2026 – 2030 gender equality action plan (GEAP) for: Swinburne University of Technology

Cover page (recommended)

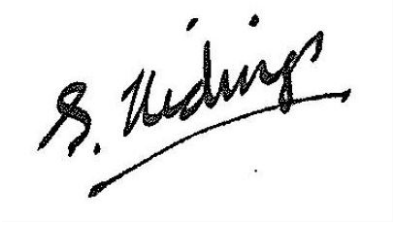
Organisation name (required)	Swinburne University of Technology
Total number of employees (and full-time equivalent FTE), as of 30 June 2025	Total employees: 3215 Total FTE: 2676
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

Attestation by head of organisation (required)

I confirm that:

☒ I am the head of organisation (CEO or equivalent)

☒ I have reviewed and approved the submission of this gender equality action plan (GEAP) on behalf of my organisation (as named above), and I attest that the implementation of the GEAP will be adequately resourced as required under the Gender Equality Act (2020).

Any comments?	NA
Name	Prof Simon Ridings
Role title	Acting VC and President
Signed	
Date	23 April 2026

A) Planning your GEAP

Section 1: Use insights from your previous gender equality work (recommended)

Insights from the implementation and progress reporting of Swinburne's Gender Equality Action Plan 2022–2025 have directly informed the development of the GEAP 2026–2030. Progress reporting highlighted the importance of consolidation, clearer prioritisation and stronger integration of gender equality actions within existing governance, planning and accountability frameworks.

Implementation experience also demonstrated that gender equality outcomes are most effectively progressed when actions are embedded within core organisational processes, governance and accountability frameworks rather than delivered through standalone initiatives. In response, the GEAP 2026–2030 places greater emphasis on consistency, accountability and governance oversight, with a more focused set of strategies aligned to the workplace gender equality indicators.

Learnings from workforce audit data, GEAP progress reporting, WGEA reporting and internal governance reporting have been used to refine priorities, identify areas requiring sustained attention, and ensure the GEAP reflects Swinburne's current level of maturity while supporting continued improvement over the life of the plan.

Section 2: Processes, record keeping and governance (recommended)

Swinburne has established processes, record keeping and governance arrangements to support the development, implementation and monitoring of the Gender Equality Action Plan (GEAP). Delivery of GEAP commitments is embedded within Swinburne's existing leadership, governance and operational structures to support integration with workforce planning, recruitment, development and organisational decision making.

Implementation of GEAP strategies and actions sits with relevant executive leaders, schools and operational portfolios across Swinburne. This approach recognises that progress on gender equality outcomes requires coordinated action across academic and professional areas and supports alignment with broader institutional priorities, including those set out in Ad Astra.

Oversight of gender equality outcomes is supported through existing governance structures, including the Council sub committee, People, Remuneration and Nominations Committee (PRNC), and the enterprise sub committee, Diversity and Inclusion Steering Committee (DISC). These committees provide governance oversight, monitoring and advice on progress against GEAP commitments and support escalation of emerging issues through established governance channels.

Workforce gender audit data, progress against GEAP strategies and relevant reporting are managed through established People and Culture (P&C), workforce analytics and governance processes. This supports consistent record keeping, transparency and alignment with legislative reporting obligations under the Gender Equality Act and the Workplace Gender Equality Act.

Together, these arrangements support regular review of progress, identification of emerging risks and clear accountability for implementation across the life of the GEAP.

Progress against GEAP strategies will be monitored through regular workforce reporting, governance review and established People and Culture reporting processes across the life of the GEAP.

Section 3: Leadership commitment (recommended)

Foreword from the Vice-Chancellor and President, Professor Pascale Quester AO

Equity and opportunity are central to Swinburne's identity as we strive to bring people and technology together to build a better world.

As we continue to push forward, Swinburne has entered a significant new chapter – Ad Astra_2030 – a strategy that challenges us to move from moon shots to quantum leaps and to lead with intention, resilience and conviction. At the core of Ad Astra_2030 is a clear commitment to inclusive excellence as a foundational principle to drive innovation, impact and global leadership.

The Gender Equality Action Plan (GEAP) 2026 – 2030 is a vital part of this journey. It reflects our ongoing commitment to ensuring that Swinburne is a place where everyone is treated with respect, feels safe and has equitable access to opportunity.

It also signals our determination to move beyond compliance toward sustained leadership in gender equality, embedding these principles into the systems and decisions that shape people's experiences across their working lives.

While Swinburne has made meaningful progress under the 2022 - 2025 GEAP, this plan recognises that gender equality is not achieved through isolated initiatives or short-term action. It requires a whole-of-organisation approach, with shared accountability across leaders, managers and staff, supported by strong governance oversight and executive sponsorship. Everyone at Swinburne has a role to play in creating a fair, inclusive and respectful workplace.

This plan is grounded in a strong evidence base. It has been informed by workforce audit data, employee experience insights, and consultation, including focus groups facilitated by Women's Health East. The evidence confirms that long-term gender outcomes are shaped by structural factors such as representation at senior levels, employment patterns, occupational segregation and the cumulative impacts of life and career stages. Addressing these drivers requires sustained, system-level reform.

Accordingly, the GEAP 2026 - 2030 focuses on strengthening consistency, transparency and accountability in recruitment, promotion and remuneration decision-making. It commits Swinburne to ongoing monitoring of occupational segregation and progression patterns, and to maintaining robust pay equity controls while addressing the broader structural drivers of the overall gender pay gap.

A safe and respectful workplace is fundamental to equality. Swinburne remains firmly committed to the prevention of sexual harassment and gender-based violence, and to bolstering our gender equity commitments with effective prevention, education and response measures. Creating a culture where people feel safe to speak up, confident they will be heard, and supported, is essential to the wellbeing of our community.

This plan is underpinned by a commitment to continuous improvement and accountability. Clear targets, regular monitoring and transparent reporting will enable us to track progress, learn from experience and demonstrate measurable outcomes. Building on the foundations established through previous GEAP cycles, we will continue to review and refine our approach to ensure lasting impact.

Ad Astra 2030 is all about pushing beyond what is expected and demonstrating what is possible. In this spirit, the Gender Equality Action Plan 2026 - 2030 strengthens our culture, our systems and our shared responsibility to ensure that everyone at Swinburne can thrive and lead.

I encourage everyone at Swinburne to actively engage with this plan. This includes embedding gender equity into everyday decision-making, participating in consultation and feedback, and contributing to implementation.

Together, as we continue our journey to the stars, we will build a university that not only reflects our values but inspires others to lead as well.

