

Director Committees  
Standing Committee on Social Issues  
NSW Parliament House  
6 Macquarie Street  
SYDNEY NSW 2000

Dear Director,

Please find attached the post-hearing responses in relation to the hearing on 13 July 2026, for the Standing Committee on Social Issues inquire into the New South Wales university sector.

Please find enclosed:

- answers to supplementary questions

Kind regards,

Duncan McDonald  
Senior Manager, Government Relations and Policy  
UNSW SYDNEY

**SUPPLEMENTARY QUESTIONS**  
**INQUIRY INTO NEW SOUTH WALES UNIVERSITY SECTOR**  
**Hearing: 13 July 2026**  
**University of New South Wales**

**(1) Provide a list of the consultants you have used in the past 5 years? Including the reason for engagement, the budgeted spend and actual spend on the engagement**

The University has prepared a breakdown of consultant spend – attached at Appendix A - on a best endeavours basis, having regard to the NSW Procurement Board definition of a consultant.

Consulting Fees - Top 25 vendors 2021-2025.pdf

**(2) Who approves the consultant spend?**

Approval requirements for engaging consultants are determined by the value, nature and purpose of the proposed expenditure, under the University's Finance Policy, Delegations Policy, and associated procurement procedures, available on the UNSW website. These policies set out the relevant financial delegations and approval authorities to ensure appropriate oversight and accountability for consultant engagements.

**(3) What was the original business case for moving to UNSW3+ / trimesters?**

The move to the UNSW3+ academic calendar was driven by four key strategic objectives. UNSW3+ aimed to: increase student flexibility by spreading study load across the year, and better support opportunities for exchange, internships, and work integrated learning; spread campus utilisation across more of the year; better align to northern hemisphere academic calendars, including for international and exchange students; and create capacity to meet increased student demand by addressing constraints in existing teaching infrastructure and timetabling of facilities.

**(4) What evidence did management rely on to claim that trimesters would improve flexibility, work and study balance, internships, exchange and student experience?**

The university considered anticipated benefits, including enhanced student flexibility, improved opportunities for internships and exchange, better utilisation of campus infrastructure, and increased teaching capacity. Analysis of existing constraints and issues, such as utilisation and timetabling clashes, indicated that effects of these

constraints would be ameliorated. Increased flexibility for students would enable them to adapt their study load choices to their individual life circumstances, including choices to 'overload' or 'underload' in a given term without significant effects on program completion timeframes. Better alignment with northern hemisphere study periods would reduce complexity in undertaking exchange/study abroad opportunities.

**(5) How much was paid to consultants, including Ernst & Young or other external advisers, for the original change and for later remediation?**

In relation to the current flex-semester academic calendar program, UNSW has engaged Deloitte and Scyne Advisory, at a total cost of \$160,000.

Given the passage of time since UNSW3+ commenced in 2016, the University has been unable to reliably identify and verify historical expenditure attributable to external advisers in support of the implementation of the UNSW3+ academic calendar.

**(6) What did UNSW's 2023 review find about the effect of trimesters on paid work, student life and social connection?**

In student surveys, some students indicated that they experienced reduced capacity for paid work, participation in extracurricular activities. Others suggested that the calendar negatively affected their ability to socialise and holiday with friends from other universities who operate on different calendars.

**(7) Were the same firms involved in design, implementation, review or remediation of the trimester system?**

No.

**(8) Why were consultants used rather than relying on internal expertise?**

Consultants were not used to develop the flex-semester academic calendar. Consultants were used to provide independent assurance of the robustness of the program, which was developed internally, using internal expertise and consultative input.

**(9) What did staff and students warn management about before implementation?**

Concerns were raised about:

- Lack of alignment with school holidays
- Potential impact of shorter teaching terms on staff and student workloads

- Curriculum redesign requirements
- Effect of the change on student services provision and capacity
- Systems interdependencies
- Flow on effects of a delay in making a decision.

**(10) What reporting did Council receive about underpayment risk before the Fair Work Ombudsman Enforceable Undertaking?**

Since the establishment of UNSW's Wage Remediation Program, Council have received regular reports regarding the University's payroll compliance program and wage remediation activities. Reporting has evolved over time as the University's understanding of the issues has developed and the scope of the reviews expanded.

