



THE UNIVERSITY OF
SYDNEY

David Thodey AO
Chancellor

Professor Mark Scott AO
Vice-Chancellor & President

3 March 2025

Senator Tony Sheldon
Chair
Senate Standing Committee on Education and Employment, Legislation Committee
Parliament House
Canberra Act 2600

By email: eec.sen@aph.gov.au

Dear Senator Sheldon,

Inquiry into the quality of governance at Australian higher education providers

Thank you for the opportunity to make a submission to the Senate Education and Employment Legislation Committee's inquiry into the quality of governance at Australian higher education providers.

As Australia's first university—founded in 1850—the University of Sydney has a proud history of global leadership in education and research. It inspires people from all backgrounds to contribute to positive real-world change. Our legislated public purpose is to promote scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence for the benefit of the people of NSW.

We are also a large and complex institution, with more than 68,000 undergraduate and postgraduate students, more than 10,000 full-time equivalent academic and professional staff, and significant assets spread across multiple campuses and facilities in metropolitan Sydney, regional NSW, interstate and overseas.

The breadth and scale of our operations is such that we are subject to over 330 legislative instruments from multiple jurisdictions. Independent assessment demonstrates that the University of Sydney contributed \$7.8 billion to the Australian economy in 2023, creating more than 40,000 full-time equivalent jobs.

This impact and legacy would not be possible without robust, effective and fit-for-purpose governance.

In recent years, we have undertaken significant governance reform to achieve the appropriate strategic and operational oversight required for large and highly regulated not-for-profit institutions. This includes reducing the size of our Senate from 22 to 15 members to facilitate better discussion and increased participation and ensuring regular independent assessment of the governing body.

Our **attached** submission provides significant detail regarding the structure and processes of the University's Senate and management, including our approach to financial reporting, conflicts of interest, risk management and legislative compliance.

That doesn't mean we've always got it right. However, when issues are identified, we have put the systems in place to address them and fix the underlying causes.

For example, the [Enforceable Undertaking](#) the University signed with the Fair Work Ombudsman on 10 December 2024 recognises that the University made incorrect payments to staff and sets out a clear set of actions to ensure complete remediation and improve compliance for the future.

We have already completed remediation for current and former professional staff, are progressing a detailed historical review of payments for casual academic staff and are building better systems for the future.

Moreover, we recognise that issues related to encampments and antisemitism in 2024 were challenging for staff, students and members of our community. The University of Sydney is not immune to the challenges of rising levels of racism, intolerance and polarisation facing broader society. This makes it more critical than ever to foster a safe environment where diverse views can be explored through civil debate.

In response, the University introduced a [Campus Access Policy](#) which sets out our expectations for all users of our lands, balancing our commitment to academic freedom and free speech with our safety responsibilities. The Senate also commissioned an [independent review by Bruce Hodgkinson SC](#) which has given the University a road map to ensure our campuses are safe and equitable for all.

The Parliament and the Australian community should rightly have high expectations of public universities, and the University of Sydney does not shy away from increased scrutiny and transparency of our structure, processes, and outcomes.

We welcome the Australian Government's establishment of an [Expert Council on University Governance](#). We are reviewing our governance arrangements in response to Australian education ministers' [10 agreed priority areas for action to strengthen university governance and improve workplace relations compliance](#) and the updated voluntary [Code of Governance Principles and Practice for Australia's Public Universities](#) released by the University Chancellors Council in December 2024.

In making this submission, we want to be clear that the Senate and University leadership are committed to delivering transformational education for our students, enabling excellent research that tackles the greatest challenges, and ensuring that our diverse community can thrive in a better place to work, and a place that works better. Good governance is the fundamental enabler of these outcomes and a duty we undertake with great diligence and respect.

We trust the University's submission assists the Committee with its inquiry and are happy to provide further information as required.

Yours sincerely,

(signatures removed for electronic publication)

David Thodey AO
Chancellor

University of Sydney

Mark Scott AO
Vice-Chancellor and President

University of Sydney

Attachment University of Sydney, submission to the Senate Education and Employment Legislation Committee's inquiry into the quality of governance at Australian higher education providers, March 2025

Submission to the Senate Education and Employment Legislation Committee's inquiry into the quality of governance at Australian higher education providers, March 2025

Table of contents

Summary	2
ToR a. The composition of providers' governing bodies and the transparency, accountability and effectiveness of their functions and processes, including in relation to expenditure, risk management and conflicts of interest	2
ToR b. The standard and accuracy of providers' financial reporting, and the effectiveness of financial safeguards and controls.....	8
ToR c. Providers' compliance with legislative requirements, including compliance with workplace laws and regulations.....	11
ToR d. The impact of providers' employment practices, executive remuneration, and the use of external consultants, on staff, students and the quality of higher education offered	12

Appendices

- A** Terms of reference for all University of Sydney Senate committees
- B** List of legislative instruments and associated documents on the University of Sydney's Legislative Compliance Register as at 24 February 2025

Summary

The University of Sydney has a well-established governance framework in place to maximise the quality of our teaching, scholarship and research, ensure compliance with applicable laws, provide transparency and accountability, and the capacity for ongoing improvement when gaps or other shortcomings are identified.

We have compiled the information presented in this submission to assist Committee members with their consideration of the adequacy of the Tertiary Education Quality and Standards Agency (TEQSA's) existing powers for identifying and addressing corporate governance issues at Australian higher education providers.

Our submission provides information about governance and related matters at the University of Sydney, including:

- the legal basis, function and structure of the University's governing body – the Senate
- the composition of the Senate and its committees
- the duties and conduct of members of the Senate, including how conflicts of interest are identified and managed for Senate Fellows, University leaders and staff
- how the Senate oversees and scrutinises the University's finances and makes them transparent
- the controls and processes the Senate oversees for risk identification and management
- the Senate and University's approach to legislative compliance
- employment, remuneration and other conditions at the University, including executive remuneration, staff casualisation, rectification of staff underpayments and the engagement of consultants.

We trust that this information helps Committee members navigate and draw conclusions regarding the complex regulatory setting that apply to Australia's higher education sector and would welcome the opportunity to provide further information if required.

ToR a. The composition of providers' governing bodies and the transparency, accountability and effectiveness of their functions and processes, including in relation to expenditure, risk management and conflicts of interest

Function and structure of the University's Senate

The [University of Sydney Senate](#) is the governing authority of the University, with functions conferred on it by the [University of Sydney Act 1989 \(NSW\)](#) (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 is responsible to the Parliament of NSW and reports annually to both houses of Parliament and [publicly](#) on the University's operations and finances in accordance with relevant NSW laws and accounting standards.

The Senate, supported by the [Academic Board](#), is also responsible for ensuring the University continues to meet the standards for registration in Australia as *Institution of Higher Education* and

self-accrediting *Australian University*, which are set by the [Higher Education Standards \(Threshold Standards\) 2021](#) and enforced by TEQSA, as well as the University's compliance with all other applicable laws and regulations.

The Senate's operations are supported and coordinated by a dedicated University Governance Office, led by a Chief Governance Officer who provides expert advice to Senate, Senate Fellows and committee members, the Chancellor, Vice-Chancellor, Chair of Academic Board and senior management of the University.

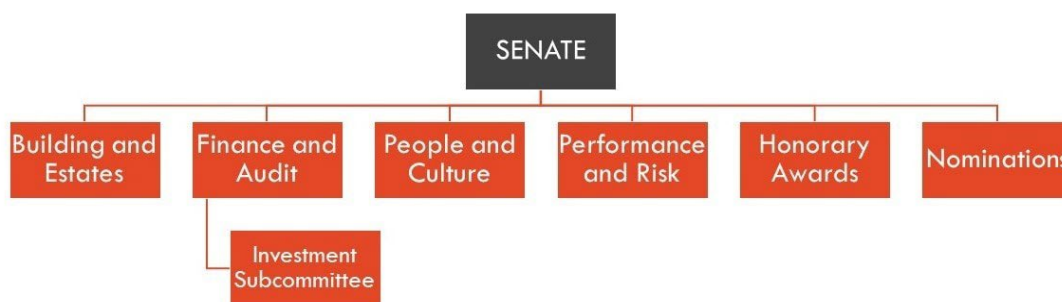
In addition to the legislative framework within which the Senate operates, its approach to governance is guided by and periodically reviewed internally and externally against the University Chancellors Council's (UCC) voluntary [Code of Governance Principles and Practices for Australian Public Universities](#) (as amended December 2024).

The University's Act empowers the Senate to delegate any of its functions, other than the power of delegation, to specified entities or individuals. The Senate has, for example, delegated many of its academic governance functions, powers and responsibilities to the University's [Academic Board](#) through the [University of Sydney \(Academic Board\) Rule 2017](#) and the [University of Sydney \(Delegations of Authority\) Rule 2024](#).

The Academic Board report is a priority item on the agenda at each Senate meeting, presented by the Board Chair, then discussed by Fellows. Through the reports of the Board Chair, the Senate is kept well-informed of decisions made in respect of academic matters, while at the same time permitting the members of the Academic Board to make those decisions based on their experience and close involvement with the University's educational and research activities.

The Senate has established six committees and one subcommittee to assist with the execution of its functions, as detailed below:

University of Sydney Senate Committees



The Senate sets the Terms of Reference, delegations and reporting requirements for these committees, which are publicly available on the [Senate website](#) and are reviewed annually to ensure the academic and business components of the University are scrutinised in detail by appropriately qualified and experienced members. External specialists are engaged on these committees to boost this capability as required.

See **Appendix A** for the terms of reference of all Senate committees and of the Investment Subcommittee of the Senate Finance and Audit Committee.

Composition of the Senate

The Senate's size and composition are dictated by provisions in the University's Act, which currently requires that it consist of a minimum 11 and a maximum of 22 members. The total number of members is determined from time to time by a resolution passed by at least two-thirds of the total number of Senate members. The Senate currently has 15 members with one vacancy:

- Three official members (Chancellor, Vice-Chancellor, Chair of Academic Board)
- Seven external members (two appointed by the NSW Minister for Skills, TAFE and Tertiary Education and five by the Senate)
- Three elected University staff members (academic and non-academic)
- Two elected University student members (undergraduate (vacant) and postgraduate).

