



# Annual Report 2023

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The University of Sydney  
NSW 2006

April 2024

The Hon. Steven Whan MP  
Minister for Skills, TAFE and Tertiary Education  
52 Martin Place  
Sydney NSW 2000

Dear Minister,

The Senate of the University of Sydney has the honour of presenting to you, in accordance with the *Government Sector Finance Act 2018*, its associated regulations, Treasurer's Directions, other legislation and policies, the report of the proceedings and financial statements of the University of Sydney for the year ended 31 December 2023.

Yours sincerely,



**Belinda Hutchinson AC**  
Chancellor



**Professor Mark Scott AO**  
Vice-Chancellor and President



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# Acknowledgement of Country

The University of Sydney's campuses and facilities sit on the ancestral lands of many of Australia's First Peoples, who have for thousands of generations exchanged knowledge for the benefit of all. These include the Gadigal, Gamaraygal, Dharug, Wangal, Darkinyung, Guringgai, Burramadagal, Dharawal, Gandangara, Gamilaraay, Barkindji, Bandjalang, Wiradjuri, Ngunawal, Gureng Gureng and Gagadju Peoples.

Respectfully acknowledging the ancient learning cultures and traditions of Aboriginal and Torres Strait Islander peoples, the University of Sydney declares its commitment to the continuation of this sharing through the agency of our work. There is no part of Australia where we work that has not been loved, nourished and cared for since the beginning of time.

# Year in review

In 2023 the University of Sydney completed the first full year of implementing our 10-year strategy – *Sydney in 2032* – laying the foundations for the University to deliver on our aspirations and become a great global university.

More than 700 students completed their first year as MySydney scholars and we worked to simplify and improve navigation of our curriculum and the administrative services that support it. We created partnerships among students and staff to redesign assessment in the age of AI. We returned fully to face-to-face teaching in pre-COVID volumes, in line with the edict set by the higher education regulator, TEQSA, in October 2022, for all international students to return to campus by 30 June 2023.

We launched new flagship initiatives designed to empower our researchers to achieve excellence – the Sydney Horizon Fellowships scheme aims to attract the most promising early and mid-career researchers tackling climate change, health, and sustainability to Sydney. By year's end, we were finalising contracts for the first cohort of 40 researchers and looking forward to welcoming them to our university in 2024. We also continued laying the groundwork for a ground-breaking biomedical research facility and network, the Sydney Biomedical Accelerator.

In 2023 we celebrated many important milestones – from the 100-year anniversary of the first recorded international student to a record-breaking Welcome Week in Semester 1, a surge up the QS World University Rankings to the world's top 20 for the first time, hosting 600 delegates from 46 countries on campus for the Times Higher Education World Academic Summit, and the 45th anniversary of our historic partnership with the Westmead Precinct.

At times, COVID lockdowns and closed borders seemed a distant memory. More than 42,000 students and their parents prepared for university at Open Day; thousands of graduates joined us for our first-ever Alumni Festival, and we resumed a full cycle of graduation ceremonies on campus and in China, including some make-up opportunities for graduates whose ceremonies had been disrupted by the pandemic. We worked diligently to strengthen existing partnerships with domestic and international partners and build new ones.

While there were many successes, there is still much work to do to advance some of our strategic imperatives. The national Student Experience Survey results (for 2022) showed that the University needs to improve students' evaluation of the time they spend with us, and our own Sydney Listens staff survey highlighted that our systems and processes don't always make it easy for our staff to do their best work. We progressed changes to our internal environment, while also managing complex external economic and compliance pressures. These included planning and consultation for the significant changes flagged in new government blueprints such as the Australian Universities Accord, which will map out the role that the tertiary education and research sector should play in Australia's future.

In the latter months of the year violent conflicts in the Middle East and other parts of the world presented new challenges. Ensuring that our campuses remain safe and welcoming for all members of our community is always our priority. We adjusted our support services to meet their needs and repeatedly stated that while we are committed to allowing freedom of speech and academic freedom, we will not tolerate any form of racism, intimidation, or harassment. These fraught times also prompted us to reconsider our role as a leader in civic understanding – a discussion that will continue throughout 2024.

We'd like to sincerely thank all our students, staff, alumni, donors and partners for your hard work, loyalty and strong support throughout 2023.



**Belinda Hutchinson AC**  
Chancellor



**Professor Mark Scott AO**  
Vice-Chancellor and President

**The University of Sydney**  
**2023 Annual Report**  
**Statutory report**

As Australia's first university – founded in 1850 – the University of Sydney has a proud history of global leadership in education and research and inspiring people from all backgrounds to contribute to positive real-world change. We're a world-renowned teaching and research institution – our research combines the expertise and talents of scholars from many disciplines – and we are dedicated to delivering a transformational student experience.

# Overview

## Charter

### **Manner in which and purpose for which the University of Sydney was established**

The University of Sydney was incorporated by the Parliament of New South Wales on 1 October 1850, making it the first university to be established in Australia. Its main purpose – then and now – is to promote, within the limits of the University's resources, scholarship, research, free enquiry, the interaction of research and teaching, and academic excellence. For details of the University's principal functions, under the *University of Sydney Act 1989*, see page 6.

### **Purpose, aims and objectives**

As a leader in tertiary education, we have been challenging traditions for more than 170 years. We were one of the first universities in the world to admit students solely on academic merit. We aim to create and sustain a university in which, for the benefit of both Australia and the wider world, the brightest researchers and the most promising students from all social and cultural backgrounds can thrive and realise their full potential.

In creating the first university in Australia, our founders recognised the power of education to change society. We hold that belief just as strongly today.

We make lives better by producing leaders of society and equipping our people with leadership qualities so they can serve our communities at every level.

These communities include our students (current and prospective), academic and professional staff and affiliates, alumni and supporters, industry, government and university partners in Australia, as well as members of other communities who contribute to the success of our education and research endeavours.

Through learning, critical analysis and active contribution to public debate, we help to shape Australia's national and international agenda. For more details about the University's principal activities, see page 6.

### **Our strategic aspirations**

Our *Sydney in 2032* strategy builds on our original aim, by articulating this vision: "Building on the First Nations knowledge of these lands, we are Australia's first university, Sydney's university and a great global university." The 2032 strategy is based on four aspirations, which are for:

- our student-focused education to be transformational
- our community to thrive through diversity
- our research to be excellent, tackle the greatest challenges and contribute to the common good
- the University to be "a better place to work, and a place that works better".

Find out about our progress against our strategic objectives in 'Strategy' on pages 14 to 17.

# Management and structure

## Senate

The Senate is the governing authority of the University, with functions conferred on it by the *University of Sydney Act 1989* (as amended). The Senate oversees all major decisions concerning the conduct of the University, including staff appointments and welfare, student welfare and discipline, financial matters and the University's physical and academic development.

Composed of 15 Fellows and chaired by the Chancellor, the Senate awards all degrees and diplomas and is responsible to the Parliament of New South Wales.

The Vice-Chancellor and President and the Chair of the Academic Board are both ex officio members of the Senate.

## Academic Board

The Academic Board, which reports to the Senate, is responsible for safeguarding the quality of the University's academic activities. It is an elected body that includes staff and student representation from across the University's academic communities.

The Academic Board provides advice to the Senate and the Vice-Chancellor on all academic matters, including their relationship to the University's strategic priorities and policies, the conditions of appointment and employment of academic staff, the approval of new and revised courses, and the maintenance of academic standards.

## Executive management

The Vice-Chancellor and President is the principal administrative officer, or chief executive, of the University and has line management responsibility for the Provost and Deputy Vice-Chancellor and a number of Deputy Vice-Chancellors and Vice-Presidents who, with the Vice-Chancellor and other leadership staff, comprise the University's leadership team.

The Vice-Chancellor chairs the University Executive – the University's senior leadership team – which includes the faculty deans. The University Executive is representative of the University's diverse academic and administrative communities and is accountable to the Senate for the academic and financial health of the University.

For more information about our governance and structure, visit: [sydney.edu.au/about-us/governance-and-structure.html](https://sydney.edu.au/about-us/governance-and-structure.html)

## Principal activities

Under section 6 of the *University of Sydney Act 1989* (as amended), the object of the University is the promotion, within the limits of the University's resources, of scholarship, research, free enquiry, the interaction of research and teaching, and academic excellence.

The University has the following principal functions for the promotion of this 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 enquiry
- 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
- 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 enquiry
- the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are underpinned by the values and goals referred to in the functions set out in this subsection, and that are sufficient to ensure the integrity of the University's academic programs.

The University has other functions, as follows.

- The University may exercise commercial functions comprising the commercial exploitation or development, for the University's benefit, of any facility, resource or property of the University or in which the University has a right or interest (including, for example, study, research, knowledge and intellectual property and the practical application of study, research, knowledge and intellectual property), whether alone or with others.
- The University may develop and provide cultural, sporting, professional, technical and vocational services to the community.



- The University has such general and ancillary functions as may be necessary or convenient for enabling or assisting the University to promote the object and interests of the University, or as may complement or be incidental to the promotion of the object and interests of the University.
- The University has such other functions as are conferred or imposed on it by or under this or any other Act.
- The functions of the University may be exercised within or outside the state, including outside Australia.

## University officers as at 31 December 2023

### CHANCELLOR

Belinda Hutchinson AC  
BEc *Sydney*, FCA

### DEPUTY CHANCELLOR

Richard Freudenstein  
BEc LLB (Hons) *Sydney*

### VICE-CHANCELLOR AND PRESIDENT

Professor Mark Scott AO  
BA DipEd MA Hon DLitt *Sydney*, MPA *Harvard*, Hon  
DBus *UNSW*, Hon DUniv *UTS*, FAICD, FRSN

### DEPUTY VICE-CHANCELLORS

**Provost and Deputy Vice-Chancellor**  
Professor Annamarie Jagose  
PhD *Wellington*, FAHA, FRSN

### Deputy Vice-Chancellor (Education)

Professor Joanne Wright  
BA (Joint Hons) *Kent*, MLitt *Aberdeen*, PhD *ANU*

### Deputy Vice-Chancellor (Indigenous Strategy and Services)

Professor Lisa Jackson Pulver AM  
MPH GradDipClinEp PhD *Sydney*, MA *Deakin*

### Deputy Vice-Chancellor (Research)

Professor Emma Johnston AO  
BSc (Hons) PhD *Melbourne*, FAA, FTSE

### VICE-PROVOST

Professor Susan Rowland  
BSc Hons, PhD *Sydney* Biochemistry, Grad Cert Higher  
Ed *UQ*, PFHEA

### PRO-VICE-CHANCELLORS

**Pro-Vice-Chancellor (Academic Excellence)  
and Pro-Vice-Chancellor (Education –  
Enterprise and Engagement)**

Professor Richard Miles  
BA Lpool PhD *Camb*, FSA

### Pro-Vice-Chancellor (Educational Innovation)

Professor Adam Bridgeman  
BA Oxford, PGCE *Birmingham*, PhD *Cambridge*

### Pro-Vice-Chancellor (Global and Research Engagement)

Professor Kathy Belov AO  
BSc (Hons), PhD *Macquarie*, FAA FRSN

### Pro-Vice-Chancellor (Research)

Professor Benjamin Eggleton  
BSc (Hons), PhD *Sydney*, FAA, FTSE, FOSA, FIEEE,  
FSPIE, FAIP, FRSN

### Pro-Vice-Chancellor (Research – Enterprise and Engagement)

Professor Julie Cairney  
BMetEng *UNSW*, PhD *UNSW*

### Pro-Vice-Chancellor (Research Infrastructure)

Professor Simon Ringer  
BAppSc *Uni SA*, PhD *UNSW*, CMatP, FIEAust CPEng  
APEC Engineer IntPE(Aus), FRSN, FTSE

### Pro-Vice-Chancellor (Researcher Training)

Professor Louise Sharpe  
BA (Hons) MCLinPsyc *Sydney*, PhD *London*,  
FASSA, FAACBT

### Pro-Vice-Chancellor (Student Life)

Professor Susanna Scarparo  
PhD *Auckland* PFHEA

### Pro-Vice-Chancellor Indigenous (Academic)

Professor Jennifer Barrett  
PhD *UTS*

### VICE-PRESIDENTS

#### Vice-President (Advancement)

Rosalind Ogilvie  
LLB BA *Melbourne*

#### Vice-President (External Engagement)

Kirsten Andrews  
BA (Hons) *UniSA*, MPP *Sydney*

#### Vice-President (Operations)

Stephen Phillips  
BCom *Wits*

#### Vice-President (Strategy)

David Scott (Interim Vice-President (Strategy))  
MBA *UWS*

### **General Counsel**

Olivia Perks  
MBA *Sydney*, LLB (Hons) *UTS*, BA *Sydney*

### **Chair of the Academic Board**

Professor Jane Hanrahan  
PhD *Warwick*, GradCertEdStudies (Higher Ed),  
MRACI CChem

### **Chief Governance Officer**

Michelle Stanhope (Interim Chief Governance Officer)  
BA (Hons) Musicology *Wollongong*, Grad Cert  
Management *UTS*

### **Chief of Staff**

Darren Goodsir  
Law *UTS*

### **Chief Financial Officer**

Wayne Andrews  
MAppFin *MUC*, BBus *UTS*

## **Faculty and University school leadership as at 31 December 2023**

### **FACULTY DEANS**

#### **Faculty of Arts and Social Sciences**

Professor Lisa Adkins  
BA (Hons) *Sussex*, PhD *Lancaster*

#### **The University of Sydney Business School**

Professor Leisa Sargent  
BA MPsyOrg *Queensland*, PhD *Toronto*, GAICD

#### **Faculty of Engineering**

Professor Willy Zwaenepoel  
BS *Ghent*, MS PhD *Stanford*

#### **Faculty of Medicine and Health**

Executive Dean and Pro-Vice-Chancellor  
Professor Robyn Ward AM  
MBBS (Hons) *UNSW*, PhD *UNSW*, *FAHMS*

#### **Faculty of Science**

Professor Marcel Dinger  
PhD *Waikato*, GAICD, FFSc (RCPA)(Research), FRSN

## **Heads of school and deans of University schools**

#### **The University of Sydney School of Architecture, Design and Planning**

Professor Robyn Dowling  
BEc (Hons) *Sydney* MA, PhD *BrCol*

### **Sydney Conservatorium of Music**

Professor Anna Reid  
BMus (Perf) *Sydney*, MA EdAdmin *UNE* PhD *UTS*

### **The University of Sydney Law School**

Professor Simon Bronitt  
LLB *Bristol*, LLM *Cam*

## **University of Sydney Senate 2023**

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

### **The role of Senate**

The Senate is the governing authority of the University, with functions conferred on it by the *University of Sydney Act 1989* (as amended). The Senate oversees all major decisions concerning the conduct of the University, including staff appointments and welfare, student welfare and discipline, financial matters and the University's physical and academic development.

The Senate can report that the University is compliant with the Voluntary Code of Best Practice for the Governance of Australian Universities. In 2023, Senate:

- oversaw significant progress towards realising the ambitions of the *Sydney in 2032* strategy, with a focus on delivering early successes in the 2023–2025 implementation roadmap and enabling long-term planning through rigorous performance monitoring and reporting.
- welcomed students back to on-campus, face-to-face teaching modes with the largest Welcome Program in the University's history, including an expanded schedule of student-led welcome events to enrich the on-campus experience.
- rose to the challenge of the Australian Universities Accord to re-imagine the higher education sector and proposed big ideas for reform across the areas of skills, access and participation, research and development, system governance, regulation, and funding.
- approved the Sydney Horizon Fellowship Scheme – a research-focused fellowship designed to attract outstanding early and mid-career researchers who drive research excellence in areas of climate change, health, and sustainability – investing \$147 million over 10 years in the next generation of academic leaders.

- was delighted to welcome one of the most diverse undergraduate student intakes ever due to the successful launch of MySydney, a scholarship and educational support program giving students from low-SES areas the opportunity for a world-class Sydney education.
- committed \$133 million over 10 years to continue the MySydney Scholarships and Support Program in support of widening participation and a transformational education experience.
- retained the University’s status as an employer of choice with sector-leading salaries and conditions for staff through the *University of Sydney Enterprise Agreement 2023–2026*, successfully negotiated with the National Tertiary Education Union (NTEU) and Community and Public Sector Union (CPSU).
- oversaw the ongoing design and development of the Sydney Biomedical Accelerator, a nation-leading biomedical research complex to be co-located at the Royal Prince Alfred Hospital and the University’s Camperdown Campus.
- approved total investment of \$101.3 million to transform the Molecular Bioscience Building into world-class research infrastructure with fit-for-purpose, multi-faculty laboratory spaces that support our researchers to leverage laser materials processing, nuclear magnetic resonance spectroscopy and solid-state additive manufacturing.
- continued to support the transformation of the student experience through comprehensive curriculum reform, designing for diversity, the launch of Postgraduate Online courses, digital infrastructure initiatives and principles for the effective and ethical use of generative artificial intelligence (AI) technologies.
- endorsed the University of Sydney Anti-Racism Statement and Commitment to Truth-Telling, marking a significant milestone in our ongoing efforts to cultivate a culture that promotes a deeper understanding of racism and its harmful impacts.
- celebrated the complete transition to 100 percent renewable sources of electricity, achieved three years ahead of schedule, as part of the University of Sydney Sustainability Strategy.
- welcomed hundreds of higher education leaders from around the world to the University of Sydney for the Times Higher Education World Academic Summit.
- upheld the commitment to culture, leadership, diversity, equity, and inclusion by establishing the new Deputy Vice-Chancellor (Community and Leadership) role.
- celebrated the University’s climb of 22 places in the QS World University Rankings, placing us in the top 20 universities in the world.
- saw the Multidisciplinary Initiative Program continue to harness the University’s research in creative and innovative ways to solve pressing societal challenges, attract funding and philanthropy, and create new government, civil and industry partnerships.
- maintained a high-level of monitoring of safety, health and wellbeing-related matters and supporting a wide range of initiatives, including the implementation of 24/7 support mechanisms for staff and students.

### **Fellows of Senate**

As at 31 December 2023

#### **Chancellor**

Belinda Hutchinson AC

BEC *Sydney*, FCA

Current term as Chancellor:

4 February 2017 – February 2025\*

#### **Deputy Chancellor**

Richard Freudenstein

BEC LLB (Hons) *Sydney*

Current term as Deputy Chancellor:

1 April 2022 – 31 March 2024

#### **Vice-Chancellor and President**

Professor Mark Scott AO

BA DipEd MA Hon DLitt *Sydney*, MPA *Harvard*,

Hon DBus *UNSW*, Hon DUniv *UTS*, FAICD, FRSN

Current term as Vice-Chancellor:

July 2021 – July 2026

#### **Chair of the Academic Board**

Professor Jane Hanrahan

PhD *Warwick*, GradCertEdStudies (Higher Ed),

MRACI CChem

Current term as Chair of Academic Board:

1 January 2022 – 31 December 2023

#### **Two external persons appointed by the Minister**

Richard Freudenstein (Deputy Chancellor)

BEC LLB (Hons) *Sydney*

Current term as Fellow of Senate:

1 December 2021 – 30 November 2025

*Vacant*

\*Please note that Belinda Hutchinson announced in March 2024 that she would step down as Chancellor in June 2024.

### **Five external persons appointed by the Senate**

Jason Yat-sen Li

BA LLB (Hons) *Sydney*, LLM NYU

Current term as Fellow of Senate:

1 December 2021 – 30 November 2025

Dr Lisa McIntyre

BSc (Hons) *Sydney*, PhD Cantab

Current term as Fellow of Senate:

1 December 2019 – 30 November 2027

Karen Moses

BEd *Sydney*

Current term as Fellow of Senate:

1 December 2021 – 30 November 2025

Emeritus Professor Alan Pettigrew

BSc (Hons) PhD *Sydney*, Hon DSc UOW

Current term as Fellow of Senate:

9 May 2019 – 30 November 2025

Peter Scott

BE (Hons) *Monash*, MEngSc *UNSW*, HonFIEAust, MICE

Current term as Fellow of Senate:

1 December 2019 – 30 November 2025

### **Two persons elected by and from the academic staff**

Professor Renae Ryan

BSc (Hons) *Sydney*, PhD *Sydney*, GAICD

Current term as Fellow of Senate:

1 June 2021 – 31 May 2025

Professor Ben Saul

BA (Hons) *Sydney*, LLB (Hons) *Sydney*,

DPhil *Oxford*, FASSA

Current term as Fellow of Senate:

1 June 2023 – 31 May 2025

### **One person elected by and from the non-academic staff**

Rebecca Ward

BA *Macquarie*, BPhil *Macquarie*, MCrWrit *Macquarie*

Current term as Fellow of Senate:

1 June 2023 – 31 May 2025

### **One person elected by and from the postgraduate students**

Yinfeng (Benny) Shen

BCom *Sydney*

Current term as Fellow of Senate:

1 December 2022 – 30 November 2024

### **One person elected by and from the undergraduate students**

Ben Jorgensen

Current term as Fellow of Senate:

1 December 2022 – 30 November 2024

### **Register of Interests**

In accordance with Schedule 2A of the Act, Senate Fellows and members of Senate Committees have a duty to disclose any material interest to a meeting of Senate or a Senate Committee. Where a Fellow or a member has a material interest in a matter being considered or about to be considered at a meeting of the Senate or of a Senate Committee, and the interest appears to raise a conflict with the proper performance of the Fellow or member's duties in relation to the consideration of the matter, the Fellow or member must, as soon as possible after the relevant facts have come to the Fellow or member's knowledge, disclose the nature of the interest at a meeting of the Senate or of a Senate Committee.

Senate also collects and reports on any Related Party Transactions undertaken by the University and a Fellow or committee member. Senate makes available a register of those declared interests and transactions online at: [sydney.edu.au/about-us/governance-and-structure/governance/senate/register-of-interests.htm](https://sydney.edu.au/about-us/governance-and-structure/governance/senate/register-of-interests.htm)

### **Senate committees**

Senate has established the following committees to assist it with the exercise of its functions:

- Building and Estates Committee
- Finance and Audit Committee (formerly the Finance Committee)
- Finance Investment Subcommittee
- People and Culture Committee
- Performance and Risk Committee (formerly the Risk and Audit Committee)
- Honorary Awards Committee
- Nominations Committee

The table below records attendance for committees that operated in 2023. For more information, visit [sydney.edu.au/about-us/governance-and-structure/governance/senate/senate-committees.html](https://sydney.edu.au/about-us/governance-and-structure/governance/senate/senate-committees.html)

### Attendance by Fellows at Senate and its committees in 2023

Position	Name	Senate			BEC			FC*			FAC**			FC IS			PCC			RAC*			PARC**			NC			HAC					
		A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C			
Chancellor	Belinda Hutchinson AC	8	8	8	6	6	6	5	5	5	7	7	7	4	4	3	12	12	12	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3
Deputy Chancellor	Richard Freudenstein	8	8	7	6	6	4	5	5	3	7	7	7	4	4	3	12	12	11	2	2	2	3	3	2	3	3	3	3	3	3	3	3	3
Vice-Chancellor	Professor Mark Scott AO	8	8	8	6	6	6	5	5	4	7	7	7	4	4	2	12	12	12	2	2	2	3	3	2	3	3	3	3	3	3	3	3	3
Pro-Chancellors	Dr Lisa McIntyre	8	8	7				5	5	4	7	7	7	4	4	4													3	3	2			
	Jason Yat-sen Li	8	8	7													12	12	8				3	3	3									
	Kate McClymont AM	7	7	7													12	12	12															
	Emeritus Professor Alan Pettigrew	8	8	7				5	1	1	7	7	5				12	12	12	2	2	2							3	3	3			
Chair of Academic Board	Professor Jane Hanrahan	8	8	8	6	6	6																3	3	2	3	3	2	3	3	2	3	3	2
	Karen Moses	8	8	7				5	5	5	7	7	7	4	4	4				2	2	2	3	3	3									
	Peter Scott	8	8	7	6	6	6	5	4	4																3	3	3						
	Associate Professor Maryanne Large (^)	8	2	2				5	3(-)	3																								
	Professor Renae Ryan	8	8	8																2	2	1	3	3	2				3	3	3			
Fellows	Dave Burrows (^)	8	2	2	6	1	1																											
	Professor Ben Saul	8	6	6																			3	3	3									
	Rebecca Ward	8	6	6	6	5	5																											
	Ben Jorgensen	8	8	5																2	2	2	3	3	0									
	Yinfeng (Benny) Shen	8	8	8	6	6	6																											

A No. of meetings held, B No. of meetings eligible to attend, C No. of meetings attended

BEC Building and Estates Committee, FC Finance Committee, FAC Finance and Audit Committee, FC ISC Finance Investment Subcommittee,

PCC People and Culture Committee, RAC Risk and Audit Committee, PARC Performance and Risk Committee, NC Nominations Committee, HAC Honorary Awards Committee

(^) No Longer a Fellow of Senate as at 31 May 2023  
 (\*) No Longer a committee of Senate as at 13 June 2023  
 (\*\*) Newly established committee of Senate as at 13 June 2023  
 (-) Declared conflict of interest and did not attend the circulation meeting 01/23 of the Finance Committee.

Strategy

# Strategic objectives and outcomes – Our 10-year strategic aspirations

2023 was the first full year of implementation for our new strategy, *Sydney in 2032*, which sets out our aspirations for what we want to be known for over the next decade as we look to our future as one of the world's great universities.

As shown in the table below, *Sydney in 2032* sets out four key aspirations, each with related outcomes that we are working to realise over the next decade.

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## **Our student-focused education is transformational**

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Outcomes:

- Our teachers meet academic excellence expectations at every career stage, and we celebrate their achievements visibly as high performance in research.
- We partner to create highly valued and respected lifelong learning opportunities in response to society's changing needs.
- Our curricula are both learner-focused and sustainable.
- Regardless of where and how they learn, our students are confident in their abilities, sure of their personal goals, and feel that they belong.

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## **Our community thrives through diversity**

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Outcomes:

- We embrace equity, diversity and inclusion as core to our success, and our students and staff reflect the communities we serve.
- We demonstrate our ability to identify and support a full range of students from diverse backgrounds to flourish at the University.

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## **Our research is excellent, tackles the greatest challenges and contributes to the common good**

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Outcomes:

- Our diverse research community meets clearly defined academic excellence expectations at every career stage.
- Our excellence is evident in the national and global reach of our research partnerships, the diversity and scale of our funding support, and the translation of our research outputs into measurable benefit for society.

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## **A better place to work, and a place that works better**

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### **Wherever we gather, we do our best work**

Outcomes:

- We attract the most talented academic and professional staff and provide an environment where they can flourish.
- Wherever our people gather, our inclusive culture and digital and physical spaces enable excellence and are inviting to all.

### **We lead with high trust and high accountability to deliver high performance**

Outcomes:

- We are highly collegial and respectful, and we value our culture of trust and accountability.
- We make decisions at the right level, we value peer review and transparency, and we act on what we learn from past decisions.
- Our leaders at all levels feel supported, empowered and equipped to build high-performing teams and make good decisions.

### **Our policies, processes, systems and services help us achieve our ambitions**

Outcomes:

- Our staff, students and partners attest that our policies, processes, systems and services support them to do their best work.
- Our people feel their experience and insights are valued when we update or introduce new policies, processes, systems or services.

### **We are valued as outstanding partners**

Outcomes:

- Organisations and individuals want to work with us, advocate for and fund our work, and testify that we are a partner of choice due to the quality of our work, our openness to new ideas and the mutually beneficial nature of our partnerships.
  - The ability to create enduring partnerships is valued and rewarded across our community, and we regard partnerships as vital to our long-term success.
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## Progress against our aspirations

### PERFORMANCE INFORMATION

In 2023, we commenced work on the 2023–25 implementation roadmap, which contains a series of initiatives to drive our strategic agenda for the next three years – the first of three multi-year implementation periods for *Sydney in 2032*. We commenced essential foundational work to set the University up to successfully realise these aspirations over the next decade, and to continue positive momentum from the strategy launch by starting to deliver initiatives that had immediate benefit for our students, staff and other stakeholders.

The University Executive meets monthly to monitor progress on a series of initiatives it has prioritised for this first delivery period. This approach seeks to optimise how we prioritise and sequence our strategic agenda, seeking to maintain traction while ensuring we deliver in a way that is sustainable for our people.

Another priority for 2023 was developing appropriate measures to monitor and report on how we are tracking towards realising our strategic aspirations. Reflecting the 10-year nature of our strategic aspirations, we are taking a higher-level approach to measurement that is guided by those aspirations, but enables us to be flexible and agile in how we prioritise our actions and investment in response to changes in our internal and external environments over the decade. For detail about the Key Performance Indicators that will allow the University to measure our performance against the 2032 Strategy, see page 27.

### OUR STUDENT-FOCUSED EDUCATION IS TRANSFORMATIONAL

#### Putting students at the centre of everything we do

Development and implementation of a new student-centric operating model tailored to the changing needs of staff and students is foundational for this aspiration. As we look to 2032, we need to consider increased demands for digital capability, students' changing needs and the appropriate location of services to optimise our offerings and improve experiences for students and staff.

While detailed planning work to design the operating model program took place in 2023, we also put significant effort into the student experience throughout the year, welcoming all students back to campus following the COVID-19 pandemic and focused on supporting them in their transition to studying in person. It was a year where we firmly put the student at the centre of everything that we did. We increased our provision of student support via initiatives addressing the rising cost of living and

impact on students, particularly in relation to food security. We also increased our wellbeing services to students, which has resulted in 40 percent more students in 2023 (compared to 2022) accessing these support services.

We know that our students' digital experience is a key part of their everyday life at university. In 2023 we launched an improved University of Sydney app and portal, making enhancements to the welcome planner, mentoring platform, and campus maps. Our students are responding well to this – our own statistics have shown that more than 51,000 users accessed more than 4.6 million pages in the app from February to November.

Generative AI has produced a lot of interest in the last year, and we have been working collaboratively across the business to develop an institutional response including an AI in Education green paper and new assessment principles. Our strong and speedy leadership around the emergence of generative AI as an educational tool has placed the University of Sydney as a national and international frontrunner in this space. For more detail about our work in the AI context, see page 19.

Investing in a transformational student experience remains a priority as we consider our results in the 2022 National Student Experience Survey, which showed that we still have a lot of work to do to improve the assessment of our students when they reflect on their time with us.

### Sydney Curriculum Program

The Sydney Curriculum Program is one of the most significant programs of work under *Sydney in 2032*, which will deliver a number of transformative initiatives.

In 2023, we started developmental work on the principles behind curriculum design, curriculum quality and curriculum sustainability, which will guide future reform of our curriculum to ensure a consistently high quality and coherent educational experience for our students and the sustainability of the University's course profile, teaching delivery and associated administration. They also pave the way for the University to reduce the burden of our curriculum governance and administration activities and simplify the range of systems we currently use. We expect to see substantial benefits from this principles-based approach in our students' experience, our academic staff workloads and role satisfaction, teaching quality and in systems simplification.

While this foundational work gets underway, the program has started delivering immediate benefits to students and staff in our faculties and University



schools. This has included earlier access for students to unit of study selections, and using new tools for real-time monitoring of unit enrolments that support more timely teaching, timetabling and resource planning and decision-making. This will reduce the effect that historical delays and information gaps have had on students' transition into study each semester. We are also working to amend unit enrolment rules to minimise the need for students to apply for enrolment waivers and other permissions.

In addition to the work of this program, the Education Portfolio's Curriculum and Quality team progressed implementation of the nine 2022 Thematic Review recommendations, which focus on improving student satisfaction and responding to student feedback about curriculum complexity and confusion.

### **Teaching and Learning Strategy 2023–25**

Under the Teaching and Learning Strategy 2023–25, which was informed by extensive consultation with educators in faculties and schools and students, we are designing a new holistic University approach to teaching and learning, recognising that the COVID pandemic has greatly accelerated existing trends in teaching and in students' approaches to learning and university. In 2023, we invited applications for a series of Strategic Education Grants, a University-wide competitive scheme that provides funds for projects that support *Sydney in 2032*. Funding awarded includes five \$200,000 fellowship grants targeting key strategic priorities and 31 grants of between \$40,000 and \$80,000. This strategy is an important pillar of our overall efforts to improve the student experience and our performance in future student experience surveys.

### **OUR COMMUNITY THRIVES THROUGH DIVERSITY**

#### **MySydney Scholarships and changing entry pathways**

A key priority for 2023 was the introduction of the MySydney scholarship program, with a focus on welcoming and settling in our first cohort of 721 students. As a result of this program, we have seen a 30 percent increase in students enrolling from low SES areas, and those students have reported that they are well supported by the University and feeling a sense of belonging.

We have also undertaken a comprehensive review of undergraduate domestic entry schemes to ensure our schemes and pathways align with strategic aims for diversity within the student body, to keep us competitive as a first-choice destination for students from priority cohorts, and to simplify the application and administrative burden on prospective students and staff. We are currently implementing recommendations from the review, including changes to our Future Leaders,

Broadway, and Elite Athletes and Performers schemes. We also requested that UAC introduce a 'First in Family' category of disadvantage within the Educational Access Scheme, and piloted Big Picture Education Australia's program – which provides students with a parallel portfolio-based pathway into a range of university degrees without needing an ATAR – as an alternative entry pathway for a small set of courses.

#### **Deputy Vice-Chancellor (Community and Leadership)**

In September 2023, we commenced recruitment for a new leadership role, the Deputy Vice-Chancellor (Community and Leadership), to lead and be accountable for strategic direction and guidance across the University's culture, diversity, equity and inclusion (DE&I), and leadership agendas. We hope to announce an appointment to this role in 2024 – they will play a critical role in realising our 2032 aspirations.

### **OUR RESEARCH IS EXCELLENT, TACKLES THE GREATEST CHALLENGES, AND CONTRIBUTES TO THE COMMON GOOD**

#### **Sydney Horizons Fellowships**

In 2023 we launched a new fellowship scheme – a cornerstone of *Sydney in 2032* that places strong emphasis on the pivotal role of innovative research in addressing climate change, health outcomes and sustainability. The scheme offers continuing teaching and research positions that commence with a prestigious five-year research-focused fellowship and will support fellows with a dedicated mentoring and training program.

In response to the first round of recruitment, we attracted a diverse, high-calibre group of 1462 early and mid-career candidates. Following a collaborative selection process involving teams from across the University, we selected 40 Horizon Fellows to join the University of Sydney in 2024.

#### **Multidisciplinary institutes**

Under *Sydney in 2032*, we are continuing to invest in the multidisciplinary initiatives (MDI) program as a key differentiating aspect of our research and engagement profile that provides significant collaboration opportunities for our academic community.

In 2023 we progressed work on two new MDIs that will offer insight and solutions to critical global challenges. One of them will be centred around Net Zero research and called the Sydney Net Zero Institute. The University plans to launch it in 2024.

For more reporting about the University's research performance, see pages 28 to 31.

### **The Sydney Biomedical Accelerator (SBA)**

Since the University and the NSW Government committed more than \$600 million to the Sydney Biomedical Accelerator (SBA) in 2022, we have been laying the groundwork to achieve the vision of integrating fundamental molecular and cellular research with clinical and patient-centred research and health outcomes within the Tech Central precinct.

More than 220 academic and professional staff from the University and Sydney Local Health District (SLHD) have formed 35 groups to collaborate on the design of the SBA facilities and operating models. At year-end the building designs were close to 70 percent completion and the Main Building Works tender is due to go out in early 2024. A State Significant Development Application was submitted in August and enabling works have seen demolition of the Bosch buildings.

The University has agreed a legal framework with SLHD for the project and we are collaboratively drafting agreements for the post-opening phases of the SBA partnership. Principles have been agreed for joint approaches to operations, industry engagement, naming, and branding. Initial role scoping and benchmarking has taken place for the leadership team, with more work to be done on our approach to biomedical research ways of working. External interest and engagement with the SBA has been constant and high, and we received an additional \$20 million donation to support cell therapy and additive manufacturing.

Work on the SBA in 2024 will focus on academic workforce planning, governance and operations, planning and detailed design for specific facilities and commercialisation activities, equipment procurement planning, and reconciliation of the final building design with the business cases.

### **Digital infrastructure initiatives**

The myResearch Sydney and cloud computing (high performance computing) initiatives will enable our research community to have an improved experience administrating and supporting research. Full business cases will be prepared in 2024.

### **Research enterprise and commercialisation**

We had a strong response to our new and improved Research Impact Proof-of-Concept fund – which was increased to \$1 million and expanded to include social enterprise projects. Fifty-six applications, including eight social enterprise projects, were received across two funding rounds, reflecting our researchers' commitment to driving innovation and finding

practical solutions to real-world challenges. Eleven projects, demonstrating outstanding potential for commercialisation and societal impact across a diverse range of fields, were funded in the first round and the outcome of the second round is being finalised.

### **Graduate Research School**

The Graduate Research School (GRS) project team are progressing preliminary planning work with a focus on implementing the processes necessary to enable the establishment of the GRS. A Director, Project Manager and two Senior Project Officers have been recruited to the project. The team has been investigating models to align HDR admissions and scholarships processes, and working to improve oral examination processes, as well as establishing teams to uplift HDR training and industry internships. The Researcher Development Unit, which will support researchers' career development across the University, has advanced their Researcher Development Hub website to the prototype phase, receiving input from more than 100 researchers on its content and design to date.

### **New institute in Vietnam**

Building on extensive research partnerships developed over the past 15 years, the University received official approval to establish a University of Sydney institute as a Social Enterprise in Ho Chi Minh City, Vietnam on 11 August 2023. This gives us an in-country presence to build on the University's capacity to attract and implement high-quality research, strengthen research partnerships, engage with government, connect with communities, and develop our profile as a destination of choice for Vietnamese students.

Initially focusing on health research and translation and clinical trials, we believe it is the first foreign-owned social enterprise of its kind to be registered in Ho Chi Minh City. It is only the University's second wholly owned foreign entity (after Suzhou Xi Su Commercial Consulting Co Ltd), and will be known as the University of Sydney Vietnam Institute Company Limited.

The Executive Director and Head of Research, Professor Thu-Anh Nguyen, was appointed in November, and we have since recruited the first tranche of research and operations staff and plan for official launch events in 2024.

For additional reporting about the University's subsidiaries, see the Financial review of 2023 and financial statements.

## CROSS-ASPIRATIONAL INITIATIVES

### Academic Excellence Program

We made a strong start on the planning and development of the Academic Excellence Program (AEP): a critical piece of work for the realisation of all our aspirations. The AEP will enable more academics at the University of Sydney to realise their full potential across all domains of academic endeavour – as educators, researchers, entrepreneurs and leaders.

In 2023, under the leadership of the Provost, we launched an iterative co-design process involving all our faculties and University schools. Nearly 600 staff made submissions in the first review of the research pillar of the AEF. This sustained discussion of what it means to excel as an academic at Sydney, and the diversity of forms that academic excellence can take, is critical for ensuring that the framework successfully sets foundational standards for academic performance at the University.

### Western Sydney

2023 marked the 45th anniversary of the establishment of Westmead Hospital. Our deep commitment and collaboration in Westmead is a proud part of our history and our present, but also critical to our future and to the future of our city. We continued to work with the NSW Government on long-term planning for an increased presence in Parramatta and Westmead. The University agreed critical changes to the Framework Deed with the new NSW Government that allows for us to acquire land at Westmead and create a substantial presence there. This area has become a significant gateway for the movement of people and services, and we are also collaborating across faculties and University schools to identify the potential to offer courses there in the shorter term.

In the middle of the year we launched an innovative purpose-built facility at the Westmead Innovation Centre that will bring health students and applied health researchers into the medical heart of Western Sydney. The state-of-the-art learning facility uses virtual reality and artificial intelligence to better prepare health students for clinical practice.

## MAKING SYDNEY A BETTER PLACE TO WORK

The success of our University depends on our people and we're committed to becoming a better place to work and a place that works better for our staff, students and partners.

### Leadership Academy

We made significant progress in establishing the Leadership Academy, which will formally launch in 2024. This initiative will support and empower our leaders to reach their potential and equip them to build high-performing and diverse teams at every stage of their career (for more details, see page 41).

### 'Quick wins'

As well as the work commenced to improve the researcher experience through myResearch Sydney, we have started our journey to becoming 'a better place to work' through taking a sprint-based approach to deliver 'quick wins' that include quicker purchasing processes for low-value transactions, improved support for hiring managers and a simpler process for special considerations. This work has been guided by a cross-section of leadership across the faculties, schools and portfolios, ensuring we are responding to concerns expressed by staff.

### Sydney Listens

In 2023 the University introduced a new annual all-staff survey, Sydney Listens, as a way for staff to tell leadership about their experience working at the University and how we can do better. The inaugural Sydney Listens survey ran in May 2023, with 5875 staff sharing 19,190 comments. Staff told us that they are proud to work at the University, but as an institution we don't always make it easy (for more details, see page 23).

As part of our commitment to action and accountability, the Vice-Chancellor shared the University's results and next steps at an all-staff Town Hall in July, with leaders leading action planning at a local level. We will share regular progress updates with staff and run the survey at the same time every year, keeping us accountable to acting on their feedback and ensuring we are collectively focused on the things that will make ours a better place to work, and a place that works better.

### We are valued as outstanding partners

In 2023 we made good progress on building new and enduring partnerships, across many different sectors and we also made strides forward in building our internal engagement capabilities and creating an internal culture that values how partnering improves the quality and impact of our teaching and research. For more details about our external engagement in 2023, please visit pages 32 to 35.

### Strategic forecast for 2024

In 2024 the University will build on our work to progress implementation of the 2032 Strategy with a strong focus on progressing initiatives to enhance our teaching and learning and research performance.

# Operations and performance

# Summary of operations

In 2023 the University of Sydney welcomed all domestic and international students back to campus and focused on supporting them in their transition to studying in person. It was a landmark year for implementation of our 2032 Strategy (see pages 14 to 17 for more details) and we celebrated the 100-year anniversary of our first recorded Chinese student arriving at the University. By the start of Semester 1 many of our students had returned to face-to-face teaching and learning, and Welcome Week in February 2023 marked a buoyant beginning to the academic year.

At Welcome Week we saw bumper crowds and welcomed one of the most diverse cohorts of domestic and international students in our history, with students from China, India, Indonesia, Malaysia, Vietnam and many other countries coming to Sydney for their studies. Former Australian of the Year and Paralympian Dylan Alcott AO delivered the keynote address.

The University strove to make the student experience in 2023 as close to pre-COVID normal as possible, with an emphasis on enhancing our teaching and learning. At the same time we took a substantial leap forward in improving access for under-represented groups. For example, more than 720 first-year students began their studies under the MySydney Entry and Scholarship Scheme. For more detail, see page 34.

There was also a renewed effort to recruit students from rural, regional and remote areas, with the launch of new scholarships that offer entry to every eligible student on a reduced Australian Tertiary Admission Rank, as well as a range of additional support. This new approach to scholarship allocation simplifies the process for students and their advisers.

Simplification of the curriculum is another key pillar of the 2032 Strategy. We began work to:

- enhance the coherence, quality and sustainability of the broader curriculum
- simplify students' curricular navigation and enrolment processes and
- overhaul curriculum-related policy, processes, practices and systems.

The University's Industry and Community Project Units (ICPUs) give our students diverse opportunities to explore real-world topics (such as technology in agriculture, digital innovation in education, gender and

sexual identity and vaccination), in close collaboration with leading organisations in Australia and overseas.

In 2023 a total of 2500 students participated in 51 projects and the University has more than 85 industry, community and government partners around the world.

In May 2023 our senior leadership endorsed the Teaching and Learning Strategy 2023-25, which seeks to operationalise the University's vision to offer a transformative education to all students. The Strategy comprises six initiatives, and is informed by educational research and worldwide best practice. It draws on the technologies, approaches and lessons from teaching over the last few years. The Strategy initiatives are to:

1. involve students as citizens of their own lifelong learning journey
2. deliver effective blended learning experiences to maximise engagement and outcomes
3. recognise, support and reward colleagues for student-centred teaching innovation
4. transform assessment and feedback practices
5. use data and insights meaningfully to enhance student learning
6. become an in-demand provider of dynamic lifelong learning.

We also refreshed our assessment principles, to align with contemporary technologies, best practices and student skill development and to ensure that we follow Australian Government Tertiary Education Quality and Standards Agency (TEQSA) guidance. Our updated assessment principles, which come into effect in 2024, have a strong focus on providing students with useful and timely feedback to help them succeed. In an era where generative artificial intelligence (AI) is reshaping the educational landscape, these principles provide an innovative approach to assessment and feedback, which will also enhance the quality and integrity of our programs.

## Generative artificial intelligence

The University continues to lean into the transformative potential of generative artificial intelligence (generative AI) in augmenting our research, educational and broader operational capabilities.

At the same time, we know we must ensure generative AI and other emerging AI technologies are used in a responsible and ethical manner.

Through its significant efforts over the last couple of years, the University has emerged as a leader in the productive and responsible adoption of generative AI in higher education.

In 2023 we:

- convened our Steering Committee on Generative AI, which steers the efforts of expert working groups in education, research and operations – as well as key colleagues across technology, data science, risk, cybersecurity, privacy, legal, and our library – to ensure cross-functionality and collaboration across our institution
- developed an AI Strategy Green Paper, which we used as a foundation for a Dynamic Roadmap to help steer the institution with guiding principles
- actively encouraged operational staff to better engage with generative AI, while providing guardrails to guide staff in a safe and responsible use, guided by Australia’s AI Ethics Principles
- released new assessment principles to address the challenges and opportunities that AI presents in teaching, and collaborated with students to co-design a **student-facing resource** about how to use generative AI well – this has been used at other institutions nationally and overseas
- developed a range of innovative proof-of-concept generative AI-based research tools to boost research outcomes, such as exploring 3D biological structures, analysing geospatial aerial imagery, and turning AI on research itself by summarising the impact of streams of research through compilation and analysis of research papers, patents and press releases
- deployed advanced Generative AI solutions into a protected and managed University technology environment, including our flagship generative AI platform for teachers, called **Cogniti**, which puts teachers into the drivers’ seat of AI, allowing them to build ‘AI agents’ that can support student learning; and
- contributed significantly through our expert groups to national and international keynotes, seminars, workshops, and policy development – including three of our academics being co-authors in the TEQSA guidance on assessment reform for the age of artificial intelligence, and our Educational Innovation team hosting a national **roundtable** in July 2023 that brought together 120+ learning and teaching leaders from 30+ institutions.

