



# UTS Annual Report 2025

Volume 1

## **UTS Traditional Owners and Land**

UTS acknowledges the Gadigal people of the Eora Nation, the Boorooberongal people of the Dharug Nation, the Bidiagal people and the Gamaygal people upon whose ancestral Lands our university stands.

We would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these Lands.

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The Hon. Steve Whan MP  
New South Wales Minister for Skills, TAFE and Tertiary  
Education  
52 Martin Place  
Sydney NSW 2000

Dear Minister

The University of Technology Sydney is pleased to present the UTS Annual Report 2025 for presentation to Parliament.

Volume 1 outlines our performance against our strategy and volume 2 contains our financial statements as endorsed by the UTS Council.

The report has been prepared in accordance with the Government Sector Finance Act 2018 (NSW) and the NSW Treasury TPG25-10a Group 1 – Annual Report.

Yours faithfully



Michael Rose AM  
Chancellor



Professor Andrew Parfitt  
Vice-Chancellor

## 2025 year in review



Chancellor Michael Rose AM

Photo credit: Andy Roberts



Vice-Chancellor Professor Andrew Parfitt

2025 has been a year of progress, change and renewal. We have many reasons to be proud of what we have achieved this year. At the same time, we have also needed to make difficult decisions about how to operate more sustainably so we can continue to deliver our core purpose of education and research with impact.

Over the course of the year, staff, students and stakeholders responded to two significant proposals that considered the university's academic profile and the operating model that supports the delivery of services. The response from stakeholders through the consultation process provided valuable insights and demonstrated the deep commitment of our community for the university.

Navigating change is complex, and the university acknowledges the impact that was felt by some members of our community by the scale of what was proposed. We extend our sincere appreciation to our community for their ongoing commitment and contributions toward delivering a sustainable model and advancing the UTS 2030 vision.

### A creative and innovative community

Creativity and innovation are an essential part of what we do and who we are. We take pride in our collaborative teaching, research and industry connections that leverage the distinctive creative environment of UTS and Sydney.

This year we marked a significant milestone in our Creative Industries Strategy with the establishment of our Faculty of Design and Society. We welcomed Professor James Bennett into the role of inaugural Dean of the new faculty in January 2026. Professor Bennett is an experienced leader whose research explores the creative, social and technical dimensions of innovation technologies and cultures.

Our flagship startups program, UTS Startups, is now open to the public, giving entrepreneurial students the chance to collaborate with external innovators through internships, in-subject projects and mentoring.

UTS's research reputation was recognised in the 2026 QS World University Rankings where we ranked 1st in Australia for citations per faculty.

Our academic staff had success in the 2025 Australian Awards for University Teaching. Five UTS entrants received a Citation for Outstanding Contributions to Student Learning, reflecting the high quality of teaching at UTS and the importance we place on student-centred learning.

### A safe and inclusive community

At UTS we are proud of the diversity of backgrounds, lived experiences and perspectives of our students and staff. This diversity is central to who we are and to our strength as a creative and innovative public university.

We are committed to fostering a respectful and inclusive culture where every member of our community feels included and valued.

This year we launched the UTS Pathways Plan, a plan that reflects our values and commitment to education for all. Under the plan, UTS will offer more flexible and equitable opportunities for students from diverse backgrounds by using non-traditional pathways and relying less on ATAR-based admissions. Through partnerships with schools, collaborations with community partners and support for our students, we are dedicated to creating a future where every student, regardless of background, can access higher education.

Our Cultural Diversity and Anti-Racism Action Plan was formally adopted at the end of 2025. This plan aims to equip our community with the knowledge and skills to prevent and respond to racism in all its forms, as well as promote a sense of belonging for everyone at UTS.

We also approved a new Indigenous Education and Research Strategy 2025-2030. The strategy will build on the success of previous strategies to give effect to Indigenous self-determination in the pursuit of excellence in Indigenous education and research.

### UTS Council

At the end of the year, we celebrated Ms Catherine Livingstone AC's distinguished tenure as Chancellor, recognising her nearly decade-long commitment to the UTS Council and her remarkable contributions to UTS as Chancellor.

Her expert leadership and invaluable advice provided throughout her tenure demonstrated a sustained commitment to excellence. We wish Catherine all the best for her future endeavours.

We welcomed new Chair of Academic Board, Professor Lynn Sinclair. We look forward to continuing the close association between Council and Academic Board as we advance the university's academic direction.

We would like to express our thanks to Mr Antony Riordan for his contributions during his term as a member appointed by the Minister.

### Looking ahead

Our community's achievements have helped progress our UTS 2030 strategy this year. We have seen our reputation and rankings continue to rise. We are now consistently ranked Australia's top young university and among the world's top 100 institutions.

As UTS looks ahead, we do so with confidence, guided by a clear strategic vision, strong governance and a shared commitment to excellence in education and research for the public good.

We will continue to build a university that is innovative, inclusive and responsive to the needs of our communities, ensuring UTS remains well placed to deliver meaningful outcomes well beyond 2030.



Michael Rose AM  
Chancellor



Professor Andrew Parfitt  
Vice-Chancellor

# Overview

## Who we are

Our vision is to be a leading public university of technology recognised for our global impact. Guided by this vision, our purpose is to advance knowledge and make a positive difference in the world through teaching and research.

We are committed to research, innovation and sharing knowledge that benefits the public. We work across disciplines and with diverse communities to develop innovative solutions to society's big challenges.

We support our communities to thrive — economically, socially and culturally and measure our success through the achievements of our students, staff and partners.

As a public purpose institution, UTS is committed to supporting positive social change within and beyond our campus. We believe in driving social change to create a more just, equal and sustainable world. We are preparing our students to become global thinkers and leaders equipped for the future workforce.

We serve our communities with a distinctively UTS approach, combining academic excellence with a collaborative, impact-driven mindset and a strong commitment to diversity, social justice and the self-determination of First Nations peoples.

We believe in a lifetime of learning. Our students have access to Sydney's thriving startup community and gain real-world experience through our connections with industry. We encourage our students to take internships and entrepreneurial experiences.

Our vibrant campuses are at the heart of student life, innovation and collaboration. Our main campus is located in Sydney's creative precinct, close to the city centre, providing a dynamic setting for our community to thrive.

## Our history

The University of Technology Sydney was founded in its current form in 1988, although its antecedent organisations trace back further. The new university was established through the merging of the New South Wales Institute of Technology with the School of Design of the former Sydney College of the Arts, the Kuring-gai College of Advanced Education and the Institute of Technical and Adult Teacher Education of the Sydney College of Advanced Education.

## Principal functions

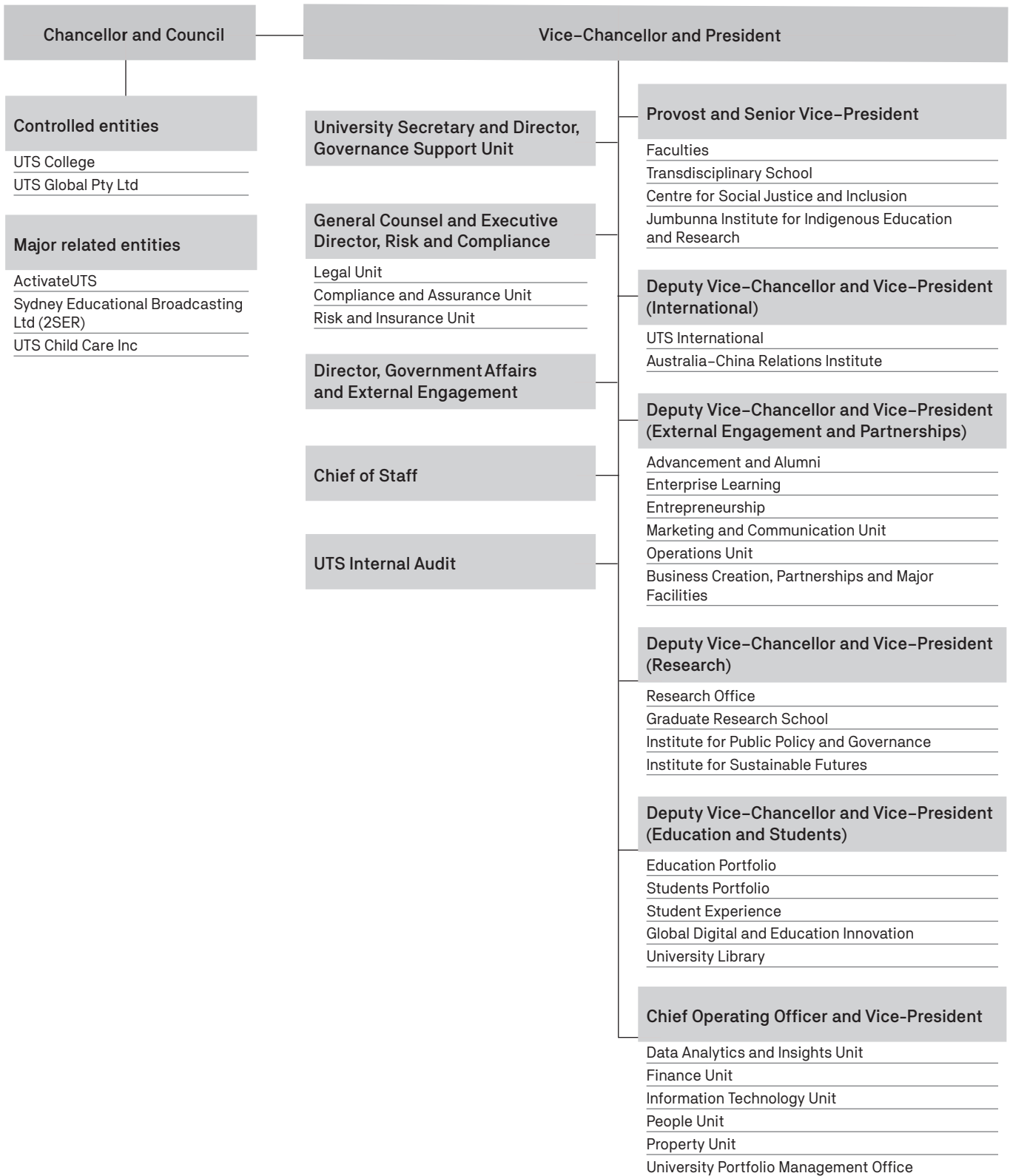
The University of Technology Sydney Act 1989 (NSW) is UTS's founding legislation. It outlines the university's objectives and functions as well as constitutional matters such as the membership and role of Council. The Act allows for the making of by-laws and rules.

Under section 6, the object of the university is the promotion, within the limits of the university's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.

UTS has the following principal functions for the promotion of its object:

- the provision of facilities for education and research of university standard
- the encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry
- the provision of courses of study or instruction across a range of fields, and the carrying out of research, to meet the needs of the community
- the participation in public discourse
- the conferring of degrees, including those of bachelor, master and doctor, and the awarding of diplomas, certificates and other awards
- the provision of teaching and learning that engage with advanced knowledge and inquiry
- the development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are underpinned by the university's values and goals and that are sufficient to ensure the integrity of the university's academic programs.

# Organisational structure



## Controlled entities

Section 16A of the University of Technology Sydney Act 1989 (NSW) provides for controlled entities. UTS has the following controlled entities.

### UTS College Limited

UTS College Limited is a registered private higher education provider and a pathway provider to UTS. UTS College offers academic English programs, UTS Foundation Studies and higher education diplomas.

### UTS Global Pty Ltd

UTS Global Pty Ltd provides management and administrative services to the university related to UTS representative offices overseas. Currently, UTS Global Pty Ltd provides services related to the strategic direction and management of:

- a representative office in Beijing, China, UTS Beijing Ltd, which is a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder, and which provides relationship management, market intelligence and profile-building services to UTS, and
- UTS Research and Innovation Institute (Shenzhen) Co Ltd, which closed during 2025. It was a wholly foreign-owned entity of which UTS Global Pty Ltd was the only shareholder. It provided business development, technology transfer, consultancy and industry engagement services to UTS, particularly research-focused engagement.

The directors of UTS Global Pty Ltd, UTS Beijing Ltd and UTS Research and Innovation Institute (Shenzhen) Co Ltd comprise current UTS executive and staff.