Professor Pascale Quester AO
Vice-Chancellor and President

B) Consult on your audit results and strategies

Section 4: Confirm consultation groups (required)

You must consult with your…	Confirm yes or no	If no, why not?
Governing body (if your organisation has one)	Yes	
Exec Group (Diversity Inclusion Steering Committee)	Yes	
VET Staff Consultation	Yes	
Academic Staff Consultation	Yes	
Professional Staff Consultation	Yes	
National Tertiary Education Union (NTEU) Staff Consultation	Yes	
Swinburne Ability Network staff with lived experience consultation	Yes	
Swinburne Ability Network staff supporting disability inclusion consultation	Yes	
Ally Network (LGBTQIA+ and Allys) staff with lived experience consultation	Yes	
Moondani Toombadool Centre (MTC) staff	Yes	
All employees via employee engagement survey & Gender Equity CGEPS survey	Yes	

Consultation to inform the GEAP 2026–2030 involved engagement with a broad range of stakeholders, including staff, staff representatives, intersectional lived experience staff networks and governing bodies.

Consultation groups included professional and academic staff, union representatives, members of staff networks, Aboriginal and Torres Strait Islander staff through a yarning session facilitated with the Moondani Toombadool Centre, and senior leaders through established governance forums.

This approach was both in person or virtual facilitator led discussions, with online feedback options for those unable to attend a session. This supported inclusive participation and ensured perspectives across different roles, employment types and lived experiences were considered.

Section 5: Document your consultation process (required)

Consultation undertaken to inform the development of the GEAP 2026–2030 was designed to be inclusive, proportionate and informed by both lived experience and organisational evidence. Swinburne adopted a multi-channel consultation approach that combined targeted engagement activities with existing feedback, reporting and governance mechanisms to ensure a comprehensive understanding of workplace gender equality issues.

Targeted consultation was facilitated by Women's Health East (WHE), who delivered a series of structured focus groups with professional staff, academic staff, union representatives, staff networks and Aboriginal and Torres Strait Islander staff through a yarning session facilitated in partnership with the Moondani Toombadool Centre. These sessions provided qualitative insights into lived experience, perceptions of organisational practices and areas where consistency and capability could be strengthened.

In addition to these focus groups, Swinburne considered insights from whole-of-university Engagement Survey results, CGEPS employee survey data and Workplace Gender Equality Agency (WGEA) reporting. These sources provided broader quantitative context, enabling themes emerging from targeted consultation to be tested against organisation-wide trends and patterns.

Consultation also drew on existing governance and reporting processes, including discussions and reporting through the Diversity and Inclusion Steering Committee (DISC) and the People, Remuneration and Nominations Committee (PRNC). These forums enabled senior leaders to review emerging findings, consider risks and priorities, and provide feedback on the proposed direction of the GEAP.

In developing the GEAP, Swinburne also reviewed insights from existing action plans and frameworks informed by lived experience, including Indigenous Business Action Plans, the Disability Action and Equity Plan, the LGBTQIA+ Ally Roadmap and the Gender Based Violence Action Plan. This ensured alignment across related initiatives and reduced duplication of effort.

Together, these consultation activities ensured the GEAP is informed by diverse perspectives, robust data and established governance processes, supporting a balanced and evidence-based approach to strategy development.

Section 6: Findings from your consultation (recommended)

Analysis of workforce gender audit data, GEAP progress reporting, employee survey results and themes emerging from consultation undertaken to inform the GEAP 2026–2030 identified a consistent set of priorities across Swinburne.

Consultation findings highlighted the importance of strengthening consistency in people management practices. In particular, staff identified variability in the application of recruitment, promotion, flexible work and workload practices across teams and portfolios as a key barrier to equitable outcomes. These themes were reflected across focus group discussions and reinforced by engagement and CGEPS survey data.

There was also strong and consistent emphasis on the need to maintain a focus on preventing sexual harassment and gender-based harm, and on ensuring trauma-informed, person-centred responses when disclosures occur. Consultation participants emphasised the importance of confidence in reporting pathways, clarity of guidance and the capability of people managers and authorised officers to respond appropriately.

Broader organisational feedback highlighted the value of clearer governance and transparency in decision-making, particularly in areas that influence career progression and remuneration outcomes. Consultation reinforced that sustainable progress requires continued attention to system-level levers, including policies, governance oversight, leadership expectations and data-informed decision-making.

Findings from consultation also underscored the need for a more integrated approach to gender equality actions across the organisation. Feedback indicated that complexity across multiple diversity, equity and inclusion action plans can dilute impact if not well coordinated. This informed the decision to adopt a more consolidated and prioritised approach in the GEAP 2026–2030, with strategies designed to address common drivers of inequality and support intersectional outcomes.

These findings directly informed refinement of the GEAP strategies, ensuring they are focused on areas where sustained effort is required and where system-level change will deliver the greatest impact.

C) Consider the gender equality and the gender pay equity principles, and intersectionality

Section 7: Consider the gender equality principles (required)

The development of the GEAP 2026–2030 was guided by the gender equality principles set out in the Gender Equality Act 2020 (Vic). These principles informed the interpretation of workforce gender audit data, consultation findings and the prioritisation of strategies and actions.

In applying these principles, Swinburne has focused on promoting substantive equality by addressing the underlying structural and systemic factors that contribute to gender inequality. Rather than introducing new standalone initiatives, the GEAP emphasises embedding gender equality considerations within core organisational processes, policies and governance arrangements. This approach supports consistency, transparency and accountability over the life of the plan.

The GEAP also reflects the principle of prevention by prioritising actions that reduce the risk of inequality and harm before it occurs. This is evident in strategies addressing recruitment and promotion practices, remuneration decision-making, flexible work, and the prevention of sexual harassment and gender-based harm.

Leadership accountability is a key mechanism through which the gender equality principles are applied. Oversight through established governance forums, supported by regular reporting and data analysis, ensures progress is monitored and areas requiring attention are identified.

By embedding the gender equality principles into the design and delivery of the GEAP, Swinburne aims to support sustained improvement in workplace gender equality outcomes and ensure that actions are proportionate, evidence-based and aligned with legislative expectations.

Section 8: Consider the gender pay equity principles (required)

The gender pay equity principles have been central to the development of the GEAP 2026–2030. Swinburne's workforce gender audit data, pay equity analysis and WGEA reporting were used to assess current pay equity outcomes and identify structural and lifecycle factors contributing to the gender pay gap.

In applying the gender pay equity principles, the GEAP prioritises maintaining pay equity for work of equal or comparable value, while addressing the broader drivers of pay disparities that can emerge over the employment lifecycle. This includes recruitment practices, starting salaries, progression, promotion and remuneration-related decision-making.

The GEAP emphasises transparency and governance oversight as critical mechanisms for supporting pay equity. Regular analysis, reporting to governing bodies and review of remuneration policies and practices are used to ensure pay equity considerations remain embedded and visible.

By focusing on both maintenance of pay equity outcomes and prevention of compounding inequities, the GEAP supports a comprehensive approach to gender pay equity that aligns with legislative obligations and good practice.

This approach recognises that achieving and sustaining pay equity requires ongoing attention to systems and processes, rather than one-off interventions, and positions Swinburne to continue making reasonable and material progress over the life of the plan.