## Rankings and external engagement

In June we celebrated a watershed moment in our aspirations to become a great global university when the QS World University Rankings for 2024 placed us joint 19th in the world with the University of NSW, a rise of 22 places from the previous ranking. This put us in illustrious company with Oxford and Cambridge, Harvard, and Stanford and regional powerhouses including Peking University and the National University of Singapore (for more details about our world rankings, see pages 33 and 34). In September we partnered with another influential rankings organisation, Times Higher Education, to host the Times Higher Education World Academic Summit on our Camperdown/Darlington Campus. The University welcomed more than 450 university leaders and delegates from 47 countries. During the Summit, delegates shared insights on the future of higher education and workshopped ways to foster international cooperation, in line with the overall theme of ‘Collaborating for greatness in a multidisciplinary world’.

The Summit was a notable highpoint as we conducted a range of 2023 activities to raise the University’s profile and engage with industry, community, government, and other partners. We continue to pursue our aim to capitalise on opportunities to expand our presence in the heart of greater Sydney through regular engagement at Westmead (see page 17), and our new brand campaign, ‘Let’s Make it Happen’, launched with a presence across Sydney (see page 33). A full cycle of graduation ceremonies resumed on our main campus, and we returned to China for the first time since before the COVID pandemic, handing out 1000 testamurs to ecstatic graduands across four ceremonies in Shanghai.

Our engagement with government included providing input into the priorities the Australian Universities Accord Panel should consider (see page 32), and meeting our compliance and regulatory commitments, which included developing and publishing a new *Support for Students Policy* in response to the Australian Government’s amendments to the *Higher Education Support Act* and the draft Higher Education Provider (HEP) Guidelines 2023, which commenced on 1 January 2024.

## Full return to face-to-face teaching and learning

By the start of Semester 2, as required by TEQSA, the University had stopped offering remote learning to overseas students.

As already reported, the increased numbers of students on campus inevitably resulted in greater demand for the University's support services, with 40 percent more students accessing these services in 2023 compared to 2022. This increase is also attributable to enhanced communications about the availability of services. The University was pleased to see waiting times for wellbeing support decrease from more six weeks in Semester 1, 2022 to same-day response in Semester 1, 2023. In addition, use of our face-to-face Peer Support Advising services doubled in 2023, with more than 1000 students attending events.

In early 2023, the University received its 2022 Student Experience Survey (SES) results. These results were disappointing and the University undertook detailed analysis in an attempt to understand better the sources of student dissatisfaction. The University was also keen to analyse why this data, run nationally as part of the Quality Indicators for Learning and Teaching (QILT) government framework, was at odds with internal data. The analysis led to some focused discussions around a small number of high-volume first-year units.

## Research

While education improvements were in sharp focus, enhancing our research performance was also a key priority during 2023. Innovation continued to be profoundly important to the success and evolution of our research ecosystem, which is designed to address society's most complex challenges. The University facilitates unique multidisciplinary research and encourages and supports cross-sector partnerships and research translation.

By defining and tackling research problems together, our partnerships design innovative solutions that are translatable into real-world applications. This is demonstrated by our renewed focus and investment in research commercialisation and enterprise under the 2032 Strategy.

We also invest in world-class research infrastructure and embrace new technologies to enhance our innovative approaches. For example, in 2023 we made significant progress towards implementing myResearchSydney, a research management system designed to enable researchers to spend more time conducting innovative research and less time on administration, and opened the Australian National Total Body Positron Emission Tomography (TB-PET) Facility at Royal North Shore Hospital. We were also recognised as the top university in Australia for bringing innovations to market in Knowledge

Commercialisation Australasia's 2022 Survey of Commercialisation Outcomes from Public Research.

Other notable highlights, which are reported on in more detail elsewhere in this Annual Report, include the following:

- Development of the Sydney Biomedical Accelerator (SBA), a landmark biomedical research complex that will provide faster delivery of research and patient care for the people of NSW, continued apace.
- The launch of the Sydney Horizon Fellowships to empower the best and brightest emerging researchers to tackle our greatest challenges, across three linked themes of climate change, health and sustainability.
- Significant work to advance the establishment of two new Multidisciplinary Initiatives that will offer insight and solutions to critical global challenges.
- The Australian Research Council awarded the University more than \$63 million for 78 grants and fellowships and we received almost \$104 million for 74 grants and fellowships from the National Health and Medical Research Council.

## Improving lives in NSW and beyond

The extensive reporting in this Annual Report reflects the University's ongoing efforts to deliver on its mission, purposes and objectives (see page 5). Our *Sydney in 2032* strategy articulates our ambitions to deliver world-class research and teaching that transforms lives, discover new knowledge, and provide solutions that benefit society. We have expanded access to education at our institution for people from all backgrounds through key initiatives such as the MySydney Scholarship program and implementing changes to our entry pathways for domestic undergraduate students (see page 15).

This Annual Report also demonstrates our substantial economic, social, educational and cultural impact. Recent analysis shows that the University's annual economic output to the NSW economy is \$5.1 billion, including \$1.1 billion in research impact, \$1.7 billion in education impact, primarily through the provision of skilled graduates. Our international students contribute \$1.4 billion directly to the NSW economy, with an estimated further \$2.5 billion in indirect benefits.\*

In addition to the University's own workforce across our various campuses in NSW metropolitan, rural and regional locations, we continue to provide a skilled workforce pipeline for critical professions, including teaching, social work and many disciplines of healthcare. For example, the latest available statistics

show that we contribute a substantial proportion of the NSW Health workforce – graduates from our Faculty of Medicine and Health have reached 55,000, compared to an overall NSW Health workforce that numbers more than 176,000.\*\*

The University also plays an integral role in meeting Western Sydney’s education, innovation, and cultural needs. In 2023 we celebrated the 45th anniversary of our presence at Westmead Hospital and we have been a key partner in the Children’s Hospital at Westmead since 1995. Today, we have more than 2000 students, 280+ researchers and academics, and a further 680+ researcher affiliates spread across the hospitals and affiliated research institutes at Westmead, with an annual research income of \$49 million.

The University invests heavily in research and infrastructure to tackle the most pressing challenges and translate discoveries into real-world applications. Along with other NSW universities, we continue to pursue strong research commercialisation agendas, including collaboration with industry and support for spin-outs and start-ups. Over the past five years, more than 60 companies have been spun out of the University of Sydney alone. The commercialisation of university research is a significant driver of innovation in NSW by creating new industries, high-skilled jobs and building the foundations for vibrant innovation precincts.

By being a partner in globally significant hubs for technological innovation such as Tech Central, and one of our most significant projects – the Sydney Biomedical Accelerator – the University will further advance the creation of deep-tech industries and high-value jobs in the heart of Sydney.

\*Sourced from the University of Sydney’s Submission to the New South Wales Government’s pre-Budget 2024-2025 consultations: <https://www.sydney.edu.au/about-us/governance-and-structure/university-policies.html#policy-submissions>

\*\*Based on statistics for 2022 from the NSW Health Annual Report and internal University of Sydney statistics. 2023 statistics were not available at the time of publication.

## Major works in progress

Following the successful completion of the Campus Improvement Program 1 (CIP1) in 2021, the University worked on developing and implementing the Campus Improvement Program 2 (CIP 2) in 2023.

CIP2 continues to look at the University’s future strategic infrastructure priorities as determined by the University Executive (UE) and Senate Committees, in line with the University’s 2032 Strategy.

The following projects are the major works currently in progress on the Camperdown/Darlington Campus.

The Sydney Biomedical Accelerator Complex (SBA) is a co-funded partnership project between the NSW Government (NSW Health), Sydney Local Health District (SLHD) and the University of Sydney, comprising a state-of-the-art 36,000m<sup>2</sup> biomedical research complex spanning SLHD’s Royal Prince Alfred (RPA) Hospital campus and the University’s campus.

The University submitted a State Significant Development Application to the NSW Department of Planning and Environment in July 2023, which is currently being assessed.

Investment in the building includes:

- University of Sydney – \$478 million (includes \$73 million in philanthropic donations)
- NSW Government – \$150 million

Enabling works on site commenced in 2023 and the estimated completion date for the building is 2027.

The University is also undertaking significant refurbishment works in our Molecular Bioscience Building. This project will provide much needed additional research lab space, whilst also significantly improving the existing building infrastructure and services. This project is expected to be completed by the fourth quarter of 2024 at a cost of \$103.1 million – at the time of this report’s publication, there are no overruns or delays.

The University’s cladding replacement program continues into 2024, after a busy year of activity in 2023. Of the 20 buildings within the program, 10 are now complete/remediated, four are in construction, two are in procurement and the remaining four buildings will be issued for Contractor pricing in the early months of 2024.



Of the original project budget of \$57.5 million the project costs to date are \$30.9 million. There has been a cost overrun – circa \$5 million – associated with latent conditions encountered on the Charles Perkins Centre project. These additional costs have been captured in the project reporting and accounted for in the project contingency. These latent conditions on the Charles Perkins Centre project have led to a project delay of six months, which has been communicated to the building occupants and key project stakeholders.

The University and Multiplex will be attending a court-ordered mediation on 18 April 2024 for the Charles Perkins Centre building.

The University's Capital Prioritisation Program (CPP) for 2024 has an anticipated expenditure total of \$37 million, which is fully committed to ongoing projects and programs of work. The 2024 CPP program is deliberately focused on delivery of priority project choices that align with the University's key strategic initiatives of:

1. Teaching spaces that inspire and drive a transformative education
2. Enhance our world class research facilities
3. An immersive on-campus student experience.

The University is in the early planning stages of new buildings at the Ross Street entrance, Camperdown, and another along City Road on the Darlington side of campus. Various infrastructure projects to enhance the student experience are also in development.

## Financial and other quantitative information for operations

Please note that this information is included in the Financial review of 2023 section of the Annual Report, where relevant. See pages 72 to 82.

## Staff focus – improving our workplace

As the University's student experience came into stark focus, our 'Sydney Listens' survey highlighted that we still have a less-than-optimal workplace for our staff. The survey results showed that while University staff are proud to work here and their work gives them a sense of accomplishment, as an institution we don't always provide an ideal internal environment. The recurrent themes included dissatisfaction with the University's systems and processes and requests to ensure survey feedback was addressed meaningfully and enhance day-to-day decision making that emphasises quality and continual improvement. In response, the University committed to hundreds

of follow-up actions that address areas of concerns and implemented some 'quick wins' to enhance operational capabilities for our staff. Examples include quicker purchasing processes for low-value transactions, improved support for hiring managers, and a simpler process for special considerations.

## Leadership changes

The departures of several members of our leadership team, including our Vice-President (Strategy), Chief Information Officer, Chief Governance Officer and Chief Human Resources Officer, led to the University embarking on robust recruitment processes to replace those key positions and refresh the ranks of our senior leadership (for more details, see page 40).

The University also established a new role, the Deputy Vice-Chancellor (Community and Leadership), to lead and be accountable for providing strategic direction and guidance across the University's culture, leadership and diversity, equity and inclusion agendas.

## Excellence and supporting high performance

In 2023 we made a strong start on on planning and development of the Academic Excellence Program. This program will create an institutional environment that sets consistent performance expectations and supports academics to flourish and reach our potential. There are three pieces to this program. The first is collectively discussing and agreeing on what academic excellence looks like at each career stage; the second is embedding that clarity of understanding in all the policies, processes and systems that are relevant to the academic lifecycle; and the third is building a consistent culture focused on the development of academic colleagues. For more details see page 17.

In late November the University celebrated achievements in every major area of the University and across all the strategic aspirations outlined in the *Sydney in 2032* Strategy, by presenting Vice-Chancellor's Awards for Excellence to more than 95 staff.

## New Enterprise Agreement and other work in focus

After almost two years of negotiation, the new Enterprise Agreement (EA) was approved by nearly 97 percent of staff and took effect on 17 August 2023, with a nominal expiry date of 1 June 2026. The new EA retains the University's status as an employer of choice both within and outside of the tertiary education sector. We secured significant improvements and streamlined numerous provisions. For more details about the new EA, see page 39.

The Employee Payments Review for impacted staff, and the remediation payments required as part of that review, were a continuing and very important focus for the University in 2023, and that work will continue into 2024. See page 40 for more details.

While 2023 contained many triumphs to celebrate, the year was not without some challenges. The outcome of the Voice referendum galvanised us to reiterate our commitment to partner with First Nations communities and advance the ambitions in our *One Sydney, Many People* Strategy – to become a truly Australian university that builds on the knowledge and experience of hundreds of decades of ownership of Australia's lands by Aboriginal and Torres Strait Islander peoples (for more details about this strategy, see page 66).

The violent conflict in the Middle East and other conflicts around the globe prompted the University to review and expand its support services for staff and students to ensure that all members of our community feel safe and welcome. These efforts were complemented by close consultation with members of the wider community and underpinned by ensuring that our community's safety, health, and wellbeing is always a high priority.

In our communications to staff and students we set clear expectations for conduct – the University abhors terrorism, violence, and all breaches of human rights and humanitarian law, and we do not tolerate hate-speech, racism, antisemitic or Islamophobic

language or behaviour under any circumstances. The University stated that while we strongly support the right of our staff, students and community to express their opinions and political views, including those that some may consider controversial or offensive, in an environment where freedom of speech and academic freedom are cherished, this must be done in a safe and legal way that is consistent with our policies and codes of conduct and considers the impact on other members of our community.

The events of late 2023 – which included actions to ban an unregistered event from being held on our campus, removal of discriminatory material displayed on campus and other necessary disciplinary measures as events unfolded – prompted the University to re-examine its role as a model for civic understanding. This means creating a culture where 'disagreeing well' is the norm, but where everyone feels safe, welcomed and included.

In Semester 2 the University launched a student-facing 'Engaging with Civility at University' module and in late November we released our first-ever Anti-Racism Statement. It was developed in close consultation with many staff and students and aims to cultivate a culture that promotes a deeper understanding of racism and its harmful impacts. The Statement reaffirms our commitment to eliminating all forms of discrimination across our workplace and campuses, and building an inclusive community in which everyone is treated fairly and with dignity, no matter where they are from, where they live, what they look like or what they think or believe.

As 2023 concluded and we moved into 2024 we continued to consider our role as Australia's first university to model the kind of deliberative conversations our broader community needs to have about difficult issues, and the need to be a place that can host multiple perspectives, and hold challenging, courageous conversations that consider the complexity of our environment. In 2024 in this fraught environment the University will continue this conversation and adjust and expand the services that we provide to our community, as needed.

## STUDENT ENROLMENTS\*

### Undergraduate enrolments by attendance and gender

Domestic/ international	Attendance type	Gender	Enrolments (UG)
Domestic	Full time	Women	11,450
		Others	212
		Men	8544
	Invalid	Women	0
		Others	0
		Men	0
	Part time	Women	2341
		Others	70
		Men	2063
<b>Domestic total</b>			<b>24,680</b>
International	Full time	Women	7166
		Others	37
		Men	6607
	Invalid	Women	0
		Others	0
		Men	0
	Part time	Women	926
		Others	3
		Men	571
<b>International total</b>			<b>15,310</b>
<b>Grand total</b>			<b>39,990</b>

### Postgraduate enrolments by attendance and gender

Domestic/ international	Attendance type	Gender	Enrolments (PG)
Domestic	Full time	Women	3540
		Others	47
		Men	2477
	Invalid	Women	8
		Others	0
		Men	8
	Part time	Women	3665
		Others	34
		Men	2533
<b>Domestic total</b>			<b>12,312</b>
International	Full time	Women	8397
		Others	29
		Men	6127
	Invalid	Women	9
		Others	0
		Men	3
	Part time	Women	925
		Others	6
		Men	623
<b>International total</b>			<b>16,119</b>
<b>Grand total</b>			<b>28,431</b>

### Undergraduate enrolments by course level

Domestic/ international	Course type	Enrolments (UG)
Domestic	Bachelor (Graduate Entry)	501
	Bachelor (Honours)	3593
	Bachelor (Pass)	20,349
	Cross-Institutional (Undergraduate)	38
	Diploma (Undergraduate/ Associate)	137
	Non-Award (Undergraduate)	62
<b>Domestic total</b>		<b>24,680</b>
International	Bachelor (Graduate Entry)	132
	Bachelor (Honours)	1449
	Bachelor (Pass)	12,889
	Cross-Institutional (Undergraduate)	1
	Diploma (Undergraduate/ Associate)	2
	Non-Award (Undergraduate)	837
<b>International total</b>		<b>15,310</b>
<b>Grand total</b>		<b>39,990</b>

### Postgraduate enrolments by course level

Domestic/ international	Course type	Enrolments (PG)
Domestic	Cross-Institutional (Postgraduate)	2
	Doctorate (Coursework)	44
	Doctorate (Research)	2508
	Graduate Certificate	526
	Graduate Diploma	442
	Higher Doctorate	1
	Master (Coursework)	8298
	Master (Research)	475
	Non-Award (Postgraduate)	16
	<b>Domestic total</b>	
International	Cross-Institutional (Postgraduate)	2
	Doctorate (Research)	1098
	Graduate Certificate	139
	Graduate Diploma	263
	Master (Coursework)	14,338
	Master (Research)	136
<b>International total</b>		<b>16,119</b>
<b>Grand total</b>		<b>28,431</b>

\*All statistics in these tables are sourced from internal University of Sydney data and are as at 31 March 2023

## Enrolments by faculty of course registration and course level

Domestic/international	Faculty of registration	Enrolments		Enrolments
		Postgraduate	Undergraduate	
Domestic	University of Sydney Business School	839	2482	3321
	Faculty of Arts and Social Sciences	1733	6500	8233
	Faculty of Engineering	625	3832	4457
	Faculty of Medicine and Health	6151	3547	9698
	Faculty of Science	1266	5738	7004
	Sydney Conservatorium of Music	154	967	1121
	University of Sydney Law School	1032	504	1536
	University of Sydney School of Architecture, Design and Planning	512	1065	1577
	University Programs**	0	45	45
<b>Domestic total</b>				<b>36,992</b>
International	University of Sydney Business School	6425	2269	8694
	Faculty of Arts and Social Sciences	3000	4369	7369
	Faculty of Engineering	3156	2293	5449
	Faculty of Medicine and Health	1109	968	2077
	Faculty of Science	569	3673	4242
	Sydney Conservatorium of Music	33	43	76
	University of Sydney Law School	681	132	813
	University of Sydney School of Architecture, Design and Planning	1004	717	1721
	University Programs**	142	846	988
<b>International total</b>				<b>31,429</b>
<b>Grand total</b>				<b>68,421</b>

## STUDENT ENROLMENTS BY DIVERSITY GROUPS 2021, 2022 AND 2023

Indigenous and non-Indigenous enrolments				Students with Non-English Speaking Backgrounds (NESB)			
Indigenous indicator	2021	2022	2023	Non English speaking	2021	2022	2023
Indigenous	443	473	455	ESB	43,027	40,782	39,297
Non Indigenous	74,419	68,727	67,966	NESB	31,835	28,418	29,124
<b>Grand total</b>	<b>74,862</b>	<b>69,200</b>	<b>68,421</b>	<b>Grand total</b>	<b>74,862</b>	<b>69,200</b>	<b>68,421</b>

### Students with disabilities (enrolments)

Domestic/international	Disability	Disability support services interest	2021	2022	2023
Domestic	Student indicated disability	No support	2249	1961	1934
		Support	1884	2421	2649
	Student indicated no disability	No disability	37,792	34,470	32,409
<b>Domestic total</b>			<b>41,925</b>	<b>38,852</b>	<b>36,992</b>
	Student indicated disability	No support	384	435	502
		Support	408	493	630
	Student indicated no disability	No disability	32,145	29,420	30,297
<b>International total</b>			<b>32,937</b>	<b>30,348</b>	<b>31,429</b>
<b>Grand total</b>			<b>74,862</b>	<b>69,200</b>	<b>68,421</b>

\*All statistics in these tables are as at 31 March 2023

\*\*University Programs include enrolments in exchange and study programs, other non-award courses and enabling courses

# Performance\*

## Sydney in 2032 Key Performance Indicators

The *Sydney in 2032* strategy defines four aspirations and associated outcomes for the University over the next decade. Against this framework we have identified six key performance indicators to track progress to delivering on our key strategic goals. These KPIs reflect other core elements of our current strategic agenda, notably the *One Sydney, Many People* strategy 2021–24, which interrelates strongly with the overall strategic vision we articulate in *Sydney in 2032*: “Building on First Nations knowledge, we are Australia’s first university, Sydney’s university and a great global university”.

Sydney in 2032 Aspiration	Key performance indicator	2019	2020	2021	2022	2023
1 Our student-focused education is transformational	Overall student satisfaction (undergraduate and postgraduate coursework students) – rank in Go8 <sup>1</sup> <small>(University of Sydney result in parentheses)</small>	7th in Go8 (73.8%)	5th (61.8%)	6th (69.4%)	8th (68.4%)	Rank not yet available (71.3%)
2 Our research is excellent, tackles the greatest challenges and contributes to the common good	Research income <sup>2</sup>	\$444m <sup>2</sup>	\$469m	\$596m	\$479m	To be finalised <sup>2</sup>
3 A better place to work and a place that works better	Staff engagement <sup>3</sup>					66%
4 Our community thrives through diversity	Students from low socioeconomic status backgrounds as a share of our domestic undergraduate cohort <sup>4</sup>	7.9% <small>(Census 2016)</small>	7.5% <small>(Census 2016)</small>	7.3% <small>(Census 2016)</small>	7.4% <small>(Census 2016)</small>	4.7% <sup>4</sup> <small>(Census 2021)</small>
5 <i>One Sydney, Many People</i> <sup>5</sup>	Aboriginal and Torres Strait Islander students as a share of our domestic undergraduate student cohort <sup>6,7</sup>	0.8%	0.8%	0.9%	1.0%	1.0%

### Notes on Sydney in 2032 Key Performance Indicators

- This measure represents the University’s ranking in the Go8 for the share of domestic and international undergraduate and postgraduate coursework students who respond positively to the question “Overall how would you rate the quality of your entire educational experience this year?”. Ranking amongst Group of 8 (Go8) organisations was not available for 2023 at the time of drafting and publication. The University’s result is also included for reference. Source: QILT Student Experience Survey
- Research income is category 1-4 research income per the Higher Education Research Data Collection (HERDC), rounded to the nearest million dollars. HERDC Category 1 income is Australian competitive grant research income, Category 2 income is other public sector research funding, Category 3 income is industry and other funding for research, including philanthropic income, and Category 4 income is Cooperative Research Centre (CRC) funding. 2023 research income is yet to be finalised and will be published in the 2024 University of Sydney Annual Report. Source: HERDC
- Staff engagement is an industry standard concept that was measured by the average positive response rate to four statements: a) I would recommend the University of Sydney as a great place to work; b) The University of Sydney motivates me to go beyond what I would in a similar role; c) I am proud to work for the University of Sydney and d) I see myself still working at the University of Sydney in two years’ time. The four questions underlying staff engagement were asked for the first time in the 2023 iteration of the Sydney Listens staff survey; Source: Sydney Listens staff survey.
- Low socioeconomic status is based on assigning a student’s permanent address on enrolment to census data from the Australian Bureau of Statistics (ABS) with the socioeconomic status value derived from the Socio-economic Index for Areas (SEIFA) Index of Education and Occupation for Statistical Area Level 1 (SA1s). SA1s in the bottom 25% of the population are classified as low SES; In 2023 the University switched to 2021 Census defined low-SES areas, which resulted in a significant decline in this measure. Under 2016 Census definitions of low SES areas, the measure would be c. 8.5% Source: Internal student data using ABS inputs
- One Sydney, Many People, whilst not a *Sydney in 2032* aspiration, is the University’s current Indigenous strategic plan (2021–24) and a core part of the University’s current strategic agenda. The measure outlined here is therefore considered a *Sydney in 2032* key performance indicator
- Aboriginal and Torres Strait Islander status is self declared and subject to underreporting
- Source: Internal student data.

\*At the time of publication the KPIs listed above were still undergoing internal University reviews and may be subject to change.

# Research performance

Our vision is to enable innovative research that is excellent, tackles the greatest challenges and contributes to the common good.

We commenced a suite of *Sydney in 2032* research initiatives designed to work together to enhance our research ecosystem and enable our ground-breaking research to make a positive impact in the community. Highlights included launching the prestigious **Sydney Horizon Fellowships** scheme, an initiative designed to have real-world impact on our most challenging societal problems. The Fellowships empower up to 40 of the world's most talented emerging academics to undertake innovative research to build our understanding of, and resilience to, climate change; improve health outcomes; and create a more sustainable world.

Under the Research Portfolio's new academic leadership structure, the Pro-Vice-Chancellors expanded key capabilities across teams to provide exceptional University-wide services that empower our academics, and their partners, to do transformative research with translational impact.

## Research stars recognised

Twenty-seven Sydney researchers were recognised as Highly Cited Researchers by Clarivate Analytics, placing the University equal 45th globally. Among the most cited in their scientific field – the top one percent worldwide – they demonstrate significant influence in key areas such as clinical medicine, sustainability, renewable energy and climate change.

The outstanding calibre of our researchers was recognised with numerous prestigious international, national and state honours and awards, including:

1. 20 Fellows elected to Australian and international learned academies

### American Academy of Arts and Sciences

- Professor Joss Bland-Hawthorn

### Royal Society of Chemistry (UK)

- Professor Anita Ho-Baillie

### Academy of the Social Sciences in Australia

- Professor Muireann Irish, Professor Sharon Naismith and Professor James Curran

### Australian Academy of the Humanities

- Professor Annie Clarke, Professor Neal Peres Da Costa, Professor Amanda Harris and Professor Kristie Miller

### Australian Academy of Science

- Professor Richard Payne

### Australian Academy of Health and Medical Sciences

- Professor Joshua Burns, Professor Clara Chow, Professor Lyn Gilbert AO, Professor Mandana Nikpour, Professor Julie Redfern and Professor Angela Webster

### Australian Academy of Technological Sciences and Engineering

- Professor Glenn Platt

### Royal Society of NSW

- Professor Ben Colagiuri, Professor Ainsley Newson and Professor Elaine Sadler

## 2. Australian Academy of Science Awards

- Professor Renae Ryan (Nancy Millis Medal for Women in Science)
- Professor Rachel Wang (Moran Medal in Statistical Sciences)

## 3. Australian Museum Eureka Prizes

- Professor Michael Kassiou (Leadership in Science and Innovation)
- Dr Stephanie Partridge (Emerging Leader in Science)
- Professor Renae Ryan (Outstanding Mentor of Young Researchers)
- Dr Fengwang Li (Outstanding Early Career Researcher)

## 4. NSW Premier's Prizes for Science and Engineering

- Professor Catherine Sherrington (Excellence in Medical Biological Sciences)
- Dr Chang Xu (NSW Early Career Researcher of the Year, Physical Sciences)
- Professor Michael J. Biercuk (Leadership in Innovation in NSW)

## 5. Australian Institute of Policy and Science Young Tall Poppy Science awards

- Dr Rose Cairns (NSW Young Tall Poppy of the Year)
- Dr Stephanie Partridge
- Dr Giselle Yeo
- Dr Jonathan Danon
- Dr Clément Canonne

### **Australian Research Council (ARC)**

The University of Sydney was awarded more than \$63 million for 78 grants and fellowships in 2023. Highlights included:

- success in all three of the ARC’s new Industry Fellowships Program schemes, with 1 Industry Laureate, 2 Mid Career and 4 Early Career Industry Fellowships, totalling \$6.4 million
- second in the nation for Australian Laureate Fellowships, with 3 awards totalling more than \$9 million
- \$1.4 million for a Discovery Indigenous project entitled ‘Indigenising the Built Environment in Australia’.

### **National Health and Medical Research Council (NHMRC)**

Sydney was awarded almost \$104 million for 74 grants and fellowships, including:

- \$48.9 million for 23 Investigator Grants
- \$26.5 million for 24 Ideas Grants
- \$13.4 million for 4 Clinical Trials and Cohort Studies.

### **Medical Research Future Fund (MRFF)**

Between January and December, the University responded to 20 individual grant opportunities. A total of 44 MRFF funded projects worth more than \$65 million were announced, including:

- \$17.6 million for 14 projects funded by the Preventive and Public Health Research initiative.
- \$3.2 million for 3 Indigenous Health Research Fund projects.
- \$6 million to establish an integrated network of platforms to deliver better treatment and care for Australian patients with brain cancer.

### **Supporting research excellence**

Our competitive internal schemes are designed to foster excellence and support our researchers’ careers. Highlights included:

- 10 Robinson Fellowships to prepare our best early-career academics to transfer into a continuing position.
- 20 Sydney Research Accelerator (SOAR) Prizes to build early and mid-career researchers’ careers. Since the program began in 2017, 102 researchers have received SOAR Prizes, with 50 percent or more awarded to women in every round, highlighting our commitment to gender equity.
- 15 Equity Prizes to improve gender balance in senior roles and support researchers living with disabilities or juggling caring responsibilities.

### **Research with impact**

Sydney research is differentiated by our long-term investment in Multidisciplinary Initiatives (MDIs), which harness exceptional research capabilities across different disciplines to problem solve the world’s greatest challenges. Highlights included:

#### **Brain and Mind Centre (BMC)**

- Research partnerships with Wellcome Trust (UK) on youth-onset mood disorders and circadian depression, and with Kinosis Therapeutics Pty Ltd to further develop drug molecules targeting symptoms of opioid withdrawal.
- The Centre’s healthy minds and neuroscience research attracted more than \$9 million in philanthropic support (for reporting on philanthropy at the University in 2023, see page 36).
- 6 BMC members awarded almost \$11 million in NHMRC Investigator and Ideas grants for research that cuts across disciplines and industry sectors to target disorders of the brain and mind.

#### **Charles Perkins Centre (CPC)**

- Launched the Charles Perkins Centre–Royal Prince Alfred *Health for Life* Program, a partnership between the University and Sydney Local Health District to promote healthy lifestyles and support New South Wales residents across the lifespan to live and age well.
- CPC members and the Hub-based InsideOut Institute received \$8 million from the Australian Government for its award-winning eClinic and Digital GP Hub, which aim to improve outcomes for those living with an eating disorder.
- 9 CPC members awarded \$22 million in NHMRC Investigator Grants.

#### **Sydney Environment Institute**

- Continued to demonstrate its translational strength through multiple partnerships with government, industry and communities developing climate adaptation strategies and strengthening community resilience in preparation for worsening climate-related disasters.
- Embarked on a new partnership that aims to reduce the healthcare system’s carbon footprint, recognised for its innovation and potential for large-scale impact.

#### **Sydney Policy Lab**

- Facilitated solution-finding on major policy challenges through place-based and community-led research and policymaking in care, delivering a Care Lab in Parliament House, People’s

Assemblies in Broken Hill and Westmead, and hosting a deep-dive with experts on housing affordability for Federal Members of Parliament.

#### Sydney Nano

- Associate Professor Arnold Ju received an \$8 million Snow Medical Research Foundation Fellowship to develop a biomedical device that detects changes in blood to predict stroke for research, supported by a 2022 Sydney Nano Grand Challenge grant collaboration entitled ‘Organ-on-chip for blood clot assessment’.
- A multi-million-dollar contract with Wellcome Leap (USA) to develop quantum technology for application in the biological and health sectors.

#### Sydney Southeast Asia Centre (SSEAC)

- 5 DFAT New Colombo Plan-funded multidisciplinary field schools, a DFAT-funded training program for disability activists from Indonesia, and an ARC Discovery Project entitled ‘Political Conflict, Inefficient Markets, and Food Crises’.

#### Sydney Net Zero Institute

- Our newest MDI was established in late 2023 and will be officially launched in 2024.

### Foreign interference

The University continued implementation of its Foreign Interference Coordination Framework and Work Program, which closely mirrors the guidelines to counter foreign interference in the Australian university sector (UFIT guidelines). In 2023, almost 500 staff involved in international engagement participated in risk-based training sessions to raise awareness of national security related legislation, foreign interference, and appropriate reporting mechanisms.

The University increased its engagement with government and the sector in 2023, hosting four workshops on campus to increase sharing of sector best practice and to ensure staff had access to up-to-date information and knowledge. The Research Risk Advisory Committee met to consider research-related activities that raised concerns, including potential risks relevant to foreign interference or national security. A Community of Practice to manage national security related legislation and guidelines was established in November 2023 to build institutional knowledge and capability.

To date the University has notified 646 arrangements to the Minister under *Australia’s Foreign Relations (State and Territory Arrangements) Act 2020*, including 160 in 2023.

### Global and research engagement

Twenty-eight partnerships with leading universities across North America, Asia and Europe open global opportunities for our staff and students. We run programs to **foster collaborations with strategic partners and multidisciplinary research** projects that address the global challenges of the 21st century. In 2023, these included:

- Ignition Grants with nine strategic partners to develop impactful multidisciplinary research
- opening our second round of SDG Collaboration Awards to develop collaborative projects addressing the UN’s Sustainable Development Goals.

Our partnerships strategy has contributed to Sydney leading the nation in international research co-authorship (Web of Science publication figures, 2018–2023). For more details about the University’s external engagement, see pages 32 to 35.

### Ngarangun: ‘we learn, think and listen together’

The Indigenous Research Strategy underpins our work with Indigenous communities in Australia and around the world to identify the greatest challenges they face into the future. The Sydney Indigenous Research Network (SIRN), coordinated by the Sydney Indigenous Research Hub, continues to thrive, with 376 members from across the University and beyond to support our local and international colleagues. SIRN has been a space for development of research collaborations that have led to robust and ongoing projects. Three Indigenous (local and international) SIRN members won prestigious named and Research Training Program (RTP) scholarships to pursue PhD programs at Sydney in 2023.

Professor Jakelin Troy, Director, Indigenous Research, continues to lead the Indigenous Health Theme at the Charles Perkins Centre, which has a strong cohort of community-based researchers working with Aboriginal and Torres Strait Islander communities. Other Indigenous research highlights include:

- The launch of **Yarn Health** (Girinyalanha Waluwin), a website communicating ideas that Aboriginal people on Wiradjuri land have shared about health during a two-year Commonwealth Government Indigenous Language and Arts Program funded collaboration between the University, Wiradjuri Condobolin Corporation and Orange Aboriginal Medical Service.
- A Sydney Conservatorium of Music concert *Hearing the music of early NSW, 1788–1860* held at NSW Government House, showcasing the renewal of Aboriginal music from NSW documented by European settlers in the 19th century that has been recovered and reconstructed as part of an ARC Discovery Grant.



- A James Martin Institute for Public Policy 2023 Policy Challenge Grant for a project entitled ‘First Nations voices in habitat restoration’, which aims to influence policy to properly incorporate Indigenous voices and insights within coastal habitat restoration projects.
- A 2023 Fulbright Postdoctoral Scholarship awarded to Dr Mitchell Gibbs to partner with Western Washington University on a collaborative project between Australian First Nations and Coast Salish people to share their respective knowledge of shellfish.
- Receiving the 2023 Green Gown Award for Diversity, Equity and Inclusion for the University’s Mapping, protecting and enriching Aboriginal cultural heritage landscapes project. A collaboration with traditional Gamilaroi custodians in recording and assessing the cultural landscape of Llara Farm, part of the Plant Breeding Institute near Narrabri, the project is also contributing to the United Nations Sustainable Development Goals (SDGs 17, 15, and 10), through its emphasis on partnerships for goals, life on land, and reducing inequalities. For more detail about sustainability activities, see pages 59 and 60.

### World-class research facilities

Eight openly accessible Core Research Facilities support our mission of enabling research excellence. The Sydney Manufacturing Hub, Sydney Analytical, Sydney Mass Spectrometry, Sydney Cytometry, Sydney Informatics Hub, Sydney Microscopy and Microanalysis, Sydney Imaging and the Research and Prototype Foundry inducted 526 new users, including 51 new commercial entities. Their teams assisted 1350 researchers to conduct 1597 projects on 433 instruments— a total of 310,561 hours of usage to facilitate research. Highlights included:

- Opening the Australian National Total Body Positron Emission Tomography (TB-PET) Facility at Royal North Shore Hospital. This \$15 million partnership with the National Imaging Facility, a project under the Commonwealth Government’s National Collaborative Research Infrastructure Strategy (NCRIS) program and Northern Sydney Local Health District, offers the first open-access use of this technology in Australia.
- \$6 million in ARC Linkage Infrastructure, Equipment and Facilities (LIEF) grants, representing more than 20 percent of awarded funding.
- Announcing a Future Qubit Foundry with new fabrication capabilities.

### Sydney Biomedical Accelerator

More than 220 staff from across the University, Sydney Local Health District (SLHD) and Royal Prince

Alfred Hospital and the Centenary Institute have been involved in the planning for this eight-storey, boundary-crossing biomedical complex located in Tech Central, funded by the University and the NSW Government. We have entered the detailed design phase for the building with the planning application submitted to the NSW Government in July, and construction set to commence mid-2024. For more details, see pages 16 and 22.

### Sydney Knowledge Hub

Now in its fourth year of operation, 29 companies have chosen the Hub as their primary base of operations, including new ventures led by University researchers that leverage its venture capital network, programs, advisors, and service providers to build the foundations of their early-stage businesses. More than 40 researchers participated in new long-term cohort-based programs focused on market discovery and partnerships. Thirteen projects were funded in the inaugural round of the Partner Engagement for Research Impact (PERIScope) Commercialisation Awards, a scheme which aims to fast-track new ventures and licensing opportunities from University researchers.

### Commercialisation of research

Knowledge Commercialisation Australasia’s 2022 Survey of Commercialisation Outcomes from Public Research recognised Sydney as the top university in Australia for bringing innovations to market. Highlights included:

- DetectedX, a company that helps clinicians diagnose a range of cancers faster and more accurately, won the 2023 Australian Financial Review Higher Education Research Commercialisation Award. Its intelligent, interactive, web-based medical imaging educational programs now have more than 4500 users in 150 countries.
- Partnering with Australian biotech incubator Proto Axiom to found Endo Axiom. The spin out, jointly owned by the University and SLHD, will develop novel drug delivery technology that leverages the safe delivery of nanoparticles to treat autoimmune diseases and allergies. The first application focuses on oral insulin to improve the lives of people with type 1 diabetes.

Our commercial pipeline remains strong, with 131 new records of invention 20 License, 5 Assignments and 3 Option agreements in 2023. The University’s expanded Strategic Research Impact Fund awarded \$1.5 million in Proof-of-Concept grants to 24 projects showing exceptional potential to translate new research ideas into tangible commercial, social or cultural benefits.

# External engagement

## Government engagement

The election of the first Labor Government in NSW for 12 years reset the University's engagement with the State Government, while a national review of Initial Teacher Education and development of the Australian Universities Accord dominated higher education at a federal level.

The University engaged the NSW Government across a range of issues and projects, including the Sydney Biomedical Accelerator, rapid transport solutions for Camperdown and affordable housing (seeking affordable housing provider status for the University of Sydney and other eligible universities, as the housing crisis continues).

In November, the University received a significant boost to its ambitions to establish a campus in Westmead/Parramatta when the Secretary of the Department of Enterprise, Trade and Investment advised that the NSW Government had given longevity to the Cumberland Precinct Framework Deed, which governs the University's negotiations over the site of the Cumberland Mental Health Hospital. It was the culmination of three years' negotiations and allows the University to continue to work with government agencies to realise the potential of the historic site for the delivery of training, new high-skilled jobs, social infrastructure and affordable housing.

As the year drew to a close, Premier Chris Minns appointed a new minister to the Skills, TAFE and Tertiary Education portfolio – Member for Monaro Steven Whan.

At the federal level, Professor Mark Scott chaired a national Initial Teacher Education (ITE) Expert Panel designed to improve teacher training and better prepare teachers for the classroom. In July, the Panel handed down its final report. Education Ministers have agreed to implement key recommendations, including establishing core content that higher education providers must embed in their ITE degrees by the end of 2025 and establishing a new, independent ITE Quality Assurance Oversight Board, which will work to improve the national consistency and quality of ITE.

The University made submissions to the Australian Universities Accord in April and September.

In its main April submission, the University made the case for change and proposed 12 ideas to help create an integrated Australian tertiary education and research sector that is accessible to all, supports lifelong learning, drives excellence and diversity, and reduces regulatory red tape.

In July, in response to the Accord's interim report, Education Minister Jason Clare committed the Government to five 'immediate actions'.

1. Establish up to 20 additional Regional University Study Hubs and up to 14 Suburban University Study Hubs.
2. Abolish the 50 percent pass rule, introduced as part of the Job-ready Graduates Scheme, which has had a disproportionately negative impact on students from poor backgrounds and from the regions, and require increased reporting on student progress.
3. Extend demand-driven funding to all First Nations students who are eligible for the course they apply for.
4. Extend the Higher Education Continuity Guarantee for a further two years (2024–2025) to provide funding certainty to universities as the Accord process rolls out.
5. Work with State and Territory governments to improve university governance.

The final 400-page report was handed to Minister Clare in December and the Minister released it in February 2024.

The University welcomed the passage of the National Reconstruction Fund through Federal Parliament – it promises to significantly advance Australian research outcomes.

Professor Emma Johnston AO, Deputy Vice-Chancellor (Research), was appointed to the Board of the CSIRO.

The University engaged federally on a range of policy settings, including the AUKUS agreement – which may create opportunities in quantum, artificial intelligence and cyber research – and in areas of research expertise, including housing and planning, climate adaptation, infectious diseases and aged care. The Sydney Policy Lab's *Australia Cares* report into the caring economy was launched in Parliament House, Canberra.

## Industry and external engagement

2023 was focused on developing the partnership framework to support the University's 2032 Strategy. For the first time, our all-staff survey sought feedback about external partnerships to help the University design support for the work.

To increase partnership potential and enable multidisciplinary partnerships across the University we recruited an Executive Director of External Engagement, as well as new support positions. The External Engagement Community of Practice (CoP) was redesigned to be a best practice sharing forum to develop and embed our strategic priorities.

More than 10 funding submissions were supported by the function, as were executive briefings, events, and site visits, such as the National Health and Innovation Precinct Summit.

Part of the program to improve support for external partnerships included the development of an internal website, which provides tools and guidance for staff, to increase partnership skills across the University.

We will continue to focus on the benefits of strategic account management, a list of potential new partnerships, elements of the Partnership Framework and Capability Building strategic projects and recommendations for monitoring progress.

## Brand reputation

2023 featured several key opportunities to build the University's brand, reputation, and influence as Australia's leading higher education institution, both locally and globally. We successfully hosted the annual Times Higher Education World Academic Summit in September 2023. The Summit attracted 452 delegates from 47 countries and included more than 40 higher education vice-chancellors and presidents.

We also launched a world-wide, multi-channel marketing campaign to build brand recognition in academia and recruit the world's best emerging academics for the Sydney Horizon Fellowships. This international campaign had 4.7 million views and drove 1460 applications. Locally, we continued to engage the Sydney community with public programs including Sydney Ideas, Raising the Bar (in partnership with City of Sydney), and partnerships such as TEDx and TEDx Youth. Our brand tracking shows that we continue to be viewed as the best research institution in NSW.

We continued to build the University's brand health with a campaign in October 2023 – 'Let's make it happen', a creative campaign and messaging platform that demonstrates the University's 'Leadership for Good' brand platform in a way that's motivating for all audiences. The successful campaign showcased the public benefit of the University with Sydney audiences. It reached more than 1.35 million people, and our brand health measures increased across almost all metrics as a result.

The University earned outstanding rankings results in 2023 (see the table on page 34), with our overall rank in the QS World University Rankings improving 22 places to equal 19th globally. This result was celebrated with an on-campus event in partnership with QS and a multi-channel campaign which achieved 20.5 million impressions on social media. We also placed 7th globally in the QS Sustainability ranking. These global rankings remain an important indicator of quality for students, industry partners and government, and we will continue to focus on sustaining our relative position.

Rankings organisation	Ranking in Australia*		Global ranking*	
	2023	2022	2023	2022
Academic Ranking of World Universities (ARWU)	4	3	73	60
QS World University Rankings	2	3	19	41
QS Sustainability Rankings	1	1	7	5
Times Higher Education World University Rankings	3	4	60	54
US News & World Report Best Global University Rankings**	2		28	

\* These rankings are based on the latest results, at the time of publication

\*\*Did not release a new ranking in 2023

In 2023, we published 1700 articles to the website's **News & Opinion** section, drawing more than 1.9 million visitors, up from 1.5 million in 2022. Our online news portal showcases the University's achievements and keeps the public informed about research and expert opinion across various fields. The most-read stories ranged from an **article about a newly discovered protein that blocks COVID-19 infection to a research-based examination of the history and significance of the Lunar New Year.**

With traffic largely driven by search and social media, the popularity of our news section demonstrates the University's crucial role in keeping Australia and the world informed about the innovative research that will help solve our greatest challenges.

## Museums and cultural engagement

### Chau Chak Wing Museum

During 2023, The Chau Chak Wing Museum had rapid growth, illustrated by the following landmark statistics: 59 programs – including talks, lectures, panel discussions, tours, performances, and book launches, were held, with 2423 people participating. A total of 6664 students from 146 schools (K-12) participated in the education program, which is the biggest year to date. The museum hosted 105,747 visitors compared to approximately 75,000 visitors and 17,310 university students participated in an object-based learning session in 2023, compared to 15,800 students in 2022.

In late August 2023, the University of Sydney had the privilege of hosting the annual International Council of Museums (ICOM) University Museums and Collections (UMAC) conference. On its final day, the global council announced the Chau Chak Wing Museum as the recipient of the 2023 UMAC Award for its Object Based Learning program.

2023 saw the opening of several exciting exhibitions at the Chau Chak Wing Museum. Photography and the Performative was officially opened by The Hon. John Graham MLC, Special Minister of State, Minister for Roads, Minister for Arts, Night Time Economy and Music and Minister for Jobs and Tourism and Hayley Millar Baker. In addition, *Nyctinasty* and *Tidal Kin: Stories from the Pacific* was officially opened by The Hon. Tony Burke MP, Minister for Employment and Workplace Relations, Minister for the Arts and Leader of the House with Her Royal Highness Princess Angelika Latufuipeka Tuku'aho, daughter of Tupou VI, King of Tonga, in attendance.

