language was not English	%	20.0	23.1	23.9	23.5	24.2
	headcount	323	393	360	342	362
People with disability	%	2.6	2.8	2.9	2.9	3.3
	headcount	41	48	44	43	49
<b>Professional staff</b>						
Women	%	62.6	63.4	63.2	63.4	64.0
	headcount	1298	1401	1200	1262	1365
Aboriginal and Torres Strait Islander Peoples	%	1.4	1.3	1.1	0.8	1.3
	headcount	30	29	21	26	28
People whose first language was not English	%	16.6	20.1	20.4	20.8	21.0
	headcount	345	445	388	415	449
People with disability	%	2.4	2.6	2.7	2.6	2.4
	headcount	50	58	51	52	52

- Information is provided on all full-time and part-time staff employed at 31 March each year in line with Australian Government data collections.
- Staff on leave without pay are included in the figures.
- With the exception of gender, this information is collected from staff on a voluntary basis. The response rate across these diversity items is approximately 58%.

## First Nations education, research and employment

In December it was announced that the UTS National First Nations College will be designed by Greenaway Architects, Warren and Mahoney, and OCULUS.

The winning design team was selected by a 6-person jury comprising representatives from UTS, including senior Indigenous leaders and the City of Sydney. The design was chosen because it demonstrated a thoughtful connection to Country and its potential to create an exceptional student experience.

A transformational \$10 million gift from the Woolworths Group was pledged for the college: the largest commitment ever for UTS Indigenous initiatives.

The Galuwa Experience is the key student aspiration-raising program at UTS. It is designed to help high school students understand what university education is like and give them ideas for possible courses they could study as well as essential information on pathways to university. Two Galuwa Experience programs were held in 2023 attended by 40 high school students from the Northern Territory.

Jumbunna coordinated a New Zealand cultural experience program in November 2022 and an additional experience in September 2023 with 12 Indigenous students participating. In the mid-year break, Jumbunna supported 5 students, with the support of New Colombo Plan funding, on a 3-week study tour to Chiang Mai University.

UTS's Indigenous undergraduate student success rates increased to 88.1% in 2023.

As part of our commitment to working with First Nations people on Indigenous self-determination, UTS participates in the Jawun secondment program. The 6-week program matches UTS staff with Indigenous organisations to help build capability and empower Indigenous-led development. Two staff members completed the program this year – one placed with the Aboriginal Housing Company in Redfern and the other to South Australia's Lower River Murray. The program will continue in 2024.

The Indigenous teaching and learning team continued to embed the Indigenous Graduate Attribute (IGA) across UTS's core curriculum. The team facilitated professional development workshops on Indigenous cultural capability and culturally safe Indigenous teaching and learning practices in support of the IGA.

UTS established the Indigenous Higher Education Curriculum Conference (IHECC) working party and holds the secretariat function for the international community of practice that was created following the inaugural IHECC hosted by UTS in 2022.

We made significant progress through consultation and workshops to develop the next iterations of our Indigenous Education and Research and Wingara Indigenous Employment strategies. UTS Indigenous staff reviewed our current strategies and provided feedback on initiatives that should remain and identified new priorities including cultural safety, increased internationalisation, data sovereignty and the ways we measure success and impact.

The growth of Indigenous research remains strong with work across the 9 Jumbunna Research Hubs responding to community, industry and government needs.

Work was progressed on major research projects including the Australian Laureate Fellowship Policy for Self-determination: the Case Study for the Aboriginal and Torres Strait Islander Commission. The university-wide Indigenous research agenda includes 29 projects that were approved for Indigenous research or projects involving Indigenous academics comprising 9 Category 1 research grants and 20 Category 2-4 research grants.

UTS Indigenous staff are instrumental to achieving the aims and objectives of the Indigenous Education and Research Strategy. We have a significant Indigenous professoriate with 20 professors and associate professors as well as 2 senior Indigenous professional staff. Our Indigenous employment staff participation rate increased from 1.8% in March to 2.1% in December 2023, with 3% achieved for academic staff and 1.5% for professional staff in the same period.

As a university with a commitment to social justice, UTS supports the Uluru Statement from the Heart and its implementation in full. We provided various initiatives to support informed and respectful conversations during the Indigenous Voice to Parliament campaign. These initiatives included presentations, panel discussions, articles and the First Nations Film Festival curated by Associate Professor Pauline Clague. A health and safety working group was established to support the safety of Indigenous students and staff during the Voice campaign.

The National Justice Project and UTS's Jumbunna Institute for Indigenous Education and Research launched a new report *In Every Corner of Every Suburb: The Call It Out Racism Register 2022-2023*. This is the first annual report from the Call It Out racism register, which collated and analysed 497 reports of racism from First Nations people and witnesses over 2022 to 2023.

# Sexual violence reporting

UTS is committed to the goal of eliminating sexual violence on campus. This goal requires awareness, prevention and response strategies that work together as part of a whole of university approach to drive social and behavioural change. This goal is underpinned by the university's Sexual Harm Prevention and Response Policy.

UTS has a dedicated sexual harm support line (managed by UTS Counselling) and students can make an online report of sexual violence. We have a website that outlines what students can expect when they make a report and details the internal and external support available for students.

## Online reporting in 2023

This report provides an overview of numbers of reports, staff and student uptake of online reporting, location of reported incidents, and reports made to police.

