SDG 17 Partnerships for the Goals

Overview

UQ advances SDG 17 through a comprehensive, whole-of-institution approach that integrates teaching and learning, research, community engagement, global development and sustainable campus operations. UQ's various units and departments collaborate internally and externally to progress SDGs locally and globally by strategic investment, increasing resource mobilisation, enhancing capacity and capability building and facilitating cross-sectoral cooperation, especially in science, technology and innovation.

This collaborative framework enriches learning and student development. UQ's partnerships play a key role in providing students with extra and co-curricular activities, as well as the Work Integrated Learning experiences, particularly in critical areas such as health and allied health, while also facilitating valuable lifelong learning for the broader community. Beyond the classroom, these relationships drive UQ's success in research and innovation. Strong collaborations with government and industry enable the University's contributions to national priorities and enhance the impact and reach of its collaborative infrastructure, precincts and large-scale centres, ensuring benefit across multiple sectors.

On a regional level, UQ's relationships with the wider community are crucial to successfully delivering the Queensland Commitment and connecting to regional communities. This includes targeted widening participation initiatives such as the Young Achievers Program that supports 500–600 students annually and the UQ Critical Thinking Project that reaches more than 600 schools across the state. Complementing these outreach efforts, UQ's partnerships with Aboriginal and Torres Strait Islander communities remain of particular importance to the University's reconciliation commitments, which ensure the presence, contributions and recognition of Aboriginal and Torres Strait Islander staff, students and other stakeholders across teaching, research and operations.

Extending this impact globally, international partnerships help fulfill UQ's mission of knowledge leadership for a better world. The University's International Development (UQID) unit spearheads international relationships, initiatives with flagship partners and new partnerships with global educational institutions, governments and communities.

Ultimately, it is UQ's internal relationships across centres, schools, faculties, institutes and organisational units are at the core of UQ's commitment to pursuing positive outcomes globally and locally, and building a culture based upon UQ's values.

Progress made in 2025 towards SDG 17 is reported here with reference to the following domains and enablers from UQ's Strategic Plan 2022-2025:

- learning and student experience
- research and innovation
- enriching our communities
- our global profile
- our people.

Related SDGs

Activities within SDG 17 are heavily related to all other SDGs. As a result, some of the content in this document is also contained in UQ's other SDG reports.

Learning and student experience

UQ offers rich and various educational experiences designed to foster a sense of belonging, while equipping students to be leaders in their fields with the agility to thrive in a global environment. UQ's partnerships with other institutions, industry, government and community organisations are an important element of providing students and lifelong learners with relevant, meaningful and fulfilling curricular, extra-curricular and co-curricular experiences. These align with a broad range of SDGs including SDG 3 in medical and allied health placements, SDGs 8 and 9 in entrepreneurship opportunities and SDGs 12, 13 and 16 via UQ Executive Education's offerings. UQ is committed to providing an experiential curriculum with local and global partners that inspires students and extends their capabilities to thrive in a global environment. UQ also provides opportunities to develop students' local and global networks, giving them an edge through experiences that foster leadership, entrepreneurship, civic duty and digital literacy, among other critical capabilities.

Key 2025 activities that contributed towards these aims include:

- implementing new AI technology to support tutorial, peer-reviews and student feedback
- continuing the Lead Through Learning project to better support staff and students, foster innovation and research, and embed AI literacy across the curriculum while ensuring assessment integrity
- expanding partnerships with Microsoft, Adobe, Anthology and other technology partners to leverage new AI capabilities
- developing a new Schools Engagement Framework, Transition Framework and student communication strategy to improve engagement and help students transition into university life
- commencing a transformation of Student Access Plans, supporting more effective support for diverse student cohorts
- continuing to support lifelong learning across the UQ ecosystem through the Ventures Accelerator programs that engage students, staff, alumni and industry and research partners
- facilitating a range of entrepreneurship programs providing students with hands-on experience, expanding their professional networks and developing entrepreneurial skills
- hosting 4 Global Startup AdVentures programs in Singapore, Shanghai, Shenzhen and Hanoi, connecting 94 students with leading start-ups to provide hands-on experience, strengthen regional innovation ecosystems and boost employability

- offering experiences for more than 5,000 students to enhance their employability by participating in internships, research projects, global experiences and student-staff partnership projects
- delivering the 2nd fully funded international study tour via the 2025 Young Achievers Program Malaysia Study Tour for 20 scholarship recipients, including 14 first-time passport holders and 6 students from refugee backgrounds, to significantly boost participants' confidence, aspirations and personal development.

Work Integrated Learning (WIL) partnerships

Work Integrated Learning (WIL) covers educational activities and experiences that integrate academic learning with professional work practices. This helps students develop real-world capabilities and gain industry exposure while still studying. For example, students training in client-focused health disciplines benefit from high-quality learning opportunities such as providing supervised services to community members. To facilitate these opportunities, the University works to build and maintain strong relationships and collaborations with industry partners across all sectors.

In 2025, WIL supported more than 18,313 students, representing more than 33.1 per cent of students, to apply academic theory in real-world contexts and contribute towards advancing many of the SDGs in practical settings. Sectors included health and medicine, design, planning, manufacturing and construction and education and training.

To ensure equitable access to placement opportunities, UQ allocates A$500,000 annually to provide financial support with up to A$2,000 per student for those experiencing financial disadvantage, helping them meet the placement requirements of their programs. Beyond providing essential financial aid, there is an increasing recognition of the valuable contribution students make during these experiences, with the University strongly encouraging paid placements across all disciplines. This industry support is particularly evident in engineering, where more than 90 per cent of Bachelor of Engineering (Honours) and Master of Engineering students secure paid placements, frequently transitioning into graduate positions with prominent global companies such as Hatch, HeliMods and Rocket Lab. Ultimately, these WIL placements empower students to build professional confidence, develop their identities and strengthen core attributes that launch successful careers.

Health training partnerships

UQ's research and close collaborations with leading health institutions across local, regional, national and international levels power its teaching and training in medicine and allied health, contributing to the advancement of SDG 3. These partnerships ensure that students receive a world-class, evidence-based education, enriched by access to state-of-the-art facilities, clinical placements and mentoring by leading health professionals and researchers.

Locally, UQ's Faculty of Health, Medicine and Behavioural Sciences continued collaborations with Queensland Health and other partners to provide students with placements in hospitals, rural clinics and community health settings throughout 2025. These experiences are vital in developing the practical skills and ethical awareness needed to improve health outcomes across diverse populations.

In addition to continuing collaborations with hospitals and clinics such as the Mater and the Princess Alexandra (PA)-Southside Clinical Unit, 2025 saw UQ strengthen other local partnerships such as those within the Herston Health Precinct to accelerate medical research and prepare future medical professionals. UQ also continued its collaborations with Darling Downs Health, and South West Hospital and Health Service as part of the Southern Queensland Rural Health (SQRH) Chinchilla Education and Training Centre. Each year, the Centre supports 1,500 students completing placements in nursing, dietetics, occupational therapy, exercise physiology, psychology and social work.

Nationally, UQ leads the Australian Cancer Research Foundation Centre of Excellence in Melanoma Imaging and Diagnosis, which contributes to the development of the next generation of melanoma and skin cancer researchers, as well as PhD and MPhil students, across health facility sites throughout Queensland, New South Wales and Victoria.