### Seymour Centre

Following the success of 2022, the Seymour Centre continued to expand its cultural reach in Sydney by hosting 559 separate performances and events in 2023. A total of 25,000 people attended the Sydney Festival, and 34,000 people attended WorldPride events from January through to April, with 147,967 people in attendance across all performances. The Seymour Centre hosted the Sydney Innovation and Research Symposium for the first time. More than 20,000 people attended a 10-week run of *The Dismissal: An Extremely Serious Musical Comedy*, which had excellent reviews, and the Seymour Season program, including *Venus and Adonis*, received numerous 4+ star reviews.

Seymour Centre hosted 36,355 school students through primary/high school programs delivered in partnership with the NSW Department of Education, National Education Standards Authority, Sydney Symphony Orchestra, and Sport For Jove theatre company. The theatre came alive with tertiary student performances returning with a full season of faculty revues.

### Student recruitment and engagement

In 2023 we admitted our first-ever MySydney student cohort and saw a 36 percent overall increase in enrolments for low SES students. MySydney provides enhanced financial, academic and social support for domestic students from low socioeconomic status backgrounds for the life of their degree, and we look forward to welcoming our second cohort in 2024.

We saw record numbers of students from key diversity markets including India, Thailand, Vietnam, Indonesia, Malaysia, and some African countries. 2024 will see a continued focus on increasing diversity in both domestic and international commencing student cohorts.

Further to this aim, we completed an entry pathway program review, including changes to the Future Leaders, Broadway, and Elite Athletes and Performers Schemes. The University requested that UAC introduce a 'first in family' category of disadvantage within the Educational Access Scheme and piloted the Big Picture Program as an alternative entry pathway for a small set of courses. These changes ensure our pathways align with strategic aims for student diversity and keep us competitive as a first-choice destination for students from priority cohorts. They also simplify the application and administrative burden on prospective students and staff.

Using the combined results of surveying both prospective students who declined to commence their studies at Sydney and commencing students, Sydney Future Students developed a report that provides a deeper and more holistic view of prospective students' behaviour, attitudes, and market dynamics. This data supports ongoing discussions throughout University leadership, faculties

and schools regarding prospective student demand and behaviour, and the barriers to attracting students.

In 2023, 117 new or renewed international agreements were executed that cover education, student mobility and general partnerships. Excitingly, this included a new joint PhD partnership with the University of Glasgow (Scotland), a new architecture exchange with IE University (Spain), and new inbound study abroad partnerships with VinUniversity (Vietnam), Rabat Business School (Morocco) and Macalester College (USA). Supporting the University's student diversity agenda, a range of new jointly funded scholarship agreements were executed, including with COLFUTURO (Colombia) and Bolashak (Kazakhstan).

We are number one in Australia for student mobility, with the largest outbound student mobility program in the country based on AUIDF Learning Abroad Benchmarking 2023 (2022 data).

# Philanthropy and alumni experience

In 2023, the University's community of alumni and donors continued to support a wide range of teaching and research initiatives. A key focus was expanding the program of offerings to alumni.

More than 70,000 people engaged with the alumni program, from attending professional development sessions to celebrating milestones through the reunion program, networking at a 'Beats and Bars' function, mentoring a current student, or sharing their expertise through topical boardroom-style discussions. We celebrated alumni achievements at the annual Alumni Awards and launched an Alumni Book Club that attracted more than 1400 members. The COVID-impacted graduations for the Class of 2020 were rescheduled and recent graduates connected with a broader engagement program.

The University also celebrated 100 years of international students with alumni gatherings in San Francisco, New York, Washington, London, Jakarta, Singapore, Beijing, Shanghai, Mumbai, Delhi, Bangkok, Lima, and Buenos Aires.

A capstone of the 2023 alumni program was the inaugural Alumni Festival, held on Saturday 2 December. More than 10,000 people registered to enjoy a campus-wide event that showcased University highlights, from open buildings to interactive research displays, graduation photography, music, talks, sports, and family friendly programming. Faculties, clubs, societies, colleges, the museum, and the library all partnered to deliver activations at the Festival.

In philanthropy, a number of transformational gifts and philanthropic grants will support teaching and research, including:

- \$20 million towards the Sydney Biomedical Accelerator, donated by the CLEARbridge Foundation to support the Molecular Cell Therapy Foundry.
- The award of a Snow Fellowship to Associate Professor Lining (Arnold) Ju – the first engineer and University of Sydney recipient of the Fellowship – valued at \$8 million.
- A \$2.25 million bequest from alumnus and former head of the Attorney-General's Department, Justice Alan Neaves, to promote learning, teaching, research and scholarships in Australian and Comparative Constitutional Law.

The Advancement team has been focusing on increasing fundraising and engagement activities for the University's strategic initiatives such as student support, with more than \$7 million raised towards MySydney Scholarships. An *Education for All* event, hosted by Chancellor Belinda Hutchinson, was also held on 18 May in the Chau Chak Wing Museum. 70 people attended the celebration, which recognised our scholarship donors and demonstrated the University's commitment to widening the path for all students to succeed here.

Looking ahead to 2024, we will continue our focus on re-igniting alumni pride, and engaging graduates and donors with priority initiatives as will continue to be defined under the *Sydney in 2032* Strategy.

# Management and Accountability

This section of the Annual Report covers relevant aspects of management and accountability. For details about the University's governance structure, see 'Management and structure' on pages 6 to 11.

## Risks that impact on the University

2023 was a year of significant growth in maturity in the University's approach to risk management (for more details see pages 48 to 49), and as described elsewhere in this Annual Report, during the year our sector faced existing and emerging challenges, amid broader geopolitical uncertainty and violent conflict in multiple locations around the world, which also manifested in community unrest and disruption closer to home. In the face of this, the University successfully progressed its risk reduction efforts by steadily increasing organisational capability and improving foundational management controls, while making progress with our prioritised strategic initiatives (see pages 14 to 17).

### University risk profile

The University is subject to a wide variety of risks that may adversely affect our staff, students and operations, and may materially impact the University's ability to achieve its strategic objectives.

### External risk context

The University's management of our external environment and the challenges that emerged and evolved in that environment in 2023 are reported on extensively in other sections of the Annual Report. They range from compliance and regulatory requirements (see pages 46 to 47) to declining Commonwealth Government funding (see page 77), legislative change (see pages 46 and 47), cyber security (see page 53), global conflicts (see page 24) and other issues that reach beyond the higher education sector, such as artificial intelligence (see page 19).

### Risks affecting our students

As reported elsewhere in this Annual Report, the University is committed to providing a high-quality student experience, and in 2023 our risk management efforts focused on enhancing the quality and efficiency of our student curriculum, teaching and learning, student support (including safety and wellbeing) and student administration (for more details, see pages 19 to 21).

### Safety, health and wellbeing

The diversity of education and research activities conducted at the University means that a level of safety risk is inherent. We manage the risk associated with our activities to ensure health, wellbeing, and safety as far as reasonably practicable through our embedded safety management system and continually improving safety and wellbeing culture (for more detail, see pages 64 to 66).

### Risks affecting our research

The University operates in a changing regulatory environment that can complicate how we fund and conduct our research. To mitigate this risk, we continue to seek to diversify sources of research funding and improve how we track the quality of our research to inform investment decisions. We aim to deliver impactful research that contributes to solving global challenges. Excellent single-discipline research is necessary but not sufficient to deliver our research aspirations. The University is therefore also focused on creating environments that foster multidisciplinary research and partnerships and enhancing the existing support structures to our researchers to best equip them for success (for more details on the University's research performance, see pages 28 to 31).

### Risks affecting our operations

Maintaining and continually improving the foundations of operational and management controls remains imperative to the success of our strategic aspirations. Ongoing operational risks and their management, therefore, remain a priority for the University. Our risk management efforts are focused on:

- cybersecurity, privacy and data governance risks
- national security and other third-party related risks
- the risk of material non-compliance with our complex legal and regulatory obligations
- the risk of inadequate quality and supply of our physical spaces
- the risk of inadequate usability, and accessibility of our digital environments



- ensuring we appropriately plan and prioritise the operational impacts of all planned changes to minimise adverse impacts on staff, students and our stakeholders.

### **Culture and risk management**

Risk culture is the shared beliefs and attitudes staff adopt when it comes to identifying and managing current and emerging risks. A strong risk culture is imperative to establishing and maintaining a culture of high trust, high accountability and high performance. Through the extensive consultative work on revising the University’s Risk Appetite Statement, and reviewing the enterprise risk profile, the University

has made great strides in maturing its risk culture. We continue strengthening this risk culture through ongoing engagement to embed the University’s Risk Management Framework, and through providing easily accessible tools and guidelines on risk assessment and risk consideration in decision making. A risk culture survey is also conducted annually to engage and inform all staff in the University’s Risk Management approach, and track staff perception on risk management at the University.

For more detail about our risk management and insurance activities, see pages 48 to 49.

## **Human resources**

### **HR-related policies and practices**

#### **Enterprise Agreement**

The *University of Sydney’s Enterprise Agreement 2023–2026* came into effect on 17 August 2023. A three-day ballot was held between 23 and 26 June 2023, where 96.5 percent of the 8362 votes cast by eligible staff approved the agreement.

The Enterprise Agreement maintains and enhances sector-leading conditions and salaries. Following the commencement of the agreement, a \$2000 sign-on payment was paid to eligible staff. The agreement provides stronger workload protections for both professional and academic colleagues; enhanced leave entitlements; a commitment to more secure employment and a reduction in casual staffing; and an investment in our academic workforce through advertising 330 new continuing academic roles, a significant proportion of which are to be prioritised for current casual and fixed-term colleagues.

The Agreement makes a significant difference to the working lives of staff at the University. From explicitly recognising the cultural workload of our Aboriginal and Torres Strait Islander colleagues to ensuring our trans and gender diverse colleagues can access gender affirmation leave when they need it, to providing casual staff with the right to five days of special paid leave through policy, the Agreement supports the University’s ambition to be a more inclusive and supportive workplace for every member of our community. Subsequently, 24 Human Resources policies have been updated through the implementation.

### **Staff Sexual Misconduct Policy and Response Procedures**

The Staff Sexual Misconduct Policy and Response Procedures detail how the University supports victim-survivors and responds to reports of sexual misconduct in a procedurally fair way, while ensuring any risks to the health and safety of other members of the University community are mitigated.

Amendments were made to the policy and procedures in 2023 to increase the visibility of trauma-informed support and reporting options, reflect the ‘affirmative consent’ provisions in the NSW *Crimes Act*, and include a clearer statement of commitment to providing a safe, inclusive and respectful environment for all members of our community. The staff intranet was also updated, with additional resources available for staff and managers. These updates aim to protect the safety and welfare of current and former staff members disclosing or complaining about sexual misconduct, encourage safe active bystander intervention, and empower victim-survivors by explaining their reporting and resolution options.

### **Academic Loadings Policy**

Implementation of the new Academic Loadings Policy 2023 began – it provides a framework to ensure loadings are fair, equitable and aligned to University needs. The policy framework includes streamlined loading categories such as responsibility loadings, performance loadings, and market loadings set against internal and external benchmarks (including gender pay equity objectives).

## Family and Domestic Violence Support Procedures

The Family and Domestic Violence Support Procedures were updated with increased leave entitlements, including up to 20 days paid each year for continuing and fixed-term staff, and 10 days paid leave for casual staff. This aligns with Fair Work legislation and the University's new Enterprise Agreement.

## Leave Policy

The Leave Policy was updated to provide staff with enhanced leave entitlements, aligning with our new Enterprise Agreement, and solidifying the University's commitment to its wellbeing principles by supporting staff through work-life balance, and the ability to switch off. The policy covers new provisions for accessing gender affirmation leave; and personal leave entitlements, including menstrual and menopausal leave; assisted reproductive health services leave; and leave if a premature baby requires special care. The policy also covers emergency services and natural disaster leave; extended Aboriginal and Torres Strait Islander cultural leave; extended parental leave (which can be shared between the staff member and their partner); paid compassionate leave for stillbirth or infant death; and greater leave benefits for casual staff, including five days paid special leave for personal illness/injury, or as a carer.

## Employee Payments Review Program (EPR)

The University's Employee Payments Review program has largely completed remediation payments to professional staff (and a small number of casual academic staff), as a result of the review of payroll and timesheet information for impacted staff for the period from November 2020 to June 2022.

During 2023 significant work was undertaken on uplifting knowledge, processes and tools to ensure a consistent set of practices are in place across the University for the classification and allocation of work to casual academic staff, consistent with the University's obligations under the *University of Sydney's Enterprise Agreement 2023-2026 and Fair Work Act 2009* (Cth). The transition to these new processes will continue in 2024 to ensure the University has a robust model in place for maintaining compliance.

In relation to work and payment practices involving casual academic staff, historical data is being reviewed in schools identified as being at risk of potentially not meeting compliance requirements.

If any non-compliant practices are identified, remediation payments will be made to impacted staff. To date (in 2023), remediation payments have been made to casual academic staff in the Schools of Psychology and Mathematics and Statistics, and an initial report has indicated that payments will be required for staff in the School of Aerospace, Mechanical and Mechatronic Engineering. Review of the remaining Schools in Engineering and other areas is underway and will continue in 2024.

The University continued to co-operate with the Fair Work Ombudsman and to keep staff and unions informed of progress. Regular updates were shared with staff on the University's progress in relation to the program, including progress on both payments and the implementation of new processes and tools for managing work allocation for casual academic staff.

## Strategic talent acquisition and strategic hires

The University appointed a number of key University Executive and other senior leaders in 2023, including, but not limited to, Sandie Matthews (NSW Department of Education) as Chief Information Officer; Sam Liston (icare/People Projects Group) as Chief Human Resources Officer; Michael Dagostino (Campbelltown Arts Centre) as Director, Museums and Cultural Engagement; Professor Stephen Bartlett (Internal) as Director, Sydney Nano and Professor Hesham El Gamal (internal) as Dean, Faculty of Engineering.

## Staff details

For details of professional and academic staff positions, average total remuneration for senior leaders and other senior roles, and details on the percentage of women in senior roles and senior leaders by gender, see the tables on pages 41 to 43. Additional data on 'Staff by diversity groups' appears on page 62. For details of University officers, see pages 7 and 8.

## Performance, Planning and Development

Academic staff engagement with the Academic Planning & Development (AP&D) continued in 2023, with 2528 eligible staff completing their AP&D, providing clear plans for success and development between staff, advisors and supervisors.

The inaugural online Performance, Planning and Development process (PP&D) for professional staff was launched in January 2023 through the Workday platform. This new process has changed the nature in which performance reviews are conducted for professional staff. Workday Performance allowed

managers to cascade goals, easily review and provide feedback on staff performance and career goals, and for two standard goals that aligned to key compliance obligations and the cultural objectives in *Sydney in 2032* to be deployed to all staff plans. The system also supports staff and managers to undertake mid and end-year reviews. In 2023 66 percent of staff and managers completed goal setting within the goal setting period, following training and communication support.

## Leadership Academy

The University Leadership Academy was designed during 2023 in preparation for launch in 2024, in line with the 2032 strategy roadmap. The Academy supports the development of academic and professional leaders from across the University by providing a range of development programs, masterclasses, and resources. During 2023 the Academy engaged across the University and, with an expert advisory panel, defined the Hallmark Leadership Attributes of University leaders. The Academy also developed a suite of Success Profiles that will inform development activities for all leader levels, outlining the capabilities and mindsets needed to achieve our aspiration of leading with high trust and high accountability, to achieve great performance. Two existing University leadership programs were reviewed and are being updated to align with the Academy, and a new program for senior leaders – ‘Transformational Leadership’ – has been developed and will be piloted in 2024.

During 2023, more than 250 leaders graduated from leadership programs targeting team leaders and senior managers, as well as a suite of diversity leadership programs supporting academic, professional, and culturally diverse women.

## Values refresh

As outlined in *Sydney in 2032*, the University initiated a project to place accountability, excellence and trust at the heart of our values. Engagements were held with the University Executive, University Leadership Group and a diverse range of staff from different work areas and levels, to discuss the values we need to have at our core to deliver on the aspirations in this strategy. The benefit of this review is to discuss the values we need to have at the core to deliver on our aspirations.

Further engagement is planned for early 2024 ahead of the launch and implementation.

### Average total remuneration for senior leaders and other senior staff

Level	2022	2023
Senior leaders*	\$481,330	\$481,885
Level E academic staff (Including Exempt)	\$281,596	\$292,413
Level D academic staff	\$220,001	\$229,887
Senior professional staff (SPSD and Exempt)	\$345,050	\$361,402

\*The salaries for the University’s senior leaders comprise 1.63% and 1.46% of overall employee remuneration for 2022 and 2023 respectively. Please note that senior leaders are staff who have been classified as being on executive contracts.

### Staff level and salary ranges\*

#### 2023 salary rates

##### Academic staff

Level E (Professor) and above	\$224,932+
Level D (Associate Professor)	\$174,618 – \$192,371
Level C (Senior Lecturer)	\$145,023 – \$167,221
Level B (Lecturer)	\$118,390 – \$140,586
Level A (Associate Lecturer)	\$83,454 – \$112,462

##### Professional staff (35-hour week)

HEO 10 and above	\$145,184
HEO 9	\$135,820 – \$143,310
HEO 8	\$117,116 – \$132,079
HEO 7	\$104,633 – \$113,992
HEO 6	\$95,860 – \$103,341
HEO 5	\$83,384 – \$93,362
HEO 4	\$77,144 – \$81,511
HEO 3	\$67,787 – \$75,272
HEO 2	\$64,666 – \$66,540
HEO 1	\$60,297 – \$62,796

\*Sourced from the University of Sydney Enterprise Agreement 2023-2026



## Percentages of women in senior roles

Level	2020	2021	2022	2023
Senior leaders*	50%	48%	54%	65%
Level E academic staff (including exempt)	33%	35%	35%	37%
Level D academic staff	44%	45%	45%	45%
Senior professional staff (SPSD and Exempt)	52%	51%	51%	49%

\* Senior leaders include the Vice-Chancellor, Provost and Deputy Vice-Chancellor, other Deputy Vice-Chancellors, Vice-Presidents, Deans, Deans and Heads of University Schools, the Chief Governance Officer, the Chief Financial Officer, the Chief of Staff to the Vice-Chancellor, the Chair of the Academic Board, General Counsel, the Director of University Libraries, and heads of Professional Services Units.

## Senior leaders by gender\*

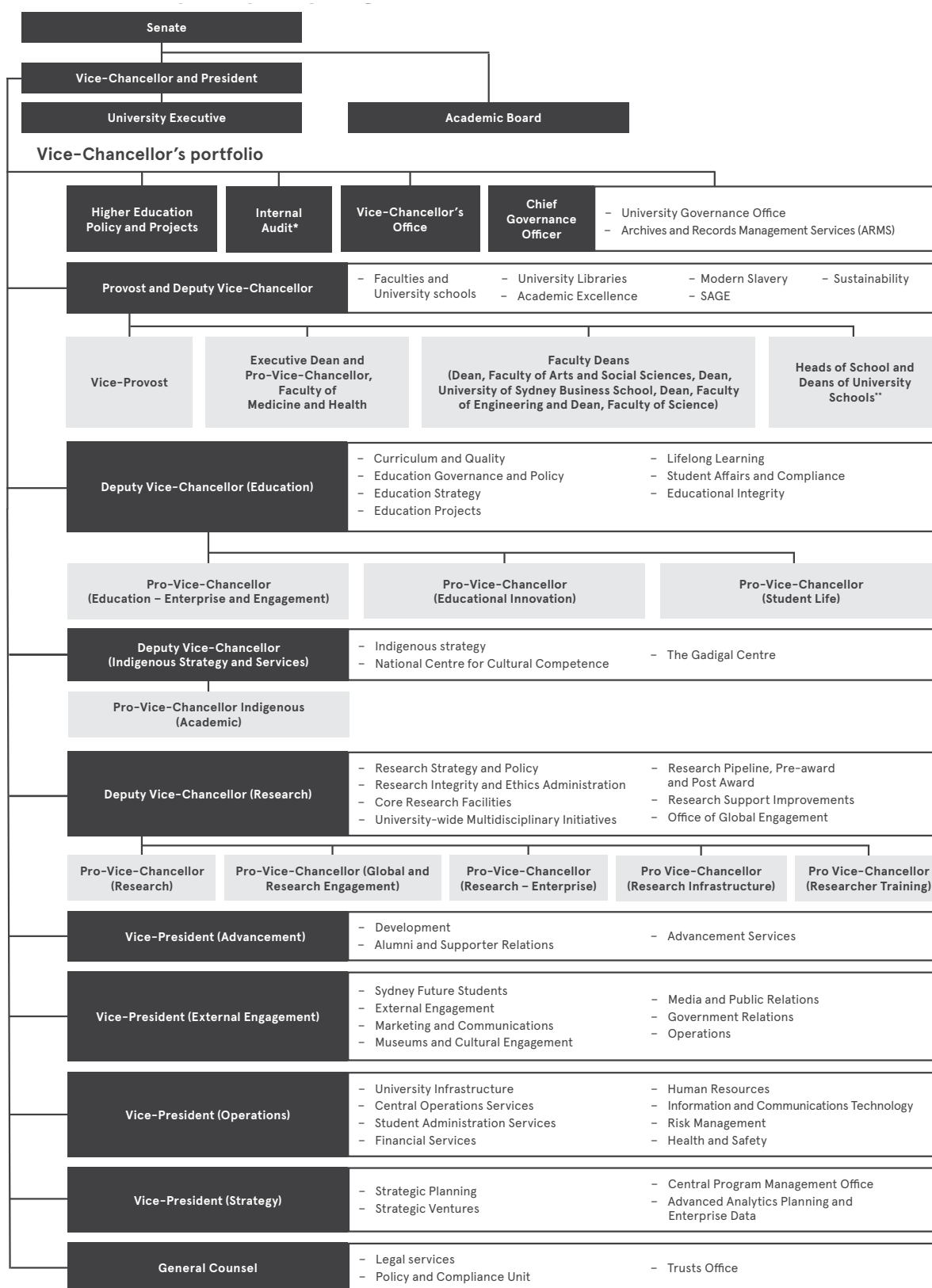
	2019				2020				2021				2022				2023			
	Women	Men	Non-binary/Undisclosed	Total	Women	Men	Non-binary/Undisclosed	Total	Women	Men	Non-binary/Undisclosed	Total	Women	Men	Non-binary/Undisclosed	Total	Women	Men	Non-binary/Undisclosed	Total
Senior leaders*	15	13	0	28	14	14	0	28	13	14	0	27	15	13	0	28	22	12	0	34
Level E academic staff (including exempt)	222	485	3	710	243	485	3	731	246	462	4	712	246	456	1	703	291	488	1	780
Level D academic staff	245	326	2	573	263	339	2	604	255	310	2	567	254	315	1	570	262	315	1	578
Senior professional staff (SPSD and Exempt)	41	51	0	92	36	33	0	69	37	35	0	72	35	34	0	69	35	37	0	72
<b>Total**</b>	<b>523</b>	<b>875</b>	<b>5</b>	<b>1403</b>	<b>556</b>	<b>871</b>	<b>5</b>	<b>1432</b>	<b>551</b>	<b>821</b>	<b>6</b>	<b>1378</b>	<b>550</b>	<b>818</b>	<b>2</b>	<b>1370</b>	<b>610</b>	<b>852</b>	<b>2</b>	<b>1464</b>

\* Senior Leaders include the Vice-Chancellor, Provost and Deputy Vice-Chancellor, other Deputy Vice-Chancellors, Vice-Presidents, Deans, Deans and Heads of University Schools, the Chief Governance Officer, the Chief Financial Officer, the Chief of Staff to the Vice-Chancellor, the Chair of the Academic Board, General Counsel, the Director of University Libraries, and heads of Professional Services Units.

## Consultants

The requirement to report on engagement of consultants expressly excludes “the Senate, Board of Governors or Council of a university”. Previously, annual report content was covered by the *Annual Reports (Statutory Bodies) Regulation 2015* and this regulation contained the same carve out. There has therefore been no change to the reporting requirements in relation to consultants.

# The University of Sydney organisational structure as at 31 December 2023



\* Internal Audit has a reporting line to the Vice-Chancellor and President but the Office of General Counsel manages its daily activities.

\*\* These roles include the following: Head and School and Dean, University of Sydney School of Architecture, Design and Planning; Head of School and Dean, the Sydney Conservatorium of Music and Head of School and Dean, the University of Sydney Law School.

As at 31 December 2023

## Promotion (overseas visits)

University of Sydney employees and officers completed a busy year of overseas visits in 2023. Priorities included strengthening our global partnerships with other universities, government and industry and exploring future collaborations; enhancing relationships with current and prospective donors; fact finding for future strategic initiatives; and other important events and meetings. Significant visits included the following.

### Engagement with China

- The Provost attended the Global University Presidents' Forum in July, organised by the Chinese Association of Higher Education.
- The Vice-Chancellor led a delegation to Beijing and Shanghai in June, meeting China's Vice-Minister of Education and the China Scholarship Council. He attended an alumni dinner, opened the Centre in China's Shanghai office, and visited Fudan University.
- The Chancellor and Vice-Chancellor led a high-level delegation to Shanghai in November for the University's annual graduation ceremony, and alumni and future student events. The Vice-Chancellor visited strategic partner universities Fudan, Shanghai Jiao Tong, Zhejiang and Peking.

### AUKUS partnerships

- The Pro-Vice-Chancellor (Research) and Associate Director Defence Strategy and Engagement visited London in September for the Defence and Security Equipment International Exhibition. They also visited leading UK universities to discuss collaboration opportunities under the AUKUS agreement.

### Engagement with India

- The Vice-Chancellor joined a diplomatic mission to India in March, led by Australia's Minister for Education.
- The Dean of the Faculty of Arts and Social Sciences led a delegation to India in October to strengthen faculty links with partner universities, government and industry. Delegates attended two alumni events.
- The Director of Global Research Engagement and the Director of the Net Zero Initiative led a partnership-building delegation to India in December. They attended an energy summit at IIT Madras and discussed opportunities for

collaboration with the IIT Madras Research Park. Delegates attended an Asia Society roundtable and took part in alumni events.

### Engagement with Vietnam

- University staff visited Vietnam throughout the year to strengthen academic and cultural links with in-country partners and to prepare for the launch of the University of Sydney Vietnam Institute in 2024 (for more details about this new institute, see page 16). The Pro-Vice-Chancellor (Medicine and Health) and the program team visited Vietnam in September to carry out due diligence, relationship building and site inspections for the institute. Other visits during the year were made by Professor Greg Fox, Convenor of the Sydney Vietnam Academic Network; Shane Griffin, Associate Vice-President, Sydney Future Students; members of the University Infrastructure team; and faculty representatives.

### International networks and partnerships

- The Vice-Chancellor and Pro-Vice-Chancellor (Global and Research Engagement) attended the Association of Pacific Rim Universities Annual Presidents' Meeting in Hong Kong in June.
- The Vice-Chancellor attended the Times Higher Education Asia Universities Summit in Hong Kong in June.
- The Pro-Vice-Chancellor (Researcher Training) attended the Universitas 21 Health Sciences Group Meeting in Lund in August and joined the Pro-Vice-Chancellor (Global and Research Engagement) at the U21 Researcher Engagement Meeting in Zurich in September.
- The Pro-Vice-Chancellor (Global and Research Engagement) attended the U21 Senior Leaders' Meeting in Singapore in October.
- The Deputy Vice-Chancellor (Research) attended the APEC University Leaders' Forum coordinated by APRU in San Francisco in November.

- The Vice-President (External Engagement) was a keynote speaker at the QS Higher Education Summit Asia Pacific at Kuala Lumpur in November; a speaker at the THE Innovation and Impact Summit in Shenzhen; and joined the American Chamber of Commerce's Quad Trade Mission to Tokyo in December, to enhance collaboration between America, Australia, and Japan.

### Alumni and philanthropy

- The Vice-Chancellor and Vice-President (Advancement) met current and potential supporters in Hong Kong in June.
- The Chancellor, Vice-Chancellor and Vice-President (Advancement) visited the USA in September for alumni events and meetings with philanthropists and funding bodies, including the University's US Foundation. They also visited

London for an alumni gathering and meetings with philanthropists and foundation representatives.

- University delegates visited Singapore in November for a nursing school graduation ceremony and an alumni event. An Advancement representative held meetings with influential alumni based in Singapore to discuss future collaborations.

### Sydney Biomedical Accelerator

- The Vice-Chancellor, Deputy Vice-Chancellor (Research) and the Pro-Vice-Chancellor (Medicine and Health) visited leading UK and US universities in March to explore global collaborations for the Sydney Biomedical Accelerator.
- The Vice-Chancellor visited Stanford University's BioX incubator in September to explore collaborations.

## Legislation

### Principal legislation administered within the University

The principal legislation administered within the University of Sydney includes the following:

- *University of Sydney Act 1989*
- *University of Sydney By-law 1999.*

For details of the University's governance arrangements and our structure, including the roles of the Senate and the Academic Board, see 'Management and structure' on pages 6 to 11.

## Legal change

### Higher Education Regulatory Reform

In February, the *Higher Education Support Amendment (2022 Measures No. 1) Act 2022* (Cth) came into effect. The University actively campaigned for this amendment, which allowed eligible students enrolled in honours degrees to avoid tuition fee increases. In November, additional amendments to the *Higher Education Support Act 2003 (Cth)* ("HESA") were passed to allow Pacific Engagement Visa holders to access Higher Education Loan Program (HELP) funding from 1 February 2024. Also in November, the Australian Government responded to the Universities Accord Interim Report by making further, significant amendments to HESA effective from 1 January 2024.

The requirement for students to pass 50 percent of their studies to retain a Commonwealth-supported place and tuition fee support has been removed.

In addition, education providers are now required to adopt and implement a Support for Students Policy demonstrating how students at academic risk are identified and supported to succeed (the University published its policy in December 2023). Finally, demand-driven course places for First Nations and other equity group students, including those from regional and remote areas, have been increased. This broad range of regulatory reform significantly impacts policies, procedures, government reporting and University systems.



## Anti-Discrimination Law Reform

In November, amendments to the *Anti-Discrimination Act 1977* (NSW) made it unlawful to vilify a person or group on the grounds of religious belief or affiliation, or religious activity. In December, amendments to the *Australian Human Rights Commission Act 1986* (Cth) came into effect, conferring new functions and powers on the Commission to monitor and assess compliance with the positive duty requirements of the *Sex Discrimination Act 1984* (Cth). These changes were part of the *Respect@Work* changes passed by the Commonwealth in 2022.

## Privacy Laws

In late 2022 amendments to both state and federal to privacy legislation were passed. The Commonwealth amendments came into effect in mid-December 2022, strengthening the Notifiable Data Breaches scheme and significantly increasing penalties for repeated or serious breaches. In November 2023, state amendments came into effect, introducing a mandatory Notification Data Breach scheme, mirroring Commonwealth law. New specific requirements for the steps taken to manage data breaches are now required to be included in a policy document, which has been developed.

## Public Interest Disclosure Act 2022 (NSW) (PID Act 2022)

The *PID Act 2022* came into effect on 1 October 2023, replacing the *Public Interest Disclosure Act 1994* (NSW). It encourages whistleblowing and enhances support for whistleblowers by providing multiple pathways to report wrongdoing. The *PID Act 2022* strengthens criminal penalties and civil liabilities for detrimental action taken against a person who has made, or is considering making, a public interest disclosure. In addition to mandating comprehensive training, the *PID Act 2022* also requires annual reports to the Ombudsman about disclosures received, responses, and actions to promote a workplace culture that encourages reporting. The University developed a new Reporting Wrongdoing Policy 2023, which was published in September 2023. For more reporting about public interest disclosures, please see page 56.

## Unfair Contract Terms

In November, significant changes to the unfair contract terms regime under the *Australian Consumer Law* commenced. The changes apply to standard form consumer and small business contracts entered into, renewed or varied from 9 November 2023 and cover

a broad range of contracts used by the University. Serious penalties of up to \$50 million may be imposed for non-compliance. The University is reviewing and updating its contract templates accordingly.

## Annual Reports

In July, the annual reporting provisions of the *Government Sector Finance Act 2018* (NSW) commenced. Consequently, the University has prepared its Annual Reports for the 2023 calendar year in accordance with the new mandatory requirements.

## Industrial Relations Reforms

The *Fair Work Legislation Amendment (Closing Loopholes) Bill 2023* (Cth) represents the third tranche of the Federal Government's industrial relations reforms and includes wide-ranging employment law changes. Although initially introduced as one Bill, on 7 December 2023, the Bill was divided into two parts (Closing Loopholes No. 1 and No.2). On the same day, Closing Loopholes No. 1 passed both Houses of Parliament and it received Royal Assent in December 2023. Some key changes included in Closing Loopholes No. 1 are the criminalisation of intentional underpayments of wages or superannuation and new methods of regulating the use of labour hire (i.e. 'same job, same pay' provisions).

Closing Loopholes No.2 was passed and received Royal Assent in February 2024, and key changes will come into effect on 26 August 2024. It includes provisions relating to defining and regulating casual employment, as well as new provisions relating to the meaning of 'employer' and 'employee'.

## National Tertiary Education Union and Tim Anderson v University of Sydney

The proceedings brought by the National Tertiary Education Union (NTEU) and Dr Anderson against the University continued in 2023. The University terminated Dr Anderson's employment for serious misconduct based on a series of social media posts considered to be contrary to the *Public Comment Policy and Staff and Affiliates Code of Conduct*. On appeal, the Full Federal Court determined that clause 315 of the Enterprise Agreement confers an enforceable right of intellectual freedom and imposes consequent rights and duties. The matter was remitted to the original judge who decided in Dr Anderson's favour. The University's further appeal to the Full Court of the Federal Court was heard on 15 and 16 August 2023 and, at the time of publication a decision is yet to be handed down.

# Risk management and insurance activities

## Summary of 2023 activities

In 2023, we saw significant enhancements to the University’s Risk Management Framework, Risk Appetite Statement, risk exposure tracking, and risk monitoring and reporting. These enhanced risk artefacts are supporting the continued integration of risk consideration in decision making and reporting across the University.

The University’s senior executive team actively manages an Enterprise Risk Register, which is reported to each meeting of Senate’s Performance and Risk Committee. Monitoring of the University’s exposure to these risks is supported by a set of key risk indicators. Faculties, University schools and portfolios each maintain a local unit risk register to monitor and track their local risks.

In 2023, we enhanced how we manage risks across the project management lifecycle, thereby improving the quality of risk management across strategic initiatives and ensuring alignment of project risk management with the University’s broader approach to risk management.

The University’s ability to respond to, and recover from, significant disruptive incidents, whether they be severe weather events, cyber security breaches, or disruption to critical applications was tested during the year through the deployment of a structured exercise program. These exercises continue to improve the level of coordination in our response processes by training relevant staff and highlighting opportunities for improvement. The learnings derived from these exercises continue to enhance the Organisational Resilience Framework and supporting response plans and procedures.

The University monitors our significant enterprise risks across 10 categories of risk.

## Major risk categories

Major risk category	Risk	Appetite and risk mitigation focus
<b>Culture</b>	The risk that the University of Sydney has an inadequate culture of high trust, high accountability, and excellent performance.	<b>The University acknowledges that the scale and diversity of our workforce means that some culture risk is inherent. We manage that risk in a manner that optimises the embedding of a culture that enables us to achieve our aspirations.</b> The University has a low appetite for things that are detrimental to our aspired culture.
<b>Performance and Accountability</b>	The risk that we are inadequately and inconsistently recognising, incentivising, supporting and managing excellent performance in teaching and research.	<b>The University is cultivating a culture of higher standards of excellence and higher levels of accountability.</b> The University has a low appetite for under performance.
<b>Education and Student Experience</b>	The risk that we are unable to provide a consistently high-quality integrated student service experience centred around teaching quality.	<b>The University is committed to lifting the quality of education and student experience to a consistently higher standard across all our offerings.</b> The University has a low appetite for poor quality education and student experience.
<b>Research</b>	The risk that we are unable to deliver research that tackles the greatest challenges and contributes to the common good.	<b>The University is committed to strengthening our research practices to a consistent standard of excellence so that we can increasingly pursue research opportunities aligned to the University’s strategic vision.</b> The University has a low appetite for poor-quality research, and a moderate appetite for well-managed risks in research ventures.
<b>Reputation and Relationships</b>	The risk that the University enters into a partnership with unacceptable reputational, strategic, financial, operational, and/or legal impacts, or the risk that an action, inaction, event, or other occurrence will reduce trust in the University’s brand.	<b>The University seeks to avoid long-term damage to its reputation and is committed to pursuing opportunities that will create and maintain enduring relationships.</b> The University has a low appetite for poorly managed formal partnerships and for poorly managed reputational risks.

<b>Operational Environment</b>	The risk of operational actions, inactions, impediments or other events unacceptably adversely impacting the University's delivery of quality teaching and research.	<b>The University is committed to reducing operational impediments for staff and students to do their best work.</b> The University has a low to moderate appetite for places, processes and systems that make it challenging for staff and students to do their best work.
<b>Financial Sustainability</b>	The risk that the future of the University is unsustainable due to unmitigated reliance on specific revenue streams and inability to respond in a timely and fiscally responsible way to uncontrollable external financial shock events.	<b>The University is committed to prudent financial management. We are strengthening our processes to optimise our financial decisions and effectively allocate resources to sustainably execute our strategy.</b> The University has a low appetite for failing to act in a fiscally responsible way.
<b>Health, Wellbeing and Safety</b>	The risk that harm may occur if our systems of work are not effectively designed, implemented and monitored and/or our safety culture is immature, leading to unsafe decisions, and the risk that we are unable to maintain a psychologically healthy and safe workplace in a complex and rapidly evolving environment.	<b>The University acknowledges that the diversity of education and research activities conducted means that a level of safety risk is inherent. We manage the risk associated with our activities to ensure health, wellbeing, and safety as far as reasonably practicable.</b> The University has no appetite for unmanaged safety risks.
<b>Conduct</b>	The risk that the University does or is seen to act in a manner lacking integrity or that does not meet the social and ethical standards expected of us.	<b>The University expects that we act with integrity in everything we do and is committed to strengthening our business operations in a socially and ethically responsible way.</b> The University has a low appetite for failing to act in a socially and ethically responsible way.
<b>Governance, legal, regulatory and compliance</b>	The risk that the University experiences a material non-compliance which impacts our core functions and overall viability.	<b>The University strives to consistently, effectively and efficiently manage its governance, legal, regulatory and compliance obligations in a manner appropriate to the associated risks.</b> The University has a low appetite for poor governance and substantive compliance breaches.

### Insurance arrangements

The University also maintains a comprehensive insurance program to protect itself against the financial effects of insurable risks. This program extends to its subsidiaries and controlled entities, and also includes Senate and Senate subcommittee members, the University's officers, employees, volunteers and students. The University's insurance program is renewed annually at the end of October.

# Consumer response

In 2023 the University recorded variable changes in the volume of complaints received across the various categories. There were a number of factors that contributed to rises in complaints – they included increased interaction on campus as all students returned for face-to-face teaching and learning. Increased awareness of complaints processes was another contributing factor.

For the Student Affairs Unit (SAU), which handles complaints from and/or about students and misconduct by students, administrative or faculty decisions were the most frequent area of complaint and the total number of complaints received (excluding academic and research misconduct referrals raised by faculties about students) fell by 14 percent when compared with 2022.

Similarly, the University's Workplace Relations Unit deals with complaints made about staff and affiliates that relate to alleged bullying, harassment, discrimination, sexual assault and sexual harassment and various other types of complaints. Such complaints against staff may be made by staff, affiliates, students or members of the public. The total number of complaints about staff conduct rose by almost 92 percent, due to a number of factors, include those already highlighted.

At the same time, infrastructure, facilities and security complaints increased by 19 percent, compared to the 2022 total (31 compared to 26).

## Sexual misconduct

The University remains committed to responding to sexual misconduct in a compassionate, transparent, and fair manner and strives to continuously improve the quality of support provided to victim-survivors. In August 2023, the University released its inaugural 2022 Annual Report on Sexual Misconduct. The release of the report is a further step towards improving transparency and accountability for our University community. In 2023, the University introduced new initiatives as part of the Roadmap to Prevention of Sexual Misconduct.

Key new initiatives included the launch of a University-wide 'It's all about consent' campaign, which was co-designed with current students; the delivery of Respectful Relationships Training for Higher Degree by Research supervisors to a total of 196 staff; and the delivery of in-person consent education workshops to a total of 1272 students and student leaders in residential colleges and student accommodation.

In addition, 120 staff and 124 students completed first responder training and a total of 21,793 students completed the online Consent Matters Module. Staff in the Safer Communities Office provide preventative education and trauma-informed case management to victim-survivors of sexual misconduct. Our case management is person-centred and specialist staff work alongside victim-survivors to reduce the impacts of trauma. The Safer Communities Office supports current and former students and staff, in line with the University's staff and student sexual misconduct policies and procedures.

Following extensive consultation with staff and student stakeholders, the University made important changes to its Staff Sexual Misconduct Policy and Student Sexual Misconduct Policy and accompanying Response Procedures in 2023, for commencement on 1 January 2024. The policy amendments expressly state the University's commitment to providing a safe, inclusive and respectful environment for all members of our community, and to responding to sexual misconduct in a trauma-informed and procedurally fair way. They also acknowledge that inequality and power imbalance provide the underlying social conditions for personal violence, and recognise the role that intersectionality plays in the disproportionate impact of sexual misconduct on women, Aboriginal and Torres Strait Islander people, people with a disability, people from the LGBTQIA+ community, and people from culturally or linguistically diverse backgrounds. Information on how to report sexual misconduct and how to access trauma-informed assistance and support is now more visible and accessible in the policies and procedures.

In 2024, some of the key priorities for the University include:

- working with our students to revamp the 'It's all about consent' campaign, with the aim to continue raising awareness of support and reporting options
- piloting and rollout of Ethical Bystander training across the University

- expansion of the Higher Degree by Research (HDR) ‘Respectful Relationships’ supervisor training to include HDR students training.

The University will be releasing a detailed 2023 Annual Report on preventative education and our response to sexual misconduct in 2024.

## Student complaints

All complaints received by the Student Affairs Unit (SAU) are initially considered under the *Resolution of Complaints Policy 2015*, and where applicable, the *Student Complaints Procedures 2015*. Referrals relating to academic and research misconduct are considered under the *University of Sydney (Student Discipline) Rule 2016* as potential misconduct. Some complaints alleging misconduct may ultimately be dealt with under the complaints policy and procedures above, and not lead to findings of misconduct. It should be noted that all numbers presented here refer to matters received and do not equate to cases having been tested or substantiated.

In 2023 the Student Affairs Unit (SAU) received a total of 1749 cases, inclusive of all student complaints and misconduct referrals. Of these, 714 cases (translating to 1096 individual matters of complaint) did not involve matters of academic or research misconduct. The top three complaint areas were:

- administrative or faculty decisions – 300 complaints;
- unfair treatment – 174 complaints; and
- staff conduct – 121 complaints.

Overall, 2023 represented a decrease in non-misconduct complaint numbers received in the previous two years (1276 matters of complaint in 2022, and 1147 in 2021), but the profile of specific complaints did not always represent a decrease.

Notable decreases in complaints in 2023 included:

- 93 teaching quality complaints (fifth most common complaint category in 2023), down from 257 in 2022; and
- 10 assault complaints, down from 15 in 2022.

However, there were also increases in complaints, as follows:

- 91 complaints of discrimination, almost double the number for 2022 (48). The bulk of this increase took place in and after October and was related to student safety concerns in light of the Middle East conflict.
- 121 complaints about staff conduct (non-interpersonal); up from 90 complaints in 2022

- 73 complaints of alleged harassment; up from 68 complaints in 2022
- 64 complaints of alleged bullying; up from 55 complaints in 2022
- 57 complaints about campus facilities; up from 24 complaints in 2022.

In relation to sexual misconduct, there were:

- 5 formal complaints of sexual assault; up from 4 complaints in 2022.
- 19 complaints of alleged sexual harassment; up from 16 complaints in 2022.

The most significant improvement in 2023 was the way teaching quality complaints have been pre-empted by faculties. The high numbers of teaching quality complaints in 2021 and 2022 led to initiatives within faculties that reduced the complaints that characterised those prior years. However, it should be noted that while teaching quality improved, staff conduct complaints increased.

## Staff complaints

In 2023, the Workplace Relations team received a total of 182 complaints. This compares to 95 in 2022 and 76 in 2021. Of the 182, 44 of these were student complaints about staff members’ conduct, with the remainder being staff members complaining about other staff members. This increase can be attributed to a number of factors, including the continued return to campus, which led to a much greater volume of actual interaction, and the increased awareness of complaints processes.

The number of complaints received as a percentage of total headcount is 1.77 percent, which is considered a low proportion.

Of the complaints that were finalised in 2023:

- 72 (39.56 percent of complaints) were found to be unsubstantiated.
- 15 (8.24 percent) were resolved at the first or local level (ie, by the complainant/ respondent and local management).
- 8 (4.39 percent of complaints) were found to be substantiated.
- 1 (0.54 percent) resulted in serious misconduct action (ie, warning, counselling, mediation or other dispute resolution and proposed termination of employment) being taken against the respondent.
- 10 (5.49 percent) resulted in misconduct action (ie, warning, counselling, guidance, mediation or other dispute resolution) being taken against the respondent and;

- 35 (19.23 percent of complaints) that were commenced did not progress due to various reasons, including the complaint being withdrawn prior to resolution of the matter.

At the time of publication 41 complaints are still being worked on via the appropriate resolutions processes (it is relevant to note that a significant proportion of these complaints were received in November and December 2023).

The University is continuing to undertake its review of complaints handling and has implemented a number of initiatives to support improvement of good practices.

## **Infrastructure, facilities and campus security issues**

University Infrastructure (UI) and Central Operations Services (COS) managed complaints about infrastructure, facilities and security in 2023 using the approved UI Complaints Management guidelines. The guidelines are based on the customer satisfaction formula recommended by the NSW Ombudsman's *Effective Complaint Handling* (3rd Edition – February 2017) and the Australian/New Zealand Standards – Guidelines for complaints management in organizations (ISO 10002:2014, MOD).

The process is designed to deliver quality customer service and to communicate effectively with our stakeholders, students and neighbouring community.