**(11) When did senior management and Council first become aware that the underpayments could involve tens of thousands of current and former staff?**

The University first became aware of potential underpayment issues relating to casual academic employees in 2018. However, it was not initially apparent that the issue was broader or affected a significant number of staff.

In January 2020, a project team was established to review the Business School. As the review progressed during 2020, the scope expanded to include all faculties, reflecting the emerging understanding of the scale of the issue. This work was later expanded to undertake a comprehensive review of employee entitlements across the University.

**(12) Why did underpayments continue across such a long period?**

The historical underpayments arose from a combination of factors, including complexity of industrial instruments, decentralised administrative practices, limitations in legacy payroll and supporting systems, weaknesses in time recording and record-keeping processes, and insufficient enterprise-wide assurance over payroll compliance.

**(13) What payroll, record-keeping and governance failures allowed the underpayments to occur?**

The University's reviews identified historical issues that contributed to non-compliance over time. These included inconsistent local administrative practices across a large, decentralised organisation; limitations in legacy payroll and supporting systems; incomplete and inconsistent recording of actual hours worked by some casual

academic employees; weaknesses in payroll controls and record-keeping; and the absence of an enterprise-wide approach to payroll compliance assurance. These issues affected the University's ability to consistently apply Enterprise Agreement requirements and early identification of payroll compliance issues arising from this complexity.

In response, the University has fundamentally strengthened its payroll governance and compliance framework. This has included implementing positive time recording, strengthening payroll controls and record-keeping practices, enhancing systems, establishing dedicated compliance and quality assurance functions, embedding ongoing monitoring and independent assurance, and increasing executive, Audit Committee and Council oversight of payroll compliance to support sustainable compliance into the future.

**(14) Are further underpayment issues still being identified through audits or staff claims?**

The University continues to undertake historical pay reviews under its broader payroll compliance program, to identify and remediate any additional historical underpayment issues.

Current and former employees can also raise pay-related queries or claims through the University's dedicated Employee Advocate portal. Each matter is assessed, and where an underpayment is identified, it is remediated.

**(15) What is the expected final cost of remediation, including back-pay, interest, superannuation, external advisers, systems work and administration?**

As the University's historical remediation program remains ongoing, it is not yet possible to determine the final cost of remediation with certainty. Historical reviews continue to be undertaken in accordance with the University's Enforceable Undertaking with the Fair Work Ombudsman, and employee claims continue to be assessed and resolved. The University continues to monitor and report remediation costs through its established governance arrangements. A final cost will be known once the historical remediation program has concluded.

**(16) What steps has UNSW taken to ensure casual academics and professional staff are now paid correctly for all work performed?**

UNSW has implemented a comprehensive program of payroll, governance and assurance reforms designed to strengthen payroll compliance and provide confidence that staff are paid correctly for all work performed.

Key reforms include implementing a new time and attendance system and enhancing time and attendance controls, including the rollout of time recording and approval processes to better support the accurate recording of hours worked and payment for those hours. The University has also strengthened payroll controls, approval processes and record-keeping requirements, improved systems and supporting processes, and undertaken comprehensive reviews of pay-impacting processes.

In addition, the University has established dedicated payroll compliance, quality assurance and employee claims management functions to support ongoing monitoring, compliance and continuous improvement. These functions are complemented by regular internal assurance activities, governance reporting to senior management, the Audit Committee and Council, and ongoing reporting to the Fair Work Ombudsman in accordance with the University's Enforceable Undertaking.

Together, these measures form part of the University's Sustainable Pay Confidence framework, which is designed to embed payroll compliance through strengthened systems, governance, monitoring and assurance

**(17) Did Council receive staff and union concerns about trimesters, workforce cuts, wage underpayment and workplace change?**

Council receives information on significant strategic, operational and workforce matters through regular reporting from management, including staff feedback and consultation processes, as appropriate. Council's role is to provide governance and oversight, while the management of day-to-day operational matters rests with the Vice-Chancellor and University senior leadership.