Globally, UQ continued its partnership with USA-based Ochsner Health, under a joint a commitment to deliver the joint Doctor of Medicine (MD) program until at least 2030. The collaboration offers a transnational medical education, producing graduates equipped to address global health challenges. The UQ-Ochsner MD Program Class of 2025 achieved a match rate of 95 per cent, which stands as a testament to the quality of students entering the program as well as the curriculum taught by faculty in both Brisbane and New Orleans.

Student partnerships, scholarships and mentoring

UQ extends its promotion of meaningful partnerships to the student experience, facilitating opportunities for students to work with staff and network with professionals outside of the University.

To do this, UQ maintains direct relationships with community and industry organisations that enable access schemes, scholarships, mentorship programs and other initiatives including:

- advancing SDG 17 through multi-sector collaborations with corporate partners like Ethos Orthodontics, non-government organisations (NGOs) like the Queensland Firebirds and philanthropic donors to co-fund over 300 annual scholarships that enhance student employability and academic excellence.
- empowering Aboriginal and Torres Strait Islander students by dedicating more than 50 of these annual partnership-supported scholarships exclusively to Aboriginal and Torres Strait Islander recipients to increase higher education access and representation.
- funding the UQ Refugee and Humanitarian Scholarship, which was established independently by the University in 2021, to offer students from refugee or asylum-seeker backgrounds supported pathways to pursue any chosen discipline.
- delivering the Indigenous Tutorial Assistance and Retention (ITAR) program, which provides free, course-specific tutoring for Aboriginal and Torres Strait Islander students through one-to-one or small group support. Managed by the Aboriginal and Torres Strait Islander Studies (ATSIS) unit in collaboration with UQ's 5 faculties and funded by the Commonwealth Department of the Prime Minister and Cabinet, it aims to improve educational outcomes for Aboriginal and Torres Strait Islander students.

- arranging teacher placements that provide purposeful, practice-based experiences for pre-service teachers in partnered schools across Queensland, supporting workforce development for world-class education across the state. In 2025, this included 986 placements across 248 schools, spanning 66 regional and remote communities, to support 374 commencing students and 240 graduating students.
- continuing the Regional Medical Pathway (RMP), which delivers an integrated end-to-end training pathway for regional, rural and remote doctors, enabling students to study within their communities through a collaboration between UQ, Central Queensland University, Central Queensland Hospital and Health Service, and the Wide Bay Hospital and Health Service. In 2025, 332 future doctors were training across Toowoomba, Hervey Bay, Bundaberg and Rockhampton, including the first cohort of 'home-grown' RMP doctors trained exclusively in Central Queensland and the Wide Bay regions.
- facilitating discipline-specific mentoring schemes, such as:
  - the Women in Computing (WiC) program, which encourages girls and women to pursue technology careers by offering workshops, events and leadership opportunities, fostering a diverse and inclusive tech community while building strong connections between high schools, university students and industry.
  - the Women in Engineering program, which is an industry-funded, university-led initiative that aims to improve gender diversity in the engineering workforce. Through workshops, events and presentations, it educates, supports and empowers future generations of women engineers.
  - the EAIT Industry Mentoring Program, which connects engineering, architecture and IT students with professionals to motivate, encourage, empower and transform the next generation of specialists.
  - he HASS Connect Mentoring Program, which brings Humanities and Social Sciences students together with industry professionals from diverse careers.
  - the BEL Career Mentoring program, which connects students with an experienced industry professional to explore potential career pathways and develop greater self-awareness of skills, knowledge, attributes and experiences.
  - the UQ MBA Mentoring Program, which connects UQ Master of Business Administration (MBA) students with alumni and industry mentors to assist them with career development and transitions.
  - the MD Mentoring Program and the UQ MD Personal Advisor Network (PAN) under the Medical Student Aspirations and Support Strategy 2024-2026, which collectively provide targeted, individualised support for Doctor of Medicine (MD) students. It connects new and current students with personal advisors and peer mentors to help navigate the rigorous transition into the medical profession.
  - Ochsner Medical Societies, which provides structure for longitudinal educational advising and coaching for students from both faculty and peers. Societies are also social units organised to promote a sense of community within the larger Ochsner Clinical School/University of Queensland (UQ/OCS) cohort.

- Get Set program, which connects new Health, Medicine and Behavioural Science students and psychology students with experienced peer leaders to promote connections and offer valuable support during their transition into the UQ community.

Entrepreneurship programs

UQ helps students grow their network of partnerships with its suite of interactive entrepreneurship programs, accelerators and events through UQ Ventures. Mentoring, workshops and industry connections all foster students' innovation, enable real-world hands-on business building experience, and support students at every stage of their entrepreneurial journey – from exploring ideas to launching or scaling a startup or social enterprise. All initiatives engage sustainability, ethical practice and designing for diversity perspectives and frameworks to enhance the positive impact of projects and ventures. In 2025 UQ engaged students, staff, alumni, and industry and research partners through Venture programs, supporting 70 startups to further develop and scale their business or social enterprise.

Examples of Ventures programs that foster and facilitate students' industry connections and partnership opportunities include:

- Startup AdVentures, which offers immersive experiences in Australian and global startup communities
- the Industry Challenge, through which students address major real-world challenges supported by industry mentors
- ilab Accelerator, UQ's flagship program designed to fast-track UQ student, staff and alumni startups, where founders benefit from experienced Entrepreneurs-in-Residence, mentoring and access to Queensland's startup and investor networks
- FaBA Growth Hub, which offers a 12-week program built to accelerate Australian food and beverage small to medium enterprises and startups who are ready to innovate, scale and meet the demands of a changing market.

Lifelong learning

UQ aims to deliver market-responsive programs and credentials for postgraduate and lifelong learning, supported by its Executive Education program and new online platforms.

UQ's Executive Education offers courses that are industry-centred to equip business leaders with high-level professional skills and insights. These in-person courses prioritise hands-on learning and networking, and often involve or strengthen UQ's partnerships with stakeholders across sectors. Key initiatives delivered through these collaborative partnerships include:

- partnering with Queensland Futures Institute (QFI) to deliver a range of short courses within the UQ-QFI Public Sector and Industry Program, which fosters cross-sector stakeholder engagement and collaboration, strategic leadership and policy innovation.The program brings together and supports senior professionals from government, industry and the community sector to forge trusting, impactful collaborative partnerships to tackle complex societal challenges, supporting SDG 16 and SDG 11 in particular. In 2025, this program launched the following offerings:

  - Adaptive and Inclusive Strategies for Collaborative Change
  - Public and Private Stakeholder Engagement
  - Building Cross-sectoral Trust and Relationships
  - Systems Thinking for Enhanced Decision Making.
- delivering Climate Change Program as a customisable learning initiative designed for industry and public sector leaders. It equips participants with tools to understand their organisation's role in a low-carbon future and navigate climate-related transitions. Developed by UQ Business School academics, the program integrates cutting-edge research and tailored content to meet specific organisational needs, promoting climate literacy and strategic action, aligning with corporate sustainability goals and fostering leadership in climate mitigation and adaptation.

UQ has partnered with Oxford University on the UQ-Oxford Executive Leadership Program, delivered by renowned academics and leading experts from UQ Business School and the University of Oxford Saïd Business School. This 6-month program includes 8 workshops and peer coaching group sessions over 5 months in Brisbane and a 1-week residential at Saïd Business School.

UQ Business School continued to advance the United Nations Principles for Responsible Management Education (UN PRME).