Online report forms enable students to report incidents (student reports) and staff to report how student disclosures to them have been managed (staff reports). The same incident may be the subject of more than one report

### Reported student incidents

Reported incidents	2021	2022	2023
Direct student reports	3	13 (3) <sup>1</sup>	7 (2) <sup>1</sup>
Reports via staff	63 (8) <sup>1</sup>	58 (9) <sup>1</sup>	73 (2) <sup>1</sup>
Total use of reporting forms	74	83	84
Total incidents <sup>2</sup>	66	71	80

1. Some incidents reported from 2 or more sources. Unbracketed number indicates number of primary reports. Bracketed number indicates secondary reports made about a primary report.

2. Total represents number of unique incidents reported.

Overall sexual violence incidents for 2023 have increased compared to 2022 with 28% greater primary disclosures to staff.

### Location of alleged incident(s)

The majority of disclosures refer to incidents off campus, many historical in nature. Nine reported incidents were of behaviour within UTS, down from 12 in 2022.

### On-campus allegations disclosed

One incident involved sexual assault, 2 incidents involved sexual touching, while 6 incidents involved sexual harassment. None of the sexual violence allegations on campus were reported to the police at the wish of the reporting students. It should be noted that UTS was not required to make reports to the police against the wishes of these reporting students. One sexual harassment incident was planned to be reported anonymously using the police's sexual assault reporting option (SARO).

### UTS areas reporting student disclosures

The majority of student disclosures were made to UTS Counselling.

Staff reports of student disclosures	Number	%
Student Services Unit (SSU) Counselling	58 (2) <sup>1</sup>	80
SSU accessibility	5	7
Faculty	4	5
UTS Library	2	3
Lifetime Learner Experience Unit	2	3
UTS Housing	1	1
SSU First base program	1	1
Total <sup>2</sup>	73 (2) <sup>1</sup>	

1. Some incidents reported from 2 or more sources. Unbracketed number indicates number of primary reports by an area. Bracketed number indicates secondary reports made about a primary report.

2. Total represents number of unique incidents reported.

### Staff-related incidents

Eight incidents were staff related, including 2 alleged sexual assaults, 5 sexual harassment cases and one undisclosed sexual violence.

# Modern slavery

## Actions to address the vulnerability of international students to modern slavery

Ensuring vulnerable student cohorts, including international students, are protected from modern slavery and other forms of exploitation is a key area of action at UTS.

UTS is particularly focused on the significant risk faced by international students who may be subjected to various forms of coercion, abuse, or gain employment and may be subjected to exploitative conditions or other forms of abuse in the workplace.

### Awareness raising, education and support for international students

UTS has implemented a wide range of ongoing services for international students to support their learning, health and wellbeing. Key services are delivered by teams led by the Deputy Vice-Chancellor (Education and Students) including the International Student Services team, UTS HELPS (providing English language and academic support services), UTS Health, Counselling, Financial Assistance Services and UTS Housing.

Commencing international students are advised by UTS about their rights to work as student visa holders in Australia. UTS Careers has a particular focus on ensuring students understand their rights and entitlements in the workplace. UTS Careers has developed a targeted International Student Career Guide and an avenue for internship students to anonymously report concerns.

The university also works with its student representative organisations to provide practical support and services that support student welfare. The UTS Students' Association offers free breakfast and dinner food services several times a week and a free Food Pantry on campus to assist students facing hardship and financial stress.

The UTS Student Legal Service provides information about workplace rights in a number of community languages for international students. The service provides free and confidential legal advice to any students that experience difficulties.

In addition, Anti-Slavery Australia (ASA) (based in the Faculty of Law) provides free, confidential legal and migration services to people who have experienced, or are at risk of, modern slavery in Australia, including forced labour and forced marriage.

In 2023, UTS expanded its work with the Australian University Procurement Network (AUPN) Anti-Slavery Program to focus on managing risks for international students. This includes joining a project with other AUPN members and the Australian Red Cross to develop a toolkit for international students, highlighting areas such as recruitment scams and workplace rights.

## Support for students as UTS staff

UTS is aware of the significant identified risk to people employed either directly or indirectly by UTS is where staff are sourced through contractors, particularly in the areas of cleaning, security and hospitality.

In 2023, UTS became a foundation member of the Cleaning Accountability Framework (CAF), which provides access to a range of resources and support to address modern slavery risks in cleaning contracts. This partnership has also contributed to increasing awareness of modern slavery among key staff at UTS and in ensuring a pathway for consultation with unions representing staff in the contract cleaning industry.

### Awareness raising and education for staff and the wider community

UTS continues to build a program of activities, events and communications designed to increase awareness of modern slavery among staff and students.

In 2023, UTS began developing a standalone Modern Slavery Policy. This policy will, once approved, provide greater clarity about our obligations and intentions related to preventing modern slavery in UTS operations.

UTS staff are provided with an Anti-Slavery Awareness online course that includes information about modern slavery and labour exploitation risks among students, as well as referral options.

UTS also shares information about educational initiatives including resources, forums and podcasts developed by ASA designed to raise awareness of forced marriage and other forms of modern slavery which can impact on students.

### Reporting of modern slavery

UTS actively encourages the reporting of any concerns related to modern slavery. The university has established confidential reporting mechanisms on its public website for staff, students and stakeholders to report any suspicions or incidents related to modern slavery.