## Faculty deans

### UTS Business School

Professor Carl Rhodes, BScEcon(Hons) (UWIST), MEd, EdD, LittD (UTS)

End date: 1 June 2025

Professor Sara Denize (interim dean), BCom (Hons), MCom (Otago), PhD (UTS)

Start date: 1 June 2025

### Faculty of Faculty of Design, Architecture and Building

Professor Mark Evans, BMus(Hons), PhD (Melb)

End date: 27 February 2025

### Faculty of Design and Society

Professor Mark Evans (interim dean), BMus(Hons), PhD (Melb)

Start date: 28 February 2025 to 1 August 2025

Distinguished Professor Jim Macnamara (interim dean), BA, MA (Deakin), PhD (UWS), FAMI, CPM, FAMEC

Start date: 1 August 2025

### Faculty of Engineering and Information Technology

Professor Peta Wyeth, BInfTech, PhD (UQ)

### Faculty of Health

Professor Debra Anderson, BA (UQ), GradDip(NursStudies) (UNE), MN (Flin), PhD (UQ)

### Faculty of Law

Professor Anita Stuhmcke, BA/LLB(Hons) (Macq), MJuris(Hons) (Sydney), PhD (ANU)

End date: 30 June 2025

Professor Tracey Booth (acting dean), LLB (UNSW), LLM (Sydney), PhD (UNSW)

Start date: 1 July 2025

### Faculty of Science

Professor James Wallman, BSc(Hons), PhD (Adel), FFSc(RCPA), FRES, FRSN

## University leadership team

UTS is led by Vice-Chancellor and President Professor Andrew Parfitt. The role of the Vice-Chancellor and the University Leadership Team is to provide effective operational management of the university to achieve its strategic priorities.

### Vice-Chancellor and President

Professor Andrew Parfitt, BE, PhD (Adel), FTSE, FRSN, FIEAust, GAICD

### Provost and Senior Vice-President

Professor Vicki Chen, BSc (MIT), PhD (Minn), FTSE

End date: 1 July 2025

### Acting Provost and Senior Vice-President

Professor Anita Stuhmcke, BA LLB (Hons) (Macq), MJuris (Hons) (Sydney), PhD (ANU)

Start date: 1 July 2025

### Chief Operating Officer and Vice-President

Glen Babington CSC, MBA, BA (Hons), GAICD

### Deputy Vice-Chancellor and Vice-President (International)

Iain Watt, BSc (ANU)

End date: 30 April 2025

### Interim Deputy Vice-Chancellor and Vice-President (International)

Leo Mian Liu, BA (BFSU), MA (UNSW)

Start date: 1 May 2025

### Deputy Vice-Chancellor and Vice-President (Research)

Professor Kate McGrath, BSc(Hons) (UC), PhD (ANU), PGDipComFinance (Otago), FNZIC

### Deputy Vice-Chancellor and Vice-President (Education and Students)

Professor Kylie Readman, BEd(Hons), MEd (QUT), PhD (USC)

### Deputy Vice-Chancellor (External Engagement and Partnerships)

Alana Piper, BA (Sydney), MSt, DPhil (Oxf)

### Pro Vice-Chancellor (Indigenous Leadership and Engagement)

Professor Robynne Quiggin AO, BA (Sydney), LLB (UNSW)

## UTS Council

UTS Council is the governing body of the university. It is constituted in line with the provisions of the University of Technology Sydney Act 1989 (NSW).

Council's powers and functions include management and control of the university's affairs, concerns and property. Council acts in all matters that best promote the objectives and interests of the university.

### Council committees

Council is advised by the following committees:

- Academic Board
- Audit and Risk
- Finance
- Governance
- Honorary Awards
- Infrastructure
- Nominations
- Remuneration
- Student/Council Liaison Group.

Committee membership includes Council and non-Council members with relevant expertise and background.

### Council activities in 2025

During 2025, the UTS Council discharged its functions in accordance with section 16 of the UTS Act. At its meetings this year, Council:

- elected Michael Rose AM as the sixth Chancellor of UTS and farewellled Catherine Livingstone AC who completed her term on the 30 November
- received reports from the Vice-Chancellor on key developments and activities including updates on:
  - the UTS 2030 strategy, its progress and the university's performance
  - state and federal government issues
  - the university sector
  - our precinct, and
  - internal matters
- approved the Gender-based Violence Prevention and Response Policy to ensure alignment with the National Higher Education Code to Prevent and Respond to Gender-based Violence
- received reports from Council committees
- reviewed and approved the 2024 financial statements
- received updates on the operational sustainability initiative, including progress and scope
- received the annual reports on social justice, sustainability, and work health and wellbeing.

## UTS Council members

The UTS Council is chaired by the UTS Chancellor, who is elected by the Council.

The UTS Council comprises 20 official, elected and appointed members. Members have expertise and background relevant to the university's governance needs.

### Chancellor

Catherine Livingstone AC, BA (Accounting) (Hons) (Macq), HonDBus (Macq), HonDSc (Murdoch), HonDBus (UTS), HonDLitt (Sydney), HonDSc (UOW), FCAANZ, FAATSE, FAICD, FAAS

1 December 2016 to 30 November 2020

1 December 2020 to 30 November 2024

1 December 2024 to 30 November 2025

Michael Rose AM, BA, LLB (UNSW), HonLittD (UTS)

Term: 1 December 2025 to 30 November 2029

### Vice-Chancellor and President

Professor Andrew Parfitt, BE, PhD (Adel), FTSE, FRSN, FIEAust, GAICD

### Chair of Academic Board

Professor Lynn Sinclair, RN, BSc(Hons) (ENU), PhD (UTS)

Term: 1 January 2025 to 31 December 2026

### Deputy Chancellor

Dr John Laker AO, BEc(Hons) (Sydney), PhD (LSE), HonDSc (Sydney)

1 December 2018 to 30 November 2020

1 December 2020 to 30 November 2022

1 December 2022 to 30 November 2024

1 December 2024 to 30 November 2026

### Members appointed by the Minister

Dr Sue Barrell AO, BSc(Hons) (UC), PhD (ANU), GradDipMeteorology (BMTC), FTSE, GAICD

1 November 2018 to 31 October 2022

1 November 2022 to 31 October 2026

Antony Riordan, BEc, LLB (Macq)

1 November 2022 to 9 November 2025

### Members appointed by Council

Dianne Hill, BAcc (UniSA), Fellow (UTS), FCA, FAICD, MIIA

1 July 2019 to 31 October 2022

1 November 2022 to 31 October 2026

Richard Howes, BCom(Hons), BEcon (UQ), AMP (HBS)

1 March 2022 to 31 October 2025

1 November 2025 to 31 October 2029

Dr John Laker AO, BEc(Hons) (Sydney), PhD (LSE), HonDSc (Sydney)

1 July 2015 to 31 October 2018

1 November 2018 to 31 October 2022

1 November 2022 to 31 October 2026

Kim McKay AO, BA (Comm) (UTS)

1 March 2022 to 31 October 2025

1 November 2025 to 31 October 2029

Dr Lisa O'Brien AM, MBBS(Hons), MBA, MHRM&C (Sydney), FRACMA, GAICD

1 March 2020 to 31 October 2023

1 November 2023 to 31 October 2027

Dr Jack Steele, BSc(Hons), PhD (UWA)

19 August 2020 to 31 October 2023

1 November 2023 to 31 October 2027

Anne O'Driscoll, FCA, FAICD, ANZIIF (Fellow)

17 April 2024 to 31 October 2028

Richard Fleming, BA (Oxf), MBA (AGSM)

18 April 2024 to 31 October 2028

### Elected members of academic staff

Professor Thalia Anthony, BA LLB (Hons), MCrim, PhD (Sydney)  
Professor, Faculty of Law

1 November 2024 to 31 October 2026

Dr Robert Czernkowski, BCom (Hons) (Tas), PhD (AGSM)  
Senior Lecturer, Accounting Discipline Group, UTS Business School

1 November 2024 to 31 October 2026

### Elected member of professional staff

Fiona Scott, Faculty General Manager, Faculty Management, Faculty of Health

1 November 2024 to 31 October 2026

### Elected undergraduate student

Chloe Ferreira, enrolled Bachelor of Economics/Bachelor of Laws

1 November 2024 to 31 October 2026

### Elected postgraduate student

Bhargav Choudhari, enrolled Master of Finance (Extension)

1 November 2024 to 7 April 2025

Sreekar Reddy Edulapalli, enrolled Master of Artificial Intelligence

21 May 2025 to 31 October 2026

### University Secretary

William Paterson, BA(Hons) (Sydney), MEdAdmin (UNSW)

## Meetings of UTS Council members

The following table outlines the numbers of meetings of the members of the UTS Council, and of each Council committee, held during the year ended 31 December 2025, and the numbers of meetings attended by each member.

Volume 2 contains the report by the members of Council on UTS and the entities it controlled at the end of, or during, the year ended 31 December 2025.

	Council		Audit and Risk		Finance <sup>1</sup>		Governance <sup>1</sup>		Honorary Awards <sup>1</sup>	
	A	B	A	B	A	B	A	B	A	B
Ms Catherine Livingstone AC Chancellor	7	7	5	3	5	4	5	5	1	1
Mr Michael Rose AM Chancellor	-	-	-	-	-	-	-	-	-	-
Professor Andrew Parfitt Vice-Chancellor	7	7	5 <sup>2</sup>	5 <sup>2</sup>	5	5	5	4	1	1
Associate Professor Lynn Sinclair Chair, Academic Board	7	7	-	-	-	-	-	-	1	1
Ms Dianne Hill	7	7	-	-	5	5	-	-	-	-
Dr Jack Steele	7	7	5	5	-	-	-	-	1	1
Dr John Laker AO	7	6	-	-	5	4	-	-	1	1
Dr Sue Barrell AO	7	7	-	-	-	-	-	-	-	-
Dr Lisa O'Brien AM	7	6	-	-	-	-	-	-	-	-
Ms Kim McKay AO	7	7	-	-	-	-	-	-	1	1
Mr Richard Howes	7	7	-	-	5	4	-	-	-	-
Ms Anne O'Driscoll	7	7	5	5	-	-	-	-	-	-
Mr Richard Fleming	7	7	-	-	-	-	-	-	-	-
Mr Antony Riordan	6	6	-	-	-	-	4	3	-	-
Professor Thalia Anthony	7	7	-	-	-	-	-	-	-	-
Dr Robert Czernkowski	7	7	-	-	-	-	-	-	1	1
Ms Fiona Scott	7	7	-	-	-	-	-	-	-	-
Ms Chloe Ferreira	7	7	-	-	-	-	-	-	-	-
Mr Bhargav Choudhari	2	2	-	-	-	-	-	-	-	-
Mr Sreekar Reddy Edulapalli	4	4	-	-	-	-	-	-	-	-

## Meetings of UTS Council members (continued)

	Nominations <sup>1</sup>		Infrastructure <sup>1</sup>		Remuneration		Student Council Liaison		Total	
	A	B	A	B	A	B	A	B	A	B
Ms Catherine Livingstone AC Chancellor	-	-	4	2	2	2	-	-	29	24
Mr Michael Rose AM Chancellor	-	-	-	-	-	-	-	-	0	0
Professor Andrew Parfitt Vice-Chancellor	-	-	4	4	-	-	-	-	27	26
Associate Professor Lynn Sinclair Chair, Academic Board	-	-	-	-	-	-	-	-	8	8
Ms Dianne Hill	-	-	-	-	-	-	-	-	12	12
Dr Jack Steele	-	-	-	-	2	2	-	-	15	15
Dr John Laker AO	-	-	4	4	2	2	-	-	19	17
Dr Sue Barrell AO	-	-	-	-	-	-	-	-	7	7
Dr Lisa O'Brien AM	-	-	-	-	-	-	3	3	10	9
Ms Kim McKay AO	-	-	-	-	-	-	-	-	8	8
Mr Richard Howes	-	-	2	2	-	-	-	-	14	13
Ms Anne O'Driscoll	-	-	-	-	-	-	-	-	12	12
Mr Richard Fleming	-	-	4	4	-	-	-	-	11	11
Mr Antony Riordan	-	-	-	-	-	-	-	-	10	9
Professor Thalia Anthony	-	-	-	-	-	-	-	-	7	7
Dr Robert Czernkowski	-	-	-	-	-	-	-	-	8	8
Ms Fiona Scott	-	-	-	-	-	-	-	-	7	7
Ms Chloe Ferreira	-	-	-	-	-	-	3	3	10	10
Mr Bhargav Choudhari	-	-	-	-	-	-	1	0	3	2
Mr Sreekar Reddy Edulapalli	-	-	-	-	-	-	2	2	6	6

1. Indicates that, for this committee, the composition allows for the 'Vice-Chancellor or nominee' to attend. Figures for the Vice-Chancellor only include those meetings they attended, not those possible or attended by his nominee (if such nomination has occurred).