The University's Act requires that all appointed members have expertise and experience relevant to the Senate's functions and an appreciation of the University's object, values, functions and activities. In 2024 the Senate Nominations Committee adopted a revised *Skills & Diversity Matrix*, which includes demographic data related to gender and diversity, and has reduced the number of skills categories assessed from 18 skills to 13. This ensures membership of the Senate is well-balanced, has appropriate expertise and reflects the communities the University serves.

The Senate's Nominations Committee is also responsible for identifying, undertaking due diligence about, and recommending to Senate persons who may be suitable for nomination or appointment by Senate, or for consideration for appointment to the Senate by the NSW Minister for Skills, TAFE and Tertiary Education.

Further details of the Senate's composition, including information about the qualifications, skills and experience of each Senate Fellow are published on the [Senate website](#). The names of members of the Senate's committees and Finance Subcommittee are also published on the [website](#).

Duties and conduct of Senate Fellows

The University's Act imposes the following duties on Fellows:

- act in the best interests of the University
- exercise care and diligence
- not improperly use position
- not improperly use information
- disclose material interests to the Senate and publicly.

The Senate has a longstanding and well-developed *Senate Fellows Role Statement*, which details Fellows' duties, functions and commitments required under the University Act, By-law and policy, with additional considerations the Senate considers necessary. Senate requires that all Fellows have the capacity to undertake the duties described in the Role Statement, which contains the *Fellows' Code of Conduct* and sits alongside the *Skills Matrix & Diversity* for Senate Fellows. Together these

documents establish responsibilities that mirror those recommended for members of public university governing bodies under the UCC voluntary code.

Financial oversight

The Senate Finance and Audit Committee (FAC) monitors and advises the Senate on:

- issues relating to the financial performance and sustainability of the University, by reviewing and evaluating information provided by management on the financial impact of strategic proposals, budget and planning priorities, resource and capital allocation, and commercial activities
- the University's Annual and Three-Year Audit Plans and Audit Program, including the reliability of financial management and reporting and compliance with laws and regulations and the maintenance of an effective and efficient audit capability; and, if necessary, taking reasonable steps to obtain independent audit reports of entities in which the University has an interest but which it does not control or with which it has entered into a joint venture
- the effective management of financial risk across the University, including the financial risks of subsidiaries and controlled entities
- the effective management of non-financial risk in areas covered by the Committee's Terms of Reference
- the effective management of the University's short-term portfolio, cash flow and liquidity positions.

In addition, the Senate FAC oversees the preparation and audit of the University's Annual Financial Statements.

Risk management

The University's [Risk Management Policy](#) and Framework provide a structured approach and process for identifying, assessing, and managing risks. The Senate Performance and Risk Committee ([PARC](#)) reviews and oversees the University's systems of risk management, to ensure they are effective in monitoring and responding to strategic, operational, financial, education and research performance, and emerging risks.

The University's Chief Risk Officer reports to and briefs PARC regularly on the management of enterprise risks, while faculties provide PARC detailed insights into specific risks they manage. The Chair of PARC reports regularly to Senate on the outcomes of PARC meetings. This collaborative approach ensures that both strategic and operational risks are closely monitored by Senate and managed consistently and coherently across the University. Having the framework ensures a structured approach to risk management, providing clear processes for identifying, assessing, and addressing risks. It establishes accountability, standardises reporting, and enables proactive mitigation through consistent monitoring and reporting approaches.

In terms of transparency in relation to risk management, the University reports annually on its risk management and insurance activities to the NSW Auditor General, NSW Parliament and publicly through its annual report, which is reviewed and approved by Senate before submission. For example, the University's [latest published annual report](#), covering 2023, summarised how the Senate and University monitors significant enterprise across 10 categories of risk:

- culture
- performance and accountability
- education and student experience
- research
- reputation and relationships
- operational environment
- financial sustainability
- health, wellbeing and safety
- conduct
- governance, legal, regulatory and compliance.

Conflicts of interest – Senate Fellows

In January each year Senate Fellows must provide a declaration about the previous calendar year. The University Governance Office verifies the information provided and updates the [Fellows' Register of Interests](#) web page. This is a public-facing page, which records the advised and declared interests and related party transactions for each Senate Fellow and Committee Member.

The Senate and each of its committees receive an *Annual Declaration of Interests* paper, detailing a complete list of relevant declared interests declared for that forum. This paper is submitted to the first meeting of each committee in each calendar year. Senate Fellows have the opportunity to continuously report updates to their interests and this is a standing item on every committee and Senate agenda.

If a Fellow has a material interest in a matter being considered, or that is 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's duties in relation to the consideration of the matter, the Fellow has a duty to, disclose the nature of the interest at a meeting of the Senate or a Senate Committee as soon as possible after the relevant facts have come to the Fellow's knowledge.

Further detailed information on the requirements for Fellows' disclosure of interests is detailed in [Schedule 2A of the University's Act](#).

Conflicts of interest – Executive leaders and staff

The University of Sydney's approach to managing external interests and outside earnings is different to many other Australian universities, which only require disclosure of actual, potential or perceived conflicts. In contrast, since 2010 we have required disclosure of all material external interests and the question of whether each interest constitutes a conflict is decided by the staff member's executive supervisor.

The University has robust policies, systems and processes in place to manage employee conflicts of interests.

For most staff, their engagement with the external interests process comes through the requirement to declare their interests under the [External Interests Policy](#). The declaration must be made at least annually and updated on an *ad hoc* basis if needed. The declared interests are assessed and, if a

conflict is identified, a management plan is prepared and registered in a Conflicts Register that is maintained by the University's Office of General Counsel.

Academic staff are permitted to engage in a limited amount of outside earnings activity (equivalent to 20 per cent of their contracted work time). This activity must be approved under the [Outside Earnings of Academic Staff Policy](#) and must not compromise their University work.

Professional staff external income and engagements are managed on a case-by-case basis, consistent with the University's approach to managing conflicts of interests.

The employment contracts for senior staff who are not employed under the EA include clauses prohibiting competition with the University or performing any other work (paid or unpaid) without the University's consent.

Relevant links

NSW legislation

[University of Sydney Act 1989](#) (as amended)

[University of Sydney By-law 1999](#)

[Government Sector Audit Act 1983](#)

[Government Sector Finance Act 2018](#)

[Ombudsman Act 1974](#)

Federal legislation

[Higher Education Standards Framework \(Threshold Standards\) 2021](#)

[Tertiary Education Quality and Standards Act 2011](#)

[Higher Education Support Act 2003](#)

[Higher Education Provider Guidelines 2003 \(various\)](#)

[Education Services for Overseas Students Act 2000 \(ESOS Act\)](#)

[National Code of Practice for Providers of Education and Training to Overseas Students 2018](#)

[Ombudsman Act 1976](#)

[Freedom of Information Act 1982](#)

University information and policies

[Senate website](#)

[Academic Board website](#)

[Senate and Committees Terms of Reference and Membership](#)

[Fellows' Register of Interests](#)

[University of Sydney \(Academic Board\) Rule 2017](#)

[University of Sydney \(Delegations of Authority\) Rule 2024](#)

[Risk Management Policy 2019](#)

[External Interests Policy 2010](#)

[Outside Earnings of Academic Staff Policy 2011](#)

Other

[Australian Qualifications Framework \(AQF\)](#)

[TEQSA National Register of Higher Education Providers and Courses](#)

[Commonwealth Register of Institutions and Courses for Overseas Students \(CRICOS\)](#)
[University Chancellors Council Voluntary Code of Governance Principles and Practices for Australian Public Universities](#)

ToR b. The standard and accuracy of providers' financial reporting, and the effectiveness of financial safeguards and controls

The University is subject to extensive financial reporting requirements under NSW and Commonwealth laws. The Senate and University's commitment to a high standard of accuracy and the effectiveness of its financial safeguards and controls are demonstrated by:

- strict compliance with externally imposed financial reporting requirements
- consistently strong outcomes in audits of the University's financial reports and internal controls.

Annual Financial Statements

The University operates under a financial framework governed by legislation including the [University of Sydney Act 1989](#) (as amended) and [Government Sector Finance Act 2018 \(NSW\)](#) (GSF Act).

The University's financial reporting obligations under the GSF Act primarily include the preparation of Annual Financial Statements, which must:

- be prepared in accordance with the Australian Accounting Standards and any other requirements specified by the Act, the regulations or the NSW Treasurer's directions, and
- present fairly the University's financial position, financial performance and cash flows.¹

The University's Annual Financial Statements are also prepared in accordance with the requirements of the [Financial Statement Guidelines for Australian Higher Education Providers](#) set by the Minister for Education under the [Higher Education Support Act 2003 \(Cth\)](#) and the [Australian Research Council Act 2001 \(Cth\)](#), as well as those required by the [Australian Charities and Not-for-profits Commission Act 2012 \(Cth\)](#) and the [Australian Charities and Not-for-profits Commission Regulation 2022 \(Cth\)](#).

Audit of Annual Financial Statements

In accordance with the GSF Act, the University presents its Annual Financial Statements to the NSW Auditor-General for auditing under the [Government Sector Audit Act 1983 \(NSW\)](#) (GSA Act).²

Once audited, the Annual Financial Statements, together with the independent audit report, are tabled in Parliament and [published on the University's website](#). The Vice-Chancellor also frequently releases a statement alongside the tabling of the University's annual report in Parliament, providing further information and context for members of the public interested in the University's finances. [See here](#), for example, from May 2024 in relation to the University's 2023 Annual Financial Statement.

The University's Annual Financial Statements have consistently received unqualified audit opinions. In the most recently published Annual Financial Statements, for the year ended 31 December 2023, the University had no uncorrected misstatements. The NSW Audit Office made seven internal

¹ GSF Act, section 7.6 (3)

² GSF Act section 7.6(1)

control findings (none high-risk) with respect to the University in 2023, which was four fewer findings than the average for NSW universities.

The NSW Auditor General prepares, tables in Parliament and publishes an [annual report](#) on the financial and related performance of all NSW public universities, making recommendations for universities and their governing bodies.

The University's Senate Finance and Audit Committee (FAC) reviews the findings and recommendations of the NSW Audit Office in detail and oversees their timely resolution by the University. The Senate FAC provides a standing report to the Senate, which includes details of audit outcomes and the University's response.