In 2023, the Speak up at UTS webpage was created, which includes information about and links to modern slavery reporting. No incidents of modern slavery were reported during the 2023 calendar year.

### Research and policy advocacy

ASA's research areas include modern slavery, human trafficking, forced marriage, dowry abuse, online sexual exploitation of children, asylum seeker exploitation, survivors' perspectives and modern slavery reporting requirements. During 2023, ASA made multiple policy submissions to government and parliamentary bodies addressing forced marriage, the vulnerability of temporary workers, women's rights and the review of the Commonwealth Criminal Code Act (1995).

## Steps taken to ensure goods and services UTS procures are not the products of modern slavery

UTS recognises the existence of modern slavery risk across its supply chains. These risks may be elevated in certain supply chains, due to factors such as geographical location and/or source locations for materials and products procured.

### Risk management

The university has a structured modern slavery risks management process in relation to procurement and supply chains. The UTS Modern Slavery Steering Committee works with senior representatives from key areas across the university to ensure broad engagement in risk identification.

In 2023, UTS continued collaboration with the AUPN, and the use of tools such as supply chain risk management software (known as FRDM) and the Anti-Slavery Dashboards, as part of a sector-wide program to address modern slavery risk. FRDM also monitors any companies with commercial relationships with our suppliers (i.e. Tier 2 trading partners), such as suppliers to our direct suppliers and parent companies of our direct suppliers.

### Supply chains and ethical sourcing

UTS has strengthened its commitment to ethical sourcing in the following ways:

- Development of a list of UTS Preferred Suppliers and Supplier Panels, which are bound under contract to abide by UTS terms and conditions. Staff should include contract clauses that address modern slavery, and new vendors are assessed for modern slavery and other ESG risks during onboarding.
- A revised Procurement Policy and introduction of Standard Terms. These terms emphasise a supplier's adherence to the Supplier Code of Conduct and have been integrated into all new contract templates to align with the UTS Procurement Policy.
- Implementation of a legally binding Supplier Code of Conduct, which includes an outline of expectations regarding labour, human rights and implications for non-compliance.
- The UTS Modern Slavery questionnaire, which all UTS vendors are required to respond to as part of their contractual obligations.
- A mandatory training module that all supervisors and managers with financial delegation for procurement and purchasing are required to undertake, with guidance on reducing the risks of modern slavery when procuring goods and services.
- In collaboration with AUPN, participation in monthly forums and maintaining membership in the Modern Slavery Risk Review subcommittee.

### Continuous improvement

UTS is committed to continuous improvement in our efforts to combat modern slavery. These efforts include annual risk assessment activities, mitigation strategies, review of procurement policies, procedures and practices, and reporting to Council.

## Health, safety and wellbeing

The Health, Safety and Wellbeing Strategy 2023-2025 was endorsed by the University Leadership Team this year. The objective of the strategy's first year was to raise awareness of staff responsibilities to contribute to a workplace that is free from risk, and one that promotes staff wellbeing.

The health, safety and wellbeing (HSW) team developed an approach to managing risk for UTS using a six-pillar strategic approach, with the objective to deliver sustainable performance improvements and cultural change.

Progress was made against the following six pillars.

### Management commitment and leadership

- HSW Strategy and HSW Policy endorsed in May
- Wellbeing program endorsed in October
- Senior leaders information sessions for legal responsibilities held in November.

### Consultation and communication

- Regular management attendance at working groups
- Communications plan with monthly newsletters and annual calendar of events
- HSW Information Day stall to coincide with safety month.

### Information and training

- HSW training needs analysis
- Learning pathway development in progress for supervisors to provide information on legal responsibilities, including modules on managing psychosocial hazards, incident investigation and general responsibilities
- HSW Sharepoint site developed.

### Risk management

- Online risk register updated and launched to ensure that risk assessments are approved by the responsible person
- Overarching UTS wide psychosocial risk assessment completed with customised psychosocial risk assessments in place for each area (26 individual faculty and unit risk assessments completed, with 6 scheduled for the first quarter of 2024)
- First aid risk assessments underway (to be completed in early 2024). Renewal training and refresher CPR training is scheduled for 2024
- Register of ergonomic furniture and equipment with key furniture
- A full review of chemical management completed in the Faculty of Science, which will inform a formal program of work for 2024 across the university.

### Wellbeing

- TELUS Health onboarded in May
- Wellbeing survey conducted against Mercer Marsh Benefits international data, leading to development of UTS's wellbeing program.

### Monitoring, reporting and verification

- Implementation of a regular 3-year cycle for all HSW plans
- 12 HSW plans completed in line with the updated 3-year planning cycle
- Completion of 9 HSW management audits for faculties and units against HSW plans
- Development of an online workplace inspection module, which is part of the upgrade of the hazard and incident reporting online (HIRO) program hosted by Riskware. Upgrade due for completion by mid-2024.

### Wellbeing program

As part of the awareness phase of the new strategy, we developed a wellbeing program aimed at fostering a healthier work environment. The program encompasses physical, emotional, financial, career and community wellbeing. We engaged staff at all levels in rolling out the program, and launched with a seminar series.

The Wellbeing Champion network was re-established this year and saw information sharing at regular champions meetings.

A holistic approach to wellbeing will continue into 2024 with additional seminars and programs planned.

### Incidents

A total of 508 incidents were reported for the year, which was an increase from 389 on the previous year. This was a combination of staff, students, contractors and visitors. Of the 508 only 36 were reported to the workers compensation insurer. In addition to these reports there were 192 hazard reports submitted.