2. UTS General Rule G1 12(1) proscribes that the Vice-Chancellor will not be a member of the Audit and Risk Committee. Figures represent Vice-Chancellor attendance as a non-member.

A: Represents the number of meetings held during the time the member held office or was a member of the committee during the year. A dash indicates that a Council member was not a member of that particular committee.

B: Represents the number of meetings attended by the member.

# Strategy

## UTS 2030 strategy

This annual report is the first to be delivered under our new UTS 2030 strategy.

We remain steadfast in our vision of being a leading public university of technology recognised for our global impact.

To achieve this vision, we will focus on 4 strategic priorities.

### **A creative and innovative university**

As a research-intensive university creativity and innovation are an essential part of what we do, but we must ensure we are in the best position to elevate and use these intrinsic attributes. We have an opportunity to further differentiate ourselves as a leader in this space. To achieve this we must succeed in harnessing, using and embedding creativity and innovation in everything we do.

### **A connected and engaged university**

Deep connections with industry and community have always been part of our unique history and identity. We understand that mutually beneficial collaborations with the end-users of our education and research – businesses, governments, NGOs and target communities both locally and globally – are the best way to magnify and accelerate impact, today and into the future.

### **A student-centred university**

Through this work we will support our students to thrive in all stages of their educational journey. We will provide pathways to our high-quality education and, in partnership with our students, provide a supportive learning environment where all our students feel safe, valued, respected and able to learn.

### **A resilient and agile university**

Our excellence in teaching and research is underpinned by how we operate. We will continue to evolve to provide an environment that meets the dynamic needs of our students, staff, industry and global community. We will continue to invest in the modernisation of our workforce, systems, data and property to support excellence in teaching and research.

## Strategic outcomes

The UTS 2030 strategy embeds outcomes for each strategic priority. These outcomes aim to build on our reputation and distinctive identity, supporting our aspiration to become a globally connected, resilient university that responds effectively to changes and challenges in the higher education sector.

You can read more about our outcomes and performance in the Operations and performance section on page 14.

## 2025 performance

This year we lay the foundational steps towards delivering UTS 2030 and made progress across our 4 strategic priorities.

Highlights for the year include:

- ranking 1st in NSW for student success with a rate of 93.07%
- 10 of our researchers being named in the Clarivate Highly Cited Researchers 2025
- embarking on a comprehensive whole-of-institution response to gender-based violence that is trauma-informed and person-centred to align with the National Higher Education Code to Prevent and Respond to Gender-based Violence
- launching the UTS Pathways Plan dedicated to advancing educational access and equity
- becoming the first Australian university to deliver online postgraduate programs entirely in Modern Standard Chinese
- winning the International Green Gown Award for Sustainability Institution of the Year.

## Rankings

Consistently ranked as Australia's top young university, UTS is now recognised among the world's top 100 institutions and performs strongly across all key discipline areas nationally.

- 9th in Australia and 96th in the world (QS World University Rankings 2026)
- 7th in Australia and 145th in the world (Times Higher Education (THE) World University Rankings 2026)
- 2nd in Australia and in top 50 worldwide for research quality (THE World University Rankings 2026)
- 1st in Australia and 3rd in the world for our global partnerships that support sustainable development (THE Impact Rankings 2025).

# Operations and performance

## A creative and innovative university

**By 2030 we will be internationally regarded for excellence in teaching and research and recognised for being at the forefront of creativity and innovation.**

### 2025 outcome achievements

- Ranked in the top 100 universities globally, ranking 96th worldwide (QS World University Rankings).
- Established the Faculty of Design and Society as the foundation of our Creative Industries Strategy.
- Enhanced UTS Startups with increased opportunities for students, researchers and external innovators.

### Creative industries

The establishment and naming of the Faculty of Design and Society marked the first major milestone for our Creative Industries Strategy. The recruitment of a new faculty executive team is complete, and Professor James Bennett will start as dean of the new faculty in January 2026.

### Tech Central

UTS continues to contribute to the NSW Government's Tech Central Strategy and support the NSW Innovation Blueprint. In June, the NSW Government announced the commitment of an additional \$38 million in funding for Tech Central related initiatives. A substantial proportion of this commitment will be focused on moving the Sydney Startup Hub to Tech Central, which will firmly place our precinct at the centre of the government's efforts to support and grow the NSW innovation ecosystem.

### UTS Startups

UTS Startups support the UTS 2030 strategy by enabling industry-engaged learning, translation of research and skills into practice, and the creation of new economic and social value.

This year we launched UTS Startups for early-stage, technology-enabled ventures in a new location in Tech Central. UTS Startups supports student and founder capability development through internships, in-subject projects and mentoring, access to UTS expertise and facilities, and opportunities for collaboration with students, alumni, researchers and industry partners.

Through this approach, UTS Startups contributes to graduate employability, industry-engaged education and entrepreneurship pathways, while supporting the development of ventures aligned to real-world challenges and the public good, strengthening UTS's role in Sydney's innovation ecosystem.

As part of its UTS Startups schools engagement portfolio, UTS continues to deliver its NESA-accredited Practical Entrepreneurship program through UTS Startups, providing a 60-hour course for year 11 students that appears on their HSC record. This fully online, UTS-assessed program applies a structured approach to entrepreneurship and builds early capability for students in problem-solving, market validation and digital enterprise.

### Digital presence

In 2025, UTS completed a major phase of its Digital Presence Program (DPP) through the launch of its new website, strengthening the university's ability to engage students, partners, alumni and the broader community.

Performance indicators for the new website demonstrated increased digital engagement, including more audience interaction, growth in new users and improved content consumption across priority markets.

The new website was awarded a silver medal in the Digital Education category at the Better Future World Design Awards 2026.

### Research performance

UTS's research excellence was recognised in the 2026 QS World University Rankings where we ranked 1st in Australia for citations per faculty.

Our external research income total for 2025 was \$135 million.

We also achieved substantial growth in HERDC Category 1, including the ARC competitive funding, achieving a \$6.9 million above budget, and an increase of \$1.4 million from last year.

## Research translation

This year we established the Research to Impact initiative to include our research translation projects under the one umbrella. The program allows for our research community to easily identify and access support for their research translation endeavours.

This increased focus on research translation, and on supporting our research community, has resulted in more opportunities for our researchers.

More than 47 active translation projects progressed across all faculties. The commercialisation pipeline also strengthened significantly, with 68 active opportunities, 12 royalty-bearing licence prospects and 7 spinout candidates.

The impact of our research beyond commercialisation also continued to grow. Around 25% of active projects are pursuing non-commercial pathways (including policy impact, health interventions, and social innovation), supported by new communities of practice and targeted initiatives such as the ageing research translation foci, which contributed directly to shaping the new federal Aged Care Act 2024 and national aged care funding reforms.

## Deep sector engagement

We have launched a deep sector engagement initiative to build stronger, mutually beneficial relationships between UTS and its partners. This initiative is designed to transform how we connect with industry sectors where our interdisciplinary research expertise can make a difference.

The initial 4 deep sector engagement (DSE) teams – agriculture and horticulture-tech; health; climate; and space and defence – were launched in July. Core researchers for each sector have been identified, in addition to the network of researchers supporting activity.

Two further DSE teams, manufacturing and creative industries, are proposed for 2026.

## First Nations engagement

We approved a new Indigenous Education and Research Strategy 2025-2030 this year. The strategy will build on the success of previous strategies to give effect to Indigenous self-determination in the pursuit of excellence in Indigenous education and research.

Significant progress was also made in 2025 to refine and update the draft Indigenous Cultural and Intellectual Property (ICIP) guidelines, led by senior Indigenous staff and informed by broad consultation. The guidelines aim to implement a human rights-based approach, which involves positive measures by institutions developed together with Indigenous peoples, including Indigenous self-determination and free, prior and informed consent.

## A connected and engaged university

**By 2030, we will be preferred by industry in the areas we work, we will increase collaboration within UTS, and with our communities and partners; and demand for our graduates will grow.**

### 2025 outcome achievements

- Positioned UTS as a leader in digital education and global engagement with a new global digital operating model, featuring the launch of CinLearn, UTS's first online postgraduate offering in Mandarin.
- Reached up to 200,000 global alumni through our improved alumni communications strategy.
- More than 700 donors collectively contributed more than \$11 million to support UTS students, research and programs.

### Industry partnerships

In 2025, UTS strengthened its position as an industry-connected university by developing a university-wide industry partnerships model that emphasises integration, specialisation and alignment of interests between UTS and industry, as well as delivering partnerships that translate research capability into operational, national and commercial outcomes across government and industry.

We established key strategic partnerships and initiatives with new partners including the Australian Federal Police and Hitachi to accelerate green transformation and decarbonisation outcomes in Australia.

Our CISCO relationship has expanded, incorporating new industry-funded roles and enhanced collaboration platforms like Innovation Central Sydney (ICS) and the National Industry Innovation Network. Situated at the heart of Tech Central, ICS provides a platform for industry and government to explore emerging technologies through innovation projects, engage with world-leading experts, access state-of-the-art facilities, and contribute to the development of the next generation workforce.

We also established a formal RNA manufacturing collaboration between UTS's Biologics Innovation Facility and the University of New South Wales. The Biologics Innovation Facility is nationally recognised for its hands-on Good Manufacturing Practice training programs, which equips trainees with industry-relevant skills essential for the large-scale manufacture of RNA-based products.

Alongside Space Machines Company (SMC), we announced the creation of Australia's largest industrial-scale spacecraft manufacturing facility. Located at UTS Tech Lab, the Optimus Factory (OF-01) marks a major milestone in Australia's space industry, establishing critical sovereign capability for the design, assembly and testing of 300kg class spacecraft at scale.

This partnership, renewed for a further 3 years, allows for joint research and development, enabling UTS and SMC to shape the future of the space industry in Australia and globally. It will provide UTS students and researchers with access to leading-edge technology and real-world experience, placing them at the forefront of space innovation.

### Global partnerships

This year marked a major milestone in positioning global and digital growth as a core strategic priority under the UTS 2030 strategy. Through sector leadership, strategic collaborations, and the launch of new international online offerings, we strengthened our reputation as an entrepreneurial and future-focused university.

Under our global and digital growth program, we became the first university in Australia to deliver online postgraduate programs entirely in Modern Standard Chinese. Through our 10-year partnership agreement with CinLearn Education, UTS launched 2 programs in May this year, the Master of Technology Innovation and the Master of Business Analytics.

The programs were developed to respond to a growing demand from Chinese learners for flexible, high-quality international education that fits around their work and personal commitments.

### Enterprise learning

Through its enterprise learning partnerships, UTS delivered tailored, industry-driven education to support the upskilling and reskilling of the workforce.

Notably, enterprise learning programs continued to demonstrate UTS's capacity to design and deliver flexible, applied learning aligned to partner needs, including modular short courses, microcredentials and bespoke professional education for government and industry organisations.

These models reinforced UTS's role as a trusted partner in addressing complex, skills-intensive challenges and generated a rise in incoming enquiries, increased traffic to the Plus UTS website, and enhanced visibility at learning and development and human resources conferences and events. In 2025, areas of strong growth were in AI enterprise education, data and cybersecurity.

## Alumni engagement

In 2025, UTS advanced its ambition under its UTS 2030 strategy by strategically strengthening alumni networks across Australia and in key international regions. Enhanced alumni engagement and recognition programs deepened connections and increased visibility.