Other external financial reporting and scrutiny

In addition to the Annual Financial Statements, the University prepares a range of other external financial reports, including:

- an Annual Financial Return to the Commonwealth Department of Education in accordance with its guidelines
- annual financial statements, which once published, are obtained and analysed by TEQSA for its regulatory and purposes
- annual reports to the ACNC in accordance with its reporting requirements for registered charities
- annual completion of the [Higher Education Research Data Collection](#) (HERDC) submission to the Commonwealth Department of Education, which is audited by the NSW Audit Office
- annual acquittal of, and reporting on, grant expenditure to funding bodies such as the Australian Research Council, National Health and Medical Research Council, National Medical Research Future Fund
- triennial financial statements submitted to the United States of America Department of Education, which comply with the US Financial Accounting Standards Board's [Generally Accepted Accounting Principles \(GAAP\)](#) accounting standards and are audited by the NSW Audit Office.

Financial safeguards and controls

As required by the relevant regulatory standards, the University maintain robust systems of internal control to ensure that it:

- prepares reliable and accurate financial statements
- maintains adequate financial records
- records all material transactions in the accounting records underlying the financial statements
- minimises the risk of unauthorised access to the IT network
- minimises the risk of fraud and errors
- detects fraud and errors should they occur
- minimises the risk of significant breaches of legislation and other mandatory requirements and detect breaches if they occur.

These internal controls are underpinned by a strong control environment fostered by the Senate, its Finance and Audit Committee (FAC) and the University's senior executives. This is supported by a

comprehensive suite of financial, operational and human resources policies and procedures, which are publicly available through the University's public [Policy Register](#).

Financial risk identification and analysis mechanisms are in place to address sources of change that may impact achievement of the University's objectives. Information and communication systems are supported by comprehensive [cyber security controls](#), compulsory training and [policies](#).

The internal control environment is monitored regularly by the University's Internal Audit function and, where necessary, audits of specific matters are completed. Findings of audits reported to the Senate FAC and are addressed in a timely fashion. The Senate FAC provides a standing report to the Senate which includes details of audit outcomes.

External credit rating

The University's strong financial position is independently affirmed by its AAA credit rating, which is provided by Moody's, a globally leading, independent credit rating agency.

Relevant links

NSW legislation

[Government Sector Finance Act 2018](#)

[Government Sector Audit Act 1983](#)

Federal legislation

[Higher Education Standards Framework \(Threshold Standards\) 2021](#)

[Tertiary Education Quality and Standards Act 2011](#)

[Higher Education Support Act 2003](#)

[Australian Research Council Act 2001](#)

[Financial Statement Guideline – Department of Education](#)

[Higher Education Research Data Collection Specifications](#)

[Australian Charities and Not-for-profits Commission Act 2012](#)

[Australian Charities and Not-for-profits Commission Regulations 2022](#)

University information and policies

[Annual reports](#)

[Finance policies](#)

[Cybersecurity controls](#)

[Cybersecurity and ICT use policies](#)

[Vice-Chancellor's statement on the University's 2023 Annual Financial Statement, 20 May 2024](#)

Other

[NSW Auditor General Annual Report on NSW's public universities](#)

[United States Financial Accounting Standards Board, Generally Accepted Accounting Principles \(GAAP\)](#)

[Moody's credit analysis and ratings reports](#)

ToR c. Providers' compliance with legislative requirements, including compliance with workplace laws and regulations

The legislative environment in which large research-intensive Australian universities operate is complex and continually changing. The University of Sydney's Legislative Compliance Register currently records 331 legislative instruments and associated documents, of which 157 have been assessed as imposing significant compliance obligations.

See **Appendix B** for a full list of entries on the University's Legislative Compliance Register at 24 February 2025.

The breadth of the University of Sydney's teaching and research profile, its accelerated growth in community engagement and philanthropy, and the expansion of operations into new jurisdictions increases the complexity of the regulatory frameworks it must comply with.

In addition to reports on specific compliance issues, the University's General Counsel reports regularly to the Senate Performance and Risk Committee (PARC) on legislative compliance, including litigation, compliance issues, legal risks, emerging trends and themes, and a pending and proposed legislation watchlist.

The University is currently undertaking a major revision and updating of its Legislative Compliance Framework (the Framework), which is scheduled for completion by 2026. Senate PARC receives regular progress reports on this project. The Framework is governed by the University's [Legislative Compliance Policy](#), which establishes roles and responsibilities and sets out the elements of the Framework. The Framework includes a Legislative Compliance Register that identifies obligation owners and management controls and an annual cycle of compliance confirmation.

New key staff are provided with detailed information about the Framework as part of their induction. The Framework will also be supported by the establishment of internal communities of practice and delivery of professional development training in 2025. The Legislative Compliance team in the Office of General Counsel monitors University operations and parliamentary processes on an ongoing basis to identify changes to our compliance profile. Proposed and pending legislative changes are reported as soon as practicable to impacted areas and to PARC on a six-monthly basis. When contracting with third parties, the University requires compliance with its policies and legislative obligations through contractual conditions. For example, we insist on disclosure of certain activities, such as modern slavery supply chain instances, by potential partners as part of tender processes.

Relevant links

University information and policies

[Legislative Compliance Policy](#)

See **Appendix B** for a full list of legislative instruments on the University's Legislative Compliance Register.

ToR d. The impact of providers' employment practices, executive remuneration, and the use of external consultants, on staff, students and the quality of higher education offered

Employment at the University of Sydney

The University of Sydney is a major employer in NSW, with its activities generating many thousands of direct and indirect jobs in the NSW and national economy, as well as significant taxation revenue for governments. For example, in 2024, we:

- employed 9,180 equivalent full-time academic and professional staff (5,210 continuing / 3,970 fixed term)
- engaged an average of 5,000 casual staff each month, representing 2,680 Full Time Equivalent staff, based on the Department of Education's formula
- recognised more than 6,000 'affiliates' through adjunct or conjoint University titles
- remitted \$434 million to the Australian Taxation Office in staff Pay-As-You-Go income tax
- paid \$90 million in payroll tax to the NSW Government.
- Made \$230 million in compulsory superannuation contributions for our staff.

The University reports publicly on its staffing and remuneration profile in its [annual reports](#) to the NSW Parliament and also through data submitted to the Commonwealth Department of Education, which are published as part of its [Higher Education Statistics Collection](#). The University's annual report, for example, includes details about:

- average total remuneration for senior leaders and other senior staff
- staff levels and salary ranges
- combined totals of academic and staff positions for the last five years
- academic and professional staff positions, by appointment term, level and gender for the last five years
- percentage of women in senior roles
- senior leaders by gender.

Since 2019, the University has engaged ACIL Allen to assess the economic contribution the University makes to the NSW and Australian economies using robust modelling techniques. The results of the modelling for 2023 are shown in the figure below:



Source: ACIL Allen

Conditions of employment at the University of Sydney

Staff at the University of Sydney enjoy excellent working conditions and a wide variety of financial and non-financial benefits, including:

- sector-leading levels of remuneration for academic and professional staff
- generous leave entitlements, including up to 36 weeks paid parental leave
- a University contribution of up to 17 per cent of base salary to employees' superannuation
- a range of career development programs to support staff to enhance their skills
- access to range of employee networks, including Women at Sydney, Aboriginal and Torres Strait Islander Network, Disability at Work Network and the Mosaic Network for supporting and celebrating our culturally diverse staff.

Casual employees

Casual staff form a critical component of the workforce at the University of Sydney. These employees support the delivery of curriculum through face-to-face, online or blended teaching, guest lecturing and tutoring, in response to student load and activity fluctuations across semesters.

The nature of casual duties results in large fluctuations of 'active casuals' each month, with an 'active casual' defined as a casual staff member who worked at least one activity that month. For example, in 2024, there was a monthly average of 5,013 active casuals, ranging from 2,361 (January 2024) and 6,068 (May 2024). To monitor work hours performed by our casual staff accurately, a Casual Full Time Equivalent rate is calculated using standard Department of Education formulas. In 2024, Casual staff accounted for 2,680 FTE.

Reducing levels of casualisation was a key focus for the development of [The University of Sydney Enterprise Agreement 2023-2026](#) (EA). The EA includes a range of commitments to reduce our reliance upon casual academic staff and investment in continuing staff including:

- take all reasonable steps to achieve a 20 per cent reduction in the proportion of the casual academic workforce
- an increase in roles for continuing staff by increasing continuing academic positions through a funding commitment and advertising of 330 new continuing academic positions
- a commitment that 25 per cent of the new education focused positions created to be specifically designated to be filled by long-term casual and fixed-term staff and that 50 per cent of the new teaching and research positions will be designated to be filled by existing eligible staff.

In addition, the University has EA and legislative obligations in relation to casual conversion. We have implemented changes in response to legislative amendments to the Fair Work Act (Closing the Loopholes Amendments) and between January 2023 and September 2024, 444 staff have utilised these processes to convert to either a continuing or fixed-term position at the University. The conversion process is ongoing with detailed guidance, resources and support provided to managers staff interested in exploring casual conversion.

Actions and undertaking to rectify and prevent underpayment of staff

The University self-disclosed the likelihood of staff underpayments to the Fair Work Ombudsman in 2020. Since then, a team of human resources, financial, legal and workplace relations experts have been working with faculties and University schools to identify past incorrect payments and remediate for affected staff. As of 31 January 2025, the University had made remediation payments to more than 13,900 current and former professional and academic staff. Remediation has been completed for confirmed underpayments of current and former professional staff. We are currently progressing a detailed historical review of past payments for casual academic staff.

Alongside this historical review and remediation, we have introduced standardised systems, processes and controls to help ensure we pay our people correctly and meet our recordkeeping obligations, now and in the future. We are continuing to keep the Fair Work Ombudsman informed about the progress of the review and entered into an [Enforceable Undertaking](#) on 10 December 2024. This agreement outlines the work undertaken to date and the University's commitment to ensure ongoing compliance with workplace laws.

In addition to its usual oversight of workplace compliance, the Senate People and Culture Committee (PCC) has a standing agenda item to discuss and address compliance with the Enforceable Undertaking and its workplace law obligations, while the Senate also has a standing agenda item to receive the Chair of the PCC's report on that compliance. In announcing the *Enforceable Undertaking*, the Fair Work Ombudsman noted that the University has committed "...significant time and resources to put in place corrective measures that will ensure both full remediation of impacted staff and improved compliance for the future."³

Approach to executive remuneration

Remuneration for executives, academics, and Senior Professional Staff (SPS) at the University of Sydney is determined through a comprehensive process that considers market remuneration benchmarks, organisational performance and individual performance metrics.