Section 9: Consider intersectionality (required)

An intersectional approach has been fundamental to the development of Swinburne's GEAP 2026–2030. Swinburne recognises that gender inequality is experienced differently depending on intersecting factors such as sex, gender identity and expression, cultural background, Aboriginal and Torres Strait Islander identity, disability, ethnicity, religion, long-term health conditions, mental wellbeing, sexual orientation, caring responsibilities, age, seniority and employment type.

This understanding informed both the design of consultation activities and the interpretation of findings. Consultation included targeted engagement with staff networks representing lived experience and ally perspectives, including the Swinburne Women Academic Network, Ally Network and Swinburne Ability Network, as well as Aboriginal and Torres Strait Islander staff through a yarning session facilitated in partnership with the Moondani Toombadool Centre. This approach supported culturally safe and inclusive participation and enabled a more nuanced understanding of staff experiences across different cohorts.

In addition to consultation, existing internal plans, research and reporting were reviewed as contextual inputs to inform interpretation of findings and refinement of proposed actions. This included consideration of academic research conducted through the Swinburne Women Academic Network on carers and careers, as well as insights from Swinburne's SAGE Plan, Disability Equity Action Plan and Ally Roadmap. These inputs were not treated as standalone drivers but were used to strengthen understanding of how organisational systems and practices may be experienced differently across intersecting identities.

Progress reporting under the GEAP 2022–2025 highlighted the need to reduce complexity across diversity, equity and inclusion action plans and strengthen integration across priority areas. In response, the GEAP 2026–2030 adopts a more consolidated approach, aligning gender equality actions with broader DEI priorities so that an intersectional lens is applied in practice rather than through parallel or siloed initiatives.

Intersectionality has also informed the identification of priority focus areas within the GEAP. Workforce data and consultation findings indicate that actions addressing workload, flexible work, safety, leadership capability and data quality can improve outcomes across multiple cohorts simultaneously. Where data allows, Swinburne will continue to apply intersectional analysis to monitoring and evaluation, recognising current data limitations and the need for proportionate and responsible use of demographic information.

D) Making a case for change

Section 10: Make a case for change and create a vision (recommended)

Gender equality matters at Swinburne because it underpins workforce capability, safety, sustainability and organisational performance. As a large and complex tertiary institution operating across academic, professional and vocational settings, Swinburne's ability to attract, develop and retain talent depends on equitable access to opportunity, consistent decision-making and inclusive workplace practices.

Experience implementing the GEAP 2022–2025 demonstrates that progress on gender equality is achieved not only through policy settings, but through how effectively organisational systems and practices are embedded and applied in practice. Progress reporting shows improvements across a number of indicators, including recruitment and promotion outcomes, uptake of flexible work and maintenance of pay equity for like-for-like roles. At the same time, workforce data and consultation findings indicate that gender inequality continues to be shaped by structural and cultural factors across the employee lifecycle, including workforce composition, progression pathways, workload distribution, access to flexibility and leadership capability.

Consultation undertaken to inform the GEAP 2026–2030 reinforced that variability in implementation can result in differing staff experiences and cumulative gendered outcomes. This includes reliance on discretionary decision-making, uneven application of flexible work and workload practices, and varying levels of confidence in responses to safety and wellbeing concerns. These issues may be amplified for staff experiencing intersecting forms of disadvantage, highlighting the importance of consistent and transparent organisational approaches.

The case for change reflected in this GEAP is therefore focused on consolidation and integration rather than expansion. The GEAP 2026–2030 prioritises strengthening existing governance, policies and processes to ensure gender equality considerations are consistently embedded into workforce planning, recruitment, promotion, remuneration, flexible work and safety practices. This approach reflects Swinburne's current level of maturity in gender equality work and supports reasonable and material progress over the life of the plan.

Swinburne's broader strategic direction, articulated in Ad Astra 2030, reinforces the importance of equitable access, inclusive participation and capability development for all members of the university community. Ad Astra 2030 sets an ambition to support diverse pathways to success and to build a culture where people are supported to contribute and thrive. The GEAP 2026–2030 complements this direction by embedding gender equality considerations into how people are recruited, supported, developed and retained, and how inclusive and respectful workplaces are sustained.

Vision for gender equality

Swinburne's vision is for a workplace where people of all genders experience equitable access to opportunity, safety and progression, and where organisational systems and practices are applied consistently, transparently and fairly.

Through the GEAP 2026–2030, Swinburne seeks to embed gender equality as a core consideration in decision-making and leadership practice, supported by strong governance, accountability and continuous improvement. This vision aligns with Swinburne's broader commitment to inclusion, capability development and organisational excellence, and supports a workplace where all staff are able to contribute and thrive.

E) Analysing your data to identify forms of gender inequality AND developing your strategies

Section 11: Identifying underlying causes of gender inequality (recommended)

Analysis of workplace gender audit data, GEAP progress reporting, workforce survey data and themes emerging from consultation undertaken to inform the GEAP 2026–2030 indicates that gender inequality at Swinburne is primarily shaped by the cumulative impact of structural and cultural factors across the employee lifecycle, rather than by the absence of formal policies or frameworks.

Workforce data and progress reporting demonstrate improvements in several areas, including recruitment and promotion outcomes, uptake of flexible work arrangements and maintenance of pay equity for like-for-like roles. However, as a Technology University the challenge of attracting and retaining women in senior STEM roles impacts broader outcomes such as overall gender representation at senior levels and the gender pay gap. These challenges can be further compounded by, career interruptions, progression pathways and workload distribution over time. These factors interact across the employment lifecycle and need to be addressed in a coordinated manner.

Consultation indicates a perception of variability in the application of people management practices, including recruitment, promotion, flexible work and workload management. Consultation and survey data indicate that while relevant policies and guidance are in place, some people perceive inconsistent implementation across teams resulting in differing staff experiences.

Differences in leadership capability and confidence were also identified as contributing factors. Consultation findings highlighted variability in how leaders and people managers interpret and apply policies, respond to safety and wellbeing concerns, and support staff accessing flexible work or managing competing demands. These differences can affect both access to opportunity and perceptions of fairness and safety within the workplace.

Consultation also indicates that these underlying causes may be amplified for staff experiencing intersecting forms of disadvantage, including disability, caring responsibilities, cultural background, gender diversity, employment type and seniority. This reinforces the need to address gender inequality through approaches that strengthen consistency, transparency and accountability across organisational systems, rather than through isolated or short-term interventions.

The GEAP 2026–2030 responds to these underlying causes by focusing on consolidation, embedding gender equality considerations into core organisational processes, and reinforcing leadership accountability. This approach builds on existing frameworks and governance arrangements to support sustainable, measurable progress over the life of the plan.