### Key highlights

- A reimagined alumni communications strategy reached up to 200,000 alumni globally, delivering open and click through rates well above sector benchmarks and significantly increasing advocacy and awareness. Social media engagement experienced substantial growth across all platforms in 2025 and the UTS Global Alumni Network LinkedIn Group grew by 15%, increasing membership from 14,000 to 16,000.
- Alumni engagement grew by 6% to almost 28,000 actively engaged alumni, reflecting sustained investment in networks and relationship management.
- A strategic partnership approach was embedded through domestic and international advisory boards, alumni ambassadors and senior alumni engagement aligned to UTS priorities that translated to industry, business and philanthropic lead generation.
- Global alumni communities were strengthened through international engagement across North America, the United Kingdom/European Union, China and Southeast Asia, directly supporting reputation, partnerships and the university's global engagement agenda.
- The UTS Alumni Awards achieved record nominations and continue to recognise and celebrate outstanding achievement, build external connections and enhance UTS's reputation. Alumni storytelling was re-vitalised through digital content showcasing the real-world impact of our alumni driving positive change.
- The UTS Young Alumni program attracted significant levels of engagement with over 500 alumni 35 years of age and under attending alumni connection events. The Young Alumni Committee now represents all UTS faculties and the 2025 program focused on alumni-to-alumni connections, career support, creativity and collaboration.

## Philanthropy and fundraising

UTS has strengthened its philanthropic program, reinforced donor confidence and advanced its UTS 2030 commitment to being a connected and engaged university. We aligned our philanthropic activity with faculty priorities and major institutional themes, including research excellence, Indigenous leadership, technology and social justice. We also secured significant partnerships, alongside improvements to governance, transparency and systems to support sustainable, long-term fundraising.

Donor generosity in 2025 was broad-based and impactful. 718 donors collectively contributed \$11.27 million<sup>1</sup> to support UTS students, research and programs, reflecting confidence in UTS's vision and priorities. This support enabled hundreds of students to progress their education, and funded research and community initiatives delivering real-world impact.

Donor engagement was strengthened through a scalable, brand-aligned stewardship and storytelling approach and philanthropic outcomes included major gifts, multi-year commitments and generous bequests. Bequest giving, demonstrating a deep affinity with UTS, including from alumni from antecedent institutions, will be relaunched in 2026 to recognise this opportunity for growth.

Despite a challenging operating environment, philanthropic momentum strengthened across the year, with a clearer and more robust pipeline emerging to support future initiatives.

### Key highlights

- A total of \$11.27 million<sup>1</sup> in philanthropic support was secured from 718 donors, providing broad-based funding for scholarships, research and community programs aligned to UTS priorities.
- Minderoo Foundation: \$1 million gift supporting the MERMAID project (Marine Ecosystems Research Mobilising AI and Data).
- Rebecca L Cooper Medical Research Foundation: \$2 million awarded to 2 next generation UTS biomedical researchers through the AI & Val Rosenstrauss Fellowships (\$1 million each).
- Rolex: A 3-year commitment through the Perpetual Planet Initiative, accelerating UTS's global leadership in marine science and expansion of the Coral Nurture Program across the Great Barrier Reef and internationally.
- Google Asia Pacific: \$300,000 supporting research into AI productivity and innovation ecosystems.
- Wicking Trust: \$420,000 supporting an ageing and end of life research project in the Faculty of Law.
- Donor engagement was re-energised with delivery of the first 2 large scale philanthropic appeals in several years, reaching more than 100,000 alumni, donors and friends and supported by refreshed impact storytelling and communications.
- Significant bequest support, including a \$2.2 million estate gift and additional bequests, reinforcing long-term confidence in UTS and expanding future investment in student access and research.

1. Philanthropic income received differs from donation and bequest revenue reported in volume 2 (note 2.7). Philanthropic income received reflects cash and in-kind philanthropic contributions, while donation and bequest revenue in volume 2 is recognised under accounting standards and includes eligible non-cash contributions, such as in-kind research income. Accordingly, the 2 amounts are not directly comparable.

## A student-centred university

**By 2030, we will meet student, industry and community expectations in line with our distinctive identity. We will support academic success for all students, particularly those from underrepresented backgrounds.**

### 2025 outcome achievements

- Launched UTS Pathways Plan to advance educational access and equity to students from underrepresented backgrounds.
- Implemented a new non-ATAR pathway for equity cohorts.
- Built on the Student Experience Framework to improve student onboarding and student wellbeing.
- Implemented an improved online portal for gender-based violence reports, providing a trauma-informed, person-centred approach.

### Student diversity and success

We launched the UTS Pathways Plan in February. Under the plan, UTS will offer more flexible and equitable opportunities for students from diverse backgrounds by embracing non-traditional pathways and reducing reliance on ATAR-based admissions.

The plan's aim is to ensure that all students, regardless of background or circumstance, can succeed and thrive in higher education. The plan will prioritise First Nations and low socio-economic status (SES) students in line with UTS's commitment to social justice and inclusion.

We saw an initial impact of the pathways plan with our low-SES access rate increasing from 7.7% in 2024 to 7.8% in 2025, and a continued growth with total Indigenous student participation (all courses) increasing by 34 students from 406 in 2024 to 440 in 2025, making it the highest number of Indigenous students in UTS history.

Jumbunna engaged in strategic outreach including the development of a new Indigenous leadership program with 6 pilot schools with high Indigenous student participation (years 9 to 12). The program was developed through ideation workshops and community consultation and feedback to date has been very positive. Future tailored workshops based on student need and school interest are planned for the expanded program in 2026.

The UniReady Enabling Program, UTS's free academic program specifically developed for First Nations students and/or students who have experienced financial disadvantage, received accreditation and was piloted, establishing a new non-ATAR pathway for equity cohorts.

## Student voice and experience

Building on the Student Experience Framework, we implemented a new onboarding communications strategy this year, targeting our domestic undergraduate commencing cohort. These curated emails are designed to equip, guide and empower students as they start their learning journey at UTS.

As a result, we saw a 15% increase in Orientation attendance compared to 2024, a reduction in enquiry volumes, and an 11% increase in Orientation registrations, with record engagement and waitlists for many face-to-face events. In recognition of this work, the student onboarding communications optimisation project was named a finalist at the Australian Marketing Institute Marketing Excellence Awards.

We continued to strengthen how student insights shape our decision-making. Through thematic feedback surveys and the development of new student voice principles, we embedded a more systematic approach to translating student perspectives into ongoing improvements across services and administrative processes. The new 2025–2027 Student Partnership Agreement, co-developed with ActivateUTS, the UTS Students' Association, and student members of Council and Academic Board, further embeds student wellbeing, belonging and academic engagement at the centre of UTS decision-making.

Student wellbeing was a significant area of focus and investment. The Wellbeing Lounge pilot in UTS Central attracted over 35,000 visits during the Spring session, hosted 65 wellbeing events, and connected 72 students to counselling and wellbeing coaches. Feedback from over 1500 survey responses found that 74% of respondents reported an improved university experience, reflecting our commitment to a holistic view of student success that reduces stigma and strengthens belonging.

Our student safety caseworkers marked their first full year of providing trauma-informed support for students impacted by gender-based violence, contributing to the implementation of the National Higher Education Code to Prevent and Respond to Gender-based Violence. Refer page 33 for more information on our university-wide response to GBV.

We also worked to improve efficiency and deliver a better experience for students through the roll-out of student-facing AI agents. Deployed across subject areas and service contexts, these tools have reduced response times and improved the quality of both learning conversations and administrative support.

Complementing this, the Students as Partners Project Grants Program, UTS's program that allows students to work individually or as part of a small team and engage with a staff partner to collaborate on a project, delivered several high-impact initiatives, including a nursing placement swap platform that recorded 91% satisfaction among more than 250 student testers, and a student centre chatbot that has since been integrated into UTS systems.

## A resilient and agile university

**By 2030 people will aspire to work and engage with UTS. We will demonstrate excellence in our enabling operations, which will improve organisational agility and our ability to take on new opportunities.**

### 2025 outcome achievements

- Generative AI framework and AI governance implemented, including the release of Use of AI in Research Guidelines.
- Achieved the 2025 climate positive plan target of 100% renewable electricity (refer page 29).
- Won the International Green Gown Award for sustainability institution of the year.

### Operational sustainability

This year we progressed with our operational sustainability initiative (OSI). The initiative involves a wide-ranging review that aims to ensure UTS is financially and operationally sustainable into the future.

OSI will include changes to our academic profile and curriculum, and our operating model. This year the focus was on receiving feedback from staff, students and other stakeholders on the proposed changes.

The feedback and insights we received were vital in shaping the future sustainability of the university. The work will continue into 2026.

### Staff growth and support

We continued to support staff career development with the delivery of key programs such as LEAD, which supports emerging and early career leaders, Management Essentials, and Leadership Essentials. These programs equip our staff with essential capabilities to assume leadership responsibilities.

We also implemented inclusive recruitment practices to support gender targets in faculties that feature STEM, developed supervisor capabilities through inclusive career conversations to support the retention of underrepresented groups in STEM, and introduced a range of systemic and support initiatives to reduce barriers to academic promotion for underrepresented groups in STEM.

Work was also underway this year on a UTS psychosocial risk management framework, which was refined based on the insights gained from 25 psychosocial risk assessments and staff focus groups. The framework will be finalised through consultation in early 2026 and implemented through a range of updates to policy, processes and training.

### Agility and technology

Through the implementation of our data and AI strategy, we established a generative AI framework. The roll out of student and staff facing AI conversational agents delivered improved efficiency and better staff and student experiences.

Work continues on subject-level AI bots within the teaching and learning space, including reflection bots and a clinical practice assessment bot pilot.

The Use of AI in Research Guidelines was approved in April. Developed by a working group comprising various areas of the university, the guidelines are structured to give guidance at each stage of a research project.

A key takeaway from this year, which will remain relevant as the field continues to evolve, is that the growing adoption of generative AI necessitates robust AI governance that balances the ability to innovate with governing high-risk AI applications.

### Digital strategy

UTS Council endorsed Digital UTS: Building towards 2030, a new plan that leverages previous achievements and sets a clear vision for the next phase of digital transformation at UTS. Digital UTS is focused on delivering sustainable innovation, strengthening technology capabilities and supporting the university's priorities.

## Staff

	2024	2025
<b>FTE staff (non-casual)<sup>1</sup></b>		
Academic	1,472.7	1,555.3
Professional	2,112.6	2,161.5
<b>Total</b>	<b>3,585.3</b>	<b>3,716.8</b>
<b>FTE staff (casual)<sup>2</sup></b>		
Academic	457.6	450.0
Professional	250.5	232.2
<b>Total</b>	<b>708.1</b>	<b>682.3</b>
<b>Actual persons (non-casual)<sup>3</sup></b>		
Academic	1,415	1,460
Professional	2,135	2,167
<b>Total</b>	<b>3,550</b>	<b>3,627</b>

Note: Staff may be employed as both academic and professional staff.

Data was sourced from the NEO HR Information System (for non-casual staff data) and the Ascender system (for casual staff data) at 11 February 2026.

1. Figures are the average nominal FTE for continuing and fixed-term staff over 2025.
2. Figures are an average of the finance FTE paid to casual staff over 2025.
3. Figures are based on continuing and fixed-term staff over 2025.

# Management and accountability

## Risk management

In 2025, UTS further enhanced its enterprise risk management framework, which aligns with international standards (ISO 31000:2018, Risk management – Guidelines). This framework continues to support all aspects of university operations, including academic activities, research, change initiatives, financial planning and legal compliance.

Building on the progress made in 2024, UTS has strengthened its risk maturity by adapting to evolving operational and external risk landscapes. Through a continued focus on fostering a risk-aware culture, the university has improved decision-making processes, enhanced asset protection and reinforced stakeholder confidence.

In 2025, all staff members at UTS continue to play a vital role in risk management, ensuring that risks are identified, assessed and managed within the university's defined risk appetite. By fostering a culture of informed risk-taking, UTS has strengthened its ability to navigate challenges and drive innovation and sustainable growth and success.

UTS continued to advance its enterprise risk management framework this year by building on improvements made in 2024. Key enhancements undertaken included:

- updating the risk taxonomy to ensure comprehensive and contemporary coverage of strategic, operational, academic and compliance risks, improving the clarity and consistency of risk identification and reporting across the university
- strengthening risk governance through clearer articulation of roles and responsibilities of UTS Council and its committees and the University Leadership Team in risk oversight, monitoring and the effectiveness of risk mitigation strategies
- enhancing business continuity management practices to improve organisational resilience and the university's capacity to maintain critical operations in response to disruption
- strengthening controls around cybersecurity and data governance risks, reflecting the evolving threat landscape and the university's obligations in relation to information security and privacy
- commencing the transition to risk-based audits, aligning internal audit activity more closely with the university's risk profile to provide greater assurance over the areas of highest risk
- continuing to expand periodic external threat landscape scans to proactively identify emerging risks and strengthen organisational resilience
- continuing investment in on-the-job training of staff on risk management through periodic risk and opportunity review processes.

