

New student-participation merchandise brand, Team UQ, commenced its roll-out via new uniforms for all UQ Sport-affiliated sporting clubs. One hundred and eighteen Team UQ student athletes attended the Australian University Games, held over five days in Perth in September 2016, winning 32 medals, finishing sixth against 42 competing universities and becoming the highest ranked Queensland university.

The UQ Sport Academy elite athlete program supported some 170 student athletes, including 47 scholarship recipients. Among the 2016 highlights were a number of world championship attendances and a strong contingent attending the 2016 Rio Olympics and Paralympics, including medals at both games.

UQ Sport was recognised as one of the best places to work in Australia, being awarded a bronze medal in a national HR Employer of Choice survey.

Master Plan

Early in 2016, work commenced on the preparation of a new Master Plan to provide the strategic framework for use and development of the University's main campus at St Lucia and its connected precincts. The St Lucia campus Master Plan will guide development for the next 15–20 years while ensuring that it aligns with the University's strategic objectives. It will enable UQ to adapt to the changing education and research landscape by capitalising on existing campus qualities and identifying future potential. The Master Plan will articulate a vision for the St Lucia campus to become a highly connected, vibrant destination that is an integral part of the community and the city. The University

recognises the traditional owners of the land it occupies and the cultural significance of the St Lucia area.

Extensive consultation with internal, community and government stakeholders has generated feedback and input on key issues for consideration in the planning process. A draft document will be released for further consultation prior to completion of the new Master Plan in the first half of 2017.

Remuneration and benefits

In the 2016 financial year, 18,173 payment summaries were issued.

More salary packaging options were introduced earlier in the year via the Queensland Government Salary Packaging Scheme, including novated leases, airport lounge memberships, financial advisor fees, and work-related items such as portable electronic devices and professional association membership fees.

Academic promotions

During the year, 128 academic staff members were promoted, comprising 34 promotions to Level B, 42 to Level C, 30 to Level D and 22 to Level E. UQ also appointed 105 new honorary and adjunct Professors.

Organisational development

In 2016 there was a continuing focus on developing leadership capability and a particular focus on supporting workplace change, given the number and scale of change processes initiated during the year.

The UQ Leadership Survey, a 360-degree feedback tool designed to support UQ leaders enhance their leadership skills and support their development, continued to be rolled out to all UQ senior managers, along with coaching, as appropriate.

Enhancing career development for both academic and professional staff was also a continuing priority, with a particular focus on supporting women and leadership development.

Programs and initiatives in 2016 included:

- the continuation of the Promoting Women Fellowships program, supporting academic women at Levels B to D to improve readiness for promotion
- a new Career Advancement for Senior Academic Women program for academic women at Level D actively pursuing careers within UQ

- the Career and Personal Development for Professional Women program completed by 20 professional women (HEW 1-7)

- a second *Lor* program,

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Workforce strategy and change

In 2015, The University of Queensland received approval from the Australian Taxation Office to offer an Early Retirement Scheme (ERS) to eligible Academic staff. An ERS is a scheme approved by the Commissioner of Taxation that allows an employer to put in place arrangements that may assist in making changes to its workforce through providing a financial benefit to certain groups of employees to resign or to retire early.

The University offered this Scheme to provide an opportunity for regeneration of the Academic workforce to enable closer alignment with strategic goals, and to ensure that academics who may be considering retirement, or whose aspirations no longer align with those of the University, were able to consider early retirement. The University conducted two ERS rounds (permissible under the terms of the Ruling) with the first occurring June to August 2015 (52 retirees) and the second round occurring February to April 2016 (22 retirees). A total of 74 Academic staff members retired under the Scheme, with all retirees leaving the employ of the University by 29 July 2016.

Change processes that commenced in 2016 included changes to service delivery, and standardisation of roles and reporting lines within the Human Resources and Finance and Business Services sections—with the transformation of these services occurring under the umbrella of the ESS (Enhancing Services and Systems) program. A significant change also led to the restructuring of Information Technology Services. These change processes will continue into 2017, with redundancies an outcome of each.

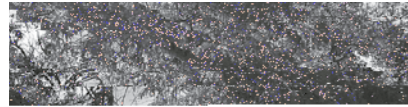
Other areas also commenced reviewing their operating model across UQ. The Faculty of Medicine continued to progress through change, affecting both its academic structure and leadership roles and the organisation of professional services. A change proposal for the creation of the Oral Health Alliance between UQ and the Metro North Health and Hospital Services was approved for potential implementation in 2017. This will involve the transfer of the responsibility for operating the Dental Clinic from the University to Metro North and impacts approximately 80 mostly clinical staff who are being provided with the opportunity to apply for positions with Metro North.

UQ was in negotiation with Metro North Health and Hospital Services to create an Oral Health Alliance during the year.