**(18) Does UNSW accept that stronger worker and union representation in governance could improve decision-making and accountability?**

UNSW values the perspectives of staff and their representative organisations and has established processes to consult with staff on matters affecting the University community. The composition of the University Council, prescribed by the *University of New South Wales Act 1989*, includes elected academic and professional staff members, ensuring that staff perspectives contribute to Council's deliberations.

Effective governance is supported by robust consultation, diverse Council membership and clear accountability arrangements, including strong relationships between university management, Academic Board (including its staff and student elected and ex officio members) and Council and its subcommittees.

**(19) Are consultant costs reported clearly enough for Council, Parliament, staff and the public to understand what was spent and why?**

UNSW prepares its financial statements in accordance with the Australian Government Department of Education's Financial Statement Guidelines for Australian Higher Education Providers.

UNSW would welcome greater consistency in reporting requirements across the higher education sector. Clear guidance from the Australian and NSW governments on a standard reporting framework for consultant expenditure would improve comparability between institutions and provide greater transparency for Parliament and the public.

**(20) How does UNSW ensure consultant advice does not override or marginalise staff expertise?**

Consultants provide advice to inform decision-making but do not make decisions on behalf of the University. Consultant advice is considered alongside the expertise of University staff, stakeholder consultation and other relevant evidence.

## The University of New South Wales (Parent) Consultant Fees 2021-2025

| \$m                     | 2021        | 2022        | 2023        | 2024        | 2025        |
|-------------------------|-------------|-------------|-------------|-------------|-------------|
| Opex (Income Statement) | 14.9        | 15.4        | 12.7        | 9.1         | 8.7         |
| Capex (Balance Sheet)   | 0.1         | 0.1         | 0.5         | 1.2         | 4.1         |
| <b>TOTAL</b>            | <b>15.0</b> | <b>15.5</b> | <b>13.2</b> | <b>10.3</b> | <b>12.8</b> |

The University has prepared the following information on a best endeavours basis, having regard to the NSW Procurement Board definition of a consultant.

While every effort has been made to identify engagements meeting the NSW Procurement Board definition, some historical transactions recorded as consultancy may not meet that definition. Accordingly, the information in the following pages represents the University's best estimate based on the records available.

The tables in the following pages list the University's 25 largest consultancy vendors, together with the principal reason for engagement and the actual expenditure incurred. Remaining consultancy engagements have been aggregated and reported as 'Other'. The expenditure disclosed includes both operating and capital project-related consultancy engagements.

The University does not maintain budgets at the individual consultancy engagement level in its accounting system.