In 2025, UTS further advanced its approach to integrate insurance as a financial protection against risks. This allowed UTS to strengthen risk mitigation strategies that balance prevention, control and financial protection for risks that cannot be fully mitigated.

UTS maintains a comprehensive insurance program to cover the university and its controlled entities. These include:

- financial lines (including directors and officers, cyber, medical malpractice, commercial crime, professional indemnity, employment practices liability)
- public, products and environmental liabilities
- property and asset protection and business interruption
- accident and health (including travel insurance)
- staff and students international health and security management through the university's travel security and emergency services provider.

## Academic Freedom and Freedom of Expression Attestation Statement

This annual statement attests that the UTS Council is satisfied that the university:

- has a policy that upholds academic freedom and freedom of expression as paramount values, as required under the Model Code
- maintains an institutional environment in which academic freedom and freedom of expression are upheld and protected
- addresses questions in relation to the management of academic freedom and freedom of expression issues promptly, actively and in good faith.

UTS respects and promotes academic freedom and freedom of expression through its Academic Freedom and Freedom of Expression Policy. The policy makes clear UTS's position to uphold academic freedom and freedom of expression as paramount values that meet the requirements of the Model Code.

The policy is supported by commitments outlined in other university-wide policies, notably the Code of Conduct (for staff), the Student Rights and Responsibilities Policy (for students) and the Equity, Inclusion and Respect Policy (for all members of the UTS community). The principles and values embodied in these policies contribute to an institutional environment that protects academic freedom and freedom of expression at UTS.

Further, academic freedom and freedom of expression are covered under UTS's enterprise agreements.

Under the UTS Act, the object of the university includes the promotion of free inquiry and its principal functions include participation in public discourse. Universities have a duty to foster open robust debate, while maintaining a civil, respectful and safe environment.

Through our Speak Up at UTS website we continue to encourage our staff, students, affiliates and members of the community to come forward when they identify something is wrong or to report any concerns, including incidents of intimidation or harassment when exercising their academic freedom and freedom of expression.

In providing this statement of attestation, UTS reaffirms its commitment to academic freedom and freedom of expression, while safeguarding the wellbeing of students and staff.

## Code of Governance Principles and Practice for Australia’s Public Universities

In December 2024, the University Chancellors Council approved a revised Code of Governance Principles and Practice for Australia’s Public Universities, which replaced the 2018 Voluntary Code of Best Practice for the Governance of Australian Public Universities.

The revised code was adopted by UTS Council in April 2025. This is UTS’s first annual compliance assessment against the revised code.

The assessment found that UTS is fully compliant with the majority of the code’s 20 provisions. A small number of areas requiring ongoing attention as part of a continuous improvement approach to governance were identified, including strengthening First Peoples representation and engagement in governance and progressing arrangements for a public conflict of interest register. The university has chosen not to appoint independent external directors to the board of its controlled entity, UTS Global, based on an assessment of the entity’s size, risk profile and operational complexity.

UTS will continue to review its compliance with the code on an annual basis.

## International travel

The following table summarises the number of international trips undertaken by university staff during the reporting period. The table classifies these trips by the primary purpose of travel and by geographical destination.

	Learning and development	Teaching and related activities	Research and related activities	Total
East Asia	32	170	139	<b>341</b>
South-East Asia	22	126	138	<b>286</b>
Europe	35	23	182	<b>240</b>
North America	20	16	109	<b>145</b>
Oceania	4	23	111	<b>138</b>
Middle East	21	12	64	<b>97</b>
South Asia	2	20	18	<b>40</b>
Africa	2	1	7	<b>10</b>
South America	-	1	8	<b>9</b>
Central Asia	-	1	-	<b>1</b>
<b>Total</b>	<b>138</b>	<b>406</b>	<b>776</b>	<b>1307</b>

## Senior executive numbers and remuneration

The basis of preparation for this disclosure may differ from the financial statements in volume 2, which follow Australian Accounting Standards.

### Number of senior executive staff

	2024		2025	
	Female	Male	Female	Male
Vice Chancellor	-	1	-	1
Provost	1	-	2 <sup>1</sup>	-
Deputy Vice-Chancellor	3	2	3	2
Chief Operating Officer	-	1	-	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>

1. Two people held the role of Provost in 2025, who each held the role at different times.

### Average senior executive salary

	Average total remuneration package <sup>1</sup>		Percentage of total employee-related expenditure that relates to senior executives	
	2024	2025	2024	2025
Vice-Chancellor and President	\$936,648	\$932,433 <sup>2</sup>	0.12%	0.11%
Provost, Deputy Vice-Chancellors and Chief Operating Officer	\$530,732	\$519,641	0.43% <sup>3</sup>	0.38% <sup>3</sup>

1. Total remuneration package includes base salary and superannuation, excluding termination payments.

2. The Vice-Chancellor's salary in 2025 comprised a base salary of \$779,323.22, superannuation of \$132,485.08 and 2024 individual performance arrangement of \$20,625.

3. Percentage reflects total remuneration for Provost, Deputy Vice-Chancellors and Chief Operating Officer against total employee related expenses.

## Legal change

### New legislation

#### **New requirements for preventing and responding to gender-based violence**

The Australian Government introduced the National Higher Education Code to Prevent and Respond to Gender-based Violence 2025 (Cth) (Code) on 1 January 2026. The Code requires higher education providers to prevent and respond to gender-based violence through defined standards, which focus on leadership, mechanisms for safety and support in university environments and evidence to inform and measure the university's approach. Prevention and responses are required to be proportionate, safe and trauma informed.

Civil penalties apply for non-compliance, and regulatory action may be taken by TEQSA, for failure to meet provider obligations under the Tertiary Education and Quality Standards Agency Act 2011 (Cth).

#### **Changes to the rules for international education agents and overseas courses**

The Australian Government has amended the Education Services for Overseas Students Act 2000 (Cth) to strengthen transparency regarding the recruitment of students by education agents. The change requires the university to notify TEQSA of ownership or control of an education agent, maintain and publish a list of the education agents it works with, and authorises TEQSA to seek information regarding the commission paid to them.

A related amendment to the National Code of Practice for Providers of Education and Training to Overseas Students 2018 (Cth) bans commissions from being paid to education agents for the recruitment of overseas students who have commenced their study with another registered provider in Australia. The Tertiary Education Quality and Standards Agency Act 2011 (Cth) has also been amended to require authorisation from TEQSA for overseas higher award courses and prescribed reporting.

#### **New regulatory tools related to workplace obligations and student grievances and complaints**

TEQSA published 2 Statements of Regulatory Expectations (SRE) in 2025 that outline expectations for providers regarding workplace obligations and student grievance and complaint mechanisms. Universities are now required to submit an annual report providing evidence of compliance for its workplace obligations SRE, which must be attested by the Vice-Chancellor. The report will be required for an initial period of 2 years, with expansion of reporting requirements dependent upon the sector's demonstrated management of risks.

TEQSA recommends annual public reporting of de-identified student complaints data under its student complaints SRE. It may consider other reporting mechanisms, depending on the adoption of the voluntary reporting recommendation. The SREs should inform self-assurance of related obligations in the Higher Education Standards Framework 2021 (Cth) and that it may require providers to demonstrate progress towards meeting the expectations.

#### **Removal of exemption for fixed-term contracts**

The pre-existing higher education exemption from the fixed-term contract provisions of the Fair Work Act 2009 (Cth) were repealed on 31 October 2025. UTS must now comply with requirements for fixed-term contracts for similar work, including a time limit of 2 years in total for any contract, its extension or renewal and a limit of one option to extend. Exceptions may still apply under the Act, for example in relation to certain government-funded roles or the temporary absence of another employee.

#### **Limit on claims for work-related psychological injury**

The NSW Government has implemented changes to the Workers Compensation Act 1987 (NSW) to limit compensation payable in relation to psychological injuries received at work. The date for implementation of these reforms has not yet been determined. The amendments clarify and expand the scope of the exemption of reasonable management action and limit the type of events for which compensation for psychological injury may be payable. They also require that the employment is the main contributing factor to the injury. Weekly benefits payable for psychological injury are restricted, unless there is a significant ongoing injury.

### Significant cases

#### **Fair Work Ombudsman v University of New South Wales [2025] FedCFamC2G 2151**

In *Fair Work Ombudsman v University of New South Wales*, the Federal Circuit and Family Court held that UNSW contravened the Fair Work Act 2009 (Cth) by failing over an extended period to make and keep proper time, pay and casual loading records, and by issuing non-compliant payslips to casual academic staff. The Court imposed civil penalties totalling \$213,120, notwithstanding UNSW's remediation efforts and cooperation with the regulator.

#### **Charles Sturt University v NTEU [2025] FWC 3731**

In *Charles Sturt University v NTEU*, the Fair Work Commission held that CSU was not required to consult under its enterprise agreement merely because it decided to reduce expenditure, as that decision did not constitute a firm proposal for workplace change. The obligation to consult arose only once CSU developed specific and concrete change proposals, which it was entitled to do progressively and by business unit.

#### **Shapkin v University of Sydney [2025] NSWCA 100**

*Shapkin v University of Sydney* concerned whether a student evicted from university-owned accommodation was protected by the Residential Tenancies Act 2010 (NSW). The Court of Appeal held that the student occupied the premises as a lodger rather than a tenant, and that the accommodation constituted a 'hall of residence' exempt from the Act under the Residential Tenancies Regulation. The Court confirmed that physical occupation of the premises by the owner was not required; the relevant consideration was the university's retained legal and operational control. Leave to appeal was refused, with costs ordered against the applicant.

## **Toltz v Keane [2025] FCA 1386; Toltz v Riemer [2025] FCA 1385**

Jewish staff and students commenced proceedings alleging racial vilification under section 18C of the Racial Discrimination Act 1975 (Cth) arising from public statements and publications made by 2 University of Sydney academics in the context of Israel–Palestine discourse. The applicants allege that the University of Sydney is vicariously liable for aspects of the conduct and failed to adequately protect Jewish staff and students during campus protests and related events. The claims are denied and the proceedings remain ongoing.

The 2025 decisions are interlocutory in nature. The Federal Court addressed procedural and pleading issues, including the scope of claims, amendments, representative proceedings and applications for summary dismissal. The Court did not determine whether section 18C was contravened or whether the university bears liability.

## **Stella v Griffith University [2025] [2025] QCATA 20; Stella v Griffith University [2025] QCA 203; Stella v Griffith University [2025] QCAT 469**

Mr Stella sought access to documents under Queensland’s information privacy and right to information regime relating to a university complaint process concerning his social media conduct. After the Information Commissioner and QCATA largely upheld Griffith University’s access refusals, Mr Stella sought leave to appeal to the Queensland Court of Appeal. Leave was refused, with the Court holding that the proposed grounds raised no pure question of law. The decisions confirmed that a university’s handling of student misconduct complaints may constitute a management function for the purposes of public interest nondisclosure, and that internal documents generated in processing access applications may, in the circumstances, fall outside the scope of further access requests.

## **Privacy**

UTS is bound by the 12 information protection principles contained within the Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act). This Act covers the university in relation to how it manages personal information on or after 1 July 2000, and health information on or after 1 July 2000 until 1 September 2004.

UTS is also bound by the 15 health privacy principles contained within the Health Records and Information Privacy Act 2002 (NSW) (HRIP Act). This Act covers the university in relation to how it manages health information on or after 1 September 2004.

Although UTS is not directly covered by the Privacy Act 1988 (Cth), its principles may apply in certain circumstances in relation to university activities that are governed by other federal legislation or codes of practice, as well as data breach reporting in relation to certain types of information. Similarly, in some cases, provisions of the European Union’s General Data Protection Regulation (GDPR), China’s Personal Information Protection Law (PIPL), or other cross-jurisdictional privacy laws in other countries, may apply to data in some limited activities.

### **How UTS manages personal and health information**

The management of personal and health information is primarily governed by the university’s Privacy Policy and the Privacy Management Plan. The Privacy Management Plan is required under the PPIP Act and is essentially a statement of how UTS complies with both New South Wales privacy acts.