Occupational health and safety

The Occupational Health and Safety (OHS) Division oversees OHS risk management and regulatory compliance for the University's diverse research, teaching and administrative operations, including more than 2000 laboratory spaces; boating and diving activities; work in remote locations; the use of hazardous substances—biological, chemical and radioactive; plant safety; and large animal handling activities. Key OHS Division achievements during the year included:

- facilitating, supporting and engaging UQ's OHS governance and consultative framework and broad OHS community
- developing a strategic plan for health, safety and wellbeing at UQ for the period 2017–2020: this strategy will establish health, safety and wellbeing principles and priorities, and determine where UQ intends to be positioned in 2020
- implementing a new corporate database *UQSafe-Incident* to record and manage OHS incidents at UQ
- supporting UQ's Institutional Biosafety



Environmental performance

The University continued to embed sustainability across its campuses and sites and across all areas of Learning, Discovery and Engagement throughout 2016. Environmental performance is managed by the University's Energy and Sustainability Office, which is part of the Property and Facilities Division.

Energy management

UQ's commitment to reducing energy usage continued through 2016. Energy usage across UQ's major electricity accounts decreased by 5.2 per cent between 2015 and 2016. This equates to almost \$1 million of cost savings, and a reduction of 6750 tonnes of carbon dioxide equivalent. These reductions have been driven by a focus on energy management initiatives within the estate including:

- re-commissioning and optimising air conditioning controls within buildings
- optimising mechanical plant such as chillers and pumps
- reviewing humidity control methods for critical spaces, including the installation of heat pump technology at the UQ Art Museum
- continued roll-out of lighting retrofits, with 6000 lights changed to LED technology during 2016
- roll-out of technology to reduce energy usage from laboratory fume cupboards.

Installing solar panels at UQ's Pinjarra Hills site.

The continued growth of UQ's solar portfolio has also contributed to this reduction. In 2016, a further 1278 solar photovoltaic (PV) panels were installed across five buildings, totalling 377 kilowatts of capacity. UQ's total solar capacity now stands at 5.92 megawatts, and is continuing to grow. In 2016, this resulted in 8.85 million kilowatt-hours (kWh) of clean energy being generated. This is equivalent to the energy used by more than 1500 average Queensland homes, and an emissions saving equivalent to taking 3100 cars off the road.

During its first full year of operation, the 3.275 megawatt solar research facility at UQ Gatton generated 6.46 million kWh of clean energy. This resulted in the net energy usage of the Gatton campus reducing by 38 per cent.

Carbon emissions

UQ submitted its eighth report under the *National Greenhouse and Energy Reporting Act 2007* (Cwth), which detailed energy production, energy consumption and carbon dioxide emissions over the 2015–16 financial year. During this period, UQ consumed 616,724 gigajoules (GJ) of energy, with 30,495 GJ (4.9 per cent) of this being sourced from UQ's solar arrays. Greenhouse gas emissions totalled 117,999 tonnes of carbon dioxide equivalent. This represents a reduction of 8.2 per cent from 2014–15, and 14.8 per cent since 2010–11.

UQ's largest source of carbon emissions continues to be from electricity consumption, which represented 98 per cent of the total carbon footprint.

Environmental compliance

Two environmental incidents required notification to the relevant authority in 2016. Both related to failures of the sewage rising main at the Gatton campus. No environmental harm was caused by either incident. One of the incidents has been finalised, while the second remains under review by the Department of Environment and Heritage Protection (DEHP). Implementation of the actions from the Site Management Plan regarding the contaminated soil at the Indooroopilly mine site continued throughout the year.

Water management

UQ continues to monitor and report water consumption, and to implement water conservation measures. 2016 saw an 8.2 per cent decrease in town water consumption from 2015 levels. To help minimise the University's reliance on town water supplies, alternative water sources continue to play a significant role. The use of storm water, rainwater and recycled water accounted for around 25 per cent of water use across all campuses and sites.

New rainwater tank installations at the Gatton and St Lucia campuses in 2016 also

increased rainwater harvesting capacity by 412,000 litres. Water-efficient fittings continued to be integrated across all new and refurbished University buildings.

Waste minimisation

UQ's waste management program continued to target the diverse range of waste streams generated by the University's operations. A waste audit conducted on the St Lucia campus during 2016 found that recycling rates have improved significantly from 2002 when the first audit was conducted. This has helped achieve a 29 per cent reduction in the volume of waste sent to landfill from general waste wheelie bins. Despite these results, additional work is still required to reduce contamination rates within co-mingled recycling bins.

In 2016, UQ implemented *Warpl!*, an online redistribution network to reduce landfill waste and costs by avoiding the unnecessary purchase of new furniture and resources. The University also became a signatory to *EXITCYCLE*, a Queensland Government initiative for recycling emergency lighting batteries.

Biodiversity

Around 4000 native seedlings were planted on the banks of Lockyer Creek at the Gatton campus in March by 30 staff and student volunteers. This project was undertaken in partnership with West Moreton Landcare and Seqwater, and was made possible through a grant from the Queensland Government's Everyone's Environment program. This native vegetation will restore biodiversity and help to prevent erosion. The last of 15,000 seedlings were also planted as part of the final stage of the St Lucia riverbank restoration project, with a further 500 planted as part of events held during UQ Sustainability Week in August.