# 2021

| VENDOR                                   | AMOUNT \$m  | MAIN PURPOSE OF ENGAGEMENT                                                                                                                                                                                 |
|------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| McKinsey Pacific Rim Inc                 | 1.1         | Provide strategic advisory services to develop the ERP transformation business case, establish program governance and support planning for implementation readiness.                                       |
| Deloitte Touche Tohmatsu                 | 1.1         | Provide strategic advice to improve Finance systems, processes and operating model (Ignite transformation program), and independent assurance over payroll underpayment methodologies & calculations.      |
| UNSW Sino-Australia InnovativeTechnology | 0.7         | Science, technology and innovation cooperation                                                                                                                                                             |
| Community Counselling Service Co LLC     | 0.6         | Provide strategic advice and market expertise to support philanthropic fundraising initiatives, donor engagement strategies and expansion of the University's fundraising activities in the United States. |
| KPMG                                     | 0.5         | Provide strategic advisory services for alumni communications data acquisition and engagement, and reviewed agent commission and incentive arrangements to support recruitment strategy.                   |
| VMZ Pty Ltd                              | 0.4         | Provide specialist expertise to enhance, maintain and support the University's student load planning, strategic KPI reporting applications and associated dashboards.                                      |
| Omnicom Media/Optimum media              | 0.4         | Provide strategic media planning, campaign management and advertising advisory services to support student recruitment and the University's marketing objectives.                                          |
| Altis Consulting Pty Ltd                 | 0.3         | Provide specialist expertise to enhance strategic planning and reporting systems, develop data integration solutions, and support analytics capabilities through proof-of-concept initiatives.             |
| Grant Samuel Corporate Finance Pty       | 0.3         | Provide strategic advice on funding, delivery and divestment options to support planning and decision-making for the Canberra Innovation Precinct.                                                         |
| Benestar Group Pty Ltd                   | 0.3         | Provide specialist workplace wellbeing services and employee assistance programs to support staff wellbeing, resilience and organisational capability.                                                     |
| Building Certificates Australia Pty Ltd  | 0.3         | Engage a certified consultant to inspect, review, certify, and sign off Zone 6 fire safety measures and prepare the Annual Fire Safety Statement.                                                          |
| Hexaware Technologies Limited            | 0.2         | Provide specialist IT advisory and technical expertise to support the development, enhancement and delivery of the University's technology systems and services                                            |
| MinterEllison                            | 0.2         | Provide legal and strategic advice to support campus planning and the development of divestment options and strategy.                                                                                      |
| Technocrat Holdings Pty Ltd              | 0.2         | Provide specialist advisory and technical expertise to support the development, optimisation and maintenance of the University's Drupal web platform.                                                      |
| Deloitte Consulting Pty Limited          | 0.2         | Provide strategic advisory services to develop the University's IT integration strategy                                                                                                                    |
| CBRE Pty Limited                         | 0.2         | Provide strategic advice on divestment strategy                                                                                                                                                            |
| Natalia Consulting Services              | 0.1         | Independent quality assurance services                                                                                                                                                                     |
| Tyco Australia Group Pty Limited         | 0.1         | Provide fire monitoring and emergency response services to support the University's fire safety systems and regulatory compliance.                                                                         |
| Amalgamate                               | 0.1         | Provide strategic advice to support participation in the NSW Circular Supply Chain Alliance program                                                                                                        |
| SGS Economics and Planning Pty Ltd       | 0.1         | Provide strategic economic analysis and advice to support planning, investment and development of the Randwick Health & Innovation Precinct.                                                               |
| Consulting & Implementation Services     | 0.1         | Support development of the Sovereign Manufacturing Automation for Composites Cooperative Research Centre                                                                                                   |
| Cubane Consulting Pty Ltd                | 0.1         | Service Effectiveness survey and Uniform annual subscription                                                                                                                                               |
| ConnellGriffin Pty Limited               | 0.1         | Provide strategic facilitation and stakeholder management services to coordinate governance and collaboration across partners in the Randwick Collaboration Precinct                                       |
| The Garvan Institute of Medical Research | 0.1         | Expert support to the Cellular Genomics Futures Institute Project                                                                                                                                          |
| Accenture Australia Pty Ltd              | 0.1         | Provide strategic procurement advisory services, including sourcing, supplier negotiations and contract establishment through the University Procurement Hub.                                              |
| Other                                    | 7.1         |                                                                                                                                                                                                            |
| <b>TOTAL</b>                             | <b>15.0</b> |                                                                                                                                                                                                            |