In 2023 regular reporting of COVID-19 cases was ended, however, continuous review of information and community trends continues to be monitored.

### SafeWork NSW investigations and notices

There were 6 incidents that required notification to SafeWork NSW under the incident notification provisions of the Work Health and Safety Act 2011 (NSW), an increase from 3 in 2022. Additionally, there was one contractor incident, which required the principal contractor to notify SafeWork NSW.

Of the 6 incidents, 5 were related to unsafe/ageing plant and equipment such as lighting fixtures, a handrail, escalators and an electrical outlet, with the remaining incident related to unsafe operating procedures.

The serious contractor incident involved a contractor working in an unsafe manner at height without correct personal protective equipment.

Each of these incidents were fully investigated with the corrective actions all complete.

### Workers compensation data 2023

Premium impacting claims: 17

Average cost per claim: \$13,838.76

Premium: \$1,608,454 (including GST)

Total workers comp notifications: 36

### Auditing and compliance

The HSW team completed 9 audits as part of the annual internal audit program. Findings from these audits were documented with actions assigned to each of the work areas.

### Health and safety training

Compliance with mandatory health and safety training achieved an average of 91% in 2023. Throughout the year supervisors were provided with access to training compliance records in PowerBI. The PowerBI dashboard provides access to data for each faculty and unit to assist in the management of this metric. Consent Matters mandatory training remains high at 98% for permanent staff and 78% for casual staff.

### Health management cases

A fluctuating number of health cases were managed throughout the year with 45 active cases at year end. Many of the cases managed throughout the year successfully returned to pre-injury duties.

Referrals relate to a number of personal and work-related issues such as interpersonal issues with colleagues, workload, return to campus following treatment or surgery and staff with psychological conditions impacting them in the workplace.

A wider understanding of the responsibilities of managers to address psychosocial hazards in their areas is key to reducing the risk. The psychosocial risk assessments currently being developed in each faculty and unit will continue to play a role in increasing the awareness and understanding of early reporting by staff and requests for assistance by managers and supervisors when hazards are identified.

## Consultants

UTS paid \$45.53 million for external consulting services in 2023. A total of \$9 million was paid for consultancies consisting individually of less than \$50,000. Payments in excess of \$50,000 totalled \$36.52 million and are listed below.

### Building works

Company	Category	Project	\$
Shape Australia Pty Limited T/A Isis Projects Pty Limited	Building consultant	CB05 - removal of hazardous materials, CB05 - fire, mechanical & electrical service audits	833,318.00
Burtenshaw Scoufis Architecture Pty Ltd	Architect/design	FEIT Tech Lab - Block D fit out, B1 Level 3 to Level 6 amenities upgrade	502,347.98
Ethos Urban Pty Ltd	Design/statutory planning	UTS National First Nations College	376,040.32
Warren And Mahoney Living Australia Pty Limited	Architect/design	UTS National First Nations College - Design Presentation	285,624.00
Jones Lang Lasalle (NSW) Pty Limited	Commercial real estate agent	UTS National First Nations College	282,872.81
Natural Power Solutions Pty Ltd	Power Protection Consultant	Network replacement - UPS Replacement Works as part of planned TSG room upgrades	248,822.34
RPS AAP Consulting Pty Ltd	Architect/design	Redevelopment of CB05D Levels 1,2 & 3 to general teaching space, CB01, CB03, CB04 & CB18 ACP Replacement project	239,165.00
Arup Australia Pty Ltd	Engineers	Due diligence UTS CB10 Facade , Remedial worksCB05, CB05 - miscellaneous waterproofing remedial works	160,350.00
Gran Associates Australia Pty Ltd	Architect/design	Building 2 Level 13 Coldshell refurbishment to warmshell - Tenancy fitout	141,834.00
Foran Design Pty Ltd	Architect/design	CB01.02.024 - AARNET shared server room upgrade, FOH - Clincial Physiology Clinic, FEIT Engineering workshops	137,047.00
BVN Architecture Pty T/A Bligh Voller Nield	Architect/design	UTS National First Nations College - Design Presentation	131,468.48
Jackson Clements Burrows Pty Ltd	Architect/design	UTS National First Nations College - Design Presentation	119,119.23
The SJB Architecture NSW Unit Trust	Architect/design	UTS National First Nations College - Design Presentation	118,000.00
Nguluway Di Sydney Pty Limited	Architect/design	UTS National First Nations College - Design Presentation	116,241.81
Hayball Pty Ltd	Architect/design	UTS National First Nations College - Design Presentation	115,000.00
Yates Security Pty Ltd	Security Services	CB05A refurbishment for DAB - CCTV	94,889.20
N.J Abrahams & Others T/A Norton Rose Fulbright	Legal Consultant	UTS National First Nations College - Legal advice for electricity procurement	90,459.60
The Trustee For Kinrite Consulting	Project Management	CB05 - Miscellaneous Waterproofing remedial works, CB05 all blocks hazardous materials investigations and remediation works	81,602.00
Group GSA Pty Ltd	Architect/design	The Vault Project - secure collaborative research and innovation facility in world-leading cyber security and defence technology	80,005.00
MBMPL Pty Ltd	Quantity Surveyor	CB02 LevelL 13 Coldshell reburishment to warmshell, CB01 L03 - L06 Amenities Upgrade	75,200.00
Prendergast Projects Pty. Ltd	Renewable Energy consultant	UTS Energy projects, ISF Business Renewables	69,066.91
WTP Australia Pty Limited T/A WT Partnership	Quantity Surveyor	UTS National First Nations College	68,015.00
Civas (NSW) Pty Ltd	Commercial Property Appraisals	Valuation of UTS Blackfriars, Market rental review- Yura Mudang Student Accommodation	68,495.98