Section 12: Analysing your data and documenting your strategies (required)

Indicator 1: Gender composition of all levels of the workforce

Describing the problem (see step 2)

Analyse audit data (required) Workforce gender audit data indicates that Swinburne's overall workforce composition has remained relatively stable between 2023 and 2025. In 2025, women represented 53.0% of the workforce, men represented 46.8%, and employees of self-described gender represented 0.3%. This was largely unchanged from 2023, when women represented 53.0%, men 46.8% and employees of self-described gender 0.2%. While overall workforce gender composition is broadly balanced, gender imbalance persists at senior academic and senior professional levels. Workforce analysis indicates that representation of women declines with seniority, particularly at Academic Levels D and E and within senior professional leadership positions. Audit data also demonstrates ongoing gender differences in participation patterns. In 2025, 19.3% of women worked part-time compared with 9.0% of men and 27.3% of employees of self-described gender. While the proportion of women working part-time decreased slightly from 20.2% in 2023, women remain more than twice as likely as men to work part-time. These participation patterns may reflect caring responsibilities and other factors that can influence workforce participation, access to development opportunities and career progression over time. Representation of women in senior leadership remains lower than their representation in the overall workforce. In 2025, women made up 38.4% of senior leaders, compared with 42.1% in 2023. Men represented 61.6% of senior leaders in 2025, compared with 57.9% in 2023. While women continue to comprise the majority of the overall workforce, this is not reflected in senior leadership roles, indicating that progression to senior positions remains uneven across genders. The data suggests that workforce gender balance has largely been achieved at an organisational level. However, the decrease in women's representation in senior leadership and the continuing concentration of women in part-time employment indicate that gender equality outcomes are not experienced consistently across all workforce levels. These audit findings are consistent with themes emerging from consultation and workforce survey data, which indicate that staff experiences of progression and leadership pathways can vary across teams and portfolios. This variability reinforces the importance of addressing gender composition through system-level approaches that strengthen consistency, transparency and accountability across workforce planning, recruitment and promotion processes. These findings inform the strategies and actions outlined throughout this GEAP, particularly under Indicators 1, 3, 5 and 7, and highlight the importance of continuing to strengthen workforce planning, succession planning, leadership development and gender-informed progression strategies to improve representation at senior levels over time.	**Critical performance measures:** Performance against this indicator will be measured using the following critical performance measures: • Gender composition of the duty holder organisation in 2025: • Gender composition of part time workers in the duty holder organisation in 2025: • Gender composition of senior leaders in the duty holder organisation in 2025: These measures will be monitored through workforce data and reporting processes over the life of the GEAP to assess changes in representation and trends over time.

Setting metrics (see step 6)

Measures (required)	**Critical performance measures:** Performance against this indicator will be measured using the following critical performance measures: • Gender composition of the duty holder organisation • Gender composition of part-time workers • Gender composition of senior leaders These measures will be monitored through workforce data and reporting processes over the life of the GEAP to assess changes in representation and trends over time.
Target/s (recommended)	Over the life of the GEAP, Swinburne aims to improve the representation of women at senior academic (Levels D and E) and senior professional levels, informed by baseline workforce data and monitored annually.

Strategies (see step 6)

Strategy	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strategy 1.1 Strengthen gender-informed workforce planning and progression pathways	Accountable: CPO, Resp: Director TODR, Manager DEI	GEAP lifecycle	Indicators 3, 5, 6
- **Action 1.1.1** Embed gender composition and progression analysis across academic and professional cohorts within workforce planning and succession discussions. **Success Measure:** Gender composition and promotion trends are reviewed annually through workforce planning processes	Accountable: CPO, Resp: Director TODR, Manager DEI	Year 1 and 2	
Strategy 1.2 Strengthen accountability for gender composition outcomes through reporting and oversight	Accountable: CPO, Resp: Director TODR, Manager DEI	Ongoing	Indicators 3, 7
- **Action 1.2.1** Report workforce gender composition trends through established governance mechanisms to support accountability. **Success Measure:** Regular reporting supports accountability for gender composition outcomes	Accountable: CPO, Resp: Director TODR, Manager DEI	Year 1 and 2	

Indicator 2: Gender composition of the governing body

Describing the problem (see step 2)

Analyse audit data (required) Workplace gender audit data indicates that women represented 40.0% of Council members and men represented 60.0% in 2025. This compares with 45.5% women and 54.5% men in 2023, representing a decrease of 5.5 percentage points in women's representation and an increase of 5.5 percentage points in men's representation. The data indicates that women's representation on the governing body declined between 2023 and 2025. While women continue to hold a substantial proportion of positions on Council, gender balance has not been maintained at the same level as reported in 2023. Compared to Swinburne's overall workforce composition in 2025, where women represented 53.0% of employees, women are less represented on the governing body than within the workforce more broadly. This indicates that women remain underrepresented in governance and decision-making roles relative to their overall workforce representation. As membership of the governing body comprises a relatively small number of positions, changes in appointments, renewals and succession arrangements can have a significant impact on overall gender composition. The decrease in women's representation between 2023 and 2025 demonstrates the importance of ongoing monitoring of governing body composition and consideration of gender representation during appointment and succession processes. These findings reinforce the importance of maintaining a focus on gender representation through governing body appointment, renewal and succession processes. The findings inform the strategies and actions outlined under Indicator 2 and support the continued integration of gender equity considerations into governance, oversight and decision-making processes.	**Critical performance measures:** • Gender composition of the duty holder organisation's governing body in 2025:

Setting metrics (see step 6)

Measures (required)	Performance will be assessed using the GEAP critical performance measure relating to the gender composition of the governing body, monitored through existing governance and reporting processes. **Critical performance measures:** • Gender composition of the duty holder organisation's governing body. **Additional measures (optional):**
Target/s (recommended)	No additional quantitative target is set for this indicator, noting that gender balance on the governing body has been achieved. Ongoing monitoring will be used to ensure gender balance is maintained over the life of the GEAP.