2022

| VENDOR                                   | AMOUNT \$m  | MAIN PURPOSE OF ENGAGEMENT                                                                                                                                                                                 |
|------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPMG                                     | 0.9         | Provide strategic advisory services to support digital transformation initiatives, including technology strategy, cloud migration, systems implementation and organisational capability development.       |
| Cevo (NSW) Pty Ltd                       | 0.9         | Provide strategic advisory services to support the development of the Yardstick social impact measurement platform and outcomes reporting capability.                                                      |
| CBRE Pty Limited                         | 0.6         | Provide strategic advice on divestment strategy                                                                                                                                                            |
| Klok Advisory Pty Ltd                    | 0.6         | Provide strategic advice on divestment strategy                                                                                                                                                            |
| Deloitte Touche Tohmatsu                 | 0.5         | Provide strategic advice to improve Finance systems, processes and operating model (Ignite transformation program), and independent assurance over payroll underpayment methodologies & calculations.      |
| Technocrat Holdings Pty Ltd              | 0.5         | Provide specialist advisory and technical expertise to support the development, optimisation and maintenance of the University's Drupal web platform.                                                      |
| Hexaware Technologies Limited            | 0.4         | Provide specialist IT advisory and technical expertise to support the development, enhancement and delivery of the University's technology systems and services                                            |
| Massive Change Network LLC               | 0.4         | Provide strategic advisory services to develop the Massive Change toolkit and facilitate capability development through workshops and leadership seminars.                                                 |
| McKinsey Pacific Rim Inc                 | 0.4         | Provide strategic advisory services to develop the ERP transformation business case, establish program governance and support planning for implementation readiness.                                       |
| Deloitte Consulting Pty Limited          | 0.4         | Provide strategic advisory services to develop the Digital Marketing Program operating model and support program governance and transformation delivery.                                                   |
| BCG (collaboration with Sydney Uni)      | 0.3         | Provide strategic advice to develop a collaborative biomedical research roadmap and investment strategy supporting research, translation and commercialisation across NSW                                  |
| MinterEllison                            | 0.3         | Provide strategic advice on divestment strategy                                                                                                                                                            |
| Global 24 Holdings Pty Ltd               | 0.3         | Provide travel risk management, health and security advisory services to support the safety of University staff and students travelling internationally.                                                   |
| UNSW Sino-Australia InnovativeTechnology | 0.3         | Science, technology and innovation cooperation                                                                                                                                                             |
| The Procure Group Pty Ltd                | 0.2         | Provide specialist workers' compensation claims management and advisory services to support the University's self-insurance arrangements and injury management.                                            |
| Community Counselling Service Co LLC     | 0.2         | Provide strategic advice and market expertise to support philanthropic fundraising initiatives, donor engagement strategies and expansion of the University's fundraising activities in the United States. |
| Outside Opinion Pty Ltd                  | 0.2         | Provide strategic advisory and independent expert review services to strengthen competitive research funding applications, fellowships and Centre of Excellence proposals.                                 |
| Altis Consulting Pty Ltd                 | 0.2         | Provide specialist expertise to enhance student and academic reporting systems                                                                                                                             |
| Nous Group Pty Ltd                       | 0.2         | Provide strategic market analysis and enrolment planning advice to support international recruitment, load planning and long-term education market strategy                                                |
| Christou Consulting Group Pty Ltd        | 0.2         | Provide expert assistance to improve Finance systems, processes and operating model through the Ignite transformation program                                                                              |
| Tyco Australia Group Pty Limited         | 0.2         | Provide fire monitoring and emergency response services to support the University's fire safety systems and regulatory compliance.                                                                         |
| Natalia Consulting Pty Ltd               | 0.1         | Independent quality assurance services                                                                                                                                                                     |
| Howatson Newco Pty Ltd                   | 0.1         | Provided strategic media planning, campaign implementation and creative advisory services to support domestic and international student recruitment and Higher Degree Research marketing                   |
| Cox Architecture Pty Limited             | 0.1         | Provide architectural design and advisory services to support planning, development and delivery of University capital and infrastructure projects.                                                        |
| MediaMonks Australia Pty Ltd             | 0.1         | Provide strategic digital marketing and analytics advisory services to support student recruitment through lead scoring, audience management and targeted marketing campaigns                              |
| Other                                    | 6.9         |                                                                                                                                                                                                            |
| <b>TOTAL</b>                             | <b>15.5</b> |                                                                                                                                                                                                            |