The plan includes information about:

- UTS policies and practices that govern privacy
- training and information programs for staff
- how UTS will comply with information protection and health privacy principles including details of how UTS collects, uses and protects information, and examples of when information may be disclosed
- details of the university’s internal review process, and
- a summary of the types of information UTS collects and holds.

Both the policy and the plan are available on the university’s public website. Privacy is also supported by the Data Breach Policy, Data Governance Policy, Records Management Policy, Artificial Intelligence Operations Policy, and other activity-based policies which may include privacy requirements where appropriate.

More specific information may also be provided to individuals through privacy notices (collection statements) provided to individuals at the time their information is collected. These notices will explain what is being collected, how that information will be used, if it is expected to be disclosed, and individual’s rights. Key privacy notices can be readily located from the privacy link in the university’s website footer.

## Activities during 2025

- We continue to focus on building privacy into information system design and development as part of the project planning stage. Privacy is considered of high importance by project teams in this space where a new system may involve personal or health information.
- Our Privacy Contact Network continued with 2 sessions held for our privacy champions across the university.
- Further work has been undertaken to streamline and refine our privacy content and transparency communications. In particular, consolidating key privacy notices, with a focus on reviewing our employee privacy notice during 2025.
- We continue to improve data retention by reviewing records and data collections to ensure they can be destroyed when they are no longer required to be retained, and ensuring they are stored in appropriate systems while ongoing retention is required.
- Data-related incidents were considered in line with the Data Breach Policy, and notification obligations were assessed and applied where required. An annual review of the Data Breach Policy was conducted with minor amendments applied in December 2025.

## Internal reviews

UTS completed 2 formal privacy internal reviews during 2025 under section 53 of the PPIP Act. These reviews were conducted within the required timelines and framework of the university's obligations under the PPIP Act.

## Right to information

### Review of proactive release program

Under section 7 of the Government Information (Public Access) Act 2009 (NSW) (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available.

UTS's program for the proactive release of information involves decisions made at the business activity level regarding what information to make public on the university's website. Consideration of proactive release is undertaken on an ongoing basis, and considered annually by the right to information team. Information relating to ongoing business and key projects and activities considered of interest to the wider community is proactively released on the UTS website.

- News: The UTS Newsroom includes news stories of interest, including media releases, and informs the public of activities happening at UTS.
- Sustainability: UTS strives to continually improve its sustainability performance. Information is available on the UTS website about our targets, performance and sustainability-related activities.

- Facts, figures and ratings: Information known to be of interest to the public includes information on the university's rankings, and facts and figures including information on student numbers, diversity, performance and completion rates, and graduate employment. This information is released for the benefit of past, present and future students, as well as donors, partners and supporters.
- Governance: The GIPA Act requires certain governance information to be made public, such as policy documents. These are available on the UTS website. Additional governance information is proactively released to inform staff, students and members of the public about the governance frameworks at UTS and important university decisions. Governance information proactively released includes information about the UTS Council and Academic Board and associated committees.
- Strategy: Information on the UTS 2030 strategy and our strategic priorities is available on the UTS website.

Information was released to the university community via the internal SharePoint site, including links to information released under the GIPA Act, in relation to the operational sustainability initiative.

In addition to the above, the review focused on trends identified through requests for information, including applications under the GIPA Act. Any information available regarding informal requests was also considered. No trends in requests were identified. As a result, no further information was proactively released.

### Number of access applications received

In 2025, UTS received a total of 22 access applications, of which 20 became valid access applications. An additional 7 requests were dealt with as informal requests, one of which was a formal application that was withdrawn.

No applications processed in 2025 were carried over from 2024, although two 2025 reviews resulted from applications decided in 2024.

At the end of 2025, 5 applications were active and carried over into 2026.

### Number of refused applications for Schedule 1 information

During the reporting period, only one application included information refused due to a conclusive public interest against disclosure under Schedule 1 to the GIPA Act.

## Statistical information about access applications

Table A: Number of applications by type of applicant and outcome<sup>1</sup>

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	1	0	0	0	0	0	0
Members of parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not-for-profit organisations or community groups	3	3	2	2	1	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	1
Members of the public (other)	4	5	2	2	1	0	0	0

1. More than one decision may be made in respect of a particular access application. Where this is the case, each decision is individually recorded.

Table B: Number of applications by type of application and outcome<sup>1</sup>

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications <sup>2</sup>	0	0	0	0	0	0	0	1
Access applications (other than personal information applications)	6	8	3	3	2	0	0	0
Access applications that are partly personal information applications and partly other	2	1	1	1	0	0	0	0

1. More than one decision can be made in respect of a particular access application. Where this is the case, each decision is individually recorded.

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

Table C: Invalid applications

Reason for invalidity	Number
Application does not comply with formal requirements (s 41)	4
Application is for excluded information of the agency (s 43)	0
Application contravenes restraint order (s 110)	0
<b>Total number of invalid applications received</b>	<b>4</b>
Invalid applications that subsequently became valid applications	2

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act<sup>1</sup>**

<b>Overriding public interest against disclosure</b>	<b>Number of times consideration used</b>
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016	0

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act<sup>1</sup>**

<b>Public interest considerations against disclosure</b>	<b>Number of occasions when application not successful<sup>1</sup></b>
Responsible and effective government	4
Law enforcement and security	0
Individual rights, judicial processes and natural justice	7
Business interests of agencies and other persons	6
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate freedom of information legislation	0

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

**Table F: Timeliness**

<b>Timeliness</b>	<b>Number of applications</b>
Decided within the statutory timeframe (20 days plus any extensions)	14
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1 <sup>1</sup>
<b>Total</b>	<b>15<sup>2</sup></b>

1. One access application was completed 5 working days after the due date. Attempts were made to negotiate an extension with the applicant but no response was received from them until after the application was decided.

2. Five remaining applications were not decided in 2025, and were carried over into 2026.

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

<b>Type of review</b>	<b>Decision varied</b>	<b>Decision upheld</b>	<b>Total</b>
Internal review	1	0	1
Review by Information Commissioner	2	0	2 <sup>1</sup>
Internal review following recommendation under section 93 of the GIPA Act	0	0	0
Review by NSW Civil and Administrative Tribunal	0	0	0
<b>Total</b>	<b>3</b>	<b>0</b>	<b>3</b>

1. Two reviews by the Information Commissioner were referred back and addressed as a reconsideration/new application during 2025.

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

<b>Type of applicant</b>	<b>Number of applications for review</b>
Applications by access applicants	3
Applications by people to whom information the subject of access application relates (s 54)	1

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

<b>Type of transfer</b>	<b>Number of applications transferred</b>
Agency-initiated transfers	0
Applicant-initiated transfers	0

# Sustainability

Sustainability is key to UTS's 2030 vision to be a resilient and agile university, delivering impact which positively shapes a changing world. Our journey towards a more sustainable future is reflected in the implementation of the UTS Sustainability Strategy 2023–2027 and the Climate Positive Plan.

The university has achieved many positive outcomes in 2025 as a result of the active engagement of staff, students, partners and the community in sustainability initiatives.

We were internationally recognised for our sustained, whole-of-institution commitment and impact to becoming a sustainable organisation, winning the International Green Gown Award for Sustainability Institution of the Year, building on our win in the same category in the 2024 Australasian Campuses Towards Sustainability Green Gown Awards.

## Sustainability Framework

Sustainability at UTS is guided by the Sustainability Framework comprising the:

- Sustainability Policy, which articulates our sustainability principles, governance authorities and responsibilities
- Sustainability Strategy, which outlines the way in which sustainability is integrated into UTS's operations, with specific goals and targets. The strategy's implementation is overseen by the Sustainability Steering Committee and guided by the Sustainability Development Goals and Climate Action working groups
- annual UTS Sustainability Report to Council detailing the university's performance and achievements.

## United Nations Sustainable Development Goals

UTS is a signatory to the University Commitment to the United Nations Sustainable Development Goals (SDGs) and coordinates Global Goals month on campus in September to raise awareness of the SDGs in teaching, research and operations.

Over 500 staff, students and members of the UTS community attended Global Goals month in 2025 which included an interactive exhibition, photo competition, film night and a series of discussions with academics with work focused on making progress towards achieving the SDGs.

A Trailblazers for the Goals program where academics are assigned an SDG to champion was initiated in 2025, forming a campus-wide network of researchers and experts advancing the SDGs.

Since 2021 the annual UTS Sustainability Report has reflected the SDGs framework, reporting on our activities against all 17 SDGs. The UTS website contains case studies for each goal and specific examples of how staff and students are making an impact.

## Climate Positive Plan

As part of the Climate Positive Plan, the following work was undertaken in 2025:

- achieved our 100% renewable electricity target in July
- commenced our solar Power Purchase Agreement
- continued the upgrade of our energy and water monitoring system to enable the identification of energy efficiency opportunities, faults and leaks
- commenced the design and procurement of stage 1 of the battery project, which will lower peak demand charges and reduce strain on the electricity grid
- commenced stage 1 of the electrification project to reduce the university's carbon emissions by transitioning away from gas
- enhanced the Sustainability Impact Dashboard that measures, tracks and communicates UTS's environmental and strategic sustainability performance and progress.

UTS's progress towards net zero for scope 1 and 2 emissions is on track.

## Climate-related risks and opportunities

UTS's climate-related risks and opportunities have been identified and evaluated in our Climate Change Risk Assessment and Adaptation Action Plan, which outlines the potential material impacts that may reasonably be expected to affect the university's prospects.

UTS is managing these risks within its risk management platform to ensure that increased extreme weather events, regulatory changes and shifting stakeholder expectations do not result in infrastructure damage, higher operational costs and reputational harm.

We are embracing transition opportunities by moving to 100% renewable electricity across our campus operations, installing Battery Energy Storage Systems and commencing a staged electrification project that will replace fossil fuel boilers with heat pumps across campus.

UTS is preparing to report in accordance with NSW Treasury's Climate-Related Financial Disclosures in 2026, which aims to enhance transparency, accountability and climate resilience across public sector entities.

## Sustainability performance

- UTS is ranked 33rd globally in the 2025 Times Higher Education University Impact Rankings (based on the UN SDGs) and 8th in Australia.
- We achieved 3rd in the world for SDG 17 Partnerships for the Goals and 1st in Australia, a testament to our strengths in forming relationships with regional NGOs and government, cross-sector dialogue and international collaboration.
- We ranked 69th globally in the 2026 QS Sustainability Rankings and 7th in Australia.

- Our 2025 scope 1 greenhouse gas (GHG) emissions (direct emissions, mostly gas and vehicle fuel) were 2900 tonnes. Scope 2 GHG emissions (indirect emissions, mostly electricity and chilled water imports) were 15,109 tonnes. Scope 3 GHG emissions (indirect emissions, mostly from goods and services) were 53,088 tonnes.
- Under the National Greenhouse and Energy Reporting scheme UTS's total scope 1 and 2 GHG emissions for 2024–25 were 32,127 tonnes CO<sub>2</sub>-e, representing a decrease of 0.6% from the previous reporting year. This decrease is largely a result of reduced gas consumption during the winter period and was assisted by the implementation of building analytics projects, building management system tuning, chilled water imports, and ongoing energy and water efficiency initiatives.
- Energy use (electricity and transport fuel consumption) consisted of 42,367 MWh of electricity, 52,980 GJ of gas, 16.9 kL of fuel and 14,238 MWh of chilled water. 2025 electricity consumption has decreased 5.7% from 2024 due to the implementation of building analytics projects, building management system tuning, and ongoing energy efficiency initiatives. Gas consumption for 2025 decreased 14% compared to 2024 due to energy efficiency measures and building optimisation.
- UTS purchased 1680 Australian and international carbon credits to mitigate its scope 1 residual emissions and enable UTS to achieve its net zero target.
- UTS's 2025 potable water consumption was 160,478 kL, a 7% increase from 2024, mainly due to a greater number of hot days putting a higher demand on the cooling towers.
- 87.7% of operational waste generated (453.5 tonnes) in 2025 was diverted from landfill. Waste diverted from landfill consisted of plastics, metal, paper, organics and refuse derived fuel.
- 91.9% of construction waste generated (1676 tonnes) in 2025 was recycled, which was comparable to 2024's recycling rate of 91.7%.
- 6,584,584 printed pages were produced in 2025, a 0.4% increase from 2024.
- The Institute for Sustainable Futures developed a Circular Economy Plan for UTS in 2025, which aims to transition the university away from a linear 'take-make-waste' model toward a sustainable system that minimises waste and keeps resources, materials and products in use for as long as possible.

