SECURING OUR FUTURE

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

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

Related achievements and initiatives
- We launched Uber for Business UQ-wide.
- The Faculty of Science established assessment communities of practice to identify key themes, technologies sequencing, and forecasted investment in a longer-term cycle.

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

How we are achieving this
We partner with individuals and organisations to create impact through philanthropic investment in research, teaching, and community enrichment. We aspire to grow our endowment fund, enabling our donors to create impact in perpetuity. In 2022, we set a stretch goal to exceed $100 million in philanthropic funds raised, supported by trusted and responsive relationship building. A focus on building UQ’s endowment fund remains critical in an increasingly unpredictable environment for universities, and in response to growing need from both students and researchers.

Related achievements and initiatives
Our fourth annual Giving Day in October attracted 1,881 donors, who collectively donated more than $335,000 to support more than 30 causes across the University.
- In November 2022, we officially announced The Queensland Commitment Match, through which the University doubled gifts of $50,000 or more directed to endowed, need-based scholarships.

Workforce profile

In 2022, UQ’s continuing and fixed-term workforce increased to 7,400 FTE with a retention rate of 96.55% for ‘continuing’ staff members.

Recruitment and selection
From 1 January to 31 December 2022, UQ advertised more than 1,900 jobs and placed 500+ academic and 1,400+ professional staff positions, along with an additional 1,350+ direct appointments. The University received more than 52,000 applications. 2022 saw the formalisation of the in-house Executive Search function within UQ, focused on sourcing talent directly through the use of targeted campaigns, networking, market mapping and direct market sourcing. The team successfully placed a number of high-profile roles, resulting in considerable cost savings for the University.

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

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

<table>
<thead>
<tr>
<th></th>
<th>2020 FTE</th>
<th>% of all FTE</th>
<th>2021 FTE</th>
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<tr>
<td>Academic</td>
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<tr>
<td>Teaching and research</td>
<td>1,254</td>
<td>15.1%</td>
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<tr>
<td>Research-focused</td>
<td>1,370</td>
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<td>1,424</td>
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<tr>
<td>Teaching-focused</td>
<td>176</td>
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<td>191</td>
<td>2.4%</td>
<td>196</td>
<td>2.3%</td>
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<tr>
<td>Other</td>
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<tr>
<td>Research support</td>
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| CONTINUING AND FIXED-TERM FTE  
  Professional    | 1,393    | 17.4%        | 1,348    | 16.6%        | 1,447    | 16.9%        |
| CONTINUING AND FIXED-TERM FTE  
  Academic    | 2,900    | 35.8%        | 2,835    | 35.3%        | 3,016    | 35.6%        |

Our people

Human resources

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

Summary of Human resources

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Workforce planning and performance

HR organisation

In 2022, the HR Division slightly amended its organisational structure into 6 areas:
- HR Client Partnering
- Organisational Culture and Capability
- Rewards and Remuneration
- Workforce Relations
- HR Governance, Transformation and Strategy
- People Services, including Talent Acquisition, Employee Services and Payroll

Staff support

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

UQ Mental Health Strategy

UQ remained committed to mental health and well-being until 2022, supporting several initiatives including awareness events, and staff development and training sessions, and provided a range of online support materials.

Diverse workforce

The UQ workforce continues to be embedded internationally across all of its activities, facilitated through greater engagement with faculty, student and institute Equity, Diversity and Inclusion Committees, and regular meetings with the Chairs of the Strategic Diversity Committees such as the Ally Action Committee, Disability Inclusion Group (DIG), Gender Sensing Committee, Age Friendly Committee and the Cultural and Inclusion Council (CIC). The Team also continued to support the discrimination and harassment complaint Officer network, as well as developing and piloting a new training module on bullying and harassment.

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

Gender Equality: UQ Athena SWAN Action Plan 2021–2022

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

Specifically, the focus will be on addressing barriers for women across UQ in recruitment, progression, promotion and retention. Actions will continue on women’s representation in leadership, narrowing of the gender pay gap, flexible work, and the “leaky pipeline” for academic women. Key achievements during the year included:
- UQ further reduced the gender pay gap. In 2021, the organisation-wide average gap was 16.3%, down from 18.1% in 2020, and the gap continued to narrow throughout 2022.
- Promoting women’s fellowships saw an increased number of recipients, with 26 women receiving fellowships. Furthermore, a dedicated program was provided with additional support workshops including SWRe-flection: Learning from your experiences, living with a purpose. Effective communication skills and influence and leadership.
- The ‘Priming for an academic edge’ program supporting Level B female academics was launched to teach leadership skills and to encourage a strategic approach to be taken for their career growth.
- We produced reports for the staff exit and exit surveys. These surveys were instrumental in measuring attraction and retention data, seeking to find out why women are attracted to work at UQ and why they may leave.
- Following the development of a 2021 guide to increasing under-represented female staff through targeted recruitment and retention measures, several work areas pursued the targeted recruitment of women or gender-diverse staff to boost the participation of under-represented groups.
- UQ is drawing closer to its target of 50:50 ratio of women and men in leadership positions.