Company	Category	Project	\$
Brain & Poulter Pty Limited	Food consultant	UTS Retail Strategy Update - campus retail masterplanners	68,411.36
Imagination (Australia) Pty Ltd	Brand design consultant	UTS National First Nations College Branding Identity Development	65,300.00
DJMT Pty Limited & The Trustee For Ajaycee Trust & Wish Estates Pty Limited T/A Cook Wish Ellison	Commercial real estate agent	Leasing agents fee - ARIA Research B5 L2, B5 L5 CAPA, B5 L3 EDU	64,352.84
Turf Design Studio Pty Ltd	Landscape Architect	Campus Domains Landscape Architecture	51,912.00

## Business consulting

Company	Category	Project	\$
Deloitte Risk Advisory Pty Limited	Business consulting	Agreed hours remediation - Project Staff Cost, Cybersecurity posture project, Sailpoint identity management projects	3,354,814.17
KPMG	Business consulting	HR Transformation - Planning and Select Modern HR Platform, CASS to Cloud, Maintain and Enhance Cybersecurity Posture	897,730.95
High Resolves Australia Pty Ltd	Business consulting	Digital Learning platform - Workshop and programs for high school students and UTS students	663,400.00
Marsh Pty Ltd	Insurance broker	Insurance broker and risk management solutions	335,583.33
Pricewaterhousecoopers Consulting (Australia) Pty Limited	Business consulting	Maintain & Enhance Cybersecurity Program	317,089.50
The Trustee For The Paxon Consulting Group Trust	Business consulting	Transactional Advisory Manager Services - Campus Masterplan	246,344.71
The Trustee For The Thriving Trust T/A Beyond Excellence	Management consulting	Facilitating executive leadership and team development forums	182,400.00
Fromhereon Pty Ltd	Business consulting	Enterprise Architecture Blueprint to support the UTS digital strategy for UTS 2027 Business Strategy	172,200.00
Deloitte Touche Tohmatsu	Business consulting	IT Operating Model Modernisation, UTS - PPA Valuation	158,600.00
Ernst & Young	Business consulting	Digital Readiness assessment - HR Transformation Planning and Select Modern HR Platform, Maintain and Enhance Cybersecurity Posture Project	149,500.00
Qiomos Ltd	Business consulting	Maintain and Enhance Cybersecurity Posture Project	147,966.00
AWS Consulting	Business consulting	In Country Liaison - Europe	147,458.24
Nous Group Pty Ltd	Business consulting	Faculty of Science strategy engagement	146,648.98
Parthipan S/O Poospernathan	Business consulting	In Country Liaison - Singapore	143,022.88
Goodnews Strategy & Communications Pty Ltd	Business consulting	FEIT - Project management and proofreading for various projects and research grant applications	113,093.88
Annette Lim En Ning	Business consulting	In country Liaison - Malaysia	112,035.71
Procurement Co Pty Ltd	Business consulting	Procurement services for Property Unit	99,729.90
Vesna Event Crafters Pvt.ltd	Business consulting	In Country Liaison - India	92,493.60
Nguyen Nhut Hung (Hugo)	Business consulting	In Country Liaison - Vietnam	92,389.58
Shibashis Sengupta	Business consulting	In Country Liaison - India	90,981.42
Tague, Elizabeth T/A Elizabeth Tague	Business consulting	UTS Health and INSIGHT Campaign Communications, planning and implementation	85,300.00
Ruth John	Business consulting	In country Liason - Africa	79,360.78
The Trustee For H & M Tonkin Family Trust T/A Tonka Learning	Business consulting	Strategic Initiative- Staff Working Together Project	77,484.86
Punika Jaiswal	Business consulting	In Country Liaison - India	73,129.33
The Trustee For Skd Trust T/A Expert Proposals	Business consulting	UTS2027 strategy - Proposal Review work	72,000.00
Hifsa Mukhtar	Business consulting	In Country Liaison - Pakistan	67,502.70

Company	Category	Project	\$
Reimers, Rebecca Jane T/A Rebecca Jane Reimers	Business consulting	HR Operating Model - People Strategy	67,000.00
Pham Huong Tra	Business consulting	In Country Liaison - Vietnam	64,031.05
Deloitte Consulting Pty Limited	Business consulting	Agreed hours remediation - Project Staff Cost	60,645.00
Yaputra Siska	Business consulting	In Country Liaison - Indonesia	56,351.81
Moody's Investors Service Pty Limited	Investment consulting	Management fee - credit ratings	54,839.45
Information Integrity Solutions Pty Ltd	Business consulting	Privacy Impact Assessment for CinLearn project - provide guidance on engaging in both NSW jurisdiction but also China, with the new Privacy and Personal Information Laws	50,160.00

