

WESTERN SYDNEY
UNIVERSITY



ANNUAL REPORT
2025



The Year in Review

Volume 1

ACKNOWLEDGEMENT OF COUNTRY

With respect for Aboriginal cultural protocol and out of the recognition that its campuses occupy their traditional lands, Western Sydney University acknowledges the Darug, Dharawal, Gadigal, Gundungurra and Wiradjuri peoples and thanks them for their support of its work on their lands (Greater Western Sydney and beyond).

LETTER OF SUBMISSION

30 April 2026

Dear Minister,

The Board of Trustees of Western Sydney University is pleased to submit the Annual Report of the proceedings of the University and its audited Financial Statements for the year ended 31 December 2025 for your presentation to the New South Wales Parliament.

The Annual Report and Financial Statements have been prepared and submitted per the Government Sector Finance Act 2018 and TPG25-10 following self-assessment as a group 1 agency.

Yours sincerely,

Professor Jennifer Westacott AC
Chancellor

Distinguished Professor George Williams AO
Vice-Chancellor and President

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A MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR

We are pleased to present the 2025 Annual Report for Western Sydney University.

Western Sydney University is boldly different; it is energetic, diverse, dynamic, youthful and aspirational. It is an anchor institution in Western Sydney, a fast-growing and evolving region.

Western Sydney is home to nearly three million people from more than 170 countries, a soon-to-be-opened international airport, and the emerging high technology city of Bradfield. No region in Australia has greater potential, nor does any other university in service of its students and community.

The University is shaping the future of education, broadening horizons, and changing lives through its mission of student success, impactful research, and successful communities.

As with many national and international universities, Western Sydney University faced challenges and difficult decisions throughout the year. Against a backdrop of federal funding and policy changes, including limits on international student numbers, the University transformed its operations to sharpen its focus on teaching, learning and research.

Despite the headwinds, the year at Western was punctuated by significant opportunities and stellar national and international achievements.

For an unprecedented fourth consecutive year, Western topped the respected international Times Higher Education Impact Rankings. Each year, more than 2,500 universities from over 130 countries are judged on their efforts to improve lives, promote equity and fairness and safeguard the planet by meeting the United Nations' Sustainable Development Goals (SDGs).

In 2025, Western Sydney University launched its five-year strategic plan, WESTERN 2030, built around seven institution-wide priorities: strengthening student success, putting our people first, leading Indigenous acceleration, unlocking global impact, driving research and innovation, unleashing Western Sydney and securing sustainability.

To better meet the Strategic Plan's ambitions, the University moved to a three-faculty model. The new structure – the Faculty of Health, the Faculty of Engineering, Computing and Science and the Faculty of Social Science, Arts, Business, Education and Law – will help improve the outcomes and experiences of students and staff.

Western's global ambitions saw it officially open a standalone campus in Surabaya, Indonesia, in February 2025. This campus serves as a cultural, economic and educational bridge, fostering closer ties and creating greater opportunities for students in Australia and Indonesia.

And in late 2025, Western announced it had received approval from India's University Grants Commission to establish a branch campus in Greater Noida in the state of Uttar Pradesh.

Closer to home, the University entered a strategic partnership with the NSW Police Force to co-deliver the Associate Degree in Applied Policing from 2026, which will help train future police officers to protect, lead and serve their communities.

Western's student-led Solar Car Team worked with community and industry partners to design, engineer, and build UNLIMITED 6.0, a futuristic solar-powered car. The team was the fastest Australian competitor in the Bridgestone World Solar Challenge and sixth overall. It is the sixth time they have taken part in the biennial race, which in 2025 traversed 3,000 kilometres from Darwin to Adelaide.

During the year, Western was honoured to announce the Governor-General of Australia, Her Excellency the Honourable Ms Sam Mostyn AC, and His Excellency Mr Simeon Beckett SC as joint Patrons of the University's planned Indigenous Centre of Excellence. This will be a strong philanthropic focus for us going forward.

Located on Darug land at the Parramatta South campus, the Centre will be a national benchmark for Indigenous leadership, research and education. Through its state-of-the-art facilities, it will honour tens of thousands of years of Indigenous knowledge, culture, and history, creating a transformational space for inquiry, innovation and community engagement.

Western is a place of welcome, respect, connection and belonging, striving to lead on inclusion and social cohesion. The University's People Fleeing Conflict Program, which provides personalised wraparound support, including referrals for visa assistance, employment, accommodation, and settlement services, has helped more than 35 students since it began in 2024.

After an 18-year hiatus and building on the legacy of Theatre Nepean, the University sealed a deal to reclaim its place at the forefront of actor training with the return of the Bachelor of Performing Arts (Acting) from 2026 in partnership with Actors Centre Australia.

Innovation, partnerships and digital leadership continued as key themes throughout the year, with the University opening a Factory of the Future at its Bankstown Campus. It also formalised a first-of-its-kind partnership with TAFE NSW to enable students undertaking an identified Fee-Free TAFE qualification to be guaranteed entry into a related Bachelor's degree at Western.



Professor Jennifer Westacott AC
Chancellor

Global automation and robotics leader, OMRON, established its new Oceania headquarters and Proof of Concept Centre at the University's Parramatta Engineering Innovation Hub, creating new opportunities for hands-on training and internships.

The University partnered with Microsoft to deliver an innovative student support app, WesternHOW, that will reimagine the first 100 days of the student journey, providing just-in-time information to help students transition into university life.

The University's 2025 Open Day employed its first-ever AI-enabled Open Day Information Expert, which assisted students by answering 16,000 questions and navigating the stalls, events, and demonstrations on offer.

As artificial intelligence continues to shape education and the workplace, Western is moving to ensure its students and staff are in control of human-driven AI and equipped with the essential knowledge, resources, and capabilities to engage with AI confidently, responsibly, and ethically.

It was also a year when Western's voice resonated nationally on the need for universities to put students first, reconnect with communities, and restore public confidence and trust in the sector.

The University strongly advocated for the removal of the unfair Job-Ready Graduates Package (JRG), which continues to distort the sector. The JRG means a three-year Arts Degree is now priced at more than \$50,000 despite it being the degree of choice for equity, Indigenous, women, and first-in-family students.



Distinguished Professor George Williams AO
Vice-Chancellor and President

The high cost of courses, coupled with cost-of-living pressures, means more students are juggling full-time work and full-time study, more are taking fewer subjects, and some are turned off higher education altogether.

Among the challenges during 2025, the University has worked to modernise and fortify its cyber defences, adopting an always-on, always-vigilant approach. The National Student Ombudsman singled it out in late 2025, saying: "Providers seeking examples of accountable, transparent, and supportive incident responses should review Western Sydney University's notifications to students affected by data breaches".

The University also moved proactively to redesign its organisation in response to feedback from its community to remove the obstacles, friction and dilution of effort. Consistent, two-way consultation with staff reduced the number of net jobs lost to 187 while creating 491 new positions. The number of divisions was also reduced from eight to six.

For the University, 2025 was a year in which it underwent a fundamental reset of its operations to better serve students and the community. We thank them for their support, resilience, patience and ongoing commitment to our mission.

Western is now a very different organisation, with a fit-for-purpose operating structure, financial sustainability and strong foundations. It has built-in resilience to policy changes and external shocks and has set itself up to be the institution the people of Western Sydney need and deserve.

Professor Jennifer Westacott AC
Chancellor

Distinguished Professor George Williams AO
Vice-Chancellor and President



OVERVIEW

Aims and Objectives | Charter

Western Sydney University is established under the *Western Sydney University Act 1997*. The University operates by this Act and the associated *Western Sydney University By-law 2017*.

The Act constitutes the University and prescribes its functions and the authority of its governing body, the Board of Trustees.

Section 8(1) of the Act defines the object of the University as “the promotion, within the limits of the University’s resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.”

The principal functions prescribed by the Act in support of this object include:

- provision of facilities for education and research of university standard, having particular regard to the needs and aspirations of residents of Greater Western Sydney
- encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry
- the provision of courses of study or instruction across a range of fields, and the carrying out of research, to meet the needs of the community, beginning in Greater Western Sydney
- participation in public discourse
- conferring of degrees, including those of Bachelor, Master and Doctor, and the awarding of diplomas, certificates and other awards
- provision of teaching and learning that engages with advanced knowledge and inquiry
- development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are sufficient to ensure the integrity of the University’s academic programs.

The Act requires the University to have particular regard to the needs of Western Sydney in fulfilling its objectives.

OVERVIEW

Management and Structure

BOARD OF TRUSTEES MEMBERS

The University was proud to confirm that the Chancellor, Professor Jennifer Westacott, was appointed a Companion of the Order of Australia as part of the 2025 King's Birthday Honours. This honour – the highest in the Australian Honours system – recognises the Chancellor's exceptional leadership and distinguished service to business, public policy, the mental health sector, and higher education.

OFFICIAL MEMBERS

Professor Jennifer Westacott AC, Chancellor
Distinguished Professor George Williams AO, Vice-Chancellor and President
Professor Robert Mailhammer, Chair of Academic Senate

APPOINTED MEMBERS (MINISTERIAL)

Mr Brendan Thomas
Mr Simon Hickey

APPOINTED MEMBERS (BOARD)

Ms Elizabeth Dibbs, Deputy Chancellor
Ms Kerry Stubbs, Deputy Chancellor
Dr Linda O'Brien AM, Pro-Chancellor
Mr Lee Pinder, Pro-Chancellor
Ms Gabrielle Trainor AO, Pro-Chancellor
Dr Amanda Larkin
Ms Georgia Lee
Mr James Christian PSM (resigned 21 February 2025)
Mr Doug Taylor, Graduate Member (commenced 22 February 2025)

ELECTED MEMBERS

Professor Alison Downham Moore, Academic Staff
Mr Leslie Cowles, Professional Staff
Mr Sonu, Postgraduate Student (ended 30 June 2025)
Ms Lisa Hanlon, Postgraduate Student (commenced 1 July 2025)
Miss Swetha Kumar, Undergraduate Student

BOARD OF TRUSTEES BOARD CHARTER

The Board of Trustees is the governing body of the University with functions prescribed under the *Western Sydney University Act 1997*. The Board acts for and on behalf of the University. Its key functions are to develop broad policies and strategic plans with respect to the University, manage the University's resources and monitor the University's performance. The members – official, appointed and elected – meet approximately five times each year in addition to a strategic planning day. The Board is supported in its work by several specialist committees and advisory councils.

Further details relating to the Board of Trustees are published on the University's website at www.westernsydney.edu.au/leadership/board-of-trustees

The compliance statement of the Board of Trustees is contained in Appendix 1 of this report.

The number of meetings attended by each member is contained in Appendix 2 of this report.

SUMMARY OF KEY BOARD DELIBERATIONS IN 2025

Key decisions of the Board of Trustees during 2025 included:

- Approval of a significant change to the University's organisational structure, being to establish the Faculty of Health, the Faculty of Engineering, Computing and Sciences and the Faculty of Social Science, Arts, Business, Education and Law
- Approval of the naming of the Indigenous Centre of Excellence at the Parramatta South campus
- Approval of the establishment of Stage 1 of Western Sydney University's foreign branch campus in Greater Noida, India
- Approval of the establishment of a controlled entity, the WSU Student Union
- Approval of the Gender-Based Violence Action Plan and Outcomes Framework
- Approval of the 2026-2030 Indigenous Strategy
- Approval of the Alumni Engagement Strategy 2025-2030
- Revocation of two awards of the University which had been conferred on individuals who were found to have engaged in contract cheating.

The Board drives the University's strategic direction and spent considerable time throughout 2025, and at its annual Strategy Day in June, developing and approving *Western Sydney University's Strategic Plan 'WESTERN 2030'*.

The Board received regular updates and held out-of-session meetings relating to a number of cyber breaches that occurred. It noted the University's strategic response to the unauthorised access incidents and progress in establishing a broader program of works to return the University's cyber risk posture to within risk appetite. The Board approved the Western Sydney University Cybersecurity Strategy.

The Board also approved the following Governance instruments:

- Revised Treasury Policy
- Revised Investment Policy
- Revised Credit Risk Policy
- Revised and renamed Freedom of Speech and Academic Freedom Policy
- Revised Business Resilience Policy
- Revised Board of Trustees Charter

- Revised Western Sydney University (Constitution) Rule 2019
- The Western Sydney University 2025 Modern Slavery Statement
- The Academic Charter and retired the existing Academic Governance Policy

The Board noted reports from Academic Senate:

- Monitoring of academic standards, integrity and risk
- Course and unit reviews held throughout the year
- The approval of a range of academic scholarships.

BOARD AND COMMITTEE MEMBERSHIP

Key membership changes to the Board in 2025 included:

- Ms Kerry Stubbs was re-elected as Deputy Chancellor at the 21 February 2025 meeting.
- Mr Doug Taylor was appointed to the Board as the Graduate Member, commencing on 22 February 2025.
- Mr Simon Hickey was re-appointed to the Board as a Board appointee, commencing 1 January 2026.
- Dr Linda O'Brien was re-appointed to the Board as a Board appointee, commencing 1 January 2026.
- Mr James Christian resigned as a Board-Appointed Member effective 21 February 2025.
- Mr Sonu concluded his term as an elected postgraduate member on 30 June 2025.
- Ms Lisa Hanlon was elected as the postgraduate member, commencing on 1 July 2025.
- Ms Elizabeth Dibbs concluded her term as a Board-Appointed Member on 31 December 2025.
- Ms Kerry Stubbs concluded her term as a Board-Appointed Member on 31 December 2025.
- Mr Lee Pinder concluded his term as a Board-Appointed Member on 31 December 2025.
- Mr Leslie Cowles concluded his term as the professional staff member as of 31 December 2025.
- Miss Swetha Kumar concluded her term as the undergraduate student member as of 31 December 2025.

The Board made new appointments and reappointments to its Audit and Risk Committee, Finance and Investment Committee, Cyber and Information Technology Committee, People and Culture Committee and Remuneration and Nominations Committee.

HONORARY AWARDS AND TITLES

The following Honorary Awards and Titles were conferred in 2025:

Doctor of Letters (*honoris causa*)

Ms Jessica Fox OAM
Mr Harry Triguboff AO
Ms Carmel Hourigan
Ms Holly Kramer
Adjunct Professor Kim Lovegrove MSE RML

Honorary Fellow

Ms Sarah Hooper
The Hon Peter Collins AM RFD KC RANR
Mr Joseph Carrozzi AM
Ms Lindy Deitz
Associate Professor Gary Dennis
Dr Danièle Hromek

Community Fellow

Uncle David King
Mr Rob Rogers
Ms Yumna Kassab
Mr Brett McGrath

Emeritus Professor

Emeritus Professor Catherine Best
Emeritus Professor Gregory Kolt
Emeritus Professor Phillip O'Neill
Emeritus Professor Ross Wilson
Emeritus Professor Mary Hawkins
Emeritus Professor Virginia Schmied
Emeritus Professor Greg Noble
Emeritus Professor Paul James

BOARD OF TRUSTEES MEMBERS

OFFICIAL MEMBERS



Professor Jennifer Westacott AC, Chancellor (to 31 December 2026)



Distinguished Professor George Williams AO, Vice-Chancellor and President (ongoing)

OFFICIAL MEMBER



Professor Robert Mailhammer, Chair of Academic Senate (to 31 December 2027)

APPOINTED MEMBERS (MINISTERIAL)



Mr Brendan Thomas (to 5 August 2028)



Mr Simon Hickey (ended 31 December 2025)

APPOINTED MEMBERS (BOARD)



Mr James Christian PSM (resigned 21 February 2025)



Ms Elizabeth Dibbs, Deputy Chancellor (ended 31 December 2025)



Dr Amanda Larkin, Pro-Chancellor (to 3 August 2026)



Ms Georgia Lee, Pro-Chancellor (to 31 December 2026)



Dr Linda O'Brien AM, Pro-Chancellor (to 31 December 2026)



Mr Lee Pinder, Pro-Chancellor (ended 31 December 2025)



Ms Kerry Stubbs, Deputy Chancellor (ended 31 December 2025)



Mr Doug Taylor, (commenced 22 February 2025 to 21 February 2029)

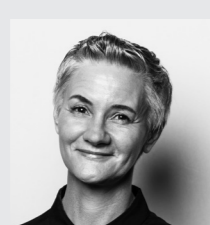


Ms Gabrielle Trainor AO, Pro-Chancellor (to 26 May 2028)

ELECTED MEMBERS



Mr Leslie Cowles, Professional Staff (ended 31 December 2025)



Professor Alison Downham Moore, Academic Staff (ended 31 December 2025)



Mr Sonu, Postgraduate Student (ended 30 June 2025)



Ms Lisa Hanlon, Postgraduate Student (commenced 1 July 2025 to 30 June 2027)



Miss Swetha Kumar, Undergraduate Student (ended 31 December 2025)

ACADEMIC SENATE

Established under the *Western Sydney University Act 1997*, the Academic Senate is the University's peak forum for academic debate and discourse, the primary custodian of academic values and standards for the University and a standing committee of the Board of Trustees. Its responsibilities include promoting and monitoring academic quality, standards and values; advising the Board and Vice-Chancellor on academic matters; deciding on academic policy and approving related procedures; accrediting and approving courses, programs, and units; and promoting the quality and development of research in the University. It exercises and oversees a wide range of delegations and responsibilities through its standing committees at the University, School and University Research Institute levels.

Academic Senate's Work Plan aligns with the University's strategic risk register and **WESTERN 2030**, and sets out the main priorities for the Senate's activities, taking account of its role and terms of reference, and the national *Higher Education Standards Framework*.

The membership of Academic Senate is contained in Appendix 3 of this report.

ACTIVITIES IN 2025

The Academic Senate discussed and advised on the restructure of the University's governance functions, stemming from Reset Western. Recommendations made via the external review of academic governance were also implemented with the introduction of the Academic Senate Charter and amendments to the terms of reference of the Senate's standing committees.

The continued use of 'Hot Topics/Questions on Notice' ensured that all members of the University were able to submit questions within the remit of the Academic Senate. This opportunity was taken up several times in 2025. Regular updates were provided to the Academic Senate on the academic governance of entities and educational partners, especially in Transnational Education (TNE). Regular updates were also provided on the University's preparation and submission for the Tertiary Education Quality and Standards Agency (TEQSA) accreditation review, which commenced in 2025. In connection with preparations for TEQSA re-registration, the Academic Senate initiated and continues to oversee the optimisation of the University's academic quality assurance reporting.

The Academic Senate received regular reports from the Chair, the Vice-Chancellor, the Provost, the Deputy Vice-Chancellor Education and Students, the Pro Vice-Chancellor Research and Innovation, student representatives and the Senate's standing committees. Under its delegation, the Senate approved recommendations from the Academic Planning and Curriculum Approvals Committee (APCAC) concerning the accreditation of programs, subjects and articulations, ensuring student-centeredness and alignment with the Higher Education Standards Framework. The Academic Senate approved the Commonwealth Prac Payment, introduced in response to changed Government policy, and the Special Consideration Policy, which replaced the Disruption to Studies Policy and Procedures

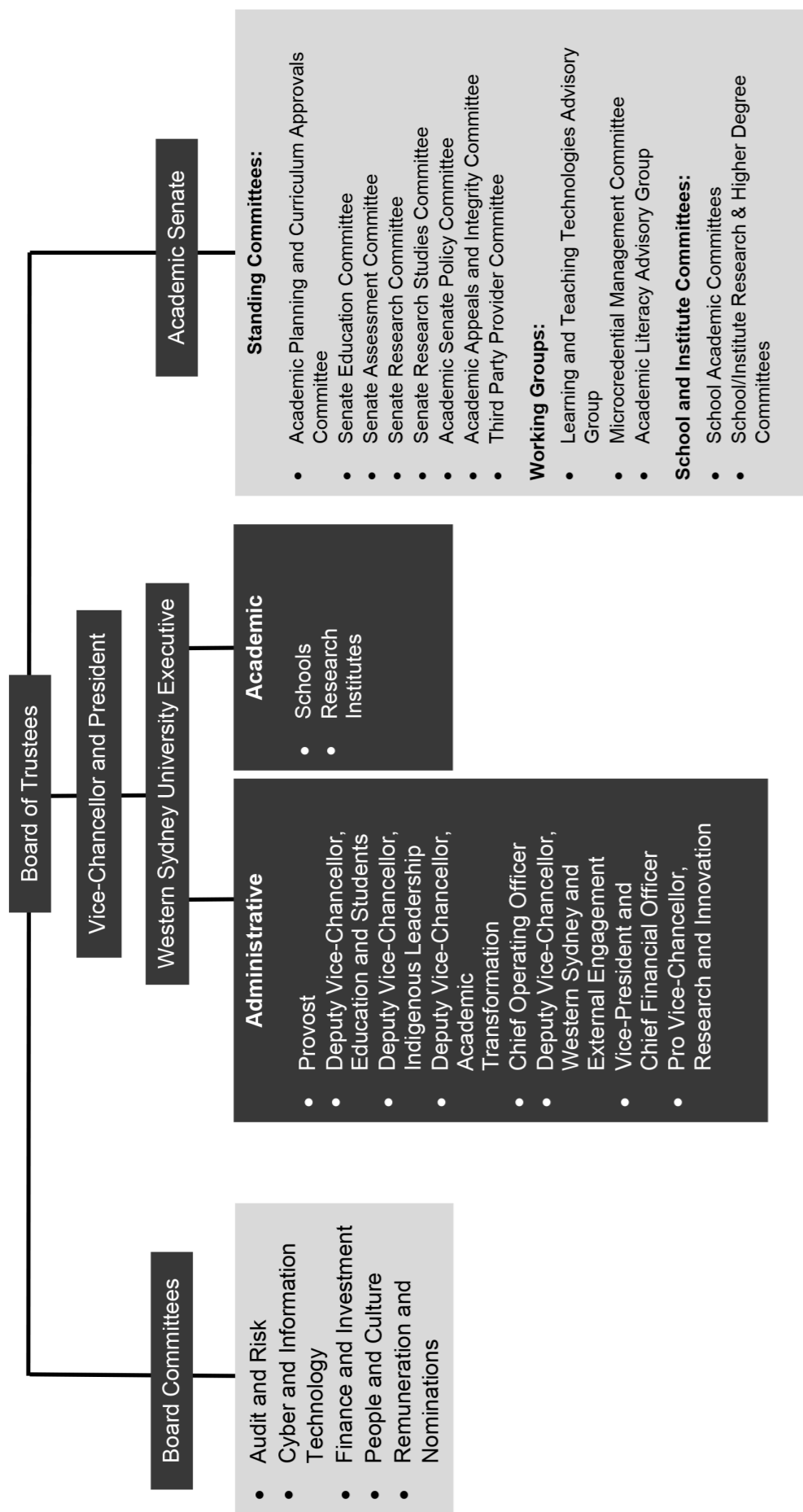
Extension Guidelines and Assessment Extensions for Students with an Academic Reasonable Adjustment Plans (ARAPs). The Academic Senate approved the Student Administration Policy suite. This revised schedule of administrative authorisations intends to operationalise key policy provisions and has been approved by the Senate Executive Committee for implementation from 1 January 2026. The Academic Senate also approved new scholarships, prizes and amendments to current scholarships, as well as the aforementioned amendments and updates to the terms of reference of Senate standing committees.

The Academic Senate regularly reported to the Board of Trustees. Meeting outcomes were regularly disseminated to the University membership, especially through elected members. The Chair of the Academic Senate and the Vice-Chancellor co-sponsored a University-wide forum on 'The Role of the Professoriate'.

The Chair and the Deputy Chair continued to engage with the Committee of Chairs of Academic Boards and Senates (CoCABS) and its nationwide equivalent (OzCABS). The Chair also served as the CoCABS Deputy Chair for 2025.

WESTERN SYDNEY UNIVERSITY GOVERNANCE STRUCTURE

CURRENT AS AT 31 DECEMBER 2025



As at 31 December 2025

PRINCIPAL MANAGEMENT OFFICERS OF THE UNIVERSITY

as at 31 December 2025

CHANCELLOR

Professor Jennifer Westacott AC
 → BA (Hons), University of New South Wales
 → Hon Litt.D., University of New South Wales
 → Advanced Management Certificate, Monash Business School
 → Chevening Scholar, London School of Economics, UK
 → Fellow of the Australian Institute of Company Directors (FAICD)

VICE-CHANCELLOR AND PRESIDENT

Distinguished Professor George Williams AO
 → PhD, Australian National University
 → LL.M., University of New South Wales
 → BEc LLB (Hons), Macquarie University
 → Graduate of the Australian Institute of Company Directors (GAICD)

PROVOST

Professor Deborah Sweeney
 → PhD, University of New South Wales
 → BOptom, University of New South Wales
 → Graduate of the Australian Institute of Company Directors (GAICD)

DEPUTY VICE-CHANCELLOR, EDUCATION AND STUDENTS

Professor Maryanne Dever
 → PhD, University of Sydney
 → MA (Hons), University of Sydney
 → BA (Hons), University of Queensland

DEPUTY VICE-CHANCELLOR, INDIGENOUS LEADERSHIP

Professor Michelle Trudgett
 → EdD, University of New England
 → MPSIS, Indigenous Studies, University of New England
 → BA, Indigenous Studies, University of New England

DEPUTY VICE-CHANCELLOR ACADEMIC TRANSFORMATION AND EXECUTIVE DEAN, SABEL

Professor Kevin Dunn
 → PhD (Science) Geography, University of Newcastle
 → BA (Hons) Geography and Sociology, University of Wollongong
 → Fellow of NSW Geographical Society (FNGS)
 → Fellow of Royal Society of NSW (FRSN)
 → Institute of Australian Geographers
 → NSW Geographical Society
 → Royal Geographical Society
 → Association of American Geographers

VICE-PRESIDENT AND CHIEF FINANCIAL OFFICER

Mr Darren Greentree
 → MBA (Exec) Australian Graduate School Of Management (AGSM), University of New South Wales
 → BBus (Acc), Charles Sturt University
 → Fellow of the Certified Practising Accountants of Australia (FCPA)
 → Graduate of the Australian Institute of Company Directors (GAICD)

CHIEF OPERATING OFFICER

Mr Bill Parasiris
 → MBA, Western Sydney University
 → Associate Diploma, Sydney Institute of Technology, Business (Property)
 → Advanced Certificate, Sydney Institute of Technology, Property Agency
 → Graduate of the Australian Institute of Company Directors, (GAICD)
 → Member Property Council of Australia (PCA)

DEPUTY VICE-CHANCELLOR, WESTERN SYDNEY AND EXTERNAL ENGAGEMENT

The Hon Professor Geoff Lee
 → DBA, Macquarie Graduate School of Management
 → MBA, Macquarie Graduate School of Management
 → BAS (Horticulture), Hawkesbury Agricultural College
 → Graduate of the Australian Institute of Company Directors (GAICD)

PRO-VICE-CHANCELLOR, RESEARCH AND INNOVATION

Professor Ian Anderson
 → BSc (Biological Sciences) University of Western Sydney
 → BSc (Biological Sciences) (Hons) First Class, University of Western Sydney
 → PhD (Science) University of Western Sydney

WESTERN SYDNEY UNIVERSITY ORGANISATIONAL STRUCTURE (31 DECEMBER 2025)

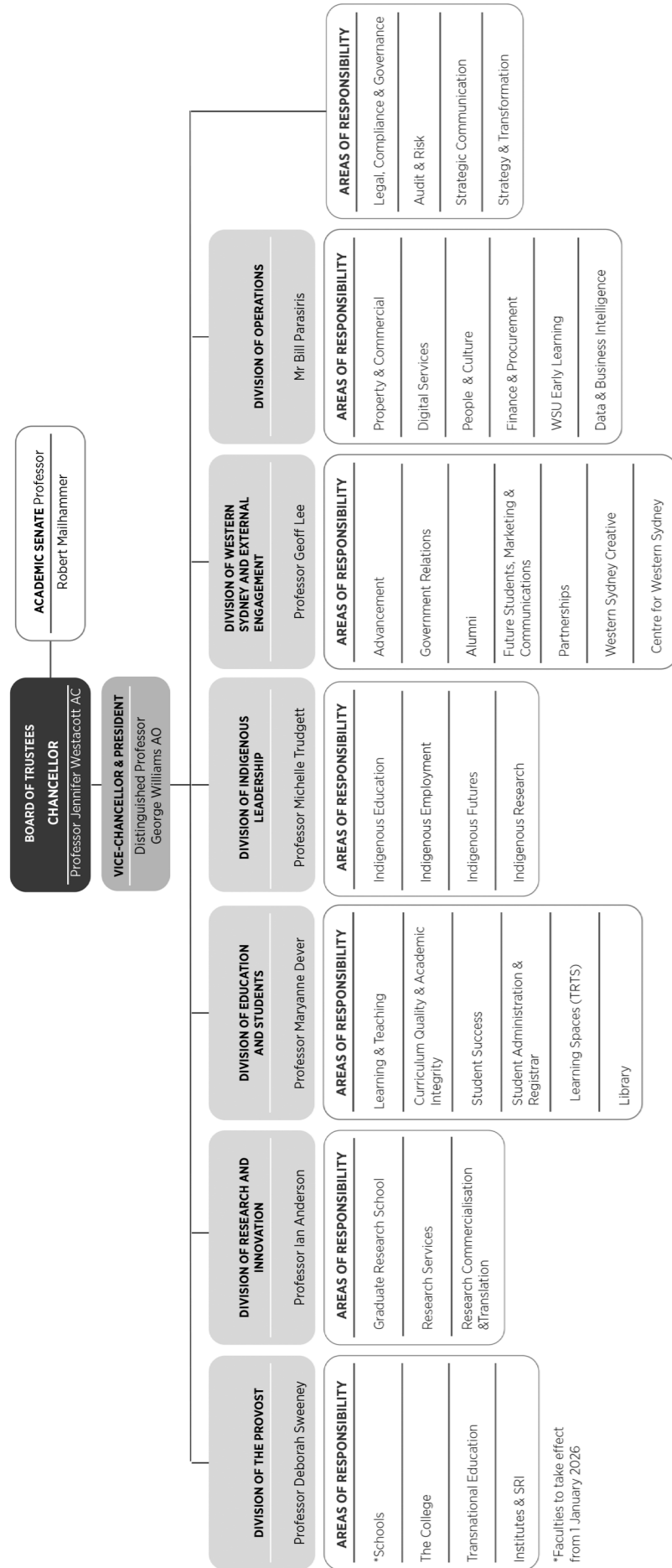
OVERVIEW

Combined Annual Reports

The University provides a standalone annual report.