UQ continued its partnership with Open Universities Australia to deliver more than 40 programs online, while offering a variety of free Massive Open Online Courses, known as MOOCS, through the UQx program on platforms like edX. These extremely popular and universally accessible courses offer learning paths ranging in subject from Tropical Coastal Eco-systems to Philosophy and Critical Thinking.

In 2025, academics from UQ's School of Economics and School of Law developed and delivered an Executive Short Course: Competition Law, Policy and Economics for officials from the Philippines Competition Commission on competition, law, policy and economics. This course equipped participants with the core concepts of competition law and economics across 3 regimes, including the United State, European and Australia, unpacking the economic frameworks that drive enforcement and policymaking. Emphasis was placed on applying these lessons in the Filipino context as an emerging regime and tailoring them to this domestic context. This approach ensures participants left with a global perspective, a firm understanding of the underlying economics and practical tools to build effective competition frameworks at home. The work was supported by the Asian Development Bank as part of its efforts to foster economic growth in the emerging Philippine economy.

Research and innovation

UQ's goal is to foster mutually beneficial partnerships in Australia and abroad for research translation and commercialisation at scale, advancing SDG 17 by collaborating across government, industry, NGOs and community to create positive impacts for society, the environment and economy.

In 2025, the University launched several major new partnerships and continued pre-existing ones with industry and governments locally, nationally and internationally. These

partnerships facilitate research and development, support capacity building, increase strategic investment and strengthen resource mobilisation in Australia and abroad across all the SDGs via priority areas such as health and medicine, manufacturing, agriculture, technology and infrastructure.

How we achieved this

- UQ secured A$103.4 million in competitive grant funding from the Australian Research Council (ARC), A$101.6 million from the National Health and Medical Research Council (NHMRC) and A$41.7 million from the Medical Research Future Fund (MRFF).
- UQ secured A$22 million of funding from the South East Queensland (SEQ) Innovation Economy Fund, an initiative of the SEQ City Deal to support the establishment and development of UQ's Queensland Animal Science Precinct at Gatton to strengthen the state's agriculture and biosecurity capabilities including through disease prevention and animal welfare.
- UQ finalised Sanofi's acquisition of Vicebio, a company formed to develop UQ's Molecular Clamp vaccine technology, in the largest deal involving commercialisation of intellectual property from an Australian university.
- UQ launched the Solutions for Manufacturing Advanced Regenerative Therapies Cooperative Research Centre (SMART CRC), a A$238 million industry-led research centre focused on accelerating the development and manufacturing of regenerative therapies for conditions including heart disease, cancer, arthritis and dementia, while strengthening Australia's sovereign manufacturing capabilities.
- UQ secured the A$270 million Additive Manufacturing CRC partnership to accelerate advanced manufacturing capabilities transforming sectors such as aerospace, medical devices and renewable energy while building a skilled workforce.
- UQ established the A$3.7 million ARC Research Hub for Australian Mass Manufacturing of High Temperature Composites, which aims to create composites for use across the national security, space, resources, and energy sectors, and the A$5 million ARC Training Centre for Climate Resilient Water, which focuses on improving and enhancing resilience in existing water infrastructure.
- UQ established a partnership with Molecule to Medicine to create Curlew Bio, a new startup focused on anti-inflammatory disease therapeutics, drawing on expertise from the Queensland Emory Drug Discovery Initiative and Mater Research Institute-UQ.
- UQ partnered with Arup, the organisation appointed by the State Government to lead the integrated masterplan for the Brisbane 2032 Olympic and Paralympic Games main stadium, venue and village precinct.
- Several major research centres were also established or launched this year, including the Centre for Environmental Responsibility in Mining, the Centre for Motor Neuron Disease (MND) Research and the UQ Cyber Research Centre.
- UQ advanced coastal research infrastructure through UQ's Drone Collaborative Research Platform funded by the Australian Government through National Collaborative Research Infrastructure Strategy funding.

- UQ launched URBANiQ with the Australian Urban Research Infrastructure Network to develop data informed responses to urban health, liveability and equity challenges.
- UQ brought together 60 researchers and over 40 partners through a rural, regional and remote transdisciplinary research program, embedding community voices to achieve new research directions and access new funding.
- UQ hosted the Health Research Accelerator conference with more than 250 stakeholders to co-design health and wellbeing research programs.

Strategic partnerships with government and industry

UQ's government partnerships team works across the University to deliver a coordinated approach that responds to the needs and priorities of local, state and federal governments as well as a variety of industry sectors. This approach cultivates collaborations with government and industry stakeholders to deliver commercial outcomes, assists government to navigate the research landscape to drive priority outcomes and supports policy debate and solutions by leveraging experts and cutting-edge research.

The strategic partnerships office works across 6 different portfolios, building capacity, capability and preparedness by facilitating connections between UQ's expert researchers and industry and government stakeholders. These partnerships contribute to a wide range of SDGs by spanning these priority areas:

- Defence, Space and National Security. UQ supports sovereign capability through partnerships with Defence Science and Technology Group and others and contributes to Australia's space ambitions through space propulsion systems, quantum communications and high-temperature materials, astronaut health, remote sensing and earth observation, while key areas include human-centred AI and data management, defence health and workforce development for future defence needs.
- Energy and Resources. UQ is addressing the global shift to low-carbon energy systems with a multidisciplinary approach that includes renewable energy, hydrogen and clean fuels, policy, market governance and community engagement, and critical minerals and circular economy strategies.
- Environment and Agrifood. UQ tackles climate change, biodiversity and disaster resilience with capabilities including conservation, marine ecology, and water management, as well as disaster readiness, circularity and nature-based solutions, and leads in crop science, soil health, animal welfare, aquaculture and food technology while supporting food security and agricultural innovation.
- Urban Design and Sustainable Infrastructure. UQ addresses Australia's infrastructure with sustainable construction and smart materials, urban planning, housing affordability, and transport, tourism and digital integration.
- Health and Biomedical Sciences. Globally recognised for breakthroughs like the Gardasil vaccine, UQ offers translational research with hospitals and institutes across therapeutics, vaccine development and digital health, allied health, behavioural science, and pharmacy.
- Advanced Manufacturing and Enabling Technologies. By focusing on cutting-edge materials, additive manufacturing, robotics, and quantum technologies, UQ supports

industries such as aerospace, biomedical, and energy through smart materials and nanomanufacturing, mRNA and biomedical device fabrication, and AI-driven automation and data analytics.

In addition to these portfolios, UQ's broader strategic engagement includes UQ Games Engagement, which serves as the central hub for Olympic and Paralympic partnerships. This initiative coordinates the University's activities and partnerships relating to the opportunities presented by the Brisbane 2032 Olympic and Paralympic Games and other major global sporting events, focusing on sports science and infrastructure, community legacy and global collaboration and strategic partnerships for long-term impact.

Collaborative Research Platforms

UQ's Collaborative Research Platforms (CRPs) span a wide range of fields from microscopy and imaging to plant science, genomics, drones and high-performance computing. What unites these fields is a shared mission: to support interdisciplinary collaboration by providing fair access to world-class physical and digital infrastructure. But CRPs are about more than just cutting-edge equipment. At their core, they are powered by people, their expertise, insight and innovation, which drive research forward. The CRPs enable research excellence and impact not only within UQ, but also through close partnerships with industry, government and other universities.