## Research

Company	Category	Project	\$
GNM Australia Pty Ltd	Research	Centre for Media Transition - Development of a rural and regional media network and research on sustainable business model	372,255.00
Natirar Pty Ltd	Research	ISF research project - OPENAIR: Operational Network of Air quality impact resources	220,390.72
Australian National University	Research	OPENAIR- Operational Network of Air quality impact resources, The Impact of Domestic Violence on Women's Employment	200,215.57
Nine-Squared Pty Ltd	Research	Development and Delivery of a Value of Sport report for NSW	195,081.25
Alluvium International Pty Ltd	Research	ISF research project - Supporting Water Security, Resilience and Transitioning to Circular Cities in India	159,802.31
James Martin Institute For Public Policy Limited	Research	Centre for Social Justice and Inclusion - collaborative project Funding system design for higher education teaching and learning	148,000.00
Pureprofile Pty Limited	Research	Faculty of Business research projects - various	135,584.91
HIV/Aids Legal Centre Incorporated	Research	Faculty of Law - Assessing and Enhancing the Enabling Legal Environment for PLHIV and PLVH	125,474.75
Sydney Institute Of Marine Science	Research	Faculty of Science research projects e.g Research needs for assessment and monitoring of nutrients, chemicals and antimicrobials in the marine	120,771.12
University Of Bristol	Research	Faculty of Law - Teaching and Learning secondment fee for Professor Sally Sheldon	120,381.14
Tiller Design Pty Limited	Research	Research project - Green Genie Development Program	119,825.02
Hany Farid	Research	Disinformation Defence Initiative: Delivering tools and analysis to fight the growing threat of disinformation for Australia	111,000.00
Australian Fashion Council Ltd	Research	ISF Research projects - Seamless Transition Australian Fashion Council Services	105,000.00
Universitas Of Indonesia	Research	Water for Women research (WASH)	102,253.00
South Western Sydney Local Health District	Research	Faculty of Health research - The APRICA program - Accelerated translational research in Primary Liver Cancer	101,946.65
Flinders University	Research	FEIT Data Science research - Forensic analysis and real-time detection of dis-information campaigns	100,998.18
University of New South Wales T/A The Ramaciotti Centre For Gene Function Analysis Biological Sciences Building (D26)	Research	Various research projects - e.g Do marine heat waves trigger pathogen outbreaks in Australian coastal waters?, Defining and treating the physiological effects of bushfire smoke exposure	93,676.85

Company	Category	Project	\$
Five Whys Consulting Pty Ltd	Research	Research Translation services e.g Algae research, Green Genie Development Program	92,984.66
Medilab Pty Ltd	Research	Surgical and Anatomical Science Facility projects	92,000.00
Community Power Agency Co-Operative Limited	Research	ISF research projects - (Em)powering communities on the journey to energy resilience, MyTown Microgrid: a community and data-driven feasibility	91,540.00
AV1 Pty Ltd	Research	Thrive Program - preventative mental health training program	88,455.05
Gaul Christopher Dominic T/A Parallel Lines	Research	DAB & ISF research projects - (Em)powering communities on the journey to energy resilience, MyTown Microgrid: a community and data-driven feasibility	87,700.00
The Hanover Research Council LLC	Research	Market research and data analytics for various research projects	85,804.61
Hestian Pty Ltd	Research	Faculty of Science - MCT8 Research Project	85,318.79
Digital Health Crc Limited	Research	CRC Digital Health - comprehensive assessment of regional NSW current digital Health ecosystem	85,000.00
Australian Genome Research Facility Limited	Research	Faculty of Science research projects e.g Defining the Microbial-scale Processes Governing Ocean Health, Microbe-produced repellents and their roles in marine pathogen behaviours	80,624.50
Gertsakis, John T/A Cambium Communications	Research	ISF research - Faciliate establishment of Product Stewardship Centre of Excellence	80,496.25
Taylor Brydges	Research	ISF research - Faciliate establishment of Product Stewardship Centre of Excellence, Effective approaches for sourcing to drive responsible mining and circular economy principles	78,090.00
University Of New South Wales	Research	Various research projects e.g Development of a sustainable and viable model to reuse hospital waste	74,644.17
Testpoint Pty Ltd	Research	Faculty of Health research project - Development and Evaluation of an Internet-based Clinic for Stuttering	74,572.70
Southern Adelaide Local Health Network Incorporated	Research	Faculty of Health research project - research infrastructure to support clinicians initiate research projects and build clinician research capacity	71,680.00
Outside Opinion Pty Ltd	Research	Advice on research grants e.g. ARC	69,877.91
Western Sydney University	Research	Various ISF research projects e.g OPENAIR: Operational Network of Air Quality impact resources, Inclusive Place-based Planning for LGBTQIA Communities	66,109.95
Saafe Limited	Research	CRC SAAFE - various research projects	62,500.00
Masy Pty Limited	Research	FEIT research project - Building health resiliency systems through multilateral and interdisciplinary water, sanitation and hygiene (WASH) interventions	62,424.95
Constellate	Research	ISF Transformations 2023 conference	58,112.90
Read, Rose Mary T/A Rose Mary Read	Research	Faciliate establishment of Product Stewardship Centre of Excellence programs - ISF	57,682.75
Mary Roroi	Research	Faculty of Science WHO research project - Strengthening Health Workforce Education in Papua New Guinea	56,500.00
BMT Commercial Australia Pty Ltd	Research	ISF research project - Water Efficiency Program Planning	55,671.00
Product Stewardship Centre Of Excellence Limited	Research	ISF Research project - National Clothing Product Stewardship Scheme	55,000.00