LGBTQIA+ Inclusion

The UQ LGBTQIA+ Action Plan 2020–2022 provides strategic direction and a planning framework for LGBTQIA+ inclusion efforts at UQ and establishes priorities for UQ’s Ally Action Committee (AAC). This is the third plan UQ has developed and builds on the work achieved in previous years. The Plan is also informed by Pride in Diversity and Needs into UQ’s annual inclusive practice review and the Australian WorkLife Equality Index (ALEVI) to ensure reflection reflects best practice at UQ. The plan is for UQ to be a national leader for the inclusion, respect and support of gender, sex and gender diversity, inclusivity and employment.

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

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

The 90-day-strong Ally Network and the WDI planned and celebrated key dates of academic staff recognition which included International Women’s Day, International Day Against Homophobia, Biphobia, Intersexism and Transphobia, and Intersex Awareness Day. UQ also flew the Rainbow Progress flag on most key dates in the LGBTQIA+ calendar, as well as the Transgender Flag during Transgender Day of Visibility and Trans Education Week. The Ally Network held a stall at UQ Market Day and the New Staff Expo to increase visibility.

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

Disability inclusion

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

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

In 2022, UQ:
- participated in the Australian Network of Disability Access and Inclusion Index, for the first time
- provided bespoke training on disability inclusion issues to UQ’s Alliancing Partnering team through the WDI team
- conducted focus groups for staff with disability to identify shared experiences and objectives from UQ’s disability action planning efforts
- led a working group made up of key stakeholders across the University on Universal Design in Learning
- trained stakeholders on how to perform a physical audit of University spaces.

Culturally and linguistically diverse (CALD) Inclusion

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

The UQ CALD team continued to support the delivery of specific actions scheduled for Phase I of the Action Plan to address the following objectives:
- investigate a process and implement measures for all decision-making about CALD inclusion at UQ, which consultation is sought from the CIC in accordance with its Terms of Reference
- revisit the Staff Grievance Process to ensure it is culturally inclusive and does not put CALD staff at a disadvantage, including those with language barriers
- determine whether current mental health wellbeing support in German is inclusive of CALD staff, recognising that they may face challenges in accessing support due to unique perspectives on help-seeking behaviour, and may require new or tailored services – particularly those who experience intersecting forms of marginalisation
- conduct an audit of existing UQ support, resources and training focused on CALD inclusion
- investigate systemic barriers that hinder long-term planning and progression of CALD staff at UQ
- investigate how to ensure and support academic staff to provide a high level of English language support to students
- explore other models of support for CALD staff to continue their current roles

Another initiative to support staff coming from overseas (including CALD staff) is the Warm Welcome Program, which pairs incoming UQ staff from overseas with existing staff to provide them with relevant support to settle into life in Brisbane. Since its relaunch in mid-2022, UQ staff have expressed interest in becoming warmers and 6 evening mini-workshops were made available with 34 participants from different schools and faculties at UQ.

Aboriginal and Torres Strait Islander peoples inclusion

Our Strategic Plan sets a target for the proportion of staff at UQ identifying as Aboriginal and/or Torres Strait Islander to reflect the proportion in Queensland, currently 4.6%. At 31 March 2022, the number of staff identifying as Aboriginal and/or Torres Strait Islander (fixed-term and continuing) at UQ was 179 (4.6%).

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

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

Three events were held at UQ St Lucia with 2 other gatherings occurring in separate locations.

Reconciliation and Indigenous excellence

Inclusive culture

Service delivery and continuous improvement

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

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

Enterprise Agreement negotiations

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

Payroll and compliance

Backpay, including interest and superannuation, was paid to current casual academic staff in 2022. The University continues to make every effort to contact former casual academic staff to complete this process.

Organisational design

During the year, we conducted a full review of the flexible work policy and procedures to enable more agile in the way staff perform their work for UQ. This policy was developed in response to the changing needs of the workforce post-global pandemic and aims to provide guidance around the principles and considerations for UQ and staff.
In line with the University’s Health, Safety and Wellness Strategy 2022–2026, the key focus areas for Health, Safety and Wellness (HSW) at UQ are:

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

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

- Exceeding the health and safety performance requirement for organisations that self-insure for workers’ compensation, through completion of a third-party audit against the National Self-Insurers OHS Management Systems Audit Tool (NAT) submitted to the Office of Industrial Relations (OIR). The NAT is a full systems audit and valuable lead indicator that can be used by UQ or OIR when assessing occupational health and safety performance.