2023

| VENDOR                                  | AMOUNT \$m  | MAIN PURPOSE OF ENGAGEMENT                                                                                                                                                         |
|-----------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ernst & Young                           | 1.0         | Provide strategic advisory services to review & redesign the IT operating model, and develop the ERP transformation BC, target operating model and implementation roadmap          |
| Protiviti Pty Limited                   | 0.8         | Provide specialist cyber security advisory services to strengthen the University's cyber risk framework, asset management and information security governance                      |
| Deloitte Consulting Pty Limited         | 0.7         | Provide strategic advisory services to develop integrated ICT architecture, operating models and implementation plans supporting the Randwick Health & Innovation Precinct         |
| Deloitte Touche Tohmatsu                | 0.4         | Provide strategic advisory services to develop the University's lifelong learning strategy, including market analysis, operating model and commercial options                      |
| Heathwest Advisory Pty Ltd              | 0.4         | Provide strategic planning and development advisory services to assess campus development opportunities, built form options and potential gross floor area outcomes                |
| Altis Consulting Pty Ltd                | 0.4         | Provide specialist data and analytics advisory services to develop enterprise data platforms, integrate information systems and enhance reporting and decision-making capabilities |
| SAI360 Pty Ltd                          | 0.3         | Provide strategic advisory services to assess safety management system options and support procurement of an integrated enterprise safety solution                                 |
| The Procure Group Pty Ltd               | 0.3         | Provide specialist workers' compensation claims management and advisory services to support the University's self-insurance arrangements and injury management.                    |
| Community Counselling Service Co LLC    | 0.3         | Provide strategic advice and market expertise to support philanthropic fundraising initiatives, donor engagement strategies and expansion of the fundraising activities in the US. |
| ADP Consulting Pty Ltd                  | 0.3         | Provide strategic engineering advisory services to assess campus electrification options, develop concept designs and identify sustainable energy infrastructure solutions         |
| Clicks Recruit (Australia) Pty Ltd      | 0.2         | Provide specialised analyst services.                                                                                                                                              |
| KPMG                                    | 0.2         | Provide strategic governance and assurance advisory services to assess technology initiatives through independent health checks and implementation recommendations                 |
| Capgemini Australia Pty Limited         | 0.2         | Provide strategy and architecture expert services                                                                                                                                  |
| PriceWaterhouseCoopers                  | 0.2         | Remuneration advice, accounting under AASB 13 for a Power Purchase Agreement, advice on divestment strategy                                                                        |
| NCC Group Pty Limited                   | 0.2         | Provide specialist cyber security advisory services to assess network and operating system security through independent penetration testing and recommendations for improvement    |
| Cevo (NSW) Pty Ltd                      | 0.2         | Provide strategic advisory services to support the development of the Yardstick social impact measurement platform and outcomes reporting capability.                              |
| Project Management Partners Pty Limited | 0.2         | Provide strategic technology advisory services to support solution architecture, digital transformation initiatives and independent assurance of the University's ERP program      |
| The Bean Centre Pty Ltd                 | 0.2         | Provide strategic advisory services to support education strategy, technology planning and executive decision-making on complex strategic initiatives and partnerships             |
| Porter Novelli Australia Pty Ltd        | 0.2         | Provided strategic communications and public relations advisory services to support science engagement, media strategy, thought leadership and campaign delivery                   |
| Building Certificates Australia Pty Ltd | 0.2         | Engage a certified consultant to inspect, review, certify, and sign off Zone 6 fire safety measures and prepare the Annual Fire Safety Statement.                                  |
| Nous Group Pty Ltd                      | 0.2         | Provide strategic market analysis and enrolment planning advice to support international recruitment, load planning and long-term education market strategy                        |
| Howatson Newco Pty Ltd                  | 0.2         | Provide strategic creative advisory services to develop internal communications materials supporting organisational change and stakeholder engagement                              |
| Innovation Dojo Japan LLC               | 0.1         | Provide strategic business development services to strengthen the University's research, commercialisation, education and partnership opportunities in Japan                       |
| Cutthru Pty Limited                     | 0.1         | Provide strategic market research & advisory services to inform growth strategies, including qualitative research, stakeholder insights and the Greater Western Sydney strategy    |
| Acutus Pty Ltd                          | 0.1         | Provide strategic advisory services to develop the strategic planning framework, business planning processes, governance and implementation approach                               |
| Other                                   | 5.6         |                                                                                                                                                                                    |
| <b>TOTAL</b>                            | <b>13.2</b> |                                                                                                                                                                                    |