The University received 31 complaints regarding issues associated with infrastructure, facilities and security in 2023 compared to 26 complaints in 2022. The majority of these complaints related to facilities management (97 percent). Many of the complaints related to physical noise from plant (68 percent) light pollution (9 percent) parking (7 percent) cleaning, grounds and traffic (4 percent respectively) and miscellaneous (4 percent). Complaints were received from local residents (94 percent) University staff (3 percent) and students (3 percent).

# Cyber security

The security of the University's information and systems is fundamental to our ability to achieve excellence in research and education. Improving and maturing our cyber security continued to be one of our highest priorities in 2023.

We take a rigorous standards-based approach to managing cyber security risks for our staff, students, alumni, affiliates, partners and vendors, and all other organisations and individuals who support our commitment to excellence. Our Cyber Security Policy defines responsibilities and principles required within the University to protect the confidentiality, integrity and availability of ICT resources and digital information. The Acceptable Use of ICT Resources Policy outlines conditions of use for University ICT services and penalties for misuse. These policies are available at [sydney.edu.au/policies](https://sydney.edu.au/policies).

The ongoing hybrid working arrangements established during the global pandemic changed the risk profile for staff, resulting in an increased focus on ensuring devices are compliant with our security standards. Staff awareness of threats such as email phishing was strengthened through training simulations, targeted training, and an updated mandatory online learning module. From late 2022 to the end of 2023 a total of 12,236 staff completed cyber security awareness training, via a mandatory online module.

Our defence-in-depth approach to managing cyber security risk encompasses technical, procedural and personnel controls. In designing our control model, we adopted many of the Australian Signals Directorate's

(ASD) recommended mitigation strategies. A total of 11 projects were executed in 2023, informed by the 2021 independent cyber threat and risk assessment conducted biennially. The projects enhanced cyber security control capabilities. The University recognises that while technological control measures and prevention are vital, these measures cannot provide absolute protection from highly skilled, resourced, and motivated threat actors. Consequently, we partner with managed security service providers to deliver continuous monitoring, incident detection and response capability.

There has been increased engagement with the Australian Government through the University Foreign Interference Taskforce and the *Security Legislation Amendment (Critical Infrastructure) Act 2021*. The University has also increased engagement with the Australian Cyber Security Centre, through the Cyber Threat Intelligence Sharing (CTIS) community partnership.

The University recognises that the cyber security threat environment continues to worsen, while government and community expectations of organisations' cyber risk management are increasing. We continue to prioritise improvements to cyber security capabilities and maturity for the foreseeable future

# Privacy and freedom of information

## Privacy and Personal Information Protection Act

The University complied with the requirements of the *Privacy and Personal Information Protection Act*, as outlined in its Privacy Management Plan, Privacy Policy 2017 and Privacy Procedures 2018. We responded to 14 requests for access to information, 1 request for the correction of information and completed 8 internal reviews under Part 5 of the Act. No matters were decided by the NSW Civil and Administrative Tribunal or investigated by the NSW Privacy Commissioner.

## Government Information (Public Access) Act Program for the release of information

We reviewed our program for the release of information, to confirm its adequacy. We assessed access applications, the University's Contracts Register, information made available under the Open Access requirements, and the University website. No patterns regarding information sought were identified, and the types of requests received were not generated by gaps in the program of proactive release. Our website facilitates proactive release of information where there is no overriding public interest against disclosure. We communicated policy and procedures and changes, such as new buildings, units, staff appointments, events, updated media releases and contact details for further information.

## Access applications received during the year

We received 54 new access applications: 22 were for the personal information of the applicant; 28 were for information other than personal information; 4 were for a combination of personal information and information other than personal information; 4 were withdrawn. The number of new applications received increased by 10 compared to 2022. Seven were refused in part, and 1 was refused in full, because the applications were for the disclosure of information referred to in Schedule 1 of the *Government Information (Public Access) Act* (information for which there is conclusive presumption of overriding public interest against disclosure). Four internal reviews were conducted. We provided information in response to 15 informal requests under section 8 of the *Government Information (Public Access) Act*.

**Table A: Number of applications by type of applicant and outcome\***

	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	Application withdrawn
Media	2	6	1	2	0	0	0	1
Members of Parliament	0	0	0	0	0	0	0	0
Private sector businesses	0	1	2	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	1	1	0	0	0	0	0
Members of the public (other)	10	15	5	7	2	1	0	3

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of application and outcome**

	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	Application withdrawn
Personal information applications	6	11	0	4	1	0	0	3
Access applications (other than personal information applications)	8	10	7	5	1	1	0	1
Access applications that are partly personal information applications and partly other	0	2	2	0	0	0	0	0

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



**Table C: Invalid applications**

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	2
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	2
Invalid applications that subsequently became valid applications	1

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	8
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 <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0

\* 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). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	Number of occasions when application not successful
Responsible and effective government	31
Law enforcement and security	0
Individual rights, judicial processes and natural justice	33
Business interests of agencies and other persons	20
Environment, culture, economy and general matters	0
Secrecy provisions	1
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	No of applications
Decided within the statutory timeframe (20 days plus any extensions)	43
Decided after 35 days (by agreement with applicant)	4
Not decided within time (deemed refusal)	3
<b>Total</b>	<b>50</b>

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

	Decision varied	Decision upheld	Total
Internal review	0	3	3
Review by Information Commissioner*	1	1	2
Internal review following recommendation under section 93 of the Act	1	0	1
Review by NCAT	0	0	0
<b>Total</b>	<b>2</b>	<b>4</b>	<b>6</b>

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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

	No of applications for review
Applications by access applicants	6
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

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

	Number of applications transferred
Agency-initiated transfers	1
Applicant-initiated transfers	0

## Public interest disclosures

The *Public Interest Disclosures Act 2022* (the new Act) came into effect on 1 October 2023. It aims to create a speak up culture where public officials are encouraged to report serious wrongdoing. The University has raised awareness of public interest disclosure requirements through:

- all-staff newsletters and communications on the University’s staff intranet
- communications for managers
- training sessions for targeted groups
- updated guidance on the publicly available Report wrongdoing website: [sydney.edu.au/about-us/governance-and-structure/report-wrongdoing](https://sydney.edu.au/about-us/governance-and-structure/report-wrongdoing)

The University has developed an online training module for managers and disclosure officers, which went live in early 2024.

Under section 42 of the new Act, public authorities are required to have a policy for receiving, assessing and dealing with reports of serious wrongdoing. The University’s Report Wrongdoing Policy satisfies these requirements. The Policy was updated in 2023 to reflect the requirements of the new Act and came into effect from 1 October 2023.

Under the previous *Public Interest Disclosures Act 1994*, the University was required to include information on the public interest disclosures it had received. The table above right summarises the activity from 1 January to 31 December 2023. All the reports were made by public officials in performing their day-to-day functions as public officials.

	No.
Number of public officials who made public interest disclosures to the University	11
Public interest disclosures received by the University relating to:	
– Corrupt conduct	14
– Maladministration	2
– Serious and substantial waste of public money	0
– Government information contraventions	0
Total number of public interest disclosures received by the University	16
Total number of public interest disclosures finalised	12

## Freedom of speech and academic freedom

The University’s Charter of Freedom of Speech and Academic Freedom underpins our approach to fostering free inquiry and academic debate.

The Vice-Chancellor emphasised our commitment to free speech and academic freedom in his commencement messages, with information about these rights and foreign interference included in our Student Welcome Guides.

As a member of the Australia Section of *Scholars at Risk* we established a formal process for hosting up to four fellowships or higher degree by research scholarships each year for scholars at risk.

A Campus Culture Working Group examined the information provided to students about their freedom of expression rights and responsibilities. Student representatives contributed to these discussions, and in October a guidance document was sent to all students covering freedom of speech, academic freedom, peaceful protest and disruption.

In Semester 2, we launched an online training module for students covering the University’s values and expectations regarding behaviour in different contexts. More than 1500 students completed the module, with 90 percent of domestic students agreeing that it improved their understanding of the Student Charter’s values and expectations.

The review or introduction of some 144 policies included ensuring alignment with the Charter’s principles, while 116 educators completed a professional learning module, developed to provide training on facilitating safe expression and debate in classrooms.

We received 36 formal complaints that identified a concern about either Freedom of Speech or Academic Freedom. All complaints were or are being managed in accordance with the *Resolution of Complaints Policy 2015* and associated policies or procedures, with the outcomes reported to the University's Senate each quarter.

In the Australian Government's 2023 Higher Education Student Experience Survey (SES), 82.4 percent of our undergraduate student respondents were positive about freedom of expression, compared with 81.3 percent in the 2022 SES. International students were marginally more positive than domestic students about freedom of expression (84 percent compared to 81.9 percent) – a change from 2022 which had almost parity at 81.5 and 81.2 percent respectively.

The Voice to Parliament Referendum held on 14 October and the conflict in the Middle East that escalated from early October required frequent decisions and actions to balance our commitment to free speech with our duty to ensure the safety and wellbeing of staff, students and visitors.

For reporting about the matter of National Tertiary Education Union and Tim Anderson v University of Sydney, see the 'Legal Change section' on pages 46 and 47.

## Educational integrity

2023 saw policy and system reform to meet the challenges of the changing cheating environment. A decline in alleged integrity breaches coincided with the move back to in-person exams, continuing concern over contract cheating, a new assessment framework to manage artificial intelligence and another three-fold increase in academic misconduct cases referred to the Registrar, repeating a previous three-fold increase in 2022.

Following a major policy review, the Office of Educational Integrity (OEI) implemented a new Academic Integrity Policy 2022 and associated procedures in Semester 1, and concurrently updated the Academic Integrity System. The new policy and process improved the staff and student experience through a more adaptable process, empowering unit of study coordinators to manage lower-level breaches, and using a specialised team and technology within OEI for suspected contract cheating and improper use of artificial technology.

Increased resources were introduced to manage the record number of academic integrity breaches flowing

through from 2022 (6680\*) and the 5076 new alleged breaches in 2023. The 24 percent decrease in total breaches from 2022 to 2023 is largely attributed to the reduction in online exam cheating breaches as the University transitioned to in-person examinations in Semester 2, 2023. The flow-through and processing of the record number of alleged breaches in 2022 saw a three-fold increase of serious academic misconduct cases referred to the Registrar during 2023: 1038 cases in 2023, up from 345 in 2022 and 92 in 2021.

The decline in online exam breaches was accompanied by a concerning rise in contract cheating cases, from 444 cases in 2022 to 940 in 2023. In addition, 352 breaches were reported for unapproved use of artificial intelligence (AI). In response to the rising prevalence of artificial intelligence in student work, the University revised its Assessment Policy to create a 'two-lane' assessment framework. In the first 'lane', students undertake assessment tasks that incorporate ethical, critical and effective use of artificial intelligence tools. The second 'lane' tests and assures learning independent of artificial intelligence, and is undertaken under appropriate supervision. The Academic Honesty Education Module (AHM) has been refreshed ahead of Semester 1, 2024, incorporating information regarding proper use of artificial intelligence AI in assessments.

In 2024, the University's goals include reforming the investigation process to handle the growth in academic misconduct, further educational and awareness campaigns, a focus on contract cheating and implementation of the University's assessment framework, which fosters appropriate use of artificial intelligence.

\* Please note this total differs from what was reported in the 2022 Annual Report. There were a number of additional 2022 cases reported after the publication of that Annual Report.

## Economic or other factors

Additional Information is included in the Financial Review of 2023 section of the Annual Report and the Financial Statements where relevant.

## Events after the reporting period

This Annual Report focuses on activities for the calendar year 2023. Information about events after the reporting period is disclosed in the Financial Statements where relevant.

# Sustainability

## Disclaimer

The NSW Treasury is in the process of mandating entity level climate-related disclosures scheduled to come into effect in 2025. The University of Sydney has progressed its preparedness to meet these future requirements. However, the University recognises that this disclosure (including the following information) is an early adoption based on best endeavours, delivered ahead of sector-wide guidance, and, therefore, there may be limitations to the robustness and consistency of reporting.

The University of Sydney's operations directly impact the environment in several ways, including:

- contributing to climate change through the emission of greenhouse gases produced through off-site energy generation and on-site activities (such as heating of buildings with natural gas and transport fuel consumption)
- consumption of resources (including food and water) and generation of waste by staff and students
- impacts to the local environment, ecosystems, and biodiversity through changes to the built and natural environments at properties owned by the University.

## Risks and opportunities

The impacts of climate change are already being experienced by the University of Sydney and its community. These impacts are likely to become more frequent and severe in the near future. The University is increasingly vulnerable to disruptions that impact delivery of its core business, requiring fast-paced mitigation planning and adaption to improve resilience to shocks.

Acute risks and chronic stresses from climate change, such as increased heatwaves, bushfires, air pollution, and extreme weather events across urban and regional campuses, impact the health and safety of the University's staff, students, and community. Impacts to the University's built and natural environments, and failures of surrounding infrastructure, risk causing disruptions to learning, research and the student experience. Financially, increased cost and effort are expected from natural disaster recovery, managing adaptation activities such as infrastructure builds and upgrades, as well as increased insurance cost.

The University has commenced its journey towards managing and building resilience to the risks associated with climate change, while supporting the global transition to a low-emissions future. The University is also seeking opportunities to enable its delivery of quality education and research. The increase in the range and intensity of environmental challenges requiring action is associated with a growth in the demand for new technologies, knowledge, and skills to address these challenges. The University is well placed to serve this demand and is committed to doing so, in a socially just and environmentally sustainable and restorative way.

2023 saw the third full-year implementation of the University's *Sustainability Strategy 2020*. The University's achievements in the sustainability space continue to be recognised, with the University ranked first in Australia and seventh globally in the latest **QS World University Rankings for Sustainability: 2024**. Additional highlights from the year include the following.

- The first full-year implementation of the University's first 100 percent renewable energy Power Purchasing Agreement (PPA), covering most of our campuses and facilities.
- Continued reduction in the University's combined Scope 1 and 2 emissions from the 2018-19 financial year baseline\* (Table 1).
- Continued increase in renewable energy generation, via on-site solar generation (Table 1).
- Launch of the University's new Sydney **Horizon Fellowships** and the second round of the 'Living Labs' program, supporting sustainability-focused research.
- Increased energy and water efficiency with the ongoing implementation of LED lighting upgrades and rollout of the Hydrowise water monitoring system, saving more than 14.551 million litres of potable water (for the 2022-23 financial year).
- 1,150.18 tonnes of waste were sent to landfill in the 2022-23 financial year, representing a 40 percent reduction from the 2018-19 baseline. The recycling rate for the 2022-23 financial year was 21 percent of total waste, matching that of the 2018-19 baseline.
- 5234.5kg of organic waste was loaded into the University's biodigester.
- Recruitment of a Biodiversity Management Officer and Biodiversity Officer to lead the implementation of the University's *Biodiversity Management Plan (2021)*.

- A new governance structure was introduced in 2023 with the creation of the Sustainability Program Control Board (PCB), to oversee rollout of the Sustainability Strategy through to 2025. The PCB is chaired by the Vice-Provost, with the Provost and Deputy Vice-Chancellor serving as an executive sponsor.

Some of the key initiatives the University is planning for 2024 include:

- A further increase in on-site renewable energy generation, with 1MW of solar capacity scheduled for installation.
- Planned development of a Net Zero Strategy and Waste Action Plan to improve waste reduction and reduce greenhouse gas emissions.

**Table 1: Energy and emissions\*\***

Financial year	Total energy consumed (Gj)	Total energy produced (Gj)	Scope 1 and 2 emissions (t CO2-e)
2018-19	566,305	3,694	102,993
2019-20	545,752	3,809	99,037
2020-21	525,973	4,498	94,813
2021-22	497,727	4,663	88,225
2022-23	503,254	5,165	82,580***

\* Utilities usage and waste production rates have been substantially impacted by the disruptions to campus life and University operations caused by COVID-19 over the last few years. The 2018-19 financial year baseline represents 'business as usual' prior to these disruptions.

\*\*Energy and emissions figures are based on financial year and taken from the University of Sydney's submissions to the National Greenhouse and Energy Reporting (NGER) scheme.

\*\*\*Our 2022-23 financial year figure is reported as per the NGER location-based methodology. This figure is substantially reduced using a market-based methodology and once our Large-scale Generation Certificates (LGCs) have been surrendered.

## Sustainability – Social matters

### Workforce diversity

We know that a diverse workforce supports our strategic aspirations of excellence in our teaching and research. Our 2032 Strategy recognises the importance of a University community that reflects the communities around us. In 2023 and 2024, our key strategies to enhance the workforce diversity in our community include investing in career development and diverse recruitment strategies and supporting staff by creating safe and welcoming workplaces.

#### COVID-19 impacts and flexible working

We understand the benefit that flexible working can have in supporting workplace diversity. We are committed to maintaining that flexibility while maximising our capacity to realise our fundamental purpose – delivering outstanding teaching and learning and conducting excellent research. We consulted with staff and developed a draft set of principles to guide local decision-making regarding hybrid work arrangements that balances personal, role and team outcomes.

#### Aboriginal and Torres Strait Islander peoples

In 2023 we continued to implement initiatives in our Aboriginal and Torres Strait Islander Employment Plan 2022-24, which support our work to become an employer of choice for Aboriginal and Torres Strait

Islander people, create career pathways from entry level to senior level, and embed inclusive, culturally safe leadership practices in our community. This plan complements the University's *One Sydney, Many People* Strategy (for more detail, see page 66). Key initiatives for 2023 included strengthening our engagement with the local community and enhancing the workplace experience of our Indigenous staff.

In 2023 we increased the workforce participation of Aboriginal and Torres Strait Islander staff from 1.09 percent in 2022 to 1.16 percent. The University recognises that it still has significant work to do in this area, and we will continue to make it a high priority to increase our Aboriginal and Torres Strait Islander staff numbers throughout 2024 and beyond.

Our key achievements included the following.

- Developed a Good Practice Guide to support managers, supervisors, and human resource professionals to carry out their individual roles in building an inclusive and culturally safe environment
- Focused on the wellbeing of Aboriginal and Torres Strait Islander staff through fortnightly "yarning circles", establishing the *Aboriginal and Torres Strait Islander Advisory Group* and providing targeted counselling through our EAP provider

- Launched the Indigenous Career Development Fund Program to support the professional development of 15 staff members and the Aboriginal and Torres Strait Islander Mentoring Program with 10 mentor-mentee pairs (the first cohort completed the mentoring program in late 2023)
- Created identified roles in the Recruitment and Indigenous Employment teams to bolster recruitment capability for Aboriginal and Torres Strait Islander people
- Provided five traineeships through our Aboriginal and Torres Strait Islander traineeship program, in partnership with AFL SportsReady
- Hosted an Aboriginal Sign Language forum with local, national and international speakers, and sponsored three external Indigenous conferences across Australia
- Celebrated culturally significant events, including Reconciliation Week, Mabo Day and NAIDOC Week
- Enhanced staff cultural competence through the National Centre for Cultural Competence’s self-paced modules, in-person workshops and intensive leadership programs (for more details, see page 67)
- Developed appropriate mechanisms to address issues of cultural load and safety, especially during the referendum period
- Enhanced the accessibility of our teaching through *Designing for Diversity* training offerings, and workshops on digital inclusion and embedding lived experience in the curriculum
- Delivered targeted disability awareness training for managers and student-facing staff
- Hosted two one-day research forums on lived-experience led research and Aboriginal Sign Language

## Gender equity

We maintained our aspiration to achieve gender equity through participation in the Athena Swan/ Science in Australia Gender Equity (SAGE) and Champions of Change Coalition Programs, reporting to the Workplace Gender Equity Agency (WGEA), and supporting our Women at Sydney staff network.

Key achievements were as follows.

- Increased representation of women in senior leadership positions and retained strong representation across other senior levels. We also maintained compliance with the WGEA’s requirements for the 10th consecutive year, reporting our fifth consecutive reduction in the gender pay gap (now 6.7 percent)
- Re-affirmed our commitment to evidence-based strategic action to drive intersectional gender equity via our long-term participation in the National Athena SWAN SAGE Program, refreshing our SAGE team and reflecting on the outcomes and impacts of our 2019 Athena SWAN Bronze Institutional Award Action Plan, as part of the pathway towards SAGE Silver accreditation
- The Women at Sydney hosted hybrid events for International Women’s Day, National Reconciliation Week and International Day of the Midwife, and hosted a conference on Domestic and Family Violence, including a panel discussion to mark *16 Days of Activism*
- Supported career progression via our Sydney Women’s Leadership Program, Sydney Connect mentoring, Positioning for Promotion Program and targeted Equity Fellowships.

## Disability Inclusion Action Plan

In 2023, we continued to implement the objectives of our *Disability Inclusion Action Plan (DIAP) 2019–2025*, which seeks to enable students and staff with disability to access and participate fully in the life of the University. We signed up to the Hidden Disability Sunflower Initiative to support members of our community with hidden disabilities.

Our key achievements were as follows.

- Strengthened the Disability at Work Network (DAWN) by recruiting a third co-chair and supporting staff through its mentoring program, networking events and information sessions
- Continued the development of a standalone Workplace Adjustment Procedure and Disability Employment Framework
- Hosted eight internships via the Stepping Into Internship program, in partnership with the Australian Disability Network (ADN)
- Raised awareness and celebrated people with disability during Disability Inclusion Week, with a week-long program of events in September 2023
- Advanced the professional development of staff with disability by supporting conference attendance and membership to the Disability Leadership Institute

## Cultural diversity

We believe that our university thrives through diversity. In 2023, we extended the work on our Anti-Racism Pledge to develop and publish a University Anti-Racism Statement. The statement aims to cultivate a culture that promotes a deeper understanding of racism and its harmful impacts (for more detail, see [sydney.edu.au/about-us/vision-and-values/diversity/cultural-diversity.html](https://sydney.edu.au/about-us/vision-and-values/diversity/cultural-diversity.html)).

Our key achievements included the following.

- Strengthened our Mosaic Network across all campuses for culturally and linguistically diverse staff through members’ meetings, celebrating days of significance, and conducting research into the lived experience of culturally and linguistically diverse staff
- Supported the careers and leadership development of culturally diverse women through the Vice-Chancellor’s Sponsorship Program
- Continued the ‘Say My Name, Say My Pronoun’ campaigns as a collaboration between the Mosaic and Pride networks
- Provided the fifth Dr John Yu Fellowship program on cultural diversity and leadership

## LGBTQIA+

This year we launched tailored peer support initiatives for Trans, Gender Diverse, and Intersex staff, as well as those who identify as Bi+. We revitalised the LGBTQIA+ Student Support Liaison Officer (SSLO) role to better support the staff who assist our LGBTQIA+ students.

Key achievements were as follows.

- Strengthened reciprocal partnerships with LGBTQIA+SB community organisations and suppliers, including participating in World Pride and marching in the Sydney Gay and Lesbian Mardi Gras for the eighth time
- Participated in the reimaged Australian Workplace Equality Index (AWEI), with an aim to achieve gold status once more in 2024
- Strengthened our Pride Network, including new initiatives to foster safer LGBTQIA+ workplace experiences – the University presented this work at the national Pride in Practice Conference
- Raised awareness of LGBTQIA+ Days of Significance, including Wear it Purple Day, IDAHOBIT, Transgender Awareness Week, Transgender Day of Remembrance, and World AIDS Day.
- Delivered a range of LGBTQIA+ inclusion training programs for staff and students

## Diversity of University staff

Diversity group	2020	2021	2022	2023
Female	4966	4766	4993	5337
Aboriginal and Torres Strait Islander	86	80	94	110
Ethnicity*	748	675	600	1578
People with a disability	132	129	129	146

Diversity group	2020	2021	2022	2023
<b>Academic</b>				
Female	1777	1668	1720	1822
Aboriginal and Torres Strait Islander	38	35	40	51
Ethnicity*	286	273	249	496
People with a disability	58	59	62	64

Diversity group	2020	2021	2022	2023
<b>Professional</b>				
Female	3189	3098	3273	3515
Aboriginal and Torres Strait Islander	48	45	54	59
Ethnicity*	462	402	351	1082
People with a disability	74	70	67	82

\*Ethnicity reports on groups of staff who are classified as Non-Anglo Celtic. This replaces the previously reported 'People whose first language was not English'.

\*\*Sourced from internal University of Sydney data as of 31 March 2023



# Modern slavery

The University of Sydney is committed to respecting human rights and taking action to address modern slavery. The University has reporting obligations under the *Commonwealth Modern Slavery Act (2018)* and the *NSW Modern Slavery Act (2018)*, which are met through the University's annual Modern Slavery Statement and this section of the Annual Report.

Addressing modern slavery has always been more than a compliance exercise, with the University deeply committed to contributing to the global effort to eradicate modern slavery through its world-class education, research, partnerships, and due diligence. For more information on the University's commitment and approach to addressing modern slavery, please visit our Modern Slavery Statement 2023 (due to be published in May 2024) and our website: [sydney.edu.au/about-us/vision-and-values/modern-slavery.html](https://sydney.edu.au/about-us/vision-and-values/modern-slavery.html)

As per guidance issued to the University by the NSW Anti-Slavery Commissioner in October 2023, the below section provides further detail on the two focus areas identified as priorities for the University: vulnerability of international students and the procurement of goods and services.

## International students

Students, particularly international students, are at a heightened risk of experiencing modern slavery, both in Australia and overseas. The University is deeply committed to supporting students at risk of experiencing modern slavery. This has been a focus area for the University since 2020, with significant steps taken to specifically address the vulnerability of international students to modern slavery.

The University of Sydney was the first university globally to launch a student specific anti-slavery module. In 2023, we increased students' awareness of modern slavery risks and available support via:

- Welcome Week activities – engaging directly with 150 students
- newsletter updates to the 150 students through the Student Human Rights Network
- news articles on modern slavery reaching more than 39,000 domestic and international students
- a student-specific online Anti-Slavery awareness module, voluntarily completed by almost 8500 students.

Our student support teams are also equipped with yearly tailored training on identifying and supporting students

at risk of experiencing modern slavery. Throughout 2023, the University updated its risk assessment processes to embed modern slavery risk indicators and increased its student-facing staff engagement, including:

- building the capacity of student-facing staff to better identify and respond to students presenting with modern slavery risk indicators
- providing information sessions on external specialist support services available for students, such as the Red Cross, Salvation Army, Anti-Slavery Australia, and My Blue Sky, which was attended by 15 student support staff
- embedding modern slavery risk indicators in staff procedures, information sheets, and into the University's student critical incident reporting mechanism
- mandating all staff Anti-Slavery online training – completed by more than 15,000 staff.
- participating in the International Student Working Group run by the Australian Red Cross with 16 universities and civil society groups to improve responses to international student modern slavery risks.

## Procurement of goods and services

The University has taken steps to understand and address the modern slavery risks in its supply chains. This includes developing the Modern Slavery Due Diligence Framework, and updating our policies, processes, and management controls to embed modern slavery risk due diligence.

In practice, this means taking a risk-based due diligence approach to identifying and addressing risks. This is applied throughout the procurement lifecycle and includes:

- identifying modern slavery risks based on category and project-specific risks
- understanding how suppliers assess and address modern slavery risks in their operations and supply chains, for example, modern slavery questions in Request for Tenders.
- developing detailed risk mitigation plans for high-risk procurement categories based on the modern slavery risk assessments undertaken by the Modern Slavery Unit.
  - In 2023, the Modern Slavery Unit supported nine high-risk procurement projects with detailed modern slavery risk assessments and risk mitigation plans.

- incorporating modern slavery clauses into contracts, including tailored clauses for high-risk contracts, eg, cleaning, solar and ICT.

Moreover, procurement policies and procedures include modern slavery provisions that are communicated to suppliers throughout the tender and contract management process.

In 2023 we initiated a review of the impact of our modern slavery due diligence and identified opportunities to better address risks to people, through supply chain transparency, targeted risk mitigation and participation in expert, multi-stakeholder initiatives. A review and implementation process of targeted improvements will be carried out throughout 2024.

## Work health and safety

### Health, safety and wellbeing year review

The University continues to care for staff, students, contractors and the public through maturing programs that support mental, physical, and social health. In 2023, we released our Health, Safety and Wellbeing Operational Plan 2023-2025 (the HSW Plan) with targeted initiatives to enable the maturing of health, safety and wellbeing systems and programs.

### Work health and safety governance

The Senate Performance and Risk Committee (PARC), chaired by Fellow of Senate Mr Jason Yat-Sen Li, met in February, April, July, October, and November, providing oversight of the University's health and safety risk. The committee fulfilled its due-diligence obligations by reviewing operational safety and wellbeing performance, including incidents, high-potential events and near misses, workers' compensation activity, health and wellbeing, psychosocial risk management, and relevant legislation changes.

The University Executive (UE), chaired by the Vice-Chancellor and President, met in February, March, April, June, July, August, September, October and November, to provide oversight of University-wide planning, decision making and performance. UE reviewed health and safety performance dashboards, specialist reports, investigations and insights to support the HSW Plan and tactical initiatives.

### Health, Safety and Wellbeing Operational Plan

The HSW Plan was developed in consultation with management teams, the University's Health and Safety Representatives and key stakeholders from across the University. It is aligned to the University's 2032 Strategy within the aspiration to create 'A better place to work, and a place that works better'. The plan sets out four key goals, with a number of initiatives to support the achievement of these goals, as follows.

- We are supported, trusted and accountable to make safe decisions.
- We effectively manage our critical risks.
- Our approach to health and wellbeing supports our aspiration to create a better place to work.
- Our systems effectively support the health, safety and wellbeing of our people.

Progress against the HSW Plan is reported to relevant governance forums, including UE, UE sub-committees and Senate PARC.

### We are supported, trusted and accountable to make safe decisions

The University leverages our consultative networks to share information on health and safety matters and to foster a culture of support, trust and accountability. The Health and Safety Consultative Committee continued to meet regularly throughout 2023.

Underpinning safe decision making, our Specialist and Partnering teams continue to provide specialist advice and services to support the University in achieving its health, safety and wellbeing objectives and support the continued maturing of our culture.

### We effectively manage our critical risks

The University continued the maturing of its Critical Risk Management Framework in 2023, establishing 18 enterprise-level critical risk categories and commencing the drafting of this framework. Critical control workshops will continue into 2024 to build out the Critical Control Verification Standard. The program will be delivered in 2024, including an extensive rollout and education program. For more reporting about the risks that impact on the University and the University's risk management, see pages 38 to 39 and 48 to 49 respectively.

### Our approach to health and wellbeing supports our aspiration to create a better place to work

A staff-focused Health and Wellbeing Program has been co-designed with an academic advisory group, which will see the University mature in its health and wellbeing approaches through to 2026. The program is founded on three pillars of activity, to support health, prevent harm and promote thriving. An integral component is to take a risk-based approach to how we identify, manage and control psychosocial hazards in the workplace.

An Aboriginal and Torres Strait Islander health and wellbeing review was also undertaken in 2023, which has culminated in a co-designed action plan to support health and wellbeing outcomes for First Nations colleagues, and will continue into 2024.

### Our systems effectively support the health, safety and wellbeing of our people

The Health and Safety Assurance Framework continued to mature throughout 2023, with the scope of assurance activities crossing Health Safety Management System (HSMS) implementation audits, high-risk audits and operational compliance audits. Results of audits are reported to UE and Senate PARC.

Compliance rates for mandatory online induction training remain strong across permanent and fixed-term employees, with a targeted project established in 2023 to support the continuing uplift of completion rates across the casual workforce. A refreshed health and safety induction package was also released in 2023. The University commenced its review of the HSMS in 2023. Scoping has been completed and a project plan developed to support the review and simplification of the HSMS from 2023-2026.

### Work health and safety incidents

In 2023 there were a total of 1800 incidents and hazards reported via Riskware, the University's online health and safety reporting system. This represents an 18 percent increase in overall reporting from the previous year. 65 percent of all reports were hazards and near misses. This increase was expected as the University transitioned back to in-person learning in 2023, post-COVID. Cut, puncture or graze (23 percent) was the most frequent mechanism of injury reported during 2023, followed by slip or trip (16 percent) and acute illness (6 percent). Slip or trip and fall on the same level was the most common mechanism of injury for staff, whereas for students, cut, puncture or graze was the most common mechanism of injuries.

### Staff

Mechanism	Number	% of total
Slip or fall on same level	72	20%
Cut, puncture or graze	52	14%
Body stress from repetitive movement	21	6%

### Students

Mechanism	Number	% of total
Cut, puncture or graze	88	41%
Bitten by an animal	19	9%
Hit (or struck) by an animal	18	8%

### Workers' compensation

In 2023, 362 incidents of injury were reported to the Insurer, with 91 resulting in workers compensation claims, a 54 percent increase in the total number of claims compared with 2022. Twenty of the 2023 claims were non impacting from a claims cost perspective and the average cost of each claim has halved. This increase in the number of claims is reflective of more staff on site, the review of the SHS process and procedures and a settling of economic uncertainty in the jobs market post COVID, which often affects claim lodgement numbers.

Trauma to joints and ligaments continue to be the most prevalent workers' compensation claim at the University. Psychological claims remain consistently lower than physical claims, accounting for just 14 percent of all claims on average over the last five years, however, they contribute to 51 percent of the total net incurred cost of claims over the same five-year period.

During 2023, a total of 206 staff were supported to recover at work while experiencing personal ill health, of which 20 percent of personal ill health cases related to psychological health conditions.

	2023	2022	2021	2020	2019
Total paid V Net incurred*	\$359,744 V \$526,513	\$242,448 V \$618,446	\$273,625 V \$450,605	\$254,134 V \$689,608	\$358,619 V \$788,285
Average time lost (days) per claim*	15.46	11.01	8.76	4.74	5.00
Average cost of claims*	\$5,162	\$10,482	\$6,637	\$8,440	\$5,128
Injuries reported (WC Claims)	91	59	58	81	110
Minimum Premium payable (\$million)	\$2.10M	\$1.76M	\$188M	\$1.62M	\$1.48M

\*Paid to date v paid + outstanding estimate as at the end of the relevant calendar year

The University continues to provide an Employee Assistance Program (EAP) via TELUS Health, formerly known as Benestar. Our 12-month EAP utilisation average represents 9.6 percent of our workforce, compared to 3.9 percent of all customers serviced by our EAP provider, however only 22.2 percent of presenting issues are work related. This high utilisation with low work-related issues serves as a positive indicator of staff and their families engaging in help-seeking behaviours to manage their health and wellbeing and is indicative of the proactiveness of the University in this space.

### **Insurance arrangements**

The University has completed its 12th successive year in the NSW Loss Prevention and Recovery Workers Compensation Scheme. Since the introduction of the scheme premium in 2012, there have been steady increases in the final adjustment factors. This has led to premiums steadily increasing over the years, despite claims costs remaining fairly consistent. Cost of claims for each impacting year remain below the minimum premium payable under the scheme and will result in refunds for 2020 and 2021 and a return of the security deposit for 2022. The University will remain insured under the iCare LPR scheme for Workers Compensation in 2024, however we have changed from a large claims cap of \$350,000 to \$500,000 to effect further premium reductions for 2024.

## **Indigenous engagement**

### **One Sydney, Many People (OSMP) Strategy 2021-24**

The University of Sydney's Deputy Vice-Chancellor (Indigenous Strategy and Services) portfolio leads the *One Sydney, Many People* (OSMP) Strategy 2021-24, a University-wide initiative that continues to make significant strides in advancing Aboriginal and Torres Strait Islander culture and knowledge within the institution. In 2023, through strategic coordination and focused efforts, the University realised positive gains across various priority areas, including education, workforce development and cultural competency.

#### **Students and the Gadigal Centre**

The University's commitment to supporting Aboriginal and Torres Strait Islander students is evident through various initiatives, including increased enrolment, engagement with key partners, and the provision of scholarships and support programs.

One of the biggest advantages we have on Camperdown Campus for Aboriginal and Torres Strait Islander students is the Gadigal Centre. The Gadigal Centre has significantly expanded its staffing and engagement initiatives since its inception in April 2021. The Centre has seen a surge in Aboriginal and Torres Strait Islander student involvement, which includes between 35 and 70 students utilising the Centre daily.

Key to this success has been the efforts in fostering both internal and external relationships. Internally, students have collaborated closely with faculties, student support services, and mental health resources such as Student Wellbeing Services, fostering a supportive environment for their academic and personal needs. The impact of these efforts is

evident in the graduation statistics, with 118 Aboriginal and Torres Strait Islander students completing their degrees in 2023 across various faculties. Additionally, important initiatives such as ITAS (Indigenous Tutorial Assistance Scheme), which provides academic support and study assistance in one-on-one or small group tutoring, have seen significant engagement, with 180 students accessing tutoring sessions.

The Indigenous Equivalent Full-Time Student Load (EFTSL) for the University increased 2.1%, from 335.07 in 2022 to 342.04 in 2023. Student success (units passed/units attempted) decreased slightly, from 85.7% in 2022 to 85.23% in 2023.

#### **Student engagement, enrolment, and achievements**

The University is committed to enhancing accessibility to tertiary education for Aboriginal and Torres Strait Islander students through various outreach and transition initiatives.

The Gadalung (Summer) program targets students in years 10, 11, and 12, fostering participation and

nurturing aspirations for higher education. In 2023 more than 200 students participated in Gadalung events. As part of Gadalung, more than 100 students, some from as far away as Far North Queensland, participated in the Gadalung Program, a week-long residential initiative that aims to increase the motivation and participation of Aboriginal and Torres Strait Islander students in higher education.

The Tahgara (Winter) program assists Year 12 students in preparing for final exams while fostering connections with University support networks, peers, and faculty, and the Gadigal program offers early conditional admission to students with lower ATAR requirements and enhanced support services. The number of offers for 2023 increased by 12 percent compared to 2022 and enrolments increased by 30 percent.

Launched in 2022, the Extended Bachelors Program provides a supportive pathway for students with disrupted educational backgrounds to access University education. By early 2024 20 students had successfully enrolled and commenced their studies at the University through this program and eight continue their studies.

#### **Aboriginal and Torres Strait Islander workforce**

The University has made significant progress in supporting the Aboriginal and Torres Strait Islander workforce, including the development of a Good Practice Guide to support employment targets and the creation of recruitment roles aimed at bolstering Indigenous recruitment efforts. Initiatives such as the Indigenous Career Development Fund Program and the Aboriginal and Torres Strait Islander Mentoring Program demonstrate a commitment to staff wellbeing and professional development.

Key achievements for 2023 included the following:

- Increased workforce participation to 1.16 percent from 1.09 percent in 2022 (for more detail see ‘Workforce Diversity’ on pages 60 and 61). The University continued to prioritise the advancement of cultural competence in our non-Aboriginal and Torres Strait Islander staff (and the wider community), through workshops and initiatives run by the National Centre for Cultural Competence (NCCC), such as the Culturally Competent Leadership Program (see below). Our Indigenous Strategy and Services portfolio will continue to collaborate closely with the NCCC on this strategic imperative and leverage support from our entire staff community.

- Focused on wellbeing of Aboriginal and Torres Strait Islander staff through fortnightly “yarning circles”, establishing the *Aboriginal and Torres Strait Islander Advisory Group*, and providing targeted counselling through our EAP provider.
- Continued to build staff cultural competence through National Centre for Cultural Competence workshops
- Continued to develop appropriate mechanisms to address issues of cultural load and safety, especially during the referendum period.

#### **Procurement**

In the area of procurement, notable achievements have been made, including a significant increase in annual spend facilitated by Indigenous procurement processes. Key activities, such as the development of an Indigenous procurement process, implementation of the Unibuy Guided Buying page, and participation in key events have contributed to this success. Additionally, cultural competence training for procurement staff and the establishment of communication channels with Indigenous suppliers have further enhanced engagement and collaboration.

This range of activities saw a 347 percent increase in annual spend, from \$1.5 million in 2022 to \$5.2 million in 2023.

#### **Cultural competence and creating culturally safe work environments**

The Culturally Competent Leadership Program (CCLP) continues to play a crucial role in enhancing cultural competence among University staff. Expansion efforts have led to increased participation and a targeted focus on balancing academic representation within the program. Additionally, online modules on cultural competence have seen high completion rates, with more than 5900 completions by University staff in 2023, which indicates strong engagement and commitment to ongoing learning.

A total of 93 University staff completed the Culturally Competent Leadership Program (CCLP) in 2023.

Plans are underway to fully transition from online workshops to face-to-face sessions in 2024, as the University aims to further enhance learning and discussion around creating culturally safe work environments for Aboriginal and Torres Strait Islander staff.

### **Aboriginal and Torres Strait Islander Philanthropy Strategy**

Efforts to increase philanthropic support for Indigenous initiatives are underway, with comprehensive assessments and benchmarking activities informing future strategies. The University's Advancement Portfolio will deliver their written Indigenous Philanthropy Strategy in early 2024.

### **Independent strategy review**

An independent review of the University's OSMP strategy, which is important because the strategy expires at the end of 2024, highlighted several notable impacts, such as the establishment of consistent student support services through the Gadigal Centre, the strengthening of governance

structures to support decentralised implementation, and the development of robust relationships within and outside the University. Additionally, significant progress has been made in reinforcing policy frameworks that support OSMP objectives, such as the Indigenous Procurement Strategy. However, the review also identified opportunities for improvement, including the need for a clearer and more ambitious vision aligned with University strategies, enhanced leadership support and communication for OSMP, and a renewed focus on cultural competence and safety across all aspects of the initiative. Recommendations also include reassessing funding models to ensure sustainability, prioritising staff experience and stability, and strengthening curriculum Indigenisation efforts.

Financial performance

## Financial performance

A brief summary of the University of Sydney's statement of financial performance for 2023 is provided in the table below. For detailed reporting on the University's financial performance, please refer to the Financial review of 2023 on pages 72 to 82 and the financial statements on pages 93 to 145.

### Summary

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- The University of Sydney recorded a 2023 operating surplus of \$351.8 million (compared to \$298.5 million for 2022).
  - This operating result includes several one-off write downs and adjustments as well as quarantined specific-purpose grant and investment funds. Excluding these items, the University recorded an underlying operating result of \$14.8 million (2022: \$296.7 million).
  - The underlying margin of the University – including non-recurring items – was a loss of \$9.4 million (2022: \$216.6 million surplus). This margin represents the core operations of the University and provides a clearer picture of what the result would be without the quarantined specific purpose grants and investment funds.
-



# Financial review of 2023

## Statement of financial performance (Income statement)

The University of Sydney's parent only financial statements for the year ended 31 December 2023 show the University recorded a 2023 operating surplus of \$351.8 million (2022: \$298.5 million).

This operating result includes several one-off write downs and adjustments. In 2023, \$4.9 million of specific asset write downs occurred. This included non-capitalisable technology costs that were held as capital-work-in-progress in 2022 and written down in 2023 (such as costs for cloud computing implementation projects), as well as specialist research equipment that was written down as the University no longer uses it. A one-off expense of \$11.9 million was incurred in 2023 to write down the carrying value of assets acquired in prior years, due to a change in the University's asset capitalisation threshold set by the Chief Financial Officer. In addition, a \$7.4 million adjustment was made to correct a system-generated error in depreciation and amortisation expenses that occurred in 2022 and was identified during the current period.

The University recorded an underlying margin – excluding non-recurring items and quarantined funds (such as specific-purpose grants and investment funds) – of \$14.8 million (2022: \$296.7 million). When those non-recurring items are included, the University's underlying margin is a loss of \$9.4 million (2022: \$216.6 million surplus). This margin represents the core operations of the University and provides a clearer picture of what the result would be without the quarantined specific purpose grants and investment funds.

### Additional guidance on the operating result

While the operating result of \$351.8 million reflects the University's financial position in accordance with Australian accounting standards, it does not represent a surplus that can be spent freely, due to restrictions in place for a substantial proportion of the funds held. Quarantined items that have contributed to this positive operating result include philanthropic funds, investment funds and specific purpose grants (for more detail, see page 73).

The University is a not-for-profit entity and re-invests all available revenue into enhancing research and teaching capabilities. This investment complements our long-term capital expenditure, including our Campus Improvement Program 2 (see page 22 of this Annual Report) and other strategically important initiatives that increase student access to education at our institution and represent unprecedented investment in innovative research and education.

For more detail about the 2023 and 2022 operating results and underlying margins, please see the table on page 73.

The operating result can be reconciled to the underlying result as follows:

	2023	2022	Change	Change
	\$M	\$M	\$M	%
Operating revenue <sup>1</sup>	3,418.5	2,916.6	501.9	17.2
Operating expenses <sup>2</sup>	3,066.7	2,618.1	448.6	17.1
<b>Parent operating result per financial statements</b>	<b>351.8</b>	<b>298.5</b>	<b>53.3</b>	<b>17.9</b>
Adjusted for:				
Philanthropic funds <sup>3</sup>	(72.2)	(75.2)	3.0	4.0
Investment income <sup>3</sup>	(304.0)	(27.9)	(276.1)	(989.6)
Net Investment in Philanthropy <sup>4</sup>	(376.2)	(103.1)	(273.1)	
Specific purpose grants	15.0	21.2	(6.2)	(29.2)
<b>Parent underlying margin including non-recurring items</b>	<b>(9.4)</b>	<b>216.6</b>	<b>(226.0)</b>	<b>(104.3)</b>
Non-recurring items:				
Asset write-downs	4.9	3.5	1.4	
Badgerys Creek compulsory acquisitions write back	-	76.6	(76.6)	
One-off items				
- Change in asset capitalisation threshold	11.9	-	11.9	
- Correction of prior period system error	7.4	-	7.4	
<b>Parent underlying margin excluding non-recurring items</b>	<b>14.8</b>	<b>296.7</b>	<b>(281.9)</b>	<b>(95.0)</b>

1 For further information, see Section 1 on operating revenue (page 75).

2 For further information, see Section 2 on operating expenses (page 78).

3 Figures include internal rate of return and reflect net margin. Certain philanthropic and investment funds are restricted and unavailable for general use.

4 Prior year comparatives have been restated in line with current year presentation.

As reported earlier, the positive operating result disclosed in the financial statements was achieved through contributions generated by quarantined items that include the following:

- **Philanthropic funds:** A large proportion of the philanthropic funds managed by the University must be invested in perpetuity. Under the terms of many of the endowments, some investment income derived from these investments must be retained to maintain the real value of the endowment and is not therefore available to fund day-to-day operations.
- **Investment funds:** Must be held in reserve to meet capital requirements for a collateral fund to support the University's borrowing program, provide a backstop against any unforeseen financial shocks and form the core of a Senate-controlled discretionary endowment that may declare an annual dividend to support the University's teaching, research, and social agendas. These reserves also support our obligation to meet employee entitlements and assist in providing accommodation for our students.
- **Specific purpose grants:** Represent the funds received and as-yet unspent but committed to support research and education, including National Health and Medical Research Council (NHMRC) grants, Australian Research Council (ARC) grants, Medical Research Future Fund (MRFF) grants and student scholarship funds.