## Engagement activities

UTS was a major event host for Climate Action Week Sydney in March and staged a suite of UTS community-based events focused on climate challenges and opportunities. In May we held our annual Green Week with initiatives focused on the power of individual actions to have an impact. Our students and staff were active throughout the year with regular sustainability-related workshops and social events and student participation in events continues to grow.

A sustainability training module for staff was developed and launched in 2025. The module builds awareness, knowledge, and skills, empowering staff to adopt sustainable practices in their daily work and fostering a culture of sustainability across the university.

Our external engagement activities included participating in UN Sustainable Development Solutions Network and Australasian Campuses Towards Sustainability events and working groups throughout the year.

We also continued our participation in the City of Sydney Council's Better Buildings Partnership leadership panel and in the climate positive, sustainable value chains and community resilience working groups.

## Equity, diversity and inclusion

### Access and inclusion

This year we launched our Access and Inclusion Plan 2025–2030, our sixth disability action plan. The plan continues the work of our earlier plans and affirms our commitment to eliminate, as far as possible, direct and indirect disability discrimination. Our aim is to remove barriers to full participation in education, employment and social activities by incorporating access and inclusion into planning and delivery and providing reasonable adjustments where required.

We held face-to-face and online sessions to inform the development of the plan, including sessions for staff and students with lived experience of disability, alongside those with a professional or personal interest in accessibility at UTS. Targeted consultation was also undertaken with staff and teams responsible for accessibility across the university.

The plan contains 5 key focus areas: accessible environments; culture; learning and education; employment; and research and innovation.

We've seen a steady increase in participation of students with disability; from 3% in 2017 to 8.6% of enrolments in 2025.

Success rates for students with disability have also steadily increased from 85.5% in 2016 to 91.8% this year.

During 2025, we also launch a new Disability at Work Group and Neurodiversity Special Interest Group and joined the Hidden Disabilities Sunflower campaign.

### Cultural diversity

The Cultural Diversity and Anti-Racism (CDAR) Action Plan was formally adopted at the end of 2025 and has now been shared with the UTS community.

The plan aims to equip our community with the knowledge and skills to prevent and respond to racism in all its forms, as well as foster a sense of belonging for everyone at our university.

A CDAR working group, chaired by our Pro Vice-Chancellor (Indigenous Leadership and Engagement) and Pro Vice-Chancellor (Social Justice and Inclusion), will oversee the plan's implementation to guide UTS's work in cultural diversity and anti-racism, with a focus on both the experiences of First Nations and culturally and racially marginalised students and staff.

As part of initial activities this year, we:

- piloted a new Cultural Humility module for students with Shopfront and U@Uni Academy
- implemented the Realise. Inspire. Support. Energise. (RISE) recommendations (a collaborative project between Diversity Council Australia, Settlement Services International and Chief Executive Women) by providing leadership development opportunities for culturally and racially marginalised women staff, and
- Sydney's Vivid festival featured the Say My Name project with a panel discussion and documentary screening at Customs House in partnership with the City of Sydney exploring identity, culture and belonging.

Work in this space will remain a high priority for UTS during 2026 with increasing focus on racism in Australian universities arising from the release of the Australian Human Rights Commission's Racism@Uni Study and recommendations from the special envoys on antisemitism and Islamophobia.

## Gender equity

A new Gender Equality Action Plan (GEAP) was adopted by the UTS Council in late 2025. It is built around 5 key priority areas:

- Safety and respect
- Addressing intersectional gender inequality
- Supporting disciplines and occupations where women are underrepresented
- Gender pay equity
- Support for parents and carers.

The first public release of data from the Workplace Gender Equality Agency of gender pay equity and industry benchmarking highlighted UTS is making pleasing progress on reducing our gender pay gap. During 2025 we undertook a range of detailed work to maintain our progress and committed to a gender pay equity target of +/- 5% by 2030.

UTS was awarded a further 2 Science in Australia Gender Equity (SAGE) Cygnet Awards for our targeted and sustained work to address gender inequity in recruitment and promotion in 2025 and our final Cygnet on advancing flexible and inclusive work practices has now been submitted to SAGE. When approved UTS will be eligible to apply for the Athena Swan Silver Award, which recognises and rewards organisational maturity in gender equity, diversity and inclusion.

## LGBTQIA+ inclusion

UTS proudly participated in the 2025 Mardi Gras Fair Day and Parade, with 40 staff and students joining the parade on Oxford Street, to celebrate LGBTQIA+ inclusion and visibility.

The UTS Anti-Deadnaming, Anti-Misgendering (ADAM) project was kicked off with support from a wide range of key UTS stakeholders to address solutions to deadnaming and misgendering students, which continue to create psychologically unsafe teaching and learning environments for staff and students who are frequently outed in learning and work settings.

This was on top of a range of other events and activities that support and celebrate our LGBTQIA+ community including the:

- launch of a student designed 'Say My Name, Say My Pronouns' campaign across campus
- Wear it Purple Day collaborations with ActivateUTS
- launch of the LGBTQASB+ Mob & Work report, a collaboration with the Centre for Social Justice and Inclusion and Jumbunna Research, and
- Envisioning Trans Futures panel discussing the challenges to trans and gender diverse rights alongside the possibilities of social justice-focused research and inclusive futures.

## Workforce diversity

UTS is committed to a workforce that draws on the diversity of people in the community.

		2021	2022	2023	2024	2025
<b>Academic</b>						
Women	%	45.3	46.3	47.8	48.6	49.0
	headcount	682	675	715	757	813
Aboriginal and Torres Strait Islander Peoples	%	2.2	2.6	2.8	2.9	3.0
	headcount	33	38	42	45	49
People whose first language was not English	%	23.9	23.5	24.2	26.2	26.4
	headcount	360	342	362	408	439
People with disability	%	2.9	2.9	3.3	3.3	3.3
	headcount	44	43	49	51	54
<b>Professional staff</b>						
Women	%	63.2	63.4	64.0	64.5	65.2
	headcount	1200	1262	1365	1406	1466
Aboriginal and Torres Strait Islander Peoples	%	1.1	0.8	1.3	1.5	1.7
	headcount	21	26	28	33	39
People whose first language was not English	%	20.4	20.8	21.0	22.3	22.5
	headcount	388	415	449	487	505
People with disability	%	2.7	2.6	2.4	3.3	2.8
	headcount	51	52	52	58	63

- Information is provided on all full-time and part-time staff employed at 31 March each year in line with Australian Government data collections.
- Staff on leave without pay are included in the figures.
- With the exception of gender, this information is collected from staff on a voluntary basis. The response rate across these diversity items is approximately 56.4%.

## Gender-based violence prevention and response

### Program of work in 2025

The Universities Accord (National Higher Education Code to Prevent and Respond to Gender-based Violence) Bill 2025 was enacted in August. The Bill makes way for the implementation of the National Higher Education Code to Prevent and Respond to Gender-based Violence (National Code) on 1 January 2026, which will require universities to prioritise safety and proactively address the causes that contribute to gender-based violence in our communities.

This year we worked to enhance existing UTS safety and wellbeing functions, processes and initiatives to better align with the National Code's 7 key standards:

1. Accountable leadership and governance
2. Safe environments and systems
3. Knowledge and capability
4. Safety and support
5. Safe processes
6. Data, evidence and impact
7. Safe student accommodation.

### National Code compliance

This year a safe and respectful communities working group was formed with UTS's safety caseworkers (in the Student Services Unit) as core members. Safety caseworkers contributed practitioner and project expertise to major workstreams in the group including safety and support; data, evidence and impact; and safe student accommodation.

### Development of the online GBV portal

A key component of the work was the development of a new online GBV reporting form (GBV portal) that prioritised trauma-informed service delivery, robust data collection and a streamlined response process.

As a centralised point of entry, the portal allows the entire UTS community to safely disclose, report or seek advice. The system also facilitates comprehensive case management and supports the end-to-end workflow for responding to both student and staff reports of GBV.

The new UTS GBV portal went live in December and safety caseworkers began receiving disclosures and reports in this system.

### 2026 direction

From 2026, safety caseworkers will provide support and advice to both students and staff who experience GBV. The team will transition into the newly established Safe and Respectful Communities team led by a new director who will commence in January 2026.

## Gender-based violence reporting

This report summarises data collected in online forms submitted to the Student Services Unit (SSU), which outline student experiences of GBV. It also provides an overview of the response to on-campus incidents of GBV.

### Safety caseworker team

In 2025, the safety caseworker team in SSU continued to receive and respond to disclosures and reports of GBV, offering support and advice to students who had experienced harm, and advice to UTS staff receiving disclosures.

Safety caseworkers provide person-centred, trauma-informed case management support to students impacted by GBV. Caseworkers work in partnership with students to conduct GBV risk assessments, develop personalised safety plans and create tailored support plans to address students' individual needs.

Acting as a central point of contact, safety caseworkers provide wraparound case management, supporting students to understand their options, while guiding them through internal and external reporting pathways. Safety caseworkers work closely with other areas within SSU (counselling, health, accessibility and financial assistance) to promote continuity of care and to ensure students are connected with appropriate supports.

From January to December 2025, safety caseworkers provided case management for 130 students impacted by GBV.

### Overall use of online GBV reporting forms

UTS students may complete an online report to make a disclosure or formal complaint about GBV. UTS staff who receive a disclosure of GBV complete the online summary form outlining the experience of GBV. For the purposes of this report, student and staff GBV reports are referred to as 'student forms' and 'staff summary forms' respectively.

Safety caseworkers began receiving disclosures and reports in the new GBV portal from 19 December.

## Total use of forms and total incidents of GBV in 2025

Online GBV forms submitted	2021	2022	2023	2024	2025
Student forms	3	13 (3 <sup>1</sup> )	7 (2 <sup>1</sup> )	10	8
Staff summary forms	63 (8 <sup>1</sup> )	58 (9 <sup>1</sup> )	73 (2 <sup>1</sup> )	97 (9 <sup>1</sup> )	185 (16 <sup>1</sup> )
Protecht forms (GBV portal)	NA	NA	NA	NA	2
Total use of online reporting forms	74	83	84	116	195
<b>Total GBV incidents reported<sup>2</sup></b>	<b>66</b>	<b>71</b>	<b>80</b>	<b>107</b>	<b>179</b>

1. Incidents reported from 2 or more sources. Un-bracketed number indicates number of primary reports. Bracketed numbers indicate secondary reports.

2. Total represents number of unique incidents reported.

## UTS areas receiving student disclosures

The majority of student disclosures were made to safety caseworkers and UTS Counselling staff. Summary forms were submitted with identifying details where the student consented, allowing caseworkers to follow up directly with students. Where no consent was provided, a de-identified form was submitted, and caseworkers contacted the staff member to offer support.

Staff summary form and GBV portal submissions by area <sup>1</sup>	Number	%
Safety caseworkers (SSU)	83	44.39%
Counselling (SSU)	66	35.29%
Accessibility (SSU)	13	6.95%
Lifetime Learner Experience Unit	10	5.35%
Faculties combined	5	2.67%
Other areas of UTS	10	5.35%
<b>Total</b>	<b>187</b>	<b>100%</b>

1. Note that 187 is the total number of submissions made by staff, including duplicates.

## Location of alleged GBV incidents

Location information was collected at the time of the online forms being submitted. Most submissions indicated that the alleged experience of GBV occurred off campus and was not related to a UTS activity (92). Thirty-one submissions were made concerning alleged incidents of GBV on campus, 12 submissions were made concerning alleged incidents of GBV off campus and related to a UTS activity, and 30 submissions did not provide enough information.

## On-campus GBV incident types

The type of alleged GBV reported was also collected at the time of the online form being submitted. There were 3 incidents of sexual assault/sexual act/touching, 10 incidents of sexual harassment, 5 incidents of stalking or surveillance and 13 incidents of other GBV.

## Health, safety and wellbeing

### Health safety and wellbeing strategy

The health, safety and wellbeing (HSW) approach to managing risk at UTS is through 6 strategic pillars – management commitment and leadership; consultation and communication; information and training; risk management; wellbeing; monitoring, reporting and verification – with the objective to deliver sustainable performance improvements and cultural change.