The remuneration package for executives and senior leaders typically includes a fixed base salary, superannuation contributions and, for many executives, performance-based incentives. Salaries are reviewed annually.

Each level of senior leadership has Fixed Package Bands determined by a target positioning strategy based on market remuneration benchmarks and as outlined in the University's [Executive and Senior Professional Staff Remuneration Policy](#).

Overall, the University's remuneration determination process is designed to ensure fairness, competitiveness and alignment with both internal and external benchmarks. There is strong annual governance oversight by the Senate People and Culture Committee to ensure the remuneration strategy supports the University's goals of attracting and retaining top talent across all staff categories.

³ [Fair Work Ombudsman, media release, 12 Dec 2024](#)

Use of external consultants

The University engages consultants to provide professional advice that is outside of the expertise or capacity of our staff. Examples include: advice in relation to strategic projects and ventures, operating models and organisational design, technology programs; forensic accounting; actuarial modelling; economic and environmental analysis, and a range of other technical matters. The engagement of consultants is governed by the University's [Procurement policy](#), which enshrines value for money as a core objective for all supplier sourcing activities. The University reports consultancy expenditure and other professional services expenses (such as cleaning, security and IT services) in its Annual Financial Statements.

Relevant links

Federal legislation

[Fair Work Act 2009](#)

[Fair Work Regulations 2009](#)

[Racial Discrimination Act 1975](#)

[Sex Discrimination Act 1984](#)

[Workplace Gender Equality Act 2012](#)

NSW legislation

[Industrial Relations Act 1996](#)

[Work Health and Safety Act 2011](#)

See **Appendix B** for other relevant Commonwealth and NSW laws

University information and policies

[Annual reports](#)

[University of Sydney Enterprise Agreement 2023-2026](#)

[Procurement policy 2019](#)

[All staff communication, Notice of enforceable undertaking, 12 Dec 2024](#)

[Human resources policies](#)

[Workplace health and safety policies](#)

[Executive and Senior Professional Staff Remuneration Policy 2019](#)

Other

[Department of Education, Higher Education Statistic Collection, Staff Data](#)

[Fair Work Ombudsman, University of Sydney enforceable undertaking media release, 12 Dec 2024](#)

[Fair Work Ombudsman, Enforceable Undertaking full document, 12 Dec 2023](#)

Appendices

- A** Terms of reference of all University of Sydney Senate committees
- B** List of legislative instruments and associated documents on the University of Sydney's Legislative Compliance Register as at 24 February 2025

SENATE BUILDING AND ESTATES COMMITTEE

TERMS OF REFERENCE

COMMITTEE	BUILDING AND ESTATES COMMITTEE
PURPOSE	<p>The role of the Building and Estates Committee is to monitor and advise Senate on:</p> <ul style="list-style-type: none"> a) matters of planning, development and general oversight of the management of the University's real property and physical infrastructure with particular reference to: <ul style="list-style-type: none"> i. major capital developments; ii. infrastructure management; iii. operating resource allocation; iv. sustainability; b) effective risk management in the areas covered by the Committee's Terms of Reference; and c) conducting reviews in the areas covered by the Committee's Terms of Reference.
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ul style="list-style-type: none"> a) recommend to the Finance Committee (FC) business cases or capital expenditure projects valued above \$-20M, which are within the approved University budget total, in accordance with <u>Delegation 6.15.9</u>, noting that: <ul style="list-style-type: none"> i. Business cases provided to the Building and Estates Committee must have been through a consultation process with the University Executive; b) recommend to the Finance Committee (FC) approval of agreements for expenditure for infrastructure works or services valued above \$20M, up to the value of the approved project budget, in accordance with <u>Delegation 6.15.10</u>, noting that: <ul style="list-style-type: none"> i. contracts provided to the Building and Estates Committee must have been through a consultation process with the relevant Project Control Group, if applicable, and with the Vice-President (Operations); and c) approve variations to agreements, for expenditures for infrastructure works or services above \$1M and within the approved budget in accordance with <u>Delegation 6.15.11</u>, noting that: <ul style="list-style-type: none"> i. such variations must have been through a consultation process with the Finance Committee, if approval would result in exceeding the original project budget. <p>The Committee is to:</p> <ul style="list-style-type: none"> a) review a quarterly Safety Report from the Chief University Infrastructure Officer (CUIO) detailing BEC risks and WHS matters; b) review the annual and three-year Internal Audit Plan to ensure audits that fall within the purview of the committee are appropriate, timely and comprehensive; and c) review relevant Internal Audit Reports.

CHAIR	Appointed by Senate from the Fellows of Senate ¹
MEMBERSHIP	<p>The Building and Estates Committee is comprised of the following members:</p> <p>Ex-officio members:</p> <ul style="list-style-type: none">• Chancellor• Deputy Chancellor• Vice-Chancellor. <p>Three Fellows of Senate appointed by the Nominations Committee after consultation by the Chair of the Committee with the Chancellor, and the Vice-Chancellor.</p> <p>Up to three external members with appropriate professional expertise and experience appointed by the Nominations Committee on the recommendation of the Chair of the Committee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee four members shall form a quorum.
SECRETARIAT	Chief Governance Officer.
MEETINGS	The Committee meets at four times per year or at the Chair's discretion.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

¹ Not a staff or student Fellow

TERMS OF REFERENCE

COMMITTEE	FINANCE AND AUDIT COMMITTEE
PURPOSE	<p>The role of the Senate Finance and Audit Committee is to monitor and advise Senate on:</p> <ul style="list-style-type: none"> a) issues relating to the financial performance and sustainability of the University, by reviewing and evaluating information provided by management on the financial impact of strategic proposals, budget and planning priorities, resource and capital allocation, and commercial activities; b) the University's Annual and Three-Year Audit Plans and Program, including reliability of financial management and reporting and compliance with laws and regulations and the maintenance of an effective and efficient audit capability; and, if necessary, taking reasonable steps to obtain independent audit reports of entities in which the University has an interest but which it does not control or with which it has entered into a joint venture; c) ensuring the effective management of financial risk across the University, including the financial risks of subsidiaries and controlled entities; d) ensuring the effective management of non-financial risk in areas covered by the Committee's Terms of Reference; e) effective management of the University's short-term portfolio, cash flow and liquidity positions; and f) conducting reviews in the areas covered by the Committee's Terms of Reference.
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ul style="list-style-type: none"> a) make decisions on the University's Future Fund; b) approve major capital expenditure projects and strategic initiatives which are funded entirely from the Future Fund, including advice on the investment mandate for the Future Fund, which balances support for a broad range of core University objectives with seeking to achieve appropriate commercial returns; c) receive recommendations as to the appointment and retirement, as appropriate, of consultants and external managers, and make such decisions subject to reporting to Senate after the event; d) investigate any activity within its Terms of Reference; e) seek any information it requires from any employee. All employees are directed to cooperate with any requests made by the Committee; f) obtain external professional advice with regard to matters within its Terms of Reference, and to secure the attendance of external advisers with relevant experience and expertise if it considers this necessary, after consultation with the Chancellor (see also Delegation 6.4.4, below); g) in accordance with Delegation 6.15.9, approve business case or capital expenditure projects within approved University budget total valued above

	<p>\$20M, which are within the approved University budget total, after consultation with the Chief Financial Officer, Chief Procurement Officer, Category or Portfolio Manager – Procurement Services;</p> <p>h) in accordance with <u>Delegation 6.19.1</u>, approve the acquisition of goods and services from a supplier, other than an independent contractor or a labour hire agency (above \$20M);</p> <p>i) in accordance with <u>Delegation 6.27.1</u>, approve the acquisition of real property valued above \$20M and <u>Delegation 6.27.4</u>, approve any other dealing with real property where the authority is not retained by Senate under the Act;</p> <p>j) in accordance with <u>Delegation 6.4.4</u>, appoint external lawyers, approve costs agreements, and authorise payments;</p> <p>k) in accordance with <u>Delegation 6.4.5</u>, approve expenditure on external lawyers (between \$5M and \$10M);</p> <p>l) in accordance with <u>Delegation 6.24.6</u>, approve acceptance of sponsorship from third parties (other than sponsorship of chairs), valued above \$10m, after consultation with the Vice-Chancellor, Vice-President (Advancement), relevant Executive Dean, Dean or Head of School and Dean (a University school), relevant Head of School or Head of Clinical School; Chief Financial Officer; and General Counsel;</p> <p>m) in accordance with <u>Delegation 6.24.2</u>, approve acceptance of a gift, bequest or devise valued above \$20M, which is made to the whole or to a part of the University (such as Faculty), and establish the terms for its management after consultation with the Vice-Chancellor, Executive Dean, and with the relevant Dean or Head of School and Dean (University school); Gift Acceptance Committee; Gift Administration Board (where applicable);</p> <p>n) in accordance with <u>Delegation 6.18.2</u>, revise the approved capital budget if the total allocation across the University would materially change as a result of the revision, after consultation with the Vice-Chancellor, University Executive, Vice-President (Operations), and Chief Financial Officer;</p> <p>o) in accordance with <u>Delegation 6.15.10</u>, approve agreements for expenditure for infrastructure works or services (above \$20M); and</p> <p>p) in accordance with <u>Delegation 6.23.1</u>, borrow money and raise capital (including issuance of securities or debentures), subject to approval by the Governor on the recommendation of the Treasurer, after consultation with the Chief Financial Officer and Investment Subcommittee.</p>
--	--