The CRPs are embedded within the Research and Innovation portfolio. Both individually and as a group, they are important contributors to UQ's commitment to the SDGs. Because of their diversity, the CRPs and the research they enable align with many of the goals. As a combined portfolio, they are orientated towards:

- building resilient infrastructure. CRPs are centralised, high-quality facilities with research infrastructure that supports a variety of fields. They are designed with sustainability and scalability in mind.
- promoting inclusive and sustainable industrialisation. CRPs collaborate with industry partners to support technology transfer and research commercialisation and contribute towards economic growth.
- fostering innovation. CRPs enable the development and application of new techniques and methodologies, helping to keep UQ at the forefront of global research. They are also critical in the training of the next generation of engineers, scientists and innovators.

2025 highlights include:

- officially opening the A$65 million Plant Futures Facility in June 2025. The facility will help Australian plant scientists and industry improve crop productivity and secure future food supplies, extend UQ's involvement in the Australian Plant Phenomics Network, and support the work of the ARC Centre for Plant Success in Nature and Agriculture.
- establishing the Queensland Animal Sciences Precinct (QASP) and UQ Materials Performance (UQ MP) as stand-alone CRPs.
- commencing construction for the Animal Science Futures Facility (ASFFF), a Queensland Government-funded initiative to be operated mainly by QASP.

- expanding UQ's Bunya supercomputer with a new class of cutting-edge and sector first GPU technologies, enabling UQ to build and train sovereign AI models for a diverse range of targeted translational research in diagnostic medical imaging, drug discovery, and cutting edge globally impactful vaccine development.
- expanding the analytical capability of the Centre for Microscopy and Microanalysis (CMM)'s Natural Resources Innovation Characterisation Hub (NRICH) through the acquisition of multiscale and multimodal technologies for elemental and mineralogical characterisation of mineral, metal and e-waste materials, which are supported by NCRIS and Queensland Government funding. The Hub supported 81 projects, including approximately 70 external research and industry collaborations, and 11 joint CMM-NRICH projects. Users conducted 9,029 instrument sessions across NRICH facilities, while capability building was supported through 228 teaching and training sessions and 121 demonstrations, visits and tours.

National Collaborative Research Infrastructure Strategy (NCRIS) facilities

UQ also hosts and is involved with a number of National Collaborative Research Infrastructure Strategy (NCRIS) activities. NCRIS builds collaborative research facilities that bring together funding from the Australian and Queensland Governments, industry, universities and researchers to help provide cutting-edge research infrastructure that delivers exceptional outcomes for Australia.

UQ's ongoing leadership of and involvement in NCRIS-supported facilities span a rich spectrum of disciplines including biomedical sciences, genomics, synthetic biology, environmental science, geoscience, advanced manufacturing, digital research infrastructure, urban planning and agricultural science. Many also support commercial industries and government agencies by accelerating research translation, enabling data-driven decision-making and fostering collaboration across academia and industry. These facilities create national impact by strengthening Australia's research capabilities, supporting economic growth and addressing complex societal challenges like climate change, food security and public health.

In 2025, UQ continued its partnership with the Queensland Government on Australia's largest concentration of NCRIS facilities that support agriculture and food security, the supply and recycling of critical minerals and metals for future energy demands, and the monitoring of coastal environments.

Ongoing NCRIS activities which UQ hosts or is involved with include:

- Australian Research Data Commons (ARDC). Partnering with the research community and industry, the ARDC builds leading-edge digital research infrastructure to provide Australian researchers with competitive advantage through data.
- Auscope Queensland Node. This is the Australia's provider of research infrastructure to the national geoscience community working on fundamental geoscience questions and grand challenges, such as climate change, natural resources security and natural hazards.
- Australian National Fabrication Facility Queensland Node (ANFF-Q). This is a world-class micro and nanofabrication facility providing access to cutting-edge equipment

with support from expert staff specialising in microfluidics, organic electronics, biomaterials, novel semiconductor materials and characterisation.

- Australian Plant Phenomics Network (APPN). This is Australia's network of National Research Infrastructures for plant and agricultural science. Underpinned by FAIR data principles and a multidisciplinary team of experts, APPN provides open access to state-of-the-art plant phenotyping infrastructure to enable research excellence and innovation for sustainable agriculture.
- Australian Urban Research Infrastructure Network (AURIN). AURIN provides eResearch capabilities to the academic, government and private sectors through access to analytical tools and thousands of multidisciplinary, clean, spatialised and research-ready datasets that enable high-value research that investigates the most urgent and critical problems faced by Australia's cities and regions – climate change, energy transition, and delivering adequate housing and social infrastructure.
- Australian Genome Research Facility (AGRF). AGRF is Australia's leading provider of high-quality multi-omic services, offering access to innovative technologies through a national network. With NATA-accreditation, AGRF is equipped to support academia, healthcare, and commercial industries with a range of services, from single-gene analysis to whole genome sequencing and biomarker discovery, all backed by comprehensive bioinformatics.
- Queensland Metabolomics and Proteomics (Q-MAP). Located at UQ, Q-MAP is a leading provider of cutting-edge metabolomics, proteomics and bioinformatics services, offering high-throughput solutions for researchers and businesses of all sizes.
- StemCore. StemCore enables cost-effective stem cell-based research tools and expertise to facilitate accelerated pathways to research outcomes.
- Integrated Design Environment for Advanced Biomanufacturing (IDEA Bio). This is an NCRIS and UQ funded biofoundry that offers synthetic biology services, including fermentation and high-throughput solutions for Australian researchers and businesses.
- Microscopy Australia. This is a consortium of university-based microscopy facilities that enable access to an array of high-end microscopy platforms and associated scientific expertise in strategic locations to efficiently service Australia's microscopy needs.
- National Imaging Facility Central. Australia's advanced imaging network provides open access to flagship imaging equipment, expertise, tools, data and analysis.
- National Imaging Facility Queensland Node (NIF-Q). The NIF-Q integrates 2 imaging facilities, the UQ Centre for Advanced Imaging (CAI) at AIBN and the Herston Imaging Research Facility (HIRF), to provide a translational pathway from discovery to preclinical testing through to first-in-human studies and clinical trials.
- Phenomics Australian Organoid Facility (AOF). This not-for-profit automation facility provides quality-assured organoids for basic, translational and contract research. AOF's goal is to help Queensland researchers access organoids reliably and affordably to accelerate 3D biological research in Australia.

- Terrestrial Ecosystem Research Network (TERN). TERN delivers quality environmental monitoring and assessment data, tools and expertise to researchers working on environment and ecology research, enabling a deeper understanding of Australia's environment and its management for sustainable social and economic benefit.
- BASE mRNA Facility. This not-for-profit facility is supported by UQ and Therapeutics Innovation Australia (TIA, NCRIS). The facility has experience in the discovery and development of novel mRNA vaccines and therapies, and leads research programs in advanced manufacturing, process development and development of mRNA platform technologies.
- Centre for Integrated Preclinical Drug Development (CIPDD). CIPDD is a UQ Tier 2 Research Infrastructure Centre located in the School of Biomedical Sciences. Research is undertaken in collaboration with industry and academic biomedical discovery researchers to assist partners to progress their novel drug discoveries towards commercialisation.
- National Biologics Facility (NBF). NBF enables Australian researchers to identify and translate their biomedical research discoveries, bridging the gap between early-stage development, testing and clinical supply for next-gen therapeutic candidates.

Precincts

UQ continually looks for opportunities to deliver both mission-driven research and larger scale research initiatives aligned to the priorities of government, industry and the broader community. UQ is committed to investment in areas where new research partnerships can be founded, existing collaborations deepened, and research expertise leveraged.