Application for Extension of Time

The University has not applied for an extension to the submission deadline.



STRATEGY

Strategic Objectives and Outcomes

Objectives: *WESTERN 2030 (2025 – 2030)*

MISSION

Our ambition is to be a catalyst for positive impact, where students graduate with the Western Edge, and world-leading research transforms communities.

VALUES

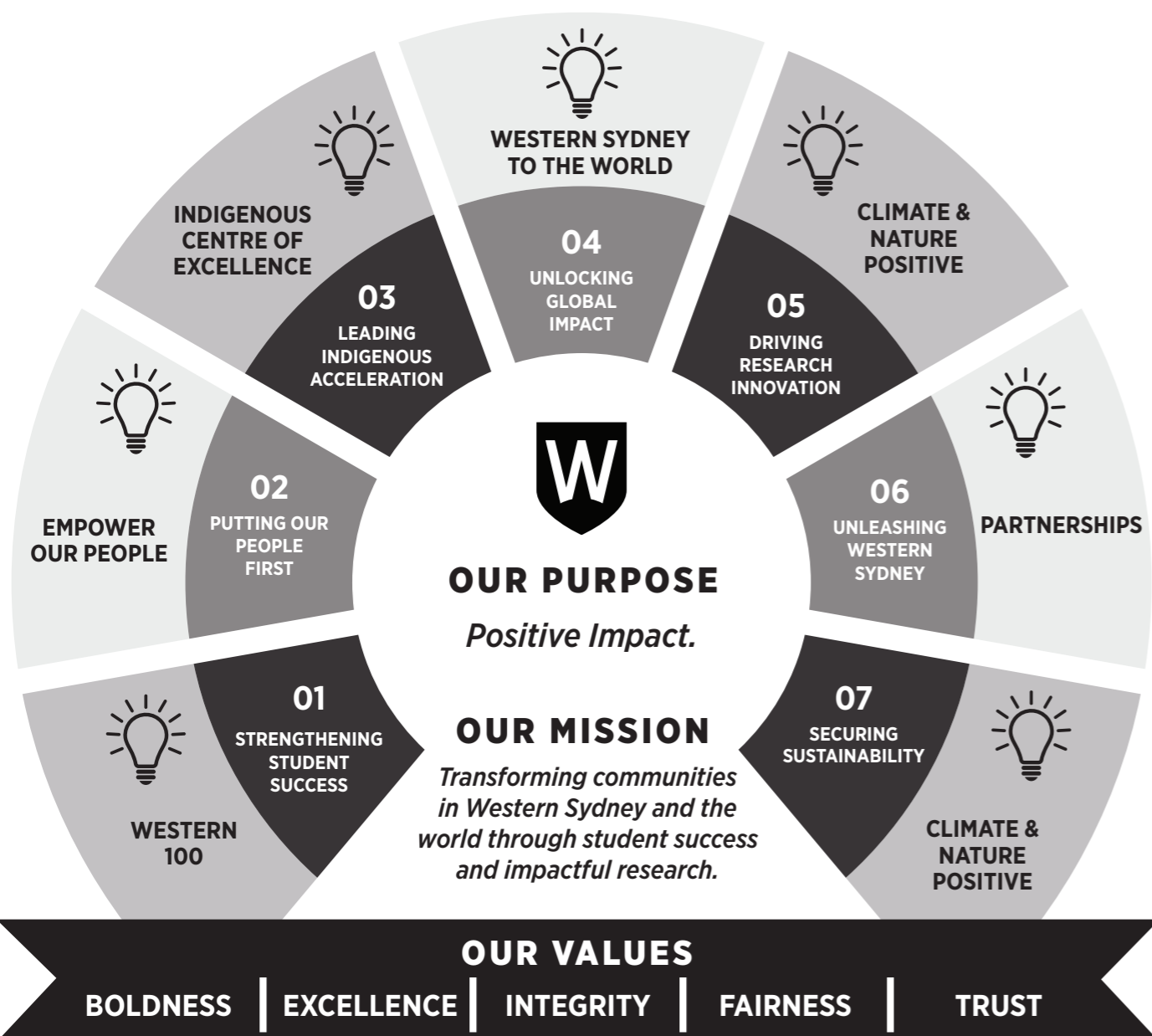
Our values are the standard that guides our behaviours, decisions, and what we stand for. They shape our culture, and how we serve students, partners, and communities. Our values are: Boldness, Excellence, Integrity, Fairness and Trust.

PRIORITIES

Our ambition is realised through actionable priorities. They define where we will focus, what we aspire to achieve, how we will measure success and our bold, big ideas that will give our students the Western Edge.

KEY SHIFTS

Shifts in four key areas will accelerate progress and strengthen our effectiveness. They are shifts from Friction to Agility, Silos to One University, Digital Adopters to Digital Leaders, and Financial Dependence to Financial Independence.



STRATEGY

Strategic Objectives and Outcomes

Outcomes

WESTERN 2030 was launched in July 2025, outlining the University's bold ambitions for the future. Key to the realisation of these ambitions is a focus on seven priority areas: Strengthening Student Success, Putting Our People First, Leading Indigenous Acceleration, Unlocking Global Impact, Driving Research and Innovation, Unleashing Western Sydney and Securing Sustainability. The University has established an Office of Strategy and Transformation to drive and monitor the actions in these priority areas.

Each priority area is guided by an ambition, strategic objectives and a central big idea. Key measures define how progress will be assessed, the University's baseline position, targets Western aspires to achieve by 2030. Performance will be monitored regularly, enabling timely adjustments if required, to stay the course and ensure success.

PERFORMANCE AGAINST WESTERN 2030 MEASURES

MEASURE	BASELINE	2025	2030 TARGET
SS01. Student retention	71.3%	73.1%	83%
SS02. Undergraduate scores in SES above national median for 'quality of entire educational experience'	36th of 42	30th of 42	Quartile 1
SS03. Postgraduate scores in SES above national median for 'quality of entire educational experience'	28th of 42	22nd of 42	Quartile 1 above national median
SS04. Graduate employment rates (within six months of graduation) above the national average	74.7%	67.3%	79%
SS05. Commencing undergraduate market share of Western Sydney	27%	27%	30%
PF01. Staff engagement	57%	57%	75%
PF02. Leadership index	57%	50%	70%
PF03. Professional Staff Development Investment	-	-	80 hrs/yr \$1,000/FTE
PF04. Workforce employment cost	54.7%	54.7%	Below 55% of revenue
PF05. Percentage of academic staff in workforce	39%	41%	45%
IA01. Proportion of domestic undergraduate students who are Indigenous	2.44%	2.38%	3.2%
IA02. Proportion of domestic Higher Degree Research (HDR) students who are Indigenous	2.17%	1.8%	3.2%
IA03. Indigenous student retention	63.2%	66%	78%
IA04. Double Indigenous staff with doctoral qualifications	12	12	24
IA05. Increase headcount of academic staff who are Indigenous	27	27	45
GL01. Establish an additional offshore campus (e.g. in India)	1 existing	Approval to proceed with India campus	One additional campus established
GL02. Improve risk rating to optimise visa processing timeframes from key markets	Evidence Level 2	Evidence Level 1	Retain Evidence Level 1
GL03. Establish an international internship program, signing up 10 global employers, placing 100 students per year with a focus on offerings aligned to our offshore campuses	0	Identify global employers	10 Global Employers 100 Students/year
GL04. Growth in student participation across locations and global learning programs, including learning abroad programs	700	700	875
GL05. New, substantial international partnerships with business, government and community per annum	0	2 in process	5 in total

STRATEGY

Strategic Objectives and Outcomes

Outcomes

PERFORMANCE AGAINST WESTERN 2030 MEASURES

MEASURE	BASELINE	2025	2030 TARGET
RI01. Increase research income—targeting Categories 1–4 with a focus on industry and government opportunities	\$60m	\$62m	\$110m
RI02. Reach the top 250 in the Times Higher Education rankings	Ranked between 301-350	Ranked between 301-350	Ranked within 250
RI03. Reach the top 250 in the QS rankings	Ranked 400	Ranked 400	Ranked within 250
RI04. Western Ventures to increase its proof of concept, follow-on translation partnerships and commercialisation income per year.	-	-	10 Proof of concept projects; 5 follow-on translation partnerships; \$500,000 commercial income
RI05. Lift PhDs with on time completion	43% within 4 years completion	40% within 4 years completion	75% within 4 years completion
WS01. Expand the number of industry partners we work directly with to provide students with work-related opportunities	32	38	100
WS02. Increase the annual number of new partnerships with community, corporate and government entities	4	6	12
WS03. Increase the number of community, corporate or government partnerships (and sponsorships) incorporating research and participation	45	31	75
WS04. Increase in media mentions that position the University as a leader on issues relevant to the region (including research impact, student success, Western Sydney impact, Indigenous leadership, people and global reach) by 10% by 2025	10,314	12,285	13,408
WS05. Increase the annual number of alumni engagements	400	1,612	2,000
SU01. Become Climate Positive 2029, delivering on our commitment to the UN-Led 'Race to Zero for Colleges and Universities	Carbon Neutral Certified	Carbon transitions	One year of Climate Positive
SU02. Become Nature Positive 2029 as part of our pledge to the UN's Nature Positive for Universities Network	Baseline metrics	Baseline established	Nature Positive
SU03. Remain in the top 10 overall in the Times Higher Education (THE) Impact Rankings	1st Worldwide	1st Worldwide	Top 10
SU04. Maintain the number of Sustainable Development Goal (SDG) categories in which WSU ranks in the top 10 in the THE Impact Rankings	Top 10 across 7 SDG Categories	Top 10 across 9 SDG Categories	Top 10 across 7 SDG Categories
SU05. Percentage of WSU students participating in the Sustainability Knowledge and Literacy Assessment, which assesses sustainability concepts, principles and practices, have an advanced level of understanding of core sustainability concepts	63.5%	64.9%	>75%

OPERATIONS AND PERFORMANCE

Management and Activities

The University is a self-accrediting 'Table A' Higher Education Provider per the Higher Education Support Act 2003.

Institutional performance reviews are cyclical and administered by the TEQSA. The University's provider registration renewal was submitted to TEQSA on 15 May 2025. Assessment and outcomes are anticipated in 2026. There are no conditions on the University's current registration, and this will remain in place until TEQSA have completed the renewal process.

OPERATIONS AND PERFORMANCE

Management and Activities

Five Year Performance

CATEGORY	2020	2021	2022	2023	2024	2025	% CHANGE 2024 - 2025
NUMBER OF STUDENTS							
TOTAL	49,599	49,077	47,145	47,171	48,321	48,543	0.5%
Female %	57.5%	58.5%	59.0%	59.1%	59.4%	59.7%	0.4%
Commencing	19,245	17,279	17,204	19,366	19,702	19,403	-1.5%
Female %	59.6%	60.7%	59.4%	59.4%	59.8%	60.0%	0.4%
STUDENT LOAD							
TOTAL	37,045	36,366	33,619	33,277	34,930	36,166	3.5%
Postgraduate	5,764	5,143	5,191	6,256	7,113	7,207	1.3%
Undergraduate	30,551	30,704	27,980	26,421	27,376	28,499	4.1%
Other*	730	519	447	601	441	461	4.6%
STUDENT LOAD BY FUNDING SOURCE							
TOTAL	37,045	36,366	33,619	33,277	34,930	36,166	3.5%
Commonwealth Grants Scheme	28,639	28,847	25,801	23,965	24,586	26,044	5.9%
Commonwealth Research Training Program / Scheme	862	803	637	450	431	460	6.5%
Domestic Fee-paying (award and non-award)	1,169	1,136	992	1,296	998	797	-20.1%
Fee-Paying Overseas Students	6,376	5,579	6,189	7,566	8,914	8,866	-0.5%
STAFF FTE (FULL-TIME EQUIVALENT)							
TOTAL	3,311	3,086	3,227	3,283	3,388	3,451	1.9%
Academic	1,475	1,418	1,494	1,502	1,585	1,588	0.2%
Teaching only	488	500	539	531	479	480	0.2%
Teaching and Research	860	816	917	875	975	980	0.5%
Research only	111	95	28	55	86	92	6.8%
Other	16	11	10	13	18	21	13.3%
Professional	1,819	1,657	1,724	1,768	1,786	1,843	3.2%
AWARD COMPLETIONS							
TOTAL	7,621	9,327	12,294	9,330	11,375	11,306	
Undergraduate	5,303	6,400	9,178	6,629	7,032	7,251	
Postgraduate	2,318	2,927	3,116	2,701	4,343	4,055	

* Completions data source has changed to be based on actual program completion date NOT graduation date

CATEGORY	2020	2021	2022	2023	2024	2025(P)	% CHANGE 2024 - 2025
RESEARCH FUNDING (\$'000)							
Australian Competitive Grant income (Category 1) includes ARC, NHMRC & Other	12,675	14,490	14,837	17,361	21,590	-*	-*
Collaborative income (Category 2, 3 and 4)	30,731	36,937	38,817	31,779	46,496	-*	-*
TOTAL HERDC INCOME	43,406	51,427	53,654	49,129	68,086	-*	-*
TOTAL OPERATING REVENUE (\$'000)	872,710	1,016,714	871,806	972,559	1,078,778	1,076,331	-0.23%
TOTAL NET ASSETS (\$'000)	2,218,481	2,455,207	2,652,824	2,634,853	2,626,657	2,527,072	-3.79%

Totals may not add due to rounding

*2025 research funding is pending finalisation and will be published in the 2026 Annual Report

OPERATIONS AND PERFORMANCE

Management and Activities

Major Projects

The University has the following major projects underway with significant expenditure in the reporting year:

PROJECT NAME	PROJECT DESCRIPTION	PROGRAMMED COMPLETION DATE
Indigenous Centre of Excellence	The Indigenous Centre of Excellence will serve as a focal point for community connection, celebrating the region's deep and enduring relationship with Indigenous peoples while contributing to the cultural, social, and economic enhancement of Western Sydney. Envisioned as a state-of-the-art facility, the Centre will be accessible to schools, residents, and businesses across the region, providing a welcoming place to explore, learn, and engage with Indigenous culture. The Centre will host performances, talks, exhibitions and screenings, and will provide enhanced access to cultural collections and heritage. Through its programs and activities, the Centre will strengthen cultural visibility and participation, supporting a vibrant and inclusive Western Sydney. At the heart of the Centre, the Indigenous Arts and Education Hub will support cultural learning, creative practice, and knowledge sharing. Guided by the University's Elders Advisory Committee and developed in collaboration with key Indigenous stakeholders, the Hub has been designed to strengthen connection to Country for Indigenous peoples and to foster broader understanding, respect, and appreciation of Indigenous cultures across Western Sydney. The project is jointly funded by the NSW Government's Western Sydney Infrastructure Grants Program and the University.	December 2027
Lang Walker AO Medical Research Centre	The Lang Walker AO Medical Research Building (LWMRB) is a multi-faceted research facility serving the population of South West Sydney. The new building supports a broad range of priority health research areas, including public health, diabetes, mental health, Indigenous health and paediatrics, as identified in the South Western Local Health District and Campbelltown Hospital Clinical Services Plan. Delivered as part of the Campbelltown Hospital redevelopment, the LWMRB now forms a key component of an integrated health, research, and education precinct. The facility provides contemporary research infrastructure that enables collaboration between clinicians, researchers, and educators, supporting the delivery of world-class research, innovation, and improved health outcomes for the Macarthur region and the wider community. The project reached practical completion in September 2025.	September 2025
Hawkesbury Agritech Precinct	The Precinct is planned as a high-technology, industry-partnered greenhouse array, supported by research clusters in food technology, land use management, and consumer demand. The project is intended to support innovation across the agri-food sector, strengthen industry collaboration, and contribute to the development of sustainable approaches to peri-urban farming within an increasingly complex and evolving urban environment. The Precinct will focus on enabling job creation, attracting industry participation, and advancing research that responds to both local and global challenges in food production and land use. Through its integrated research and industry partnerships, the facility is intended to support the long-term resilience and productivity of the sector. Once delivered, the facility will position the Precinct as a center of excellence and a leading research hub for the advancement of greenhouse production in Australia and the Asia-Pacific region. Stage 1 of the project has been approved to proceed.	December 2027

OPERATIONS AND PERFORMANCE

Summary Review of Operations

Office of the Vice-Chancellor

OFFICE OF THE VICE-CHANCELLOR

OVERVIEW

During 2025, the Office of the Vice-Chancellor (OVC) underwent a targeted functional and structural realignment to support greater operational effectiveness, enable clearer role delineation, and enhance cross-divisional service delivery.

The consolidation or reallocation of activities to the OVC better aligns the University's strategic priorities and financial imperatives. The changes have positioned the OVC to lead strategy and delivery across the University in partnership with the Executive, Divisional and Faculty leads. The OVC consists of three functional areas: the Office of the Vice-Chancellor; Legal, Compliance and Governance; and Internal Audit and Risk.

OFFICE OF THE VICE-CHANCELLOR

The OVC was responsible for overseeing the University's strategic refresh to refocus on the priorities of teaching, learning and research. In support of this refocus, it led the development of the new five-year strategic plan, WESTERN 2030, working closely with students, staff and the community on the University's mission.

Throughout the year, the OVC coordinated work on the University's organisational redesign, including the move to a three-faculty model and reducing the number of divisions from eight to six.

The OVC guided the University's response on key sector issues and policy changes, including rules around international students and governance. The team also led the development of the University's Compact and its Gender-Based Violence Action Plan.

STRATEGY AND TRANSFORMATION

The Office of Strategy and Transformation is responsible for driving the execution of initiatives to implement the strategic plan, WESTERN 2030. Established in January 2025, Strategy and Transformation delivered critical foundations that aligned goals and defined core functions and services to prepare for delivery. The Office collated and refined priority action plans that underpin the strategy, mapped strategic initiatives to benefits, developed six priority business cases and a supporting

governance framework, compiled the University's annual operating plan and Year in Review, and supported the University in the development of detailed scope for delivery in 2026.

STRATEGIC COMMUNICATIONS

Strategic Communications oversaw university-wide communications throughout 2025, including working across the institution on the development and delivery of WESTERN 2030.

The unit was responsible for ensuring the Vice-Chancellor and the Chancellor communicated regularly and transparently with staff and students. This included all-staff email updates on Western's organisation redesign, a series of Town Halls across the campus network, all-staff online webinars and social media updates.

LEGAL, GOVERNANCE, COMPLIANCE AND CONDUCT

The Office of General Counsel and University Secretary is comprised of Legal, Governance, Compliance, and Conduct.

The legal division (OGC) is responsible for the provision of legal advice and services to the University, including the Board of Trustees, the Chancellor, the Vice-Chancellor and President and other senior executives and officers of the University.

The OGC oversees student complaints and misconduct management through the Conduct and Investigations Office (CIO) and the assurance of legislative operational compliance within accountable business units as part of the University's ongoing obligations through the Compliance Program Unit, which also oversees Privacy, Right to Information and Enterprise Integrity.

The Office of Governance Services (OGS) supports the University by defining and developing good corporate governance strategies, procedures and programs. The OGC and the OGS provide advice and support to the Board of Trustees and its Committees, the Academic Senate, and to senior officers of the University on governance and policy matters and operational issues affecting the University.

The OGC and OGS are focused on promoting and embedding an institutional culture with high standards of ethical behaviour,

accountability, transparency and regulatory compliance, in line with the University's values of boldness, excellence, fairness, integrity and trust. This is pursued through the overall contribution of all elements of the portfolio to good governance, monitoring fraud and corruption across the University and managing student misconduct.

With the release of the Final Report and Principles of the Expert Council on University Governance (ECUG), the University took steps to review current policies and processes to identify any potential gaps and areas of improvement to ensure compliance with the ECUG Principles. This review found that the University was on the whole compliant with the ECUG Principles, with some minor updates to Committee Charters identified to be implemented by the end of 2026. The University will also include compliance with the ECUG Principles as part of its performance review of the Board of Trustees and Committees, of which an external review is scheduled to be undertaken in 2026. The University has also committed to undertaking an annual internal performance review of the Board and Committees in years where an external review is not required. The University is confident that the inclusion of the ECUG Principles in its annual review will identify any improvements and alignment with industry best practice on a continued basis.

RISK AND RESILIENCE

The Risk and Resilience team provides independent oversight and strategic risk advice across the University. During the year, the Risk and Resilience function transitioned to be part of the OVC, supporting clearer accountability, stronger oversight, alignment with assurance and more consistent management of strategic and operational risks.

INTERNAL AUDIT

The Internal Audit team operates under a formal Charter approved by the Audit and Risk Committee (a committee of the Board of Trustees), and reports functionally to the Audit and Risk Committee and administratively to the Vice-Chancellor. Internal Audit provides independent, risk-based and objective assurance and advice to support and strengthen Western's ability to deliver on its mission and strategy.

Division of the Provost

PROVOST

The Division of the Provost was reconceptualised in 2025, bringing together Western's Faculties, Schools, Research Institutes, Global and Transnational Education (TNE) and the College.

FACULTY OPERATIONS

The focus in 2025 for the Faculties was amalgamation and consolidation.

In July, three new Executive Deans were announced. These new leadership roles are instrumental in ensuring the needs of students, staff and the community are met in the transformative move to three faculties from 1 January 2026. Professor Kevin Dunn was appointed Executive Dean, SABEL; Distinguished Professor Brian Falzon was appointed Executive Dean, ECS; and Professor Sarah Lewis as Executive Dean, Health.

The Executive Deans led the establishment of their Faculty and the recruitment of their leadership teams throughout the latter half of 2025. This included recruiting Faculty General Managers and reshaping staffing structures.

The Faculty of Engineering, Computing and Science (ECS) comprises the Schools of Engineering, Built Environment, Computer Data and Mathematical Sciences and Science. The Faculty has more than 9,400 students, with a strong industry focus that informs its teaching and research.

The Faculty of Health brings together the Schools of Health Sciences, Medicine, Nursing and Midwifery and Psychology, which work together to advance wellbeing through clinical training and research.

The Faculty of SABEL is home to the Schools of Social Sciences, Arts, Business, Education and Law. Bringing together the disciplines that shape society, SABEL holds a unique responsibility and opportunity to influence positive change. Although 2025 was a year of significant disruption, with a focus on building a new structure, each of the University's Faculties realised important achievements.

ACHIEVEMENTS

In July 2025, Distinguished Professor, International Engagement, Basant Maheshwari, represented the University's School of Science at the prestigious Science Foo Camp at Google HQ, Mountain View, California. This invitation-only event gathers 200 of the world's most creative thinkers in science, tech, AI, policy, health, climate, and beyond.

Professor Maheshwari was invited to share insights from his highly impactful MARVI project (Managing Aquifer Recharge and Sustaining Groundwater Use through Village-level Interventions). MARVI, which focuses on assessing the effectiveness of current rainwater harvesting and groundwater recharge structures and demand management strategies at village scale, has been successfully rolled out in 11 villages across India.

Western's Solar Car team placed preliminarily sixth in the world overall and was the number one Australian team in the world's most prestigious solar car challenge.

Successfully traversing 3,000km from Darwin to Adelaide, the team completed the 2025 Bridgestone World Solar Challenge in 37 hours and 39 minutes in their student-designed car, UNLIMITED 6.0.

The Western Sydney Solar Team competed in the Challenger Class for the sixth time, which is the most competitive class requiring teams to produce a high-quality single-seat car built for sustained endurance and energy efficiency.

The Faculty of Health's new landmark medical research facility, the Lang Walker AO Medical Research Building, was opened in December. Situated on the grounds of Campbelltown Hospital, the \$55 million purpose-built multi-storey research facility brings together local and international researchers, clinicians and post-graduate students to address complex health issues in the community, such as Indigenous health, diabetes, child health and wellbeing, mental health and addiction medicine.

The facility has been developed in partnership with the University, South Western Sydney Local Health District, the Ingham Institute for Applied Medical Research and UNSW Sydney, with the financial, development and delivery support of Walker Corporation.

The School of Nursing and Midwifery launched their state-of-the-art Blended Learning Interactive Suite (BLIS) in July, providing students with mock hospital wards, simulated birthing suites and healthcare environments.

The facilities provide an immersive, hands-on learning environment that prepares students for their medical careers.

The facilities enable nursing students to experience simulated hospital ward settings in one of the University's 13 Clinical Practice Units (CPUs), which closely mirror real healthcare settings.

Through the School of Social Sciences, the University entered into a new strategic partnership with the NSW Police Force to help train future police officers in New South Wales. The University and NSW Police Force will co-deliver the Associate Degree in Applied Policing, a critical qualification and training pathway into the Force. This direct pathway will ensure students graduate with the skills needed to enter the NSW Police Force as Probationary Constables.