	<p>The Committee is to:</p> <ul style="list-style-type: none"> a) maintain oversight of the University's Annual and Three-Year Audit Plans and Program, including operational effectiveness and efficiency, compliance with laws and regulations and the maintenance of an effective and efficiency audit capability b) engage with other Committees of Senate prior to finalising both Annual and Three-Year Audit Plans c) monitor the performance and independence of Internal Audit ("IA") including: <ul style="list-style-type: none"> • reviewing and approving the IA Charter and the University's Annual and Three-Year Audit Plans and Program • reviewing IA reports including significant findings and recommendations • monitoring management's response to and follow-up of findings and recommendations • reviewing adequacy of resources and budget of the IA function • reviewing and approving the appointment of the Chief Internal Auditor • reviewing the performance and independence of the IA function. d) refer completed audits to the relevant Senate Committee for information and monitoring as appropriate. <p>The Finance and Audit Committee shall form an Investment Subcommittee.</p>
CHAIR	Appointed by Senate from the Fellows of Senate ¹
MEMBERSHIP	<p>The Finance and Audit Committee is comprised of the following members:</p> <p>Ex-officio members:</p> <ul style="list-style-type: none"> • Chancellor • Deputy Chancellor • Vice-Chancellor. <p>Three Fellows² of Senate appointed by the Nominations Committee. Up to three external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Committee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee four members shall form a quorum.
SECRETARIAT	Chief Governance Officer.
MEETINGS	The Committee meets six times per year or at the Chair's discretion, including at least one meeting with the external auditor.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

¹ Not a staff or student Fellow

² One of whom must be a Fellow identified in section 8C(1)(a) of the University of Sydney Act 1989 (as amended) as having financial expertise

SENATE FINANCE INVESTMENT SUBCOMMITTEE

TERMS OF REFERENCE

COMMITTEE	FINANCE INVESTMENT SUBCOMMITTEE
PURPOSE	<p>The role of the Investment Subcommittee is to monitor and advise the Finance and Audit Committee on:</p> <ul style="list-style-type: none"> a) matters relating to the University's investment portfolio with particular reference to: <ul style="list-style-type: none"> i. the appropriateness of investment policies ii. the success of investment strategies iii. the sustainability of investment strategies; b) strategies for the management of University investments, including policies, mandates, asset allocations, earnings targets, spending goals, and financial risks; c) recommendations for the University's Future Fund; and d) recommendations for strategic initiatives which are funded entirely from the Future Fund, including advice on the investment mandate for the Future Fund, which balances support for a broad range of core University objectives with seeking to achieve appropriate commercial returns.
TERMS OF REFERENCE	<p>The Subcommittee's Terms of Reference are reflected in the University of Sydney Delegations of Authority Rule 2020 ('the Delegations'). The Subcommittee is authorised by Senate to:</p> <ul style="list-style-type: none"> a) in accordance with <u>Delegation 6.27.4</u>, approve leases and licences, whether as tenant or landlord, where the authority is not retained by Senate under the Act (in relation to student accommodation and Future Fund, excluding student residential agreements) above \$20M, in relation to student accommodation and Future Fund; b) in accordance with <u>Delegation 6.21.5</u>, oversee and approve strategy for management of University medium and long-term investments (includes policies, mandates, asset allocations, earnings targets, spending goals, financial risk and Future Fund), after consultation with the Vice-President (Operations); c) in accordance with <u>Delegation 6.21.5</u>, determine policies and mandates in relation to medium and long-term investment and redemption of University funds; <u>and</u> d) in accordance with <u>Delegation 6.21.2 & 6.21.3</u>, appoint and terminate appointment of investment consultants and set limits for the appointment and termination of external investment managers, and approve appointments and terminations of external managers outside of those limits; <u>and</u>. <p>The Subcommittee is to:</p> <ul style="list-style-type: none"> a) review the annual and three-year Internal Audit Plan to ensure audits that fall within the purview of the committee are appropriate, timely and

	comprehensive; and b) review relevant Internal Audit Reports.
CHAIR	Appointed by Senate from the Fellows of Senate ¹
MEMBERSHIP	<p>The Investment Subcommittee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"> • Chancellor • Deputy Chancellor • Vice-Chancellor • Chair of the Finance and Audit Committee. <p>One Fellow of Senate appointed by the Nominations Committee after consultation by the Chair of the Subcommittee with the Chancellor and the Vice-Chancellor.</p> <p>Up to two external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Subcommittee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Subcommittee three members shall form a quorum.
SECRETARIAT	Chief Governance Officer
MEETINGS	The Subcommittee meets at least four times per year or at the Chair's discretion.
REPORTING	The Subcommittee reports to Finance and Audit Committee following each meeting. The Chair of the Investment Subcommittee reports to Senate twice a year after the half- and full-year investment results are available.
MINUTES	Available on Diligent.

¹ Not a staff or student Fellow



TERMS OF REFERENCE

COMMITTEE	PEOPLE AND CULTURE COMMITTEE
PURPOSE	<p>The role of the People and Culture Committee is to monitor and advise Senate on:</p> <ol style="list-style-type: none"> a) human resources (HR) policies, structures and processes that support the University's strategic objectives in: <ol style="list-style-type: none"> i. University culture and values; ii. the attraction, development and retention of academic and professional staff; iii. remuneration and reward; iv. diversity and inclusion; v. workplace relations; and vi. performance management, succession planning and development programs for senior executive roles including the Vice-Chancellor and his or her executive direct reports; b) the culture at the University, including the need for any reviews or external advice; c) effective risk management in areas covered by the Committee's Terms of Reference, including compliance with legal and regulatory requirements; and d) conducting reviews in the areas covered by the Committee's Terms of Reference, including the need for any external advice. <p>The Committee shall determine and advise Senate on the remuneration and terms of employment of the Vice-Chancellor.</p> <p>The Committee shall determine the remuneration and terms of employment of:</p> <ul style="list-style-type: none"> • Executive positions defined in the <i>Executive and Senior Professional Staff Remuneration Policy 2019</i>; and • Any non-executive direct reports to the Vice-Chancellor.
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ol style="list-style-type: none"> a) in accordance with <u>Delegation 6.33.1 and 6.33.2</u>, approve establishment, classification, re-classification, appointment and terms of employment for professional positions that directly report to the Vice-Chancellor and for the position of Chief Human Resources Officer; b) in accordance with <u>Delegation 6.28.1</u>, approve establishment and classification of academic positions: <ol style="list-style-type: none"> i. Pro-Vice Chancellor; c) in accordance with <u>Delegations 6.28.4, 6.28.5 and 6.33.4</u>, approve variation to remuneration for all executives; and direct reports to the Vice-Chancellor in the case of, annual salary review, terms of employment and annual bonus potential review; d) in accordance with <u>Delegation 6.28.2 and 6.33.2</u> approve the extension or renewal of fixed term employment, of: <ol style="list-style-type: none"> i. Direct reports to the Vice-Chancellor; and any

	<p>ii. Executive Dean or Dean;</p> <p>e) in accordance with <u>Delegation 6.32.1</u> confer and revoke academic titles for non-professorial staff who occupy the position of:</p> <p>i. Pro-Vice-Chancellor;</p> <p>ii. any other principal officer; and any</p> <p>iii. Executive Dean or Dean</p> <p>after consultation with the Provost;</p> <p>f) in accordance with <u>Delegation 6.30.5</u>, terminate the employment of a Deputy Vice-Chancellor, direct reports to the Vice-Chancellor; Chief Human Resources Officer, after consultation with General Counsel and the Chief Human Resources Officer (in the case of direct reports to the Vice-Chancellor);</p> <p>g) determine and advise Senate on the remuneration and terms of employment of the Vice-Chancellor;</p> <p>h) approve remuneration policies, incentive plans and the application of those policies to executive, academic and professional staff;</p> <p>i) confirm the annual performance outcomes for executives (including the Vice-Chancellor);</p> <p>j) complete an annual review of executive remuneration in accordance with the Executive and Senior Professional Staff Remuneration Policy 2019;</p> <p>k) review the annual and three-year Internal Audit Plan to ensure audits that fall within the purview of the committee are appropriate, timely and comprehensive;</p> <p>l) review relevant Internal Audit Reports;</p> <p>m) complete an annual review of succession and development for executive positions and key roles at the University; and</p> <p>n) review regular reporting on:</p> <ul style="list-style-type: none"> • Enterprise Agreement matters; • Achievement of Diversity and Inclusion Objectives • Staff Engagement and Culture Surveys; and • Key workplace relations matters.
CHAIR	Appointed by Senate from the Fellows of Senate ¹
MEMBERSHIP	<p>The People and Culture Committee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"> • Chancellor • Deputy Chancellor • Vice-Chancellor* <p>Three Fellows of Senate appointed by the Nominations Committee who are external Fellows within the meaning of s9(9) of the <i>University of Sydney Act</i> after consultation by the Chair of the Committee with the Chancellor and the Vice-Chancellor.</p>

¹ Not a staff or student Fellow

	Up to three external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Committee.
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	The Chief Human Resources Officer and any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee, four members shall form a quorum.
SECRETARIAT	Secretary to Senate.
MEETINGS	The Committee meets four times per year or at the discretion of the Chair.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

¹* Except for the meeting to review the Vice-Chancellor's remuneration

SENATE PERFORMANCE AND RISK COMMITTEE

TERMS OF REFERENCE

COMMITTEE	PERFORMANCE AND RISK COMMITTEE
PURPOSE	<p>In accordance with Section 16 of the <i>University of Sydney Act 1989</i>, the Senate is charged with overseeing risk management and risk assessment across the University. The Performance and Risk Committee ("the Committee") assists the Senate in fulfilling this function.</p> <p>The role of the Committee is to review and oversee the University's systems of risk management, internal control, and regulatory compliance, and to ensure that they are effective in monitoring and responding to strategic, operational, financial, education and research performance and other emerging risks within the Committee's Terms of Reference.</p> <p>The Committee monitors financial and non-financial risk matters generally within the University unless they are dealt with by another Committee of Senate. The Committee allocates the oversight of specific risks to other relevant Committees of Senate.</p> <p>The Committee monitors and advises Senate on:</p> <ul style="list-style-type: none"> • systems of risk management including: <ul style="list-style-type: none"> ○ Safety, Health and Wellbeing (SHW) related matters including compliance with work health and safety legislation; ○ environmental and sustainability risk and compliance; • regulatory compliance; and • insurance. <p>The Committee will monitor and advise Senate and its Committees on compliance and risks reviewed by the Committee, including those arising from audit investigations.</p> <p>The Committee monitors and advises Senate on the legislative compliance framework of high-risk legislation including procedures, processes and controls for appropriate management of compliance issues.</p>