2024

| VENDOR                                   | AMOUNT \$m  | MAIN PURPOSE OF ENGAGEMENT                                                                                                                                                   |
|------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ernst & Young                            | 0.6         | Provide internal audit services and support operationalisation of external engagement digital delivery methods.                                                              |
| HSE Global Australia Pty Ltd             | 0.3         | Provide contractor management framework and system development, plus third-line assurance auditing of contractors.                                                           |
| ADP Consulting Pty Ltd                   | 0.3         | Provide structural and civil engineering advice and design support for building construction projects.                                                                       |
| Hexaware Technologies Limited            | 0.3         | Provide specialist IT advisory and technical expertise to support the development, enhancement and delivery of the University's technology systems and services              |
| Amazon Web Services Australia Pty Ltd    | 0.3         | Provide cloud migration project expert support.                                                                                                                              |
| Clicks Recruit (Australia) Pty Ltd       | 0.3         | Provide specialised analyst services.                                                                                                                                        |
| HDR Pty Limited                          | 0.3         | Provide research laboratory space strategy advice.                                                                                                                           |
| Adobe System Software Ireland Limited    | 0.3         | Provide strategic advisory services to assess digital content capabilities, develop content governance, and design a roadmap for enterprise content delivery transformation. |
| Arup Australia Pty Ltd                   | 0.2         | Provide building engineering advice, defects assessment and structural design reviews.                                                                                       |
| MGS Architects Pty Ltd                   | 0.2         | Provide expert analysis and documentation of the Campus Development Framework.                                                                                               |
| Scyne Advisory Pty Ltd                   | 0.2         | Provide analysis of UNSW's strategic goals, activities and commitments for the Health Precinct business case, plus internal audit services.                                  |
| ICAD Consultants Pty Ltd                 | 0.2         | Provided specialist support and advisory services for the maintenance, enhancement and ongoing operation of the University's ARCHIBUS facilities management system.          |
| Deloitte Touche Tohmatsu                 | 0.2         | Provide a staff underpayment risk dashboard and other related small engagements.                                                                                             |
| Era Co Pty Ltd                           | 0.2         | Provide workplace change advisory services and campus space strategy support.                                                                                                |
| The trustee for the Venture Level Six    | 0.2         | Provide project briefs development and procurement management support for building works.                                                                                    |
| Spatial Information Systems Research Ltd | 0.2         | Provide a partner agreement with a research organisation specialising in positioning, geodesy, data analytics and spatial data management.                                   |
| Altis Consulting Pty Ltd                 | 0.1         | Provide software improvement support for students and staff, including Power Apps.                                                                                           |
| ZSI Pty Ltd                              | 0.1         | Provide advice on long-term strategy for using the campus site for key worker housing.                                                                                       |
| Elevenm Consulting Pty Ltd               | 0.1         | Provide review and mapping of the personal information lifecycle against relevant legislation.                                                                               |
| Beyond Bayside Project Management Pty    | 0.1         | Provide specialised project management services for Estate Management.                                                                                                       |
| Project Management Partners Pty Limited  | 0.1         | Provide health check and project assurance services for the staff underpayment project.                                                                                      |
| TSA Management Pty Limited               | 0.1         | Provide consultancy services for Stage 1 of Canberra City Campus development.                                                                                                |
| Hassell Ltd                              | 0.1         | Provide advice on the long-term vision and development potential for Upper Campus.                                                                                           |
| Instinct and Reason Pty Ltd              | 0.1         | Provide analysis and modelling for the student experience project.                                                                                                           |
| May Miller Dawkins Advisory Ltd          | 0.1         | Provide strategy advice for evaluation and outcomes harvesting analysis for philanthropic and other stakeholder reporting.                                                   |
| Other                                    | 5.1         |                                                                                                                                                                              |
| <b>TOTAL</b>                             | <b>10.3</b> |                                                                                                                                                                              |