As part of this, UQ actively participates in the development of precincts and innovation ecosystems that support collaboration with industry, community and government, and enable shared access to state-of-the art research facilities, infrastructure, researchers and co-designing solutions with partners. Through these collaborations, discoveries are nurtured to deliver tangible, positive outcomes.

In 2025, UQ strengthened its involvement and collaboration with precincts in the following ways:

- secured a A$21.8 million grant from the South East Queensland Innovation Economy Fund to establish an innovation hub at the Queensland Animal Science Precinct at Gatton.
- commenced construction on a new multi-level UQ Sport Centre in the 35-hectare Sport and Recreation Precinct at St Lucia.
- participated on the Boggo Road Innovation Precinct Council and Working Group to support the strategic growth of the precinct, building on the establishment of UQ Dutton Park as UQ's 4th campus.

Precincts and innovation ecosystems that UQ takes part include:

- Queensland Bioscience Precinct, a collaboration between UQ and the Commonwealth Scientific and Industrial Research Organisation (CSIRO), which is dedicated to human, animal and plant biotechnological research.

- Food Science Innovation Precinct, a world-class teaching, research, training and development unit housing 2 modern laboratories and used by Master of Food Science and Technology students to work on a range of projects that will ultimately help food companies create more innovative products.
- Coopers Plains Health and Food Sciences Precinct, fostering collaboration between researchers working in biosecurity, healthcare and food technology by hosting scientists from the Queensland Government Department of Primary Industries (DPI), CSIRO and UQ.
- Queensland Animal Science Precinct (QASP), a joint initiative of UQ, DPI and the Queensland Government through the Smart State Research Facilities Fund. QASP is located at Gatton and accommodates training, teaching, validation and commercialisation, focussing on the animal research and development requirements of state, national and international animal industries.
- Boggo Road Ecosciences Precinct, a A$270 million precinct at the Boggo Road Urban Village within UQ's Dutton Park campus, bringing together researchers from the Queensland Government, CSIRO, UQ and other partner universities with state-of-the-art research facilities and a science education centre.
- Pharmacy Australia Centre of Excellence (PACE) Precinct, a A$100 million pharmaceutical facility jointly developed by UQ and the sector with Queensland Government, which serves within UQ's Dutton Park campus as a leading centre for pharmaceutical research, education and commercialisation.
- Herston Health Precinct, a world-class health and innovation precinct located close to Brisbane's CBD, bringing together more than 30 health facilities, medical research institutes, universities and health organisations. The precinct supports collaboration across more than 13,000 clinical and non-clinical staff, researchers and students, with state-of-the-art capabilities in health research, education, training and clinical care across priority areas including ageing, cancer, chronic disease, cardiovascular and respiratory disease and kidney health.
- UQ Sport and Recreation Precinct, Queensland's largest multi-sport precinct, bringing together leading sporting facilities, sport science, education and research at UQ's St Lucia campus. The precinct supports students, researchers, elite athletes, sporting organisations and community groups through leading capabilities in athlete development, health innovation, sport performance and recreation, while contributing to Queensland's sporting legacy leading into the 2032 Olympic and Paralympic Games.

ARC Centres of Excellence, Research Hubs and Training Centres

UQ partners or leads several ARC-funded centres and hubs, which leverage its expertise for research and development across national priority areas. This includes Centres of Excellence (COE) that unite top-tier researchers and experts from across universities, industry and international partnerships, Industrial Transformation Research Hubs that support cutting-edge research between academia and industry to drive innovation and Industrial Transformation Training Centres that focus on developing future-ready researchers through industry-embedded training. These multi-year, large-scale

collaborative endeavours involve industry partners, other universities, government and non-government organisations, to deliver a range of research-intensive programs and other initiatives to respond to some of the most pressing issues in Australia and accelerate economic, social, and technological advancement.

Centres and hubs that UQ leads or partners in include:

- ARC COE for Indigenous Futures
- ARC COE for Green Electrochemical Transformation of Carbon Dioxide
- ARC Industrial Transformation Research Hub for Future Digital Manufacturing
- ARC Research Hub to Advance Timber for Australia's Future Built Environment
- ARC Training Centre for Bioplastics and Biocomposites
- ARC Training Centre for Information Resilience
- ARC COE for the Digital Child
- ARC COE for Plant Success in Nature and Agriculture
- ARC COE for Quantum Computation and Communication Technology
- ARC COE in Quantum Biotechnology
- ARC Research Hub for Advanced Manufacture of Targeted Radiopharmaceuticals
- ARC COE for Innovations in Peptide and Protein Science
- ARC Training Centre for Environmental and Agricultural Solutions to Antimicrobial Resistance
- ARC COE for Children and Families Over the Lifecourse
- ARC Research Hub for Sustainable Crop Protection
- ARC Training Centre in Predictive Breeding.

Cooperative Research Centres

Cooperative Research Centres (CRCs) are large-scale, flagship industry-based research centres that aim to solve industry-identified problems. From marine bioproducts to autonomous systems, transport and mobility, transformations in mining economies and more, UQ is involved in a number of national CRCs that are revolutionising key Australian industries. Companies involved in these programs range from global conglomerates to emerging start-ups. Overseen by AusIndustry within the Commonwealth Department of Industry, Science and Resources, the CRC Program provides medium- to long-term collaborations with matched funding to improve the competitiveness, productivity and sustainability of Australian industries.

UQ has a strong history of participation in the CRC Program since its inception in 1991, having been involved in 221 CRCs to deliver A$4.6 billion in research funding across a range of industries.

The existing UQ-led or partnered CRC programs includes:

- Zero Net Emissions from Agriculture Cooperative Research Centre

- Solving Plastic Waste CRC
- The Cooperative Research Centre for Transformations in Mining Economies (CRC TiME)
- Trusted Autonomous Systems (TAS)
- iMOVE Australia
- Australian Composite Manufacturing CRC
- Solving Antimicrobial Resistance in Agribusiness, Food and Environments (SAAFE)
- Marine Bioproducts
- SmartSat CRC
- The Blue Economy CRC
- The Cooperative Research Centre for Developing Northern Australia (CRCNA)
- End Food Waste
- Digital Health CRC
- Future Fuels Cooperative Research Centre

Enriching our communities

UQ seeks to enrich communities in Queensland and around the world. It is committed to leading reconciliation, global development and capacity building, broadening access to education, and leveraging research impact to strengthen the economy. These are just some of the ways UQ delivers for the public good. UQ is ensuring these commitments are met through long-term initiatives and activities such as the Queensland Commitment, the Alumni and Community Engagement, the Indigenous Engagement and the UQ Disability Collaboratory. Grounded in the University's values, these initiatives touch on all SDGs but align most closely with SDGs 1, SDG 4, SDG 10 and SDG 16.

The Queensland Commitment

The Queensland Commitment (TQC) is UQ's pledge to deliver evidence-based strategies to expand pathways to higher education, foster equitable outcomes, and create transformative opportunities for Queenslanders by 2032. It seeks to do this by breaking down the personal, financial and geographical barriers facing Queensland students aspiring to study at UQ. It is driving real change by building a future where education is inclusive, empowering communities across Queensland and accelerating the state's potential. The Queensland Commitment Roadmap articulates the importance of government, NGO and community partnerships in progressing the Commitment's goals and vision. In 2025, these partnerships resulted in the following activities:

- progressed UQ's philanthropic investment towards the A$250 million Queensland Commitment target by partnering with 4,472 donors across 36 countries, raising A$95.2 million in 2025 to support education access, research impact and community outcomes.