Strategies (see step 6)

Strategy	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)

Strategy 2.1 Maintain gender balance on governing bodies (including Council and Executive Group) through structured monitoring, renewal and succession processes.	Accountable: CPO Responsible: Council Secretary	Ongoing	Indicators 1, 3
- **Action 2.1.1** Embed gender composition considerations within governing body appointment, renewal and succession processes and monitor representation trends. **Success Measure:** Gender balance across governing bodies is maintained and potential risks to gender representation are identified through succession and renewal processes.	Accountable: CPO Responsible: Council Secretary	Year 1 and 2	

Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Describing the problem (see step 2)

Analyse audit data (required) Workplace gender audit data indicates that gender pay gaps remained present across several remuneration measures in 2025. The mean total remuneration gender pay gap for women was 13.9% among managers, 5.5% among professionals, 6.5% among technicians and trades workers, 6.3% among community and personal service workers, and 1.6% among clerical and administrative workers. The mean total remuneration senior leader gender pay gap was 1.9% in 2025. Comparison with 2023 data demonstrates positive movement across a number of remuneration measures. The mean total remuneration gender pay gap for women reduced from 17.0% to 13.9% among managers, from 6.4% to 5.5% among professionals, from 7.4% to 6.5% among technicians and trades workers, and from 4.2% to 1.6% among clerical and administrative workers. The mean total remuneration senior leader gender pay gap also reduced from 4.0% in 2023 to 1.9% in 2025. However, progress was not consistent across all measures. The mean total remuneration gender pay gap increased from 1.1% to 6.3% among community and personal service workers. At an organisation-wide level, the mean base salary pay gap decreased slightly from 8.4% to 8.2%, while the median base salary pay gap increased from 5.3% to 9.0% and the median total remuneration pay gap increased from 7.0% to 8.0%. Overall, the audit data demonstrates improvement across several occupational groups and a reduction in the senior leader gender pay gap between 2023 and 2025. At the same time, gender pay gaps remain evident across a number of workforce cohorts, indicating that progress has been uneven across remuneration measures and occupational groups. The audit data also indicates differences in workforce composition and participation patterns. Women represented 53.0% of the overall workforce but 38.4% of senior leaders in 2025. Women were also more likely to work part-time than men (19.3% compared with 9.0%). These workforce patterns occur alongside the remuneration outcomes identified in the audit data and indicate that gender representation and participation differ across workforce levels and employment arrangements. These findings highlight the importance of continuing to monitor remuneration outcomes alongside workforce composition, recruitment, progression and promotion patterns. They also reinforce the need to maintain remuneration frameworks and gender-informed review mechanisms to support equitable remuneration outcomes over time.	**Critical performance measures:** • Mean total remuneration gender pay gap by occupation group in 2025: • Mean total remuneration senior leader gender pay gap in 2025: **Supplementary measures:** • Mean base salary pay gap in 2025: • Median total remuneration pay gap in 2025: • Median base salary pay gap in 2025:

Setting metrics (see step 6)

Measures (required)	Performance against this indicator will be assessed using the GEAP critical performance measures, including analysis of pay equity for comparable roles and monitoring of overall gender pay gap trends over time. **Critical performance measures:** • Mean total remuneration gender pay gap by occupation group. • Mean total remuneration senior leader gender pay gap. **Supplementary measures:** • Mean base salary pay gap. • Median total remuneration pay gap. • Median base salary pay gap.
Target/s (recommended)	Maintain pay equity for work of equal or comparable value and reduce the risk of compounding gender pay gaps over time through strengthened monitoring and consistent application of remuneration and progression controls.

Strategies (see step 6)

Strategy	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)

Strategy 3.1 Maintain and strengthen pay equity oversight through regular analysis of gender pay gap outcomes and governance reporting.	Director TODR, Manager DEI	Ongoing	Indicators 1, 5
- **Action 3.1.1** Undertake annual gender pay gap and pay equity analysis for comparable roles and report outcomes through established governance mechanisms. **Success Measure:** Gender pay gap and pay equity analysis is conducted annually and reported through governance processes to support oversight and accountability.	Accountable: CPO, Resp: Director TODR, Manager DEI	Year 1 and 2	
Strategy 3.2 Address lifecycle drivers of the gender pay gap by applying a gender pay equity lens to recruitment, starting salaries, progression and promotion decisions	Accountable: CPO, Resp: Director TODR, Manager DEI	GEAP lifecycle	Indicators 1, 5
- **Action 3.2.1** Apply a gender pay equity lens to recruitment, starting salaries, progression and promotion decisions to reduce the risk of compounding pay gaps over time. **Success Measure:** Recruitment, promotion and progression outcomes are periodically reviewed through a gender pay equity lens to identify and address systemic drivers of the gender pay gap.	Accountable: CPO, Resp: Director TODR, Manager DEI	Year 1 and 2	
Strategy 3.3 Embed gender informed oversight within remuneration frameworks and practices, including review of salary benchmarking and remuneration decision making processes.	Accountable: CPO, Resp: Director TODR, Manager DEI	GEAP lifecycle	Indicators 5, 6
- **Action 3.3.1** Review remuneration frameworks and salary benchmarking outcomes through a gender-informed lens and communicate gender pay gap trends through governance reporting and transparency mechanisms. **Success Measure:** Gender pay gap trends and benchmarking outcomes are reviewed and communicated through governance and reporting processes to strengthen transparency and confidence in remuneration practices.	Accountable: CPO, Resp: Director TODR, Manager DEI	Year 2	

Indicator 4: Sexual harassment in the workplace

Describing the problem (see step 2)

Analyse audit data (required) Analysis of employee survey data, engagement results and GEAP progress reporting indicates that most staff agree that sexual and gender-based harassment are not tolerated at Swinburne. Swinburne has established policies, reporting pathways and a Gender Based Violence (GBV) Action Plan to support a respectful and safe workplace. Workplace audit data indicates respondents continued to report experiences of sexual harassment in 2025, although prevalence rates reduced for women and men compared to 2023. In 2025, 7.6% of women and 5.3% of men reported experiencing sexual harassment, compared with 8.4% of women and 7.0% of men in 2023. Data was available for employees of self-described gender in 2025, with 38.1% reporting having experienced sexual harassment. The audit also indicates an increase in reporting. The proportion of respondents who reported sexual harassment increased from 0.7% to 14.5% for women and from 0.0% to 5.1% for men between 2023 and 2025. In 2025, 12.5% of respondents of self-described gender reported sexual harassment. Formal reports of sexual harassment made by women increased from one report in 2023 to six reports in 2025. Satisfaction with the handling of workplace sexual harassment complaints also increased between reporting periods. In 2025, 18.5% of women and 8.3% of men who made a complaint reported satisfaction with how their complaint was handled, compared with 0.0% for women and men in 2023. Data relating to satisfaction with formal complaint handling was unavailable in reporting periods. However, the audit also indicates ongoing barriers to reporting. Between 2023 and 2025, more respondents identified concerns about negative career consequences, negative impacts on reputation, feeling unsafe to report, and believing that reporting would not make a difference. The proportion of women who believed there would be negative consequences for their career increased from 5.5% to 48.3%, while for men it increased from 7.0% to 51.4%. Overall, the audit demonstrates a reduction in the prevalence of sexual harassment reported, alongside increased reporting and improved satisfaction with complaint handling. However, barriers to reporting remained evident across some measures in 2025. The audit data indicates that improving confidence in reporting processes and outcomes remains an important area of focus. The prevalence rate reported by employees of self-described gender (38.1%) was substantially higher than the rates reported by women (7.6%) and men (5.3%) in 2025. This has informed Swinburne's continued focus on applying an intersectional approach to prevention and response initiatives through the GBV Action Plan. These findings inform the strategies and actions outlined under Indicator 4 and reinforce the importance of continuing to strengthen prevention, education, reporting and response mechanisms.	**Critical performance measures:** • Anonymous experience rate of sexual harassment in 2025: • Number of formal reports of sexual harassment in 2025: **Supplementary measures:** • Participants who said they reported sexual harassment in 2025: • Reasons for not making a formal sexual harassment complaint in 2025: • Satisfaction with handling of workplace sexual harassment complaint in 2025: • Satisfaction with handling of formal workplace sexual harassment complaint in 2025:

Setting metrics (see step 6)

Measures (required)	Performance against this indicator will be assessed using the GEAP critical performance measures, including employee survey data relating to experiences of sexual harassment and confidence in reporting and response mechanisms. **Critical performance measures:** • Anonymous experience rate of sexual harassment. • Number of formal reports of sexual harassment. **Supplementary measures:** • Participants who said they reported sexual harassment. • Reasons for not making a formal sexual harassment complaint. • Satisfaction with handling of workplace sexual harassment complaint. • Satisfaction with handling of formal workplace sexual harassment complaint.
Target/s (recommended)	No quantitative target is set for this indicator. Progress will be monitored through employee survey data and qualitative feedback, with a focus on strengthening prevention, reporting confidence and the quality and consistency of responses.

Strategies (see step 6)

Strategy	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strategy 4.1 Strengthen prevention of sexual harassment and gender-based harm through consistent application of policies, education and leadership expectations	Accountable: CPO, COS Resp: Director TODR, Manager DEI, Director HSW	GEAP lifecycle	Indicators 5, 6
- **Action 4.1.1** Implement and monitor the Gender Based Violence Prevention and Response Framework to strengthen prevention and response to sexual harassment and gender based harm. **Success Measure:** Gender based violence prevention and response initiatives are implemented and monitored through governance reporting.	Accountable: CPO, COS Resp: Director TODR, Manager DEI, Director HSW	Year 1	
- **Action 4.1.2** Deliver education and capability development initiatives to build staff and leadership awareness of respectful behaviours, bystander responsibilities and prevention of sexual harassment. **Success Measure:** Staff and leaders demonstrate increased awareness of expected behaviours and prevention responsibilities.	Accountable: CPO, COS Resp: Director TODR, Manager DEI, Director HSW	Year 1 and ongoing	
Strategy 4.2 Strengthen reporting, response and monitoring mechanisms to support safe disclosure and oversight of sexual harassment risks.	Accountable: CPO Resp: Director TODR, Manager DEI, Director HSW	GEAP lifecycle	Indicators 5, 6
- **Action 4.2.1** Strengthen trauma-informed reporting, response and monitoring processes to support safe disclosure and oversight of sexual harassment risks. **Success Measure:** Reporting and response processes reflect trauma informed principles and disclosure data informs governance oversight.	Accountable: CPO Resp: Director HSW	Year 1 and ongoing	

Indicator 5: Recruitment and promotion practices in the workplace

Describing the problem (see step 2)

Analyse audit data (required) Analysis of workplace gender audit data, employee survey results, GEAP progress reporting and consultation findings indicates that recruitment and promotion practices at Swinburne are supported by established policies and processes. However, staff experience of fairness, transparency and consistency can vary across roles, disciplines and portfolios. Workplace gender audit data indicates that women represented 55.7% of new recruits in 2025, compared with 64.2% in 2023. Men represented 43.6% of recruits in 2025, compared with 34.7% in 2023, while employees of self-described gender represented 0.7% of recruits in 2025 compared with 1.1% in 2023. Promotion outcomes also changed between reporting periods. In 2025, women represented 47.6% of employees who were promoted, compared with 61.1% in 2023. Men represented 52.4% of promotions in 2025, compared with 38.1% in 2023. Employees of self-described gender represented 0.0% of promotions in 2025 compared with 0.8% in 2023. Employee perceptions of recruitment and promotion processes improved over the reporting period. The proportion of respondents who agreed that recruitment processes at Swinburne are fair increased from 56.0% to 69.0% for women and from 64.3% to 67.2% for men between 2023 and 2025. Perceptions of promotion fairness also improved, increasing from 44.0% to 55.5% for women and from 50.4% to 54.9% for men. In 2025, 40.0% of respondents of self-described gender agreed recruitment processes were fair and 28.6% agreed promotion processes were fair.	**Critical performance measures:** • Gender composition of recruited employees in 2025: • Gender composition of employees who were promoted in 2025: • Perceptions of recruitment, by gender in 2025: • Perceptions of promotion, by gender in 2025:

Overall, the audit data demonstrates improved perceptions of recruitment and promotion fairness among women and men between 2023 and 2025. At the same time, the gender composition of recruitment and promotion outcomes shifted over the reporting period, with women representing a smaller proportion of both recruits and promotions in 2025 than in 2023. These findings indicate that perceptions of recruitment and promotion fairness have improved, while continued monitoring of outcomes remains important to ensure equitable recruitment, career progression and promotion opportunities across the workforce. The findings inform the strategies and actions outlined under Indicator 5 and reinforce the importance of maintaining consistent, transparent and equitable recruitment and promotion practices.	

Setting metrics (see step 6)

Measures (required)	Performance against this indicator will be assessed using the GEAP critical performance measures relating to recruitment and promotion outcomes, monitored through workforce data and reporting processes. **Critical performance measures:** • Gender composition of recruited employees. • Gender composition of employees who were promoted. • Perceptions of recruitment, by gender. • Perceptions of promotion, by gender.
Target/s (recommended)	Over the life of the GEAP, Swinburne aims to improve consistency and transparency in recruitment and promotion practices and support more equitable progression outcomes, informed by workforce data and monitored annually.

Strategies (see step 6)

Strategy	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strategy 5.1 Strengthen consistency and transparency of recruitment and promotion processes through clear guidance, monitoring and governance oversight	Accountable: CPO, SDVC Academic	GEAP lifecycle	Indicators 1, 3
- **Action 5.1.1** Monitor recruitment and promotion outcomes by gender through workforce reporting and governance oversight to support transparency and identify systemic trends **Success Measure:** Recruitment and promotion outcomes by gender are analysed and reported through governance processes.	Accountable: CPO, SDVC Academic Resp: Director TODR, Manager DEI	Year 1 and ongoing	
Strategy 5.2 Strengthen consistency and transparency of recruitment and promotion decision-making processes.	Accountable: CPO, SDVC Academic Resp: Director TODR, Manager DEI	GEAP lifecycle	Indicators 1, 3
- **Action 5.2.1** Strengthen consistency of recruitment and promotion practices through clear criteria, panel guidance and documented decision-making processes. **Success Measure:** Recruitment and promotion processes are applied consistently and decision-making is clearly documented.	Accountable: CPO, SDVC Academic Resp: Director TODR, Manager DEI, Academic Promotions Panels Chairs	Year 1 and ongoing	
Strategy 5.3 Improve fairness and accessibility of recruitment and promotion pathways.	Accountable: CPO, SDVC Academic, DVC Research Resp: Director TODR, Manager DEI	GEAP lifecycle	Indicators 1, 7
- **Action 5.3.1** Embed guidance within recruitment and promotion documentation to support appropriate consideration of career interruptions, including parental leave and caring responsibilities. **Success Measure:** Recruitment and promotion documentation includes guidance supporting consideration of career interruptions.	Accountable: CPO, SDVC Academic, DVC Research Resp: Director TODR, Manager DEI, Manager OD	Year 2	
- **Action 5.3.2** Strengthen development pathways for emerging leaders to support progression into senior academic and professional roles, particularly in areas where gender imbalance persists. **Success Measure:** Development initiatives support progression of under-represented genders into senior roles.	Accountable: CPO, SDVC Academic, DVC Research Resp: Director TODR, Manager DEI, Manager OD	Year 2	