In July, the School of Law celebrated 30 years of education and research, fostering generations of legal professionals and advocates.

The event was attended by WSU Chancellor, Professor Jennifer Westacott AC, and Vice-Chancellor and President, Distinguished Professor George Williams AO, with a keynote address delivered by the Hon Virginia Bell AC, former Justice of the High Court of Australia.

Special guests included the Hon Michael Kirby AC CMG, former Justice of the High Court of Australia, and distinguished alumni, including His Honour Judge Imad Abdul-Karim, recently appointed to the District Court of New South Wales.

Division of the Provost

The School of Business unveiled its redesigned Bachelor of Business, to be launched in 2026. This future-focused program will equip students with the skills, mindset, and experience needed to thrive in an AI-driven, digitally-connected world.

RESEARCH INSTITUTES

The University's five Research Institutes include:

- Hawkesbury Institute for the Environment (HIE)
- Institute for Culture and Society (ICS)
- MARCS Institute for Brain, Behaviour and Development
- NICM Health Research Institute
- Translational Health Research Institute (THRI)

WSU is also home to four Strategic Research Initiatives:

- International Centre for Neuromorphic Systems (ICNS)
- Transforming Early Education and Child Health Research Centre (TeEACH)
- Urban Transformation Research Centre (UTRC)
- Young and Resilient Research Centre (Y&RRC)

These Institutes and initiatives continued to deliver impactful research outcomes in partnership with industry and end-users throughout 2025.

In July, researchers in THRI and NICM collaborated to secure a prestigious Gates Foundation grant through the Grand Challenges in Global Health initiative, supporting work under the Women's Health stream. The project *Innovating Menstrual Health Management: Implementing Clinically Informed Absorbency Standards & Digital Diaries*, led by Professor Robert Gorkin, focused on improving how menstrual bleeding is understood and when it may signal a need for medical care. The research team included Associate Professor Mike Armour, Associate Professor Carolyn Ee and Dr Millie Mardon from the National Institute of Complementary Medicine (NICM).

The Young and Resilient Research Centre hosted the second Action on Youth Wellbeing in Digital Society partner workshop at the UNICEF Australia offices in Pyrmont. The workshop brought together leading

researchers from around Australia as well as thought-leaders from the Asia-Pacific region, global technology companies, youth rights and wellbeing experts and young people themselves to form a new collaboration to help ensure the digital safety of young people. This important activity was focused on informing actionable, youth-centred and evidence-based policy advice for Australian and Asia-Pacific decision-makers.

Continuing to showcase its world-leading research in neuromorphic engineering, ICNS and its Astrosite mobile observatory were a showcase feature at the International Astronautical Congress (IAC) at Darling Harbour, from 29 September to 3 October. The IAC is the international platform for the entire space community to exchange knowledge, present groundbreaking research and form collaborations that will shape the future of space exploration and innovation.

This was a valuable opportunity not only for ICNS in terms of exposure and outreach but also for WSU. The Astrosite WSU-branded container occupied was primarily positioned in a highly visible location, providing a platform to showcase the University and engage directly with researchers, industry and the public. The event drew thousands of delegates, industry leaders and members of the public, attracting both local and global attention. ICNS was represented within the Congress alongside the School of Engineering, the School of Science and Western's commercial spin-out company, Optera.

In September, the Australian Plant Phenomics Network (APPN) launched its new node at Western's HIE. The Western Sydney University node provides state-of-the-art facilities for high-resolution digital plant phenotyping in controlled environments, strengthening Australia's capacity to address food security and climate change through innovation in agriculture and horticulture.

This new node joins APPN's collaborative network of nine national partners which are supported through the Australian Government's National Collaborative Research Infrastructure Strategy (NCRIS), with field phenotyping support from the Grains Research and Development Corporation (GRDC). Led by HIE Interim Director Mark Tjoelker, the key priority for the

node is to increase integration of agricultural technology in collaboration with growers and industry, ensuring research-based outcomes are directly relevant and can be translated into practical solutions for Australian farmers.

Also in September, HIE launched the Australian Research Council (ARC) Training Centre for Smart and Sustainable Horticulture, a national collaboration that brings together leading universities and industry partners to advance Australia's \$16 billion horticulture sector. The Centre, led by Professor Oula Ghannoum from HIE, represents a major investment in the future of horticulture, with \$8 million committed from the Australian Research Council, universities and industry over the next five years. It will train 30 PhD and early-career researchers.

GLOBAL AND TNE

VIETNAM DELEGATION - GRADUATION, ALUMNI AND INDUSTRY ROUND TABLE

A delegation from the University travelled to Vietnam in October to attend two graduation ceremonies. Chancellor Professor Jennifer Westacott AC and Provost Professor Deborah Sweeney celebrated the success of the University's Vietnam graduates.

These ceremonies recognised achievements across the Bachelor of Business, Bachelor of Communication, Bachelor of Applied Data Science and Master of Business Administration programs — a proud moment for WSU students, their families, and the University's community. It was an especially proud occasion for two Myanmar-based students who graduated from Bachelor programs.

The conferral of an Honorary Fellowship to Ms Sarah Hooper, Australian Consul-General to Vietnam, also took place. This award was in recognition of her outstanding contribution to Australia-Vietnam relations, including her support of Western's initiatives in Vietnam.

In December, the University Vice-Chancellor and President, Distinguished Professor George Williams AO, joined Australian government ministers and sector leaders in New Delhi, India, for the Australia-India Education and Skills Council meeting.

The delegation, led by Minister for Education, The Hon Jason Clare MP, Minister for Skills and Training the Hon Andrew Giles MP and Assistant Minister for International Education, the Hon Julian Hill MP, met with India's Minister of Education, Dharmendra Pradhan, to discuss expanding collaboration in education, skills, and research. Western's Provost, Professor Deborah Sweeney, was also in India to align efforts and support the visit.

During the trip, Western signed memoranda of understanding and agreements with several leading Indian institutions, including the Ratan Tata Innovation Hub, IIT Ropar, Vasant Rao Naik Marathwada Krishi Vidyapeeth (VNMK), and the KMCT Group of Institutions, strengthening research, innovation, and education collaboration.

The University achieved a significant milestone, receiving formal approval from the University Grants Commission (UGC) under the Indian Ministry of Education to establish a foreign branch campus in Greater Noida, Uttar Pradesh (UP). The state-of-the-art campus will deliver world-class teaching, research and innovation, with an initial focus on business, innovation and entrepreneurship, building on the University's long-standing collaboration with partners in the region across food and water security, and emerging areas such as Ag-Tech. A formal announcement was made on 9 December at ITC Maurya, New Delhi, to officially confirm the location of Western's branch campus in the Greater Noida Industrial Development Authority Building, with Minister Clare, representatives from the Uttar Pradesh Government and the Greater Noida Industrial Development Authority.

The India campus builds on the University's global presence, including its long-established partnership with UEH University in Vietnam and its new Surabaya campus in Indonesia. The campus forms part of the University's international network under its 'One University' model, offering seamless cross-campus mobility, industry internships and placements, research, start-up incubation, and cross-border commercialisation. Designed to offer an inclusive and vibrant student experience, the India campus will also foster strong partnerships with local institutions, industry and the community,

while supporting the Indian Government's goals for socio-economic growth, innovation and sustainable development.

Minister Clare and the Vice-Chancellor were also hosted by Western Sydney University Vietnam in an event highlighting the strong transnational partnership between the University and UEH and showcasing the impact of Australian education in Vietnam. Minister Clare and distinguished representatives from the Department of Education, the Australian Embassy and the Australian Consulate-General in Ho Chi Minh City joined students, alumni, UEH academics and senior leaders at the University of Economics Ho Chi Minh City (UEH).

AWARDS AND RECOGNITION

Distinguished Professor Vivian Tam, from the School of Engineering, was recognised for her innovative work in sustainable construction technologies with the NSW Premier's Prize for Science and Engineering. Distinguished Professor Tam was also shortlisted for the UNSW Eureka Prize for Scientific Research, awarded for outstanding curiosity-driven scientific research.

HIE's Distinguished Professor Brajesh Singh, a world-leading soil scientist, was awarded the prize for Excellence in Biological Sciences as part of this year's prestigious NSW Premier's Prizes for Science and Engineering.

Researcher and global expert in paediatric and public health nutrition, Dr Catharine Fleming, was named a 2025 NSW Young Tall Poppy – a prestigious award that recognises scientific excellence. Dr Fleming, from the University's School of Health Sciences, Young and Resilient Research Centre and Translational Health Research Institute, conducts research focusing on ensuring all young people around the world have equal access to nutritious diets, allowing them to grow and thrive.

the University was named the cluster lead for Sustainable Development Goal 3 (SDG 3), an open network of higher education institutions spanning five continents, supported by the International Association of Universities (IAU) and the United Nations Educational, Scientific and Cultural Organization (UNESCO).

The cluster, to be led Professor Kathy W. Tannous from the School of Business, Dr Rocco Cavaleri from the School of Health Science, and Dr Deep Jyoti Bhuyan from National Institute of Complimentary Medicine (NICM), aims to be a champion for higher education and to promote an integrated approach to health, in support of equity and wellbeing worldwide, in line with the United Nations' 2030 Agenda.

Division of Operations

DIVISION OF OPERATIONS

OVERVIEW

The Division of Operations brings together key professional functions to ensure seamless and strategic operations across all WSU campuses. Providing essential services that encompass People, Property, Commercial, Finance, Data, Business Intelligence, IT and Digital, the Division strengthens organisational capability by fostering collaboration, accountability, and continuous improvement. Its work underpins and enables the University's strategic ambitions, ensuring that every operational function contributes to delivering an exceptional experience for students, staff and the community.

OFFICE FOR PEOPLE

The Office for People strengthened the foundations that enable staff and students to thrive and deliver impact for Western Sydney and beyond. This focus was reflected in a range of wellbeing initiatives, alongside major enterprise priorities including enterprise bargaining and the design and implementation of a new University-wide operating model.

The Office for People also developed the People First Action Plan, a series of key strategic initiatives that will form the bedrock of the WESTERN 2030 strategy to empower people and provide them with leadership, support, autonomy and opportunities to thrive at the University.

OPERATING MODEL CHANGE

Western's people, supported by organisational effectiveness, are central to achieving all WESTERN 2030 strategic ambitions and delivering exceptional services for the University's community. In 2025, the Office for People led Reset Western, a major transformational program designed to reposition the University's structure, roles and accountabilities and ways of working to ensure long-term sustainability. Throughout the program the Office for People ensured a strong and deliberate focus on staff wellbeing, recognising that meaningful change must be supported by care, connection and responsiveness.

HUMAN RESOURCES

The University continued to uplift leadership and people capability through practical development initiatives supporting team effectiveness, workplace conversations and coaching skills.

Professional development played a key role in 2025 with the Office for People delivering a range of targeted and bespoke development initiatives to Faculties and Schools to address risks, capability gaps and to further enable our people.

In 2025 the University took a major step towards improving its recruitment capabilities and end user experience through the deployment of the SmartRecruiter platform, as well as an advanced overall talent attraction and retention strategy.

DIVERSITY, EQUITY & INCLUSION

Diversity, Equity and Inclusion continue to be fundamental pillars of the University, with the University having achieved key outcomes in this area of work. There were a range of practical initiatives undertaken to further strengthen focus in this area including the delivery of respectful relationship education and engagement activities with students; numerous roundtable discussions to centre lived experience and expert knowledge; advanced priority work through the Equity and Diversity Working Party; and the establishment of an Equity and Diversity Committee led by the Vice-Chancellor.

SAFETY AND WELLBEING

The University remained committed to incident prevention, risk reduction and continuous improvement in safety management during 2025. Significant focus was also placed on employee wellbeing, with the provision of enhanced and bespoke tools such as the 5 R Wellbeing framework, personal wellbeing plans and the +Two Friends campaign, aiming to improve wellness and safety overall. The University advanced its psychosocial risk approach, progressing its Psychosocial Hazard Framework and maintaining an active focus on mental health and wellbeing.

OFFICE OF INFORMATION TECHNOLOGY AND DIGITAL SERVICES

Following the release of the WESTERN 2030 Strategy, the Information Technology and Digital Services (ITDS) team continued to enhance the operating model to support the University's ambition to become a digital leader. This included the integration of Technology Operations and Cyber Security into a unified, secure operations team, and the transition from the traditional technology-centred model to a product-centred model focused on supporting student success and empowering WSU's people.

The new model is aimed at providing a more agile, stakeholder-aligned digital service model that supports the University's future-facing ambitions, while enhancing staff development, modernising technology delivery, and contributing to long-term financial resilience.

ITDS progressed a diverse portfolio of strategic, infrastructure and growth-enabling initiatives in 2025, in line with University priorities. Progress is being made in strengthening project and architecture governance, improving decision-making clarity, alignment to enterprise standards and management of risk, dependencies and solution design. This uplift is providing a stronger foundation for delivery across priority digital initiatives, enabling more consistent coordination between the University, ITDS and vendor partners.

The key strategic initiatives include:

- **WesternHOW** – delivering a secure, student-facing digital assistance capability that improves access to information and enables faster, more consistent responses to common student enquiries.
- **SmartRecruiters** – implementing streamlined recruitment workflows that enable hiring managers to select and appoint the right candidates efficiently and in a timely manner.
- **CourseLoop** – delivering a modern, end-to-end curriculum management platform that strengthens governance, transparency and efficiency across course and subject lifecycle management.

- **StudyLink** – streamlining HDR admissions and scholarship workflows to improve turnaround times, data quality and the experience for applicants and academic stakeholders.
- **EndPoint IQ** – delivering a streamlined, end-to-end research ethics management capability that improves governance, compliance and approval turnaround times for researchers and ethics committees.

An AI Adoption Framework has been developed to provide a structured, risk aware approach to scaling AI across Western by setting clear leadership direction, robust governance and responsible data practices. Several AI pilot projects have been implemented and a dashboard of preferred tools will be published to facilitate the adoption of safe and effective solutions.

In 2025, the University continued to mature its cyber security capability, strengthening organisational resilience and embedding security as a shared responsibility across the University community. Delivery of the Cyber Security Strategy prioritised the uplift of foundational security controls, enhanced incident preparedness and improved coordination across technology, risk and business functions.

OFFICE OF FINANCE AND PROCUREMENT

The Office of Finance and Procurement provides high level strategic direction to, and oversight of, the University's financial performance to ensure the University's financial sustainability.

The Office ensures the University's financial integrity, financial oversight and procurement activities are met at the highest possible standard, including the achievement of annual unqualified financial statements.

FINANCE

Together with the establishment of strong ongoing financial controls and governance, financial processes and systems are in place to ensure delegated authority, allocated by the Board of Trustees, is maintained throughout all financial transactions and that the reputation of the University is upheld while ensuring the goals of the University's strategic plan are met.

CORPUS FUNDING

The effective management of the University Corpus ensures the proceeds from Western Growth (and other significant commercial activities) are used for the University's long-term benefit. The University's Corpus is aligned with the University's strategic priorities, facilitating sound financial and investment management and enhancing prospects for further development and long-term University-wide advancement.

RESPONSIBLE INVESTMENT

Western is committed to Responsible Investment and seeks to ensure that environmental, social and governance (ESG) issues are integrated into the development and implementation of the University's investment portfolios. The University is a signatory to the United Nations Sustainable Development Goals (SDGs) and seeks to support these through its investments where possible.

The University has appointed Mercer Investments (Australia) Limited (MIAL) as its Implemented Consultant. MIAL appoints and monitors specialist third-party investment managers, who are responsible for making security and asset selection decisions in line with the investment objectives of the respective Mercer Funds.

Both the University and Mercer believe that effective stewardship can play a role in improving investment outcomes by leveraging investor rights and influence to seek change and/or gather additional information to make better investment decisions.

In 2025, the University ranked in the top 25% of global peers in Mercer's Responsible Investment Total Evaluation (RITE) assessment. This year also marked the 7th annual Sustainable Investment report produced by Mercer for the University's investment portfolio.

PROCUREMENT

Procurement Services is responsible for delivering value for money outcomes, ensuring supply continuity and mitigating risk across the procurement of goods and services for the University.

Procurement continues to transition towards a more strategic and commercially focused

advisory function. This evolution positions Procurement to deliver enhanced strategic value to the University by embedding responsible, sustainable and commercially driven practices across all procurement activities. Procurement drives strong commercial outcomes through effective sourcing strategies, commercial negotiations and supplier partnerships, while ensuring ethical, compliant and low-risk procurement practices across the University.

This transformation supports the University's broader objectives by strengthening financial stewardship, improving supplier performance and enabling sustainable and socially responsible procurement outcomes.

Procurement also ensures adherence to applicable regulatory requirements, including the Modern Slavery Act (2018), the Government Information (Public Access) Act 2009 (NSW), the NSW Procurement Provisions, and recognised procurement best practices.

OFFICE OF PROPERTY AND COMMERCIAL

The Office plays a pivotal role in shaping the University's physical and operational environment. The Office aims to create inclusive, activated, connected and sustainable places and spaces to enable education and research, while fostering a vibrant campus experience for students, staff and communities. The Office leads and is accountable for planning, placemaking, commercial development, infrastructure delivery, environmental sustainability and responsible operational management of the University's campuses and precincts.

The Office places stakeholders at the centre of all it does; actively engaging to understand their unique needs, challenges, and aspirations, ensuring services are designed to deliver maximum value. The team builds strong, collaborative relationships, focusing on measurable outcomes to create an environment that supports the University's long-term success.

The Office strategically aligns investments with the University's mission, with the key strategic objective being to continue to underpin development of Western as a dynamic, efficient and financially sustainable university of today and for the future. This is

Division of Operations

reflected in the Campus Network Strategy and at the campus level through place strategies.

WESTERN GROWTH

Western Growth is an ambitious program that co-creates cities and educational infrastructure in Western Sydney in partnership with industry and government. Western Growth encompasses the development of existing campuses and the creation of new, technology-enabled, connected and collaborative learning, teaching and research facilities. New and revitalised campus infrastructure contributes directly to the economic and social development of Western Sydney and the financial sustainability of the University.

Key achievements included:

- The NSW Department of Planning, Housing and Infrastructure provided endorsement for the Milperra redevelopment project to be assessed under the accelerated State Significant Development Application pathway. The application was lodged in December 2025.
- The Werrington redevelopment project was confirmed in December 2025 as a project to be assessed through the State Assessed Rezoning Pathway, with lodgement on track for March 2026.
- The Parramatta North redevelopment has been confirmed as a State Significant Development and assessed under the Housing Delivery Authority (HDA) planning pathway. Ministerial consent to proceed with the redevelopment was granted in July 2025.
- Practical Completion of construction of the Lang Walker AO Medical Research Building was granted in September 2025.
- Practical Completion fit-out of the Factory of Future at the Bankstown City Campus was achieved in February 2025. The fit-out has subsequently been awarded a Master Builders Award for fit-out construction and an Australian Good Design Award for the Innovation Engine.
- Development of the Campus Network Strategy and identification of priorities to be delivered over near, medium and long-term horizons was achieved.
- Substantial progress was made on the development of a new place strategy for the Parramatta South campus.

CAPITAL PROGRAM

Key achievements included:

- Significant progress on the Indigenous Centre of Excellence as market engagement identified opportunities to refine the project scope while maintaining cultural and design integrity. Work is also progressing on the monitoring and evaluation plan, alongside a review of the operational plan.
- Delivery of essential infrastructure works to address safety risks, regulatory compliance and asset condition across the University's built environment.
- The Capital Program responding to evolving academic requirements and capacity pressures by enabling critical business needs. During 2025, the Program initiated and progressed the delivery of several new teaching spaces at Campbelltown and 1 Parramatta Square (1PSQ). These works were essential to supporting The College's consolidation, ensuring continuity of teaching delivery while providing fit-for-purpose, contemporary learning environments aligned with pedagogical needs.
- Completion of the Electrification Roadmap Report for key campuses, including Parramatta South, Campbelltown, Kingswood, and Hawkesbury. The roadmap provides a clear, staged pathway for transitioning campus infrastructure away from fossil fuels toward electrified, low-carbon systems, informing future capital investment and asset renewal decisions.

INFRASTRUCTURE STRATEGY AND PLANNING

Key achievements included:

- Leading planning and design streams in advancing projects under Western Growth and the Capital Program.
- Completion of all three phases of the Parramatta South Campus Place Strategy project. The Place Strategy will create a new vision and spatial framework for the campus and identify opportunities for campus transformation. The Place Strategy, which was developed over 2025, aligns with the University's strategic planning priorities and focus on campus activation to enhance precinct integration, transport connectivity and the experience of students, staff and the community. The

focus for completion of the project in 2026 will be on finalising the implementation roadmap.

- The initiation of strategic space realignment to support the University's new faculty structure and operating model.
- A contribution to advancing planning processes for Werrington and Parramatta redevelopment projects in collaboration with development partners.

INFRASTRUCTURE AND COMMERCIAL PERFORMANCE

The Infrastructure and Commercial Performance (ICP) team oversees the University's commercial and campus services including student accommodation, retail and vending facilities, commercial leasing and external venue hire. The team leads the management of the University's real estate acquisitions, disposals and leasing opportunities, and has oversight of the governance of the capital and redevelopment program, holding accountability for the broader Office of Property and Commercial's financial performance.

The creation and continuation of a vibrant and inclusive living environment for all on-campus residents is a key priority. The team's mission is to ensure that every resident feels safe, included, welcomed, supported and at home, regardless of their background or circumstances. At the heart of the accommodation strategy is a strong focus on wellbeing and support through WSU's residential life program. Recognising the diverse needs of the University's residential community, the team has partnered with stakeholders within the University to promote respect, equity, inclusion and community across the residences. The change in focus has resulted in increased occupancy within the accommodation.

The University completed its largest commercial leasing transaction, with TAFE NSW securing Levels 10–17 at the Bankstown City Campus, strengthening pathways and collaboration between vocational and higher education.

CAMPUS OPERATIONS: SAFETY & CAMPUS DELIVERY

Key achievements included:

- Strengthened safety, security and emergency management capability through the review and implementation of updated protocols, procedures and training, ensuring preparedness for emerging risks.
- The completion of a major procurement activity for a holistic security services contract, delivering consistent service coverage, strengthened governance and enhanced service capability across all campuses.
- Developed and launched an online Emergency Awareness module, providing accessible emergency preparedness training for all staff.

CAMPUS OPERATIONS: CAMPUS & MAINTENANCE DELIVERY

Key achievements included:

- Reliable service delivery and operational excellence were maintained, with zero service interruptions during peak periods, over 95% completion of scheduled cleaning and maintenance, a 12% reduction in reactive work through improved preventative planning and seamless delivery of major campus events.
- Strong compliance, safety and risk management was achieved, including WHS and environmental compliance, zero notifiable incidents, completion of annual Safe Work Method Statement (SWMS) reviews, improved near miss reporting, enhanced contractor sign in processes, and successful external audits with no major non conformances.
- Stakeholder engagement, sustainability and innovation strengthened campus performance, with measurable service improvements, deeper collaboration across University teams, waste reduction initiatives, adoption of smart technologies, reduced utility consumption and enhanced environmental outcomes.

ENVIRONMENTAL SUSTAINABILITY

Following the estimation and validation of the University's carbon footprint and the purchase of carbon offsets in countries with whom Western has established teaching and learning associations, the Environmental Sustainability team were successful in achieving Carbon Neutral certification by the Australian Government's Climate Active Program for the University's Business Operations. The University successfully completed its Climate Active certification in 2025 (for 2024 period), maintaining Carbon Neutral status for another year.

Biodiversity stewardship continues to be a key focus, with credit sales to the NSW Biodiversity Fund generating \$6.8m from the pilot 117-hectare site on Hawkesbury campus, supporting both ongoing management and funding for carbon offset requirements.

The Environmental Sustainability team continued living lab engagements, generated credit sales from Biodiversity Stewardship and made contributions to institution-wide reporting. A five-year Carbon Transition Plan has been established and rolled into the Capital Plan to assist in reducing the organisational carbon footprint and identifying opportunities for integration, such as proactive carbon credit generation.

Data stewardship underpinned contributions to reporting requirements, including those relating to National Greenhouse and Energy Reporting (NGER); sector benchmarking with Tertiary Education Facilities Management Association (TEFMA); evidence in support of Times Higher Education (THE) Impact Rankings; and ongoing reporting for Climate Active certification.

OFFICE OF DATA AND BUSINESS INTELLIGENCE

The Office supports Western's strategic priorities by strengthening the way data and insights are used to inform decision-making, improve student outcomes and meet regulatory requirements.

The University continued to enhance the quality, reliability and timeliness of its data. This included improved reporting to the Federal Government through the Tertiary Collection of Student Information (TCSI), supported by new monitoring and automation that improved accuracy and reduced manual effort. New dashboards and analytical tools were delivered, alongside targeted solutions enabling more efficient student payments and deeper insight into student pathways and outcomes.

Key planning and admissions capabilities were further strengthened. The Load and Enrolment Optimisation (LEO) program and ATAR adjustment tools were uplifted via a modern platform, supporting more timely and effective scenario modelling during offer and enrolment cycles.

The Office also expanded the use of advanced analytics and artificial intelligence to support admissions, planning, budgeting and student retention. Core operational processes were streamlined through automation, to improve consistency and student communications.

The Office also supported the review and assessment of cybersecurity incidents, contributing to remediation activities and strengthened records management and archiving practices, including the introduction of Indigenous Cultural and Intellectual Property protocols.

Division of Western Sydney and External Engagement

DIVISION OF WESTERN SYDNEY AND EXTERNAL ENGAGEMENT

OVERVIEW

As the University's primary interface with government, industry, community, alumni, donors and key external stakeholders, the Division of Western Sydney and External Engagement supports institutional growth, reputation and impact across Western Sydney and beyond.

The Division brings together a diverse portfolio of functions, including Advancement and Philanthropy, Alumni Engagement, Strategic Partnerships, Government and Community Relations, International Engagement, Future Students, Communications and Media, Marketing and Events, the Centre for Western Sydney, and Western Sydney Creative. Together, these functions operate as an integrated, whole-of-University gateway, ensuring coordinated engagement, consistent messaging and strategic alignment with the University's long-term objectives.

ADVANCEMENT

In 2025, the Office of Advancement and Philanthropy strengthened its role as a core enabler of WESTERN 2030, building the partnerships and philanthropic momentum required to deliver impact at scale across the Western Sydney region and beyond. Against a backdrop of change and renewed institutional focus, the team sharpened its strategic direction, improved the clarity of its fundraising priorities and advanced a strong pipeline of opportunities aligned with the University's most compelling areas of impact. Importantly, the University secured \$20.5 million in philanthropic income during 2025, reflecting sustained confidence from donors, partners, trusts and foundations in Western's mission and leadership.

This momentum was underpinned by the continued generosity and commitment of our philanthropic community. We extend our sincere thanks to Katie Page and Gerry Harvey for their ongoing benefaction and enduring support of the decade long Katie Page Scholarship Program, and for her leadership gift of \$7.9 million to establish and deliver

the Harvey Norman Leadership Academy at Auburn Girls High School. This transformative initiative is empowering young women across Western Sydney by creating educational, mentoring and leadership pathways, supported in partnership with our Future Students team, the School of Social Sciences and the Centre for Western Sydney.

We also acknowledge Marcus Blackmore AM and the Blackmores Family Foundation for their transformative \$10 million gift to advance the research and innovation of the National Institute of Complementary Medicine (NICM), strengthening Western's global leadership in integrative health and wellbeing. Our sincere thanks extends to the Australian Research Alliance for Children and Youth (ARACY) for their \$6.1 million investment in the Maternal Early Childhood Sustained Home (MECSH) visiting program led by Professor Lynn Kemp in the School of Nursing and Midwifery, supporting critical early intervention outcomes for families and communities.