The 2023–2025 Health, Safety and Wellbeing Strategy, structured around the 6 strategic pillars, established a framework to strengthen UTS’s safety management systems and promote a proactive health, safety and wellbeing culture across the university.

With the conclusion of the 2023–2025 strategy, UTS will embed relevant initiatives into ongoing operational activities and formally close the strategy. During 2026, focus will be on the development of a new 3-year HSW strategy to commence in 2027.

### Psychosocial health and safety

The effective management of psychosocial risk was a strategic priority across UTS in 2025. UTS partnered with Australian Psychological Services (APS) to design and embed a sustainable and systematic approach to identifying, assessing, and controlling psychosocial hazards to effectively protect staff safety, health and wellbeing across the university.

Across October, November and December, APS conducted a detailed review of the current UTS psychosocial risk management approach, which identified a number of improvement opportunities for UTS to pursue in line with the NSW Government’s Code of Practice for Managing Psychosocial Hazards at Work.

A series of co-design workshops took place across December with the output from these workshops informing the drafting of the new psychosocial risk management procedure for UTS. The development and embedding of a robust psychosocial health and safety framework across UTS is a key priority for 2026.

### Wellbeing program

The 2025 Wellbeing Program continued to deliver on the 5 pillars of wellbeing: physical, emotional, financial, career and community.

There has been a strong increase in staff joining the Fitness Passport Program with a total of 1344 members (staff and family members) joining since the program launched in 2024. This is a 22% increase from December 2024. The program provides staff with the opportunity to support their physical fitness while on and off campus.

With the operational sustainability initiative, the university’s employee assistance program (EAP) and Yamurrah continued to be promoted in all communications to support staff wellbeing.

The health and safety newsletter continued throughout 2025. Each month the newsletter is distributed to health and safety working groups and includes wellbeing topics such as the 10,000 Steps Challenge, TELUS Health One app mindfulness video series, and confidential wellbeing focus groups facilitated by APS to gather staff insights and experiences through organisational change and maintain a safe and well workplace.

### Incident and hazard reporting

A total of 544 injury and illness incidents were reported in the UTS hazard and incident reporting online (HIRO) system this year. Of the 544 incidents reported, 176 of the impacted people were students, 279 were staff, 75 were visitors/general public and 14 were contractor/industry partners. Only 51 injuries were notified to the workers compensation insurer.

In 2025, there were 397 hazards reported, which was a significant increase from the 267 reported in 2024 indicating a stronger reporting culture across UTS. The HSW team has continued to promote the benefits of early reporting and HIRO reports on compliance as a regular metric.

### SafeWork NSW investigations and notices

There were 14 incidents that required notification to SafeWork NSW under the incident notification provisions of the Work Health and Safety Act 2011 (NSW). The majority of the notifiable incidents related to falling items from buildings (8) and electrical shocks (4). While none of these notifiable incidents resulted in serious injury to people, these incident types must be notified to SafeWork NSW due to their high potential. The incidents were fully investigated with the corrective actions developed to prevent future recurrence.

### Auditing and compliance

UTS Tech Lab maintained its certification to international standard ISO 45001:2018 Occupational health and safety management systems. This internationally recognised standard is designed to help organisations create a safe and healthy work environment, prevent workplace injuries and illness, ensure compliance with relevant regulations and continuously improve health and safety performance. The 2025 surveillance audit by Global Compliance Certification (GCC) revealed that the health and safety management system is generally effective with no major or minor non-conformances identified during the audit.

The scheduled safety inspection program saw 1360 site-based health and safety inspections conducted throughout the year in laboratories, workshops, student accommodation, offices and general work areas.

### Health and safety training

Health and safety training compliance for permanent staff continues to be a key point of focus at UTS. Mandatory online training compliance across the 3 mandatory HSW training modules averaged 88% for permanent and fixed-term staff, and 72% for casual staff.

Training is continuing to be monitored through the Health and Safety Advisory Committee and faculty and unit HSW working groups.

## Modern slavery

### Steps taken to ensure goods and services UTS procures are not the products of modern slavery

UTS has a structured modern slavery risks management process in relation to procurement and supply chains. This includes:

- Risk management: Modern slavery risk assessments are conducted annually and are part of a continuous improvement cycle.
- Supply chains and ethical resourcing: UTS remains an active member of the Australian University Procurement Network (AUPN) to streamline efforts and drive collective, at-scale change in supply chains. UTS has also strengthened processes around the use of preferred supplier panels, higher risk sourcing areas and staff purchasing education.
- Property and contractors: UTS is aware of the modern slavery risk to people, employed either directly or indirectly. The university is committed to upholding the welfare and wellbeing of cleaners at its properties and recognises those companies who are likewise committed to ethical business practices.
- Awareness raising and education for staff and the wider community: UTS continues to build a program of activities, events and communications designed to increase awareness of modern slavery among staff and students.
- Governance, advocacy and policy: The UTS Modern Slavery Working Group brings together key stakeholders to ensure UTS is monitoring risk, driving outcomes and responding to its obligations under Commonwealth and state legislation. UTS is also home to academics and research organisations such as Anti-Slavery Australia, which advance policy and advocacy on modern slavery in Australia.

### Actions to address the vulnerability of international students to modern slavery

Ensuring vulnerable student cohorts, including international students, are protected from modern slavery and other forms of exploitation continues to be a key area of action at UTS including:

- awareness raising, education and support for their learning, health and wellbeing, and
- actively encouraging the reporting of modern slavery concerns via a confidential, trauma-informed and person-centred public reporting mechanism.

Detailed information will be available in the 2025 UTS Modern Slavery Statement, to be submitted to the Australian Government by 30 June 2026.

## Consultants

In accordance with NSW Procurement Board definition, consultancy is a subset of Professional Services. A consultant is a person or organisation engaged to provide recommendations or professional advice to assist decision-making by management.

Consultancy expenses for the year ended 31 December 2025 totalled \$25.63 million in relation to external consulting services obtained to support the university's operational requirements, excluding capital projects. Of this amount, \$23.63 million relates to individual consultancy engagements with total payments exceeding \$50,000, which are disclosed in the table below. A further \$2 million was paid for consultancy engagements where the total cost of each engagement was less than \$50,000, comprising 92 individual consultants.

The total consultancy expenditure recognised in the financial statements is included in volume 2, note 3.5.

Company	Category	Project	\$,000
Deloitte Touche Tohmatsu	Digital transformation	Specialist advisory services supporting the planning, design and transition of the university's Enterprise Resource Planning (ERP) system	14,207
KPMG	Management consulting	Specialist advisory services relating to operational sustainability and development of the CinLearn initiative	6,582
Deloitte Risk Advisory Pty Limited	Compliance and assurance	Specialist advisory services to review payroll processes and support remediation activities relating to agreed working hours and payroll compliance	1,159
The Trustee for Policy Insights Trust	Governance advisory	Specialist advisory services for Institute for Public Policy and Governance	352
CAA Engineering Services Pty Ltd	Infrastructure advisory	Engineering advisory and technical expertise in relation to building services and infrastructure projects	191
Today Strategic Design Pty Ltd	Digital brand strategy	Strategic design and advisory services for UTS branding and web development	168
Deloitte T&T Pty Ltd	Cybersecurity advisory	Specialist advisory, technical design for deployment and configuration of the SailPoint solution to support student identity lifecycle management	132
The Trustee for BGE Unit Trust	Infrastructure advisory	Advisory services - Optimisation strategies for UTS buildings	112
Fixinc Consulting Partners	Resilience advisory	Advisory services - business continuity, crisis management and emergency management	106
Orima Research Pty Ltd	Stakeholder insights	Independent market and stakeholder acceptance research for the National First Nations College	101
The Trustee for Strategic Project Partners Trust	Strategic funding advisory	Independent strategic advisory and bid development support for CRC funding initiatives	99
Ernst & Young	Program assurance & financial advisory	Independent program assurance and governance advisory for UTS ERP transformation program, International tax advisory services	98
Korn Ferry (AU) Pty Ltd	Workforce advisory	Strategic remuneration advisory, including total rewards strategy, job evaluation framework modernisation, benchmarking to support the UTS OSI program	98
Lucius Advisory Pty Ltd	Technology governance advisory	Specialist advisory services supporting Human Technology Institute for the ANZ AI governance review, including participation in an expert advisory reference group	86
Optimizely North America, Inc	Digital platform advisory	Specialist technical advisory and code review services supporting the UTS Digital Presence Program	76
D.T Gilbert & S Nickless & W.R Spain	Technology policy advisory	Specialist expert advisory services supporting Human Technology Institute for the development and review of an AI Safety Standard under the NAIC initiative	65
<b>Total consultants &gt; 50k</b>			<b>23,632</b>
Other consultancy spend < 50k (92 consultants)			2,003
<b>Total consultancy spend (volume 2, note 3.5)</b>			<b>25,635</b>

## Register of contracts

UTS maintains a publicly available register of contracts as required by Part 3, Division 5 of the Government Information (Public Access) Act 2009 (NSW) (GIPA Act).

The UTS register of contracts publishes information about contracts between UTS and private sector entities valued at or above \$150,000, where one of the parties has agreed to:

- undertake a specific project (for example, construction, infrastructure or property development)
- provide specific goods or services (for example, information technology services)
- transfer real property to another party in the contract, or
- a lease of real property.

The register includes contracts in a range of expenditure categories.

# Compliance index

This compliance index lists the compliance disclosures, and their page references, required to be included in this annual report (under NSW Treasury TPG25-10a Group 1 – Annual Report). The completed column indicates:

- Yes: it is a compliance requirement for the university, and the university has complied with the requirement
- No: it is a compliance requirement for the university, and the university has not complied with the requirement
- N/A: this is not a compliance requirement for the university.

Heading	Compliance requirement	Basis for, or source of, requirement	Completed	Page reference
Acknowledgement of country				2
Letter of submission				3
Overview	Management and structure	TPG25-10a	Yes	6
<b>Strategy</b>				
	Strategic plan, objectives and outcomes	TPG25-10a	Yes	13
<b>Operations and performance</b>				
	Infrastructure program	TPG25-10a	N/A	
	IPART Act requirement	section 18(4) of the IPART Act	N/A	
<b>Management and accountability</b>				
	Number and remuneration of senior executives	TPG25-10a; Public Service Commission Circular 2014-09	Yes	22
	People	TPG25-10a	Yes	18
	Consultants	TPG25-10a	Yes	36
	International travel	TPG25-10a	Yes	21
	Changes to legislation	TPG25-10a	Yes	23
	Privacy and Personal Information Protection Act 1998 (PIPP Act) requirements	TPG25-10a	Yes	24
	Government Information (Public Access) Act 2009 (GIPA Act) requirements	section 125(4), (6) of the GIPA Act; clause 8, Schedule 2 and clause 13, Schedule 3 of the GIPA Regulation	Yes	25
	Risk management		Yes	20
	Internal audit and risk management policy attestation	TPP20-08	N/A	
<b>Sustainability</b>				
	Climate-related financial disclosures	TPG25-10a; TPG24-33	N/A	
	Disability inclusion action plans	Disability Inclusion Act 2014	Yes	30
	Modern Slavery Act requirements	Modern Slavery Act 2018	Yes	36
	Work health and safety	TPG25-10a	Yes	35
	Workforce diversity	PSC Circular 2014-09	Yes	32
	Costs and benefits associated with machinery of government changes		N/A	
<b>Financial performance</b>	See volume 2			

## Acknowledgements

### Compliance

The report was written to comply with relevant legislation including the Government Sector Finance Act 2018 (NSW), the Government Sector Finance Regulation 2024 (NSW) and NSW Treasury TPG25-10a Group 1 – Annual Report.

In its structure and writing we have striven for best practice reporting, taking into account annual reporting guidelines and recommendations from the NSW Treasury and the Audit Office of New South Wales.

### Availability

The university's annual report is available on the UTS website:  
[www.uts.edu.au](http://www.uts.edu.au)

### Acknowledgements

The UTS Annual Report 2025 was produced by the Governance Support Unit.

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The UTS Annual Report 2025 provides a record of the university's performance and activities for the year. It is in 2 volumes: volume one is a review of our activities and performance; and volume two contains our financial statements.

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