## Statement of financial position (Balance sheet)

The University's Statement of financial position demonstrates the significant restrictions that are in place for many of the funds held. A total of 53.5 percent of the University's wealth, represented by its Net Assets, equates to value that cannot be applied to support the University's day-to-day operations.

Much of the University's cash balances and much of its financial investments are restricted in terms of their use as they are largely being governed by philanthropic restrictions. Please refer to the table below for details of the University's Summary Balance Sheet and note the following.

- Tied funds are those funds contributed by external research funding bodies that can only be used for the specific purpose intended by the funder.

- Endowment funds are those restricted purpose funds that are unable to be used, except for the specific purpose intended by the donors.
- Future funds are the funds set aside by the University for the specific purpose of providing a backstop for the University's borrowing program, to protect staff entitlements, to shield the University against high-revenue concentration risk, and to form the core of a discretionary endowment that, subject to the approval of Senate, provides an annual dividend to be paid to support the University's discretionary activities.

Summary Balance Sheet as at 31 December 2023	Discretionary University funds	Tied University funds	Endowment funds	Future funds	Total
Description	\$M	\$M	\$M	\$M	\$M
<b>Assets</b>					
Cash and cash equivalents	544.1	45.3	88.5	101.9	779.8
Receivables and contract assets	200.7	1.1	10.9	1.8	214.5
Other financial assets	490.2	489.1	1,383.2	1,357.9	3,720.4
Other non-financial assets	78.2	-	-	-	78.2
Superannuation fund receivables	1,168.8	-	-	-	1,168.8
Intangible assets	164.5	-	-	-	164.5
<b>Total non-property assets</b>	<b>2,646.5</b>	<b>535.5</b>	<b>1,482.6</b>	<b>1,461.6</b>	<b>6,126.2</b>
<b>Liabilities</b>					
Trade and other liabilities	428.5	535.5	7.0	11.4	982.4
Borrowings	488.9	-	-	-	488.9
Staff provisions	450.0	-	-	-	450.0
Other provisions	76.6	-	-	-	76.6
Superannuation fund liabilities	1,157.7	-	-	-	1,157.7
Derivative financial instruments	14.2	-	13.3	-	27.5
<b>Total liabilities</b>	<b>2,615.9</b>	<b>535.5</b>	<b>20.3</b>	<b>11.4</b>	<b>3,183.1</b>
<b>Net non-property assets</b>	<b>30.6</b>	<b>-</b>	<b>1,462.3</b>	<b>1,450.2</b>	<b>2,943.1</b>
Property, plant and equipment	3,170.2	-	46.0	733.6	3,949.8
Non-current assets held for sale	2.6	-	-	-	2.6
<b>Net assets</b>	<b>3,203.4</b>	<b>-</b>	<b>1,508.3</b>	<b>2,183.8</b>	<b>6,895.5</b>
University unencumbered cash on hand	544.1				
University weekly cash draw	58.0				
Cover	9.4 weeks				

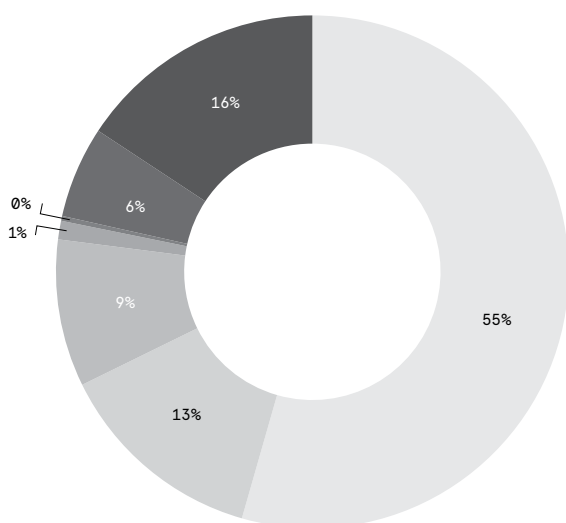
It is important to note that the University's available net non-property assets have a value of \$30.6 million, which is inclusive of the unencumbered cash balance of \$544.1 million. The unencumbered cash balance represents a cover of 9.4 weeks of operations for the University, based on the University's average cash draw of \$58.0 million per week, to pay for operational costs.

## 1. Operating revenue

The 2023 operating revenue of \$3,418.5 million was \$501.9 million –17.2 percent– higher than 2022, mainly attributable to increased investment performance of \$276.1 million, increased student fees and charges of \$69.4 million, driven by both increases in fees and the volume of international students and increased consultancy and contracts income of \$31.5 million, due to higher research contract funding received from both domestic and international funders. The overall increase in operating revenue was also partially driven by a decrease of \$78.6 million in asset writebacks, as there was a one-off \$76.6 million writeback for Badgerys Creek in 2022.

The following table and chart show the major components of the reported revenue.

	2023 \$M	2022 \$M	Change \$M	Change %
Income from students (including HECS-HELP and FEE-HELP)	1,860.8	1,803.6	57.2	3.2
Commonwealth Government operating and capital grants	317.4	326.3	(8.9)	(2.7)
Research and consultancy activities	692.1	623.8	68.3	10.9
NSW Government operating grant	10.5	8.6	1.9	22.1
Income from private sources	537.7	154.3	383.4	248.5
<b>Total</b>	<b>3,418.5</b>	<b>2,916.6</b>	<b>501.9</b>	<b>17.2</b>

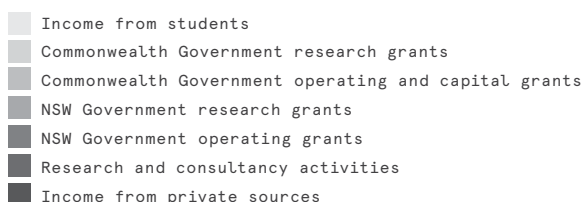


### 1.1 Income from students

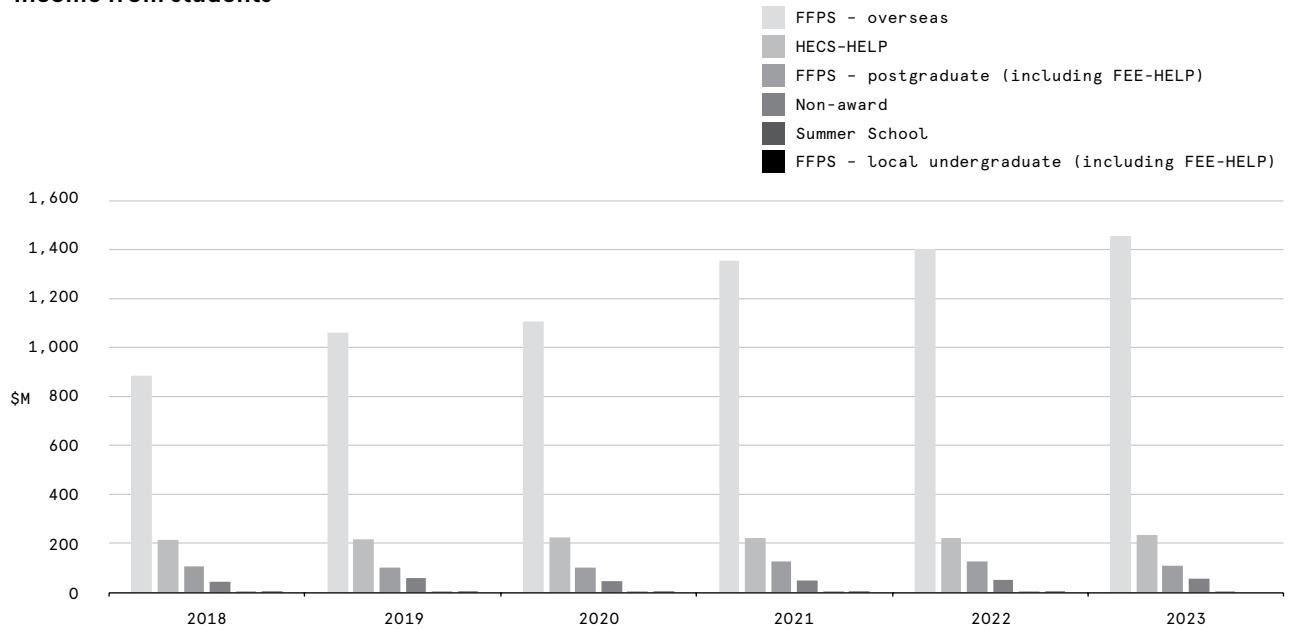
Overseas full fee-paying (FFP) students continue to provide significant income to the University. This cohort represented 78.3 percent of total student income in 2023, a small increase from the total of 77.8 percent in 2022.

The 2023 growth in total income from students of \$57.2 million was mainly attributable to additional course fees generated from FFP overseas students of \$54.1 million, an increase of 3.9 percent, partially offset by a \$17.0 million reduction in income from FFP domestic postgraduate students (including FEE-HELP).

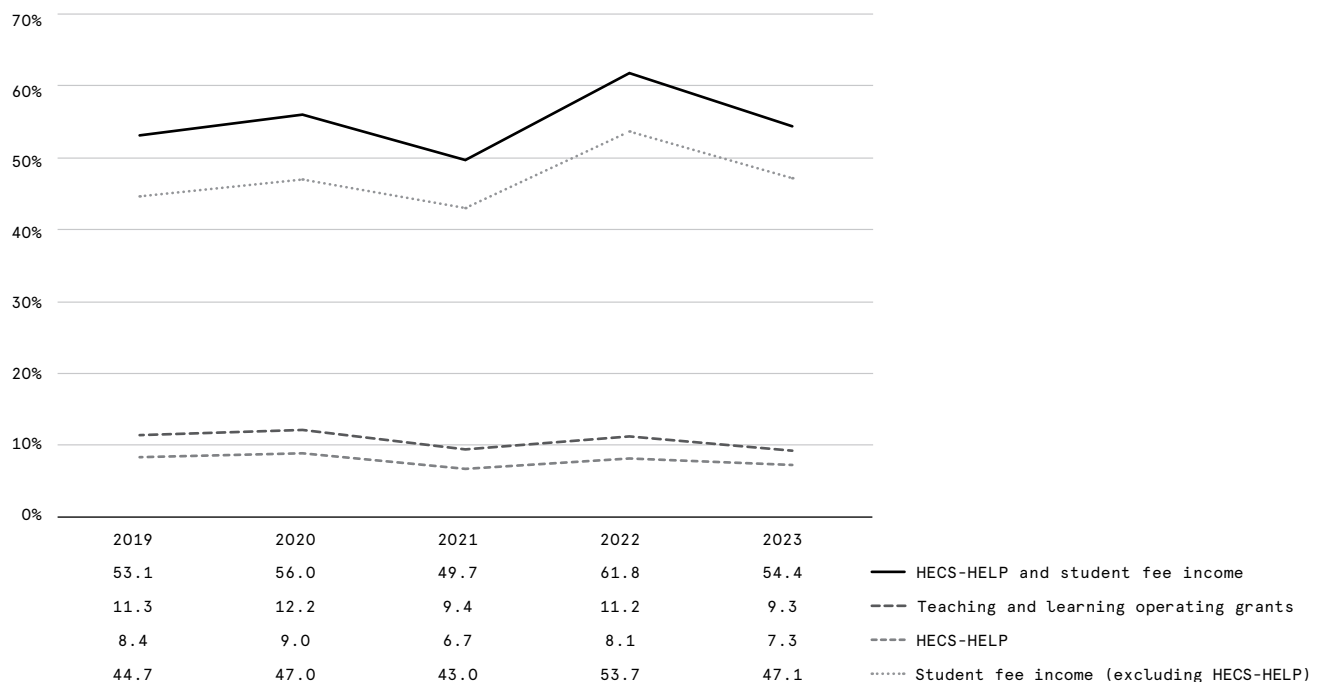
	2023 \$M	2022 \$M	Change \$M	Change %
FFPS – overseas	1,456.7	1,402.6	54.1	3.9
HECS-HELP	232.9	220.7	12.2	5.5
FFPS – postgraduate (including FEE-HELP)	107.3	124.3	(17.0)	(13.7)
Non-award	55.1	49.5	5.6	11.3
Summer School	7.4	5.4	2.0	37.0
FFPS – local undergraduate (including FEE-HELP)	1.4	1.1	0.3	27.3
<b>Total income from students</b>	<b>1,860.8</b>	<b>1,803.6</b>	<b>57.2</b>	<b>3.2</b>



## Income from students



## University education revenue sources as a percentage of total revenue



In the four years since 2019, the proportion of revenue received from HECS-HELP and student fee income increased from 53.1 percent (2019) to 54.4 percent (2023). The significant dip in 2021 was the impact of the extraordinary investment income performance recorded in that year, which was not repeated in 2022 and 2023.

Most of the increase in student fees can be attributed to continued growth in income from overseas full fee-paying students. During the same five-year period, the proportion of funding received from Commonwealth Government teaching and learning operating grants for local students declined from 11.3 percent to 9.3 percent.

## 1.2 Commonwealth Government funding

Declining Commonwealth financial support in real terms has continued to intensify pressure on the University of Sydney and has increased the University's reliance on fee-paying students. In 2023, Commonwealth operating support decreased by \$8.9 million while research revenue increased by \$34.9 million. The increase in Commonwealth research funding is mainly attributable to a \$28.9 million increase in NHMRC and MRFF program funding. ARC and research program funding showed a further increase of \$19.7 million, partially offset by a \$17.0 million decrease in research funding from other Commonwealth agencies.

	2023	2022	Change	Change
	\$M	\$M	\$M	%
Teaching and learning operating grants	317.4	326.3	(8.9)	(2.7)
Capital funding	0.0	0.0	0.0	0.0
<b>Commonwealth Government operating and capital grants</b>	<b>317.4</b>	<b>326.3</b>	<b>(8.9)</b>	<b>(2.7)</b>
Research program funding	192.4	178.4	14.0	7.8
Australian Research Council	52.7	47.0	5.7	12.1
National Health and Medical Research Council and the Medical Research Future Fund	130.4	101.5	28.9	28.5
Other Commonwealth agencies – research	51.7	68.7	(17.0)	(24.7)
Other Commonwealth agencies – non-research	27.6	24.3	3.3	13.6
<b>Commonwealth research funding</b>	<b>454.8</b>	<b>419.9</b>	<b>34.9</b>	<b>8.3</b>
<b>Total Commonwealth funding</b>	<b>772.2</b>	<b>746.2</b>	<b>26.0</b>	<b>3.5</b>

## 1.3 NSW Government grants

Grants provided by the NSW Government increased by \$3.9 million – 8.4 percent – to \$50.5 million in 2023.

	2023	2022	Change	Change
	\$M	\$M	\$M	%
NSW Government operating grants	10.5	8.6	1.9	22.1
NSW Government research grants	40.0	38.0	2.0	5.3
<b>Total NSW Government grants</b>	<b>50.5</b>	<b>46.6</b>	<b>3.9</b>	<b>8.4</b>

## 1.4 Research and consultancy activities

Income received by the University for research and consultancy activities increased by \$68.3 million – 10.9 percent – in 2023. Commonwealth research funding of \$454.8 million represented 65.7 percent of the total funding in this category. Contributions by the Commonwealth Government increased by \$34.9 million, which accounted for 51.1 percent of the total increase in research and consultancy income, with the reasons explained in section 1.2. Under non-Commonwealth Government funding, in 2023, local collaborative research grants were lower than 2022 by \$3.0 million whilst overseas collaborative research funds were \$19.3 million higher than 2022. Foundations and individual research grants contributed an additional \$14.9 million increase – 22.9 percent – to this funding category.

	2023	2022	Change	Change
	\$M	\$M	\$M	%
<b>Commonwealth research funding</b>	<b>454.8</b>	<b>419.9</b>	<b>34.9</b>	<b>8.3</b>
NSW Government research grants	40.0	38.0	2.0	5.3
Industry research grants	19.2	18.1	1.1	6.1
Foundations and individual research grants	80.0	65.1	14.9	22.9
Local collaborative research funds	12.5	15.5	(3.0)	(19.4)
Overseas collaborative research funds	76.4	57.1	19.3	33.8
Consultancies	9.2	10.1	(0.9)	(8.9)
<b>Non-Commonwealth research and consultancy funding</b>	<b>237.3</b>	<b>203.9</b>	<b>33.4</b>	<b>16.4</b>
<b>Total research and consultancy income</b>	<b>692.1</b>	<b>623.8</b>	<b>68.3</b>	<b>10.9</b>

## 1.5 Income from private sources

The major components of this income group were as follows:

	2023 \$M	2022 \$M	Change \$M	Change %
Investment income	304.0	27.9	276.1	989.6
Philanthropic income	72.2	75.2	(3.0)	(4.0)
Commercial and other activities	56.6	(33.5)	90.1	(269.0)
Contributions from external organisation	44.8	34.6	10.2	29.5
Other fees and charges	60.1	50.1	10.0	20.0
<b>Total income from private sources</b>	<b>537.7</b>	<b>154.3</b>	<b>383.4</b>	<b>248.5</b>

Investment income increased by \$276.1 million, mainly due to unit prices increasing by more than 7.6 percent in 2023 across the medium and long-term funds.

At 31 December 2023, the University was holding an unrealised gain of \$66.4 million (2022: \$211.7 million unrealised loss).

Philanthropic income (for donations received) decreased by \$3.0 million.

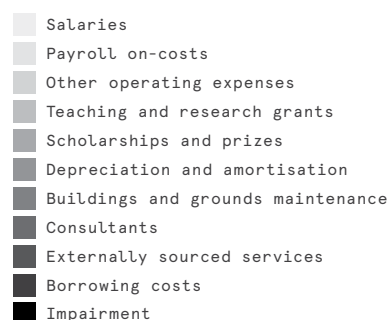
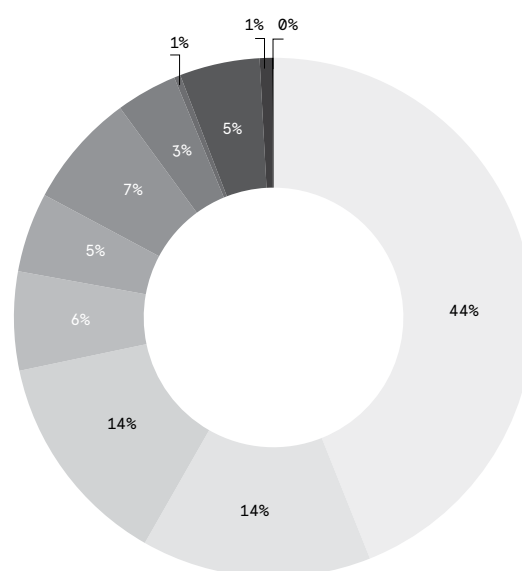
## 1.6 Philanthropic income pledged

The University continued to receive substantial and valuable support from donors in 2023, raising \$157.1 million in pledged income from 3808 individual donors (2022: \$142.3 million). The generosity of our donors enables the University to engage in ground-breaking research, provide student scholarships and undertake projects that improve people's lives (for more detail see page 36).

## 2. Operating expenses

The 2023 operating expenditure of \$3,066.7 million was \$448.6 million – 17.1 percent – higher than in 2022.

	2023 \$M	2022 \$M	Change \$M	Change %
Salaries	1,347.6	1,180.3	167.3	14.2
Payroll on-costs	438.9	353.6	85.3	24.1
<b>Total employee benefits</b>	<b>1,786.5</b>	<b>1,533.9</b>	<b>252.6</b>	<b>16.5</b>
Other operating expenses	412.5	343.3	69.2	20.2
Teaching and research grants	188.5	178.0	10.5	5.9
Scholarships and prizes	152.1	123.4	28.7	23.3
Depreciation and amortisation	218.5	205.4	13.1	6.4
Repairs and maintenance	117.0	67.4	49.6	73.6
Consultants	12.1	17.2	(5.1)	(29.7)
Externally sourced services	153.2	114.7	38.5	33.6
Borrowing costs	23.4	30.5	(7.1)	(23.3)
Impairment	2.9	4.3	(1.4)	(32.6)
<b>Total non-salary expenses</b>	<b>1,280.2</b>	<b>1,084.2</b>	<b>196.0</b>	<b>18.1</b>
<b>Total expenses</b>	<b>3,066.7</b>	<b>2,618.1</b>	<b>448.6</b>	<b>17.1</b>





The major items contributing to the increase were:

- A \$252.6 million increase in salaries and payroll on-costs. The increase is primarily due to the 4.6 percent administrative pay increase under the new Enterprise Agreement 2023-26 and \$2000 sign-on payments, paid to eligible staff after the new agreement commenced.
- A \$69.2 million increase in other operating expenses, mainly due to increased expenditure for travel, legal and insurance costs and laboratory and medical supplies.
- A \$49.6 million increase in repairs and maintenance, mainly driven by increases in building works, primarily related to safety upgrades and preventative maintenance work.
- A \$33.4 million increase in externally sourced services and consultants, mainly driven by increases in IT operations expenditure.
- A \$28.7 million increase in student scholarships, mainly driven by increases in scholarships awarded to both domestic and international students.
- A \$13.1 million increase in depreciation and amortisation, mainly driven by the change in the asset capitalisation threshold in 2023.
- A \$10.5 million increase in teaching and research grants expenditure, mainly driven by increased medical services and site payments.

### 3. Investment in assets

The University continues to commit to a long-term capital investment plan to assure its future sustainability. This includes funding for state-of-the-art buildings, information and communications technology and library infrastructure to support the University's core teaching and research activities.

In 2023, the University incurred capital expenditure of \$269.1 million, a \$115.5 million increase on expenditure in 2022, mainly due to the Sydney Biomedical Accelerator capital program.

	2023	2022	Change	Change
	\$M	\$M	\$M	%
Land and buildings	1.6	0.7	0.9	138.8
Equipment	45.1	33.9	11.2	32.9
Capital works – software	21.3	20.6	0.7	3.4
Capital works – buildings	154.4	74.4	80.0	107.5
Other	46.7	24.0	22.7	94.8
<b>Total capital expenditure</b>	<b>269.1</b>	<b>153.6</b>	<b>115.5</b>	<b>75.2</b>

### 4. Equity

The total equity of the University at 31 December 2023 was \$6,895.5 million, \$400.8 million higher than at 31 December 2022 at the University parent entity level.

	2023	2022	Change	Change
	\$M	\$M	\$M	%
Restricted funds	939.3	889.5	49.8	5.6
Reserves	911.2	866.3	44.9	5.2
Retained earnings	5,045.0	4,738.9	306.1	6.5
<b>Total equity</b>	<b>6,895.5</b>	<b>6,494.7</b>	<b>400.8</b>	<b>6.2</b>

The three major components of total equity were as follows.

- **Restricted funds**, which total \$939.3 million at 31 December 2023 (2022: \$889.5 million). These are funds with a capital preservation obligation and are quarantined from use to support the University's day-to-day operations.
- **Reserves**, which largely comprise non-cash revaluation adjustments for the University's commercial properties and heritage assets. In 2023, there was a net increase of \$44.9 million in the reserves arising from the revaluation of assets.
- **Retained earnings** of the University stand at \$5,045.0 million, made up of the initial revaluation reserve of \$1,660.5 million created in 1992 (when the NSW Government transferred the land and buildings to the University) together with the cumulative net operating surpluses generated, excluding reserves, in the periods up to 31 December 2023.

## 5. Operating statement

	2023 Budget \$'M	2023 Forecast \$'M	2023 Actual \$'M	2024 Budget \$'M
<b>Revenue and income from continuing operations</b>				
Australian Government financial assistance				
Australian Government grants	709.1	773.8	772.2	793.8
HELP - Australian Government payments	284.1	272.4	267.1	286.9
State and local government financial assistance	46.5	48.7	50.5	47.7
Fees and charges	1,579.9	1,615.4	1,612.5	1,675.9
HECS-HELP - student payments	42.6	42.5	41.4	46.4
Investment revenue	204.5	240.5	303.9	229.9
Consultancy and contracts	181.5	192.7	197.3	190.5
Royalties, trademarks and licences	2.2	2.5	3.0	3.1
Other revenue	172.8	175.6	168.8	193.3
Gains/(losses) on disposal of assets	-	-	1.8	-
<b>Total income from continuing operations</b>	<b>3,223.2</b>	<b>3,364.1</b>	<b>3,418.5</b>	<b>3,467.4</b>
<b>Expenses from continuing operations</b>				
Employee related expenses	1,706.0	1,752.6	1,786.5	1,858.5
Depreciation and amortisation	208.0	208.0	218.5	204.0
Repairs and maintenance	113.0	116.4	117.0	137.6
Borrowing costs	24.3	24.3	23.4	26.3
Impairment of assets	3.0	3.2	2.9	3.8
Grant and scholarship expenses	157.5	153.2	152.1	177.3
Consultants	14.9	12.0	12.1	10.7
Externally sourced services	187.8	151.6	153.1	136.0
Teaching and research grants	182.7	198.5	188.5	200.6
Other expenses	375.1	394.2	412.6	447.6
<b>Total expenses from continuing operations</b>	<b>2,972.3</b>	<b>3,014.0</b>	<b>3,066.7</b>	<b>3,202.4</b>
Operating result before income tax	250.9	350.1	351.8	265.0
Income tax benefit/(expense)	-	-	-	-
<b>Operating result after income tax</b>	<b>250.9</b>	<b>350.1</b>	<b>351.8</b>	<b>265.0</b>
<b>Net result attributable to members of the University of Sydney</b>	<b>250.9</b>	<b>350.1</b>	<b>351.8</b>	<b>265.0</b>

### Notes:

1. Net gain/(loss) on sale of property, plant and equipment.
2. The approved budget/forecast, where possible, has been adjusted above to take account of the year end presentation of accounting adjustments, including fixed asset purchases and depreciation, to provide a meaningful comparison.

## 6. Investments and investment performance

The Long-Term Fund (LTF) returned 7.6 percent in 2023 (after external manager fees). Listed equities were a major driver of returns in the year, particularly offshore, but private equity and venture capital were relatively flat as prior soft conditions were reflected in subsequent valuations.

### Long-Term Fund (LTF)

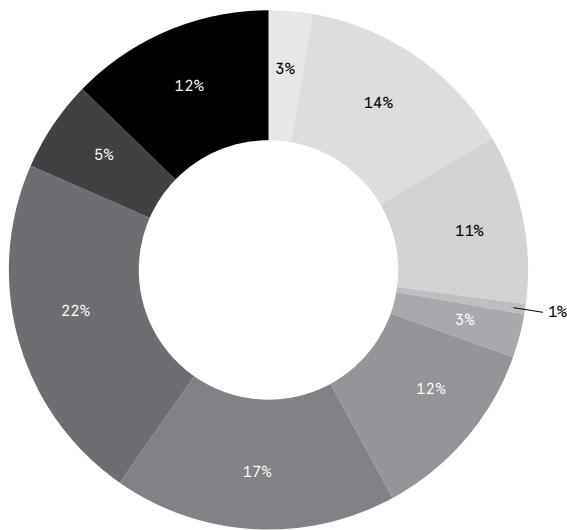
Value as at 31 December 2023:  
\$3,012.9 million

Cash flow objective:  
4.5 percent per annum

Capital objective:  
Consumer Price Index (real terms capital preservation)

Total return objective:  
Consumer Price Index + 4.5 percent after fees

### Long-Term Fund Asset Allocation as at 31 December 2023



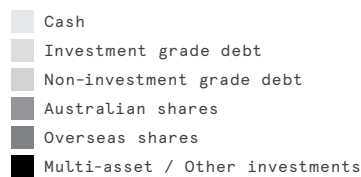
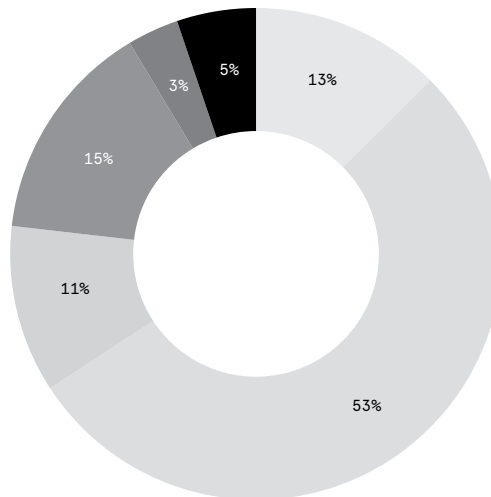
The University's Medium-Term Fund (MTF) generated a return of 8.0 percent (after external manager fees) for 2023. The portfolio increased on the back of solid gains from credit and asset-backed security positions, which were mainly floating interest rates.

### Medium-Term Fund (MTF)

Value as at 31 December 2023:  
\$109.3 million

Total return objective:  
Bloomberg AusBond Bank Bill + 1.5 percent after all fees

### Medium-Term Fund Asset Allocation as at 31 December 2023



## 7. Summary of land owned by the University

Land use	2023	2022	Change	Change
	\$M	\$M	\$M	%
Teaching and research land	184.1	182.9	1.2	0.7
Student accommodation	114.5	108.4	6.1	5.6
Commercial land	44.4	39.5	4.9	12.4
Investment land	415.8	407.9	7.9	1.9
<b>Total land</b>	<b>758.8</b>	<b>738.7</b>	<b>20.1</b>	<b>2.7</b>

### Teaching and research land

The major teaching and research facilities of the University, located on the Camperdown and Darlington campuses in Sydney, cover a total of 51 hectares. The University has several teaching and research facilities in addition to these premises, including:

- Brain and Mind Centre, Mallett Street, Camperdown
- Camden Campus (Faculty of Science)
- Australian Archaeological Institute at Athens and Thessaloniki, Greece
- University-owned and commercially operated farms throughout eastern Australia (covering a total area of approximately 10,174 hectares) which support the teaching and research activities of the Faculty of Science.

The University also occupies a number of sites on long-term leases, licences and agreements in New South Wales, including:

- The Plant Breeding Institute at Narrabri and other field stations
- Facilities at University teaching and research hospitals
- Science facilities at the Australian Technology Park at Redfern
- Sydney Conservatorium of Music in central Sydney

### Commercial farms

The University operates two commercial farms that support teaching and research activities. These farms, one located on the Liverpool Plains and the other in the Southern Highlands regions of New South Wales, are valued on a fair value basis. In addition, the University retains farmlands in close proximity to the Nancy Bird-Walton International Airport in Western Sydney.

### Student housing

The University owns several accommodation properties in the vicinity of the Camperdown, Darlington, Nepean, Camden and Lismore campuses.

## 8. Overseas travel

The University paid \$21.6 million for staff overseas travel in 2023 (2022: \$9.9 million). The \$11.7 million increase is due to increased overseas teaching and research activity post pandemic. Overseas visits deliver significant value to the University – they build stronger global partnerships with other universities, government, industry and donors and allow the University to participate in important international events and meetings (see page 45 for more details).

## 9. Financial statements for subsidiaries

Please refer to note 28 of the Financial Statements for details of the University's subsidiaries.



## INDEPENDENT AUDITOR'S REPORT

### The University of Sydney

To Members of the New South Wales Parliament

### Opinion

I have audited the accompanying financial statements of The University of Sydney (the University) which comprise the Statement by the Accountable Authority, the Responsible Entities' Declaration, the Income Statement and Statement of Comprehensive Income for the year ended 31 December 2023, the Statement of Financial Position as at 31 December 2023, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a summary of material accounting policies, the US Department of Education financial responsibility supplement schedule (Note 37), and other explanatory information of the University and the consolidated entity. The consolidated entity comprises the University and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act) and the *Government Sector Finance Regulation 2018* (GSF Regulation)
- present fairly, the financial position, financial performance and cash flows of the University and the consolidated entity
- have been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012* (the ACNC Act) and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the University in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements for the year ended 31 December 2023. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, I do not provide a separate opinion on these matters. I have determined the matters described below to be the key audit matters to be communicated in my report.

Key Audit Matter	How my audit addressed the matter
<p><b>Employee underpayment liabilities</b></p>	
<p>At 31 December 2023, the University reported the following liabilities:</p> <ul style="list-style-type: none"> <li>underpayment of professional and academic employees of \$7.4 million (included within the accrued expenses balance of \$110 million in Note 19 'Trade and other liabilities')</li> <li>underpayment of casual academic staff of \$70.1 million (included within Note 21 'Provisions').</li> </ul> <p>I considered this to be a key audit matter because of the extent of significant management judgements underpinning key assumptions used to estimate the liabilities.</p> <p>Further information on the liabilities is included in:</p> <ul style="list-style-type: none"> <li>Note 1(e) 'Correction of prior period adjustments - Potential Underclaimed Casual Staff Entitlement Remediation'</li> <li>Note 19 'Trade and other liabilities'</li> <li>Note 21 'Provisions'.</li> </ul>	<p>Key audit procedures for both matters included the following:</p> <ul style="list-style-type: none"> <li>assessing the reasonableness of the methodology and key assumptions adopted in estimating the liabilities</li> <li>assessing the sufficiency and appropriateness of management's liability against the requirements of applicable Australian Accounting Standards</li> <li>assessing the adequacy of the financial statement disclosures against the requirements of applicable Australian Accounting Standards.</li> </ul> <p>Additional key audit procedures performed for the underpayment of casual academic staff matter included the following:</p> <ul style="list-style-type: none"> <li>obtaining the underpayments calculation from management and assessing the completeness and mathematical accuracy of the data used in the calculation</li> <li>examining a sample of actual payments made to confirm their validity and accuracy</li> <li>understanding the new paycode guidelines and control processes developed to review casual staff timesheets for compliance.</li> </ul>
<p><b>Fair value assessment of property, plant and equipment</b></p>	
<p>At 31 December 2023, the University reported \$3.9 billion in property, plant and equipment. In 2023, the University recorded a net revaluation increment of \$44.9 million.</p> <p>I considered this to be a key audit matter because of the:</p> <ul style="list-style-type: none"> <li>financial significance of property, plant and equipment to the University's financial position</li> <li>extent of significant management judgements underpinning key assumptions used in the fair value assessment process</li> <li>judgement and complexities associated with the application of AASB 13 'Fair Value Measurement'.</li> </ul> <p>Further information on the fair value measurement of property, plant and equipment is included in Note 16 'Property, plant and equipment' and Note 33 'Fair value measurement'.</p>	<p>Key audit procedures included the following:</p> <ul style="list-style-type: none"> <li>assessing the competence, capability and objectivity of management's independent valuers</li> <li>assessing the accuracy and completeness of assets included in the fair value assessment</li> <li>assessing the appropriateness of the methodology used and the key assumptions and judgements adopted</li> <li>assessing material changes to useful lives</li> <li>agreeing valuation amounts to the reported financial statement balances</li> <li>assessing the sufficiency and appropriateness of management's fair value assessment against the requirements of applicable Australian Accounting Standards</li> <li>assessing the adequacy of the financial statement disclosures against the requirements of applicable Australian Accounting Standards.</li> </ul>

## Key Audit Matter

## How my audit addressed the matter

### Valuation of defined benefit superannuation and long service leave liabilities

At 31 December 2023, the University reported:

- defined benefit superannuation liabilities totalling \$1.2 billion
- employee long service leave liabilities totalling \$261 million.

I considered this to be a key audit matter because:

- the defined benefit superannuation and long service leave liabilities are financially significant to the University's financial position
- there is a risk the data used in the defined benefit superannuation and long service leave liability valuation models (the models) is not accurate and/or complete
- the underlying models used to value the liabilities are complex due to a high level of judgement and estimation involved in the valuation assumptions, including discount rates and salary inflation
- the value of the liabilities is sensitive to minor changes in key valuation inputs.
- 

Further information on the valuation of defined benefit superannuation and long service leave liabilities is included in Note 21 'Provisions' and Note 27 'Defined benefit plans'.

Key audit procedures included the following:

- assessing the key controls supporting the data used in the models
- assessing the completeness and mathematical accuracy of the data used in the models
- obtaining management's actuarial reports and year-end adjustments, and for defined benefit superannuation liabilities, engaged a qualified actuary ('auditor's expert') to assess the:
  - competence, capability and objectivity of management's independent experts
  - appropriateness of the models
  - reasonableness of key assumptions used
  - reasonableness of the reported liability balances
- assessing the adequacy of the financial statement disclosures against the requirements of applicable Australian Accounting Standards.

### Valuation of other financial assets (investments)

At 31 December 2023, the University held investments of \$3.7 billion measured at fair value. The University's non-current investments are managed by external fund managers and a contracted services organisation.

I considered this to be a key audit matter because:

- of the significance of the balance to the University's financial position
- the University holds a portfolio of assets classified as 'Level 3' according to the fair value hierarchy under Australian Accounting Standards (i.e. where significant unobservable inputs are used in the valuation). The University's Level 3 assets of \$6.6 million include unlisted unit trusts and unlisted equities. Assessing the fair value of these assets requires judgment as the valuation inputs are not based on observable market transactions or other readily available market data
- of the degree of judgement and estimation uncertainty associated with the valuation.

Further information on investments is included in Note 15 'Other financial assets' and Note 33 'Fair value measurement'.

Key audit procedures included the following:

- evaluating the design of relevant key controls over investments, and assessing on a sample basis whether these controls were implemented effectively
- confirming the existence and completeness of balances at 31 December 2023 with external counterparties
- for unit trusts and equities assets, obtaining valuation confirmations directly from the external fund managers and assessing the reliability of the information received
- assessing the adequacy of the financial statement disclosures against the requirements of applicable Australian Accounting Standards.

## Other Information

The University's annual report for the year ended 31 December 2023, includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The members of the Senate of the University are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Responsible Entities' Declaration.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## University Senate's Responsibilities for the Financial Statements

The University Senate is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation, the ACNC Act and the 'Financial Statement Guidelines for Australian Higher Education Providers for the 2023 Reporting Period'. The University Senate's responsibilities also includes such internal control as the University Senate determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the University Senate is responsible for assessing the University's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

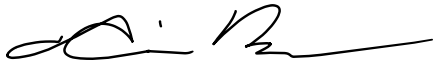
A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at:

[http://www.auasb.gov.au/auditors\\_responsibilities/ar5.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar5.pdf). The description forms part of my auditor's report.



The scope of my audit does not include, nor provide assurance:

- that the University carried out its activities effectively, efficiently and economically
- as to the appropriateness of the certifications in the Statement by the Accountable Authority that the:
  - amount of Australian Government financial assistance expended during the reporting period was for the purpose(s) for which it was intended, and the University has complied with applicable legislation, contracts, agreements and program Guidelines in making the expenditure
  - University charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* (HES Act) and the Administration Guidelines made under the HES Act. Revenue from the fee was spent strictly in accordance with the HES Act and only on services and amenities specified in subsection 19-38(4) of the HES Act
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Alison Brown  
Assistant Auditor-General

Delegate of the Auditor-General for New South Wales

25 March 2024  
SYDNEY



To the Vice-Chancellor  
The University of Sydney

### **Auditor's Independence Declaration**

As auditor for the audit of the financial statements of The University of Sydney for the year ended 31 December 2023, I declare, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read "Alison Brown".

Alison Brown  
Assistant Auditor-General

Delegate of the Auditor-General for New South Wales

25 March 2024  
SYDNEY

**Professor Annamarie Jagose,**  
Acting Vice-Chancellor and President

25 March 2024

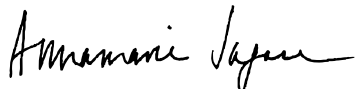
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## RESPONSIBLE ENTITIES' DECLARATION

In accordance with a resolution of the Senate of The University of Sydney dated 4 February 1991, we state that in the responsible entities' opinion:

- a) there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- b) the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013*.



Professor Annamarie Jagose  
Acting Vice-Chancellor and President



Karen Moses  
Chair, Finance and Audit Committee

**Professor Annamarie Jagose,**  
Acting Vice-Chancellor and President


25 March 2024


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## STATEMENT BY THE ACCOUNTABLE AUTHORITY

In accordance with a resolution of the Senate of The University of Sydney dated 4 February 1991 and section 7.6(4) of the *Government Sector Finance Act 2018* (the Act), we state that to the best of our knowledge and belief:

1. The financial statements present fairly The University of Sydney's (the University) financial position, financial performance and cash flows.
2. The financial statements have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the *Government Sector Finance Regulation 2018*, the "Financial Statement Guidelines for Australian Higher Education Providers for the 2023 Reporting Period" issued by the Australian Government Department of Education.
3. We are not aware of any circumstances which would make any details included in the financial statements to be misleading or inaccurate.
4. There are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due.
5. The amount of Australian Government financial assistance expended during the reporting period was for the purposes for which it was granted, and the University has complied with applicable legislation, contracts, agreements, and program guidelines in making expenditure.
6. The University charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* (HESA) and the Administration Guidelines made under HESA. Revenue from the fee was spent strictly in accordance with HESA and only on services and amenities specified in subsection 19-38(4) of the Act.

  
Professor Annamarie Jagose  
Acting Vice-Chancellor and President

  
Karen Moses  
Chair, Finance and Audit Committee

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and President  
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CRICOS 00026A



THE UNIVERSITY OF  
SYDNEY

2023  
Annual Financial  
Statements

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**The University of Sydney**  
**Income statement**  
**for the year ended 31 December 2023**

	Note	Economic entity (Consolidated)		Parent entity (University)	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Income from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	3(a)	772,196	746,155	772,196	746,155
HELP - Australian Government payments	3(b)	267,080	274,202	267,080	274,202
State and local government financial assistance	4	50,469	46,614	50,469	46,614
Fees and charges	5	1,612,457	1,543,087	1,612,457	1,543,087
HECS-HELP - student payments		41,413	36,427	41,413	36,427
Investment revenue	6	183,257	192,088	183,257	192,088
Consultancy and contract fees	7	197,326	165,829	197,326	165,829
Royalties, trademarks and licences		3,011	3,870	3,011	3,870
Other revenue	8	168,671	151,101	168,671	151,101
<b>Total revenue from continuing operations</b>		<b>3,295,880</b>	<b>3,159,373</b>	<b>3,295,880</b>	<b>3,159,373</b>
Gain/(loss) on disposal of assets*	9	1,847	(78,608)	1,847	(78,608)
Share of profit on investments accounted for using the equity method		1,009	3,511	0	0
Total other investment income/(loss)	6	120,772	(164,163)	120,772	(164,163)
<b>Total income from continuing operations</b>		<b>3,419,508</b>	<b>2,920,113</b>	<b>3,418,499</b>	<b>2,916,602</b>
<b>Expenses from continuing operations</b>					
Employee-related expenses	10	1,786,498	1,533,943	1,786,498	1,533,943
Depreciation and amortisation	16/17	218,544	205,379	218,544	205,379
Repairs and maintenance		116,997	67,403	116,997	67,403
Borrowing costs		23,368	30,462	23,368	30,462
Impairment of assets		2,892	4,277	2,892	4,277
Grant and scholarship expenses		152,139	123,407	152,139	123,407
Consultants		12,129	17,196	12,129	17,196
Externally sourced services		153,148	114,691	153,148	114,691
Teaching and research grants		188,536	178,028	188,536	178,028
Other expenses*	11	412,479	343,319	412,479	343,319
<b>Total expenses from continuing operations</b>		<b>3,066,730</b>	<b>2,618,105</b>	<b>3,066,730</b>	<b>2,618,105</b>
<b>Net result before income tax from continuing operations</b>		<b>352,778</b>	<b>302,008</b>	<b>351,769</b>	<b>298,497</b>
Less: Income tax (benefit)/expense		0	0	0	0
<b>Net result after income tax from continuing operations</b>		<b>352,778</b>	<b>302,008</b>	<b>351,769</b>	<b>298,497</b>
<b>Net result attributable to members of The University of Sydney</b>		<b>352,778</b>	<b>302,008</b>	<b>351,769</b>	<b>298,497</b>

\* The comparative amounts against Gain/(loss) on disposal of assets and Other expenses have been restated due to a reclassification. See Note 9 and 11 for details.

The above income statement should be read in conjunction with the accompanying notes.

**The University of Sydney**  
**Statement of comprehensive income**  
**for the year ended 31 December 2023**

	Notes	Economic entity (Consolidated)		Parent entity (University)	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Net result after income tax from continuing operations</b>		<b>352,778</b>	302,008	<b>351,769</b>	298,497
<b>Items that will not be reclassified to profit or loss</b>					
Gain on revaluation of property, plant and equipment	16	<b>44,913</b>	80,316	<b>44,913</b>	80,316
Net actuarial gains/(losses) recognised in respect of defined benefit plans		<b>4,026</b>	(321)	<b>4,026</b>	(321)
<b>Total</b>		<b>48,939</b>	79,995	<b>48,939</b>	79,995
<b>Total other comprehensive income</b>		<b>48,939</b>	79,995	<b>48,939</b>	79,995
<b>Total comprehensive income</b>		<b>401,717</b>	382,003	<b>400,708</b>	378,492
<b>Total comprehensive income attributable to members of The University of Sydney</b>		<b>401,717</b>	382,003	<b>400,708</b>	378,492

*The above statement of comprehensive income should be read in conjunction with the accompanying notes.*



**The University of Sydney**  
**Statement of financial position**  
**as at 31 December 2023**

	Notes	Economic entity (Consolidated)		Parent entity (University)	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents*	12	779,834	617,588	779,834	617,588
Receivables and contract assets*	13	306,875	261,416	306,875	261,416
Other financial assets*	15	757,615	761,906	757,615	761,906
Non-current assets held for sale	14	2,560	5,821	2,560	5,821
Other non-financial assets	18	73,831	47,435	73,831	47,435
<b>Total current assets</b>		<b>1,920,715</b>	1,694,166	<b>1,920,715</b>	1,694,166
<b>Non-current assets</b>					
Receivables and contract assets	13	1,076,481	1,088,340	1,076,481	1,088,340
Other financial assets	15	2,934,099	2,709,448	2,962,714	2,726,520
Property, plant and equipment	16	3,949,809	3,856,935	3,949,809	3,856,935
Intangible assets	17	170,577	166,872	164,448	160,743
Other non-financial assets	18	4,431	5,786	4,431	5,786
Investments accounted for using the equity method		38,634	26,082	0	0
<b>Total non-current assets</b>		<b>8,174,031</b>	7,853,463	<b>8,157,883</b>	7,838,324
<b>Total assets</b>		<b>10,094,746</b>	9,547,629	<b>10,078,598</b>	9,532,490
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other liabilities**	19	982,386	853,986	982,386	853,986
Borrowings	20	14,613	12,323	14,613	12,323
Derivative financial instruments		27,494	15,074	27,494	15,074
Provisions**	21	522,908	518,069	522,908	518,069
<b>Total current liabilities</b>		<b>1,547,401</b>	1,399,452	<b>1,547,401</b>	1,399,452
<b>Non-current liabilities</b>					
Borrowings	20	474,339	471,114	474,339	471,114
Provisions	21	1,161,405	1,167,179	1,161,405	1,167,179
<b>Total non-current liabilities</b>		<b>1,635,744</b>	1,638,293	<b>1,635,744</b>	1,638,293
<b>Total liabilities</b>		<b>3,183,145</b>	3,037,745	<b>3,183,145</b>	3,037,745
<b>Net assets</b>		<b>6,911,601</b>	6,509,884	<b>6,895,453</b>	6,494,745
<b>EQUITY</b>					
Parent entity interest					
Restricted funds***		939,262	889,516	939,262	889,516
Reserves	22	912,526	867,613	911,213	866,300
Retained earnings**		5,059,813	4,752,755	5,044,978	4,738,929
<b>Total equity</b>		<b>6,911,601</b>	6,509,884	<b>6,895,453</b>	6,494,745

\* The comparative amounts against Cash and cash equivalents, Receivables and contract assets and Other financial assets have been restated due to a reclassification. See Note 12 for details.