- partnered with Regional University Study Hubs (RUSH) to strengthen RUSH's capacity to support students, including delivering activities with school aged students that support student aspirations through career exploration and career choice.
- launched the You Belong Here campaign to engage and connect UQ QTAC applicants directly with the Aboriginal and Torres Strait Islanders Studies Unit, achieving an increase of 11.7 per cent in enrolments from 537 in 2024 to 600 in 2025.
- supported 563 students from disadvantaged backgrounds in accessing and succeeding in higher education since 2009 through the Young Achievers Program (YAP), which has partnered with 83 secondary schools across Queensland to provide financial assistance, mentoring, academic and wellbeing support, transition programs, accommodation assistance and employment opportunities, offering holistic support from high school through to university and career readiness, helping students achieve their goals and strengthen communities across the state.

Alumni and Community Engagement

UQ's Alumni and Community Engagement team leads activities and services that strengthen UQ's relationships with the broader community, including industry partners and local residents. It also strengthens connections with its global alumni community of more than 365,000 alumni across 191 countries through events, benefits and networking opportunities. These activities form part of a broader portfolio of university-wide community engagement initiatives delivered in collaboration with faculties and partners. Key activities in 2025 include:

- continuing the UQ Neighbours program to strengthen connections between UQ and surrounding communities by enabling collaboration, cultural engagement and shared impact across its campuses. In 2025, the St Lucia campus welcomed over 2,000 community members to 'St Lucia Serenades' as part of the Brisbane Festival, while the Gatton UQ VETS Small Animal Hospital provided life-saving care to 776 wildlife patients brought in by community members, carers and wildlife handlers, supporting both local communities and Queensland's native wildlife.
- inspiring the next generation of STEM leaders by connecting students in Years 4 to Year 9 with PhD mentors and hands-on research experiences through the Wonder of Science program. In 2025, the program engaged more than 19,300 Queenslanders, supported 127 Young Science Ambassadors and reached 50 schools and 149 classrooms across the state, fostering curiosity, confidence and critical thinking skills.
- embedding critical and creative thinking into classroom practice by partnering with high schools across Queensland through the UQ Critical Thinking Project, strengthening students' reasoning and problem-solving skills while improving educational outcomes. In 2025, the program reached 400 students across 100 schools in 8 regions. At schools such as Park Ridge State High School, outcomes included higher pass rates, increased STEM interest and more students pursuing ATAR pathways, with learners gaining confidence to see themselves as future scientists, engineers and innovators.
- supporting hands-on creativity and applied problem-solving by bridging the gap for STEM students outside major city centres through the UQ Mobile Makerspace initiative, encouraging students to explore a wide range of disciplines, from science,

technology and engineering through to architecture, design, planning and other fields that benefit from innovative and interdisciplinary thinking.

- providing safe, research-based training for people with disability to support inclusion and active participation through UQ Sport's Para START program while the UQ Youth Game Changers program equipped secondary school students with leadership and skills development opportunities to help shape the legacy of Brisbane 2032.
- strengthening community health outcomes through Logan Healthy Living, a UQ Health Care Clinic, where the program supported residents with or at risk of type 2 diabetes through lifestyle, exercise and wellbeing interventions, achieving overall 95 per cent participant satisfaction and an 82 per cent economic return on investment, alongside UQ Healthy Living, which s supported physical, mental, social and cognitive health for people aged over 50.
- advancing a place-based, co-designed model of community health in Springfield, where the UQ Centre for Community Health and Wellbeing worked with residents to co-create local health solutions, engaging 1,600 residents and supporting 300 participants in 2025 through co-design activities and 30 research projects, including Springfield Healthy Hearts and LinkMeToHealth.
- inspiring the community through expanded access to the arts, including:
  - the UQ Art Museum's *Oceans Pathway*, delivered in partnership with the Art Gallery of New South Wales, which created opportunities for Aboriginal and Torres Strait Islander educators and curators through longform professional development opportunities, encouraging knowledge sharing and community collaboration.
  - a cultural mediation training commissioned by Queensland Art Gallery | Gallery of Modern Art with support from Creative Australia, which saw UQ Art Museum train more than 150 staff across visitor services, engagement, curatorial and education teams in 2025 through face-to-face and online delivery models. This training explicitly supported the exhibition of Archie Moore's *kith and kin* at Gallery of Modern Art from September 2025 to October 2026, empowering staff to more deeply connect with audiences through Moore's artwork.
  - UQ Anthropology Museum's touring exhibition *Kirrenderri: Heart of the Channel Country*, which continued to provide communities with access to rarely seen artefacts, historic and contemporary photographs, letters, maps, archaeological discoveries and interviews exploring the cultural and historical significance of the Mithaka region of Channel Country, engaging more than 35,000 people.
  - Cultivation of a vibrant artistic culture, delivering more than 30 public performances in 2025 through free and ticketed concert series and theatrical productions by ensembles, societies and groups such as UQ's School of Music and the Queensland University Musical Society.

Celebrating and supporting Indigenous communities

Indigenous engagement at UQ is underpinned by a recognition of the enormous contributions that Aboriginal and Torres Strait Islander peoples and perspectives bring to universities and an understanding of the transformative power of higher education for

individuals and communities. This work encompasses all the University's operations, including teaching and learning, research, engagement and enrichment, as well as physical and operating environments. UQ's Indigenous Engagement division seeks to engage and activate the UQ leadership and community in a commitment to partnering for Reconciliation and to achieve the University's strategic goals. In 2025, the Indigenous Engagement division:

- collaborated with Inspiring Australia, Queensland Department of Education, Queensland Firebirds, Aboriginal and Torres Strait Islander Aspirations Program, Solid Pathways, Queensland Aboriginal and Torres Strait Islander Foundation, Education Pathways Indigenous Corporation and others to deliver local and regional events that supported community links and engaged with more than 1,500 Year 7 to Year 12 potential future students.
- increased outreach and engagement with Indigenous secondary students, visiting more than 300 schools to reach 1,522 students and delivering 5 Tertiary Experience Days and 6 InspireU Camps on campus
- held the UQ Aboriginal and Torres Strait Islander Student Conference 'Lead Now 2025' in May.
- launched the You Belong Here campaign to engage and connect UQ QTAC applicants directly with the Aboriginal and Torres Strait Islanders Studies Unit, achieving an increase of 11.7 per cent in enrolments from 537 in 2024 to 600 in 2025.
- continued UQ's partnership with several universities, peak bodies and industry partners for a second phase of the Language Data Commons of Australia (LDaCA), which enables the protection and preservation of Australia's Indigenous languages through the development of a centralised digital archive.
- hosted the annual UQ NAIDOC Week Keynote Lecture presented by Mr Joshua Creamer, Barrister-at-Law.
- continued to support the ARC Centre of Excellence for Indigenous Futures (IFC). In 2025, the IFC signed a collaborative partnership with Moorgumpin Elders-in-Council Aboriginal Corporation (MMEIC). This new historic research agreement underpins a collaboration grounded in the ethics, values and priorities of the Quandamooka community.
- partnered and collaborated with a range of community organisations, including the Beyond Broncos program, the Yalari Foundation, the Australian Indigenous Education Foundation and AFL Cape York House, to enable the UQ Aboriginal and Torres Strait Islander Studies (ATSIS) Unit to host visits to campus and provide information and advice about pathways to university, inspiring young people to continue their educational journeys beyond high school.
- advanced Indigenous health research through the UQ Poche Centre for Indigenous Health by partnering with organisations including the Institute for Urban Indigenous Health and Metro North Hospital and Health Service to improve health equity and life expectancy for Aboriginal and Torres Strait Islander peoples, while engaging communities through initiatives such as NAIDOC Week and National Reconciliation Week.