<p>TERMS OF REFERENCE</p>	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee monitors and advises Senate on:</p> <p><i>Risk Management</i></p> <ul style="list-style-type: none"> a) the effectiveness of the Risk Management Framework in general, including overseeing processes for: <ul style="list-style-type: none"> i. identifying significant risks; ii. implementing appropriate controls and mitigation strategies and plans; and iii. monitoring and reporting b) monitoring financial and non-financial risk matters generally within the University unless they are dealt with by another Committee of Senate c) the allocation of specific risks to other relevant Committees of Senate for their oversight <p><i>Safety, Health and Wellbeing</i></p> <ul style="list-style-type: none"> d) Safety, Health and Wellbeing (SHW) related matters, specifically: <ul style="list-style-type: none"> i. compliance with SHW legislation as it applies to the University; ii. related risks arising from the activities and operations of the University and affiliate identities; and iii. related health and wellbeing related risks arising from or contributing to the activities and operations of the University and affiliated entities <p><i>Environmental and Sustainability Risk</i></p> <ul style="list-style-type: none"> e) matters with specific regard to environmental and sustainability risk, including: <ul style="list-style-type: none"> i. identifying, monitoring and controlling environment and sustainability-related risks; and ii. compliance with environmental- and sustainability-related legislation. <p><i>Compliance</i></p> <ul style="list-style-type: none"> f) the University's legal compliance framework and supporting processes to identify, monitor and manage compliance with laws and regulations, and reports by the General Counsel on legislative compliance and legal proceedings <p><i>Education and Research Performance</i></p> <ul style="list-style-type: none"> g) monitor and advise Senate on strategies developed by the University in education and research, and on the University's performance against those strategies. The Committee will monitor the strategies the University has developed in relation to: <ul style="list-style-type: none"> • the University's contribution to society in quality education and research, • the University's national and international positioning and competitive performance in education and research, • the student experience, student support and administrative processes, • systems, processes and technology that support quality education and research.
---------------------------	---

	<p>h) The Committee will rely on data from internal and external sources. Its reports to Senate will be separate from, but will complement, those of the Academic Board, and the Vice-Chancellor.</p> <p><i>Other</i></p> <p>i) risks emerging from the Committee's review, including from audit investigations, as identified by the Chief Internal Auditor and the Chief Risk Officer</p> <p>j) the annual review of the University's insurances and make recommendations as appropriate; and</p> <p>k) conducting reviews in the areas covered by the Committee's Terms of Reference.</p>
CHAIR	Appointed by Senate from the Fellows of Senate ¹
MEMBERSHIP	<p>The Performance and Risk Committee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"> • Chancellor • Deputy Chancellor • Vice-Chancellor • Chair, Academic Board <p>Three Fellows of Senate who are appointed by the Nominations Committee.</p> <p>Up to three external members with appropriate professional expertise and experience, appointed by the Nominations Committee on the recommendation of the Chair of the Committee.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee four members shall form a quorum.
SECRETARIAT	Chief Governance Officer.
MEETINGS	The Committee meets four times per year or at the Chair's discretion.
REPORTING	The Committee reports to Senate following each meeting.

¹ Not a staff or student Fellow

TERMS OF REFERENCE

COMMITTEE	NOMINATIONS COMMITTEE
PURPOSE	<p>The role of the Nominations Committee is to monitor and advise Senate on:</p> <ol style="list-style-type: none"> a) governance issues generally as they relate to Senate and the University with particular reference to: <ol style="list-style-type: none"> i. induction and continuing education of Fellows ii. Senate performance reviews iii. Senate committee structure and purposes b) ensuring the effective management of risk in areas covered by the Committee's Terms of Reference c) conducting reviews in the areas covered by the Committee's Terms of Reference.
TERMS OF REFERENCE	<p>The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is authorised by Senate to:</p> <ol style="list-style-type: none"> a) as specified in Clause 46A of Chapter 4A of the University of Sydney By-Law, as the Nominations Committee of Senate, identify and recommend to Senate persons who may be suitable for nomination or appointment by Senate, or consideration for appointment by the Minister; b) appoint Fellows and external members to all Senate Committees other than the Nominations Committee; and c) in accordance with <u>Delegation 6.7.4</u>, appoint a person as Senate's approved representative on a nominated University organisation; and d) conduct reviews in the areas covered by the Committee's Terms of Reference.
CHAIR	Appointed by Senate from the Fellows of Senate ¹
MEMBERSHIP	<p>The Nominations Committee is comprised of the following members:</p> <p>Ex-officio members</p> <ul style="list-style-type: none"> • Chancellor • Deputy Chancellor • Vice-Chancellor • Chair of Academic Board. <p>Three Fellows of Senate who are external Fellows within the meaning of s9(9) of the <i>University of Sydney Act</i> and are appointed by Senate.</p>
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee three members shall form a quorum.
SECRETARIAT	Secretary to Senate.
MEETINGS	The Committee meets at least annually or at the Chair's discretion.

¹ Not a staff or student Fellow

REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

TERMS OF REFERENCE

COMMITTEE	HONORARY AWARDS COMMITTEE
PURPOSE	The role of the Honorary Awards Committee is to advise Senate on <ol style="list-style-type: none"> candidates for honorary degrees and honorary fellowships; and naming proposals in relation to University buildings and other significant assets, including scholarships and prizes, centres and institutes, and foundations.
TERMS OF REFERENCE	The Committee's Terms of Reference are reflected in the <i>University of Sydney Delegations of Authority Rule 2020</i> ('the Delegations'). The Committee is to advise Senate on: <ol style="list-style-type: none"> suggestions for honorary degrees and honorary fellowships; and naming proposals, changes to existing names or the discontinuation of existing names in relation to University buildings and other significant assets, including scholarships and prizes, centres and institutes, and foundations
CHAIR	Appointed by Senate from the Fellows of Senate ¹
MEMBERSHIP	The Honorary Awards Committee is comprised of the following members: Ex-officio members <ul style="list-style-type: none"> Chancellor Deputy Chancellor Vice-Chancellor Chair of Academic Board. Two Fellows of Senate appointed by the Nominations Committee. Co-opted members appointed by the Nominations Committee on the advice of the Chair of the Committee.
TERM OF OFFICE	All members, including the Chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.
ATTENDEES	Any others as determined by the Chair when necessary.
QUORUM	At any meeting of the Committee three members shall form a quorum.
SECRETARIAT	Secretary to Senate.
MEETINGS	The Committee meets at least annually or at the Chair's discretion.
REPORTING	The Committee reports to Senate following each meeting.
MINUTES	Available on Diligent.

¹ Not a staff or student Fellow

LEGISLATIVE COMPLIANCE REGSITER AS AT 24 FEBRUARY 2025

Presented below is an extract of the Compliance Register by Tier and Jurisdiction.

The Compliance Register Tiers are categorised as follows:

1. High Impact, High Risk
2. High Impact, Medium Risk
3. Medium Impact, Medium Risk
4. Medium Impact, Low Risk
5. Low Impact, Low Risk.

Impact is measured by the administrative and other requirements necessary for compliance. The compliance burden for high impact instruments is intensive, continuous and often spread across multiple University organisational units.

Risk is measured by the potential to affect core University functions and operations.