We are deeply grateful to the Estate of the late Anthony Cowley for a generous bequest of over \$1 million to fund scholarships in Accounting and Medicine, ensuring future generations of students are supported to succeed. We also thank the many supporters of the Badanami Futures Fund whose ongoing generosity continues to support Indigenous students at Western, including their valued participation in the annual Chancellor's Golf Day.

A key achievement in 2025 was consolidating the University's philanthropic strategy, Accelerating Ambitions and our narrative around place based outcomes and measurable benefit for communities in Western Sydney. This work strengthened engagement with major donors, corporate partners, trusts and foundations, and community stakeholders, and enabled clearer proposition development across priority initiatives. Throughout the year, the Office progressed several major campaign and project concepts through discovery, co design and investment planning, ensuring each opportunity demonstrated need, a credible delivery plan and a compelling case for support.

Operationally, 2025 delivered a continued uplift in advancement planning, reporting and coordination. Clearer governance for priority opportunities, stronger collaboration with

academic leaders, and ongoing development of donor experience and communications supported improved stewardship and longer-term engagement. The Office also continued to embed a culture of disciplined relationship management, strengthening prospect movement and reinforcing advancement of university responsibility.

Central to this work has been the development of a number of catalytic, University wide projects designed to deliver long term impact at scale. These include the Indigenous Leadership Project in support of the Indigenous Centre of Excellence, the Centre for Innovation in Teaching, the Centre of Excellence for Nursing and Midwifery, and the Friends of Western Sydney campaign in support of our students and the region's future workforce. These initiatives represent a new level of ambition and coordination, positioning the University to attract transformational investment aligned with its core mission.

ALUMNI & EMPLOYER ENGAGEMENT

In 2025, the Alumni and Employer Collaboration team focused on establishing the foundational strategy, operating models and digital capability required to enable scaled alumni engagement delivery from 2026. The Alumni Engagement Strategy 2025-2030 was finalised and approved by the Board of Trustees in December, following extensive consultation with senior leadership, schools and key stakeholders, providing a clear, metrics-driven roadmap aligned with WESTERN 2030 priorities.

The alumni engagement platform (Alumni Edge) progressed to completion and pilot readiness, supporting controlled testing of digital engagement, data capture and alumni-to-student connection functionality. Pilot engagement activities were undertaken across early alumni cohorts through targeted communications, events, and industry collaborations. Early indicators of new-graduate engagement showed positive traction, including an average open rate of 60% on the Graduate newsletter. Data governance and reporting capability were strengthened to establish reliable baseline measures to support future contactability, uplift and performance tracking. Collectively, these activities positioned the University to transition to scaled delivery from 2026.

MARKETING

The Office of Marketing is responsible for enhancing the institution's reputation, engagement and brand presence. It plays a critical role in supporting student recruitment, retention and engagement through targeted campaigns, digital and content marketing, brand management and stakeholder communications. The team works closely with Schools, business units and external partners to ensure a consistent and compelling brand narrative that aligns with the University's mission and strategic objectives. Significant achievements include:

→ **Open Day – 2025** delivered another record-breaking Open Day, attracting 11,688 unique registrations (+3% YoY) and achieving the highest attendance on record with 6,809 attendees (+8% YoY). Registration-to-attendance conversion increased to 58% (+3pp), reflecting stronger prospect engagement and effective pre-event nurture activity. The event was supported by a highly targeted marketing and communications campaign designed to build awareness, increase attendance and drive conversion among prospective students and their key influencers. The event sustained a 92% satisfaction rating and a stable 8.6 NPS, consistent with last year's results. Key enhancements included the launch of Odie, the University's first AI-enabled Information Expert, supporting 2,500 users and answering 16,000 questions. Integrated transport ticketing with Transport for NSW also improved accessibility, leveraging the recently opened Parramatta Light Rail stop, reducing transport costs by 56%, and seeing 83% of attendees arrive via the new light rail entrance.

→ **Welcome Week – 2025** saw continued growth in engagement across Autumn and Spring activations. Autumn Welcome Week attracted 5,329 students across both days (+5% YoY), including 4,264 commencing students (+2% YoY) alongside 3,134 guests. Conversion to attendance increased to 13% (+2% YoY), reflecting stronger campaign effectiveness and deeper student engagement. Spring Fair also achieved strong results with 1,628 attendees, including 647 commencing students (+41% YoY), reinforcing sustained demand for orientation and transition support across the year.

→ **Graduations – In 2025**, Graduations welcomed 6,469 Graduates and more than 20,000 guests across 38 ceremonies held in June, October and December, reflecting consistent participation from graduating cohorts. These milestone events continue to play an important role in celebrating student achievement and strengthening community connections.

→ **Postgraduate Expo –** The Postgraduate Expo, held on 16 October at the Parramatta Engineering Innovation Hub, attracted 271 attendees from 869 registrations, delivering a consistent 31% conversion rate in line with previous in-person events. The event supported postgraduate recruitment through personalised academic consultations, admissions presentations, dedicated support services, and enhanced engagement initiatives.

→ **Mid-Year Campaign –** The campaign delivered strong recruitment outcomes across both Undergraduate and Postgraduate cohorts. The campaign generated 6,640 Undergraduate applications, with this cohort reaching 99.9% of its H2 enrolment target, resulting in 1,772 enrolments and a conversion rate of 26.7%. Postgraduate activity drove 1,667 applications, including 336 applications from paid channels. Postgraduate significantly exceeded its H2 enrolment target by 217.7%, resulting in 740 enrolments and a conversion rate of 44.4%.

MEDIA

Highlighting student success is at the centre of Western's storytelling. During the year, the Vice-Chancellor penned an essay, Aiming Higher: Universities and Australia's future, which made the case for universities to reclaim their role as public institutions — putting students, staff and the community back at the heart of their mission.

The Vice-Chancellor featured in the media 1,085 times (238% above target), significantly lifting the visibility of Western's voice in national conversations.

Western achieved 25,973 earned media mentions (95% of target), with proactive coverage significantly exceeding expectations (10,265 mentions, 158% of target). Mentions in top-tier media reached 12,632 (147% of target), while 14,600 media mentions aligned directly to the University's mission and values (129% of target).

Key stories reinforced Western's impact: the number one ranking globally for the fourth consecutive year in the Times Higher Education Impact Rankings; the revival of Theatre Nepean, supported on social media by Hugh Jackman; the launch of the Factory of the Future; and our partnership with TAFE NSW, which strengthens pathways and workforce readiness in the region. Programs including People Fleeing Conflict and Western's Food Pantry highlighted the University's commitment to equity, belonging and access.

Research continued to generate national attention and thought leadership, including 139 articles published in The Conversation (121% of target). From the University's Solar Car Team's 600-plus media mentions during the Bridgestone World Solar Challenge to health and environmental research capturing widespread public interest, our stories consistently connected innovation with community impact.

Growth in social media impressions and interactions continued to complement traditional media coverage, helping to offset broader declines in stakeholder engagement with conventional channels.

Division of Western Sydney and External Engagement

INTERNATIONAL STUDENT RECRUITMENT

In 2025, the University enrolled more than 3,000 international students within a constrained policy environment shaped by National Planning Level measures. Comprising approximately 20 per cent of our total student body, these students play a vital role in enriching University life and strengthening the broader Western Sydney community.

The University attracts a highly diverse international cohort from key markets including Nepal, China, India, Vietnam, and Bangladesh, with strong enrolments also from the Philippines, Cambodia, Sri Lanka, Kenya, and South Korea. This diversity enhances campus culture through global perspectives, cultural exchange, and leadership in student initiatives, while international students contribute to the Western Sydney economy through part-time employment and local business support.

To support a positive student experience, the University works closely with accommodation partners and private providers to ensure a range of suitable housing options for international students, with a bed available for every student who seeks one.

International Student Recruitment strategically targeted high-value markets across North, South and South-East Asia, the Middle East and Africa through integrated direct engagement, digital campaigns, articulation pathways, and the University's education agent network. This approach attracted high-quality applicants, strengthened global partnerships, and ensured seamless transitions into study at Western.

The University's leading international programs in 2025 included Nursing, Teaching and Social Work, alongside professionally oriented degrees aligned with critical skills needs across New South Wales and nationally - reflecting our mission to serve Western Sydney and contribute to Australia's future workforce.

International Student Recruitment also advanced transnational education through enrolments at the Surabaya branch campus and student transitions from the University of Economics Ho Chi Minh City (UEH) into Sydney Business programs, strengthening regional partnerships.

During 2025, the University's visa risk rating improved from EL2 to EL1, reflecting strong compliance and student integrity measures.

Regulatory settings shaped by Ministerial Direction 111, the ESOS Reform Act and Ministerial Direction 115 - with caps rising from 3,400 (2024) to 4,000 (2025) - reinforced confidence in our governance, compliance, and sustainable growth settings

DOMESTIC STUDENT RECRUITMENT

The Future Student Engagement (FSE) Unit operates across three key pillars: Schools Engagement Programs (high school), Teacher and Career Advisor Communication & Engagement, and Student Recruitment.

HIGHLIGHTS IN 2025 INCLUDED:

- Delivering almost 700 individual activities in outreach programs, reaching nearly 19,000 high school students and 7,500 primary school students to encourage their aspiration towards higher education, including 150 on-campus events.
- A continued growth in the Aboriginal and Torres Strait Islander entry program, with 144 Indigenous students enrolling at Western via this entry program for 2025 commencement from 248 offers made throughout the year.
- 245 recruitment activities were delivered, reaching approximately 80,000 future students, teachers, career advisers and parents.
- Increased activities in Indigenous future student and community engagement seeing the team deliver 252 events, reaching 5,912 Indigenous future students and community members.

STRATEGIC PARTNERSHIPS

In 2025, the University made a deliberate shift from episodic collaboration to a more mature and coordinated partnerships model. This strengthened the university's position as a trusted partner to industry, government and community across Greater Western Sydney, including a landmark education partnership with TAFE NSW to remove barriers for students entering high demand degrees. A new centralised strategic partnerships function was established, providing clearer leadership, governance and accountability for the University's external engagement. This marked an important transition from individual relationships managed in isolation to an institution-wide approach aligned with WESTERN 2030 priorities. By year's

end, the University was managing more than 100 active partnerships across 14 priority industries. These collaborations supported work-integrated learning at scale, stronger research outcomes, and curricula co-designed with industry to meet evolving workforce needs, including partnerships with Western Sydney manufacturers such as Streets (Magnum Company), major developers such as Goodman, and a renewed agreement with Western Sydney Wanderers championing pathways for girls and women in sport. New collaborations delivered paid employment opportunities in areas of critical skills demand, including cybersecurity and digital roles through government partners such as the Department of Home Affairs, alongside partnerships with organisations such as Microsoft, advancing responsible AI and future skills across students, staff and systems. Planning also progressed for large-scale, industry-integrated student employment pathways to be launched from 2026, reinforcing the University's leadership in preparing Graduates for the changing world of work.

THE CENTRE FOR WESTERN SYDNEY

In 2025, the Centre for Western Sydney played a critical role in advancing the University's place-based mission through policy-engaged research, commissioned analysis, evaluation and advocacy that strengthens economic, social, cultural and environmental outcomes across the region. Operating as the University's hub for regional insight and thought leadership, the Centre ensures Western Sydney perspectives inform decision-making at local, state and national levels. During the year, the Centre sharpened its focus on working as an integrated, whole-of-University asset, strengthening collaboration with academic leaders, Schools and research institutes to amplify expertise from across the University. The Centre delivered a strong portfolio of applied research addressing issues central to Western Sydney's long-term prosperity and wellbeing. This included Unlimited Potential: An Update on Western Sydney's Economy, which provided analysis of workforce capacity, productivity, and investment alignment, and contributed to public and policy debate on the region's economic trajectory. Interdisciplinary research also examined digital participation,

climate impacts and the relationship between place, policy and lived experience, combining community voice with data-driven analysis to inform place-based, policy-relevant outcomes. Commissioned research and evaluation expanded significantly in 2025, reflecting growing demand for the Centre's independent expertise. The Centre is working with Blacktown City Council to deliver seven social impact assessment, monitoring, and evaluation projects under the Western Sydney Infrastructure Grants program. Additional commissioned work with partners including Endeavour Energy, the Australian Democracy Network, and Catholic Mission spanned sustainability measurement, democratic participation and social impact evaluation, demonstrating the Centre's leadership in translating rigorous analysis into practical public value.

Engagement and advocacy remained central to the Centre's contribution. Centre leaders and academic collaborators participated in policy forums, advisory groups, media commentary and community consultations, providing the data and analysis needed to elevate Western Sydney's voice and support evidence-informed decision-making. A significant achievement in 2025 was the Centre's contribution to a major policy outcome for arts and culture in Western Sydney. Research led by the Centre, including State of the Arts in Western Sydney and Unleashing Creativity, developed with Western Sydney Creative and partners, informed the NSW Government's Western Sydney Plan for Arts, Culture and Creative Industries, delivering a \$5 million investment package for the region.

WESTERN SYDNEY CREATIVE

In fulfilment of the decadal arts and cultural strategy, Western Sydney Creative, the University's support and growth of the region's creative life continue to be a focal point. Indigenous art curation resourcing and support for the development of The Indigenous Centre of Excellence have been major project areas. In 2025, the University's first Indigenous Cultural and Intellectual Property (ICIP) Protocols were launched for the Business Collection units - Western Sydney Creative, Records and Archive Management and the Library. Access and use of the University Art Collection, as well as artworks by invited exhibiting artists, provided an important area for object learning. In 2025, the University Collections was launched online, where all university collections can be accessed in one place.

A series of exhibitions, including the inaugural Western Sydney Creative Artists Commission, highlighted diverse Western Sydney artists. This program was supported by a series of talks and events, including the new supper club initiative presented in collaboration with the School of Arts, Writing and Society Research Centre, Institute of Culture and Society and the Whitlam Institute. The University's State of the Arts: Western Sydney and Unleashing Creativity - Strategies for Growing Western Sydney's Creative Industries reports, including metrics on arts funding inequities, continue to prompt political engagement and maintain the focus on achieving fair levels of support for Western Sydney.

Division of Education and Students

DIVISION OF EDUCATION AND STUDENTS

OVERVIEW

The Division of Education and Students replaces the former Division of Education from 2025. In May 2025, the Division of Education and Students was expanded to include the Student Administration and Registrar function. Consistent with University strategy, the Division of Education and Students has primary responsibility to work within the University to:

- deliver on the University's agreed educational priorities
- enhance student experience, employability and build student access and retention strategies
- ensure the quality and compliance of the University's educational offerings
- oversee the professional development of the University's academic workforce
- develop the appropriate strategic directions to build academic excellence in all Schools
- lead the implementation of learning and teaching strategies and plans
- work with Schools to support, develop and reward excellence in teaching across all delivery modes and in all locations;
- support the appropriate design and delivery of the University's digital learning environments
- maintain the quality, integrity and currency of academic programs
- ensure the development of robust and sustainable academic pathways, including through The College and International College
- deliver excellent technical support services for teaching and research
- ensure the provision of high-quality and contemporary library and information services
- deliver high-quality and just-in-time student services and related supports
- maintain quality student administrative processes.

THE OFFICE OF THE PRO VICE-CHANCELLOR, LEARNING AND TEACHING

The Office of the Pro Vice-Chancellor, Learning and Teaching offers a wide range of educational support across the institution, promoting best teaching practice through professional development, technological innovation, reward and recognition and collaborative partnerships.

THE TEACHING QUALITY FRAMEWORK

Developed over the course of 2025, The Teaching Quality Framework (TQF) supports the University community to define, recognise and celebrate quality teaching to best support student learning, retention and success. Led by a Working Group comprised of awarded educators and teaching leaders, the process of its development drew on extensive consultation with the University community - over 400 staff and students - via a Discussion Paper, Staff and Student Focus Groups, Student Interviews, Online MakerSpaces and presentations to Schools. The TQF comprises 6 Domains: Prepare, Design, Engage & Support, Evidence & Improve, Continuous Professional Learning, and Driving Transformation that are set against 5 levels of Expectation that support teachers to identify their teaching capability and to plan for improvement. To support the socialisation of the Domains and Expectations across recruitment, probation, performance and academic promotion, a suite of resources will be launched in early 2026 to support teachers, and educational leaders across Schools and Faculties.

PROMOTING ENGAGED TEACHING

In 2025, the Engaged Teaching Project (ETP) delivered 15 workshops to more than 350 teaching staff on adopting relational approaches to learning design and delivery. Workshop outcomes informed individual School reports outlining strategies to address WSU QILT survey results, particularly around student belonging and peer interaction. The ETP team developed an expanded suite of relational pedagogy resources, Moments in Action, showcasing strategies and WSU examples of relational pedagogy in practice. ETP principles were embedded in the Teaching Quality Framework and the Blackboard Ultra uplift. Outputs were shared

nationally and globally across professional networks and recognised as a best-practice example by Adobe.

PROFESSIONAL LEARNING

Learning & Teaching delivered several professional learning programs and opportunities for staff in 2025. The **Foundations of University Learning and Teaching (FULT)** program, required for new level A-C academic appointments had 56 participants, including those staff appointed through the decasualisation program. The **Advance HE Fellowship Success Program** attracted 71 expressions of interest, with 55 participants accepted and mentored by 21 staff who are existing Fellows. The university now has more than 200 Fellows ranging from Associate Fellow to Principal Fellow. The Learning & Teaching team hosted new **WSUI Surabaya** colleagues in Sydney as part of their induction into the University. During this visit, the team delivered a practical, hands-on session on digital learning tools, and facilitated a session on reflective teaching. Following this, a **pilot Teacher Capacity Development Program (TCDP)** was delivered to 7 colleagues from WSU International. The **TCDP for WSU Vietnam** was successfully launched and completed by 10 colleagues. Participants received certificates of completion from University Chancellor, Professor Jennifer Westacott AC, during the WSU Vietnam delegation visit in October 2025. The **Sessional Introduction to Learning and Teaching Program (SILTP)** was offered to 50 participants from all schools. The **Peer Review of Teaching Program** and **Open-Door Week** were launched in 2025 to encourage reflection on teaching practice and support the wellbeing of academic staff. The **Annual Learning & Teaching Showcase**, held in December, was attended by 177 participants from across WSU and recognised exemplary teaching practices under the theme of Student Flourishing and Wellbeing. Across all these programs and events, the Learning & Teaching team induct staff into relevant university policy and provide opportunities to build teaching capacity to ensure student learning and success.

Learning and Teaching also supported teaching excellence award applicants for both internal and external awards. Internally, Learning and Teaching helped to increase the number of applicants (from 11 to 17) through an expanded offering of workshops, as well as supporting one academic achieve success at the national level in Australian Awards for University Teaching (AAUT).

SUPPORTING EDUCATION WITH TECHNOLOGY

The Digital Learning team delivered 60 workshops with 1,277 participants, completed 395 Zoom consultations, and resolved 219 support tickets in 2025. Technology-Enabled Learning (TEL) continued to design and produce innovative digital learning resources supporting capability uplift for academics and students. In 2025, TEL undertook 20 projects across 9 Schools and 4 business units. The team also supported institution-wide initiatives including a scaled update to Learn2Learn, the development of the LMS Support Centre and Inclusive Insights websites, and videos to support the TQF and Peer Review of Teaching initiatives. Of note was the early support of the transition to Blackboard Ultra. This included a pilot program delivered with a set of Spring semester subjects and the development of a standard Blackboard Ultra template that aligns learning design with principles of relational pedagogy and Universal Design for Learning. Pilot participants were supported through workshops and one-to-one consultations. In the final quarter of the year, the Learning Experience team commenced the migration of subjects into the new platform and began supporting target programs with purposeful learning design uplift as they transition into Blackboard Ultra. This work will continue throughout 2026.

SUSTAINABILITY EDUCATION AND PARTNERSHIPS (SEP)

In 2025, Sustainability Education and Partnerships (SEP) contributed substantially to Western retaining its #1 global position in the THE Impact Rankings and published the University's 10th annual Sustainability Report. The Commonwealth-funded *Resilient Rivers for Resilient Platypus* project commenced, with platypus research,

student and community engagement, and on-ground restoration works now underway. The "Sustainability: Think Care Do" microcredential was embedded in the School of Social Science's *Polycrisis, Cross-cultural Responses and Resilience* subject and continued in *Complex Case Studies in Science*, with more than 400 WSU students earning a digital badge. SEP also led the development of benchmarkable Sustainability Literacy and Sustainability Culture Surveys for the sector. Results from the annual literacy survey showed a 1.4% increase in students demonstrating "Advanced" knowledge of core sustainability concepts, indicating strong progress toward our 2030 target.

THE OFFICE OF THE PRO VICE-CHANCELLOR, QUALITY AND INTEGRITY

The Office is responsible for leading and managing the University's approach to quality curriculum, academic and award integrity, and general regulatory compliance. The team contributes to Western's success by maintaining the quality and compliance of the University's suite of educational products. In 2025, the team had oversight of curriculum approval and quality processes at Western, student placements, quality assurance, accreditation, and academic pathways. Priorities for 2025 included a focus on the transition to a new Curriculum Management Program (CMP), and the University's Tertiary Education Quality and Standards Agency (TEQSA) and Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) applications for provider re-registration.

CURRICULUM DEVELOPMENT AND QUALITY ASSURANCE

In 2025, the Curriculum Quality Team, supported by the Educational Advisors, continued to coordinate the Curriculum Quality Procedures. These procedures make provision for regular program monitoring and longer-term renewal cycles through the Biennial Academic Program Monitoring (APM) and the five yearly Cyclical Curriculum Renewal (CCR). As these Procedures were newly developed in 2024, 2025 saw a post-implementation review conducted, including feedback from key stakeholders. Several improvement initiatives were identified

from this process, and as a result the Western approach to curriculum design and quality will continue to be refined and enhanced into 2026. The Curriculum Quality Team were also pivotal in the initial development and implementation of the CMP in 2025, holding a vital assurance and quality control role across all transitioning curriculum, spanning 534 program records, 411 fields of study, and 2,269 subjects.

Further in 2025, a new approach to curriculum design and development was instigated, comprising dedicated Steering Committees convened to embed a collaborative and innovative approach to curriculum transformation. Programs incorporated into this approach in 2025 included Business and Performing Arts.

The Educational Advisors continued to work collaboratively with all schools in the development of curriculum quality task sheets to support the schools in achieving their objectives and contributing to strategic priorities. In 2025, the Educational Advisors delivered 54 discipline-specific professional learning workshops and sessions, both online and in-person, aligned with the strategic, curriculum and assessment priorities of the schools and the College.

AWARD INTEGRITY

Led jointly with the Learning & Teaching Portfolio, the Inspire and Assure (IA) approach was developed in 2025. The IA approach aims to support student success by providing students with multiple opportunities across their program to learn and demonstrate learning in a variety of contexts that are relevant to their field of study. It does this by providing guided and timely feedback, and by reducing their assessment load where appropriate through more strategic use of summative, secure assessment. The immediate priority in implementing the IA approach is to assure subject learning outcomes with at least one secure task in each subject. Secure tasks are designed to give the assessor control over the assessment context, to ensure that the evidence of learning they are seeing is a genuine indication of the student's actual learning achievement. They provide reliable, robust and valid assurance of learning. The IA matrix, a tool that teaching staff can use to review their assessment

Division of Education and Students

design and identify how tasks might need to be adjusted so that they assure and inspire learning, was released in 2025, with the pilot to occur in 2026.

REGULATORY COMPLIANCE AND SELF-ASSURANCE

The University's applications for renewal of Provider and CRICOS registration with TEQSA were due in 2025. Preparations commenced in 2023 with the activation of the TEQSA Steering Group, chaired by the Deputy Vice-Chancellor, Education & Students, and including high-level representation from a range of portfolios. Sub-groups were formed in 2024 to provide a dedicated focus on the research elements and CRICOS submission. Following nine meetings in 2024, eight meetings across the three Groups were convened in the first half of 2025 to finalise and approve these essential applications. The University's TEQSA applications for Provider and CRICOS re-registration were subsequently submitted in May 2025 and July 2025 respectively.

When preparing the applications, the team coordinated extensive compliance audits against key elements of the Higher Education Standards Framework (2021) and National Code (2018). The resulting improvement plans enabled oversight of the completion of stated actions and initiatives referred to in the University's re-registration applications. Following the submission of the TEQSA applications, work commenced to develop a Regulatory Self-Assurance Framework, which will include an annual monitoring cycle. The Framework incorporates the Higher Education Standards Framework (2021) and National Code (2018) at a 'Standard' level, providing an invaluable mechanism through which to adopt a more transparent, centralised, and risk-averse approach to monitoring educational compliance across the University. The integration of the monitoring cycle with the existing Compliance Management Program from 2026 will support a 'single source of truth' enterprise solution, realising synergies and alignment across monitoring all aspects of regulatory and legislative compliance, along with institutional risk registers.

STUDENTS AND PARTNERSHIPS

In 2025, via the Academic Senate's Third-Party Provider Committee (TPPC) the team oversaw the monitoring and cyclical review of third-party provider performance and further refined the approach to quality and compliance processes for education delivery partners. In November, the team finalised the annual quality reviews of six third-party provider partnerships.

The team continued to support Schools with submissions for program-level professional accreditations essential for graduates to practice and support the development of articulation pathways into the University. Successful reaccreditation applications supported in 2025 included Australian Institute of Building Surveyors (AIBS), Australian Physiotherapy Council (APC), and Podiatry Board of Australia (PBA).

The Placements Hub supports students and Schools with placement and Work-Integrated Learning (WIL) opportunities. The Placements Hub ran 181 drop-in sessions in 2025 with 4,023 distinct occasions of service with students, along with responding to more than 31,000 emails, about NSW Student Health student compliance assessments. The Placements Hub also renewed or created 713 placement and WIL agreements in 2025. A total of 25,480 placements were recorded in InPlace in 2025.

THE OFFICE OF THE PRO VICE-CHANCELLOR, STUDENT SUCCESS

The Office of the Pro Vice-Chancellor, Student Success places students at the centre of everything we do. Our work is focused on providing whole-of-student-body, wrap-around support that responds to the diverse needs of our student population across every stage of the student lifecycle, from prospective students through to graduates. Through an integrated suite of services, programs and initiatives, we support students' academic, social, wellbeing and professional development, foster a strong sense of belonging and community, and equip our graduates to thrive beyond university.

STUDENT SERVICES HUB

The Student Services Hub (SSH) serves as the University's central information and support hub, providing information and advice to students, Schools, staff and the broader community. Comprised of three support teams operating multi-channel contact centres and front counter locations, in 2025 SSH handled 177,000 incoming phone calls, 202,000 emails, 29,000 SMS, 110,000 WesternNow tickets and 41,000 face-to-face interactions. "Wes", our generative AI chatbot, handled 11,000 enquiries. In addition, the SSH contributed to the delivery of extension automation in time for Spring session. The new process provides consistent, rule-based auto-approvals, giving students faster, clearer outcomes while reducing manual workload and allowing staff to focus on more complex cases.