Connecting with regional communities

UQ runs Regional Roadshows to celebrate its students, staff, alumni and diverse partners from across the state, strengthening relationships with leaders in education, government and industry alongside First Nations peoples and local community members. These Roadshows ensure that UQ continues to work with stakeholders to build new pathways for students to study at UQ, sharing academic expertise and building industry partnerships with regional communities while also growing Queensland alumni networks. UQ's strategic discussions with key community leaders continue to highlight local collaboration and partnerships as critical to its goal of delivering real impact for communities. Highlights for 2025 include delivering masterclasses on artificial intelligence, leveraging data and customer service in Longreach, Townsville, Sunshine Coast and Bundaberg in partnership with Business Chamber Queensland, as well as holding alumni events, strategic discussions, school events and STEM-focused workshops across the state.

UQ's work with Inspiring Australia Queensland (IAQ) continued to support inclusive participation in STEM of all ages by engaging communities across the state and ensuring underrepresented groups have opportunities to explore science and future pathways. During National Science Week in 2025, activities reached 10 towns across central and western Queensland, engaging more than 40,000 attendees across 397 events statewide, helping spark curiosity and strengthen connections with science.

Demonstrating UQ's commitment to strengthening rural health education and workforce development, the Southern Queensland Rural Health (SQRH) Education and Training Centre operates as a collaboration between UQ, the University of Southern Queensland, Darling Downs Health and South West Hospital and Health Service, funded by the Commonwealth Department of Health and Aged Care. Through its established regional presence, including the Chinchilla Education and Training Centre, SQRH supported clinical education, training and community engagement initiatives focused on building the rural health workforce, with particular emphasis on aged care and healthy ageing.

UQ's partnership with Opera Queensland through the Festival of Outback Opera delivered 18 events across regional Queensland in Winton and Longreach in 2025, reaching 1,684 community members and travelling 1,595 km between venues. The program contributes to strengthening access to cultural experiences in regional communities by bringing world-class music performances to areas with limited access to major arts events.

UQ's Pro Bono Centre supports access to justice through community-based partnerships with legal service organisations, helping deliver targeted legal assistance to people who may not otherwise have access to support. In 2025, key initiatives included the 'NDIS Appeals Database' and the 'Regional, Rural and Remote' projects, delivered with 9 legal clinic partners across 4 regional clinics in Toowoomba, Townsville, Sunshine Coast and Wide Bay Burnett, strengthening legal support for communities in need.

Our global profile

It is implicit in UQ's vision of knowledge leadership for a better world that UQ seeks to have a global impact. In collaboration with a range of international partners, UQ offers students from broad and diverse backgrounds a global educational experience while offering opportunities to undertake development initiatives and research that has

international impact. These efforts result in wide-ranging contributions that advance a broad range of SDGs.

UQ International Development

The UQ International Development (UQID) team is one of the leading university development groups in the Asa-Pacific region, driving impactful cross-border and cross-sector partnerships. UQID helps build the capacity of people and organisations around the world to achieve their development goals by leveraging the knowledge, expertise and leadership of UQ staff and researchers.

UQID focuses on capacity building, technical advice and policymaking, which together support employment, workforce development and economic resilience across all SDGs. The team plays a key role in sourcing and managing projects that improve human development outcomes, including decent work opportunities. Activities focus on partnership and collaboration with public, private and NGO sectors to support sustainable livelihoods and inclusive economic growth.

As part of its suite of services, UQID continues to deliver:

- long-term development activities such as fellowships, courses and research opportunities that foster lasting global connections while providing best-practice contemporary research and evidence-based strategies to create impact and improve communities worldwide.
- customised short-training programs including intensive learning experiences, which balance theoretical content and real-world experience to generate engagement, knowledge and collaboration. Short-term specialised courses are offered in a wide variety of fields to strengthen technical skills, establish connections with renowned university partnerships, and launch ideas for positive change for a better world.
- advisory services and technical assistance in the form of direct support from development experts and available to all valued participants, both national and international. Experienced UQID advisory staff can provide ongoing aid and assistance with activities, courses, English language speaking, housing and community connections to ensure the delivery of a positive and rewarding experience.

In 2025, UQID's global partnership portfolio was highlighted by 2 major multilateral initiatives:

- advanced Coral Reef Rescue Project as part of the Global Coral Reef Rescue Initiative, delivering a premier global multi-stakeholder partnership dedicated to safeguarding the health of vulnerable coral reef ecosystems against escalating climate threats.
- led Safe Sport Regional Hub Feasibility Study for the Pacific region in partnership with regional and international stakeholders, aligning with a foundational initiative by the International Olympic Committee (IOC) to strengthen safe sport practices at the local level through a 'by the region, for the region' approach.

International flagship partnerships and collaborations

UQ seeks to have a truly global impact. In 2025, UQ continued to strengthen research and education collaboration with the following flagship global partners:

- University of Exeter, where the QUEX Institute addresses urgent challenges through evidence-based research and tackle climate change and sustainability through policy and science.
- Indian Institute of Technology Delhi (IITD), where the UQ-IITD Research Academy facilitates joint PhD programs.
- Technical University of Munich (TUM), fracturing a transformative UQ-TUM partnership that addresses global challenges and inspires scientific leadership for a better world.
- Emory University, which broadens international research and engagement between the United States and Australia.

In addition, in the spirit of global collaboration, cooperation and capacity building across innovation, research, teaching and engagement, UQ achieved the following outcomes in 2025 with international institutes:

- coordinated 195 international visits and events, including meetings with 30 ministers, heads of mission and diplomatic leaders.
- joined the Worldwide Universities Network (WUN), a global alliance of 25 research-intensive universities designed to foster collaboration on global challenges such as sustainability, health and technology, and provide targeted support for early career researchers.
- continued active participation in U21, the Association of Pacific Rim Universities and the Global Bioeconomy Alliance.
- launched the Healthy Ageing Institute, a partnership with Beijing Normal University, combining expertise in neuroscience, psychology, gerontology and public health to address aging population challenges through interdisciplinary research, joint PhD supervision, academic exchange and health service innovation.
- secured additional PhD scholarships from the China Scholarship Council, bringing UQ's total to 100 annually.
- established the UI-UQ Collaboration Centre, a physical and virtual hub with Universitas Indonesia to deepen collaboration through joint research, academic initiatives and expanded mobility opportunities.
- hosted the UQ-University of Zurich Symposium, Challenges and Opportunities for Social and System Change, bringing together leaders, researchers and students to address global challenges, and showcasing joint initiatives through presentations and a panel discussion.
- hosted the 18th Latin American Colloquium, connecting leaders from government, industry and research.