Indicator 6: Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities

Describing the problem (see step 2)

Analyse audit data (required) Analysis of gender audit data, employee survey, GEAP progress reporting and consultation findings indicates that flexible work and leave arrangements are utilised across the workforce. However, staff experience of access to flexible work can vary depending on role type, team context and managerial interpretation. Audit data indicates that the average number of weeks of parental leave taken decreased between 2023 and 2025. Women took an average of 25.5 weeks in 2025, compared with 28.1 in 2023, while men took an average of 10.3 weeks compared with 12.3. Data for employees of self-described gender was unavailable. Gender composition remained relatively stable over the reporting period. In 2025, women represented 84.7% of parental leave takers and men 15.3%, compared with 85.6% women and 14.4% men in 2023. Data relating to formal flexible work arrangements was unavailable in 2025 following the transition to Workday, limiting direct comparison over the reporting period. However, Swinburne's approach to flexible work extends beyond formally recorded arrangements and includes the Future Ways of Working Framework, which supports hybrid ways of working across the organisation. As these arrangements are not consistently captured as formal flexible work agreements in workforce reporting systems, available data does not fully reflect the utilisation of flexible working practices. However, employee perceptions of flexible work remained positive overall. In 2025, 81.5% of women and 79.8% of men agreed that requests for flexible work would be given due consideration, compared with 82.1% of women and 74.8% of men in 2023. In 2025, 52.4% of respondents of self-described gender agreed that requests for flexible work would be given due consideration. The data also demonstrates continued utilisation of carer's leave across the workforce. Between 2023 and 2025, employees taking carer's leave increased from 17.9% to 21.4% for women and from 12.6% to 13.6% for men. For employees of self-described gender, utilisation decreased from 9.1% to 5.9%. Overall, the data indicates that flexible work and leave arrangements continue to support workforce participation. Women remain more likely to access parental leave and carer's leave than men, reflecting ongoing differences in caring responsibilities and workforce participation patterns. While perceptions of flexible work remained positive, the absence of formal flexible work arrangement data for 2025 limits the ability to assess changes in utilisation over time. These findings inform the strategies and actions outlined under Indicator 6 and reinforce the importance of continuing to promote consistent, transparent and equitable access to flexible work and leave arrangements across the workforce.	**Critical performance measures:** • Average weeks of parental leave, by gender in 2025: • Uptake of flexible work, by gender in 2025: • Perceptions of flexible work culture, by gender in 2025: **Supplementary measures:** • Gender composition of parental leave takers in 2025: • Gender gap in carer's leave in 2025:

Setting metrics (see step 6)

Measures (required)	Performance against this indicator will be assessed using the GEAP critical performance measures relating to flexible work and leave utilisation, monitored through workforce data and reporting processes. **Critical performance measures:** • Average weeks of parental leave, by gender. • Uptake of flexible work, by gender. • Perceptions of flexible work culture, by gender. **Supplementary measures:** • Gender composition of parental leave takers. • Gender gap in carer's leave.
Target/s (recommended)	No quantitative target is set for this indicator. Progress will be monitored through workforce data and employee survey insights, with a focus on improving consistency, confidence and equitable access to flexible work and leave arrangements.

Strategies (see step 6)

Strategy	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strategy 6.1 Strengthen consistent access to and application of flexible work and leave arrangements through clear guidance, monitoring and leadership expectations.	Accountable: CPO Resp: Director TODR, Manager DEI	GEAP lifecycle	Indicators 1, 5
- **Action 6.1.1** Monitor utilisation of flexible work and leave arrangements through workforce reporting to identify patterns of access and inform governance oversight. **Success Measure:** Flexible work and leave utilisation trends are analysed and reported through workforce reporting processes.	Accountable: CPO Resp: Director TODR, Manager DEI, Director HSW	Year 2	

Strategy 6.2 Improve integration of flexible work and leave arrangements within workload planning and performance expectations to support sustainable workforce participation.	Accountable: CPO	GEAP lifecycle	Indicators 1, 7
- **Action 6.2.1** Integrate flexible work and leave considerations within workload planning and performance guidance to support sustainable participation across academic and professional roles. **Success Measure:** Workload and performance guidance reflects consideration of flexible work and leave arrangements.	Resp: Director TODR, Manager DEI, Director HSW	Year 2	
Strategy 6.3 Promote leadership role-modelling of flexible work and leave to normalise use across genders and roles	Accountable: CPO Resp: Director TODR, Manager DEI, Director HSW	GEAP lifecycle	Indicators 1, 5
- **Action 6.3.1** Promote leadership role modelling and reinforce expectations for people managers to support flexible work and leave arrangements. **Success Measure:** Leadership communications and capability initiatives reinforce expectations supporting flexible work access.	Accountable: CPO, SDVC Academic Resp: Director TODR, Manager DEI, Director HSW	Year 1	

Indicator 7: Gendered segregation within the workplace

Describing the problem (see step 2)

Analyse audit data (required) Analysis of workplace gender audit data indicates that occupational gender segregation persists across parts of Swinburne's workforce, with women and men disproportionately represented in particular roles, disciplines and occupational groups. These patterns are evident across both academic and professional staff cohorts and vary by role type and employment category. Workplace audit data demonstrates mixed results between 2023 and 2025. Gender composition within the professional workforce remained relatively stable, with women representing 48.5% of professionals in 2025 compared with 48.6% in 2023. Within manager roles, women represented 56.8% of employees in 2025, compared with 59.1% in 2023. The most significant change occurred within the Technicians and Trades Workers occupational group, where women's representation increased from 32.8% in 2023 to 43.9% in 2025, while men's representation decreased from 67.2% to 56.1%. This indicates movement towards a more balanced gender distribution within a traditionally male-dominated occupational group. Occupational segregation remained evident in other workforce cohorts. In 2025, women represented 82.7% of Community and Personal Service Workers, compared with 82.1% in 2023. Women also represented 76.3% of Clerical and Administrative Workers in 2025, compared with 81.0% in 2023. While the proportion of men in Clerical and Administrative roles increased from 18.6% to 22.8%, women continued to comprise the majority of employees within this occupational group. Overall, the audit data demonstrates progress towards greater gender balance in some occupational groups, particularly among Technicians and Trades Workers. However, occupational segregation remains evident across a number of workforce cohorts, indicating that women and men continue to be concentrated within particular occupational categories. These findings are consistent with consultation and workforce analysis, which indicate that occupational segregation can influence access to career pathways, leadership opportunities and progression over time. The findings inform the strategies and actions outlined under Indicator 7 and reinforce the importance of continuing to monitor workforce composition and align workforce planning, recruitment and development initiatives to address occupational gender segregation.	**Critical performance measures:** • Occupational gender segregation in 2025:

Setting metrics (see step 6)

Measures (required)	Performance against this indicator will be assessed using the pre-filled critical performance measures relating to occupational and role-based gender composition, monitored through workforce data and reporting processes. **Critical performance measures:** • Occupational gender segregation.
Target/s (recommended)	No quantitative target is set for this indicator, recognising the long-term and structural nature of occupational segregation. Progress will be monitored through workforce data to identify trends and inform future action.

Strategies (see step 6)

Strategy	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strategy 7.1 Monitor and analyse gender representation across disciplines, job families and classification levels to inform workforce planning and priority setting.	Accountable: CPO Resp: Director TODR, Manager DEI	Ongoing	Indicators 1, 3

- **Action 7.1.1** Analyse and report gender representation across disciplines, job families, classification levels and employment types to inform workforce planning. **Success Measure:** Gender representation trends are analysed and reported through workforce reporting and governance processes.	Accountable: CPO Resp: Director TODR, Manager DEI	Year 1	
- **Action 7.1.2** Where workforce analysis identifies sustained gender imbalance within specific schools or departments, develop targeted workforce planning responses in consultation with accountable leaders. **Success Measure:** Targeted workforce planning responses are developed for identified areas of imbalance.	Accountable: CPO Resp: Director TODR, Manager DEI	Year 2	
- **Action 7.1.3** Where appropriate, establish measurable gender representation objectives aligned to workforce planning cycles and WGEA Gender Equality Indicator commitments. **Success Measure:** Representation objectives are established and monitored annually in areas of sustained imbalance.	Accountable: CPO Resp: Director TODR, Manager DEI	Year 2	
Strategy 7.2 Align recruitment, development and progression initiatives with identified occupational segregation patterns to support longer term change.	Accountable: CPO Resp: Director TODR, Manager DEI	GEAP lifecycle	Indicators 1, 5
- **Action 7.2.1** Align recruitment strategies and workforce planning responses with identified areas of occupational gender imbalance. **Success Measure:** Recruitment strategies are reviewed and applied in priority areas identified through workforce analysis.	Accountable: CPO Resp: Director TODR, Manager DEI	Year 2	
- **Action 7.2.2** Monitor retention and progression patterns by gender and level to identify barriers to advancement and inform targeted development responses. **Success Measure:** Retention and progression trends are analysed and used to inform workforce development initiatives.	Accountable: CPO Resp: Director TODR, Manager DEI	Year 2	

F) Resourcing your GEAP

Section 13: Identifying current and required resources (recommended)

In developing and planning implementation of the GEAP 2026–2030, Swinburne has assessed resourcing requirements across leadership, capability, data, governance and delivery functions. This assessment draws on experience gained through implementation of the GEAP 2022–2025, insights from progress reporting, and findings from consultation undertaken to inform the new plan.

Swinburne's current resourcing model includes executive sponsorship through an appointed Executive Champion for Gender Equality, central coordination and subject matter leadership through the Manager, Diversity, Equity and Inclusion, and integration with P&C, workforce analytics and portfolio-based delivery functions. Since commencement of the previous GEAP, Swinburne has strengthened its workforce analytics and reporting capability, supporting more robust analysis of workforce composition, pay equity and progression outcomes. External expertise has also been utilised where appropriate to support specific components of GEAP development, including independent facilitation of consultation activities.

Implementation experience under the GEAP 2022–2025 indicates that the primary resourcing requirement is not the establishment of new standalone roles or structures, but effective coordination, prioritisation and capability across existing functions. Key resourcing considerations for the GEAP 2026–2030 therefore include continued investment in data quality and reporting capability, targeted capability-building for people managers to support consistent application of policies and practices, and sufficient project management capacity to support delivery of priority actions across multiple portfolios.

This assessment recognises that resourcing needs may evolve over the life of the GEAP. Resourcing will be monitored to ensure it remains proportionate, sustainable and aligned to the scope and complexity of agreed strategies and measures, supporting reasonable and material progress against the workplace gender equality indicators.

Section 14: Developing a resourcing plan (required)

The development and implementation of the GEAP 2026–2030 has been, and will continue to be, resourced to support progress against each of the workplace gender equality indicators in the Gender Equality Act.

Development of the GEAP was supported through a combination of internal capability and targeted external expertise. This included leadership and coordination through the Diversity, Equity and Inclusion function; workforce audit analysis and reporting through P&C and workforce analytics teams; and externally facilitated consultation delivered by Women's Health East. These arrangements ensured the GEAP was informed by both quantitative audit data and qualitative workforce experience, and that consultation was undertaken in a structured, inclusive and proportionate manner.

Implementation of the GEAP 2026–2030 will be resourced through existing organisational structures and embedded within business-as-usual planning, governance and accountability frameworks. Executive sponsorship through the appointed Executive Champion for Gender Equality, together with oversight through the People, Risk and Nominations Committee, will support organisational accountability for progress. Responsibility for delivery of strategies and measures will be shared across accountable portfolios and functions, rather than managed as a standalone program, supporting integration and long-term sustainability.

Resourcing effectiveness will be monitored over the life of the GEAP through regular progress reporting, review of workforce gender audit data, and assessment against agreed measures and targets. This monitoring will enable Swinburne to assess whether resourcing, capability and prioritisation remain appropriate to support effective implementation and achievement of intended outcomes.

Where monitoring indicates that progress is not being achieved as intended, Swinburne will consider adjustments to sequencing, focus or resourcing to ensure continued momentum and alignment with legislative obligations. This approach supports flexibility, continuous improvement and the effective use of organisational resources over the life of the GEAP.

Any other additions or comments (optional)

Swinburne's approach to resourcing the GEAP 2026–2030 reflects a commitment to embedding gender equality within existing governance, leadership and operational systems. This approach supports sustainability, reduces duplication across diversity, equity and inclusion initiatives, and enables an intersectional focus that strengthens outcomes across multiple priority areas while maintaining clarity and accountability.

Implementation of the GEAP will be subject to ongoing review to ensure actions remain proportionate, evidence-informed and aligned to Swinburne's legislative obligations and organisational priorities.