WESTERN SUCCESS

Western Success continued to support students through proactive, data-informed engagements focused on transition, retention and supporting students at risk. Western Success connected students with the support services available at the University and was integral to the success of students throughout their student journey, providing advice and mentorship that was just in time, just enough and just for them. In 2025, Western Success connected with 14,000 students via phone and 8,000 students via SMS, and many more via email. Targeted interventions were delivered in collaboration with the School of Law, School of Business, School of Engineering, Design and Built Environment, School of Computing, Data and Mathematics, and School of Psychology, enabling tailored outreach aligned to academic risk and progression points. Targeted follow-up with students who completed the Academic Communication Evaluation (ACE), with a focus on connecting students to services to strengthen exam confidence, delivering a 1.2 percent uplift in student retention.

CAREERS AND EMPLOYABILITY

Employability is a shared responsibility across Western, with the central Careers and Employability Team working collaboratively with Divisions and Schools to improve student employability outcomes. The Team provides career education services to equip students for a successful transition into the workforce. In 2025, 227 career education and job seeking skills workshops were delivered to 1,224 students, 26 guest lectures were conducted in Schools, 87 one-on-one career consultations were held, 339 career questions were answered, and 1,317 students were engaged across 11 employability programs. Career Hub recorded 82,404 logins, 242,713 opportunities viewed and 3,381 job and WIL opportunities added. There were 4,156 views of the AI-powered résumé and interview simulation tools. The Western Edge student employability app had 6,000 unique users access 40 playlists.

FAIRFIELD CONNECT

In 2025, Fairfield Connect transitioned into a Suburban University Study Hub under the Australian Government Department of Education funding initiative, and was officially opened in November 2025 with Hon Jason Clare MP and Hon Chris Bowen MP. The hub aims to improve access and success for students in Fairfield and surrounding areas by providing safe, quiet study spaces, 16 public computers, free internet access and student support services spanning academic, wellbeing and employability needs.

During 2025, the hub welcomed over 6,450 visitors, hosted 57 events and workshops including HSC study sessions, and collaborated with more than 35 local organisations.

SCHOLARSHIPS

Scholarships provide enrichment opportunities for students beyond financial benefits. The Scholarships Team delivers a comprehensive coursework scholarship program aimed at enhancing and supporting the student experience. In 2025 570 scholarship offers were sent to students, 255 new scholarships were awarded, with 1,194 scholarship payments made.

In 2025, the University implemented the Commonwealth Prac Payment (CPP), a government-funded program introduced by the Australian Government to support students undertaking professional placements and work-integrated learning as part of their degree. In 2025, 2,916 applications received and 2,042 applications approved.

THE ACADEMY

2025 marked a year of growth and strategic repositioning for The Academy. Student membership reached 1,834 students (32.5 percent first in family), representing a 71 percent increase on 2024. With a focus on critical and systems thinking, resilience, creativity and innovation, and logic and argumentation, The Academy delivered an integrated program that supported student success, leadership development and global citizenship. The Academy offers two main programs: Bachelor of Creative Leadership (BCL) and the Citizen Scholar Program (CSP). Through these programs, fifty-one students participated in credit-aligned, transformative learning experiences through in-country study tours and targeted leadership summits and over 480 students engaged in structured online modules, deep dives and events.

STUDENT COMMUNITY

Student Community delivers student-facing programs, projects and services including Student Clubs, Campus Life, Out and About, Sports, WESTERNLife, LEAD, Food Security, Inclusive Communities including Multifaith Chaplaincy, Student Representation, Student Voice and Student Case Coordination including Sexual Offences and Serious Misconduct. In 2025, Student Community delivered programs with 46,844 student engagements, representing an 80 percent increase in attendance compared to 2024.

PEER PROGRAMS

Peer Programs strengthen student connection, belonging and success by fostering supportive, student-led learning communities. Through Peer Assisted Study Sessions, MATES mentoring and English Conversation Groups, students built confidence, developed academic and interpersonal skills, and felt more supported in their transition to university life. In 2025,

the Peer Programs portfolio consisted of 118 student casuals and 83 student volunteers, who together supported 4,372 program participants.

STUDENT WELLBEING SERVICES

Student Counselling, Disability and Welfare services empower students to thrive by offering personalised mental health, wellbeing and psychological support, educational adjustments, and essential services such as financial and accommodation assistance, support and case management for different student cohorts including international students, asylum seekers and carers, that foster well-being and academic success. In 2025, the Wellbeing Service assisted 5408 unique students and delivered 37 678 occasions of service.

In 2025, the Wellbeing Services team led changes to their service delivery model to increase responsiveness to student needs and issues. This included collaborations with external partners to implement a peer-led suicide prevention network and to deliver hybrid webinars for staff and students covering topics such as Visa refusals, financial wellbeing, and the LGBTQ community; enhancements in referral processes for high-risk students so they can be triaged and supported in 30 minutes; collaboration with internal partners to embed accessibility and inclusive design principles into all WSU building projects and to set a benchmark for inclusive infrastructure across the University including the light rail project. The team also implemented processes and systems improvement to enhance efficiency and service quality through the implementation of a booking system for all Wellbeing Services to enable students to book and choose appointments at any time of the day; the streamlining of the Under 18 International Student Program to strengthen compliance, and increase consistency and streamlined and the automation of 15 critical processes, including secure medical documentation submission and improved workflows between the Disability Service and Library, reducing waiting times for accessible materials to 10 days.

Division of Education and Students

DATA INTEGRITY, QUALITY AND OPERATIONS

Data Integrity, Quality and Operations (DIQO) are responsible for the delivery of student and curriculum administration services that enable the University to deliver a student-centred experience through technology, effective systems design and administration with a focus on data integrity and service quality. DIQO are responsible for discharging the University's legislative obligations, including those within the Higher Education Support Act (HESA) and the Higher Education Standard Framework (HESF).

In 2025, DIQO continued to lead the delivery of the Curriculum Management Program (CMP) in collaboration with ITDS and the Division of Education and Students. Key achievements include delivery of the foundational curriculum data module, transition from paper forms to online workflows to manage curriculum and the launch of a new Handbook. These achievements have delivered a single source of truth for curriculum information, streamlined academic governance and reduced the administrative effort to maintain curriculum.

DIQO also contributed to the first stage of the Product Strategy, partnering with Schools to assure the integrity of curriculum data and retire or suspend programs, fields of study and subjects. A rigorous review was undertaken to identify subjects and programs with limited enrolments and retire these with a focus on renewal. As part of the review a significant streamlining of offerings was achieved. This work was enabled by the Student Teach-Out Project (STOP) who undertook a review of the limited number of student records in teach-out programs and developed personalised progression plans to support timely student completion and program closure.

Operational simplification was a major theme for 2025, with DIQO leading the development of a new **Student Administration Policy** framework which reduces red tape for students while assuring compliance with external requirements and increasing operational flexibility. This was coupled with enhancements, such as the delivery of automated extensions for most assessment

tasks, ongoing development in the Student Management System and the simplification of our exam delivery model which place the unit in a strong position for 2026.

2025 operational highlights included:

- Curriculum Administration delivered 2,999 subject outlines while supporting data migration and integrity checks for CMP.
- Curriculum Operations managed 1,271 curriculum changes.
- Domestic Admissions processed 52,475 offers, including 17,574 HSC True Reward offers while ensuring successful implementation of new programs including bespoke admission processes for the Associate Degree in Applied Policing.
- Examinations managed the delivery of 73,292 student exam sittings across 24 teaching terms in a simplified exam delivery model.
- Student Finance continued to focus on reducing the number of discontinuations, with 0.27% of students discontinued in major terms (1H, Autumn, Term 1, SCC1, 2H, Spring) for fee non-compliance.
- Student Records released in excess of 258,647 subject results and managed the conferral of degrees to over 12,000 graduates and issued 49,152 electronic documents.
- Timetabling scheduled more than 16,773 learning activities for 4,661 subjects.

THE LIBRARY

The Library provides scholarly collections, learning spaces, and academic skill development programs across seven campuses. Through its physical and digital infrastructure, the Library delivers equitable access to resources, and fosters student and researcher success. In 2025, Library services, collections, and programs continued to evolve to meet the changing needs of students and staff, supported by strong partnerships across faculties and professional units.

The development of the Library Strategy 2025-2027 was undertaken through a collaborative process involving all library staff, establishing a clear direction and a refreshed service model designed to position the Library for future needs. Guided by the vision to be "a vibrant hub of student learning, discovery, and connection, ensuring

every student feels a sense of belonging," the strategy is anchored by five strategic priorities. The new service model is driven by evidence-based practice, continuous improvement, and purposeful collaboration. This approach has already strengthened university wide partnerships to enhance student success, with further expansion of these collaborations planned for 2026.

The Library continued to lead a coordinated, university wide approach to academic skills development through the Academic Literacy Strategy. As part of Stage Two of the Academic Literacy Strategy, the Academic Communication Evaluation (ACE) diagnostic tool introduced a new approach to embedding academic skills within the curriculum. Following completion of the ACE, students are directed to targeted learning activities that provide timely, point of need support aligned to their individual skill levels. In 2025, the ACE was embedded in more than 30 subjects and completed by over 7,000 students, demonstrating its growing role in connecting students with skill development opportunities.

Building on the success of the 2024 academic skills program, in 2025 the Library expanded and enhanced its suite of workshops and events. More than 3,000 students attended in person Study Smart workshops and events, with 93.5% of participants reporting new learning. Engagement with online academic literacy support also remained strong. The Study Smart website received 68,608 visits, and 4,033 unique users accessed the Studiosity service, reflecting sustained demand for flexible, accessible support options. Study Smart workshops and events, with 93.5% of participants reporting new learning.

In 2025, the Mathematics Education Support Hub (MESH) formally joined the Library, strengthening the university's coordinated approach to academic skill development. Student participation in the MESH program continued to grow, with 684 one-to-one consultations delivered to 190 students, alongside 164 subject specific workshops, including LANTITE preparation sessions, Maths Anxiety workshops, and a range of self-paced online learning resources. These services provided targeted support

to students seeking to build confidence and capability in mathematics and numeracy.

The Library of the Future Whitlam Library refurbishment project at the Parramatta South campus continued to evolve in 2025. Significant progress was made toward reimagining the Library as a space where physical and digital collections seamlessly intersect, spaces enhance discovery and deep reflection, and a holistic design supports all students and researchers. This vision forms the foundation of the work commenced with new Lead Design Consultants Kosloff Architects and will be continued in 2026.

Building on the successes of the 2024 Reading List Transformation Project, 2025 marked the development of the Reading List Partnership Framework. This institution wide framework formalises the partnership between the Library, academic staff, and educational leadership to ensure Reading Lists are fully aligned with learning design and contribute directly to student success. By establishing clear governance, shared responsibility, and a commitment to equitable, zero cost access to high-quality resources, the framework positions the University to deliver a more consistent and student-centred learning experience. The framework was presented to the Senate Education Committee and is scheduled for implementation in 2026, laying the foundation for sustainable improvement in how students access and engage with learning materials.

Researchers and HDR candidates were a key focus in 2025. The Library delivered extensive training and support for researchers to enhance their research profiles, strengthen research visibility, and improve understanding of impact metrics. This program helped cement the new Research Profiles and Repository system as a core discovery platform and the primary repository for the University's research outputs.

Implementation of the Library Indigenous Strategy continued in 2025. In close collaboration and partnership with the Badanami Academic Literacy Coordinator, Indigenous Study Smart drop-in sessions commenced at the Campbelltown and Parramatta South libraries. The Indigenous Cultural Intellectual Property protocols were released, and a Library implementation plan created ensuring comprehensive and

appropriate application. A key component of the Library Indigenous Strategy is Indigenous Knowledges training for Library staff, and a program was developed which will be trialled in 2026. Exhibitions and promotion of Western Indigenous researchers and their research took place through curated events, strategic promotions, and other activities such as the Country Speaks photo competition.

TEACHING AND RESEARCH TECHNICAL SERVICES

Teaching and Research Technical Services (TRTS) provides specialist technical guidance and support for teaching and research by maintaining its partnerships with Schools and Institutes, industry and community.

In 2025, TRTS continued to develop its continuous improvement and Kaizen programs and practices. Several new and significant Kaizen projects were launched including a university wide chemical holding and storage review. This project will see a significant modernisation and improvement in chemical compliance for Western. TRTS continues to manage, expand and develop Western's Uncrewed Aerial Systems (UAS - Drones) capabilities and this technology has seen significant uptake in Teaching and Research in 2025.

The TRTS team maintained a strong service culture in 2025, supporting all required teaching and research activities during organisational change disruptions.

Division of Research and Innovation

DIVISION OF RESEARCH AND INNOVATION

OVERVIEW

The Division of Research and Innovation supports research impact through excellence, partnering with industry, government and community to generate transformational change – starting with Western Sydney.

The Research and Innovation Division is new, arising from broader changes to the University's portfolio alignments in 2025. The University's global activities are now overseen by the Provost, reflecting Western's global aspirations and a renewed focus on research and innovation outcomes. A new leadership team supports this focus: Professor Ian Anderson, Pro Vice-Chancellor Research and Innovation; Professor Jeff Powell, Dean Graduate Studies; and Professor Freya MacMillan, Associate Pro Vice-Chancellor Research.

RESEARCH OUTCOMES

Western's researchers were acknowledged via a number of competitive awards and through peer recognition in 2025.

Distinguished Professor Vivian Tam was awarded the prize for Excellence in Engineering or Information and Communications Technology as part of this year's prestigious NSW Premier's Prizes for Science and Engineering. Professor Tam's innovative work in sustainable construction technologies converts waste into high-grade resources to combat the climate crisis and build a low-carbon, circular economy. Vivian was also a finalist in the UNSW Eureka Prize for Scientific Research, along with co-inventors Associate Professor Khoa Le and Dr Anthony Butera, for CO2 Concrete – a high-strength concrete product using recycled aggregates and low-carbon concrete.

Distinguished Professor Brajesh Singh was recognised at the NSW Premier's Prizes for Science and Engineering for Excellence in Biological Sciences. Brajesh's work in soil ecology shows how soil microbial information can be used to predict, mitigate and adapt to climate change.

Professor Andrew Gorman Murray and his collaborators, Professor Daley Dominey-Howes (University of Sydney) and Dr Scott McKinnon (Australian National Library) received the Resilient Australia National Research Impact Award for "Queering Disasters – a New Research, Policy and Practice Paradigm". Andrew's work has led to the development of Australian national guidelines for queer-inclusive disaster reduction, enabling queer people to be "seen" in disaster risk reduction.

Dr Catharine Fleming was selected as a NSW Young Tall Poppy. Young Tall Poppy Science awards recognise researchers innovating in their field for community impact. Dr Fleming's work improves nutritional outcomes for children and young people, influencing policy worldwide.

Six researchers were identified as Clarivate Highly Cited Researchers, ranking in the top 1% of citations in their respective fields.

- Distinguished Professor Belinda Medlyn (Hawkesbury Institute for the Environment)
- Professor Brendan Choat (Hawkesbury Institute for the Environment)
- Distinguished Professor Ian J. Wright (Hawkesbury Institute for the Environment)
- Distinguished Professor International Peter Reich (Affiliate, Hawkesbury Institute for the Environment)
- Distinguished Professor Brajesh Singh (Hawkesbury Institute for the Environment)
- Distinguished Professor Wei Xing Zheng (School of Computer, Data and Mathematical Sciences)

Professors Alison Downham Moore, Corrinne Sullivan, David Ellsworth, and Gawaian Bodkin-Andrews were selected as members of the Australian Research Council's (ARC) College of Experts and will begin their three-year terms in 2026. As leaders in their fields, College members will be among just 400 researchers who assist the ARC in evaluating grant proposals and recommending grants for funding. Professor Bodkin-Andrews was also elected as a Fellow of the Australian Academy of the Humanities.

The University is the administering institution for 17 Australian Competitive Grants announced by the ARC and National Health and Medical Research Council (NHMRC) in 2025. These funded projects include models

of care in diabetes and oral health, the predictors of success in second-language learning, forest health under extreme climate events, and digital twin frameworks for composite manufacturing. Professor Penny Abbott, Dr Elizabeth Conroy and Associate Professor Lei Si were awarded a Medical Research Future Fund grant of nearly \$2m to improve the delivery of multidisciplinary primary care to prevent, detect, and manage the holistic health needs of Aboriginal and Torres Strait Islander people in prison.

Western researchers secured two prestigious Future Fellowship grants: Associate Professor Ben Etherington, for a project investigating the decolonisation of literary culture in the Caribbean; and Associate Professor Rachel Gallagher, for a project exploring 'safe site' approaches to recover plant populations at risk of extinction. Dr Chao Xiong received a DECRA (Discovery Early Career Research Award) for his work on the microorganism impacts of extreme climate events.

Associate Professor Paul Rymer was successful in securing support for the project Seeding Diverse Native Ground Cover on Farms for Drought and Climate Resilience through the Department of Agriculture, Fisheries and Forestry's Future Drought Fund Resilient Landscapes Program, alongside colleagues from the Hawkesbury Institute for the Environment, The Centre for Western Sydney, and 16 partners from government agencies, Aboriginal organisations, Landcare groups and farmers.

In collaboration with the Australian Research Alliance for Children and Youth, Western secured a \$6.1m commitment from the Minderoo Foundation to deliver the internationally renowned Maternal Early Childhood Sustained Home (MECSH) visiting program to remote Australian communities. MECSH is a long-running, research-led intervention founded by Distinguished Professor of Nursing Lynn Kemp.

RESEARCH SUPPORT

The Research Office changed its operating model, moving from a traditional split between pre- and post-award to an innovative case management approach to grant development and administration. The new way of working will facilitate greater transparency and stronger service continuity for researchers. The establishment of a new Research Insights capacity will support clearer performance measures and grant opportunity analyses, helping WSU researchers understand how they compare with their peers and the research pathways available to them.

The Research Office had 1,249 active grants under management in November 2025.

The Graduate Research School (GRS) aligned its scholarship program with on-time completion targets, requiring strong supervisor track records to qualify for a greater number of scholarships. The University has increased the RTP Stipend rate – an acknowledgement of cost-of-living pressures on HDR students. Given the growing complexity of HDR candidature, the GRS has created a dedicated enquiries position. The position works closely with specialised candidature progression/examination and admissions/scholarships teams to better support HDR students. The GRS also established an HDR Advisory Group composed of PhD candidates who share a desire to improve the HDR experience at Western.

INNOVATION

In December, the Vice-Chancellor launched the University's Factory of the Future – a one-stop innovation facility on level 1 of the Bankstown City campus – with the Federal Minister for Education, the Hon Jason Clare MP. The facility supports industry transformation in Western Sydney by making advanced technologies – robotics, 3D printing, five-axis CNC-applied research and workforce development available in one place. Students, researchers and industry will co-work in an Immersive Training Hub with AR/VR-driven training simulations, additive manufacturing equipment, high-precision measurement systems and collaborative robotics with integrated advanced sensing technologies.

The Innovation portfolio stewarded the signing of an MoU with Microsoft, designed to support AI upskilling for staff and students. The MoU is a cornerstone of the University's AI transformation, co-led by Innovation, and the first in a network of technology partnerships supporting a triple bottom line for industry, researchers and students.

Western researchers secured \$2.5m in funding to support industry-relevant research in additive manufacturing through the Additive Manufacturing Cooperative Research Centre (AMCRC). With academic colleagues across the University's Schools and ten industry partners, Western's involvement in the AMCRC extends its continuing advanced manufacturing and industry acceleration efforts across Western Sydney.

Division of Indigenous Leadership

INDIGENOUS LEADERSHIP

OVERVIEW

The Division of Indigenous Leadership advances Indigenous excellence in teaching, research and leadership across the University and wider community. The Division champions the success of Indigenous students, staff and leaders through innovative programs, strategic partnerships and focused advocacy. Central to its work is the advancement of Indigenous knowledge and the creation of an inclusive academic environment in which Indigenous perspectives are embedded, valued and celebrated. The Division drives systemic change, strengthens educational outcomes and builds a foundation of respect and equity that supports the long-term growth and leadership of Indigenous communities. Through initiatives such as the Indigenous Centre of Excellence, the Division works collaboratively across the University to deliver impactful and sustainable outcomes.

INDIGENOUS STUDENTS

Western enrolled 879 Indigenous students in 2025, with 137 Graduates. The Badanami Centre for Indigenous Education provided academic support, leadership development and cultural engagement opportunities across the year. Indigenous students played a key role in shaping Western's Indigenous Strategy 2026–2030, contributing to initiatives that strengthened cultural leadership and built professional capability. Fundraising efforts such as the Chancellor's Golf Day supported the growth of the Badanami Futures Fund, launching in early 2026, to create new opportunities for Indigenous students to thrive and lead across the University community.

INDIGENOUS STAFF

In 2025, a total of 85 ongoing and fixed term staff were formally identified as Indigenous Australians, representing 3% of the University's ongoing and fixed term workforce. This reflects continued growth from 2024, when Indigenous staff totalled 79.

This upward trend demonstrates the University's strengthening commitment to attracting, supporting, and retaining Indigenous staff. The Division of Indigenous Leadership continues to play a central role in this progress by delivering dedicated engagement, mentorship and professional development opportunities for Indigenous staff across all Faculties and Divisions. The initiatives on offer support career progression, cultural safety, and long term workforce sustainability, and remain key drivers of the University's Indigenous Acceleration outcomes, enabling Western's Indigenous community to thrive.

ELDERS

Western Sydney University is fortunate to be guided by a distinguished group of Indigenous Elders whose wisdom, cultural leadership and counsel enrich the University community. Through the Indigenous Elders Advisory Committee, Elders generously share their knowledge, provide guidance on key initiatives and help ensure the University's work is grounded in cultural integrity and respect. Their contributions strengthen programs, inform strategic priorities, and support the University's ongoing commitment to Indigenous excellence.

INDIGENOUS CENTRE OF EXCELLENCE

The Indigenous Centre of Excellence (ICOE) continues to advance toward becoming a transformative space for learning, research, collaboration and cultural celebration. In 2025, the Governor General, Her Excellency Samantha Mostyn AC, and His Excellency Simeon Beckett SC were announced as the joint patrons of our Indigenous Centre of Excellence, marking a significant milestone in the project's national recognition and support.

The planning approvals process has progressed with the completion of the public exhibition period and the lodgement of the response to submissions. Planning approvals are now being assessed by the Department of Planning, Housing, and Infrastructure. Further design refinements have also been completed to ensure the new building delivers high-quality, fit-for-purpose spaces that reflect both community aspirations and insights from the construction market.

In parallel, the building contractor procurement process is well underway with tender submissions received and currently being evaluated, positioning the project for a strong and timely start to construction once planning approvals are confirmed.

The ICOE is a flagship initiative for the University, celebrating Indigenous cultures, fostering inclusive education, and creating a space that serves both our university community and the broader region.

Entities

THE WHITLAM INSTITUTE

The Whitlam Institute's portfolio and business objectives are driven by its mission to elevate and draw inspiration from the life and work of the Hon Gough Whitlam AC QC, Australia's 21st Prime Minister. The Whitlam Institute's Strategic Plan 2024-2026 guides the work of the Institute to explore the contemporary relevance of Whitlam's ideas and to pursue the causes he and the Whitlam Government championed across four core areas:

- Research & Policy
- Culture & Heritage
- Civics
- Whitlam Prime Ministerial Collection

In 2025, the Whitlam Institute continued to deliver on its strategic objectives with a strong emphasis on public engagement, research and policy development.

1. Public Engagement and Events

→ 50th Anniversary Program

The Whitlam Institute continued to deliver its program commemorating the 50th anniversary of the election of the Whitlam Government, commemorating the era's enduring impact on Australian society, spanning key milestones from the Government's election in December 1972 to its dismissal in November 1975.

→ The Racial Discrimination Act at 50: Past, Present and Unfinished Business

This sold-out event was held on 17 June 2025. The following speakers contributed to the Parramatta Town Hall Community Forum: keynote speaker and Race Discrimination Commissioner Giridharan Sivaraman, plenary speaker Thomas Mayo, Distinguished Professor George Williams AO, Professor Kevin Dunn, Dr Alanna Kamp, Professor Azadeh Dastyari and Professor John Juriansz. The event secured significant media engagement.

→ The Launch of the Australia Awards Somare-Whitlam Scholarship

To mark the 50th Anniversary, 90 Papua New Guinean students were placed at universities across Australia. A welcome ceremony was held at ANU with Papua New Guinean Prime Minister the Hon James Marape MP, Australian Foreign

Minister Senator the Hon Penny Wong, Dulciana Somare-Brash, former Australian High Commissioner Ian Kemish AM and the Whitlam Institute Director.

→ Golden Jubilee Address by The Honourable Sir Gibbs Salika, Chief Justice of PNG

On 22 August 2025, a landmark event marked the 50th anniversary of Papua New Guinea's independence, highlighting the ongoing legal and cultural dynamics shaping regional justice. Independence remains one of Gough Whitlam's defining achievements, affirming his legacy as a visionary internationalist and champion of self-determination. Chief Justice Sir Gibbs Salika, Papua New Guinea's longest-serving judge, delivered the keynote address. The sold-out event drew over 60 distinguished guests from law, government, academia and diplomacy, with some guests' attendance coordinated with assistance from the Department of Foreign Affairs and Trade.

Together with the Museum of Australian Democracy (MoAD) and the Australian Studies Institute at the Australian National University (ANU), the Whitlam Institute advanced its programming to deliver a host of activities commemorating the Whitlam Dismissal and the Crisis of November 1975, including:

Event 1 – Whitlam Dismissal Symposium (10 November):

The ASI and the Whitlam Institute collaborated to host a Symposium on 10 November 2025 on the campus of the Australian National University, including the following sessions:

Session 1: The Double Dismissal – A 50 Year Reflection

Launch of a new commissioned paper by:

- Distinguished Whitlam Fellow, Emeritus Professor Jenny Hocking AM
 - Dr Matt Harvey
- Interlocutor: Honorary Professor Esther Anatolitis (RMIT University)

Session 2: The Dismissal from Below

Launch of a new commissioned paper by:

- Distinguished Whitlam Fellow, Professor Frank Bongiorno AM
- Dr James Watson

Interlocutor: Professor Michelle Arrow (Macquarie University)

Session 3: The Crisis of November 1975 and the Dismissal of the Whitlam Government – facilitated panel discussion featuring:

- Distinguished Professor George Williams AO (Vice-Chancellor, Western Sydney University)
 - The Hon Mark Dreyfus KC MP (Member for Isaacs; former Commonwealth Attorney-General)
 - The Hon Justice Michael Lee (Federal Court of Australia)
 - Julia Baird (ABC journalist, broadcaster, author)
 - Troy Bramston (Whitlam Biographer, Journalist, The Australian)
 - The Hon Amanda Vanstone AO (former Liberal Senator for South Australia)
- Interlocutor: Professor Mark Kenny (ANU)

Session 4: Drawing the Divide: Political Cartoons and the Dismissal

- Mike Bowers in conversation with Cathy Wilcox and Fiona Katauskas
- Featuring historical and contemporary political cartoons reflecting on the Dismissal.

Event 2: Reception featuring the Prime Minister & Leader of the Opposition (10 November, Evening):

MoAD (with the support of the Whitlam Institute) hosted a reception featuring addresses by Prime Minister the Hon Anthony Albanese MP, Julian Leeser MP (representing Leader of the Opposition the Hon Sussan Ley MP) and the Hon Tony Whitlam KC on the evening of 10 November 2025. This event took place within the Members' Dining Room, Old Parliament House.

Event 3: The Dismissal Anniversary (11 November):

MoAD hosted an all-day program on 11 November 2025 at Old Parliament House, welcoming a number of Whitlam Institute Board Members including the Hon John Faulkner (Chair), Kim Williams AM (Deputy Chair) and the Hon Justice Michael Lee of the Federal Court of Australia.