- Implementing a CO₂ (carbon dioxide) monitoring program as a means to evaluate the effectiveness of ventilation to UQ indoor spaces, which continued as part of the UQ COVID-19 risk management program – with 1,624 indoor spaces monitored within 85 buildings across UQ campuses and sites.

- Implementing a new risk management process for time-sensitive chemicals.

- Implementing a new UQ Substance Management Plan for medicines and poisons, and related approvals.

- Reviewing the University’s health and safety risk register and top health and safety enterprise risks.

- Continuing support for building the capability of staff and students, with 56,386 completions of 26 online safety training modules and 1,036 attendees at instructor-led HSW professional development training.

- Successfully conducting the internal HSW audit program with 3 organisational HSW management systems audits; 6 risk factor audits, and an audit of corrective actions implemented.

- Holding the UQ Wellness Festival, and health and safety events in October to coincide with Queensland Mental Health Week and the national Safe Work Month, attracting around 2,500 attendees across 3 UQ campuses.

- Auditing and certifying new facilities to conduct work with (i) genetically modified organisms as authorised by the Office of the Gene Technology Regulator or (ii) imported biological material as required by the Commonwealth Department of Agriculture, Fisheries and Forestry.

- Assisting researchers and supporting the UQ Institutional Biosafety Committee and subcommittee to assess 137 applications for work with genetically modified organisms or high-risk biological material.

- Continuing to promote and support staff health and wellbeing through UQ Wellness, the University’s staff wellness program, using an evidence-informed approach across the 4 key areas of lifestyle factors, psychological health, physical health, and organisational engagement.

- Continuing to provide specialist HSW services to faculties and institutes.

- Commencing implementation of a best-practice respirator fit-testing program for UQ staff and students at risk of exposure to airborne contaminants.

- Addressing the potential risk of Japanese Encephalitis Virus to staff and students, and identifying measures to minimise staff/students in high-risk work environments being bitten by mosquitoes. Clinics were organised at St Lucia and Gatton to provide for more than 100 workers who were recommended to receive the vaccine.

- Delivering an early intervention injury prevention workplace assessment program with in-person assessments and provision of an online computer workplace self-assessment tool.

- Continuing to focus on proactive risk management and a strong reporting culture, with 2,804 new risk assessments created and approved, and 1,446 hazard and incident reports via UQSafe.

In 2022, UQ made 18 notifications to regulators and was issued one improvement notice. In 2022, UQ received 4 damages claims (62 work-related, 58 journey-related). The University received 4 damages claims during the year. Claims involved a range of injuries including orthopaedic, neurological and psychological. The average time to evaluate and admit a claim was 3.4 days in 2022, compared to the Scheme average of 9.4 days.

UQ continued to maintain a high level of customer service to injured workers, with emphasis on early intervention, efficient claims, and medical management, combined with an effective rehabilitation program to return injured workers to full employment. In 2022, 99% of workers who lodged a claim were successfully returned to work (excluding retrenches), with the claim resolved. UQ’s Residences Limited was added to the workers’ compensation self-insurance licence in February 2022 and an application was made to the Office of Industrial Relations to remove Leimanzer Pty Ltd from the licence following its sale in November 2022.

The workers’ compensation regulator continues to assess UQ as ‘low risk’ across all 11 assessed criteria necessary to keep its self-insurance licence for workers’ compensation. These criteria include resources and systems; legislative compliance; licence compliance; privacy; business relationship; compliance with regulatory standards, perception of stakeholders, and workplace health and safety.

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

- The staff influenza vaccination program, which provided 5,694 vaccinations to staff and HDR students across multiple campuses.

- Provision of on-site walk-in COVID-19 vaccination clinics for UQ community and family members.

- Several physical activity challenges, including:
  - Push-up for mental health challenge, where 40 UQ teams completed a total of 477,098 push-ups across 24 days in June.
  - Australian University Health Challenge – a 6-week community health challenge where UQ competed against 18 other Australian and New Zealand universities; UQ participants completed a total of 71,930,397 steps during the 6-week period.
  - 1,096 free health check appointments being offered to staff across multiple campuses, with clinics conducted for skin checks and heart health, as well as back and posture assessments.

- A broad range of health and wellbeing programs — including nutrition support, mindfulness activities, mental health week and RU OK? day initiatives, Men’s Health Week virtual series, and Women’s Health Week activities.

- More than 1,100 staff and students participated in these programs during 2022.

- Recruiting 39 staff volunteer ‘Wellness Ambassadors’ and 45 Mental Health Champions’ to support health and wellbeing in local areas.

- Providing workplace and team-based support through wellbeing sessions on topics such as sleep and stress, as well as personal and work-related issues.

- Facilitating programs and resources to increase awareness of work-related factors that may compromise the health and wellbeing of staff.

- Promoting access to gyms and cool facilities across Queensland – with an additional 20 added in 2022 – through the UQ Fitness Passport program.