

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

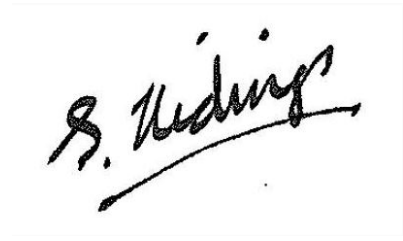
Cover page (recommended)

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 Allies) 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 2026–2029. 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.
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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 and progress reporting indicate that while Swinburne has achieved more balanced gender representation across parts of the workforce, gender imbalance persists at senior academic and senior professional levels. Representation of women decreases with seniority, particularly at Academic Levels D and E and in senior professional leadership roles. Workforce analysis also indicates that gender representation patterns differ across academic and professional staff cohorts. While progress has been observed in parts of the professional workforce, representation of women declines at senior academic levels. Considering these cohorts separately supports more targeted analysis of workforce composition, progression patterns and leadership pipelines across both academic and professional pathways. Workforce gender audit data, including employment type and leave uptake data reported under the Gender Equality Act, also indicates gendered patterns in participation. Women are more likely to be employed part-time and demonstrate higher uptake of carers and parental leave. These participation patterns, when considered alongside level distribution data, may contribute to cumulative impacts on progression and long-term representation at senior levels over time. While recruitment outcomes at entry and mid-career levels have improved, workforce audit data indicates that representation decreases at senior levels. Consultation and survey findings suggest that variability in access to development opportunities and differences in how recruitment and promotion processes are experienced across teams may contribute to these outcomes over time. Audit findings are consistent with themes emerging from consultation and workforce survey data, which indicate that staff experience 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, which focus on strengthening workforce planning, progression pathways, recruitment transparency and monitoring of gender representation across the workforce.	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.
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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) Analysis of workplace gender audit data indicates that Swinburne’s governing body continues to maintain gender balance in line with legislative expectations. This reflects the effectiveness of existing governance arrangements and appointment processes. While this represents a positive outcome, changes to governing body membership over time present a potential risk of regression if gender composition is not actively monitored and considered during appointment, renewal and succession processes. Ongoing attention is therefore required to sustain gender balance and ensure continued compliance with the Gender Equality Act.	Critical performance measures: • Gender composition of the duty holder organisation’s governing body in 2025:
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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) Analysis of workplace gender audit data and GEAP progress reporting indicates that Swinburne has maintained pay equity for like-for-like roles, supported by established remuneration frameworks and controls. This reflects positive progress in mitigating direct pay inequity within comparable roles. However, the overall gender pay gap remains influenced by workforce composition and lifecycle factors. Workforce audit data demonstrates that gender representation decreases at senior academic (Levels D and E) and senior professional levels. Employment type distribution and patterns of leave uptake also differ by gender. These structural factors contribute to cumulative remuneration outcomes over time, rather than inequitable pay for comparable work. Governance reporting confirms that remuneration decisions are subject to established policy frameworks and review processes. Consultation and survey findings suggest that variability in the application of recruitment, progression and remuneration practices can influence individual remuneration trajectories if not consistently applied. While the audit data does not indicate systemic inequity in like-for-like pay, these lifecycle and implementation factors may contribute to broader pay gap outcomes over time. These findings highlight the importance of maintaining strong pay equity controls while addressing broader structural drivers of the gender pay gap through consistent, application of remuneration, recruitment and progression practices across the employee lifecycle. Additionally, reinforcing the importance of maintaining remuneration frameworks and embedding gender informed review mechanisms within benchmarking and remuneration decision making processes.	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:
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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.	Accountable: CPO,	Year 1 and 2	

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.	Resp: Director TODR, Manager DEI		
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 gender equality survey data, engagement survey results and GEAP progress reporting indicates that most staff agree that sexual harassment and gender-based harassment are not tolerated at Swinburne. This reflects the presence of established policies, reporting pathways and leadership commitment to respectful workplaces and GBV Action Plan. However, audit data and consultation findings indicate that experiences of psychological safety, confidence in reporting and perceptions of response effectiveness can vary across teams and cohorts. Some staff report uncertainty about how disclosures are handled, the consistency of responses and the level of support available following disclosure. These experiences can be shaped by intersecting factors such as employment type, seniority, caring responsibilities, disability and cultural background, which may influence an individual’s willingness or capacity to raise concerns. Consultation findings also highlight the importance of trauma-informed approaches to disclosure and response, particularly in ensuring that processes are person-centred and do not unintentionally cause harm. These findings indicate that continued focus is required on prevention, capability uplift and consistent application of trauma-informed response processes, rather than reliance on policy settings alone.	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:
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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, GEAP progress reporting, employee survey results and consultation findings indicates that recruitment and promotion practices at Swinburne are generally supported by established policies and procedures. However, staff experience of fairness, transparency and consistency can vary across roles, disciplines and portfolios. Workforce data demonstrates improvements in recruitment and promotion outcomes for women in some areas, yet progression into senior academic and senior professional roles continues to be influenced by access to opportunities, career interruptions and the application of discretionary decision-making. Consultation findings highlight those informal practices, variability in interpretation of criteria and differences in panel capability can affect confidence in recruitment and promotion processes. Audit data and consultation also indicate that inconsistent application of recruitment and promotion processes can have cumulative impacts over time, contributing to uneven career progression outcomes. These impacts may be amplified for staff with intersecting characteristics such as caring responsibilities, disability, employment type or cultural background. These findings reinforce the importance of strengthening consistency, transparency and accountability in recruitment and promotion practices, and ensuring that existing processes are applied equitably and as intended across the organisation.	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:
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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	
- 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	Indicators 1, 7
- 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 workplace gender audit data, employee survey results, GEAP progress reporting and consultation findings indicates that flexible work and leave arrangements are available at Swinburne and utilised across the workforce. However, staff experience of access to flexible work can vary depending on role type, team context and managerial interpretation. Workforce data demonstrates gendered patterns in part-time work and caring-related leave uptake, with women more likely to access flexible arrangements and experience career interruptions associated with caring responsibilities. Consultation findings indicate that while flexible work is broadly supported in principle, inconsistent application and lack of clarity about available options can affect confidence in requesting and using flexibility. Staff feedback also highlights the interaction between flexible work, workload management and career progression, particularly in academic roles. Where flexible work arrangements are not well integrated into workload planning and performance expectations, there is a risk that flexibility may unintentionally contribute to increased workload pressure or reduced access to progression opportunities. These findings reinforce the importance of strengthening consistent, transparent and equitable application of flexible work and leave arrangements, supported by clear guidance, leadership role-modelling and integration with workload and performance systems.	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:
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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 Analysis of workplace gender audit data indicates that gendered occupational segregation persists across parts of Swinburne’s workforce, with women and men disproportionately represented in particular roles, disciplines and job families. These patterns are evident across both academic and professional staff groups and vary by level and employment type. Workforce data suggests that occupational segregation contributes to longer-term gender inequality outcomes by shaping access to senior roles, remuneration progression and leadership pathways. Segregation patterns are influenced by a range of factors, including discipline-specific labour markets, historical workforce composition, recruitment pipelines and progression opportunities. Consultation findings and governance reporting indicate that segregation is rarely the result of single decision points, but rather the cumulative impact of recruitment, retention, development and progression practices over time. These impacts may be amplified for staff experiencing intersecting barriers, including caring responsibilities, disability, employment type or cultural background. Given the structural nature of occupational segregation, addressing this indicator requires sustained monitoring and alignment with broader workforce planning, recruitment and development strategies, rather than standalone interventions.	Critical performance measures: • Occupational gender segregation in 2025:
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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.