## Information technology and software

Company	Category	Project	\$
Australian Centre For Advanced Computing And Communication Pty Ltd T/A Ac3 Pty Limited	Software development	Build & Integration (SCP Program) - replacement of the UTS existing ServiceNow Platform	2,282,003.51
Levo Digital Pty Ltd	Digital Transformation consultant	Transform UTS digital presence program - Digital strategy	2,030,219.43
Testpro Pty Ltd	Software consulting	CASS to the Cloud Project - Testing Services including Automation Testing Services	2,022,696.14
Accenture Australia Pty Ltd	Software development	'IT Operating Model Program - Transformation Office, Change Readiness, Agile New Ways of Working, Organizational Design and Skills'	1,988,000.00
Capgemini Australia Pty Limited	Software development	Student Acquisition Technology Implementation, CASS to the Cloud	1,553,572.00
Simplus Australia Pty Ltd	Software implementation	Enhance UTS's existing Enterprise CRM for UTS wide usage, CASS to Cloud, Lifetime of Engagement Strategy	963,489.27
Cybercx Pty Ltd	Cybersecurity specialist	Maintain & Enhance Cybersecurity Posture Program	504,900.00
Anatas Pty Ltd T/A Atturra Data & Integration	Software consulting	CASS to the Cloud, StarRez to Saas	420,381.30
Isg Information Services Group Americas, Inc.	Software consulting	UTS ERP Procurement - HR Transformation - Planning and Select Modern HR Platform	291,977.00
Enterprise IT Resources Pty Ltd	Software consulting	Agreed Hours Remediation - Project Staff Cost	277,345.92
Cornerstone Management Consulting Pty. Ltd. Cornerstone Performance Management	Software implementation	Cognos Upgrade project, CASS to cloud	199,131.26
DXC Connect Pty Limited	Software consulting	Solutions Consultant for Microsoft 365	181,137.00
Altis Consulting Pty Ltd	Software consulting	Data Acquisition Strategy, UTS2027 - Social Impact Framework implementation and reporting	168,656.25
Portable Australia Pty Ltd T/A Portable Content Pty Ltd T/A Portable Content	Software development	Human-centred design (HCD) services for commencing student onboarding experience at UTS lead by the LLE	159,314.00
Black Ink Networks Pty Ltd	Software development	Network replacement - new networking strategy for cloud-based workloads	144,000.00
Nfactorial Pty Limited	Software implementation	Artificial Intelligence and Optimisation Project - Training and implementation of DataRobot	140,320.00
Tobias & Tobias Pty Ltd	Software development	Cass to Cloud	128,461.28
DXC Red Rock Pty Ltd T/A Red Rock Consulting Pty Ltd	Software consulting	Database support consultant for various IT projects	125,345.05
Episerver Inc	Software consulting	UTS Open platform upgrade	80,000.00
Ermpplanet Pty Limited	Software implementation	Casual Academic System (CAD) implementation for Faculty of Business	65,850.00
Explorance Inc.	Software implementation	Student Feedback System (SFS) Replacement	59,995.00
Gallinetti Consulting Pty Limited T/A Gc Blue	Software implementation	UTS Sharepoint upgrade	54,000.00
Qualtrics Llc	Data and analytics	Market research and data analytics for various projects for Faculty of Business	55,004.00
Calypso & Co Pty Limited	Software consulting	Tech Central Business Case	50,000.00

## Marketing and communications

Company	Category	Project	\$
Merkle Anz Pty Ltd	Marketing agency	Transform UTS digital presence program - Digital strategy	407,086.30
Enigma Communication Pty Limited	Marketing agency	Transform UTS digital presence program - UTS's Digital Stories Hub	136,920.00
Louder Digital Pty Ltd	Marketing agency	Transform UTS digital presence program - Digital strategy	116,325.00
Grainger Films Pty Ltd	Film production consultant	UTS2027 strategy - International profiling and branding	104,008.54
Yuen, Joanna Ruth T/A Jo Yuen Graphic Design	Graphic designer	ISF research projects - brochures to promote awareness of the research work that ISF is developing	92,752.50
Inkfield Pty Ltd	Marketing agency	Graduate Research website content development for Future Research web	88,315.07
Writemedia Pty Ltd	Media & internet, publishing consultant	Content strategists - Review, edit, advise and report writing on various research projects	85,068.29
Ipsos Pty Ltd	Market research	'CinLearn Project - UTS is considering launching online PG degrees into China via the OPM partner'	72,000.00
Reko Productions Pty Ltd	Animated video consultant	Philanthropic campaign for UTS National First Nations College	57,499.50
Ageconplus Pty Ltd	Market research	Market Research to Inform a Food & Agriculture Research Engagement Strategy	54,750.00
Tenthousand Pty Ltd	Market research	Master of Epidemiology Market Research for UTS School of Public Health, UTS Faculty of Law PLT	54,255.20