- partnered with the Samoan Ministry of Communications and Information Technology, funded by the Asia-Pacific Telecommunity and the Australian Government, to deliver a comprehensive digital transformation evaluation that led to the co-development of Samoa's new *National ICT Policy 2025–2030*, connecting national priorities to international agendas.
- developed Brazil's *National Tourism Greenhouse Gas Emissions Inventory* in partnership with Brazil's Ministry of Tourism and UN Tourism, launched at the COP30 Tourism Thematic Day in Belém to provide the first comprehensive tourism emissions framework in Latin America and support the country's national climate policy and NDCs.
- partnered with 7 Pacific Nations and the Pacific Community, funded by the French Embassy in Australia through the Pacific Fund, to co-construct a regional One Health Impact Framework that connects local biosecurity and environmental needs to global zoonotic risk prevention and science-policy agendas.

Building new global partnerships

In 2025, UQ conducted 5 senior executive missions led by the Vice-Chancellor to strengthen key global partnerships and demonstrate the University's commitment to collaboration with key partners and stakeholders. These strategic visits spanned the following regions and key engagements:

- Canada and the United States in May, involving donor meetings, attendance and alumni engagement at the Annual Network Meeting and Presidential Symposium of U21 at the University of California, Davis.
- Europe in June, featuring meetings with key partners Universite Paris-Saclay, Sorbonne University, and Centre National de la Recherche Scientifique and alumni engagement. The mission concluded with strategic meetings at Sanofi, focusing on expanding the existing partnership and including a tour of Sanofi's vaccine laboratories and facilities.
- India in August, focusing on engagements with leading institutions including IITD, Indian Institute of Technology Bombay, Indian Institute of Management Indore, and diplomatic leaders in Delhi, Mumbai, Bangalore and Patiala.
- Latin America in September, comprising visits to Chile, Brazil, Mexico and Colombia, including the International Centre of Excellence of UQ's Sustainable Minerals Institute in Chile.
- Indonesia in October, involving meetings with government agencies and partners, culminating in the official launch of the UI-UQ Collaboration Centre.

Our people

UQ's success as a university is determined by its ability to attract and retain highly talented, committed people who are leaders in their field. For this reason, UQ is intent on embedding a supportive and inclusive culture built around UQ's values, where the many talents, passions and perspectives of staff and alumni are recognised, encouraged and nurtured. UQ is also committed to creating a sustainable environment through its

workplace practices and operations for the benefit of all. Fostering strong partnerships, both internally and externally, is key to achieving these goals and makes progress towards all SDGs on UQ's campuses and beyond.

Sustainability at UQ

UQ is committed to the United Nations definition of sustainability as 'meeting the needs of the present without compromising the ability of future generations to meet their own needs'. At the heart of UQ's sustainability agenda is an aspiration to seek solutions to sustainability challenges and prepare students and staff to make a difference.

Embedding sustainability across the University requires strong partnerships and cross-unit coordination in research, teaching and operations. As such, UQ established a university-wide Sustainability Strategy Committee to oversee and govern the University's sustainability commitments, including those in its Sustainability Strategy 2021-2025 and forthcoming strategy.

This coordinated approach and these internal partnerships are critical to UQ's ability to advance sustainability in the following ways:

- teaching future leaders by embedding core sustainability learning outcomes across the curriculum to prepare students to inspire and change the world around them.
- conducting innovative research to source solutions to sustainability challenges by asking the right questions, and exchanging knowledge, understanding and resources to address them.
- growing lower emissions transport by providing electric vehicle charging stations, pedestrian priority pathways, bicycle racks, end-of-trip facilities and a fleet of zero-emission vehicles.
- protecting environments through vegetation corridors, bird boxes, environmental park, revegetation projects, wildlife habitats, native plantings, and sustainable weed and pest management practices conserving natural resources and protecting wildlife.
- advancing energy efficiency and renewable through research and with on campus solar facilities to harness clean energy. The University also conducted water master planning for the Gatton campus to enhance sustainable water practices, including optimising stormwater, overland flow and recycled water use.

Study for Staff Program

The Study for Staff program allows university staff to pursue lifelong learning and professional advancement by embedding academic development into business-as-usual operations. Staff members can access substantial financial support to undertake formal postgraduate qualifications that align with their career goals and enhance institutional capability. The program helps participants:

- build new skills aligned to your current role
- advance your career through formal qualifications
- learn flexibly while balancing work and study
- subsidise up to 75 per cent of course fees for eligible postgraduate study

Connecting with world-class education pathways, participants can advance their credentials and contribute to organisational excellence while significantly reducing their financial barriers. The program is open to all eligible UQ professional and academic staff members seeking to upskill through targeted graduate certificate courses across various faculties and schools.

Following a successful pilot and a subsequent comprehensive review, UQ fully integrated the initiative into its core operations. In 2025, 136 staff applications were made to access the scheme, demonstrating a strong institutional commitment to workforce development.

Leadership development

The leadership development program fosters a collaborative, respectful and inclusive culture by equipping university personnel with the skills to mobilise people and resources effectively. Staff at all levels can engage in targeted pathways designed to enhance self-awareness, drive change leadership and support long-term career progression. The comprehensive suite of programs helps participants:

- form meaningful professional networks and peer collaborations across UQ
- build foundational management capabilities for aspiring and emerging roles
- refine contemporary leadership approaches and expand executive self-awareness
- master practical workplace tools for resilience, inclusion, and change management
- utilise 360-degree feedback aligned with UQ's official Leadership Framework
- receive personalised growth plans tailored to senior executive responsibilities
- access confidential, goal-oriented workplace coaching for senior leaders

Connecting with diverse voices and expertise across the university, participants can enhance their leadership capability, influence strategic decision-making, and foster an inclusive workplace environment. The overarching suite of initiatives, which includes 'Learning to Lead', 'Leadership in Practice', 'Leading UQ, Executive Development' and the Summer Series Workshops, is open to all UQ staff, spanning aspiring supervisors to senior executives across all units and disciplines.

In 2025, UQ continued to scale these leadership offerings to embed experiential and theoretical learning across its entire workforce. The comprehensive framework empowered leaders at every tier to drive collaborative success and support the university's strategic goals.

Student-Staff partnerships

The Student-Staff Partnerships program allows students and staff to collaborate on projects that effect change and enrich the university experience. Students and staff work together on projects designed to enhance student experience, improve teaching and learning, and transform governance systems. The partnerships help participants:

- form meaningful partnerships and networks across UQ
- collaborate as equal partners and mutual learners
- empower students to influence decision-making processes

- contribute to the continuous improvement of the student experience
- improve learning experiences and teaching outcomes
- strengthen participant's professional capabilities
- contribute to the UQ Employability Award
- receive a grant for the engagement (students only)

Connecting with the diversity of voices and talents across UQ, participants can form meaningful partnerships and contribute to the continuous improvement of the student experience and learning and teaching outcomes, while strengthening their professional capabilities. The program is open to all enrolled UQ students, domestic and international students from all program levels and faculties, as well as academic and professional staff from all UQ disciplines, faculties, schools and units. In 2025, 309 student partners and 238 staff partners engaged in 96 collaborative projects

UQPN Mentoring Program

The UQ Professionals Network (UQPN) offers Mentor Me, a structured mentoring program for UQ staff.

The 6-month program matches mentees and mentors who build a mentoring relationship and grow their potential for collaborative partnerships and networks across the University. Participants have access to training, activities, seminars, networking events and ongoing support from the UQPN Mentor Me Team. Expected outcomes for both mentors and mentees include:

- growing their professional network at UQ
- developing feedback and critical thinking skills
- advancing and developing leadership skills
- exploring opportunities to build their career path
- gaining an improved understanding of UQ more generally.