In late 2016, the St Lucia campus Bush Tucker Garden was enhanced with the addition of 19 new species and the installation of 28 interpretive signs to help visitors understand the culinary and cultural significance of the plants.

The installation of bird boxes in partnership with the Biodiversity Research Group also continued in 2016. The new bird boxes at the Long Pocket and Pinjarra Hills sites are part of a program to link field research with biodiversity enhancement.

Other initiatives

Other environmental performance initiatives in 2016 included:

- installing Queensland's first solar powered electric vehicle DC fast chargers at the St Lucia and Gatton campuses—delivering over 28,000

kilometres of charge since their launch

- installing a further four Level 2 AC electric vehicle chargers at the St Lucia and Gatton campuses
- purchasing the first fully electric vehicle for UQ's fleet, to be used as a regular pool vehicle as well as for specialised research
- working in partnership with the School of Veterinary Science to introduce sheep to the Gatton solar research facility to reduce mowing requirements
- doubling the number of water bottle refill stations available, with 23 new locations installed during 2016, taking the total to 48 locations and now covering all campuses and major sites
- hosting the fourth annual UQ Sustainability Week with record involvement from the student community and external partners across 35 events including workshops, seminars, film screenings and tours
- continuing the Green Office, Green Labs, Living Laboratories, and Community Garden and Resource Recovery Centre programs.

Infrastructure

To support the achievement of its strategic goals in Learning, Discovery and Engagement, UQ continued to develop and enhance its world-class facilities in 2016.

Key infrastructure projects delivered in 2016 included:

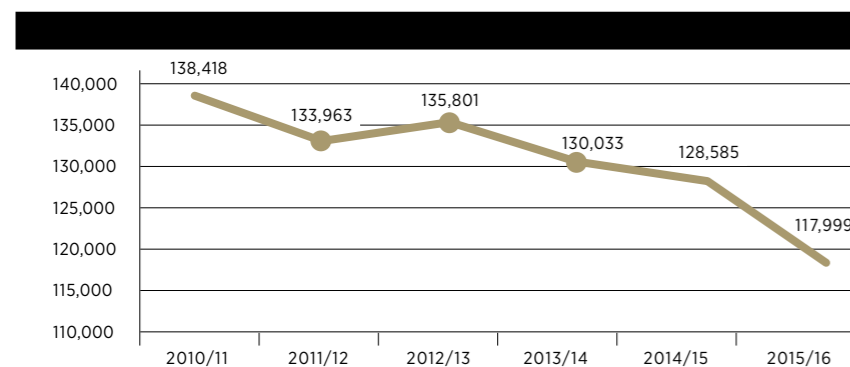
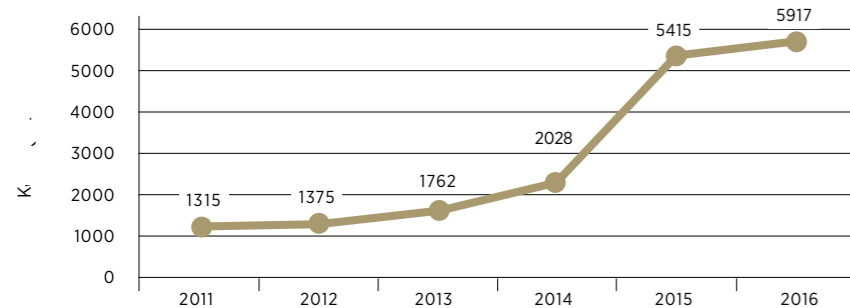
- completing the new synthetic sports precinct (\$24.35 million)
- refurbishing the Centre for Digital Scholarship and Fryer Library (\$3.155 million)
- refurbishing Axon and Hawken Building teaching rooms (\$2.3 million)
- completing the Darbalara Farm's new cattle-teaching facility at Gatton as part of the relocation of the School of Veterinary Science's teaching activities to the farm (\$2.014 million)
- replacing the Duhig North and Mayne

The Hon. Mark Bailey, MP, Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply launching Queensland's first solar powered electric vehicle fast chargers.

Representatives from West Moreton Landcare, Seqwater and UQ at the Gatton volunteer tree planting event.



UQ Photovoltaic Generation Capacity 2010–2015



Centre roofs with increased roof pitch, larger gutters and additional downpipes to prevent water ingress from high-intensity storm events (\$2.4 million)

- completing the Sir William McGregor Level 3 teaching laboratories (\$2.3 million)
- relocating QAAF1 to Queensland Biosciences building (\$2.25 million)
- refurbishing Customs House restaurant (\$2 million)
- completing UQ Gatton's clinical studies laboratory (\$1.5 million)
- refurbishing Connell building human performance laboratories (\$1.34 million)
- refurbishing GP South computer lab (\$1.1 million)
- refurbishing Hartley Teakle laboratory and office (\$1.1 million)
- completing St George rural dental clinic (\$900,000).

UQ's capital development program for 2017 will continue to support its strategic priorities. Major (approved) capital projects that will progress in 2017 are outlined in the next sections.

St Lucia campus

TC Beirne Law School

The TC Beirne Law School's refurbishment

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