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (COMMONWEALTH)
Tier 1	Age Discrimination Act 2004 (Cth)
Tier 1	Australia's Foreign Relations (State and Territory Arrangements) Act 2020 (Cth)
Tier 1	Australia's Foreign Relations (State and Territory Arrangements) Rules 2020 (Cth)
Tier 1	Australian Code for the Responsible Conduct of Research (2018)
Tier 1	Australian Human Rights Commission Act 1986 (Cth)
Tier 1	Autonomous Sanctions Act 2011 (Cth)
Tier 1	Autonomous Sanctions Regulations 2011 (Cth)
Tier 1	Biosecurity Act 2015 (Cth)
Tier 1	Biosecurity Regulation 2016 (Cth)
Tier 1	Biosecurity (Human Health) Regulation 2016 (Cth)
Tier 1	Commonwealth Scholarships Guidelines (Research) 2017 (Cth)
Tier 1	Competition and Consumer Act 2010 (Cth)
Tier 1	Copyright Act 1968 (Cth)
Tier 1	Copyright Regulations 2017 (Cth)
Tier 1	Combating Foreign Bribery (<i>Criminal Code Act 1995</i> (Cth))
Tier 1	Data Availability and Transparency Act 2022 (Cth)
Tier 1	Data Availability and Transparency Regulations 2022 (Cth)
Tier 1	Data Availability and Transparency Code 2022 (Cth)
Tier 1	Data Availability and Transparency (National Security Measures) Code 2022 (Cth)
Tier 1	Data Availability and Transparency (Consequential Amendments) Act 2022 (Cth)
Tier 1	Data Availability and Transparency (Consequential Amendments) Transitional Rules 2022 (Cth)
Tier 1	Defence Trade Controls Act 2012 (Cth)
Tier 1	Defence Trade Controls Regulation 2013 (Cth)
Tier 1	Defence and Strategic Goods List 2024
Tier 1	Disability Discrimination Act 1992 (Cth)
Tier 1	Disability Standards for Education 2005 (Cth)
Tier 1	Education Services for Overseas Students (Registration Charges) Act 1997 (Cth)
Tier 1	Education Services for Overseas Students (Registration Charges) Regulations 2021 (Cth)
Tier 1	Education Services for Overseas Students Act 2000 (Cth)
Tier 1	Education Services for Overseas Students Regulations 2019 (Cth)
Tier 1	Education Services for Overseas Students (TPS Levies) Act 2012 (Cth)
Tier 1	English Language Intensive Courses for Overseas students Standards 2018 (Cth)
Tier 1	Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders
Tier 1	Fair Work Act 2009 (Cth)
Tier 1	Fair Work Regulations 2009 (Cth)
Tier 1	FEE – HELP Guidelines 2017 (Cth)
Tier 1	Foreign Influence Transparency Scheme Act 2018 (Cth)
Tier 1	Higher Education OS – HELP Guidelines 2023 (Cth)
Tier 1	Higher Education Support Act 2003 (Cth)
Tier 1	Higher Education Provider Guidelines 2003 (Cth)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (COMMONWEALTH)
Tier 1	Higher Education Support (Administration) Guidelines 2023 (Cth)
Tier 1	Higher Education Support (Student Services, Amenities, Representation and Advocacy) Guidelines 2022 (Cth)
Tier 1	Higher Education Standards Framework (Threshold Standards) 2021 (Cth)
Tier 1	Modern Slavery Act 2018 (Cth)
Tier 1	National Code of Practice for Providers of Education and Training to Overseas Students 2018 (Cth)
Tier 1	National Health Security Act 2007 (Cth)
Tier 1	National Health Security Regulations 2018 (Cth)
Tier 1	Security Sensitive Biological Agent (SSBA) Standards 2013 (Cth)
Tier 1	National Principles for Child Safe Organisations (National Principles) (Cth)
Tier 1	National Standards for Foundation Programs 2021 (Cth)
Tier 1	National Statement on Ethical Conduct in Human Research 2007
Tier 1	National Statement on Ethical Conduct in Human Research 2023
Tier 1	Ombudsman Act 1976 (Cth)
Tier 1	Racial Discrimination Act 1975 (Cth)
Tier 1	Security of Critical Infrastructure Act 2018 (Cth)
Tier 1	Security of Critical Infrastructure (Application) Rules (LIN 22/026) 2022 (Cth)
Tier 1	Security of Critical Infrastructure (Critical Infrastructure Risk Management Program) Rules LIN 23/006 2023 (Cth)
Tier 1	Sex Discrimination Act 1984 (Cth)
Tier 1	Student Identifiers Act 2014 (Cth)
Tier 1	Student Identifiers Regulation 2014 (Cth)
Tier 1	Tertiary Education Quality and Standards Agency Act 2011 (Cth)
Tier 1	Tertiary Education Quality and Standards Agency (Charges) Act 2021 (Cth)
Tier 1	Weapons of Mass Destruction (Prevention of Proliferation) Act 1995 (Cth)
Tier 1	Weapons of Mass Destruction Regulations 2018 (Cth)
Tier 1	Workplace Gender Equality Act 2012 (Cth)
Tier 1	Workplace Gender Equality (Minimum Standards) Instrument 2014 (Cth)
Tier 2	Agricultural and Veterinary Chemicals Act 1994 (Cth)
Tier 2	Agricultural and Veterinary Chemicals Code Act 1994 (Cth)
Tier 2	Agricultural and Veterinary Chemicals Code Regulation 1995 (Cth)
Tier 2	Australian Code for the Care and Use of Animals for Scientific Purposes 2013
Tier 2	Cheques Act 1986 (Cth)
Tier 2	Civil Aviation Act 1988 (Cth)
Tier 2	Civil Aviation Safety Regulations 1998 (Cth)
Tier 2	Gene Technology Act 2000 (Cth)
Tier 2	Gene Technology Regulation 2001 (Cth)
Tier 2	Gene Technology (Licence Charges) Act 2000 (Cth)
Tier 2	Independent Contractors Act 2006 (Cth)
Tier 2	Narcotic Drugs (Licence Charges) Act 2016 (Cth)
Tier 2	Narcotic Drugs Act 1967 (Cth)
Tier 2	Narcotic Drugs Regulation 2016 (Cth)
Tier 2	National Greenhouse and Energy Reporting Act 2007 (Cth)
Tier 2	National Greenhouse and Energy Reporting Regulations 2008 (Cth)
Tier 2	Nuclear Non-Proliferation (Safeguards) Act 1987 (Cth)
Tier 2	Nuclear Non-Proliferation (Safeguards) Regulations 1987 (Cth)
Tier 2	Ozone Protection and Synthetic Greenhouse Gas Management Act 1989 (Cth)
Tier 2	Ozone Protection and Synthetic Greenhouse Gas Management Regulations 1995 (Cth)
Tier 2	Plant Breeder's Rights Act 1994 (Cth)
Tier 2	Radiocommunications Act 1992 (Cth)
Tier 2	Therapeutic Goods Act 1989 (Cth)
Tier 2	Therapeutic Goods Regulation 1990 (Cth)
Tier 2	Therapeutic Goods (Medical Devices) Regulations 2002 (Cth)
Tier 3	A New Tax System (Australian Business Number) Act 1999 (Cth)
Tier 3	A New Tax System (Goods & Services Tax) Act 1999 (Cth)
Tier 3	Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cth)
Tier 3	Australian Charities and Not-for-profits Commission Act 2012 (Cth)
Tier 3	Australian Charities and Not-for-profits Commission Regulation 2013 (Cth)
Tier 3	Business Names Registration Act 2011 (Cth)
Tier 3	Circuit Layouts Act 1989 (Cth)
Tier 3	Corporations Act 2001 (Cth)
Tier 3	Customs Act 1901 (Cth)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (COMMONWEALTH)
Tier 3	Defence Reserve Service (Protection) Act 2001 (Cth)
Tier 3	Designs Act 2003 (Cth)
Tier 3	Designs Regulations 2004 (Cth)
Tier 3	Environment Protection and Biodiversity Conservation Act 1999 (Cth)
Tier 3	Environment Protection and Biodiversity Conservation Regulations 2000 (Cth)
Tier 3	Fringe Benefits Tax Act 1986 (Cth)
Tier 3	Fringe Benefits Tax Assessment Act 1986 (Cth)
Tier 3	Great Barrier Reef Marine Park Act 1975 (Cth)
Tier 3	Great Barrier Reef Marine Park Regulations 2019 (Cth)
Tier 3	Income Tax Act 1986 (Cth)
Tier 3	Income Tax Assessment Act 1936 (Cth)
Tier 3	Income Tax Assessment Act 1997 (Cth)
Tier 3	Income Tax Rates Act 1986 (Cth)
Tier 3	Indigenous Education (Targeted Assistance) Act 2000 (Cth)
Tier 3	Insurance Contracts Act 1984 (Cth)
Tier 3	Migration Act 1958 (Cth)
Tier 3	Migration Regulations 1994 (Cth)
Tier 3	National Safety and Quality Health Service (NSQHS) Standards
Tier 3	Paid Parental Leave Act 2010 (Cth)
Tier 3	Paid Parental Leave Rules 2021 (Cth)
Tier 3	Patents Act 1990 (Cth)
Tier 3	Patents Regulations 1991 (Cth)
Tier 3	Personal Property Securities Act 2009 (Cth)
Tier 3	Personal Property Securities Regulations 2010 (Cth)
Tier 3	Protection of Cultural Objects on Loan Act 2013 (Cth)
Tier 3	Protection of Cultural Objects on Loan Regulation 2014 (Cth)
Tier 3	Protection of Movable Cultural Heritage Act 1986 (Cth)
Tier 3	Protection of Movable Cultural Heritage Regulations 2018 (Cth)
Tier 3	Spam Act 2003 (Cth)
Tier 3	Spam Regulations 2021 (Cth)
Tier 3	Superannuation Guarantee (Administration) Act 1992 (Cth)
Tier 3	Superannuation Guarantee Charge Act 1992 (Cth)
Tier 3	Taxation Administration Act 1953 (Cth)
Tier 3	Telecommunications (Interception and Access) Act 1979 (Cth)
Tier 3	Trade Marks Act 1995 (Cth)
Tier 3	Trade Marks Regulations 1995 (Cth)
Tier 4	Chemical Weapons (Prohibition) Act 1994 (Cth)
Tier 4	Chemical Weapons (Prohibition) Regulations 1997 (Cth)
Tier 4	Child Support (Registration and Collection) Act 1988 (Cth)
Tier 4	Child Support (Registration and Collection) Regulations 2018 (Cth)
Tier 4	Export Control Act 1982 (Cth)
Tier 4	Export Control Act 2020 (Cth)
Tier 4	Export Control Rules 2021 (Cth)
Tier 4	Health Insurance Act 1973 (Cth)
Tier 4	Health Insurance Regulations 2018
Tier 4	Health Insurance (Pathology Services Table) Regulations 2020 (Cth)
Tier 4	Health Insurance (Diagnostic Imaging Services Table) Regulations (No 2) 2020 (Cth)
Tier 4	Health Insurance (Permitted Benefits – Pathology Services) Determination 2018 (Cth)
Tier 4	Health Insurance (Permitted Benefits – diagnostic imaging services) Determination 2018 (Cth)
Tier 4	Healthcare Identifiers Act 2010 (Cth)
Tier 4	Healthcare Identifiers Regulations 2020 (Cth)
Tier 4	Industrial Chemicals Act 2019 (Cth)
Tier 4	Industrial Chemicals (General) Rules 2019 (Cth)
Tier 4	National Health Act 1953 (Cth)