\*\* The comparative amount against Trade and other liabilities, current Provisions and Retained earnings have been restated due to a prior period adjustment. See Note 1(e) for details.

\*\*\* Restricted funds are those funds with a capital preservation obligation.

The above statement of financial position should be read in conjunction with the accompanying notes.

**The University of Sydney**  
**Statement of changes in equity**  
**for the year ended 31 December 2023**

	Economic entity (Consolidated)				Parent entity (University)			
	Restricted funds* \$'000	Reserves \$'000	Retained earnings \$'000	Total \$'000	Restricted funds \$'000	Reserves \$'000	Retained earnings \$'000	Total \$'000
<b>2022</b>								
<b>Balance at 1 January 2022</b>	883,355	787,297	4,488,552	6,159,204	883,355	785,984	4,478,237	6,147,576
Prior period correction	0	0	(31,323)	(31,323)	0	0	(31,323)	(31,323)
<b>Balance at 1 January 2023</b>	<b>883,355</b>	<b>787,297</b>	<b>4,457,229</b>	<b>6,127,881</b>	<b>883,355</b>	<b>785,984</b>	<b>4,446,914</b>	<b>6,116,253</b>
Net result after income tax from continuing operations	6,161	0	295,847	302,008	6,161	0	292,336	298,497
Gain on revaluation of property, plant and equipment	0	80,316	0	80,316	0	80,316	0	80,316
Actuarial gain/(loss) on defined benefit plans	0	0	(321)	(321)	0	0	(321)	(321)
<b>Total comprehensive income</b>	<b>6,161</b>	<b>80,316</b>	<b>295,526</b>	<b>382,003</b>	<b>6,161</b>	<b>80,316</b>	<b>292,015</b>	<b>378,492</b>
<b>Balance at 31 December 2022</b>	<b>889,516</b>	<b>867,613</b>	<b>4,752,755</b>	<b>6,509,884</b>	<b>889,516</b>	<b>866,300</b>	<b>4,738,929</b>	<b>6,494,745</b>
<b>2023</b>								
<b>Balance at 1 January 2023</b>	<b>889,516</b>	<b>867,613</b>	<b>4,752,755</b>	<b>6,509,884</b>	<b>889,516</b>	<b>866,300</b>	<b>4,738,929</b>	<b>6,494,745</b>
Net result after income tax from continuing operations	49,746	0	303,032	352,778	49,746	0	302,023	351,769
Gain on revaluation of property, plant and equipment	0	44,913	0	44,913	0	44,913	0	44,913
Actuarial gain/(loss) on defined benefit plans	0	0	4,026	4,026	0	0	4,026	4,026
<b>Total comprehensive income</b>	<b>49,746</b>	<b>44,913</b>	<b>307,058</b>	<b>401,717</b>	<b>49,746</b>	<b>44,913</b>	<b>306,049</b>	<b>400,708</b>
<b>Balance at 31 December 2023</b>	<b>939,262</b>	<b>912,526</b>	<b>5,059,813</b>	<b>6,911,601</b>	<b>939,262</b>	<b>911,213</b>	<b>5,044,978</b>	<b>6,895,453</b>

\* Restricted funds are those funds with a capital preservation obligation.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

**The University of Sydney**  
**Statement of cash flows**  
**for the year ended 31 December 2023**

	Notes	Economic entity (Consolidated)		Parent entity (University)	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Cash flows from operating activities</b>					
Australian Government grants		1,096,674	1,039,647	1,096,674	1,039,647
State and local government grants		48,472	49,746	48,472	49,746
HECS-HELP student payments		41,413	36,426	41,413	36,426
Receipts from student fees and other customers (inclusive of GST)		2,132,644	2,079,643	2,132,644	2,079,643
Dividends received		96,002	179,999	96,002	179,999
Interest received		75,002	30,407	75,002	30,407
Interest and other costs of finance		(18,474)	(18,234)	(18,474)	(18,234)
Payments for low value leases		(1,609)	(966)	(1,609)	(966)
Payments for employee-related expenses		(1,802,968)	(1,612,860)	(1,802,968)	(1,612,860)
Payments to suppliers (inclusive of GST)		(1,092,013)	(916,156)	(1,092,013)	(916,156)
<b>Net cash provided by/(used in) operating activities</b>	31	<b>575,143</b>	<b>867,652</b>	<b>575,143</b>	<b>867,652</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of financial assets		1,556,546	1,432,584	1,556,546	1,432,584
Proceeds from sale of property, plant and equipment and intangibles		7,006	20,594	7,006	20,594
Payments to acquire property, plant and equipment and intangibles		(269,105)	(153,592)	(269,105)	(153,592)
Payments for financial assets*		(1,692,934)	(2,277,380)	(1,692,934)	(2,277,380)
<b>Net cash provided by/(used in) investing activities</b>		<b>(398,487)</b>	<b>(977,794)</b>	<b>(398,487)</b>	<b>(977,794)</b>
<b>Cash flows from financing activities</b>					
Payment of principal portion of lease liabilities	20	(14,432)	(16,905)	(14,432)	(16,905)
<b>Net cash provided by/(used in) financing activities</b>		<b>(14,432)</b>	<b>(16,905)</b>	<b>(14,432)</b>	<b>(16,905)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>162,224</b>	<b>(127,047)</b>	<b>162,224</b>	<b>(127,047)</b>
Cash and cash equivalents at beginning of financial year*	12	617,588	744,877	617,588	744,877
Effects of exchange rate changes on cash and cash equivalents		22	(242)	22	(242)
<b>Cash and cash equivalents at end of the financial year*</b>	12	<b>779,834</b>	<b>617,588</b>	<b>779,834</b>	<b>617,588</b>

**Financing facilities and balances** 32(d)

\*The comparative amounts against Payments for financial assets and Cash and cash equivalents at the beginning and end of the financial year have been restated due to a reclassification. See Note 12 for details.

*The above statement of cash flows should be read in conjunction with the accompanying notes.*

## 1 Basis of preparation of the financial statements

The principal accounting policies adopted in the preparation of these financial statements are set out below and where applicable throughout the notes to the accounts. These can be identified in the text body as italicised text. These policies have been consistently applied, unless otherwise stated.

The principal address of The University of Sydney is: The University of Sydney, NSW, 2006.

The financial statements were authorised for issue, under the delegation of the Senate, on 25 March 2024.

### (a) Basis of preparation

These financial statements represent the audited general purpose financial statements of The University of Sydney (the 'University'). They have been prepared on an accrual accounting basis in accordance with Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board, the requirements of the Higher Education Support Act 2003 (Financial Statement Guidelines), the Government Sector Finance Act 2018, the Government Sector Finance Regulation 2018, the Australian Charities and Not-for-profits Commission Act 2012, and the Australian Charities and Not-for-profits Commission Regulation 2013.

These financial statements are financial statements for the consolidated entity comprising The University of Sydney and its controlled entities. They are presented in Australian dollars which is the University's functional and presentation currency.

The University of Sydney applies Tier 1 reporting requirements.

#### (i) Compliance with International Financial Reporting Standards (IFRS)

The University of Sydney is a not-for-profit entity and these financial statements have been prepared on that basis. Some requirements of the Australian Accounting Standards applicable to not-for-profit entities are inconsistent with IFRS.

#### (ii) Historical cost convention

These financial statements have been prepared under the historical cost convention, except for debt and equity financial assets (including derivative instruments) that have been measured at fair value through profit or loss, and certain classes of property, plant and equipment.

#### (iii) Critical accounting estimates

The preparation of these financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. All significant estimates or assumptions made in the preparation of the financial statements are described in the relevant accounting policy notes. These are listed below:

- i) Note 3 - Australian Government financial assistance
- ii) Note 4 - State and local government financial assistance
- iii) Note 7 - Consultancy and contracts fees
- iv) Note 16 - Property, plant and equipment
- v) Note 19 - Trade and other liabilities
- vi) Note 20 - Borrowings
- vii) Note 21 - Provisions
- viii) Note 27 - Defined benefit plans
- ix) Note 33 - Fair value measurement

#### (iv) Rounding amounts

Amounts in the financial statements and notes to the financial statements have, unless otherwise stated, been rounded to the nearest thousand dollars.

#### (v) Comparative amounts

Where necessary, comparative information has been reclassified to enhance comparability in respect to changes in presentation in the current year.

#### (vi) Foreign currency transactions and balances

Foreign currency transactions are translated into Australian currency at rates of exchange prevailing at the dates of the transaction. Amounts receivable and payable in foreign currency at reporting date are translated at the rates of exchange prevailing on that date. Exchange differences relating to amounts payable and receivable in foreign currencies are brought to account as exchange gains or losses in the income statement.

#### (vii) Income tax

The University is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

**1 Basis of preparation of the financial statements (continued)**

**(b) Basis of consolidation**

The consolidated financial statements represent the financial statements of the parent entity, being The University of Sydney, and the assets, liabilities and results of all entities it controlled in accordance with AASB 10 Consolidated Financial Statements at the end of or during the financial year, and are together referred to as the consolidated entity. Control is established when the parent is exposed to, or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

Controlled entities are consolidated from the date on which control is transferred to the University. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between group entities are eliminated. Where necessary, accounting policies of subsidiaries have been changed to ensure consistency with the policies adopted by the group.

A list of controlled entities is contained in Note 28(b) to the financial statements.

**(c) Change in Accounting Estimate**

The University's Plant and Equipment are recorded at historical cost. From 1 January 2023, the University changed the capitalisation threshold from \$10k to \$20k and as a result, all existing assets with a cost of acquisition less than \$20k were expensed during the year. The net carrying value of these assets was \$12.4m.

**(d) Goods and services tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the item of expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from or payable to the ATO is included as a current asset or liability in the Statement of financial position.

Cash flows are included in the Statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which are recoverable from or payable to the ATO are classified as operating cash flows.

**(e) Correction of prior period adjustments**

**Potential Underclaimed Casual Staff Entitlement Remediation**

As part of the University's Employee Payments Review for the 2014-2023 period, the University continued to undertake a detailed review of casual academic work practices and payments in 2023. The associated estimated liability was updated during the current period, resulting in the recognition of a provision as at 31 December 2023 of \$70.1m (2022: \$15.0m). The \$55.1m increase in the provision comprised of \$51.0m relating to prior periods which was adjusted against retained earnings. Refer to Note 21 for further details.

**Superannuation on Leave Loadings**

In 2022, \$19.7M was recognised against Current trade and other liabilities for historical superannuation contributions in respect to annual leave loading payments. Based on updated advice received in 2023, the University concluded that it is not liable to make these contributions and the liability was reversed.

These matters have been applied retrospectively to the year ended 31 December 2022 opening balance of retained earnings in accordance with AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors.' The table below summarises the above corrections:

	Economic entity (Consolidated)			Parent entity (University)		
	Balance as at 31 December 2022 \$'000	Adjustment \$'000	Balance restated as at 31 December 2022 \$'000	Balance as at 31 December 2022 \$'000	Adjustment \$'000	Balance restated as at 31 December 2022 \$'000
<b>Statement of Financial Position</b>						
<b>Liabilities</b>						
Current trade and other liabilities	873,686	(19,700)	853,986	873,686	(19,700)	853,986
Current provisions	467,046	51,023	518,069	467,046	51,023	518,069
<b>Equity</b>						
Retained earnings	4,784,078	(31,323)	4,752,755	4,770,252	(31,323)	4,738,929

The University of Sydney  
Notes to the financial statements  
for the year ended 31 December 2023  
(continued)

2 Revenue and income from continuing operations

(a) Disaggregation of revenue and income from continuing operations (excluding investment revenue and other investment income)

Economic entity (Consolidated) and Parent entity (University)

The University derives revenue and income from:

2023	Australian Government financial assistance \$'000	State and local government financial assistance \$'000	Fees and charges \$'000	HECS-HELP - student payments \$'000	HECS-HELP Government payments \$'000	Consultancy and contracts \$'000	Royalties, trademarks and licences \$'000	Donations and bequests \$'000	Other \$'000	Total revenue from contracts with customers \$'000	Total income of not-for-profit entities \$'000
<b>Revenue and income streams</b>											
<b>Course fees and charges</b>											
Domestic undergraduate students	0	0	1,847	41,413	195,217	0	0	0	0	238,477	0
Onshore overseas undergraduate students	0	0	661,941	0	0	0	0	0	0	661,941	0
Domestic postgraduate students	0	0	35,564	0	71,863	0	0	0	0	107,427	0
Onshore overseas postgraduate students	0	0	794,805	0	0	0	0	0	0	794,805	0
Continuing education	0	0	14,765	0	0	0	0	0	0	14,765	0
Other course fees and charges	0	0	26,767	0	0	0	0	0	0	26,767	0
<b>Total course fees and charges</b>	0	0	1,535,689	41,413	267,080	0	0	0	0	1,844,182	0
<b>Research income</b>	232,636	50,469	0	0	0	188,087	0	29,987	6,905	444,218	63,866
<b>Recurring government grants</b>	500,640	0	0	0	0	0	0	0	0	0	500,640
<b>Non-course fees and charges</b>											
Student residences	0	0	30,924	0	0	0	0	0	0	30,924	0
Student amenities	0	0	16,623	0	0	0	0	0	0	16,623	0
Other	0	0	29,221	0	0	0	0	0	0	29,221	0
<b>Total non-course fees and charges</b>	0	0	76,768	0	0	0	0	0	0	76,768	0
<b>Other</b>											
Royalties, trademarks and licences	0	0	0	0	0	0	3,011	0	0	3,011	0
Other	38,920	0	0	0	0	9,239	0	42,231	89,548	63,694	116,244
<b>Total Other</b>	38,920	0	0	0	0	9,239	3,011	42,231	89,548	66,705	116,244
<b>Total revenue from contracts with customers</b>	245,802	46,469	1,612,457	41,413	267,080	174,632	3,011	1,644	39,365	2,431,873	0
<b>Total income of not-for-profit entities</b>	526,394	4,000	0	0	0	22,694	0	70,574	57,088	0	680,750
<b>Total revenue and income</b>	772,196	50,469	1,612,457	41,413	267,080	197,326	3,011	72,218	96,453	2,431,873	680,750

2 Revenue and income from continuing operations (continued)

	Economic entity (Consolidated) and Parent entity (University)										
	Australian Government financial assistance \$'000	State and local government financial assistance \$'000	Fees and charges \$'000	HECS-HELP- student payments \$'000	HECS-HELP Government payments \$'000	Consultancy and contracts \$'000	Royalties, trademarks and licences \$'000	Donations and bequests \$'000	Other \$'000	Total revenue from contracts with customers \$'000	Total income of not-for-profit entities \$'000
<b>2022</b>											
<b>Revenue and income streams</b>											
<b>Course fees and charges</b>											
Domestic undergraduate students	0	0	1,829	36,427	188,397	0	0	0	0	226,653	0
Onshore overseas undergraduate students	0	0	661,503	0	0	0	0	0	0	661,503	0
Domestic postgraduate students	0	0	38,504	0	85,805	0	0	0	0	124,309	0
Onshore overseas postgraduate students	0	0	741,112	0	0	0	0	0	0	741,112	0
Continuing education	0	0	12,441	0	0	0	0	0	0	12,441	0
Other course fees and charges	0	0	21,697	0	0	0	0	0	0	21,697	0
<b>Total course fees and charges</b>	<b>0</b>	<b>0</b>	<b>1,477,086</b>	<b>36,427</b>	<b>274,202</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,787,715</b>	<b>0</b>
<b>Research income</b>	<b>212,403</b>	<b>46,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>155,747</b>	<b>0</b>	<b>47,146</b>	<b>6,620</b>	<b>385,380</b>	<b>83,150</b>
<b>Recurring government grants</b>	<b>495,853</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>495,839</b>
<b>Non-course fees and charges</b>											
Student residences	0	0	25,610	0	0	0	0	0	0	25,610	0
Student amenities	0	0	15,945	0	0	0	0	0	0	15,945	0
Other	0	0	24,446	0	0	0	0	0	0	24,446	0
Total non-course fees and charges	<b>0</b>	<b>0</b>	<b>66,001</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66,001</b>	<b>0</b>
<b>Other</b>											
Royalties, trademarks and licences	0	0	0	0	0	0	3,870	0	0	3,870	0
Other	37,899	0	0	0	0	10,082	0	28,050	69,285	56,490	88,826
<b>Total Other</b>	<b>37,899</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,082</b>	<b>3,870</b>	<b>28,050</b>	<b>69,285</b>	<b>60,360</b>	<b>88,826</b>
Total revenue from contracts with customers	<b>226,409</b>	<b>41,749</b>	<b>1,543,087</b>	<b>36,427</b>	<b>274,202</b>	<b>143,758</b>	<b>3,870</b>	<b>1,379</b>	<b>28,589</b>	<b>2,299,470</b>	<b>0</b>
Total income of not-for-profit entities	<b>519,746</b>	<b>4,865</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,071</b>	<b>0</b>	<b>73,817</b>	<b>47,316</b>	<b>0</b>	<b>667,815</b>
<b>Total revenue and income</b>	<b>746,155</b>	<b>46,614</b>	<b>1,543,087</b>	<b>36,427</b>	<b>274,202</b>	<b>165,829</b>	<b>3,870</b>	<b>75,196</b>	<b>75,905</b>	<b>2,299,470</b>	<b>667,815</b>

**The University of Sydney**  
**Notes to the financial statements**  
**for the year ended 31 December 2023**  
**(continued)**

**3 Australian Government financial assistance including Australian Government loan programs (HELP)**

**(a) Australian Government grants**

	Notes	Economic entity (Consolidated)		Parent entity (University)	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Commonwealth Grant Scheme	36(a)	303,945	313,178	303,945	313,178
Other grants	36(a)	13,480	13,112	13,480	13,112
Research Training Program	36(c)	95,934	90,174	95,934	90,174
Research Support Program	36(c)	96,420	88,219	96,420	88,219
Australian Research Council	36(e)	52,744	46,951	52,744	46,951
National Health and Medical Research Council		93,741	78,755	93,741	78,755
Other Commonwealth research funding		88,348	91,441	88,348	91,441
Other Commonwealth non-research funding		27,584	24,325	27,584	24,325
<b>Total Australian Government grants</b>		<b>772,196</b>	<b>746,155</b>	<b>772,196</b>	<b>746,155</b>

**(b) Higher Education Loan Programs**

HECS-HELP		191,468	184,245	191,468	184,245
FEE-HELP		71,927	85,908	71,927	85,908
SA-HELP	36(h)	3,685	4,049	3,685	4,049
<b>Total Higher Education Loan Programs</b>	36(b)	<b>267,080</b>	<b>274,202</b>	<b>267,080</b>	<b>274,202</b>
<b>Total Australian Government financial assistance</b>		<b>1,039,276</b>	<b>1,020,357</b>	<b>1,039,276</b>	<b>1,020,357</b>

**Research**

Revenue recognition for research funding is dependent upon the source of the funding and the nature of the transaction. Research grants are considered to be within the scope of AASB 15 Revenue from Contracts with Customers if they meet the enforceability criteria due to the existence of refund clauses in the agreements with the grantor and the promises to transfer goods or services to the customer (or on behalf of the customer), and are sufficiently specific as the University has the obligation to provide:

- Comprehensive research findings during or after completion
- Access to research materials throughout the contract period to the grantor
- Publication of research data and results on an ongoing basis in an open access repository, if requested by the grantor
- A licence or transfer of intellectual property if requested by the grantor.

Depending on the nature of the promise, the University either recognises revenue at a point in time when the promise is delivered (e.g. when the research findings are published) or recognises revenue over time as the service is performed (e.g. as the customer obtains control of the intellectual property as it is created). Generally, research contract revenue is recognised over time using an input methodology, being expenditure incurred to date for the project.

There is no significant financing component as research contracts typically have a life span of less than three years on average. The consideration is mostly fixed without highly probable variable components.

**Other Grants**

Revenue recognition for other non-research funding noted above is determined by reference to the specific contract terms including enforceability and existence of sufficiently specific performance obligations. This funding has been determined to not meet this criteria and as a result the revenue is recognised upon receipt in accordance with AASB 1058 'Income of Not-for-Profit Entities'.

**4 State and local government financial assistance**

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Non-capital</b>				
State government research grants	40,009	38,026	40,009	38,026
Other	10,460	8,588	10,460	8,588
<b>Total non-capital</b>	<b>50,469</b>	<b>46,614</b>	<b>50,469</b>	<b>46,614</b>
<b>Capital</b>				
<b>Total capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total state and local government financial assistance</b>	<b>50,469</b>	<b>46,614</b>	<b>50,469</b>	<b>46,614</b>



**The University of Sydney**  
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**for the year ended 31 December 2023**  
(continued)

**5 Fees and charges**

	Note	Economic entity (Consolidated)		Parent entity (University)	
		2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000
<b>Course fees and charges</b>					
Fee-paying onshore overseas students		1,456,746	1,402,615	1,456,746	1,402,615
Continuing education		14,765	12,441	14,765	12,441
Fee-paying domestic postgraduate students		35,450	38,504	35,450	38,504
Fee-paying domestic undergraduate students		1,341	975	1,341	975
Students undertaking non-award courses		620	854	620	854
Other course fees and charges		26,767	21,697	26,767	21,697
<b>Total course fees and charges</b>		<b>1,535,689</b>	<b>1,477,086</b>	<b>1,535,689</b>	<b>1,477,086</b>
<b>Other non-course fees and charges</b>					
Student residences		30,924	25,610	30,924	25,610
Student Services and amenities fees from students	36(h)	16,623	15,945	16,623	15,945
Other non-course fees and charges		29,221	24,446	29,221	24,446
<b>Total other non-course fees and charges</b>		<b>76,768</b>	<b>66,001</b>	<b>76,768</b>	<b>66,001</b>
<b>Total fees and charges</b>		<b>1,612,457</b>	<b>1,543,087</b>	<b>1,612,457</b>	<b>1,543,087</b>

Student fees are recognised as revenue in the relevant session. Revenue from rendering services is recognised over time in the period in which the service is provided, having regard to the stage of completion of the service.

When the course or training has been paid in advance by students, or the University has received government funding in advance (e.g. before starting the academic period) the University recognises a contract liability until the service is provided.

Rental income from operating leases included in Other non-course fees and charges above is recognised on a straight-line basis over the lease term.

**6 Investment revenue and income**

	Economic entity (Consolidated)		Parent entity (University)	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Distributions from managed funds	87,167	96,411	87,167	96,411
Dividends received	5,094	65,270	5,094	65,270
Interest received	90,996	30,407	90,996	30,407
<b>Total investment revenue</b>	<b>183,257</b>	<b>192,088</b>	<b>183,257</b>	<b>192,088</b>
Change in fair value of financial assets designated at fair value through profit or loss	66,422	(211,670)	66,422	(211,670)
Realised gain/(loss) on financial assets at fair value through profit or loss	54,350	47,507	54,350	47,507
<b>Total other investment income/(loss)</b>	<b>120,772</b>	<b>(164,163)</b>	<b>120,772</b>	<b>(164,163)</b>
<b>Total investment income</b>	<b>304,029</b>	<b>27,925</b>	<b>304,029</b>	<b>27,925</b>

Investment income is recognised as it is earned.

**7 Consultancy and contract fees**

	Economic entity (Consolidated)		Parent entity (University)	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Consultancy	9,239	10,082	9,239	10,082
Contract research	188,087	155,747	188,087	155,747
<b>Total consultancy and contracts</b>	<b>197,326</b>	<b>165,829</b>	<b>197,326</b>	<b>165,829</b>

Consultancy revenue is recognised in the period in which the service is provided, having regard to the stage of completion of the service. Refer to Note 3(b) for the accounting policy on research funding.

**The University of Sydney**  
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**for the year ended 31 December 2023**  
**(continued)**

**8 Other revenue**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	2022	<b>2023</b>	2022
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Bequests and donations	<b>72,218</b>	75,196	<b>72,218</b>	75,196
Contributions (external organisations)	<b>44,761</b>	34,638	<b>44,761</b>	34,638
Farms	<b>4,770</b>	4,553	<b>4,770</b>	4,553
Reimbursement income	<b>18,176</b>	10,863	<b>18,176</b>	10,863
Shop sales	<b>3,294</b>	2,668	<b>3,294</b>	2,668
Veterinary/medical practice income	<b>9,898</b>	6,479	<b>9,898</b>	6,479
Other revenue	<b>15,554</b>	16,704	<b>15,554</b>	16,704
<b>Total other revenue</b>	<b>168,671</b>	151,101	<b>168,671</b>	151,101

*Other revenue is brought to account as it is earned and is recognised when the goods and services are provided. Bequests and donations are recognised on receipt as there are no enforceable contracts entered into or no sufficiently specific performance obligations between the University and the donor.*

**9 Gain/(loss) on disposal of assets**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	2022	<b>2023</b>	2022
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Proceeds from sale	<b>7,006</b>	20,594	<b>7,006</b>	20,594
Write back of asset sale	<b>0</b>	(76,640)	<b>0</b>	(76,640)
Carrying amount of assets sold	<b>(3,266)</b>	(17,051)	<b>(3,266)</b>	(17,051)
Asset retirements*	<b>(1,893)</b>	(5,511)	<b>(1,893)</b>	(5,511)
<b>Net gain/(loss) on disposal of assets</b>	<b>1,847</b>	(78,608)	<b>1,847</b>	(78,608)

During 2021, parcels of land were compulsorily acquired by Transport for NSW and Sydney Water. The University recognised proceeds from sale of \$88.1m and a gain of \$38.5m, which was reflective of the offers received from those authorities at the time. In 2022, a write back of \$76.6m was recognised as this reflected updated offers of compensation from those authorities, however, the final amount of compensation to be received is still yet to be determined. The University continues to review and pursue its options with respect to achieving fair compensation for the compulsory acquisition of its land.

\*The University has reclassified asset retirements from Other expenses to Gain/(loss) on disposal of assets for both current and comparative periods.

**The University of Sydney**  
**Notes to the financial statements**  
**for the year ended 31 December 2023**  
**(continued)**

**10 Employee-related expenses**

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Academic</b>				
Salaries	625,841	577,344	625,841	577,344
Contributions to superannuation schemes				
Contributions to funded schemes	58,467	53,987	58,467	53,987
Contributions to unfunded schemes	40,977	44,596	40,977	44,596
Payroll tax	41,931	33,745	41,931	33,745
Workers' compensation	1,328	1,851	1,328	1,851
Long service leave expense	28,451	(3,735)	28,451	(3,735)
Annual leave	41,846	38,474	41,846	38,474
Termination payments	(630)	2,684	(630)	2,684
<b>Total academic</b>	<b>838,211</b>	<b>748,946</b>	<b>838,211</b>	<b>748,946</b>
<b>Non-academic</b>				
Salaries	721,794	602,960	721,794	602,960
Contributions to superannuation schemes				
Contributions to funded schemes	62,039	53,456	62,039	53,456
Contributions to unfunded schemes	43,480	44,158	43,480	44,158
Payroll tax	44,204	32,849	44,204	32,849
Workers' compensation	515	1,213	515	1,213
Long service leave expense	25,041	2,807	25,041	2,807
Annual leave	46,485	40,282	46,485	40,282
Termination payments	4,845	7,326	4,845	7,326
<b>Total non-academic</b>	<b>948,403</b>	<b>785,051</b>	<b>948,403</b>	<b>785,051</b>
<b>Employee related expenses</b>	<b>1,786,614</b>	<b>1,533,997</b>	<b>1,786,614</b>	<b>1,533,997</b>
Deferred employee benefits for superannuation*	(116)	(54)	(116)	(54)
<b>Total employee related expenses</b>	<b>1,786,498</b>	<b>1,533,943</b>	<b>1,786,498</b>	<b>1,533,943</b>

\* Includes income of \$116k (2022: income of \$54k) for the Professorial Superannuation Scheme. Refer to Note 21(c) for accounting policies on employee benefits.

**11 Other expenses**

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Advertising, marketing and promotional expenses	12,200	10,135	12,200	10,135
Audit fees, bank charges, legal costs, insurance and taxes	30,170	20,870	30,170	20,870
Communications	10,515	11,095	10,515	11,095
Farm operations*	7,673	5,946	7,673	5,946
Library materials	8,997	7,499	8,997	7,499
Laboratory, medical supplies and materials	42,834	34,412	42,834	34,412
Licences, patents, copyright and commissions	69,621	57,989	69,621	57,989
Non-capitalised equipment	30,858	30,819	30,858	30,819
Operating leases and rental expenses	8,906	5,285	8,906	5,285
Printing and stationery	16,464	12,269	16,464	12,269
Software licences	47,834	46,494	47,834	46,494
Travel, staff development and training	55,086	34,649	55,086	34,649
Utilities and rates	40,316	44,346	40,316	44,346
Other expenses	31,005	21,511	31,005	21,511
<b>Total other expenses</b>	<b>412,479</b>	<b>343,319</b>	<b>412,479</b>	<b>343,319</b>

\*The University has reclassified part of the farm expenses from Other expenses to Teaching and research grants for both current and comparative periods.

**The University of Sydney**  
**Notes to the financial statements**  
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**(continued)**

**12 Cash and cash equivalents**

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Cash at bank and on hand	290,065	255,557	290,065	255,557
Short term deposits at call**	461,352	327,163	461,352	327,163
Restricted cash	28,417	34,868	28,417	34,868
<b>Total cash and cash equivalents in the Statement of financial position and Statement of cash flows*</b>	<b>779,834</b>	<b>617,588</b>	<b>779,834</b>	<b>617,588</b>

Restricted cash comprises cash and cash equivalents that are subject to capital preserved trust restrictions.

\* During the year, the University made the following reclassifications for both the current and comparative balances:

- Reclassified margin accounts from Cash and cash equivalents to Receivables and contract assets. Refer to Note 13.
- Reclassified term deposits with maturities greater than 90 days from balance date from Cash and cash equivalents to current Other financial assets. Refer to Note 15.
- Reclassified accrued interest on all term deposits to Receivables and contract assets. Refer to Note 13.

\*\* These are interest bearing at a variable average rate of 4.51% (2022: 3.26%).

*Cash and cash equivalents include cash on hand and short-term investments with a maturity of 90 days or less from balance date that are readily convertible to known amounts of cash and which are subject to insignificant risk of change in value. For the purpose of the Statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.*

**13 Receivables and contract assets**

		Economic entity (Consolidated)		Parent entity (University)	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Current</b>					
Trade receivables		54,830	74,430	54,830	74,430
Student fees and loans		26,312	26,600	26,312	26,600
Less: allowance for expected credit losses		(12,564)	(13,853)	(12,564)	(13,853)
<b>Total trade receivables</b>		<b>68,578</b>	<b>87,177</b>	<b>68,578</b>	<b>87,177</b>
Accrued income and other receivables		73,129	46,201	73,129	46,201
Receivables from financial institutions <sup>^</sup>		71,407	34,428	71,407	34,428
Contract assets		1,117	81	1,117	81
Deferred government benefits for superannuation*	27(d)	92,644	93,529	92,644	93,529
<b>Total other receivables</b>		<b>238,297</b>	<b>174,239</b>	<b>238,297</b>	<b>174,239</b>
<b>Total current receivables</b>		<b>306,875</b>	<b>261,416</b>	<b>306,875</b>	<b>261,416</b>
<b>Non-current</b>					
Deferred government benefits for superannuation*	27(d)	1,063,939	1,079,584	1,063,939	1,079,584
Super Asset Plan (State Authorities Superannuation Trustee Corporation)**	27(d)	2,162	0	2,162	0
Super Asset Plan (Professorial Superannuation System)	27(d)	10,080	8,456	10,080	8,456
Other receivables		300	300	300	300
<b>Total non-current receivables</b>		<b>1,076,481</b>	<b>1,088,340</b>	<b>1,076,481</b>	<b>1,088,340</b>

<sup>^</sup> Receivables from financial institutions include margin accounts where cash is held as collateral for derivative transactions. The cash is held by the broker against existing margin calls and is restricted to only be available to meet margin calls. It is not included as a cash and cash equivalent.

\* The University contributes to three superannuation schemes within the State Authorities Superannuation Trustee Corporation, see Note 27(f). These are subject to reimbursement arrangements under the Higher Education Support Act 2003, in the proportion of 78:22 between the Commonwealth and NSW governments respectively.

\*\* This scheme is also subject to reimbursement rights, however, as at 31 December 2023, the value of the fund's assets exceeds the value of the fund's liabilities and therefore no reimbursement right was recognised.

**13 Receivables and contract assets (continued)**

**Trade receivables**

As at 31 December 2023 current receivables with a nominal value of \$12.6m (2022: \$13.9m) were impaired.

The amount of the provision that relates to specific expected credit losses was \$11.7m (2022: \$12.5m). The individually impaired receivables mainly relate to expected credit losses from private sector organisations due to previously unforeseen economic difficulties.

The remaining provision of \$0.9m (2022: \$1.4m) is a provision for a portion of receivables over ninety days where it was assessed that this portion of the receivables is not expected to be recovered.

As at 31 December 2023 trade receivables of \$23.3m (2022: \$30.4m) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default.

The ageing analysis of these receivables is as follows:

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Under 3 months	13,721	20,046	13,721	20,046
3 to 6 months	5,443	5,867	5,443	5,867
6 to 12 months	3,280	4,358	3,280	4,358
Over 12 months	852	149	852	149
<b>Total past due but not impaired receivables</b>	<b>23,296</b>	<b>30,420</b>	<b>23,296</b>	<b>30,420</b>

Set out below are the movements in the allowance for expected credit losses of trade receivables and contract assets:

At 1 January	13,853	9,703	13,853	9,703
Provision for expected credit losses	2,737	4,272	2,737	4,272
Receivables written off	(4,026)	(122)	(4,026)	(122)
<b>At 31 December</b>	<b>12,564</b>	<b>13,853</b>	<b>12,564</b>	<b>13,853</b>

*Trade receivables are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. Trade receivables are recognised initially at their transaction price and subsequently measured at amortised cost using the effective interest rate method less allowance for expected credit losses.*

**Impairment**

*Because of the short-term nature of trade receivables and contract assets the University applies a simplified approach in calculating expected credit losses. The University does not track changes in credit risk on an individual basis, but instead recognises a loss allowance based on lifetime expected credit losses for trade receivables on a collective basis at each reporting date. The University has established a provision matrix that is based on its historical credit loss experience, adjusted where necessary for forward-looking factors specific to the debtor and the economic environment.*

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Contract assets</b>				
Contract assets - current	1,117	81	1,117	81

*A contract asset is the University's right to consideration in exchange for goods or services that the University has transferred to the customer when that right is conditional on something other than the passage of time.*

**14 Non-current assets held for sale**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Non-current assets held for sale	<b>2,560</b>	5,821	<b>2,560</b>	5,821
<b>Total non-current assets held for sale</b>	<b>2,560</b>	5,821	<b>2,560</b>	5,821

In the year ended 31 December 2023, the University classified some land and buildings as non-current assets held for sale in accordance with AASB 5 Non-current Assets Held for Sale and Discontinued Operations.

*Non-current assets are measured at the lower of their carrying amounts and fair values less cost to sell, at year end. Non-current assets held for sale (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.*

**15 Other financial assets**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>				
Term deposits with maturity more than 90 days from balance date	<b>757,615</b>	761,906	<b>757,615</b>	761,906
<b>Total current other financial assets</b>	<b>757,615</b>	761,906	<b>757,615</b>	761,906
<b>Non-current</b>				
<b>Other financial assets at fair value through profit or loss</b>				
Listed securities	<b>414,886</b>	280,547	<b>414,886</b>	280,547
External fund managers*	<b>2,351,835</b>	2,249,142	<b>2,351,835</b>	2,249,142
Fixed interest bonds	<b>2,213</b>	0	<b>2,213</b>	0
Floating rate notes	<b>157,100</b>	164,959	<b>157,100</b>	164,959
Convertible notes	<b>250</b>	8,300	<b>250</b>	8,300
Shares in unlisted companies	<b>5,984</b>	4,690	<b>34,599</b>	21,762
<b>Total non-current other financial assets at fair value through profit or loss</b>	<b>2,932,268</b>	2,707,638	<b>2,960,883</b>	2,724,710
<b>Financial assets at amortised cost</b>				
Loans receivable	<b>1,831</b>	1,810	<b>1,831</b>	1,810
<b>Total non-current other financial assets at amortised cost</b>	<b>1,831</b>	1,810	<b>1,831</b>	1,810
<b>Total non-current other financial assets</b>	<b>2,934,099</b>	2,709,448	<b>2,962,714</b>	2,726,520
<b>Total other financial assets</b>	<b>3,691,714</b>	3,471,354	<b>3,720,329</b>	3,488,426

\* Includes unlisted managed investment schemes, unlisted partnerships and unlisted equities.

**Restricted other financial assets**

As at 31 December 2023, The University of Sydney held financial assets subject to restrictions of \$853.1m 2022: \$803.6m). These amounts relate to donations and bequests from donors for the purpose of funding research, scholarships and prizes.

## 15 Other financial assets (continued)

### **Financial assets at fair value through profit or loss**

Financial assets which do not meet the objective of the University's business model for managing financial assets, or are not held to collect contractual cash flows, are measured at fair value through profit or loss. Financial assets at fair value through profit or loss principally comprise marketable securities, unit trusts and debt instruments. They are included in non-current assets unless the maturity date of the asset is within twelve months of the reporting date. Financial assets at fair value through profit or loss are initially recognised at fair value, with subsequent increases or decreases in fair value recognised in the Income statement. Transaction costs incurred in the acquisition of financial assets at fair value through profit or loss are recognised as expenses in net profit in the period in which they are incurred.

If the University reclassifies these assets, their fair value is determined at reclassification date. Any gain or loss arising from a difference between the previous carrying amount and fair value is recognised in the Income statement.

### **Financial assets at amortised cost**

Financial assets at amortised cost held for the objective of collecting contractual cash inflows on specific dates are generally in the form of principal and/or interest. They are subsequently measured using the effective interest method net of any impairment loss. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. When a financial asset at amortised cost is reclassified, its fair value at the reclassification date becomes its new carrying amount.

### **Impairment of financial assets**

The University recognises an allowance for expected credit losses (ECLs) for all debt instruments other than receivables not held at fair value through profit or loss. ECLs are based on the difference between contractual cash flows due in accordance with the contract and all the cash flows that the University expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next twelve months (a twelve-month ECL). For those credit exposures where there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

Loans, together with the ECL, are written off when there is no realistic prospect of future recovery. If in a subsequent year, the amount of the estimated impairment loss changes, the ECL amount is adjusted. If a write-off is later recovered, the recovery is credited to borrowing costs in the Income statement.

### **Derecognition**

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the University's consolidated Statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or
- The University has transferred its rights to receive cash flows from the asset, or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the University has transferred substantially all the risks and rewards of the asset, or (b) the University has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

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Notes to the financial statements  
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(continued)

16 Property, plant and equipment

Parent entity (University)/ Economic entity (Consolidated)	Teaching and research land \$'000	Teaching and research building \$'000	Teaching and research infrastructure \$'000	Commercial land \$'000	Commercial building \$'000	Commercial infrastructure \$'000	Plant and equipment \$'000	Leasehold improvement \$'000	Work in progress \$'000	Heritage assets \$'000	Library collections \$'000	Subtotal property, plant and equipment (owned) \$'000	Right-of- use assets (ROU) \$'000	Total \$'000
<b>At 1 January 2023</b>														
Cost	182,866	2,215,483	202,519	0	1,217,974	53,001	114,511	0	547,580	4,533,934	256,007	4,789,941		
Valuation	0	0	0	555,835	308,723	3,573	0	0	288,770	1,156,901	0	1,156,901		
Accumulated depreciation and impairment	0	(665,863)	(85,668)	0	(758,421)	(17,748)	0	0	(494,402)	(2,022,102)	(67,805)	(2,089,907)		
<b>Net book amount</b>	<b>182,866</b>	<b>1,549,620</b>	<b>116,851</b>	<b>555,835</b>	<b>308,723</b>	<b>3,573</b>	<b>459,553</b>	<b>35,253</b>	<b>114,511</b>	<b>288,770</b>	<b>53,178</b>	<b>3,668,733</b>	<b>188,202</b>	<b>3,856,935</b>
<b>Year ended 31 December 2023</b>														
<b>Cost and valuation:</b>														
Additions	1,280	320	0	0	51,269	0	175,746	0	2,386	232,048	1,047	16,599	248,647	
Transfer from work in progress	0	9,104	0	0	29,284	0	(44,986)	0	0	(6,598)	0	0	(6,598)	
Donations	0	0	0	0	0	0	0	0	203	203	0	0	203	
Asset disposals	0	0	0	0	(20)	0	(20)	0	0	(20)	0	0	0	(20)
Asset retirements	0	0	0	0	(10,765)	0	(336)	0	0	(11,101)	0	(1,063)	(12,164)	
Revaluation increment/(decrement)	0	0	0	18,821	24,496	352	(10,765)	0	1,244	44,913	0	44,913	0	44,913
Make good assets	0	0	0	0	0	0	0	0	0	0	0	0	1,565	1,565
Transfers from accumulated depreciation (Revaluation)	0	0	0	0	(9,008)	(87)	0	0	0	(9,095)	0	(9,095)	0	(9,095)
Transfers/reategorisation	0	0	0	0	0	0	0	0	1,001	(1,001)	0	0	0	0
<b>Depreciation</b>														
Depreciation	0	(47,600)	(4,267)	0	(9,008)	(87)	(110,326)	(6,005)	0	(1,297)	(178,590)	(16,024)	(194,614)	
<b>Write back accumulated depreciation on asset:</b>														
Disposals	0	0	0	0	20	0	0	0	0	0	0	20	0	20
Retirements	0	0	0	0	10,618	0	0	0	0	10,618	0	10,618	304	10,922
Transfers/reategorisation	0	0	0	0	9,008	87	0	0	0	9,095	0	9,095	0	9,095
<b>Closing net book amount</b>	<b>184,146</b>	<b>1,511,444</b>	<b>112,584</b>	<b>574,656</b>	<b>324,211</b>	<b>3,838</b>	<b>429,633</b>	<b>29,248</b>	<b>245,271</b>	<b>293,268</b>	<b>51,927</b>	<b>3,760,226</b>	<b>189,583</b>	<b>3,949,809</b>
<b>At 31 December 2023</b>														
Cost	184,146	2,224,907	202,519	0	1,287,742	53,001	245,271	0	547,626	4,745,212	273,108	5,018,320		
Valuation	0	0	0	574,656	324,211	3,838	0	0	293,268	1,195,973	0	1,195,973		
Accumulated depreciation and impairment	0	(713,463)	(89,935)	0	(858,109)	(23,753)	0	0	(495,699)	(2,180,959)	(83,525)	(2,264,484)		
<b>Net book amount</b>	<b>184,146</b>	<b>1,511,444</b>	<b>112,584</b>	<b>574,656</b>	<b>324,211</b>	<b>3,838</b>	<b>429,633</b>	<b>29,248</b>	<b>245,271</b>	<b>293,268</b>	<b>51,927</b>	<b>3,760,226</b>	<b>189,583</b>	<b>3,949,809</b>



The University of Sydney  
Notes to the financial statements  
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16 Property, plant and equipment (continued)

Parent entity (University)/ Economic entity (Consolidated)	Teaching and research land \$'000	Teaching and research building \$'000	Teaching and research infrastructure \$'000	Commercial land \$'000	Commercial building \$'000	Commercial infrastructure \$'000	Plant and equipment \$'000	Leasehold improvement \$'000	Work in progress \$'000	Heritage assets \$'000	Library collections \$'000	Subtotal property, plant and equipment (owned) \$'000	Right-of- use assets (ROU) \$'000	Total \$'000
<b>At 1 January 2022</b>														
Cost	188,326	2,120,729	202,519	0	0	0	1,168,425	54,843	191,140	0	546,778	4,472,760	253,627	4,726,387
Valuation	0	0	0	512,331	293,880	3,333	0	0	0	274,261	0	1,083,805	0	1,083,805
Accumulated depreciation and impairment	0	(636,267)	(81,407)	0	0	0	(675,651)	(19,294)	0	0	(493,004)	(1,905,623)	(63,112)	(1,968,735)
<b>Net book amount</b>	<b>188,326</b>	<b>1,484,462</b>	<b>121,112</b>	<b>512,331</b>	<b>293,880</b>	<b>3,333</b>	<b>492,774</b>	<b>35,549</b>	<b>191,140</b>	<b>274,261</b>	<b>53,774</b>	<b>3,650,942</b>	<b>190,515</b>	<b>3,841,457</b>
<b>Year ended 31 December 2022</b>														
<b>Cost and valuation:</b>														
Additions	200	470	0	0	0	0	33,946	0	77,966	2,282	802	115,666	14,680	130,346
Transfer from work in progress	0	116,145	0	0	0	0	31,046	0	(151,427)	0	0	(4,236)	0	(4,236)
Donations	0	0	0	0	0	0	0	0	0	1,490	0	1,490	0	1,490
Asset disposals	0	0	0	0	0	0	(579)	0	0	0	0	(579)	0	(579)
Asset retirements	0	(21,700)	0	0	0	0	(14,864)	(1,842)	0	(2,528)	0	(40,934)	0	(40,934)
Held for sale transfer	(5,660)	(161)	0	0	0	0	0	0	0	0	0	(5,821)	0	(5,821)
Impairment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revaluation increment/(decrement)	0	0	0	43,504	23,228	319	0	0	0	13,265	0	80,316	0	80,316
Non-capitalisable costs	0	0	0	0	0	0	0	0	337	0	0	337	0	337
Restatement/retirement of ROU	0	0	0	0	0	0	0	0	0	0	0	0	(17,613)	(17,613)
Make good assets	0	0	0	0	0	0	0	0	0	0	0	0	5,313	5,313
Transfers/reategorisation	0	0	0	0	(8,385)	(79)	0	0	(3,505)	0	0	(11,969)	0	(11,969)
<b>Depreciation</b>														
Depreciation	0	(51,284)	(4,261)	0	(8,448)	(79)	(96,809)	(296)	0	0	(1,398)	(162,575)	(16,968)	(179,543)
<b>Write back accumulated depreciation on asset:</b>														
Disposals	0	0	0	0	63	0	551	0	0	0	0	614	0	614
Retirements	0	21,688	0	0	0	0	13,488	1,842	0	0	0	37,018	0	37,018
Restatement/retirement of ROU	0	0	0	0	0	0	0	0	0	0	0	0	12,275	12,275
Transfers/reategorisation	0	0	0	0	8,385	79	0	0	0	0	0	8,464	0	8,464
<b>Closing net book amount</b>	<b>182,866</b>	<b>1,549,620</b>	<b>116,851</b>	<b>555,835</b>	<b>308,723</b>	<b>3,573</b>	<b>459,553</b>	<b>35,253</b>	<b>114,511</b>	<b>288,770</b>	<b>53,178</b>	<b>3,668,733</b>	<b>188,202</b>	<b>3,856,935</b>
<b>At 31 December 2022</b>														
Cost	182,866	2,215,483	202,519	0	0	0	1,217,974	53,001	114,511	0	547,580	4,533,934	256,007	4,789,941
Valuation	0	0	0	555,835	308,723	3,573	0	0	0	288,770	0	1,156,901	0	1,156,901
Accumulated depreciation and impairment	0	(665,863)	(85,668)	0	0	0	(758,421)	(17,748)	0	0	(494,402)	(2,022,102)	(67,805)	(2,089,907)
<b>Net book amount</b>	<b>182,866</b>	<b>1,549,620</b>	<b>116,851</b>	<b>555,835</b>	<b>308,723</b>	<b>3,573</b>	<b>459,553</b>	<b>35,253</b>	<b>114,511</b>	<b>288,770</b>	<b>53,178</b>	<b>3,668,733</b>	<b>188,202</b>	<b>3,856,935</b>

## 16 Property, plant and equipment (continued)

### **Non-commercial assets**

In accordance with AASB 116 Property, Plant and Equipment, the University has chosen to apply the cost model to value its plant and equipment, library collections and non-commercial teaching and research land, buildings and infrastructure. Cost includes expenditure directly attributable to acquisition of items. After recognition, this class of assets is carried at cost less any accumulated depreciation and any accumulated impairment losses. Non-commercial land, buildings and infrastructure are identified as assets that are subject to specific restrictions; for example, land grants, zoned specific use and specific contractual arrangements.