2025

| VENDOR                                  | AMOUNT \$m  | MAIN PURPOSE OF ENGAGEMENT                                                                                                                                                                             |
|-----------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Deloitte T & T Pty Ltd                  | 2.0         | Provide strategic advisory services to design a unified system for student enquiries, digital experience vision, capability, operating model and roadmap.                                              |
| GHD Pty Ltd                             | 0.6         | Provide a risk-based review of DDA compliance and a prioritised, costed remediation program for accessibility and legislative gaps.                                                                    |
| Building Certificates Australia Pty Ltd | 0.5         | Provide fire safety certification and NCC/BCA compliance audits for UNSW Kensington buildings, including annual fire statements and AFSS reviews.                                                      |
| Era Co Pty Ltd                          | 0.5         | Provide change management and workplace planning support for HTH transition, campus space strategy, stakeholder engagement, communications, readiness and adoption.                                    |
| Nous Group Pty Ltd                      | 0.3         | Provide domestic and international student wellbeing analysis and strategy implementation advice.                                                                                                      |
| Scyne Advisory Pty Ltd                  | 0.3         | Provide independent line 3 assurance over wage compliance review, internal audit, investigation, project assurance and specialist support services.                                                    |
| HSE Global Australia Pty Ltd            | 0.3         | Provide a risk-based contractor management framework for Estate Management, integrating systems, processes, capability building and contractor health and safety compliance.                           |
| KPMG                                    | 0.3         | Provide expert advice on leave liability valuation, payroll compliance and establishing a UNSW campus in India, including legal, operational, regulatory and tax requirements.                         |
| Turner & Townsend Pty Ltd               | 0.2         | Provide specialist project management services for the E25 Biolink redevelopment, incl. design, procurement, construction, contract administration, commissioning, and defects management.             |
| ADP Consulting Pty Ltd                  | 0.2         | Provide design and engineering support for kitchen exhaust, lighting standards and Stage 2A electrification, including compliance, procurement and construction documentation.                         |
| Johnson Controls Australia Pty Ltd      | 0.2         | Provide annual fire alarm monitoring, ASE programming and false-alarm management for UNSW fire safety systems.                                                                                         |
| MGC Engineering Pty. Limited            | 0.2         | Provide tender-ready documentation for HVAC upgrades to the K15 building.                                                                                                                              |
| Deloitte Touche Tohmatsu                | 0.2         | Provide academic calendar review, internal audit, project assurance, investigation, IT review and lease accounting services for UNSW.                                                                  |
| Hexaware Technologies Limited           | 0.2         | Optimise the Neo Integration Platform by simplifying integrations, improving reliability, enhancing data delivery, monitoring, and strengthening support for efficient, scalable marketing operations. |
| WSP Australia Pty Limited               | 0.2         | Provide feasibility assessment and concept designs for lower- and upper-campus ambient loops to support electrification, decarbonisation and future integration.                                       |
| Umech Pty Limited                       | 0.1         | Provide alteration and fitout works for E10 Lab B16 to accommodate new MC-LMBE equipment, including relocated services, safety controls and room modifications.                                        |
| PriceWaterhouseCoopers                  | 0.1         | Provide internal audit, project assurance, investigation and IT review services, including insurance, clinical trials support and accounting advice on UNSW's PPA derivative.                          |
| Arup Australia Pty Ltd                  | 0.1         | Provide detailed design, peer review and advisory support across electrification, groundwater monitoring, fire engineering, hydraulics, SMEP and H25/PC2 viability assessments.                        |
| QS Quacquarelli Symonds Ltd             | 0.1         | Provide subscription access to QS and THE rankings data and analytics to benchmark UNSW against peers and inform ranking strategy.                                                                     |
| Altis Consulting Pty Ltd                | 0.1         | Provide Academics Success Monitor data engineering and Power Platform support, including modelling, machine learning deployment, automation, documentation and troubleshooting.                        |
| Lightwell Group Pty Ltd                 | 0.1         | Provide digital exhibition services and web hosting for HTH's October 2025 opening, including an interactive app, microsite, CMS and AWS hosting.                                                      |
| Johnstaff Projects (NSW) Pty. Ltd.      | 0.1         | Provide expert project management services for UNSW Canberra Reid Campus Building J and CIT Reid transition, including design, procurement, controls, reporting, feasibility and delivery.             |
| Instinct and Reason Pty Ltd             | 0.1         | Provide research into student onboarding and belonging initiatives to identify information gaps, assess impact and improve engagement strategies across the student journey.                           |
| Accenture Australia Pty Ltd             | 0.1         | Provide strategic procurement advisory services, including sourcing, supplier negotiations and contract establishment through the University Procurement Hub.                                          |
| Howatson Newco Pty Ltd                  | 0.1         | Provide a UNSW Computer Science trailer for events, website and social media, including filming, design, animation, audio, stock footage and rollout.                                                  |
| Other                                   | 5.6         |                                                                                                                                                                                                        |
| <b>TOTAL</b>                            | <b>12.8</b> |                                                                                                                                                                                                        |