Tier 4	Privacy Act 1988 (Cth)
Tier 4	Privacy Regulation 2013 (Cth)
Tier 4	Space (Launches and Returns) Act 2018 (Cth)
Tier 4	Space (Launches and Returns) (General) Rules 2019 (Cth)
Tier 4	Space (Launches and Returns) (Insurance) Rules 2019 (Cth)
Tier 4	Space (Launches and Returns) (High Powered Rocket) Rules 2019 (Cth) Building Energy Efficiency Disclosure Regulations 2010 (Cth)
Tier 5	Building Energy Efficiency Disclosure Act 2010 (Cth)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (COMMONWEALTH)
Tier 5	Crimes Act 1914 (Cth)
Tier 5	Criminal Code Act 1995 (Cth)
Tier 5	Criminal Code Regulations 2019 (Cth)
Tier 5	Electronic Transactions Act 1999 (Cth)
Tier 5	Electronic Transactions Regulations 2020 (Cth)
Tier 5	National Consumer Credit Protection Act 2009 (Cth)
Tier 5	National Consumer Credit Protection Regulation 2010 (Cth)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (NSW)
Tier 1	Anti-Discrimination Act 1977 (NSW)
Tier 1	Biosecurity Act 2015 (NSW)
Tier 1	Biosecurity Regulation 2017 (NSW)
Tier 1	Child Protection (Working with Children) Act 2012 (NSW)
Tier 1	Child Protection (Working with Children) Regulation 2013 (NSW)
Tier 1	Children's Guardian Act 2019 (NSW)
Tier 1	Children's Guardian Regulation 2022 (NSW)
Tier 1	Government Information (Public Access) Act 2009 (NSW)
Tier 1	Government Information (Public Access) Regulation 2018 (NSW)
Tier 1	Government Sector Audit Act 1983 (NSW)
Tier 1	Government Sector Finance Act 2018 (NSW)
Tier 1	Government Sector Finance Regulation 2024 (NSW)
Tier 1	Health Records and Information Privacy Act 2002 (NSW)
Tier 1	Higher Education Act 2001 (NSW)
Tier 1	Independent Commission Against Corruption Act 1988 (NSW)
Tier 1	Ombudsman Act 1974 (NSW)
Tier 1	Privacy and Personal Information Protection Act 1998 (NSW)
Tier 1	Privacy and Personal Information Protection Regulation 2019 (NSW)
Tier 1	Protection from Harmful Radiation Act 1990 (NSW)
Tier 1	Protection from Harmful Radiation Regulation 2013 (NSW)
Tier 1	Protection of the Environment Operations Act 1997 (NSW)
Tier 1	Protection of the Environment Operations (General) Regulation 2022 (NSW)
Tier 1	Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 (NSW)
Tier 1	Protection of the Environment (Waste) Regulation 2019 (NSW)
Tier 1	Public Interest Disclosures Act 1994 (NSW)
Tier 1	Public Interest Disclosures Regulation 2011 (NSW)
Tier 1	Public Interest Disclosures Act 2022 (NSW)
Tier 1	Public Interest Disclosures Regulation 2022 (NSW)
Tier 1	State Records Act 1998 (NSW)
Tier 1	State Records Regulations 2015 (NSW)
Tier 1	University of Sydney Act 1989 (NSW)
Tier 1	University of Sydney By-law 1999 (NSW)
Tier 1	Work Health and Safety Act 2011 (NSW)
Tier 1	Work Health and Safety Regulation 2017 (NSW)
Tier 1	Workers Compensation Act 1987 (NSW)
Tier 1	Workers Compensation Regulation 2016 (NSW)
Tier 1	Guidelines for Workplace Return to Work Program
Tier 2	Agricultural and Veterinary Chemicals (New South Wales) Act 1994 (NSW)
Tier 2	Agricultural and Veterinary Chemicals (New South Wales) Regulation 2015 (NSW)
Tier 2	Anatomy Act 1977 (NSW)
Tier 2	Animal Research Act 1985 (NSW)
Tier 2	Animal Research Regulation 2021 (NSW)
Tier 2	Biological Control Act 1985 (NSW)
Tier 2	Building Products (Safety) Act 2017 (NSW)
Tier 2	Companion Animals Act 1998 (NSW)
Tier 2	Companion Animals Regulation 2018 (NSW)
Tier 2	Environmental Planning and Assessment Act 1979 (NSW)
Tier 2	Environmental Planning and Assessment Regulation 2000 (NSW)
Tier 2	Explosives Act 2003 (NSW)
Tier 2	Explosives Regulation 2013 (NSW)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (NSW)
Tier 2	Firearms Act 1996 (NSW)
Tier 2	Firearms Regulation 2017 (NSW)
Tier 2	Gene Technology (New South Wales) Act 2003 (NSW)
Tier 2	Human Tissue Act 1983 (NSW)
Tier 2	Human Tissue Regulation 2020 (NSW)
Tier 2	Medicines Poisons and Therapeutic Goods Act 2022 (NSW)
Tier 2	Ozone Protection Act 1989 (NSW)
Tier 2	Pesticides Act 1999 (NSW)
Tier 2	Pesticides Regulation 2017 (NSW)
Tier 2	Poisons and Therapeutic Goods Act 1966 (NSW)
Tier 2	Poisons and Therapeutic Goods Regulation 2008
Tier 2	Poisons and Therapeutic Goods (Poisons List) Proclamation 2016 (NSW)
Tier 2	Prevention of Cruelty to Animals Act 1979 (NSW)
Tier 2	Prevention of Cruelty to Animals Regulation 2012 (NSW)
Tier 2	Security Industry Act 1997 (NSW)
Tier 2	Security Industry Regulation 2016 (NSW)
Tier 3	Building and Construction Industry Security of Payment Act 1999 (NSW)
Tier 3	Charitable Fundraising Act 1991 (NSW)
Tier 3	Charitable Fundraising Regulation 2021 (NSW)
Tier 3	Charitable Trusts Act 1993 (NSW)
Tier 3	Charitable Trusts Regulation 2017 (NSW)
Tier 3	Contaminated Land Management Act 1997 (NSW)
Tier 3	Defamation Act 2005 (NSW)
Tier 3	Fair Trading Act 1987 (NSW)
Tier 3	Fair Trading Regulation 2019 (NSW)
Tier 3	Food Act 2003 (NSW)
Tier 3	Food Regulation 2015 (NSW)
Tier 3	Heritage Act 1977 (NSW)
Tier 3	Heritage Regulation 2012 (NSW)
Tier 3	Liquor Act 2007 (NSW)
Tier 3	Liquor Regulation 2018 (NSW)
Tier 3	Long Service Leave Act 1955 (NSW)
Tier 3	Long Service Leave Regulation 2021 (NSW)
Tier 3	Payroll Tax Act 2007 (NSW)
Tier 3	Public Health Act 2010 (NSW)
Tier 3	Public Health Regulation 2022 (NSW)
Tier 3	Retail Leases Act 1994 (NSW)
Tier 3	Retail Leases Regulation 2022 (NSW)
Tier 3	Road Rules 2014 (NSW)
Tier 3	Road Transport (General) Regulation 2021 (NSW)
Tier 3	Smoke-Free Environment Act 2000 (NSW)
Tier 3	Smoke-Free Environment Regulation 2016 (NSW)
Tier 3	Superannuation Act 1916 (NSW)
Tier 3	State Authorities Superannuation Act 1987 (NSW)
Tier 3	Surveillance Devices Act 2007 (NSW)
Tier 3	Surveillance Devices Regulation 2022 (NSW)
Tier 3	Taxation Administration Act 1996 (NSW)
Tier 3	Trustee Act 1925 (NSW)
Tier 3	Trustee Regulation 2020 (NSW)
Tier 3	Unclaimed Money Act 1995 (NSW)
Tier 3	Weapons Prohibition Act 1998 (NSW)
Tier 3	Weapons Prohibition Regulation 2017 (NSW)
Tier 3	Workers' Compensation (Dust Diseases) Act 1942 (NSW)
Tier 3	Workplace Injury Management and Workers Compensation Act 1998 (NSW)
Tier 3	Workplace Surveillance Act 2005 (NSW)
Tier 3	Workplace Surveillance Regulation 2022 (NSW)
Tier 4	Animals Act 1977 (NSW)
Tier 4	Apprenticeship and Traineeship Act 2001 (NSW)
Tier 4	Apprenticeship and Traineeship Regulation 2024 (NSW)
Tier 4	Biodiversity Conservation Act 2016 (NSW)
Tier 4	Biodiversity Conservation Regulation 2017 (NSW)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (NSW)
Tier 4	Conveyancing Act 1919 (NSW)
Tier 4	
Tier 4	Data Sharing (Government Sector) Act 2015 (NSW)
Tier 4	Health Care Complaints Act 1993 (NSW)
Tier 4	Health Practitioner Regulation (Adoption of National Law) Act 2009 (NSW)
Tier 4	Health Practitioner Regulation National Law Act 2009 (NSW)
Tier 4	Rural Fires Act 1997 (NSW)
Tier 4	Rural Fires Regulation 2022 (NSW)
Tier 4	State Emergency and Rescue Management Act 1989 (NSW)
Tier 5	Adoption Act 2000 (NSW)
Tier 5	Adoption Regulation 2015 (NSW)
Tier 5	Crimes Act 1900 (NSW)
Tier 5	Criminal Records Act 1991 (NSW)
Tier 5	Drugs Misuse and Trafficking Act 1985 (NSW)
Tier 5	Drugs Misuse and Trafficking Regulation 2021 (NSW)
Tier 5	Education Standards Authority Act 2013 (NSW)
Tier 5	Education Standards Authority Regulation 2019 (NSW)
Tier 5	Electronic Transactions Act 2000 (NSW)
Tier 5	Electronic Transactions Regulation 2017 (NSW)
Tier 5	Environmental Planning and Assessment Act 1979 (NSW)
Tier 5	Environmental Planning and Assessment Regulation 2000 (NSW)
Tier 5	Fisheries Management Act 1994 (NSW)
Tier 5	Fisheries Management (General) Regulation 2019 (NSW)
Tier 5	Forestry Act 2012 (NSW)
Tier 5	Forestry Regulation 2012 (NSW)
Tier 5	Greater Sydney Commission Act 2015 (NSW)
Tier 5	Greater Sydney Commission Regulation 2016 (NSW)
Tier 5	Legal Profession Uniform Law Application Act 2014 (NSW)
Tier 5	Legal Profession Uniform Law Application Regulation 2015 (NSW)
Tier 5	Library Act 1939 (NSW)
Tier 5	Library Regulation 2018 (NSW)
Tier 5	Local Government Act 1993 (NSW)
Tier 5	Local Government (General) Regulation 2021 (NSW)
Tier 5	Marine Pollution Act 2012 (NSW)
Tier 5	Marine Pollution 2014 Regulation (NSW)
Tier 5	National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (NSW)
Tier 5	Powers of Attorney Act 2003 (NSW)
Tier 5	Powers of Attorney Regulation 2016 (NSW)
Tier 5	Public Works and Procurement Regulation 2019 (NSW)
Tier 5	Residential Tenancies Act 2010 (NSW)
Tier 5	Residential Tenancies Regulations 2019 (NSW)
Tier 5	State Authorities Non-contributory Superannuation Act 1987 (NSW)
Tier 5	State Authorities Non-contributory Superannuation Regulation 2020 (NSW)
Tier 5	State Authorities Superannuation Act 1987 (NSW)
Tier 5	State Authorities Superannuation Regulation 2020 (NSW)
Tier 5	State Debt Recovery Act 2018 (NSW)
Tier 5	State Debt Recovery Regulation 2018 (NSW)
Tier 5	Terrorism (High Risk Offenders) Act 2017 (NSW)
Tier 5	Terrorism (High Risk Offenders) Regulation 2018 (NSW)
Tier 5	Treasury Corporation Act 1983 (NSW)

TIER	LEGISLATIVE INSTRUMENTS AND ASSOCIATED DOCUMENTS (QLD)
Tier 3	Environmental Protection Act 1994 (Qld)
Tier 3	Marine Parks Act 2004 (Qld)
Tier 3	Marine Parks Regulations 2017 (Qld)