## Teaching and learning

Company	Category	Project	\$
Proctoru, Inc.	Remote proctoring consultant	Provision of Online Examinations	309,094.10
Cotton Education Services Pty Ltd	Design consultant	Senior Learning Designer for Graduate Research School courses, Digital Literacy and Engagement	214,855.49
The Trustee For Skinner Family Trust T/A Sandal Consulting Pty Ltd	Short course facilitator	Faculty of Business Short Courses - Lean Six Sigma program	86,330.00
Empowering Engagements Pty Ltd	Short course facilitator	Plus UTS Business Futures course - John Holland Building Project facilitation	71,641.87
Borgnolo, Luke Joseph T/A Luke Joseph Borgnolo	Short course facilitator	Plus UTS Business Futures course - UTS capability framework project for People and culture unit, Acciona Future Leaders project	67,195.16
Transport For NSW	Short course facilitator	IPPG short course - NSW Movement and Place workshops	62,475.00
Engineers Without Borders Australia Ltd	Course facilitator	UTS Wanago Program - STEM X Indigenous NSW Schools Outreach Program	50,000.00

## Staff

Company	Category	Project	\$
Minter Ellison T/A Minter Ellison Lawyers	Legal consultant	Legal advice for agreed hours remediation - Project Staff Cost	518,317.87
Batyr Australia Limited	Counselling service	BATYR Project - programs for mental health and crisis intervention	100,000.00
O'Connor Marsden & Associates Pty Limited	Probity audit services	UTS National First Nations College, HR Transformation - Planning and Select Modern HR Platform	98,415.01
Unconscious Potential Pty Ltd	Coaching	ISF transformation project - GMR Transformation and CSI Renewal Capability Project Support, DAB Academic Supervisor Program	86,297.00
Gengaroli, Jessica T/A Jessica Gengaroli	Clinical psychologist	Faculty of Science - The Kidman Centre Individual psychology therapy sessions	71,697.41
Peter Berry Consultancy Pty Ltd	Executive coaching/assessment	Executive Coaching for Financial Services Unit staff, Plus UTS Business Futures course participants coaching, along with Hogan assessments	66,220.00
Peak Corporate Solutions Pty Limited	Employer branding	UTS Employee Value Proposition - People Strategy	53,100.00

## Contractors

Company	Category	Project	\$
The Trustee For SDC Squared Trading Trust	Contractor	Agreed hours remediation - Project Staff Cost	217,100.00
Alexander, Kathryn T/A The Unfolding Space	Contractor	UTS Business Futures- short course programs	211,456.96
Dysart, Kenneth Michael T/A Ken Dysart Management Consultant	Contractor	FEIT finance related services	168,480.00
FJS Workplace Solutions Pty Ltd	Contractor	Legal Advice for Agreed Hours Remediation - Project Staff Cost	156,500.00
Kwan, Ka Shun T/A Ka Shun Kwan	Contractor	FEIT - Business Development strategy & planning project	130,148.74
Crocker And Company Pty Ltd	Contractor	Strategy Advisor - Sydney Technology Innovation Precinct	104,850.00
Vanessa Chan Consulting Pty Ltd	Contractor	UTS Institute for Public Policy and Governance - short course programs with a focus on Local Government	102,103.69
The Trustee For Oberstein Family Trust	Contractor	Development of a strategic business case for UTS Vault (National Security Institute) & business development in defence sector	95,000.00
Birch, Suzzanne Maree T/A Sue Birch Consulting	Contractor	UTS Advancement Unit - Services	86,557.83
Wallwork, Myfanwy Cein T/A Myfanwy Wallwork	Contractor	Centre for Social Justice and Inclusion - UTS Human Technology Institute operationalise the NSW AI Assurance Framework Fellowship program	72,963.72
Woolley, Danielle Adrianna T/A Danielle Woolley	Contractor	Centre for Social Justice and Inclusion - UTS Human Technology Institute - Thrive Fellowship program	62,514.92
Tweedie, Brett Patrick T/A Brett Tweedie	Contractor	Web development for visual interface for: Northcott Stage 2 project, MyTown Microgrid: a community and data-driven feasibility	58,600.00
Kalos, Spyro T/A Spyro Kalos	Contractor	Product Stewardship Centre of Excellence - Senior Advisor	51,067.00

# Investment performance

(Parent entity only)

For investment performance purposes, the university classifies investment funds into the following pools.

## 1. Cash and cash equivalents

This pool comprises university cash holdings held and managed in order to meet liquidity, working capital and short term returns requirements. The university manages this pool internally.

## 2. Managed funds

This pool comprises endowment funds donated to the university, invested with primarily a long-term view, returns from which are used to fund student scholarships. The university switched its external funds manager from NSW Treasury Corporation to Australian Ethical in 2022.

### Performance comparison table

Pool	Manager	2022		2023	
		Actual rate of return %	Benchmark rate <sup>1</sup> of return %	Actual rate of return %	Benchmark rate <sup>1</sup> of return %
Cash and cash equivalents	Internal	1.97	1.26	4.2	3.88
Managed funds	External	(9.03)	(4.8)	11.0	8.25

1. Benchmark rates are sourced from NSW Treasury Corporation Investment Management Funds Review Report as at December.

## Acknowledgements

### Compliance

The report was written to comply with relevant legislation including the Government Sector Finance Act 2018 (NSW) and the Government Sector Finance Regulation 2018 (NSW).

In its structure and writing we have striven for best practice reporting, taking into account annual reporting guidelines and recommendations from the NSW Treasury and the Audit Office of New South Wales.

### Availability

The university's annual report is available on the UTS website:  
[www.uts.edu.au](http://www.uts.edu.au)

### Acknowledgements

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The UTS Annual Report 2023 provides a record of the university's performance and activities for the year. It is in two volumes: volume one is a review of our activities and performance; and volume two contains our financial statements.

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