Entities

Event 4: Weekend of Ideas: Maintaining the Rage and the Enthusiasm - 50 Years Since the Whitlam Dismissal

The Whitlam Institute and the Manning Clark House Trust hosted a Weekend of Ideas at the Manning Clark House in Canberra, welcoming current and former parliamentarians, senior civil servants, academics, leading arts and entertainment figures from the 1970s and numerous Australian Labor Party figures from the Whitlam era. The Director of the Whitlam Institute, Professor John Juriansz, opened the two-day symposium with a reflective analysis of the Whitlam legacy and the impact of the Dismissal of the Whitlam Government. Other speakers included John Clark (son of Manning Clark), Emeritus Professor Jenny Hocking AM (Distinguished Whitlam Fellow), Professor Frank Bongiorno AM (Distinguished Whitlam Fellow), Elizabeth Reid AM (Distinguished Whitlam Fellow and former Adviser to Prime Minister Gough Whitlam) and Whitlam Institute Board Member, Patricia Amphlett OAM.

2. Research and Policy Program

The Whitlam Institute's Research and Policy program continued to provide impactful research that informed transformative policies for Australia. The program of projects focuses broadly on identifying and assisting to overcome roadblocks for marginalised Australians in Western Sydney. These events are part of the Institute's broader goal to stimulate informed public debate and influence policy frameworks that reflect principles of social justice and equity.

→ From Whitlam to Now: Legislating Human Rights

A new report on legislating a Human Rights Act from the Whitlam Government's effort to the present, commissioned by the Human Rights Law Centre and Whitlam Institute, and co-authored by Professor Azadeh Dastyari and Cassandra LeGood, will help show how misinformation and disinformation over decades has been used to deny the community the benefits of a Human Rights Act. Former High Court Justice, the Hon Michael Kirby AC CMG, will officially launch the report and reflect on

the legacy of Gough Whitlam's vision for rights protection and the ongoing national debate on a federal Human Rights Act.

→ First Nations Digital Inclusion Report

Funded by the Australian Communications Consumer Action Network, this study proposed practical strategies to improve digital access and equity within First Nations communities in Western Sydney. Guided by an Indigenous governance committee, it was delivered in partnership with Blaq Aboriginal Corporation and community organisations in Western Sydney. The report of this study was launched by the Hon Linda Burney on 17 July at the Whitlam Institute, followed by a stakeholder workshop.

3. Annual Activities

→ Refugee Camp in My Neighbourhood (RCIMN)

RCIMN concluded its four-year run with a final session at the Whitlam Institute (28 Jul-14 Aug). Across its operation it delivered 67 tours for 1,393 visitors (906 students, 72 teachers, 77 health professionals, 265 other professionals); engaged 140+ storytellers from conflict-affected regions; was shortlisted for an AHRC Human Rights Award; and an ABC Compass episode by Siobhan Marin received the NSW Humanitarian Award for Outstanding Achievement in Media. A working group with the Somali and Welfare Culture Association, along with a UTS study (ETH25-11023), are now assessing impact and shaping a sustainable best-practice framework for future iterations and similar community projects.

→ Margaret Whitlam Galleries

Kyra Kum Sing's Exhibition Always Was Always Will Be was on display from 28 May-28 August 2025, coinciding with the 50th year since the handback of the cattle station, Wave Hill, where Prime Minister Gough Whitlam poured earth into the hands of Vincent Lingiari in a symbolic gesture of returning lands back to the Gurindji people (16 August 1975). Always Was Always Will Be explored Aboriginal self-determination through art and activism.

→ E.G. Whitlam Research Fellows

Preparations are underway for a report launch for Dr Laura Rademaker (Q1 2026), the 2025 EG Whitlam Research Fellowship recipient. Dr Jeremy Walker, the 2024 EG Whitlam Research Fellowship recipient, presented at the Institute for Culture and Society seminar series on 14 August 2025. Whitlam Institute volunteer, Jenny Lee, published the article Protecting Australia's Democracy Project: The Whitlam Government as a Case Study for Civics Education (2025) 59(2) in the Journal of the History Teachers' Association of NSW 28-30 (special edition on 'Teaching History: Civics & Citizenship').

4. Civics Program

→ What Matters? Writing Competition The 2025 iteration of the What Matters?

Writing Competition received a record number of submissions. The 6,551 submissions received represented a 20% increase on the previous year, making the competition the largest of its kind in Australia.

In April 2025, Jumaana Abdu was shortlisted for the 2025 Stella Prize for her powerful work Translations! Jumaana's talent was first recognised when she won the 2013 What Matters? Writing Competition as a student. The Whitlam Institute celebrates Jumaana's ongoing success and welcomes her as its newest What Matters? Writing Competition Ambassador. Other high-profile returning Ambassadors included Jan Fran, Felicity Castagna, Michelle Law and Sara Mansour. Media engagement has been considerable with coverage of the event being included in national broadsheets, ABC News Online and ABC Radio (with Hamish MacDonald on Sydney Radio, Radio National, and the Science Show with host Robyn Williams). From 2026, new competition partners will include The Challenging Racism Project (new sponsored prize) and The Southerly Literary Journal, Australia's oldest literary journal, which will publish three of the finalists.

→ Using our Voices

Using our Voices is a Civics Education Project rolling out in 2025, aiming to equip low-SES Year 10 students in Western Sydney with the skills and resources needed for effective civic engagement and political advocacy. This project was launched with support from external funding secured via a ClubGRANTS application.

5. Other Public Engagement Activities

→ CPD3 – Whitlam's Legal Transformations: Spotlight on Competition and Consumer Law

This sold-out event featured a keynote speech by the Hon Justice Jacqueline Gleeson, High Court of Australia. Attendees also heard from the Hon John Middleton AM KC, retired FCA and Senior Advisor at DLA Piper, the Hon Justice Michael O'Bryan, President of the Australian Competition Tribunal, and the Hon Justice Sarah Derrington AM FAAL, Deputy President of the Australian Competition Tribunal. The video of CPD3 has been published online and is available here: Legal CPD - Spotlight on Competition and Consumer Law.

6. Whitlam Family Home

→ Open Days

The Whitlam Institute continues to hold open days and is currently managing a waitlist for these largely sold-out events.

→ 2025 Whitlam Essay Residency

The Director of the Whitlam Institute and the Executive Director of Varuna, Veechi Stuart, collaborated on a funding application to Creative Australia. The grant description is Cultural Access – Priority Area Projects for Individuals and Organisations, with grant amounts ranging from \$10,000 to \$100,000. The Whitlam Institute is looking to secure multi-year support (ideally three years at \$25,000 per year).

→ Frank Moorhouse Reading Room Residency

The Whitlam Institute successfully concluded the first of two tranches of the Frank Moorhouse Reading Room (FMRR) Residency at 32 Albert Street. The second tranche of the FMRR is scheduled for

24-31 October to coincide with the Blue Mountains Writers' Festival (31 October-2 November). This is a joint initiative between the Sydney Review of Books (SRB), the Writing & Society Research Centre and the Whitlam Institute.

→ Parliament of NSW Former Members Association

The Hon Barrie Unsworth organised a visit for the Parliament of NSW Former Members Association to 32 Albert Street on Wednesday, 27 August 2025, followed by a lunch held at the Warwick Farm Holiday Inn Hotel. Mr. Unsworth arranged to invite Christine Sykes to address the gathering and to have available copies of her book, Gough and Me. He was joined on the day by Whitlam Board Chair, the Hon John Faulkner, and Director, Professor John Juriansz.

→ Donation – Iola Mathews

Iola Mathews generously donated a collection of the 1972-1975 Hansard volumes (House of Representatives and Senate) that had belonged to the late Hon Dr Race Mathews. These volumes have been put on display at 32 Albert Street. Iola Mathews will also be generously donating additional items to the Whitlam Prime Ministerial Collection. The house restoration, which stalled in late 2023, recommenced in part with the remediation of the foundations and the rectification of major plumbing issues, completed in March 2025. There are still outstanding works to be finalised, mainly in regard to accessibility, the front of the property and the roof structure, which would provide shelter for awaiting visitors.

WESTERN SYDNEY UNIVERSITY THE COLLEGE

The College at Western Sydney University (Western Sydney University Enterprises Pty Ltd) is principally a contemporary pathway college offering undergraduate preparation programs including English language programs; Diplomas that provide an alternative first year university experience; and vocational and tailored programs for businesses.

→ Modular Learning

2025 saw the full roll-out of The College's unique, student-centred Modular Learning model across all its Diploma and Undergraduate Preparation Programs. Programs are open access (i.e. no ATAR required) for domestic students with life-friendly timetables, dedicated student success coaches, innovative approaches to assessment, workshop-style small classes and, importantly, students study one subject at a time over four-week blocks. All Diplomas provide guaranteed entry into the second year of related Bachelor's degree programs.

The first year of delivery saw significant increases in all student success metrics, including a 28% increase in enrolments and 86% increase in retention. Pass rates ranged from 77% to 92%, while 69% of all eligible students progressed into the second year of a Bachelor's degree at the University. This contemporary and innovative approach to learning and assessment also reduced instances of academic misconduct, with no repeat instances noted from any of the College's 2,000+ students.

→ Direct to Business Learning

A refocus of efforts in the College's Vocational Education and Training unit saw the wind-down of VET programs for the public and a focus on the design and delivery of programs direct to businesses operating in and beyond Western Sydney. This pivot recognises the role that TAFE provides to individual consumers and enables the College to concentrate on assisting businesses to improve their workplace capabilities and drive productivity improvements.

→ International Student Support

English Language Programs continue to provide invaluable learning for international students moving into the University. These programs are delivered across five proficiency levels in 10-week blocks, five times per year. In 2025, the College assisted many students as part of the University's People Fleeing Conflict Program. The program was designed to support students from Palestinian, Israeli, Lebanese, Ukrainian and other backgrounds seeking refuge in

Entities

Australia by providing a safe environment in which students can work towards achieving their goals.

2025 saw the closure of English Language Testing services as the College focused its efforts on the delivery of core educational programs for individuals starting or transitioning their careers, and for businesses to uplift and improve the capabilities of their workforces.

WESTERN SYDNEY UNIVERSITY EARLY LEARNING LTD

Western Sydney University Early Learning Ltd (WSU Early Learning) offers exceptional care and education for young children, laying a solid foundation for lifelong learning. Operating across various locations within the Western campus network, WSU Early Learning integrates the latest research and best practice approaches, including the National Quality Framework.

In 2025:

- WSU Early Learning saw a utilisation rate of 89.5%.
- WSU Early Learning Campbelltown, Penrith and Blacktown each underwent partial Assessment and Rating visits focusing on key National Quality Standard areas, including Relationships with Children, Staffing Arrangements, and Governance and Leadership. The visits highlighted exemplary professional practice, strong regulatory compliance, and a sustained commitment to quality improvement across all services. Each service successfully maintained its overall Exceeding rating against the National Quality Standards, reflecting the strength and consistency of practice across the organisation.
- The WSU Early Learning Board made the decision for the permanent closure of the Blacktown Service effective early 2026. This service was no longer a sustainable and viable operating option following the University's departure from the Nirimba Campus, as part of the campus network realignment to enhance student experience.

- The WSU Early Learning Campbelltown upgrade and refurbishment commenced, with projected completion in late 2026 to early 2027. This significant investment will expand the service to 114 places, strengthening Early Learning's capacity to support staff, students and the broader community through increased access to high-quality early learning.
- WSU Early Learning achieved the successful reinstatement of payroll tax exemption.
- The Western Sydney University Early Learning Limited Enterprise Agreement 2025 was approved by the Fair Work Commission, enhancing employment conditions and strengthening the organisation's ability to attract, retain and support a high-quality early learning workforce.

WSU Early Learning was successful in securing the following funding in 2025:

- Start Strong Long Day Care funding for \$138,000 to develop preschool programs for children transitioning to school, and a further \$51,000 in funding under a trial payment intended to improve the provision of quality education to three-year-olds.
- Start Strong Long Day Care funding for \$287,000 passed on in fee relief to families of eligible children aged four and above, and a further \$48,000 in a trial payment to families with eligible children aged three and above, to increase access to quality education.
- Department of Education and Training funding totalling \$30,000 for engagement and support of trainees.
- Funding of \$3,000 provided from the NSW Childcare and Economic Opportunity Fund through its Business Capability Development Program, designed to boost the sustainability of NSW providers in communities facing access and affordability issues.
- Health and Development Participation Grants of \$20,000 from the Department of Education to assist in implementing the health and development program.

- The application for the Department of Education's Worker Retention Payment was successfully approved. This grant is aimed at supporting and retaining employees in the Early Childhood education sector by funding increases to wages, backdated from 2 December 2024 and up to 30 November 2026. The grant also addresses access and affordability by placing a cap on fee growth during the grant period. The funding is approved to a maximum grant cap of \$1,494,000, plus an additional \$187,000 to address an increase to accrued leave liabilities.

WESTERN SYDNEY UNIVERSITY INTERNATIONAL COLLEGE

The joint venture between Western Sydney University Enterprises Pty Ltd and Navitas to operate the Western Sydney University International College (WSUIC) in Parramatta has entered its eighth year of operation.

WSUIC enrolled 509 new students in 2025 compared with 452 in 2024 across the three term intakes, representing a year-on-year increase of 12.6%.

In academic performance, mean pass rates of 87% (for Diploma courses) and 98% (for Foundation Studies) were achieved across Term 3 (2024) and Terms 1 and 2 (2025).

Average term student retention over the 2025 calendar year was 91%, while 379 WSUIC students completed their WSUIC course. WSUIC continues to work with WSU to ensure the transition of pathway students to Western's degree programs.

WESTERN GROWTH DEVELOPMENTS (PARRAMATTA INNOVATION HUB) PTY LTD

Western Growth Developments (Innovation Hub Parramatta) Pty Ltd was incorporated on 4 June 2018 to pursue its purpose of promoting scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence. Principally, the entity was the co-developer with respect to the Parramatta Innovation Hub project. The entity divested its interest in the development to realise returns at project completion.

WESTERN GROWTH DEVELOPMENTS (WESTMEAD) PTY LTD

Western Growth Developments (Westmead) Pty Ltd was incorporated on 5 April 2018 to pursue its purpose of promoting scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence. Principally, the entity is the co-developer with respect to the Westmead Innovation Quarter project. The entity divested its interest in stage one of the development to realise returns at project completion. The entity will operate the completed project (stages 2 and 3) to generate returns for the purpose of pursuing its objectives.

YAYASAN WESTERN SYDNEY UNIVERSITY INDONESIA

Western's Indonesia campus has demonstrated strong growth in demand and improved conversion outcomes, particularly in 2025. This performance has been driven by enhanced agent engagement, early-bird promotions, bursary-led conversion campaigns and expanded school partnerships. While international enrolments remain modest in absolute terms, international study mobility enquiries and applications have increased in both inbound and outbound flows, indicating early traction resulting from the revised international strategy.

In 2025, several strategies were successfully employed to deliver growth:

- Early-bird promotions and bursary-led conversion campaigns
- Expanded agent network and revised Indonesia-specific agreements
- New Memoranda of Understanding to increase brand visibility with the following high schools:
 - Thursina IIBS, Malang
 - Karangturi National High School, Semarang (signing MoU in 2026)
 - Kolose Santo Yusuf Catholic School, Malang (signing MoU in 2026)
 - Sabillilah Islamic School, Malang (signing MoU in 2026)
- Optimised English language entry requirements for selected programs with academic support built in.

OPERATIONS AND PERFORMANCE

Land Disposal

The University did not dispose of land valued at more than \$5m in 2025.

Research and Development

There were no institution-wide research and development projects relating to the University's operational activity undertaken in the reporting period.

The University undertakes academic research as part of its objects as prescribed in the *Western Sydney University Act 1997*.

Performance Information

The University's performance information is reported in the sections Management and Activities and Sustainability, and the Student Data appendix to this Annual Report.

MANAGEMENT AND ACCOUNTABILITY

Numbers and Remuneration of Senior Executives

EXECUTIVE REMUNERATION

Distinguished Professor George Williams AO

Position: Vice-Chancellor and President

Total Remuneration Package: \$800,000

Period in Position: 22.07.2024-21.07.2029

EXECUTIVE BAND	TRP (Avg Male)	TRP (Avg Female)	Headcount (Male)	Headcount (Female)	Headcount (Total)	Female %	Role family / scope
Band 1	\$463,100	\$500,220	4	4	8	50%	University leadership (VC; Provost; COO; DVCs; Executive Deans)
Band 2	\$360,198	\$362,750	11	14	25	56%	Portfolio leadership (PVCs; Chief Officers; Deans; Directors; Acting/Interim)
Overall	—	—	15	18	33	55%	Exec Band 0-2

Average Total Remuneration

Package of Executives

2025 \$517,031

2024 \$553,862

2023 \$591,478

2022 \$607,910

2021 \$581,549

Percentage of Total Employee-Related

Expenditure

2025 <1%

2024 <1%

2023 <1%

2022 <1%

People

STAFF FTE REPORT 2025

Data extracted 26 January 2026.

Data includes Western Sydney University only.

Data excludes casual employees and adjunct employees.

EMPLOYMENT CATEGORY	2019	2020	2021	2022	2023	2024	2025
Academic (Levels A-E)	999.4	996.2	926.2	954.6	957	1056.4	1015
Professional (Levels 1-9)	1530.4	1566	1355.8	1386.3	1406.5	1450.9	1272
Senior (above Academic Level E or Professional HEW Level 10)	146	152.8	139.8	140.6	153.6	169.8	141

MANAGEMENT AND ACCOUNTABILITY

INTERNATIONAL TRAVEL

PURPOSE OF TRAVEL	Number of Trips	Number of Staff Travellers	Countries of Travel
Academic Development Program (ADP)	17	16	Austria, Canada, France, Germany, Hungary, India, Ireland, Italy, Malaysia, Netherlands, Sweden, Thailand, United Kingdom, United States, Vietnam
Conference	374	340	Austria, Belgium, Brazil, Canada, Chile, China, Croatia, Czech Republic, Denmark, Egypt, Estonia, Fiji, Finland, France, Germany, Greece, Hong Kong, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kenya, Lithuania, Malaysia, Malta, Mexico, Mongolia, Morocco, Netherlands, New Zealand, Norway, Papua New Guinea, Philippines, Poland, Portugal, Romania, Saudi Arabia, Serbia, Singapore, South Africa, Spain, Sri Lanka, South Korea, Sweden, Switzerland, Switzerland, Taiwan, Thailand, Turkey, Uganda, United Arab Emirates, United Kingdom, United States, Vietnam
Field Trip	14	12	Chile, Iceland, India, Italy, Japan, Jordan, Papua New Guinea, Singapore, Taiwan, Thailand, United States, Vietnam
Graduation	4	6	Hong Kong, Singapore, Taiwan, Vietnam
Meeting	78	58	Austria, Belgium, Brunei, Chile, China, Australia, India, Indonesia, Italy, Japan, Kenya, Mauritius, Nepal, Netherlands, New Caledonia, New Zealand, Oman, Pakistan, Papua New Guinea, Philippines, Qatar, Saudi Arabia, Singapore, Spain, Sri Lanka, Switzerland, Tahiti, Taiwan, Thailand, Uganda, United Arab Emirates, United Kingdom, United States, Vietnam
Recruitment	31	16	Cambodia, China, Germany, Hong Kong, India, Indonesia, Japan, Laos, Malaysia, Mongolia, Nepal, New Zealand, Philippines, Singapore, South Korea, Taiwan, Vietnam
Research	95	80	Bulgaria, Cambodia, Chile, China, Czech Republic, Denmark, Fiji, Finland, France, Germany, Hong Kong, India, Indonesia, Ireland, Italy, Japan, , Latvia, Morocco, Netherlands, New Zealand, Pakistan, Papua New Guinea, Philippines, Singapore, South Africa, Spain, Sri Lanka, South Korea, Sweden, Switzerland, Taiwan, Thailand, United Arab Emirates, United Kingdom, United States, Vietnam
Student Placement	1	1	China
Student Tour Group	11	16	China, India, Indonesia, Malaysia, New Zealand, Singapore, Taiwan, Thailand, United States, Vietnam
Symposium	13	13	China, Fiji, Ghana, India, Indonesia, Malaysia, Netherlands, New Zealand, Singapore, Thailand, United States
Teaching	5	5	Austria, India, Indonesia, Italy, Nepal
Training	7	7	Chile, China, France, Hong Kong, Indonesia, Papua New Guinea, Philippines, Switzerland, Taiwan
University Managed Event	24	15	Cambodia, China, Hong Kong, India, Indonesia, Philippines, South Korea, Vietnam
Total	674	585	

MANAGEMENT AND ACCOUNTABILITY

TRAVEL EXPENSES

In 2025, the total University expenditure for overseas travel was \$6.3 million. Travel was for a variety of University-related purposes including:

- Research collaboration
- Promotion and development of new partnerships
- Presentation of papers at conferences
- Overseas joint University projects
- Academic development programs
- Student practicums
- International study exchange and tours
- Offshore campuses and student engagement.

The University has robust policies and procedures for travel and related expenses in place which comply with the regulations and guidelines of NSW Treasury.

CREDIT CARD CERTIFICATION

Credit card use within Western is in accordance with the University's Corporate Credit Card Policy which complies with NSW Treasury regulations and guidelines. Credit card usage is acquitted via the online Travel and Expense Management System and is checked and authorised by the appropriate delegated officer. The University conducts regular reviews of credit card usage, and where a cardholder is found to be in contravention of the policy by either misuse or non-acquittal of expenses in a timely manner, the credit card will be cancelled.

PAYMENT OF ACCOUNTS

The University's payment terms to creditors are 30 days. Any variation to these terms with due justification must be approved by the Chief Financial Officer or authorised delegate. University domestic payment runs are weekly and international payments are made fortnightly. The vast majority of payments are made via electronic transfer.

Legal Change

CHANGES IN ACTS OR SUBORDINATE LEGISLATION

There were no changes to the *Western Sydney University Act 1997 (NSW)* or the *Western Sydney University By-Law 2017 (NSW)* in 2025.

SIGNIFICANT JUDICIAL DECISIONS

There were no significant judicial decisions in 2025.

Economic or Other Factors

The University, like the sector, is affected by government policy decisions in relation to migration and study visas. Any material financial impact resulting from government policy in relation to international students will be reflected in the volume 2 of this Annual Report.

Events Arising after the End of the Annual Reporting Period

There are no material events affecting arising after the reporting period.

Risk Management and Insurance Activities

RISK MANAGEMENT

During 2025, Western further strengthened its risk and resilience capability as part of its commitment to effective governance and sound decision-making. Risk management remained a University-wide priority, supporting clearer accountability, stronger oversight and more consistent management of strategic and operational risks. Leadership commitment was demonstrated through active oversight of risk by the Board of Trustees and the Senior Executive Team, led by the Vice-Chancellor and President, reinforcing expectations for transparency, ethical conduct and a risk-aware culture across the University.

Throughout the year, the Risk and Resilience team provided advisory support, facilitation and risk assessment services to support major organisational change initiatives and operational planning activities. The team also contributed to coordination and response activities relating to cybersecurity and technology-related matters, supporting continuity of critical services and organisational preparedness.

The University completed a comprehensive refresh of its Risk Management Framework, including the University's Risk Appetite Statement, to support consistent and practical application of risk management across academic and professional areas. Collectively, these developments reinforced the integration of risk management into routine governance and operational practices and supported the continued maturation of the University's risk and resilience capability.

From an overarching risk assessment perspective, the University maintains adequate insurance coverage to protect the University from significant financial losses. A suite of insurance policies and risk management strategies are in place to ensure that University staff, students and property are covered. The University, in conjunction with its insurers, ensures that appropriate steps are taken to mitigate risks and all incidents leading to a potential claim are notified to insurers in a timely and efficient manner.

MANAGEMENT AND ACCOUNTABILITY

Government Information (Public Access) Act 2009

AGENCY NAME	Western Sydney University
PRINCIPAL DEPARTMENT	Right to Information Office, Compliance Program Unit
REPORTING PERIOD	1 January 2025 to 31 December 2025

PART 2 OF THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 RELATES TO OPEN GOVERNMENT INFORMATION – GENERAL PRINCIPLES

Section 7 – Authorised proactive release of government information

Clause 8 Government Information (Public Access) Regulation 2018 – Annual reporting requirements under section 125 of the Act

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Yes
Information made publicly available by the agency	Yes

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

Total number of applications received	10
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Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 of the Act (information for which there is a conclusive presumption of overriding public interest against disclosure).

			% of Total
Number of applications refused	Wholly	1	50.00%
	Partly	1	50.00%
	Total	2	

Schedule 2: Statistical information about access applications to be included in annual report.

Table A: Number of applications by type of applicant and outcome*

	Media	Members of Parliament	Private sector business	Not for profit organisations or community groups	Members of the public (by legal representative)	Members of the public (other)	Total	% of Total
Access Granted in Full	0	0	0	0	0	6	6	60.00%
Access Granted in Part	1	0	0	0	0	1	2	20.00%
Access Refused in Full	0	0	0	0	0	1	1	10.00%
Information not Held	0	0	0	0	0	1	1	10.00%
Information Already Available	0	0	0	0	0	0	0	0.00%
Refuse to Deal with Application	0	0	0	0	0	0	0	0.00%
Refuse to Confirm/Deny whether information is held	0	0	0	0	0	0	0	0.00%
Application Withdrawn	0	0	0	0	0	0	0	0.00%
Total	1	0	0	0	0	9	10	
% of Total	10.00%	0.00%	0.00%	0.00%	0.00%	90.00%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Personal information applications*	Access applications (other than personal information applications)	Access applications that are partly personal information applications and partly other	Total	% of Total
Access Granted in Full	4	3	0	7	70.00%
Access Granted in Part	0	2	0	2	20.00%
Access Refused in Full	0	0	0	0	0.00%
Information not Held	0	1	0	1	10.00%
Information Already Available	0	0	0	0	0.00%
Refuse to Deal with Application	0	0	0	0	0.00%
Refuse to Confirm/Deny whether information is held	0	0	0	0	0.00%
Application Withdrawn	0	0	0	0	0.00%
Total	4	6	0	10	
% of Total	40.00%	60.00%	0.00%		

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

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	1	100.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	1	100.00%
Invalid applications that subsequently became valid applications	0	0.00%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0.00%
Cabinet information	1	50.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	1	50.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High Risk Offenders Assessment Committee	0	0.00%
Total	2	

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

MANAGEMENT AND ACCOUNTABILITY

Government Information (Public Access) Act 2009

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0.00%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	6	66.67%
Business interests of agencies and other persons	3	33.33%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	9	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	9	90.00%
Decided after 35 days (by agreement with applicant)	1	10.00%
Not decided within time (deemed refusal)	0	0.00%
Total	10	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0.00%
Review by Information Commissioner*	0	1	1	100.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	0	1	1	
% of Total	0.00%	100.00%		

*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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

	Number of applications for review	% of Total
Applications by access applicants	1	100.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
Total	1	

Table I: Applications transferred to other agencies

	Number of applications transferred	% of Total
Agency - Initiated Transfers	0	0.00%
Applicant - Initiated Transfers	0	0.00%
Total	0	

MANAGEMENT AND ACCOUNTABILITY

Other Information

ANNUAL REPORT 2025

Western Sydney University's 2025 Annual Report has been produced in a two-volume set: Volume 1, "The Year in Review", contains statutory reports, while Volume 2, "Financial Statements", contains the financial statements of the University and related entities.

The cost of production of the Annual Report is \$769.01.