### **Commercial land, buildings and infrastructure**

These are measured using the revaluation model. After recognition, this class of assets is recorded at fair value and carried at a revalued amount, being the fair value at the date of the revaluation, less any subsequent accumulated depreciation. Under the revaluation model, revaluations are undertaken with sufficient regularity to ensure the carrying amount does not differ materially from the value determined using fair value at the reporting date. At the date of revaluation, the accumulated depreciation is eliminated against the gross carrying amount of the assets and the net amount restated to the revalued amount of the assets.

Commercial teaching and research land, buildings, and infrastructure are externally valued every year with a formal valuation occurring every three years. A formal revaluation was performed as at 31 December 2021 and will next be undertaken at 31 December 2024. Increases in the carrying amounts arising on revaluation of land and buildings are recognised, net of tax, in other comprehensive income and accumulated in equity under the heading of revaluation increment/(decrement). To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset class are also recognised in other comprehensive income to the extent of the remaining reserve attributable to the asset class. All other decreases are recognised in the Income statement.

### **Heritage assets**

Heritage assets are also measured using the revaluation model. Valuations for the University's heritage assets are performed on a cyclical basis by independent valuers.

### **Work in progress**

Work in progress represents the cost of unoccupied and incomplete building projects and other major capital works projects at reporting date. It also includes the costs of major information technology systems developments that had not been implemented as at the reporting date.

### **Leasehold improvements**

Leasehold improvements are capitalised and amortised over the shorter of their useful life or the remaining life of the lease.

### **Subsequent costs**

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. Repairs and maintenance costs are recognised in the Income statement during the financial period in which they are incurred, except where they relate to the replacement of a component of an asset, in which case the carrying amount of those parts that are replaced is derecognised and the cost of the replacing part is capitalised if the recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expenses, as incurred.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

### **Asset sales**

Net realised gains/(losses) are included as income/(expenses) when control of the asset passes to the buyer.

**The University of Sydney**  
**Notes to the financial statements**  
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**(continued)**

**16 Property, plant and equipment (continued)**

**Depreciation**

Asset residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Land is not depreciated. Depreciation is calculated on a straight-line basis. The depreciation rates are based on the estimated useful lives of the various classes of assets employed. Pro-rata depreciation is recognised in the year of purchase and disposal. Depreciation rates by class of assets are as follows:

	2023	2022
Plant and equipment	10%-25%	10%-25%
Buildings and infrastructure	2%	2%
Leasehold improvements*	Various	Various
Library collections	10%	10%
Right-of-use assets*	Various	Various

\* Amortisation rates applied to leasehold improvements and right-of-use assets are based on the term of the lease or the useful life, whichever is lower. The amortisation rates applied to leasehold improvements in respect of make good are based on the estimated period in which the make good will occur.

**Right-of-use assets**

The leases that the University has entered into as lessee are represented in two broad categories being property and motor vehicles.

**Economic entity (Consolidated)/Parent entity (University)**

	Property \$'000	Motor Vehicles \$'000	Total \$'000
<b>2023</b>			
<b>At 1 January 2023</b>	<b>188,185</b>	<b>17</b>	<b>188,202</b>
Retirement	(957)	(106)	(1,063)
Additions including WIP transfer	16,593	6	16,599
Write back accumulated depreciation on retirement	198	106	304
Make good asset movement	1,565	0	1,565
Depreciation charge	(16,002)	(22)	(16,024)
<b>At 31 December 2023</b>	<b>189,582</b>	<b>1</b>	<b>189,583</b>
<b>2022</b>			
<b>At 1 January 2022</b>	<b>190,456</b>	<b>59</b>	<b>190,515</b>
Retirement	(4,872)	(466)	(5,338)
Additions including WIP transfer	14,579	101	14,680
Make good asset movement	5,313	0	5,313
Depreciation charge	(17,291)	323	(16,968)
<b>At 31 December 2022</b>	<b>188,185</b>	<b>17</b>	<b>188,202</b>

**Right-of-use assets**

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of the lease liability
- any lease payment made, or before the commencement date, less any incentives received
- any initial direct costs, and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the University is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

The University has made a number of contributions to secure access to properties for up to 60 years. These contributions are amortised over the life of the access right.

## 16 Property, plant and equipment (continued)

### Right-of-use assets (continued)

#### Assessment of whether a contract is, or contains, a lease

At inception of a contract, the University assesses whether a contract is, or contains a lease. A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration.

The University assesses whether:

- (a) The contract involves the use of an identified asset. The asset may be explicitly or implicitly specified in the contract. A capacity portion of larger assets is considered an identified asset if the portion is physically distinct or if the portion represents substantially all of the capacity of the asset. The asset is not considered an identified asset if the supplier has the substantive right to substitute the asset throughout the period of use.
- (b) The customer has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- (c) The customer has the right to direct the use of the asset throughout the period of use. The customer is considered to have the right to direct the use of the asset only if either:
  - i) The customer has the right to direct how and for what purpose the identified asset is used throughout the period of use; or
  - ii) The relevant decisions about how and for what purposes the asset is used are predetermined and the customer has the right to operate the asset, or the customer designed the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

#### Accounting for leases - University as lessee

In contracts where the University is a lessee, the University recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

#### Concessionary and peppercorn leases

The University has a limited number of concessionary leases (leased assets that arise from significantly below market leases) where an election has been made to measure the right-of-use assets at initial recognition at cost in accordance with AASB 16 Leases. The University does not have any dependence on these concessionary leases to operate the University and as such has not disclosed any further information in relation to them.

#### Accounting for leases - University as lessor

The University recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of other income.

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Notes to the financial statements  
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(continued)

17 Intangible assets

2023

	Economic entity (Consolidated)				Parent entity (University)			Total \$'000
	Computer software \$'000	Other intangibles \$'000	Digitised library collections \$'000	Goodwill on consolidation \$'000	Computer software \$'000	Other intangibles \$'000	Digitised library collections \$'000	
<b>At 1 January 2023</b>								
Cost	122,304	4,055	207,632	6,129	122,304	4,055	207,632	333,991
Accumulated amortisation and impairment	(110,328)	(2,012)	(60,908)	0	(110,328)	(2,012)	(60,908)	(173,248)
<b>Net book amount</b>	<b>11,976</b>	<b>2,043</b>	<b>146,724</b>	<b>6,129</b>	<b>11,976</b>	<b>2,043</b>	<b>146,724</b>	<b>160,743</b>
<b>Year ended 31 December 2023</b>								
Additions	923	0	21,331	0	923	0	21,331	22,254
Transfer from work in progress	6,598	0	0	0	6,598	0	0	6,598
Asset retirements	(97)	(3,255)	0	0	(97)	(3,255)	0	(3,352)
<b>Amortisation</b>								
Amortisation charge	(3,960)	(42)	(19,928)	0	(3,960)	(42)	(19,928)	(23,930)
Writeback accumulated amortisation on retirements	81	2,054	0	0	81	2,054	0	2,135
<b>Closing net book amount</b>	<b>15,521</b>	<b>800</b>	<b>148,127</b>	<b>6,129</b>	<b>15,521</b>	<b>800</b>	<b>148,127</b>	<b>164,448</b>
<b>At 31 December 2023</b>								
Cost	129,728	800	228,963	6,129	129,728	800	228,963	359,491
Accumulated amortisation and impairment	(114,207)	0	(80,836)	0	(114,207)	0	(80,836)	(195,043)
<b>Net book amount</b>	<b>15,521</b>	<b>800</b>	<b>148,127</b>	<b>6,129</b>	<b>15,521</b>	<b>800</b>	<b>148,127</b>	<b>164,448</b>

2022

<b>At 1 January 2022</b>								
Cost	130,429	4,055	186,999	6,129	130,429	4,055	186,999	321,483
Accumulated amortisation and impairment	(113,585)	(1,845)	(42,941)	0	(113,585)	(1,845)	(42,941)	(158,371)
<b>Net book amount</b>	<b>16,844</b>	<b>2,210</b>	<b>144,058</b>	<b>6,129</b>	<b>16,844</b>	<b>2,210</b>	<b>144,058</b>	<b>163,112</b>
<b>Year ended 31 December 2022</b>								
Additions	193	0	20,633	0	193	0	20,633	20,826
Transfer from work in progress	4,236	0	0	0	4,236	0	0	4,236
Asset retirements	(12,554)	0	0	0	(12,554)	0	0	(12,554)
<b>Amortisation</b>								
Amortisation charge	(7,702)	(167)	(17,967)	0	(7,702)	(167)	(17,967)	(25,836)
Write back accumulated depreciation on retirements	10,959	0	0	0	10,959	0	0	10,959
<b>Closing net book amount</b>	<b>11,976</b>	<b>2,043</b>	<b>146,724</b>	<b>6,129</b>	<b>11,976</b>	<b>2,043</b>	<b>146,724</b>	<b>160,743</b>
<b>At 31 December 2022</b>								
Cost	122,304	4,055	207,632	6,129	122,304	4,055	207,632	333,991
Accumulated amortisation and impairment	(110,328)	(2,012)	(60,908)	0	(110,328)	(2,012)	(60,908)	(173,248)
<b>Net book amount</b>	<b>11,976</b>	<b>2,043</b>	<b>146,724</b>	<b>6,129</b>	<b>11,976</b>	<b>2,043</b>	<b>146,724</b>	<b>160,743</b>

**17 Intangible assets (continued)**

**Goodwill**

Goodwill represents the excess of the fair value measurement of consideration transferred in an acquisition over the fair value of the University's share of the net identifiable assets of the acquiree at the date of acquisition. Goodwill on acquisition of subsidiaries is included in intangible assets. Goodwill on acquisition of associates is included in investments in associates. Goodwill is not amortised, instead it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

**Computer software**

Major computer software is recorded at historic cost less accumulated amortisation, and where applicable any impairment losses. Amortisation is provided on a straight-line basis at a rate of 14.29%.

**Software-as-a-Service (SaaS) arrangements**

SaaS arrangements are service contracts providing the University with the right to access the provider's application software over the contract period. As such the University does not recognise a software intangible asset at the contract commencement date.

Costs incurred in service provider selection, implementation training, data conversion and post implementation operations are expensed.

Costs incurred in customising (where the provider does not obtain IP rights) or developing links to other systems may be capitalised.

**Digitised library collections**

The digitised library collection (items for which the University holds a perpetual licence and are not expected to be subject to technical obsolescence or incur maintenance costs) is amortised over 10 years with 10% residual value.

**Other intangible assets**

Other intangible assets include the right to use assets that have been purchased, developed and/or implemented.

**Disposal**

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from the use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Income statement.

**18 Other non-financial assets**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>				
Prepaid expense	<b>73,101</b>	46,318	<b>73,101</b>	46,318
Inventories	<b>730</b>	1,117	<b>730</b>	1,117
<b>Total current other non-financial assets</b>	<b>73,831</b>	47,435	<b>73,831</b>	47,435
<b>Non-current</b>				
<b>Livestock</b>				
Balance 1 January	<b>5,786</b>	8,354	<b>5,786</b>	8,354
Purchases and natural increase/revaluation	<b>(160)</b>	35	<b>(160)</b>	35
Sales and natural decrease	<b>(1,195)</b>	(2,603)	<b>(1,195)</b>	(2,603)
<b>Total livestock</b>	<b>4,431</b>	5,786	<b>4,431</b>	5,786
<b>Total non-current other non-financial assets</b>	<b>4,431</b>	5,786	<b>4,431</b>	5,786
<b>Total other non-financial assets</b>	<b>78,262</b>	53,221	<b>78,262</b>	53,221

The University values its livestock assets at fair value less the estimated costs to sell.

The University recognises a prepayment as an asset when payments for goods and services have been made in advance of the University obtaining a right to access those goods or services.

**The University of Sydney**  
**Notes to the financial statements**  
**for the year ended 31 December 2023**  
**(continued)**

**19 Trade and other liabilities**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>				
Trade payables	95,080	75,943	95,080	75,943
OS-HELP liability to Australian Government	5,124	6,027	5,124	6,027
Prepaid income	222,701	172,372	222,701	172,372
Other financial liabilities	18,360	19,770	18,360	19,770
Contract liabilities	519,977	480,711	519,977	480,711
Accrued expenses	109,765	99,163	109,765	99,163
Franking credits payable	11,379	0	11,379	0
<b>Total trade and other liabilities</b>	<b>982,386</b>	<b>853,986</b>	<b>982,386</b>	<b>853,986</b>

**Franking credits payable**

In December 2022, the University received a payment from the Australian Taxation Office (ATO) of \$22.8m settling a franking credits claim arising from the distribution of IDP Limited shares by Education Australia Limited. In 2023 the ATO issued a Notice of Assessment and accompanying statement of reasons which rejected the University's franking credit claim on the basis that it did not meet certain legislative provisions. Accordingly, the University derecognised the \$22.8m in dividend revenue in 2023 and recognised a payable to the ATO.

As the claim remains disputed, the University entered into a '50-50' arrangement with the ATO under which the University offset 50% of the amount (\$11.4m) against other franking credit receivables, with the remaining 50% recognised as a liability (refer to Note 19) as at 31 December 2023 pending the conclusion of the dispute.

It is probable that these proceedings will not be finalised until the end of 2024, or later.

**Accrued Expenses**

During the second quarter of 2020, a review of employee wage and salary entitlements identified that certain professional staff covered by the University's Enterprise Agreement 2018-2021 were paid less than their correct entitlements in certain instances. Whilst the review of professional staff entitlements has been substantially finalised as at 31 December 2023, the University has recognised an accrual of \$7.4m (2022: \$9.9m) for the remaining remediation. Remediation payments totalling \$2.4m (2022: \$5.0m) were made to affected staff during the year ended 31 December 2023.

A separate provision has been recognised in regard to casual academic entitlements. Refer to Note 21 for details.

**Foreign currency risk**

The total trade and other liabilities of the economic entity shown above includes \$1.1m (2022: \$6.9m) denominated in currencies other than Australian dollars.

*Trade and other liabilities, including accruals not yet billed, represent liabilities for goods and services provided to the economic entity prior to the end of the reporting period which are unpaid. These amounts are unsecured and are usually settled within 30 days of recognition.*

**Contract liabilities**

*A contract liability is the obligation to transfer goods or services to a customer for which the University has received consideration from the customer. If a customer pays consideration before the University transfers the goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the University performs its obligations under the contract.*

*The unsatisfied performance obligations are expected to be satisfied within the next twelve months and therefore have been classified as current.*

Revenue recognised in the reporting period that was included in the contract liability balance at start of the year was \$402.7m (2022: \$384.7m).

**Transfers to enable acquisition or construction of a recognisable non-financial asset**

*A contract liability is also recognised where the University receives a transfer to enable the acquisition or construction of a recognisable non-financial asset. A transfer of a financial asset to enable the University to acquire or construct a recognisable non-financial asset for its own use is one that:*

- a) *requires the University to use that financial asset to acquire or construct a non-financial asset to identified specifications*
- b) *does not require the University to transfer the non-financial asset to the transferor or other parties; and*
- c) *occurs under an enforceable agreement.*

*The University recognises a liability for the excess of the fair value of the transfer over any related amounts recognised and recognises income in the Income statement as it satisfies its obligations under the transfer. The income related to the construction of buildings is recognised over time as and when the building is acquired or constructed.*

*The University applies the requirements of AASB 9 when accounting for the financial asset (e.g. cash) received. The acquisition or construction of the non-financial asset is accounted for separately to the transfer of the financial asset, in accordance with other standards.*

**19 Trade and other liabilities (continued)**

**(a) Transfers to acquire or construct a non-financial asset**

Contract liabilities include amounts received to acquire or construct a recognisable non-financial asset to be controlled by the University. These contract liabilities were \$23.4m as at 31 December 2023 (2022: \$14.5m).

During the reporting period, there were additional receipts of \$13.0m (2022: \$14.5m) and income of \$4.1m (2022: \$1.6m) was recognised as a result of acquiring or constructing non-financial assets.

There was no Australian Government unspent financial assistance in relation to transfers to acquire or construct a non-financial asset in the opening or closing balance for 2023.

**Liabilities related to contracts with customers:**

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Contract liabilities</b>				
Contract liabilities - Australian Government	346,953	307,185	346,953	307,185
Other contract liabilities	173,024	173,526	173,024	173,526
<b>Total contract liabilities</b>	<b>519,977</b>	<b>480,711</b>	<b>519,977</b>	<b>480,711</b>

**20 Borrowings**

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Current</b>				
Lease liabilities	14,613	12,323	14,613	12,323
<b>Total current borrowings</b>	<b>14,613</b>	<b>12,323</b>	<b>14,613</b>	<b>12,323</b>
<b>Non-current</b>				
Bonds payable	399,503	399,027	399,503	399,027
Lease liabilities	74,836	72,087	74,836	72,087
<b>Total non-current borrowings</b>	<b>474,339</b>	<b>471,114</b>	<b>474,339</b>	<b>471,114</b>
<b>Total borrowings</b>	<b>488,952</b>	<b>483,437</b>	<b>488,952</b>	<b>483,437</b>

The fair value of borrowings at balance date was \$367.4m (2022: \$368.1m). Refer to Note 33 for fair value measurement. For an analysis of the sensitivity of borrowings to interest rate and foreign exchange risk refer to Note 32.

Bonds payable	Face value			
	\$'000	Term	Rate	Issue date
Tranche 2	200,000	10 years	3.75%	August 2015
Tranche 3	200,000	25 years	4.5%	November 2018

*Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Income statement over the period of the borrowings using the effective interest rate method.*

*Borrowings are removed from the Statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or other expenses.*

*Borrowings are classified as current liabilities unless the the University has an unconditional right to defer settlement of the liability for at least twelve months after the balance date and does not expect to settle the liability for at least twelve months after the balance date.*

*Borrowing costs, including those incurred for the construction of any qualifying asset, are expensed as incurred.*



**20 Borrowings (continued)**

**University as lessee**

**Amounts recognised in the Income statement**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Interest on lease liabilities	4,417	4,501	4,417	4,501
Expenses relating to leases of low-value assets, excluding short term leases of low-value assets	1,609	966	1,609	966
<b>Total</b>	<b>6,026</b>	<b>5,467</b>	<b>6,026</b>	<b>5,467</b>

**Maturity analysis - undiscounted contractual cash flows**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Less than one year	14,956	12,571	14,956	12,571
One to five years	50,640	42,154	50,640	42,154
More than five years	52,815	62,814	52,815	62,814
<b>Total undiscounted contractual cash flows</b>	<b>118,411</b>	<b>117,539</b>	<b>118,411</b>	<b>117,539</b>

**Lease liability**

A lease liability is initially measured as the present value of unpaid lease payments at the commencement date of the lease. To calculate the present value, the unpaid lease payments are discounted using the interest rate implicit in the lease if the rate is readily determinable. If the interest rate implicit in the lease cannot be readily determined, the incremental borrowing rate at the commencement date of the lease is used. Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI);
- Amounts expected to be payable by the lessee under residual value guarantees;
- The exercise price of a purchase option if the University is reasonably certain to exercise that option; and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the Income statement. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate with a corresponding adjustment to the right-of-use asset. The adjustment amount is factored into depreciation of the right-of-use asset prospectively.

Extension and termination options are included in a number of property and motor vehicle leases across the University. These are used to maximise operational flexibility in terms of managing the assets used in the University's operations. The majority of extension and termination options held are exercisable only by the University and not by the respective lessor.

**Short-term leases and leases of low-value assets**

The University has elected not to recognise right-of-use assets and lease liabilities for short-term leases (leases with a lease term of 12 months or less) and leases of low-value assets (assets with an original cost less than \$10k). The University recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

## 20 Borrowings (continued)

### University as lessee (continued)

Amounts recognised in Statement of cash flows

	Economic entity (Consolidated)		Parent entity (University)	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Net financing cash outflow for leases	14,432	16,905	14,432	16,905
<b>Total net financing cash outflow for leases</b>	<b>14,432</b>	<b>16,905</b>	<b>14,432</b>	<b>16,905</b>

## 21 Provisions

### (a) Provisions

	Economic entity (Consolidated)		Parent entity (University)	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
<b>Current provisions expected to be settled within 12 months</b>				
Employee benefits				
Annual leave	104,209	101,509	104,209	101,509
Long service leave	41,368	36,819	41,368	36,819
Defined benefit obligation	92,644	93,529	92,644	93,529
Provision for termination payment	876	4,491	876	4,491
Staff payment remediation provision	70,145	66,023	70,145	66,023
Provision for make good	0	5,546	0	5,546
Deferred payroll tax provisions	1,979	1,879	1,979	1,879
Building rectification provisions	24,658	45,945	24,658	45,945
<b>Subtotal</b>	<b>335,879</b>	<b>355,741</b>	<b>335,879</b>	<b>355,741</b>
<b>Current provisions expected to be settled after more than 12 months</b>				
Employee benefits				
Annual leave	13,359	12,375	13,359	12,375
Long service leave	173,670	149,953	173,670	149,953
<b>Subtotal</b>	<b>187,029</b>	<b>162,328</b>	<b>187,029</b>	<b>162,328</b>
<b>Total current provisions</b>	<b>522,908</b>	<b>518,069</b>	<b>522,908</b>	<b>518,069</b>
<b>Non-current provisions</b>				
Employee benefits				
Long service leave	46,351	44,164	46,351	44,164
Defined benefit obligation	1,065,145	1,081,567	1,065,145	1,081,567
Provision for make good	28,836	20,144	28,836	20,144
Deferred payroll tax provisions	21,073	21,304	21,073	21,304
<b>Total non-current provisions</b>	<b>1,161,405</b>	<b>1,167,179</b>	<b>1,161,405</b>	<b>1,167,179</b>
<b>Total provisions</b>	<b>1,684,313</b>	<b>1,685,248</b>	<b>1,684,313</b>	<b>1,685,248</b>

**The University of Sydney**  
**Notes to the financial statements**  
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**(continued)**

**21 Provisions (continued)**

**(b) Movements in provisions**

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

	Economic entity (Consolidated)			Parent entity (University)		
	Provision for make good \$'000	Deferred payroll tax \$'000	Building rectification \$'000	Provision for make good \$'000	Deferred payroll tax \$'000	Building rectification \$'000
<b>2023</b>						
Carrying amount at 1 January	25,690	23,183	45,945	25,690	23,183	45,945
Additional provision	3,663	0	0	3,663	0	0
Unused amounts reversed	(281)	0	0	(281)	0	0
Amount used	(236)	(131)	(21,287)	(236)	(131)	(21,287)
<b>Carrying amount at 31 December</b>	<b>28,836</b>	<b>23,052</b>	<b>24,658</b>	<b>28,836</b>	<b>23,052</b>	<b>24,658</b>
<b>2022</b>						
Carrying amount at 1 January	29,942	28,284	49,449	29,942	28,284	49,449
Unused amounts reversed	(4,252)	0	0	(4,252)	0	0
Amount used	0	(5,101)	(3,504)	0	(5,101)	(3,504)
<b>Carrying amount at 31 December</b>	<b>25,690</b>	<b>23,183</b>	<b>45,945</b>	<b>25,690</b>	<b>23,183</b>	<b>45,945</b>

**(c) Employee benefits**

**Current provisions**

Liabilities for short-term employee benefits, including wages and salaries and non-monetary benefits, are measured at the amount expected to be paid when the liability is settled, if it is expected to be settled wholly before twelve months after the end of the reporting period.

The liability for other long-term benefits is recognised in current provisions for employee benefits if they are expected to be settled wholly before twelve months after the end of the reporting period. Other long-term employee benefits include such entitlements as annual leave, accumulating sick leave and long service leave liabilities.

Liabilities for non-accumulating sick leave are recognised when the leave is taken and are measured at the rates payable.

Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as current liabilities, unless there is an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date, in which case it would be classified as a non-current provision.

**Staff payment remediation provision**

As part of the University's Employee Payments Review for the 2014-2023 period, the University continued to undertake a detailed review of casual academic work practices and payments in 2023.

The University estimates that the potential outstanding liability as at 31 December 2023 is \$70.1m (2022: \$15.0m). The provision estimate was updated during the current period following the introduction of Work Classification and Paycode Guidelines for Casual Academic Staff. The measurement of the provision required a significant degree of estimation, based on data analysis of a sampled period of payments which was then extrapolated across the liability period. Costs associated with the investigation and review of payments are expensed as incurred and are not included against the provision.

Due to the nature of the estimation techniques employed in determining the provision amount as at 31 December 2023, the actual liability may differ once the detailed review of each affected individual's entitlements is completed.

\$1.9m of remediation payments were made from the provision during the current period (2022: nil).

**Non-current provisions**

Other long-term employee benefits are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

**Termination benefits**

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for those benefits. The University recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of a formally accepted offer of voluntary redundancy. Benefits falling due within twelve months are valued at their nominal amounts and amounts falling due more than twelve months after the reporting date are discounted to their net present values.

**21 Provisions (continued)**

**(d) Other provisions**

*Provisions are recognised when the University has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be reliably estimated.*

*Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and risks specific to the liability. The liability is reassessed each reporting period and the resulting change in value is recorded as a finance cost.*

**Make good provisions**

*The University leases a number of properties which include make good requirements at the expiry of the lease. On initial recognition of the make good provision a leasehold improvement asset is recognised to record the future economic outflows required to perform the restoration. Changes to the estimated future costs of the restoration are recognised in the Statement of financial position by adjusting the cost of the related asset.*

**22 Reserves**

	<b>Economic entity (Consolidated)</b>		<b>Parent entity (University)</b>	
	<b>2023</b>	2022	<b>2023</b>	2022
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Property, plant and equipment revaluation reserve	<b>911,214</b>	866,301	<b>911,213</b>	866,300
Associates reserves	<b>1,312</b>	1,312	<b>0</b>	0
<b>Balance at end of the year</b>	<b>912,526</b>	867,613	<b>911,213</b>	866,300
<b>Movements:</b>				
<b>Property, plant and equipment revaluation reserve</b>				
Balance at 1 January	<b>866,301</b>	785,985	<b>866,300</b>	785,984
Gain on revaluation of property, plant and equipment	<b>44,913</b>	80,316	<b>44,913</b>	80,316
<b>Balance at end of the year</b>	<b>911,214</b>	866,301	<b>911,213</b>	866,300
<b>Associates reserve</b>				
Balance at 1 January	<b>1,312</b>	1,312	<b>0</b>	0
Less: transfers from reserves	<b>0</b>	0	<b>0</b>	0
<b>Balance at end of the year</b>	<b>1,312</b>	1,312	<b>0</b>	0

*The University has the following reserves:*

**(i) Property, plant and equipment revaluation reserve**

*This reserve is used to account for the increases or decreases in the value of assets as a result of revaluations. Increases in the value of reserves are in accordance with the valuation of assets policies stated in Note 16. Decrements in reserves are either on revaluation of assets, or on disposal of assets where the disposed asset had previously been revalued and a reserve existed or on impairment of assets in accordance with AASB 136 Impairment of Assets, where a revaluation reserve had existed for that asset class.*

**(ii) Associates reserve**

*This represents the reserves held by associated entities and is recognised in the consolidated financial statements using the equity method of accounting (see Note 30).*

**23 Key management personnel disclosures**

**(a) Responsible persons, executive officers and other key management personnel**

The Senate of the University oversees all major decisions concerning the conduct of the University, including staff appointments and welfare, student welfare and discipline, financial matters and the physical and academic development of the University. Apart from members of staff serving on Senate who receive remuneration as per their employment conditions, the Fellows of Senate received no remuneration in their capacity as Fellows of Senate. A list of the Fellows of Senate is included in the University's Annual Report.

The following persons were principal officers of The University of Sydney during the periods under review:

Professor M Scott AO	Ms R Murray (to 7 March 2023)
Professor L Jackson Pulver AM	Mr S Phillips
Professor E Johnston AO	Ms R Ogilvie
Ms K Andrews	Professor A Jagose
Ms O Perks	Professor J Wright

	Economic entity (Consolidated)		Parent entity (University)	
	2023 Number	2022 Number	2023 Number	2022 Number
<b>Remuneration of principal officers</b>				
\$225,000 to \$239,999	0	1	0	1
\$255,000 to 269,999	0	1	0	1
\$285,000 to \$299,999	0	1	0	1
\$345,000 to \$359,999	0	1	0	1
\$510,000 to \$524,999	2	0	2	0
\$525,000 to \$539,999	0	1	0	1
\$555,000 to \$569,999	1	0	1	0
\$585,000 to \$599,999	0	1	0	1
\$600,000 to \$614,999	0	2	0	2
\$615,000 to \$629,999	0	1	0	1
\$630,000 to \$644,999	0	0	0	0
\$645,000 to \$659,999	1	0	1	0
\$660,000 to \$ 674,999	1	0	1	0
\$675,000 to \$689,999	0	1	0	1
\$735,000 to \$749,999	1	0	1	0
\$885,000 to \$899,999	2	0	2	0
\$945,000 to \$959,999	1	0	1	0
\$960,000 to \$974,999	0	1	0	1
\$1,095,000 to \$1,109,999	0	1	0	1
\$1,170,000 to \$1,184,999	1	0	1	0
	<b>10</b>	<b>12</b>	<b>10</b>	<b>12</b>

**(b) Key management personnel compensation**

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Short-term employee benefits	6,137	5,489	6,137	5,489
Post-employment benefits	894	815	894	815
Other long-term benefits	132	399	132	399
Termination benefits	411	147	411	147
<b>Total key management personnel compensation</b>	<b>7,574</b>	<b>6,850</b>	<b>7,574</b>	<b>6,850</b>

## 23 Key management personnel disclosures (continued)

### (c) Loans to key management personnel

The University has not made any loans to key management personnel.

### (d) Other transactions with key management personnel

There are no other transactions between the University and key management personnel.

## 24 Remuneration of auditors

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>(a) Audit services</b>				
Fees related to services from the Audit Office of NSW				
Audit and review of financial statements and other audit work	662	633	662	633
Audit fees paid by subsidiaries	83	79	0	0
Audit services by private sector contractors	71	66	0	0
<b>Total remuneration for audit services</b>	<b>816</b>	<b>778</b>	<b>662</b>	<b>633</b>
<b>(b) Other audit and assurance services</b>				
Fees related to services from the Audit Office of NSW				
Audit of regulatory returns	247	36	247	36
Fees paid to other audit firms	160	129	160	129
<b>Total remuneration paid for other audit related services</b>	<b>407</b>	<b>165</b>	<b>407</b>	<b>165</b>
<b>Total remuneration of auditors</b>	<b>1,223</b>	<b>943</b>	<b>1,069</b>	<b>798</b>

## 25 Commitments

### Capital commitments

Capital expenditure contracted for at the reporting date, but not recognised as a liability, is as follows:

	Economic entity (Consolidated)		Parent entity (University)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Property, plant and equipment (PP&amp;E) commitments</b>				
Within one year	120,172	93,667	120,172	93,667
<b>Total PP&amp;E commitments</b>	<b>120,172</b>	<b>93,667</b>	<b>120,172</b>	<b>93,667</b>
<b>Intangible asset commitments</b>				
Within one year	3,412	22,481	3,412	22,481
Between one year and five years	0	356	0	356
<b>Total intangible asset commitments</b>	<b>3,412</b>	<b>22,837</b>	<b>3,412</b>	<b>22,837</b>

## 26 Contingencies

### (a) Contingent liabilities

#### (i) Proceedings against the University

An estimate of the maximum exposure on proceedings against the University amounts to \$3.2m for 2023 (2022: \$5.8m).

#### (ii) Bank guarantee facility

The University has a bank guarantee facility in place with a facility limit of \$20.0m of which \$1.9m was utilised at 31 December 2023 (2022: \$2.7m). The bank guarantees are primarily provided as security for rental agreements relating to office space and building works.

#### (iii) Letters of comfort to subsidiaries

The University has provided certain controlled entities (A14 Holdings Pty Limited, Suzhou Xi Su Commercial Consulting Co., Limited, and The University of Sydney Vietnam Institute Company Limited) with letters of comfort guaranteeing the liabilities of those controlled entities.

As at the date of this report the letters of comfort issued to controlled entities cover net assets of \$3.0m (2022: net assets of \$2.7m).

### (b) Contingent assets

The University is party to proceedings with several entities in respect to the cost of replacement of combustible cladding on University buildings. The University has lodged claims totaling \$18.2m (including legal fees) and is engaged in mediation to resolve the matter.

## 27 Defined benefit plans

### (a) Fund specific disclosure

#### State Authorities Superannuation Trustee Corporation

The University maintains a reserve account within the State Authorities Superannuation Trustee Corporation to assist in financing the employer contributions to the State Authorities Superannuation Scheme (SASS), State Authorities Non-Contributory Scheme (SANCS) and State Superannuation Scheme (SSS).

These schemes are all defined benefit schemes. Each member's final benefit in relation to these schemes is derived from a multiple of their salary and years of membership. All three schemes are closed to new members.

#### Professorial Superannuation System (PSS)

The Professorial Superannuation System is closed to new members. Pensioner members receive pension payments from the system. These benefits are funded by contributions from system members and, if necessary, the University.

#### Liability

A net unfunded liability for retirement benefits of \$1,145.5m (2022: \$1,166.6m) is included in the Statement of financial position as assets of \$12.6m (2022: \$8.5m) within non-current receivables and liabilities of \$1,065.1m (2022: \$1,082.0m) within non-current provisions and \$92.6m (2022: \$93.5m) within current provisions. \$1,156.6m (2022: \$1,173.1m) of this is payable by the Commonwealth and New South Wales governments. Details of the receivable from the Commonwealth and New South Wales governments are set out in Note 13.

The valuation methodology and principal actuarial assumptions as at 31 December 2023 are as follows:

#### (i) Valuation method

The projected unit credit valuation method is used to determine the present value of the defined benefit obligations and the related current service costs.

This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

#### (ii) Economic assumptions

The principal assumptions used for the purposes of the actuarial valuations were as follows (expressed as a weighted average):

	2023	2022
	%	%
Discount rate(s)*	4.00%	4.09%
Expected rate(s) of salary increase**	3.20%	3.20%

\* The actuarial calculation for the Professorial Superannuation System specifically for The University of Sydney in 2023 used 3.80% (2022: 4.00%) as the discount rate assumption.

\*\* The actuarial calculation for the Professorial Superannuation System specifically for The University of Sydney in 2023 used 3.50% (2022: 4.00%) as the salary increase assumption. The actuarial calculation for SASS, SANCS and SSS funds in 2023 used 3.20% (2022: 3.20%) as the salary increase assumption.

The University expects to make a contribution of \$93.9m (2022: \$95.0m) to the defined benefit plans during the next financial year.

**27 Defined benefit plans (continued)**

**(a) Fund specific disclosure (continued)**

The weighted average duration of the defined benefit obligation is 8.2 years (2022: 8.6 years). The expected maturity analysis of undiscounted benefit payments is as follows:

	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000	Total \$'000
<b>Defined benefit obligations - 31 December 2023</b>	<b>94,866</b>	<b>92,336</b>	<b>262,764</b>	<b>1,029,603</b>	<b>1,479,569</b>
Defined benefit obligations - 31 December 2022	95,801	92,332	261,323	1,012,421	1,461,877

**(b) Categories of plan assets**

The analysis of the plan assets at the reporting date is as follows:

	2023 \$'000		2022 \$'000	
	Active Market	No Active Market	Active Market	No Active Market
Cash and cash equivalents	7,956	9,285	7,709	12,012
Equity instruments	55,744	20,607	61,844	24,338
Debt instruments	0	10,303	9	13,031
Property	0	8,991	0	2,807
Other	19	28,773	222	27,359
<b>Total</b>	<b>63,719</b>	<b>77,959</b>	<b>69,784</b>	<b>79,547</b>

**(c) Actuarial assumptions and sensitivity**

The sensitivity of the defined benefit obligation to change in the significant assumptions is:

	Change in assumption	Impact on defined benefit obligation	
		Increase in assumption	Decrease in assumption
Discount rate	+/-0.5%	Increase/decrease by 3.9%	Increase/decrease by 4.2%
Salary growth rate	+/-0.5%	Increase/decrease by 4.5%	Increase/decrease by 4.2%

The above sensitivity analyses are based on a change in an assumption while holding all the other assumptions constant. In practice this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the defined benefit liability recognised in the Statement of financial position.

The methods and types of assumptions used in the preparation of the sensitivity analysis did not change compared to the prior period.



The University of Sydney  
Notes to the financial statements  
for the year ended 31 December 2023  
(continued)

27 Defined benefit plans (continued)

(d) Statement of financial position amounts

	\$'000 SASS	\$'000 SANCS	\$'000 SSS	\$'000 PSS	\$'000 Total
<b>Present value obligations - 2023</b>					
Opening defined benefit obligation	63,592	8,312	1,225,230	18,838	1,315,972
Current service cost	393	234	0	168	795
Taxes, premiums and expenses paid	(87)	(33)	(3,513)	(183)	(3,816)
Interest expense/(income)	2,370	303	48,407	759	51,839
	<u>66,268</u>	<u>8,816</u>	<u>1,270,124</u>	<u>19,582</u>	<u>1,364,790</u>
Remeasurements					
Actuarial losses/(gains) arising from changes in demographic assumptions	0	0	0	6	6
Actuarial losses/(gains) arising from changes in financial assumptions	1,272	277	27,026	(352)	28,223
Experience losses/(gains)	1,654	(362)	(10,423)	76	(9,055)
	<u>2,926</u>	<u>(85)</u>	<u>16,603</u>	<u>(270)</u>	<u>19,174</u>
Contributions					
Plan participants	581	0	145	0	726
	<u>581</u>	<u>0</u>	<u>145</u>	<u>0</u>	<u>726</u>
Payments from plan					
Benefits paid	(9,748)	(1,404)	(84,049)	(2,265)	(97,466)
	<u>(9,748)</u>	<u>(1,404)</u>	<u>(84,049)</u>	<u>(2,265)</u>	<u>(97,466)</u>
<b>Closing defined benefit obligation</b>	<u>60,027</u>	<u>7,327</u>	<u>1,202,823</u>	<u>17,047</u>	<u>1,287,224</u>
<b>Present value of plan assets - 2023</b>					
Opening fair value of plan assets	50,108	8,023	63,907	27,294	149,332
	<u>50,108</u>	<u>8,023</u>	<u>63,907</u>	<u>27,294</u>	<u>149,332</u>
Remeasurements					
Interest income	1,826	325	2,595	1,043	5,789
Actuarial (losses)/gains arising from changes in financial assumptions	911	957	(451)	1,238	2,655
	<u>2,737</u>	<u>1,282</u>	<u>2,144</u>	<u>2,281</u>	<u>8,444</u>
Contributions					
Employers	398	1,621	82,438	0	84,457
Plan participants	581	0	145	0	726
	<u>979</u>	<u>1,621</u>	<u>82,583</u>	<u>0</u>	<u>85,183</u>
Payments from plan					
Benefits paid	(9,748)	(1,404)	(84,049)	(2,265)	(97,466)
Taxes, premiums and expenses paid	(87)	(33)	(3,513)	(183)	(3,816)
	<u>(9,835)</u>	<u>(1,437)</u>	<u>(87,562)</u>	<u>(2,448)</u>	<u>(101,282)</u>
<b>Closing fair value of plan assets</b>	<u>43,989</u>	<u>9,489</u>	<u>61,072</u>	<u>27,127</u>	<u>141,677</u>
<b>Reimbursement rights - 2023</b>					
Opening value of reimbursement right	12,870	44	1,160,199	0	1,173,113
Expected return on reimbursement rights	539	(1,409)	(36,626)	0	(37,496)
Actuarial remeasurements	2,014	(1,043)	17,054	0	18,025
Remeasurement through profit or loss	(5)	38	390	0	423
Remeasurement through other comprehensive income	144	2,370	4	0	2,518
	<u>15,562</u>	<u>0</u>	<u>1,141,021</u>	<u>0</u>	<u>1,156,583</u>
<b>Closing value of reimbursement right</b>	<u>15,562</u>	<u>0</u>	<u>1,141,021</u>	<u>0</u>	<u>1,156,583</u>
<b>Net liability reconciliation - 2023</b>					
Defined benefit obligation	60,027	7,327	1,202,823	17,047	1,287,224
Fair value of plan assets	(43,989)	(9,489)	(61,072)	(27,127)	(141,677)
<b>Net liability/(assets)</b>	<u>16,038</u>	<u>(2,162)</u>	<u>1,141,751</u>	<u>(10,080)</u>	<u>1,145,547</u>
Reimbursement right	15,562	0	1,141,021	0	1,156,583
<b>Total net liability/(asset) in statement of financial position</b>	<u>476</u>	<u>(2,162)</u>	<u>730</u>	<u>(10,080)</u>	<u>(11,036)</u>

**27 Defined benefit plans (continued)**

**(d) Statement of financial position amounts (continued)**

	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
	<b>SASS</b>	<b>SANCS</b>	<b>SSS</b>	<b>PSS</b>	<b>Total</b>
<b>Present value obligations - 2022</b>					
Opening defined benefit obligation	88,415	11,653	1,487,334	22,218	1,609,620
Current service cost	611	348	0	109	1,068
Taxes, premiums and expenses paid	(483)	305	(13,090)	(203)	(13,471)
Interest expense/(income)	1,371	176	24,205	336	26,088
	<u>89,914</u>	<u>12,482</u>	<u>1,498,449</u>	<u>22,460</u>	<u>1,623,305</u>
<b>Remeasurements</b>					
Actuarial losses/(gains) arising from changes in demographic assumptions	0	0	0	0	0
Actuarial losses/(gains) arising from changes in financial assumptions	(5,357)	(758)	(234,692)	(1,281)	(242,088)
Experience losses/(gains)	(4,665)	(1,500)	42,941	37	36,813
	<u>(10,022)</u>	<u>(2,258)</u>	<u>(191,751)</u>	<u>(1,244)</u>	<u>(205,275)</u>
<b>Contributions</b>					
Plan participants	730	0	139	0	869
	<u>730</u>	<u>0</u>	<u>139</u>	<u>0</u>	<u>869</u>
<b>Payments from plan</b>					
Benefits paid	(17,030)	(1,912)	(81,607)	(2,378)	(102,927)
	<u>(17,030)</u>	<u>(1,912)</u>	<u>(81,607)</u>	<u>(2,378)</u>	<u>(102,927)</u>
<b>Closing defined benefit obligation</b>	<u>63,592</u>	<u>8,312</u>	<u>1,225,230</u>	<u>18,838</u>	<u>1,315,972</u>
<b>Present value of plan assets - 2022</b>					
Opening fair value of plan assets	66,868	7,747	71,201	32,346	178,162
	<u>66,868</u>	<u>7,747</u>	<u>71,201</u>	<u>32,346</u>	<u>178,162</u>
<b>Remeasurements</b>					
Interest expense/(income)	1,012	126	1,142	499	2,779
Actuarial (losses)/gains arising from changes in financial assumptions	(1,339)	(38)	(488)	(2,970)	(4,835)
	<u>(327)</u>	<u>88</u>	<u>654</u>	<u>(2,471)</u>	<u>(2,056)</u>
<b>Contributions</b>					
Employers	349	1,796	86,610	0	88,755
Plan participants	730	0	139	0	869
	<u>1,079</u>	<u>1,796</u>	<u>86,749</u>	<u>0</u>	<u>89,624</u>
<b>Payments from plan</b>					
Benefits paid	(17,030)	(1,912)	(81,607)	(2,378)	(102,927)
Taxes, premiums and expenses paid	(482)	304	(13,090)	(203)	(13,471)
	<u>(17,512)</u>	<u>(1,608)</u>	<u>(94,697)</u>	<u>(2,581)</u>	<u>(116,398)</u>
<b>Closing fair value of plan assets</b>	<u>50,108</u>	<u>8,023</u>	<u>63,907</u>	<u>27,294</u>	<u>149,332</u>
<b>Reimbursement rights - 2022</b>					
Opening value of reimbursement right	19,893	3,527	1,414,903	0	1,438,323
Expected return on reimbursement rights	621	(1,398)	(63,547)	0	(64,324)
Actuarial remeasurements	(8,683)	(2,220)	(191,263)	0	(202,166)
Remeasurement through profit or loss	252	(73)	(305)	0	(126)
Remeasurement through other comprehensive income	787	208	411	0	1,406
<b>Closing value of reimbursement right</b>	<u>12,870</u>	<u>44</u>	<u>1,160,199</u>	<u>0</u>	<u>1,173,113</u>
<b>Net liability reconciliation - 2022</b>					
Defined benefit obligation	63,592	8,312	1,225,230	18,838	1,315,972
Fair value of plan assets	(50,108)	(8,023)	(63,907)	(27,294)	(149,332)
<b>Net liability</b>	<u>13,484</u>	<u>289</u>	<u>1,161,323</u>	<u>(8,456)</u>	<u>1,166,640</u>
Reimbursement right	12,870	44	1,160,199	0	1,173,113
<b>Total net liability/(asset) in statement of financial position</b>	<u>614</u>	<u>245</u>	<u>1,124</u>	<u>(8,456)</u>	<u>(6,473)</u>

## 27 Defined benefit plans (continued)

### (e) UniSuper defined benefit division (UniSuper)

The superannuation scheme used by the University is the UniSuper defined benefit division (UniSuper), formerly known as the Superannuation Scheme for Australian Universities (SSAU).

Clause 34 of the UniSuper Trust Deed outlines the process UniSuper must undertake (including employer notifications and notice periods) in order to request additional contributions from employers if the UniSuper assets are considered by the Trustee to be insufficient to provide benefits payable under the deed. In these circumstances, at least four years notice is required. If such a request was agreed to by all employers then members would have to contribute additional funds. If all the employers did not agree to increase contributions, the Trustee would have to reduce benefits payable to members on a fair and equitable basis.

Should the balance of UniSuper become a deficit, the universities are not liable to make any payments to UniSuper unless all the universities (including The University of Sydney) who are members of UniSuper unanimously agree to make additional contributions to the fund. It is only on this basis that the universities would be liable for the agreed additional contribution. Management believes it is unlikely that any additional contribution will be required in the foreseeable future.

Historically, surpluses in UniSuper were used to improve members' benefits and have not affected the amount of participating employers' contributions.

As at 30 June 2023, the assets of UniSuper in aggregate, were estimated to be \$5,206.0m above vested benefits, after allowing for various reserves. As at 30 June 2022 the total assets of UniSuper were estimated to be \$5,214.0m above vested benefits. The vested benefits are benefits that are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of indexed pensions being provided by the Defined Benefit Division.

As at 30 June 2023, the assets of UniSuper in aggregate were estimated to be \$7,756.0m above accrued benefits, after allowing for various reserves. As at 30 June 2022 the assets of the fund were estimated to be \$7,895.0m above accrued benefits. The accrued benefits have been calculated as the present value of expected future benefits payments to members and indexed pensioners that arise from membership of UniSuper up to the reporting date.

### (f) Retirement benefit obligations

The University provides for superannuation based on information and formulae provided by the Superannuation Administration Corporation in respect of contributors to the defined benefit schemes administered by the SAS Trustee Corporation. In addition, the University contributes to the Superannuation Scheme for Australian Universities, which is a funded defined benefits scheme that also provides an Accumulation Superannuation Plan. When necessary, the University also contributes to The University of Sydney Professorial Superannuation System.

*A liability or asset in respect of defined benefit superannuation plans is recognised in the Statement of financial position, and is measured as the present value of the defined benefit obligation at the reporting date, less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, contribution taxes payable, experience of employee departures and periods of service.*

*Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.*

*Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the Statement of changes in equity and in the Statement of financial position.*

*Past service costs are recognised in profit or loss at the earlier of the following dates:*

- a) when the plan amendments or curtailment occurs; and*
- b) when the entity recognises related restructuring costs or termination benefits*

*Contributions to the defined contribution section of the University's superannuation fund and other independent defined contribution superannuation funds are recognised as an expense as they become payable.*

*A liability or asset in respect of the defined benefit superannuation plan for UniSuper has not been recognised in the Statement of financial position based on advice from UniSuper that the defined benefit plan is a contribution fund for the purposes of AASB 119 Employee Benefits due to the amendment of the trust deed during 2006 (clause 34 of the UniSuper Trust Deed). The plan has been classified as a contribution plan in the parent entity's accounts.*

**28 Related parties**

**(a) Parent entity**

The ultimate parent entity within the economic entity is The University of Sydney.

**(b) Controlled entities**

The following entities are controlled entities of the University.

Name of Entity	Principal place of business	Ownership interest	
		2023	2022
A14 Holdings Pty Limited	Camperdown, NSW	100	100
Stornaway Pty Limited*	East Brisbane, QLD	100	0
Suzhou Xi Su Commercial Consulting Co., Limited	Suzhou, China	100	100
The University of Sydney Vietnam Institute Company Limited**	Ho Chi Minh City, Vietnam	100	0
Westmead IVF Pty Limited	Westmead, NSW	100	100

\* On 24 August 2023, the University was donated a company, Stornaway Pty Limited, with a carrying amount and fair value of \$9.5m, including \$2.7m cash and \$6.8m listed shares (net of tax). No goodwill was recognised.

\*\* On 11 August 2023, The University of Sydney Vietnam Institute Company Limited was established as a 100% controlled entity under A14 Holdings Pty Limited, with the University as the ultimate parent entity.

**(c) Transactions with related parties**

The following transactions occurred during the reporting period with related parties:

	2023	2022
	\$'000	\$'000
<b>Controlled entities</b>		
Interest income	66	52
Purchase of goods and services	2,387	2,100
<b>Associates and joint venture</b>		
Sales of goods and services	7,046	7,537
Purchase of goods and services	20,412	22,056
Investment in associate	2,909	1,000

**(d) Outstanding balances**

	2023	2022
<b>Controlled entities</b>		
Trade and other receivables	0	237
Loans receivables	1,506	1,485
Investment in controlled entity	325	325
Trade and other payables	1,299	716
<b>Associates and joint venture</b>		
Trade and other receivables	1,425	656
Trade and other payables	358	162

In the current and previous year, no provisions for doubtful debts have been raised in relation to any outstanding balances, and no expense has been recognised in respect of bad or doubtful debts due from related parties.

**(e) Terms and conditions of outstanding balances**

During the financial year, all transactions between the University and its related parties were in the ordinary course of business and on normal arm's length commercial terms and conditions.

**29 Joint operations**

Name of joint operations	Nature of relationship	Principle place of business	Ownership interest/ voting rights held	
			2023	2022
United States Studies Centre*	Australian public company, limited by guarantee	Camperdown, NSW	50	50

\* The United States Studies Centre constitution prohibits distribution to members.

*The University's share of assets, liabilities, revenue and expenses of a joint operation have been incorporated in the financial statements under the appropriate headings, except where the company is prohibited from making distributions to members.*

**30 Investments accounted for using the equity method**

**(a) Associates**

Name of Entity	Place of business	Measurement method	Ownership Interest	
			2023	2022
			%	%
Abercrombie Street Childcare Limited*	Darlington, NSW	Equity method	1	1
Ab initio Pharma Pty Ltd	Camperdown, NSW	Equity method	25	25
Agerris Pty Ltd	Sydney, NSW	Equity method	14	14
ANZAC Health and Medical Research Foundation*	Concord, NSW	Equity method	14	14
CAD Frontiers Pty Ltd	Melbourne, VIC	Equity method	33	33
Cicada Innovations Pty Limited	Eveleigh, NSW	Equity method	25	25
Detected-X Pty Ltd	Sydney, NSW	Equity method	20	20
Glycemic Index Foundation*	St Leonards, NSW	Equity method	50	50
Gradient Institute Ltd*	Sydney, NSW	Equity method	20	20
ImmuneSignatures Pty Ltd	Sydney, NSW	Equity method	28	28
Innowell Pty Ltd	Camperdown, NSW	Equity method	34	32
Kinoxis Therapeutics Pty Ltd	Camberwell, VIC	Equity method	13	13
Our Futures Institute Limited*	Sydney, NSW	Equity method	50	50
Nuflora International Pty Limited	Sydney, NSW	Equity method	38	38
Praxis Australia Limited*	Eastwood, SA	Equity method	33	33
Sydney Institute of Marine Science*	Mosman, NSW	Equity method	25	25
The Transport Research Association for New South Wales (TRANSW)	Sydney, NSW	Equity method	20	25
UIIT Pty Ltd	St. Lucia, QLD	Equity method	17	17
UIIT Trust No 7**	St. Lucia, QLD	Equity method	100	100
UIIT Trust No 9	St Lucia, QLD	Equity method	25	25
Uniseed Management Pty Ltd	St. Lucia, QLD	Equity method	20	20
Westmead Institute for Medical Research*	Westmead, NSW	Equity method	33	33
Zeta Therapeutics Pty Ltd	North Curl Curl, NSW	Equity method	40	40

\* These companies are public companies limited by guarantee. The constitutions of these companies prohibit distribution of funds to the members. Accordingly, interests in these companies are measured at cost and the University's share of net profit and other comprehensive income have not been recognised.

\*\* The University holds 100% of the units in UIIT Trust No.7; however by virtue of the Unitholders Deed in relation to the UIIT's and Uniseed Management Shareholders Agreement, the trust is subject to significant influence and is therefore considered an associate.

*Associates are entities over which the University has significant influence but not control. Investments in associates are accounted for in the parent entity using the cost method and the consolidated financial statements using the equity method of accounting, after initially being recognised at cost.*

*The University's share of an associate's post-acquisition profits or losses is recognised in the Income statement and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends received from associates are recognised in the parent entity's Income statement, while in the consolidated financial statements they reduce the carrying amount of the investment.*

*When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.*

**30 Investments accounted for using the equity method (continued)**

**(b) Joint ventures**

Name of Entity	Place of business	Measurement method	Ownership Interest %	
			2023	2022
			%	%
University of Sydney Foundation Program Pty Limited	Waterloo, NSW	Share of net assets	50	50

*Joint ventures are those joint arrangements which provide the venturer with rights to the net assets of the arrangements. Interests in joint ventures are accounted for using the equity method by the consolidated entity and are measured at cost by the parent entity.*

*Under the equity method, the investment is initially recognised at cost and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss and other comprehensive income of the investee after the date of acquisition. If the venturer's share of losses of a joint venture equals or exceeds its interest in the joint venture, the venturer discontinues recognising its share of further losses.*

*The venturer's share in the joint venture's gain or losses arising from transactions between a venturer and its joint venture partner are eliminated. Adjustments are made to the joint venture's accounting policies where they are different from those of the venturer for the purpose of the consolidated financial statements.*

**31 Reconciliation of net result after income tax to net cash provided by/(used in) operating activities**

	Notes	Economic entity (Consolidated)		Parent entity (University)	
		2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000
<b>Net result after income tax from continuing operations</b>		<b>352,778</b>	302,008	<b>351,769</b>	298,497
Depreciation and amortisation	16/17	218,544	205,379	218,544	205,379
(Loss)/gain on disposal of assets	9	(1,847)	78,608	(1,847)	78,608
Gain on equity accounted investments		(1,009)	(3,511)	0	0
Non-cash investment (income)/loss		(120,772)	164,164	(120,772)	164,164
Non-cash impairment expense		2,892	4,277	2,892	4,277
Interest costs on lease liabilities	20	4,417	4,501	4,417	4,501
Non-cash other expenses/(income)		1,613	(1,526)	1,613	(1,526)
(Increase)/decrease in receivables and contract assets		8,019	261,737	8,019	261,737
(Increase)/decrease in current other non-financial assets		(26,780)	(8,621)	(26,780)	(8,621)
(Increase)/decrease in non-current other non-financial assets		1,743	2,568	1,743	2,568
Increase/(decrease) in payables		112,753	65,608	112,753	65,608
Increase/(decrease) in other liabilities		(29,214)	69,360	(29,214)	69,360
Increase/(decrease) in provisions		52,006	(276,900)	52,006	(276,900)
<b>Net cash provided by operating activities</b>		<b>575,143</b>	867,652	<b>575,143</b>	867,652

**Reconciliation of liabilities arising from financing activities**

	1 January 2023	Cash flow payment	Disposal/retirement	Non-cash changes			31 December 2023
				Foreign exchange movement	Fair value changes	Other	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Long-term borrowings	399,027	0	0	0	476	0	399,503
Lease liabilities	84,410	(14,432)	0	0	4,417	15,054	89,449
<b>Total liabilities from financing activities</b>	<b>483,437</b>	<b>(14,432)</b>	<b>0</b>	<b>0</b>	<b>4,893</b>	<b>15,054</b>	<b>488,952</b>

## 32 Financial risk management

### Objectives and Policies

The University is exposed to a variety of financial risks including market risk, credit risk and liquidity risk. A risk management program is maintained that focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the University's financial performance.

A variety of risk mitigation measures are used to manage the different types of risk to which the University is exposed.

The University has adopted a Treasury Management Policy approved by the Finance and Audit Committee (FAC), a Committee of Senate. Investment risk and policy is overseen by the Investment Sub-Committee (ISC) of FAC. Interest rate risk is overseen by the Asset and Liability Committee.

The Treasury Management Policy establishes the policy framework for the management of interest rates, liquidity and operational funding management, foreign exchange, counterparty credit, operational risk and the investment of excess liquidity.

Consistent with asset management best practice, the University's investment funds are allocated to achieve diversification of risk. Debt investments are invested across a range of Australian dollar denominated instruments according to approved credit limits based upon credit ratings within the investment grade ratings band. Growth assets are invested across a diverse range of assets which include domestic and international asset classes and listed and unlisted investments.

In managing interest rate risk the University makes use of derivative financial instruments such as interest rate swaps to hedge cash flow risk exposures when appropriate. Derivatives, in relation to the University's debt, are only used for hedging purposes, not as trading or other speculative instruments.

The University's credit rating was upgraded to AAA by Moody's in June 2023 (2022: Aa1 stable).

### (a) Market risk

#### (i) Foreign exchange risk

The University has exposure to foreign exchange risk. This arises from holding investments denominated in foreign currencies and balances in bank accounts used to pay overseas suppliers.

#### (ii) Price risk

The University has exposure to equity security price risk. This arises from investments held by the University and classified on the Statement of financial position at fair value through profit or loss. The impact of a change in value of the securities would be reflected as either an increase or decrease in the fair value of the security through the net result.

The University is not materially exposed to commodity price risk.

To manage its price risk from investments in equity securities, the University has contracted the management of the portfolio to external sector specialist managers. These managers are mandated to diversify the investments of the portfolio under their management. The University's equity investments include a diverse range of asset types including domestic and international classes as well as listed and unlisted investment vehicles. The quantum of funds under management through these managers and the investment objectives of each manager are established in accordance with limits and policies set by the ISC. The University also undertakes periodic reviews of its strategic asset allocation to assess its risk return ratio.

The University's listed equity investments are all managed by external fund managers. Listed equity exposure is split between domestic and overseas shares. The hedging of offshore currency exposures is managed at a whole of portfolio level.

#### (iii) Interest rate risk

The University's exposure to market interest rates relates primarily to the University's floating bank facility borrowings and investment in debt securities (short term money market securities).

When appropriate, the University maintains floating to fixed interest rate profiles according to the Treasury Management Policy.

When appropriate, the University uses interest rate swaps to hedge the interest rate risk on a portion of its borrowings drawn on its floating rate bank debt facility. These interest rate swaps are designated as cash flow hedge accounting relationships.

The University's short-term cash and deposit portfolio consists of short-term deposits held with investment grade Australian banks together with cash held in an interest bearing bank account held with an investment grade Australian bank. The short-term cash and deposit portfolio is fully invested in Australian dollars. This portfolio is classified at fair value through profit or loss and as such, the impact of an interest rate change would be reflected as either an increase or decrease in the net result.

## 32 Financial risk management (continued)

### (a) Market risk (continued)

#### (iv) Summarised sensitivity analysis

The following table summarises the sensitivity of the University's financial assets and liabilities to interest rate risk, foreign exchange risk and other price risk.

#### Economic entity (Consolidated)

31 December 2023	Interest rate risk				Foreign exchange risk				Other price risk			
	-0.25%		+0.25%		-10%		+10%		-10%		+10%	
	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
<b>2023</b>												
Carrying amount	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>												
Cash and cash equivalents and term deposits >90 days	1,537,449	0	0	0	0	4,926	0	(4,030)	0	0	0	0
Other financial assets (net)	2,904,774	20	0	(19)	0	56,589	0	(46,300)	0	27,200	0	(6,305)
<b>Sub total</b>		20	0	(19)	0	61,515	0	(50,330)	0	27,200	0	(6,305)
<b>Financial liabilities</b>												
Bonds payable	400,000	0	0	0	0	0	0	0	0	0	0	0
<b>Total increase/(decrease)</b>		20	0	(19)	0	61,515	0	(50,330)	0	27,200	0	(6,305)
<b>31 December 2022</b>												
<b>2022</b>												
Carrying amount	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>												
Cash and cash equivalents and term deposits > 90 days	1,379,494	0	0	0	0	2,790	0	(2,283)	0	0	0	0
Other financial assets (net)	2,692,564	37	0	(36)	0	70,446	0	(57,638)	0	(258,413)	0	258,416
<b>Sub total</b>		37	0	(36)	0	73,236	0	(59,921)	0	(258,413)	0	258,416
<b>Financial liabilities</b>												
Bonds payable	400,000	0	0	0	0	0	0	0	0	0	0	0
<b>Total increase/(decrease)</b>		37	0	(36)	0	73,236	0	(59,921)	0	(258,413)	0	258,416

Note: for presentation purposes derivative financial instruments of (\$27.5m) (2022: (\$15.1m)) have been netted against other financial assets. The parent entity has not been separately disclosed on the basis that there are no material differences in Other financial assets (net).

### (b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the University.

Credit exposure of the debt portfolio is controlled by counterparty limits that are reviewed and approved by the ISC. Credit risks in respect to the deferred government contribution for superannuation are discussed at Note 13. The University does not have any other significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The credit risk on liquid funds is limited because counterparties are banks with investment grade long term credit ratings assigned by international credit rating agencies.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. Therefore the carrying amount of financial assets recorded in the Statement of financial position represents the University's maximum exposure to credit risk.

### (c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as and when they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under normal and stressed conditions, without incurring unacceptable losses or risk damage to the University's reputation.

The University receives regular payments from the Commonwealth Government, which constitute a significant proportion of the University's income, which are known as to the date and amount in advance of their receipt. Similarly, the majority of expenses of the University are known in quantum and date in advance of their due date for payment. The short-term cash and deposit portfolio is used as a liquidity buffer for any timing mismatch of revenue inflows and expense outflows.

In addition, the University maintains lines of credit as disclosed below in Note 32(d).

The University has in place daily cash flow forecasting and review procedures to manage its liquidity risk.



## 32 Financial risk management (continued)

### (c) Liquidity risk (continued)

The following tables detail the University's maturity profile as at 31 December 2023 and as at 31 December 2022:

#### Economic entity (Consolidated) and Parent entity (University)

##### 31 December 2023

	Less than 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000	Total Contractual Cash Flows \$'000	Carrying Amount \$'000
<b>Financial liabilities</b>					
Other current liabilities	139,504	0	0	139,504	139,504
Creditors	100,204	0	0	100,204	100,204
Bonds payable	0	200,000	200,000	400,000	399,503
Derivative financial instruments	27,494	0	0	27,494	27,494
Lease liabilities	14,956	50,640	52,815	118,411	89,449
<b>Total financial liabilities</b>	<b>282,158</b>	<b>250,640</b>	<b>252,815</b>	<b>785,613</b>	<b>756,154</b>

##### 31 December 2022

#### Financial liabilities

Other current liabilities	138,633	0	0	138,633	138,633
Creditors	81,970	0	0	81,970	81,970
Bonds payable	0	200,000	200,000	400,000	399,027
Derivative financial instruments	15,074	0	0	15,074	15,074
Lease liabilities	12,571	42,154	62,814	117,539	84,410
<b>Total financial liabilities</b>	<b>248,248</b>	<b>242,154</b>	<b>262,814</b>	<b>753,216</b>	<b>719,114</b>

### (d) Financial facilities and balances

The University has access to a \$400.0m (2022: \$400.0m) unsecured line of credit facility which is undrawn as at 31 December 2023 (2022: undrawn). The following table outlines details of the facilities as at 31 December 2023.

	Amount \$'000	Maturity date
Westpac	100,000	31 March 2026
NAB	100,000	13 May 2026
ANZ	100,000	27 September 2027*
HSBC	100,000	27 September 2028*

\*During 2023, the University extended both the ANZ and HSBC facilities to the new maturity dates noted above.

The University has access to an unsecured overdraft facility of \$25.0m (2022: \$25.0m) which is unutilised at 31 December 2023. Interest would be payable at the National Australia Bank's Base Lending Indicator Rate.

The University has a credit card facility in place with total available limit of \$18.0m (2022: \$18.0m) of which \$4.5m (2022: \$3.8m) has been utilised at 31 December 2023, and a letter of credit facility of up to \$0.1m (2022: \$0.1m) which was unutilised during 2023 (2022: unutilised). The University also has access to a \$20.0m (2022: \$20.0m) bank guarantee facility of which \$1.9m (2022: \$2.7m) was utilised at 31 December 2023.

## 33 Fair value measurement

### (a) Fair value measurements

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Due to the short-term nature of the cash and cash equivalents and current receivables, their carrying value approximates their fair value based on credit history. It is expected that the receivables that are neither past due nor impaired will be received when due. Similarly, due to the short-term nature of current payables, the carrying value is assumed to approximate the fair value.

The only balance where the carrying amount and aggregate fair values of financial liabilities differ at balance date is borrowings, as disclosed in Note 20.

The University measures and recognises the following assets and liabilities at fair value on a recurring basis:

- Financial assets at fair value through profit or loss

### 33 Fair value measurement (continued)

#### (a) Fair value measurements (continued)

- Commercial properties and infrastructure
- Heritage assets
- Livestock
- Derivative financial instruments

#### (b) Fair value hierarchy

The University categorises assets and liabilities measured at fair value into a hierarchy based on the level of inputs used in measurement.

Level 1	Quoted prices (unadjusted) in active markets for identical assets or liabilities.
Level 2	Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3	Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

#### (i) Recognised fair value measurements

Fair value measurements are categorised into the following levels at 31 December 2023

	Notes	2023 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Recurring fair value measurements</b>					
<b>Financial assets at fair value through profit or loss</b>					
Listed securities	15	414,886	407,209	7,433	244
Convertible notes	15	250	0	250	0
Managed funds	15	2,351,835	0	2,351,466	369
Unlisted securities	15	5,984	0	0	5,984
Floating rate notes	15	157,100	0	157,100	0
Fixed interest bonds	15	2,213	0	2,213	0
<b>Total financial assets at fair value through profit or loss</b>		<b>2,932,268</b>	<b>407,209</b>	<b>2,518,462</b>	<b>6,597</b>
<b>Non-financial assets</b>					
Land and buildings	16	902,705	0	464,582	438,123
Heritage assets	16	293,268	0	273,041	20,227
Livestock	16	4,431	0	4,431	0
<b>Total non-financial assets</b>		<b>1,200,404</b>	<b>0</b>	<b>742,054</b>	<b>458,350</b>
<b>Financial liabilities</b>					
Borrowings	20	367,362	0	367,362	0
Derivative financial instruments (net)		27,494	35,399	(7,905)	0
<b>Total financial liabilities</b>		<b>394,856</b>	<b>35,399</b>	<b>359,457</b>	<b>0</b>

	Notes	2022 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Recurring fair value measurements</b>					
<b>Financial assets at fair value through profit or loss</b>					
Listed securities	15	280,547	278,378	193	1,976
Convertible notes	15	8,300	0	8,300	0
Managed funds	15	2,249,142	0	2,249,142	0
Unlisted securities	15	4,690	0	0	4,690
Floating rate notes	15	164,959	0	161,351	3,608
<b>Total financial assets at fair value through profit or loss</b>		<b>2,707,638</b>	<b>278,378</b>	<b>2,418,986</b>	<b>10,274</b>
<b>Non-financial assets</b>					
Land and buildings	16	868,131	0	448,780	419,351
Heritage assets	16	288,770	0	270,675	18,095
Livestock	16	5,786	0	5,786	0
<b>Total non-financial assets</b>		<b>1,162,687</b>	<b>0</b>	<b>725,241</b>	<b>437,446</b>
<b>Financial liabilities</b>					
Borrowings	20	368,050	0	368,050	0
Derivative financial instruments		15,074	7,024	8,050	0
<b>Total financial liabilities</b>		<b>383,124</b>	<b>7,024</b>	<b>376,100</b>	<b>0</b>

### 33 Fair value measurement (continued)

#### (b) Fair value hierarchy (continued)

There were no transfers between levels 1 and 2 for recurring fair value measurements during the year. For transfers in and out of level 3 measurements, see (d) below. The University's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

##### (ii) Disclosed fair values

The fair value of assets or liabilities traded in active markets (such as publicly traded derivatives and traded securities) is based on quoted market prices for identical assets or liabilities at the balance sheet date (level 1). The quoted market price used for assets held by the University is the most representative of fair value in the circumstances.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to their short-term nature. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the University for similar financial instruments (level 3).

Where applicable, the fair value of non-current borrowings disclosed in Note 20 is estimated by discounting the future contractual cash flows at the current market interest rates that are available to the University for similar financial instruments.

Derivative contracts classified as held for trading are adjusted to fair value by comparing the contracted rate to the current market rate for a contract with the same remaining period to maturity.

#### (c) Valuation techniques used to derive level 2 and level 3 fair values

##### (i) Recurring fair value measurements

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities.

The University uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments
- the fair value of interest rate swaps calculated as the present value of the estimated future cash flows based on observable yield curves
- the fair value of forward foreign exchange contracts determined using forward exchange rates at the balance sheet date
- other techniques, such as discounted cash flow analysis, used to determine fair value for the remaining financial instruments.

The fair value of interest-rate swaps is calculated as the present value of the estimated future cash flows. The fair value of forward exchange contracts is determined using forward exchange market rates at the reporting date. The level in the fair value hierarchy is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety.

In assessing the fair value, the University considers a market participant's ability to use the asset in a manner that would be the highest and best use.

All of the resulting fair value estimates are included in level 2, except for unlisted securities, heritage assets, commercial buildings and commercial infrastructure (see Note 33(d)).

Heritage assets and commercial land and buildings (classified as property, plant and equipment) are valued independently at least every three years. At the end of each reporting period, the University updates its assessment of the fair value of each asset, taking into account the most recent independent valuations. The University determines the asset's value within a range of reasonable fair value estimates.

The best evidence of fair value is current prices in an active market for similar assets. Where such information is not available the University considers information from a variety of sources, including:

- current prices in an active market for assets of different nature or recent prices of similar assets in less active markets, adjusted to reflect those differences
- discounted cash flow projections based on reliable estimates of future cash flows
- capitalised income projections based on a property's estimated net market income and a capitalisation rate derived from an analysis of market evidence.

All resulting fair value estimates for commercial land are included in level 2, while heritage assets and commercial buildings and infrastructure are split between both level 2 and level 3.

##### (ii) Non-recurring fair value measurements

Land and non-current assets (or disposal groups) classified as held for sale during the reporting period were measured at the lower of their carrying amount and fair value less costs to sell at the time of the reclassification. The fair value of the land was also determined using the sales comparison approach as described under (i) above.

### 33 Fair value measurement (continued)

#### (d) Fair value measurements using significant unobservable inputs (level 3)

The following table is a reconciliation of level 3 items for the years ended 31 December 2023 and 31 December 2022.

Level 3 Fair Value Measurement	Commercial properties	Managed funds and other financial assets	Unlisted securities	Heritage assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2023</b>					
Opening balance	419,351	5,584	4,690	18,095	447,720
Recognised in profit or loss	0	(4,971)	1,294	0	(3,677)
Recognised in other comprehensive income	18,772	0	0	2,132	20,904
Closing balance	<u>438,123</u>	<u>613</u>	<u>5,984</u>	<u>20,227</u>	<u>464,947</u>
<b>2022</b>					
Opening balance	399,382	15,667	4,487	16,684	436,220
Recognised in profit or loss	0	(10,083)	203	0	(9,880)
Recognised in other comprehensive income	19,969	0	0	1,411	21,380
Closing balance	<u>419,351</u>	<u>5,584</u>	<u>4,690</u>	<u>18,095</u>	<u>447,720</u>

The following table summarises the quantitative information in respect to significant unobservable inputs used in level 3 fair value measurements. See Note 33(c) above for the valuation techniques adopted.

Description	Fair value at 31 December 2023	Unobservable inputs*	Range of inputs (probability weighted average)	Relationship of unobservable inputs to fair value
	\$'000			
Shares - unlisted	5,984	Discount rate	15%	The higher the discount rate, the lower the fair value
Commercial buildings and infrastructure	296,456	Remaining useful life	1-100 years	A on year increase/(decrease) in remaining life of the asset would cause a 4.3%/(5.3%)
Heritage assets	20,227			A 5% increase in average cost would increase fair value by \$0.9m
<b>Total</b>	<u>322,667</u>			

\* There were no significant inter-relationships between unobservable inputs that materially affects fair value.

### 34 Events occurring after the end of the reporting period

There are no matters or circumstances that have arisen since the end of the financial year that have affected or may subsequently affect the financial position or the state of affairs of the University or its subsidiaries.

### 35 Other accounting policies

#### (a) New Accounting Standards and AASB interpretations not yet effective

The following standards have been issued but are not mandatory for 31 December 2023 reporting periods. The University has elected not to early adopt any of these standards.

*(i) AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between investor and its Associate or Joint Venture - Amendments to AASB 10 and AASB 128.*

This standard applies to annual reporting periods beginning on or after 1 January 2025.

There is no material impact on the University.

*(ii) AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current - Amendments to AASB 101.*

This standard applies to annual reporting periods beginning on or after 1 January 2024.

There is no material impact on the University.

*(iii) AASB 2022-5 Amendments to Australian Accounting Standards - Lease liability in a Sale and Leaseback*

This standard applies to annual reporting periods beginning on or after 1 January 2024.

There is no material impact on the University.

*(iv) AASB 2022 - 6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*

This standard applies to annual reporting periods beginning on or after 1 January 2024.

There is no material impact on the University.

*(v) AASB 2023 - 1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements*

This standard applies to annual reporting periods beginning on or after 1 January 2024.

There is no material impact on the University.

#### (b) Initial application of Australian Accounting Standards

The following standards apply to annual reporting periods beginning on or after 1 January 2023. The application of all of the following standards had no impact on the financial position and performance of the University.

*(i) AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimate.*

*(ii) AASB 2021-5 Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction*

*(iii) AASB 2021-6 Amendments of Australian Accounting Standards - Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*

*(iv) AASB 2023-2 Amendments to Australian Accounting Standards - International Tax Reform - Pillar Two Model Rules*

#### (c) Private sector participation in the provision of student accommodation

The University of Sydney has entered into an arrangement where, under a long-term lease of its land in Carillon Avenue, Newtown, a student accommodation facility has been constructed and is being operated in partnership with a private sector party. This 650 bed facility was opened in January 2003. Under the terms of the project deed, ownership in the accommodation complex reverts to the University in 2043.

The University of Sydney  
Notes to the financial statements  
for the year ended 31 December 2023  
(continued)

36 Acquittal of Australian Government financial assistance

(a) Education - CGS and Other Education Grants

	Commonwealth Grant Scheme <sup>1</sup>		Indigenous Student Success Program <sup>3</sup>		Higher Education Partnership and Participation Program		Disability Performance Funding <sup>2</sup>		National Priorities and Industry Linkage Fund	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Parent entity (University) only</b>										
Financial assistance received/(returned) in cash during the reporting period	303,945	313,178	1,952	1,897	2,032	2,128	358	353	9,138	8,829
Net accrual adjustments	0	0	0	(95)	0	0	0	0	0	0
<b>Revenue for the period</b>	<b>303,945</b>	<b>313,178</b>	<b>1,952</b>	<b>1,802</b>	<b>2,032</b>	<b>2,128</b>	<b>358</b>	<b>353</b>	<b>9,138</b>	<b>8,829</b>
Surplus/(deficit) from the prior year	0	0	354	272	3,719	3,370	(1,352)	(1,695)	8,829	0
<b>Total funding available during the year</b>	<b>303,945</b>	<b>313,178</b>	<b>2,306</b>	<b>2,074</b>	<b>5,751</b>	<b>5,498</b>	<b>(994)</b>	<b>(1,342)</b>	<b>17,967</b>	<b>8,829</b>
Less expenses including accrued expenses	(303,945)	(313,178)	(2,021)	(1,720)	(2,421)	(1,779)	(344)	(10)	(17,967)	0
<b>Surplus/(deficit) for the reporting period</b>	<b>0</b>	<b>0</b>	<b>285</b>	<b>354</b>	<b>3,330</b>	<b>3,719</b>	<b>(1,338)</b>	<b>(1,352)</b>	<b>0</b>	<b>8,829</b>

3(a)

Total

	2023	2022
	\$'000	\$'000
	317,425	326,385
	0	(95)
	317,425	326,290
	11,550	1,947
	328,975	328,237
	(326,698)	(316,687)
	2,277	11,550

Parent entity (University) only

Financial assistance received/(returned) in cash during the reporting period  
Net accrual adjustments

Revenue for the period

Surplus/(deficit) from the prior year

Total funding available during the year

Less expenses including accrued expenses

Surplus/(deficit) for the reporting period

<sup>1</sup> Includes the basic CGS grant amount, CGS - Enabling Loading, CGS - Medical Student Loading, Allocated Places and Non Designated Courses.

<sup>2</sup> Disability Performance Funding includes Additional Support for Students with Disabilities.

<sup>3</sup> Indigenous Student Success Program has replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017.

36 Acquittal of Australian Government financial assistance (continued)

(b) Higher education loan programs (excluding OS-HELP)

	HECS-HELP (Australian Government payments)		FEE-HELP		SA-HELP		Total	
	2023	2022	2023	2022	2023	2022	2023	2022
<b>Parent entity (University) only</b>								
Cash payable/(receivable) at beginning of year								
Financial assistance received in cash during the reporting period								
<b>Cash available for the period</b>								
Revenue and income earned	202,876	(2,012)	2,079	977	(1,914)	135	(1,847)	(2,053)
			71,349	87,010	3,354	2,000	277,579	274,408
	<u>200,864</u>	<u>182,233</u>	<u>73,428</u>	<u>87,987</u>	<u>1,440</u>	<u>2,135</u>	<u>275,732</u>	<u>272,355</u>
	<u>(191,468)</u>	<u>(184,245)</u>	<u>(71,927)</u>	<u>(85,908)</u>	<u>(3,685)</u>	<u>(4,049)</u>	<u>(267,080)</u>	<u>(274,202)</u>
3(b)								
<b>Cash payable/(receivable) at the end of the year</b>	<u>9,396</u>	<u>(2,012)</u>	<u>1,501</u>	<u>2,079</u>	<u>(2,245)</u>	<u>(1,914)</u>	<u>8,652</u>	<u>(1,847)</u>

(c) Department of Education and Research

	Research Training Program		Research Support Program		Total	
	2023	2022	2023	2022	2023	2022
<b>Parent entity (University) only</b>						
Financial assistance received in cash during the reporting period						
<b>Revenue for the period</b>						
Total funding available during the year	95,934	90,174	96,420	88,219	192,354	178,393
Less expenses including accrued expenses	<u>95,934</u>	<u>90,174</u>	<u>96,420</u>	<u>88,219</u>	<u>192,354</u>	<u>178,393</u>
3(a)						
<b>Surplus for the reporting period</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

The University of Sydney  
Notes to the financial statements  
for the year ended 31 December 2023  
(continued)

36 Acquittal of Australian Government financial assistance (continued)

(d) Total Higher Education Provider Research Training Program expenditure

	Parent Entity (University) Only		Total domestic students	Total overseas students
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Research Training Program Fees offsets			83,079	3,119
Research Training Program Stipends			62,498	2,472
Research Training Program Allowances			12	72
<b>Total for all types of support</b>			<b>145,589</b>	<b>5,663</b>

(e) Australian Research Council Grants

	Discovery		Linkages		Linkage Infrastructure		ARC Other Scheme		Total	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period	42,003	44,394	5,212	7,047	2,267	3,680	298	464	49,780	55,585
Net accrual adjustments	2,146	(7,296)	23	(159)	355	(1,131)	440	(48)	2,964	(8,634)
<b>Revenue for the period</b>	<b>44,149</b>	<b>37,098</b>	<b>5,235</b>	<b>6,888</b>	<b>2,622</b>	<b>2,549</b>	<b>738</b>	<b>416</b>	<b>52,744</b>	<b>46,951</b>
Surplus/(deficit) from the prior year	(36,674)	(35,059)	9,307	8,250	(2,586)	(2,012)	(356)	(196)	(30,309)	(29,017)
<b>Total funding available during the year</b>	<b>7,475</b>	<b>2,039</b>	<b>14,542</b>	<b>15,138</b>	<b>36</b>	<b>537</b>	<b>382</b>	<b>220</b>	<b>22,435</b>	<b>17,934</b>
Less expenses including accrued expenses	(44,284)	(38,713)	(6,917)	(5,831)	(3,431)	(3,123)	(1,023)	(576)	(55,655)	(48,243)
<b>Surplus/(deficit) for reporting period</b>	<b>(36,809)</b>	<b>(36,674)</b>	<b>7,625</b>	<b>9,307</b>	<b>(3,395)</b>	<b>(2,586)</b>	<b>(641)</b>	<b>(356)</b>	<b>(33,220)</b>	<b>(30,309)</b>

3(a)



**The University of Sydney**  
**Notes to the financial statements**  
**for the year ended 31 December 2023**  
**(continued)**

**36 Acquittal of Australian Government financial assistance (continued)**

**(f) OS-HELP**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Parent entity (University) only</b>		
Cash received during the reporting period	3,228	1,458
Cash spent during the reporting period	<u>(4,131)</u>	<u>(6,162)</u>
<b>Net cash received/(returned)</b>	<b>(903)</b>	<b>(4,704)</b>
Cash surplus from the previous period	19 6,027	10,731
<b>Cash surplus for the reporting period</b>	<u><b>5,124</b></u>	<u><b>6,027</b></u>

**(g) Higher Education Superannuation Program**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Parent entity (University) only</b>		
Cash received during the reporting period	91,454	85,887
University contribution in respect of current employees	<u>(6,997)</u>	<u>2,868</u>
<b>Cash available</b>	<b>84,457</b>	<b>88,755</b>
Cash surplus / (deficit) from the previous period	0	0
<b>Cash available for current period</b>	<b>84,457</b>	<b>88,755</b>
Contributions to specified defined benefit funds	27 <u>(84,457)</u>	<u>(88,755)</u>
<b>Cash surplus/(deficit) for this period</b>	<u><b>0</b></u>	<u><b>0</b></u>

**(h) Student Services and Amenities Fee**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Parent entity (University) only</b>		
Unspent/(overspent) revenue from previous period	6,750	(160)
Carry forward adjustment due to capital underspend*	0	4,142
SA-HELP revenue earned	3(b) 3,685	4,049
Student Services and amenities fees from students	5 <u>16,623</u>	<u>15,945</u>
<b>Total revenue expendable in period</b>	<b>27,058</b>	<b>23,976</b>
Student services expenses during period	<u>(19,599)</u>	<u>(17,226)</u>
<b>Unspent/(overspent) student services revenue</b>	<u><b>7,459</b></u>	<u><b>6,750</b></u>

\*During the year ended 31 December 2022, the University performed a review of the student services and amenities fees and their respective spend allocation. It was noted that committed funding on capital projects had not been spent due to construction delays resulting from COVID-19. The University remains committed to spending the money on future capital projects for the benefit of students.

**37 US Department of Education financial responsibility supplemental schedule**

For the years ended 31 December 2023 and 31 December 2022, the US Department of Education require the financial information used to compute the 'composite score' be included in the higher education provider's financial statements.

Location in Financial Statements and Related Notes	Financial Elements	2023 \$'000	2022 \$'000
	<b>Primary reserve ratio: expendable</b>		
Statements of Financial Position	Net assets without donor restrictions	5,956,191	5,605,229
Statements of Financial Position	Net assets with donor restrictions	939,262	889,516
Note 28 - Related parties	Secured and unsecured related party receivable (net)	1,274	1,500
Note 28 - Related parties	Unsecured related party receivable	1,274	1,500
Note 16 - Property, plant and equipment, net	Property, plant and equipment net (includes Construction in progress)	3,949,809	3,856,935
Note * - Financial responsibility supplemental schedule	Property, plant and equipment net - pre-implementation	3,118,826	3,210,580
	Property, plant and equipment - post-implementation with outstanding debt for original purchase	0	0
Note * - Financial responsibility supplemental schedule	Property, plant and equipment - post-implementation without outstanding debt for original purchase	585,710	531,844
Note 16 - Property, plant and equipment	Construction in process	245,273	114,511
Note 16 - Property, plant and equipment	Lease right-of-use asset, net	189,583	188,202
Note * - Financial responsibility supplemental schedule	Lease right-of-use asset pre-implementation	125,416	119,782
Note * - Financial responsibility supplemental schedule	Lease right-of-use assets post-implementation	64,167	68,420
Note 17 - Intangible assets	Intangible assets	164,448	160,743
Note 21 - Provisions	Post-employment and pension liabilities	1,630,819	1,613,613
Note 20 - Borrowings	Long-term debt - for long-term purposes	399,503	399,027
Note 20 - Borrowings	Long-term debt - for long-term purposes pre-implementation	399,503	399,027
	Long-term debt - for long-term purposes post-implementation	0	0
Note 20 - Borrowings	Lease right-of-use of asset liability	89,449	84,410
Note * - Financial responsibility supplemental schedule	Pre-implementation right-of-use leases liability	13,806	4,229
Note * - Financial responsibility supplemental schedule	Post-implementation right-of-use leases liability	75,643	80,181
	Annuities with donor restrictions	0	0
	Term endowment with donor restrictions	0	0
	Life income funds with donor restrictions	0	0
Statement of financial position	Net assets with donor restrictions: restricted in perpetuity	939,262	889,516
	<b>Primary reserve: expenses and losses:</b>		
Income statement	Total expenses without donor restrictions-taken directly from Statement of activities	3,066,730	2,618,105
Statement of comprehensive income	Non-Operating and net investment (loss)	44,913	48,672
	Net investment losses	0	0
Statement of comprehensive income	Pension-related changes other than net periodic costs	4,026	(321)

**The University of Sydney**  
**Notes to the financial statements**  
**for the year ended 31 December 2023**  
**(continued)**

**37 US Department of Education financial responsibility supplemental schedule (continued)**

<b>Location in Financial Statements and Related Notes</b>	<b>Financial Elements</b>	<b>2023</b> <b>\$'000</b>	<b>2022</b> <b>\$'000</b>
<b>Equity Ratio: Modified net assets</b>			
Statement of financial position	Net assets without donor restrictions	5,956,191	5,605,229
Statement of financial position	Net assets with donor restrictions	939,262	889,516
Note 17 - Intangible assets	Intangible assets	164,448	160,743
Note 28 - Related parties	Secured and unsecured related party receivable (net)	1,274	1,500
Note 28 - Related parties	Unsecured related party receivable (net)	1,274	1,500
<b>Equity Ratio: Modified assets</b>			
Statement of financial position	Total assets	10,078,598	9,532,490
Note * - Financial responsibility supplemental schedule	Lease right-of-use assets pre-implementation	124,934	119,782
Note * - Financial responsibility supplemental schedule	Pre-implementation right-of-use assets liability	13,806	4,229
Note 17 - Intangible assets	Intangible assets	164,448	160,743
Note 28 - Related parties	Secured and unsecured related party receivable (net)	1,274	1,500
Note 28 - Related parties	Unsecured related party receivable (net)	1,274	1,500
<b>Net income ratio</b>			
Statement of financial position	Change in assets without donor restrictions	350,962	341,008
Income statement less change in net assets with donor restrictions	Total revenue and gains	3,368,753	2,910,441
<b>Note * - Financial responsibility supplemental schedule</b>			
<b>Lease right-of-use assets</b>			
Lease right-of-use assets - pre-implementation		125,416	119,782
Lease right-of-use assets - post-implementation		64,167	68,420
		<b>189,583</b>	<b>188,202</b>
<b>Lease liabilities</b>			
Lease liability - pre-implementation		13,806	4,229
Lease liability - post-implementation		75,643	80,181
		<b>89,449</b>	<b>84,410</b>
<b>Land, building and equipment</b>			
Land, buildings and equipment - pre-implementation		3,118,826	3,210,580
Land, buildings and equipment - post-implementation		585,710	531,844
		<b>3,704,536</b>	<b>3,742,424</b>

Wayne Andrews

Chief Financial Officer

END OF AUDITED FINANCIAL STATEMENTS

AUDITED BY THE AUDIT OFFICE OF NEW SOUTH WALES



THE UNIVERSITY OF  
**SYDNEY**

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