The University Annual Reports are also available via the Internet and can be found on our website at westernsydney.edu.au/leadership/governance/previous-annual-reports

Exemptions

The University has not reported on the following content heads per exemptions outlined in the NSW Treasury Policy and Guidelines - Annual Reporting Requirements TPG 25-10a:

- Implementation of Price Determination
- Consultants
- Requirements Arising from Employment Arrangements
- Internal Audit and Risk Management Policy Attestation

MANAGEMENT AND ACCOUNTABILITY

Western Sydney University Freedom of Speech and Academic Freedom 2025 Attestation Statement

Western maintains a governance framework to ensure a culture that embraces the principles of freedom. The Framework also comprises section 35 of the Western Sydney University Act 1997 and is supported by Intellectual Freedom clauses within each of the Enterprise Agreements for Academic and Professional staff, respectively.

The Freedom of Speech Policy, Charter of Academic Freedom and the Explanatory Note have been brought together into a single, clear statement supportive of freedom of speech and academic freedom at the University. The revised and renamed policy is titled the Freedom of Speech and Academic Freedom Policy (the Policy). The provisions in the Code of Conduct will remain and will be consistent in its wording to the proposed new single policy. This is intended to produce the clarity needed while maintaining the existing strong protection of individual rights.

The University has articulated its position publicly on respecting freedom of speech and having zero tolerance for antisemitism, Islamophobia, racism, hate speech or intimidation.

In 2025 there were nine matters which directly or indirectly related to freedom of speech and/or academic freedom including:

- A complaint made about the content of posters displayed on campus promoting women's rights. The matter was found to be in line with the University's policies and protected by the Policy.
- A complaint regarding student club members attending classrooms prior to the commencement of class to promote attendance of meetings or protests to support Palestine. The matter was investigated and no threat to the complainant was identified. The promotion of events prior to class commencement is allowed by the University, and the matter was found to be in line with the University's policies and protected by the Policy.

- Two people attended the student services hub and left a note marked with the words "Join Nazi" and a swastika symbol. Campus security investigated the incident, however those responsible were not part of the University community and could not be identified.
- A complaint regarding email communications from the Student Representative Council that supported Palestine. The matter was investigated and the content of the email was found to be appropriate. Students were advised that they could choose to not receive these emails. The matter was found to be in line with the University's policies and protected by the Policy.
- A complaint regarding email communications from the Student Representative Council distributing unsolicited political content and promoting protest attendance. The matter was investigated and the content of the email was found to be appropriate. Students were advised that they could choose to not receive these emails. The matter was found to be in line with the University's policies and protected by the Policy.
- A complaint regarding a tutor attending a rally supporting Palestine and the perceived potential negative impact on the grades of Jewish students. The complainant also raised that they could not unsubscribe from Student Club emails supporting Palestine. The matter was investigated with no threat to the safety of the complainant found, and assistance was provided to the student in moving tutorial groups.
- A complaint regarding individuals on campus advocating awareness of the conflict in Gaza in a way that made the complainant feel pressured and uncomfortable. As the complaint was made anonymously, the complainant could not be identified in order to offer support.

- A student reported being harassed by an unknown person on campus whilst handing out flyers relating to an upcoming rally supporting Palestine. Due to a delay in reporting the matter, the alleged offender could not be identified. The University confirmed its commitment to respect for all members of the community and the student was encouraged to immediately report incidents to Security.
- A complaint regarding a perceived lack of communication from the University regarding its position on the Israeli-Iranian conflict, and a perceived lack of expression of support for students who identified as having ties to either Iran or Israel. The complainant was advised that the University is respectful and supportive of all members of its community. The complainant was advised of the Vice-Chancellor's email of support for all people affected by the conflict and was provided with details for support services.

A number of protests were held on University campuses throughout the course of the year, which related to the ongoing conflicts overseas, as well as to the University restructure process. These were recorded by the University as matters relating to appropriate exercise of freedom of speech. The protests were managed appropriately and rules were followed, with participants disbanding when asked.

All matters are managed in accordance with the University's Complaints Management Policy and in consideration of the University's governance framework.

The University reaffirms its commitment to uphold and protect freedom.

The University's Modern Slavery reporting is provided as Appendix 5.

MANAGEMENT AND ACCOUNTABILITY

Work Health and Safety

HEALTH, SAFETY AND WELLBEING

The University is committed to ensuring safety and wellbeing where our people are provided the access, education, support and empowerment to engage in meaningful work and study through:

- Renewed focus on safety, mental health and wellbeing promotion, to foster connection and psychological safety
- Prevention related activities that aim to reduce the chance of injury or illness
- Fit for purpose safety policies, procedures and guidelines
- Engaging our people with purpose and ambition, to foster safer communities.

HEALTH & SAFETY MANAGEMENT SYSTEM

The University is committed to the continuous improvement of its Health and Safety management system in alignment with ISO 45001:2018 standards. This commitment includes the introduction of a new incident and hazard reporting system, the engagement of the entire workforce through leadership during a period of organisational change, risk profiling improvements, and the introduction of a business partnering model to reduce Person Conducting a Business or Undertaking (PCBU) health and safety risks.

Governance of the system is integrated within the University Board of Trustees committee structure, with regular reporting provided to the Audit and Risk Committee (ARC), the People and Culture Committee (PCC) and the Western Sydney University Central Safety Committee. The ARC holds ultimate oversight of the University's health and safety risk profile and PCC holds oversight of the University's culture.

In 2025, fifty two (52) audit and inspections were conducted across key focus areas including comprehensive laboratory audits, investigation action verification, biosafety, hazardous chemicals, and radiation compliance ensuring adherence to safety standards and verification of control effectiveness.

HEALTH & SAFETY TRAINING AND COMPLIANCE

The completion rate of the Health and Safety mandatory training modules in 2025 was 76%.

Compliance attestations were completed across 16 laws and regulations with the Disabilities Discrimination Act being co-assigned to Safety & Wellbeing.

The University is dedicated to upholding the highest standards of legal compliance in accordance with Workplace Health and Safety laws and regulations. As part of our commitment, resourcing was dedicated to ensuring adherence to legal requirements and the wellbeing of staff during a significant period of change. These changes were sensitively consulted, using existing formal consultative frameworks and additional bespoke frameworks

WELLBEING

Western Sydney University supports the health and wellbeing of its community through comprehensive, strengths-based and trauma-informed programs. Guided by the Wellbeing and Mental Health Strategy 2022-2026, the University's initiatives aim to prevent illness, promote wellbeing, assist those facing mental health challenges, and provide effective responses to distress.

Key activities included unique WSU developed programs, universal wellbeing programs, targeted programs and community partnership programs. Included among these are the following:

- Engaging our people with purpose and ambition, to foster safer communities.
- 5 R Wellbeing framework
- Leadership development framework
- Two friends campaign
- RUOK Day, Mental Health Month
- 10,000 Steps challenge, Flu Vax, EAP enhancement
- Wellbeing events (mindfulness, yoga, pet therapy)
- Wellbeing Cafes for specific groups
- Staff capacity workshops and seminars
- Cultural wellbeing workshops (YARN, Talanoa)
- NSW Health partnership for sexual health and smoking/vaping prevention.
- Student partnerships: 25+ students co-designing programs.

WORK HEALTH AND SAFETY INCIDENTS

Western Sydney University had an estimated employee Lost Time Injury Frequency Rate (LTIFR) of 2.21 in 2025. A total of 475 Injuries, near-misses and hazards were reported in 2025. 25% of incidents were staff injuries, 43% were student injuries and 31% were contractor and visitor injuries. There were no Provisional Improvement Notices (PINs) received from SafeWork NSW.

There were three events which resulted in Western Sydney University notifying SafeWork NSW. One event was a near miss involving the flexural testing machine, another event involved disposing of Security Sensitive Ammonium Nitrate and the third involved a mold hazard anonymously reported to the regulator.

MANAGEMENT AND ACCOUNTABILITY

Work Health and Safety

SUMMARY OF REPORTED INJURIES

Type	2022		2023		2024		2025	
	No.	% of total	No.	% of total	No.	% of total	No.	% of total
Staff	110	30%	109	35%	138	32%	121	25%
Students	141	39%	169	54%	165	38%	206	43%
Contractors	10	3%	17	5%	9	2%	10	2%
Hazards/Near Miss	5	1%	0	0%	22	5%	113	24%
Other	99	27%	20	6%	101	23%	5	1%
Total	365		315		435		475	

In 2025, the most frequent mechanisms of injury reported by staff were slips, trips, and falls (25%); psychological injuries (18%); and blunt force (10%). Mechanisms of injury reported by students included personal illness (41%); sharps (16%); slips, trips, and falls (13%); psychological injuries (7%); and blunt force (5%). Most sharps-related incidents were clean needle sticks from practicing students.

Staff

Mechanism	2022		2023		2024		2025	
	No.	% of total	No.	% of total	No.	% of total	No.	% of total
Slip Trip Fall	24	22%	38	27%	43	29%	49	25%
Psychological	14	13%	20	14%	34	23%	35	18%
Blunt Force	12	11%	19	13%	17	12%	19	10%

Student

Mechanism	2022		2023		2024		2025	
	No.	% of total	No.	% of total	No.	% of total	No.	% of total
Personal Illness	-	-	-	-	49	30%	95	41%
Slip Trip Fall	23	16%	26	15%	35	21%	29	13%
Sharps					33	20%	37	16%
Blunt Force	15	11%	28	16%	14	8%	11	5%
Psychological	15	11%	9	5%	16	10%	16	7%

WORKERS COMPENSATION

The University has completed its seventh year in the NSW LPR Workers Compensation Scheme. There were 14 workers' compensation claims in 2025, 20 in 2024, 20 in 2023 and 17 in 2022.

The 2025 policy year will continue to be determinedly managed to reduce the risk of increased incurred costs.

Financial Year	2022	2023	2024	2025
Total Claims Cost (est.)	\$2,528,512	\$880,000	\$1,952,840	\$353,668
Average Gross Incurred Cost per Claim	\$148,736	\$44,000	\$97,642	\$25,262
Total no. of Claims	17	20	20	14

The content for the table above was generated by iCARE NSW. Claims data are assigned to the financial year in which the date of injury is assigned.

MANAGEMENT AND ACCOUNTABILITY

COMPLAINTS MANAGEMENT

The University's Complaints Resolution Unit (CRU) manages complaints from students, staff and members of the public.

In 2025, the CRU received 1,414 matters across a range of categories including administrative matters, academic decisions, behaviour, digital systems and facilities.

Most matters were coordinated and managed by the CRU with some matters referred to other academic and administrative units of the University.

The Unit provided advice and support on complaint matters managed at the local level across the University and made recommendations for change on policies and processes informed by complaints.

MANAGEMENT AND ACCOUNTABILITY

Compliance with the *Privacy and Personal Information Protection Act 1998*

PRIVACY

The University's privacy obligations primarily fall under the Privacy and Personal Information Protection Act 1998 (NSW) (PPIPA) and the Health Records and Information Privacy Act 2002 (NSW) (HRIPA). However, the Privacy Act 1988 also applies to the University in some respects including controlled entities.

Completion of the University's online privacy training module is mandatory for all staff and completion rates are reported to the Audit and Risk Committee.

The University continues to operationalise its implemented Privacy Impact Assessment Procedures which support the principles of 'privacy by design'; the Privacy Data Breach Response Plan in compliance with mandatory data breach reporting requirements under the PPIPA; and the Privacy Policy and Privacy Management Plan (PMP). These documents maintain organisational and legislative currency and are currently undergoing revision to ensure continuous improvement.

Since October 2025, the Privacy Office has reported to the Compliance Program Unit. It has established a two-year Privacy Compliance Uplift Program.

In 2025, the Privacy Office:

- undertook 37 formal internal reviews, 24 of which were related to the cyber incidents reported in April, August, and October 2025;
- responded to and facilitated the containment of eight confirmed privacy breaches (excluding the aforementioned cyber incidents) – of which two were notifiable under state legislation;
- managed over 1,000 queries about the cyber incidents;
- handled two matters which, upon investigation, did not constitute a breach of privacy of the University but of a third party;
- conducted eleven Privacy Impact Assessments.

SUSTAINABILITY

Modern Slavery Act 2018 (NSW) Reporting

The University is committed to upholding human rights and contributing to global efforts to prevent and address modern slavery. Guided by a strong focus on sustainability and ethical practice, the University seeks to embed respect for people and communities across its operations, teaching and research, and in the way it engages with partners and suppliers. Recognising the scale and influence of its activities, Western continues to strengthen safeguards for individuals within its community and across its supply chains, both in Australia and internationally.

The University's Modern Slavery Statement sets out Western's approach to identifying, assessing and addressing modern slavery risks, supported by governance arrangements, policies and targeted initiatives that enable continuous improvement over time.

During FY2025, Western progressed a range of initiatives to strengthen its human rights and modern slavery response. These included the development and release of the University's first Human Rights Policy, reinforcing alignment with the UN Guiding Principles on Business and Human Rights and supporting a more consistent, institution-wide approach to human rights considerations.

The University continued to strengthen protections for students, including international students, through targeted engagement, awareness-raising and feedback mechanisms, including an international student recruitment survey. Education and capability-building remained a priority, with the continued development and delivery of modern slavery training to support staff and student awareness and informed decision-making.

Western supported student-led advocacy and engagement through initiatives such as the Anti-Slavery Student Ambassadors program coordinated by Westerns Justice Clinic, recognising the role of students in promoting awareness and contributing to a culture of respect for human rights.

The University also advanced its sustainable procurement agenda through the development and release of its first Sustainable Procurement Framework, integrating ethical and human rights considerations into procurement activities and supplier engagement.

The University maintained active collaboration with the Australian Universities Procurement Network, contributing to sector-wide initiatives that support shared learning and stronger approaches to supplier due diligence.

Beyond its internal activities, Western continued to engage constructively in external policy discussions, including participation in government consultations on modern slavery and related human rights issues, reflecting the University's commitment to leadership and collaboration in addressing complex social challenges.

SUSTAINABILITY

Workforce Diversity

EQUITY STATISTICS

TABLE A.1 TRENDS IN THE REPRESENTATION OF EEO GROUPS – ACADEMIC STAFF

EEO GROUPS: ACADEMIC STAFF	BENCHMARK OR TARGET	2020	2021	2022	2023	2024	2025
Women	50%	50%	51%	52%	51%	52%	51%
Aboriginal and Torres Strait Islander people	2%	1%	2%	2%	2%	3%	3%
People whose language first spoken as a child was not English	19%	18%	18%	17%	17%	15%	15%
People with a disability	N/A	4%	4%	4%	4%	3%	3%
People with a disability requiring adjustment at work	1.50%	1%	1%	4%	1%	2%	1%

TABLE A.2 TRENDS IN THE REPRESENTATION OF EEO GROUPS – PROFESSIONAL STAFF

EEO GROUPS: PROFESSIONAL STAFF	BENCHMARK OR TARGET	2020	2021	2022	2023	2024	2025
Women	50%	68%	68%	68%	69%	69%	69%
Aboriginal and Torres Strait Islander people	2%	3%	3%	4%	4%	4%	4%
People whose language first spoken as a child was not English	19%	13%	12%	10%	9%	8%	8%
People with a disability	N/A	5%	4%	3%	3%	3%	3%
People with a disability requiring adjustment at work	1.50%	2%	1%	3%	1%	1%	1%

TABLE B.1. TRENDS IN THE DISTRIBUTION OF EEO GROUPS – ACADEMIC STAFF DISTRIBUTION INDEX*

EEO GROUPS: ACADEMIC STAFF	BENCHMARK OR TARGET	2020	2021	2022	2023	2024	2025
Women	100	94	93	91	93	88	89
Aboriginal and Torres Strait Islander people	100	N/A	N/A	N/A	89.2	84	87
People whose language first spoken as a child was not English	100	104	109	110	115	122	128
People with a disability	100	98	95	93	98	122	123
People with a disability requiring adjustment at work	100	N/A	N/A	93.4	N/A	N/A	N/A

TABLE B.2. TRENDS IN THE DISTRIBUTION OF EEO GROUPS – PROFESSIONAL STAFF DISTRIBUTION INDEX*

EEO GROUPS: PROFESSIONAL STAFF	BENCHMARK OR TARGET	2020	2021	2022	2023	2024	2025
Women	100	92	92	93	93	93	93
Aboriginal and Torres Strait Islander people	100	92	92	78	82	86	84
People whose language first spoken as a child was not English	100	97	98	101	100	101	102
People with a disability	100	103	107	107	107	104	106
People with a disability requiring adjustment at work	100	102	N/A	107	N/A	N/A	N/A

* A Distribution Index of 100 indicates that the centre of the distribution of the EEO groups across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

APPENDIX 1

Board of Trustees Report

MEETINGS OF MEMBERS

Meetings of Members of the Board of Trustees of the University are detailed in Appendix 2, on page 66.

PRINCIPAL ACTIVITIES

The principal activities of the University are the provision of University-level education and research through a wide range of undergraduate and postgraduate courses and research programs, with a particular focus on Western Sydney. The University's functions and the authorities of the Board of Trustees are prescribed by the Western Sydney University Act 1997 (NSW). The University has a number of controlled entities that undertake specific activities aligned with the mission of the University. Details of these entities are provided on page 43-47.

REVIEW OF OPERATIONS

The operations and activities of the University are outlined in detail in this Annual Report and, in particular, in the section Summary Review of Operations.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There were no significant changes in the state of affairs of the University during the year.

MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Other than the developments described in this report, the Board of Trustees is of the opinion that no other matter or circumstance will significantly affect the operations or activities of the University.

LIKELY DEVELOPMENTS AND EXPECTED RESULTS OF OPERATIONS

In 2025 work continued on campus redevelopment as part of the Western Growth Program. Work progressed through 2025 and will continue in 2026 and beyond as the University continues to develop and invest in its campus network.

COMPLIANCE WITH THE VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

The Board of Trustees adopted the Code from the beginning of 2012 and resolved to review the University's compliance with the Code at its first meeting each year. In 2025 the University Secretary provided a report confirming compliance with the Code.

ENVIRONMENTAL REGULATION

The University is subject to various Commonwealth, state and local government statutes and requirements related to environmental matters. The University has not incurred any significant environmental liabilities under any environmental legislation.

INSURANCE OF OFFICERS

Clause 5 of Schedule 1 of the Western Sydney University Act 1997 provides a degree of protection from personal liability for Board of Trustee members and officers of the University. The University also has Directors and Officers Liability insurance with Unimutual.

LEGAL PROCEEDINGS COMMENCED BY OR AGAINST THE UNIVERSITY

There were no significant legal proceedings by or against the University in 2025.

This report is made in accordance with a resolution of the Board of Trustees on 9 April 2026.

**Professor Jennifer Westacott AC,
Chancellor**

APPENDIX 2

Board of Trustees Meetings

	COMMITTEES OF THE BOARD OF TRUSTEES											
	BOARD OF TRUSTEES		AUDIT AND RISK		REMUNERATION AND NOMINATION COMMITTEE		CYBER AND INFORMATION TECHNOLOGY		FINANCE AND INVESTMENT		PEOPLE AND CULTURE	
	A	B	A	B	A	B	A	B	A	B	A	B
Mr Youssef Abawi									4	5		
Ms Liz Brown			6	7								
Ms Jenny Bryant (commended on People and Culture Committee on 22 February 2025)											2	3
Mr Matthew Burrows							4	5				
Mr James Christian PSM (resigned on 21 February 2025)		1									1	1
Mr Leslie Cowles	5	5									4	4
Ms Elizabeth Dibbs	5	5	7	7	3	3						
Professor Alison Downham Moore	5	5									4	4
Mr Matt Graham			7	7								
Mr Michael Gratton (ended 10 April 2025)							1					
Ms Lisa Hanlon (commended on the Board of Trustees on 1 July 2025 and People and Culture Committee on 13 September 2025)	2	2									1	1
Ms Vicki Hartley									5	5		
Mr Simon Hickey	4	5							4	5		
Ms Louise Howard			6	7								
Miss Swetha Kumar	5	5									2	4
Dr Amanda Larkin	5	5	6	7								
Ms Georgia Lee	4	5					4	4				
Ms Karen Lonergan											3	4
Professor Robert Mailhammer	5	5										
Mr Marcus McArdle (commenced on Audit and Risk Committee on 22 February 2025)			5	6								
Ms Julie-Anne Mizzi									5	5		
Ms Corin Moffatt									4	5		
Dr Linda O'Brien AM	5	5									3	4
Mr Darren Pereira									4	5		
Mr Lee Pinder	5	5			3	3	4	4				
Mr Sonu (term ended 30 June 2025)	2	3									2	2

	COMMITTEES OF THE BOARD OF TRUSTEES											
	BOARD OF TRUSTEES		AUDIT AND RISK		REMUNERATION AND NOMINATION COMMITTEE		CYBER AND INFORMATION TECHNOLOGY		FINANCE AND INVESTMENT		PEOPLE AND CULTURE	
	A	B	A	B	A	B	A	B	A	B	A	B
Ms Kerry Stubbs	4	5			2	3			4	5		
Mr Doug Taylor (commenced 22 February 2025)	4	4										
Mr Brendan Thomas	5	5							3	3		
Ms Melissa Thompson (commenced 22 February 2025)							4	4				
Ms Gabrielle Trainor AO	4	5			3	3					4	4
Professor Jennifer Westacott AC	5	5			3	3						
Mr Jeff Whitton							1	4				
Distinguished Professor George Williams AO (commenced 22 July 2024)	5	5			3	3	4	4	5	5	4	4

A= Number of meetings attended, B= Number of meetings held during the time the member held office or was member of the committee during the year[#]

[#] In 2025, the Board held five regular meetings, three circular resolution and a Strategy Day.

APPENDIX 3

Committees and Other Bodies Established by the Board of Trustees

BOARD OF TRUSTEES COMMITTEES	CHAIR
Academic Senate	Professor Robert Mailhammer
Audit and Risk Committee	Ms Elizabeth Dibbs
Finance and Investment Committee	Ms Kerry Stubbs
Cyber and Information Technology Committee	Mr Lee Pinder
People and Culture Committee	Ms Gabrielle Trainor AO
Remuneration and Nomination Committee	Professor Jennifer Westacott AC

APPENDIX 3

Academic Senate

ACADEMIC SENATE MEMBERSHIP*

EX-OFFICIO

- Distinguished Professor George Williams AO, Vice-Chancellor and President
- Professor Deborah Sweeney, Provost
- Professor Ian Anderson, Pro Vice-Chancellor, Research and Innovation
- Professor Saba Bebawi, Dean, School of Humanities and Communication Arts
- Professor Hind Benbya, Dean, School of Business
- Mr Glenn Campbell, Chief Executive Officer, The College
- Professor Dennis Chang, Director, NICM, representing the University's Research Institutes
- Professor Maryanne Dever, Deputy Vice-Chancellor, Education and Students
- Professor Kevin Dunn, Deputy Vice-Chancellor, Academic Transformation
- Professor Cath Ellis, Pro Vice-Chancellor, Quality and Integrity
- Professor Jane Frost, Interim Dean, School of Nursing and Midwifery
- Ms Jess Gleeson, Director, Data Integrity, Quality and Operations and Registrar
- Professor Kurt Langfeld, Dean, School of Computer, Data, and Mathematical Sciences
- Professor Geoff Lee, Deputy Vice-Chancellor - Western Sydney & External Engagement
- Professor Amir Mahmood, Pro Vice-Chancellor, Partnerships Transition, Transnational Education
- Professor Graciela Metternicht, Dean, School of Science
- Professor John Morley, Interim Dean, School of Medicine
- Dr Nicolene Murdoch, Pro Vice-Chancellor, Global Partnerships and Transnational Education
- Professor Susan Page, Pro Vice-Chancellor, Indigenous Education
- Professor Jason Pandya-Wood, Dean, School of Social Sciences
- Professor Alpha Possamai-Inesedy, Pro Vice-Chancellor Student Success
- Professor Jeff Powell, Interim Dean, Graduate Research School
- Professor Catherine Renshaw, Dean, School of Law

- Professor Tony Rossi, Interim Dean, School of Health Sciences
- Ms Fiona Salisbury, Executive Director, Library Services
- Professor Michele Simons, Dean, School of Education
- Professor Brian Stout, Pro Vice-Chancellor, Learning and Teaching
- Professor Michelle Trudgett, Deputy Vice-Chancellor, Indigenous Leadership
- Professor Gabrielle Weidemann, Interim Dean, School of Psychology
- Professor Yang Xiang, Interim Dean, School of Engineering, Design and Built Environment

ELECTED**

- Professor Robert Mailhammer, Chair of Academic Senate
- Associate Professor Mourad Tayebi, Deputy Chair of Academic Senate
- Dr Tuki Attuquayefio, School of Psychology (Level A, B or C Representative)
- Dr Nathan Berger, School of Education (Level A, B or C Representative)
- Dr Maria Bhatti, School of Law (Level A, B or C Representative)
- Dr Evan Crawford, School of Computer, Data and Mathematical Sciences (Level A, B or C Representative)
- Professor Ann Dadich, School of Business (Level D, E Representative)
- Dr James Dunn, School of Medicine (Level A, B or C Representative)
- Professor Miroslav Filipović, School of Science (Level D, E Representative)
- Associate Professor Emilee Gilbert, School of Psychology (Level D, E Representative)
- Associate Professor Ana Hol, School of Computer, Data and Mathematical Sciences (Level D, E Representative)
- Professor Wendy Hu, School of Medicine (Level D, E Representative)
- Dr Peter Lewis, School of Nursing and Midwifery (Level A, B or C Representative)
- Dr Ranjith Liyanapathirana, School of Engineering, Design and Built Environment (Level A, B or C Representative)
- Professor Samantha Liyanapathirana, School of Engineering, Design and Built Environment (Level D, E Representative)

- Associate Professor Jennifer Mensch, School of Humanities and Communication Arts (Level D, E Representative)
- Associate Professor Alexie Papanicolaou, University Research Institutes Representative
- Dr Ben Perry, School of Science (Level A, B or C Representative)
- Professor Awais Piracha, School of Social Sciences (Level D, E Representative)
- Associate Professor Margarite Poulos, School of Humanities and Communication Arts (Level A, B or C Representative)
- Dr Ata Samad, School of Business (Level A, B or C Representative)
- Associate Professor Lei Si, School of Health Sciences (Level D, E Representative)
- Dr Erika Smith, School of Social Sciences (Level A, B or C Representative)
- Associate Professor Liesel Spencer, School of Law (Level D or E)
- Dr Kylie Steel, School of Health (Level A, B or C Representative)
- Associate Professor Jacqueline Ullman, School of Education (Level D, E Representative)
- Mr Nabin Gautam, Postgraduate Student Representative (until 31 May 2026)
- Mr Prasad Perera, Higher Degree Research Candidate Student Representative (until 31 May 2026)
- Ms Tiffany Sharpe, Indigenous Australian Student Representative
- Vacant:
 - Disability Matters Student Representative
 - International Student Representative
 - Undergraduate Student Representative (two)

APPOINTED

- Professor Gawaian Bodkin-Andrews
- Associate Professor Chloe Taylor

* Membership as at 5 December 2025.

** Term to 31 December 2025, unless otherwise indicated.

APPENDIX 4

Student Data

TABLE 1: STUDENT HEADCOUNT BY RESIDENCY

RESIDENCY STATUS	2019	2020	2021	2022	2023	2024	2025
DOMESTIC	41,555	41,597	41,877	38,612	36,509	36,309	36,710
INTERNATIONAL - OFF SHORE	394	475	806	1,124	1,659	2,065	2,418
INTERNATIONAL - ON SHORE	7,985	7,523	6,394	7,409	9,003	9,947	9,415
NO INFORMATION	2	4					
TOTAL	49,936	49,599	49,077	47,145	47,171	48,321	48,543

TABLE 2: COMMENCING HEADCOUNT BY RESIDENCY

RESIDENCY STATUS	2019	2020	2021	2022	2023	2024	2025
DOMESTIC	15,740	16,088	14,819	12,935	13,704	13,741	14,498
INTERNATIONAL - OFF SHORE	197	245	439	627	889	1,014	1,101
INTERNATIONAL - ON SHORE	3,797	2,910	2,021	3,642	4,773	4,947	3,804
NO INFORMATION	2	2					
TOTAL	19,736	19,245	17,279	17,204	19,366	19,702	19,403

TABLE 3: STUDENT HEADCOUNT BY GENDER

GENDER	2019	2020	2021	2022	2023	2024	2025
DIFFERENT TERM	1	1	1				1
FEMALE	28,348	28,529	28,719	27,832	27,857	28,724	28,985
INDETERMINATE/INTERSEX/ UNSPECIFIED	20	30	50	59	62	83	109
MALE	21,565	21,036	20,303	19,251	19,249	19,508	19,438
NON-BINARY	1	1	3	2	2	4	3
NOT STATED	1	2	1	1	1	2	7
TOTAL	49,936	49,599	49,077	47,145	47,171	48,321	48,543

TABLE 4: STUDENT HEADCOUNT BY COURSE LEVEL

COURSE LEVEL	2019	2020	2021	2022	2023	2024	2025							
UNDERGRDUATE	39,435	79.0%	39,798	80.2%	40,201	81.9%	37,713	80.0%	35,895	76.1%	36,176	74.9%	36,025	74.2%
OTHER	2,484	5.0%	2,029	4.1%	1,644	3.3%	1,855	3.9%	2,747	5.8%	3,033	6.3%	3,463	7.1%
HIGHER DEGREE BY RESEARCH	1,370	2.7%	1,357	2.7%	1,372	2.8%	1,405	3.0%	1,391	2.9%	1,336	2.8%	1,429	2.9%
HIGHER DEGREE BY COURSEWORK	6,647	13.3%	6,415	12.9%	5,860	11.9%	6,172	13.1%	7,138	15.1%	7,776	16.1%	7,626	15.7%
TOTAL	49,936	100.0%	49,599	100.0%	49,077	100.0%	47,145	100.0%	47,171	100.0%	48,321	100.0%	48,543	100.0%

TABLE 5: STUDENT HEADCOUNT BY BROAD FIELD OF EDUCATION

BROAD FIELD OF EDUCATION	2019	2020	2021	2022	2023	2024	2025							
AGRICULTURE, ENVIRONMENTAL AND RELATED STUDIES	195	0.4%	221	0.4%	155	0.3%	93	0.2%	38	0.1%	20	0.0%	6	0.0%
ARCHITECTURE AND BUILDING	2,704	5.4%	2,837	5.7%	2,937	6.0%	2,847	6.0%	2,907	6.2%	3,203	6.6%	3,451	7.1%
CREATIVE ARTS	2,076	4.2%	2,113	4.3%	2,132	4.3%	2,003	4.2%	1,893	4.0%	1,762	3.6%	1,659	3.4%
EDUCATION	2,336	4.7%	2,368	4.8%	2,362	4.8%	2,343	5.0%	2,470	5.2%	2,990	6.2%	3,954	8.1%
ENGINEERING AND RELATED TECHNOLOGIES	3,206	6.4%	3,173	6.4%	2,894	5.9%	2,708	5.7%	2,539	5.4%	2,503	5.2%	2,484	5.1%
HEALTH	10,175	20.4%	10,729	21.6%	11,061	22.5%	10,852	23.0%	11,344	24.0%	11,954	24.7%	12,446	25.6%
INFORMATION TECHNOLOGY	2,227	4.5%	2,203	4.4%	2,066	4.2%	2,102	4.5%	2,235	4.7%	2,448	5.1%	1,934	4.0%
MANAGEMENT AND COMMERCE	8,262	16.5%	7,847	15.8%	7,546	15.4%	7,262	15.4%	7,552	16.0%	7,765	16.1%	7,636	15.7%
MIXED FIELD PROGRAMMES	828	1.7%	383	0.8%	250	0.5%	168	0.4%	250	0.5%	212	0.4%	352	0.7%
NATURAL AND PHYSICAL SCIENCES	3,861	7.7%	3,731	7.5%	3,841	7.8%	3,695	7.8%	3,640	7.7%	3,559	7.4%	3,229	6.7%
NOT CLASSIFIED	609	1.2%	489	1.0%	252	0.5%	489	1.0%	628	1.3%	526	1.1%	472	1.0%
SOCIETY AND CULTURE	13,457	26.9%	13,505	27.2%	13,581	27.7%	12,583	26.7%	11,675	24.8%	11,379	23.5%	10,920	22.5%
TOTAL	49,936	100.0%	49,599	100.0%	49,077	100.0%	47,145	100.0%	47,171	100.0%	48,321	100.0%	48,543	100.0%

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TABLE 6: STUDENT HEADCOUNT BY CAMPUS

CAMPUS	2019		2020		2021		2022		2023		2024		2025	
(OVERSEAS - HONG KONG)	168	0.3%	172	0.3%	238	0.5%	201	0.4%	258	0.5%	220	0.5%	270	0.6%
(OVERSEAS - SURABAYA)											27	0.1%	70	0.1%
(OVERSEAS - VIETNAM)	228	0.5%	305	0.6%	568	1.2%	923	2.0%	1,401	3.0%	1,818	3.8%	2,078	4.3%
ANY WSU CAMPUS	45	0.1%	13	0.0%	16	0.0%	1	0.0%	2	0.0%	1	0.0%		
BANKSTOWN	5,616	11.2%	5,186	10.5%	4,820	9.8%	4,271	9.1%	4,145	8.8%	4,334	9.0%	4,335	8.9%
CAMPBELLTOWN	6,707	13.4%	6,859	13.8%	7,159	14.6%	7,023	14.9%	6,852	14.5%	7,105	14.7%	7,774	16.0%
HAWKESBURY	2,667	5.3%	2,592	5.2%	2,479	5.1%	2,198	4.7%	1,963	4.2%	1,695	3.5%	1,594	3.3%
LIVERPOOL	1,908	3.8%	2,251	4.5%	2,330	4.7%	2,115	4.5%	1,797	3.8%	1,616	3.3%	1,694	3.5%
MELBOURNE									103	0.2%	192	0.4%	1	0.0%
NIRIMBA	1,913	3.8%	1,461	2.9%	1,656	3.4%	1,286	2.7%	1,062	2.3%	885	1.8%	130	0.3%
OFF CAMPUS - ONSHORE	1	0.0%												
OLYMPIC PARK	142	0.3%	177	0.4%	113	0.2%	281	0.6%	252	0.5%	217	0.4%	142	0.3%
ONLINE	837	1.7%	1,359	2.7%	1,329	2.7%	1,483	3.1%	1,931	4.1%	2,214	4.6%	2,442	5.0%
PARRAMATTA	13,526	27.1%	13,876	28.0%	14,226	29.0%	14,017	29.7%	13,840	29.3%	13,907	28.8%	13,422	27.6%
PARRAMATTA CBD	6,882	13.8%	6,156	12.4%	5,521	11.2%	5,396	11.4%	5,614	11.9%	6,008	12.4%	6,207	12.8%
PENRITH	6,529	13.1%	6,051	12.2%	5,513	11.2%	4,898	10.4%	4,380	9.3%	3,965	8.2%	4,232	8.7%
SYDNEY CITY	1,581	3.2%	1,673	3.4%	1,485	3.0%	1,349	2.9%	1,520	3.2%	1,602	3.3%	1,501	3.1%
WSU ONLINE	1,186	2.4%	1,468	3.0%	1,624	3.3%	1,703	3.6%	2,042	4.3%	2,489	5.2%	2,611	5.4%
WESTMEAD									9	0.0%	26	0.1%	40	0.1%
TOTAL	49,936	100.0%	49,599	100.0%	49,077	100.0%	47,145	100.0%	47,171	100.0%	48,321	100.0%	48,543	100.0%

TABLE 7: STUDENT LOW SES

LOW SES	WSU	SECTOR
2019	15.2	22.6
2020	15.4	21.7
2021	15.7	20.5
2022	15.19	20.8
2023	14.34	20.7
2024	13.58	20.7
2025	13.53	n.a.

Sector source: <https://www.education.gov.au/higher-education-statistics/resources/2024-section-16-equity-performance-data>
 Table 16.3: Access Rates for Domestic(4.02) Students by State, Table A and B Providers and Equity Group, 2011 to 2024
 WSU data is based on 2021 census

TABLE 8: STUDENT LOAD (EFTSL) BY FUNDING SOURCE

FUNDING SOURCE	2019		2020		2021		2022		2023		2024		2025	
COMMONWEALTH GRANTS SCHEME	28,462	76.5%	28,639	77.3%	28,847	79.3%	25,801	76.7%	23,965	72.0%	24,586	70.4%	26,044	72.0%
COMMONWEALTH RESEARCH TRAINING PROGRAM / SCHEME	921	2.5%	862	2.3%	803	2.2%	637	1.9%	450	1.4%	431	1.2%	460	1.3%
DOMESTIC FEE-PAYING	1,178	3.2%	1,169	3.2%	1,135	3.1%	992	3.0%	1,296	3.9%	998	2.9%	791	2.2%
INTERNATIONAL OFF-SHORE	194	0.5%	220	0.6%	420	1.2%	684	2.0%	979	2.9%	1,269	3.6%	1,477	4.1%
INTERNATIONAL ON-SHORE	6,459	17.4%	6,156	16.6%	5,160	14.2%	5,505	16.4%	6,587	19.8%	7,645	21.9%	7,388	20.4%
NON-AWARD AND OTHER	1	0.0%	2	0.0%	2	0.0%		0.0%		0.0%		0.0%	6	0.0%
TOTAL	37,214	100.0%	37,045	100.0%	36,366	100.0%	33,619	100.0%	33,277	100.0%	34,930	100.0%	36,166	100.0%

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TABLE 9: COMMENCING UNDERGRADUATE RETENTION

YEAR	WSU	SECTOR
2017 INTO 2018	78.8	80.2
2018 INTO 2019	78.1	78.8
2019 INTO 2020	79.3	79.5
2020 INTO 2021	79.0	79.4
2021 INTO 2022	76.3	77.2
2022 INTO 2023	72.6	73.6
2023 INTO 2024	75.4	75.8
2024 INTO 2025	75.0	76.5

TABLE 10: STUDENT EXPERIENCE SURVEY % UNDERGRADUATE SATISFACTION

	SKILLS DEVELOPMENT		TEACHING QUALITY AND ENGAGEMENT		OVERALL EXPERIENCE	
	WSU	SECTOR	WSU	SECTOR	WSU	SECTOR
2019	81.9%	81.3%	78.3%	81.0%	76.2%	78.5%
2020	78.7%	78.0%	76.0%	78.0%	67.1%	68.7%
2021	79.6%	79.3%	77.4%	79.4%	69.4%	73.1%
2022	81.0%	80.5%	80.1%	80.1%	76.1%	75.9%
2023	81.7%	81.1%	77.1%	80.7%	73.7%	76.7%
2024	82.2%	81.0%	81.1%	80.3%	75.5%	76.5%
2025	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Sector source : [https://qilt.edu.au/surveys/student-experience-survey-\(ses\)#latest](https://qilt.edu.au/surveys/student-experience-survey-(ses)#latest)

APPENDIX 5

Modern Slavery

Fy25 Annual Reporting

The information in this Appendix has been provided to support our reporting obligation under the New South Wales (NSW) *Modern Slavery Act 2018* (NSW Act) and in line with the *NSW Anti-slavery Commissioner's Guidance on Reasonable Steps to Manage Modern Slavery Risks in Operations and Supply-Chains (NSW Commissioner's Guidance)*. This Appendix includes information about steps taken by the University and its affiliated entities, Whitlam Institute within Western Sydney University Limited (ABN/ACN 50 100 342 309), Whitlam Trust within Western Sydney University Trust (ABN/ACN 42 247 216 279), Western Sydney University Enterprises Pty Limited trading as Western Sydney University The College (ABN/ACN 44 003 474 468), Western Sydney University Early Learning Limited (ABN/ACN 39 155 993 445), Western Growth Developments (Parramatta Innovation Hub) Pty Limited (ABN/ACN 36 626 590 029), Western Growth Developments (Westmead) Pty Limited (ABN/ACN 93 625 406 411), Western Sydney University International College Pty Limited trading as Western Sydney University International College (International College) (ABN/ACN 25 604 796 189) Yayasan Western Sydney University Indonesia (Western Sydney University Indonesia Foundation) to address the vulnerability of international students to modern slavery in response to the NSW Anti-Slavery Commissioner raising this as a 'significant issue' for universities under section 31(1)(a) of the NSW Act.

REPORTING CRITERIA UNDER THE NSW COMMISSIONER'S GUIDANCE	RELEVANT SECTION IN OUR MODERN SLAVERY STATEMENT*	INFORMATION ABOUT WESTERN SYDNEY UNIVERSITY'S RESPONSE
Total procurement spend	About Western Sydney University	Between 1 January 2025 and 31 December 2025, the University's total procurement spend was approximately \$377.3M.
1. COMMIT		
1.1 Stakeholder Engagement		
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	Stakeholder Collaboration	<p>In line with the NSW Anti-slavery Commissioner's guidance, Western recognises that addressing modern slavery requires collective and coordinated action across sectors.</p> <p>During FY25, Western continued its active participation in the Australasian Universities Procurement Network (AUPN) University Anti-Slavery Program, a sector-wide collaboration involving universities across Australia and New Zealand. Through this program, Western engaged in regular forums, working groups and knowledge-sharing sessions focused on modern slavery risk identification, supplier engagement, international student risk, and capability uplift across staff and students.</p> <p>AUPN engagement in FY25 included collaboration with civil society and specialist organisations working directly with affected or potentially affected stakeholders, including the Australian Red Cross, Electronics Watch, Fair Futures, the NSW Anti-slavery Commissioner's Office, and advocacy organisations focused on temporary migrants and international students.</p> <p>At an institutional level, Western also strengthened internal stakeholder engagement through:</p> <ul style="list-style-type: none"> → Release of a University-wide Human Rights Policy, reinforcing expectations across operations, teaching, research and partnerships → Release of the Sustainable Procurement Framework, embedding modern slavery considerations into procurement decision-making and supplier engagement → Ongoing engagement with student-facing services, the Justice Clinic, Procurement, Legal, and International Student teams to support a more integrated operational response to modern slavery risks.

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Did you engage with external stakeholders on modern slavery risks in this reporting period?	Stakeholder Collaboration	<p>Yes. During the 2025 reporting period, we engaged with external stakeholders on modern slavery risks through policy consultation and sector collaboration. We participated in the Attorney-General's Department's (AGD) targeted consultations on the 'Stream B' law reform issues arising from the McMillan Report, focusing on the proposed due diligence obligation (Recommendation 11) and high-risk declarations (Recommendation 27), as outlined in the AGD Consultation Paper on Strengthening the Modern Slavery Act. The Australian Anti-Slavery Commissioner's Office conducted a "pulse check" with key sustainability practitioners, including Western, to understand sector readiness and perspectives on Stream B topics.</p> <p>We also participated in the International Student Risk Roundtable, which brought together universities and key external stakeholders, including the Migrant Justice Institute, Australian Red Cross, Fair Futures, the Australian Federal Police, and the NSW Anti-Slavery Commissioner. Discussions focused on modern slavery risks across the entire international student pathway, from recruitment and contract arrangements to post-arrival vulnerabilities. Key outcomes included agreement to develop sector-wide guidance for executive endorsement (scheduled for completion in 2026), recognition that risks affecting international students are a direct responsibility of universities requiring consistent internal accountability, and the establishment of a platform for ongoing collaboration and nationally consistent guidance.</p>
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1.2 Identify salient risks at the organisational level

What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	Identifying our modern slavery risks	<p>During FY25, Western continued to refine its understanding of modern slavery risks across its operations and supply chains, focusing on areas where the University may cause, contribute to, or be directly linked to modern slavery risks, consistent with the UN Guiding Principles on Business and Human Rights (UNGPs).</p> <p>Western drew on multiple information sources to inform its risk profile, including:</p> <ul style="list-style-type: none"> → The Global Slavery Index → NSW Anti-slavery Commissioner resources, including the Inherent Risk Identification Tool → Guidance from the Australian Government → Sector intelligence and peer collaboration through the AUPN University Anti-Slavery Program → Evidence emerging from international student-focused initiatives, including the National Temporary Migrant Survey and International Student Risk Roundtable <p>In FY25, Western also progressed operational risk identification through:</p> <ul style="list-style-type: none"> → Release of the Human Rights Policy, clarifying expectations and responsibilities across University activities → Targeted work relating to international student recruitment, employment and wellbeing, including a University-led International Student Survey to better understand student experiences, access to support, and potential vulnerabilities → Ongoing engagement with internal stakeholders to better understand risks associated with student placements, labour hire, facilities management and contracted services → It's inaugural Anti-Slavery Student Ambassador program, with 12 final-year law students completing intensive training through the WSU Justice Clinic.
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Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	N/A	Western did not conduct or update a formal Salient Modern Slavery Risk Assessment during FY25. However, the University continued to review and refine its modern slavery risk profile through the activities described above.
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1.3 Modern Slavery Policy

What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	Governance Framework	<p>Western continued to operate under its Modern Slavery Prevention Policy, which sets out the University's commitment to preventing modern slavery, undertaking due diligence, and working with suppliers and partners to mitigate risks.</p> <p>In FY25, Western strengthened its policy framework through the implementation of a University-wide Human Rights Policy, providing a broader and more integrated foundation for addressing modern slavery and other human rights risks across operations, teaching, research and partnerships.</p>
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Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Governance Framework	Western's Modern Slavery Prevention Policy was approved by the University's then Vice Chancellor and President on 1 March 2022 and was most recently revised and re-approved by the then Vice Chancellor and President on 9 April 2024. .
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1.4 Modern Slavery Risk Management Plan

What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Our actions to address our modern slavery risks	<p>Western does not currently maintain a standalone Modern Slavery Risk Management Plan. However, during FY25 the University continued to strengthen its risk management approach through:</p> <ul style="list-style-type: none"> → Implementation of the Sustainable Procurement Framework, embedding modern slavery considerations into procurement processes and supplier engagement → An internal Roadmap for Implementation, setting out priority actions across modern slavery and broader human rights risks → Participation in sector-wide risk identification and prioritisation activities through the AUPN University Anti-Slavery Program
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Do you have a modern slavery risk management plan, approved by your senior management, in place?	N/A	No. Please see further context about our response above.
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Modern Slavery

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2. Plan

2.1 Identify and map your supply-chain risks for each procurement

What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	Identifying our modern slavery risks	<p>Western continued to identify and map modern slavery risks at the supply-chain level through a risk-based approach informed by UNGPs, NSW guidance, and sector collaboration.</p> <p>Through the AUPN University Anti-Slavery Program, Western contributed to sector-wide risk assessments covering over 180,000 suppliers and \$14 billion in combined spend, with priority focus on higher-risk categories such as construction, ICT, scientific and laboratory supplies, international student recruitment, and cleaning services.</p> <p>Consistent with the NSW Commissioner's Guidance, we consider how we may cause, contribute or be directly linked to risks of modern slavery in line with the UNGPs. We also continued to draw on a range of information sources to help us understand our exposure to modern slavery risks across our operations and supply chains and how these risks may evolve over time. These sources include The Global Slavery Index, peer networks, resources from the NSW Anti-slavery Commissioner (including the Inherent Risk Identification Tool), guidance from the Australian Government, as well as credible publications from human rights organisations and the media. Our key modern slavery risks related to our supply chain are detailed in our Modern Slavery Statement.</p>
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2.2 Develop a risk-reducing sourcing strategy

What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	Supplier Due Diligence	<p>In FY25, Western progressed a more structured approach to risk-reducing sourcing by:</p> <ul style="list-style-type: none"> → Implementing the Sustainable Procurement Framework, embedding social and human rights considerations, including modern slavery, into procurement planning and sourcing decisions. → Utilising the NSW Anti-Slavery Commissioners Guidance on Reasonable Steps and IRIT to identify risks and apply relevant due diligence, where applicable. → Participating in AUPN-led Supplier Assessment Questionnaires (SAQs) in higher-risk categories, including medical and laboratory supplies → Maintaining contractual provisions addressing modern slavery obligations and expectations and applying enhanced due diligence in higher-risk procurements during both sourcing activities and contract management. → Utilising the Government schemes.
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3. Source

3.1 Select appropriate suppliers

What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	Supplier Due Diligence	Please refer to the description of our supplier due diligence approach in response to question 2.2.
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3.2 Adopt a shared responsibility approach to contracting

What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	N/A	Western has reviewed the guidance and template clauses developed by the Commissioner's Office and is considering how a shared responsibility approach could be integrated into future contracting processes.
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4. Manage

4.1 Monitor and evaluate supplier performance

What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	N/A	<p>During FY25, Western continued to engage with suppliers through sector-wide initiatives led by the AUPN, including:</p> <ul style="list-style-type: none"> → SAQ-based supplier engagement in laboratory and medical supplies → Participation in the Electronics Watch pilot, enabling deeper visibility into electronics supply chains and supporting coordinated remediation where risks were identified
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	N/A	Western did not require any suppliers to undergo an audit addressing modern slavery risks during the reporting period.

4.2 Develop supplier capabilities

What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	N/A	Western finalised a tender for a new procurement system, scheduled for implementation in 2026. The system is expected to support enhanced engagement with suppliers, including more frequent use of supplier assessment questionnaires (SAQs) and improved supplier risk analytics to inform ethical and responsible purchasing decisions.
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5. Remedy

5.1 Provide or enable access to effective grievance mechanisms

What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	Grievance Mechanisms and Remediation	<p>Western continued to maintain multiple accessible grievance and support pathways for staff, students and other stakeholders, including:</p> <ul style="list-style-type: none"> → Student Services and Counselling → The Justice Clinic → Whistleblowing mechanisms <p>In FY25, Western expanded awareness and accessibility of grievance pathways through:</p> <ul style="list-style-type: none"> → Release of a student-focused modern slavery e-learning module, made available to international students → Targeted student engagement and advocacy through the Justice Clinic and student ambassador initiatives → Implementation of an International Student Survey to understand the recruitment experience of our students, identify any risks or improvements and to provide support to these students if required.
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5.2 Take safe immediate steps to remedy harm

What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	N/A	<p>Western did not identify any specific instances of modern slavery harm to which we identified we were connected during FY25.</p> <p>Western continues to encourage reporting of any concerns so they can be appropriately assessed and investigated. Western maintains internal processes and guidance (including escalation pathways through the Office of General Counsel where required) to ensure any potential modern slavery incident is managed in a manner consistent with the NSW Anti-slavery Commissioner's expectations, including prioritising the wellbeing and safety of victim-survivors.</p>
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APPENDIX 5

Modern Slavery

Fy25 Annual Reporting

5.3 Use leverage to remediate deficient practices

What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	N/A	<p>During FY25, Western did not identify any specific instances of deficient modern slavery risk management practices in relation to a supplier or sub-supplier that required Western to initiate a remediation process.</p> <p>However, Western continues to engage with suppliers and sector partners to strengthen supplier capability and support improved modern slavery risk management practices. This includes participation in the AUPN University Anti-Slavery Program's supplier engagement activity, including the deeper due diligence work in the medical equipment and laboratory supplies category and ongoing sector-wide remediation activity in electronics supply chains through the Electronics Watch pilot.</p>
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5.4 Withdraw responsibly

What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	N/A	Western did not identify connections to any modern slavery harm or significant levels of modern slavery risk involving another entity during FY25 in relation to which we needed to consider withdrawing responsibly.
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6. Report

6.1 Establish a victim-centred reporting protocol

What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	Grievance Mechanisms and Remediation	<p>Should Western identify a potential modern slavery incident, we would seek to respond in line with the NSW Anti-slavery Commissioner's guidance, including by prioritising the wellbeing of victim-survivors.</p> <p>Western maintains a range of avenues for staff, students, and other stakeholders to raise concerns in-person or anonymously, including the Student Services Hub, Counselling Service, the Justice Clinic, and reporting pathways supported by University policies (including whistleblowing-related mechanisms).</p> <p>During FY25, Western continued to strengthen accessibility and awareness of support pathways through student-focused initiatives, including the rollout of a modern slavery e-learning module to international students, an international student survey to better understand awareness and support needs, and a student ambassador awareness campaign led through the Justice Clinic.</p>
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	Grievance Mechanisms and Remediation	Yes. <i>(This is a yes/no question)</i>

6.2 Report on your modern slavery risk management efforts

What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Commonwealth Modern Slavery Statement	Western prepared a Modern Slavery Statement, to comply with our obligations under the <i>Modern Slavery Act 2018 (Cth)</i> .
Did your entity report on modern slavery in its prior Annual Report?	Annual Report 2024	Yes. Western included information on its modern slavery response in its past Annual Report.
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence (HMSDD) procurements valued at \$150,000 (inc. GST) or more within 45 days?	N/A	<i>Not applicable. The Commissioner has postponed the introduction of detailed HMSDD reporting.</i>

7. Improve

7.1 Learn lessons from your performance and others'

What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	Stakeholder Collaboration	During FY25, Western engaged with the Office of the NSW Anti-slavery Commissioner and participated in sector collaboration through the AUPN University Anti-Slavery Program. This supported shared learning regarding sector-wide challenges and emerging approaches to addressing modern slavery risks.
	Assessing the effectiveness of our actions	Western also continued to refine its approach to assessing effectiveness by reviewing indicators and available measures of progress against key controls (including training uptake, supplier engagement activity, and student-facing initiatives). Western's approach to measuring effectiveness is described in the 'Assessing the effectiveness of our actions' section of our Modern Slavery Statement.

Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	N/A	<i>This is a yes/no question. No.</i>
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7.2 Train your workforce

What steps did your entity take to train your workforce during this reporting period?	Training and Awareness	<p>During FY25, Western progressed modern slavery training and awareness through a combination of staff and student-facing initiatives.</p> <p>Western continued to uplift capability through sector collaboration and training opportunities provided through the AUPN University Anti-Slavery Program, including regular forums and knowledge-sharing sessions focused on modern slavery risk identification and evolving best practice.</p> <p>Western also progressed targeted training and awareness activities internally, including initiatives delivered through procurement engagement and the Justice Clinic. During FY25, Western released a student modern slavery e-learning module to international students, an international student survey and supported a cohort of 12 final-year law students in the Justice Clinic to undertake intensive training and practical learning to become Western's inaugural Anti-Slavery Student Ambassadors. Key members of staff involved in the recruitment of international students were in attendance at the Modern Slavery Round Table for International Student Recruitment.</p>
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What percentage of your workforce received modern slavery training in the period?	N/A	During the reporting period, we focused on targeted training for selected staff who are involved in the procurement process and financial delegates, this will continue annually.
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7.3 Cooperate with the NSW Anti-slavery Commissioner

What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	Stakeholder Collaboration	<p>During FY25, Western engaged with the Office of the NSW Anti-slavery Commissioner to discuss opportunities for collaboration for student Anti-Slavery Ambassadors, along with participating in the roundtable.</p> <p>The University invited the NSW Anti-Slavery Commissioner to present at the Australasian University Senior Finance Officers Group Conference. The Commissioner's provided an opportunity for direct engagement with Chief Financial Officers and senior governance leaders across the higher education sector.</p>
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