



UOW
GLOBAL
ENTERPRISES



Illawarra Flame Tree

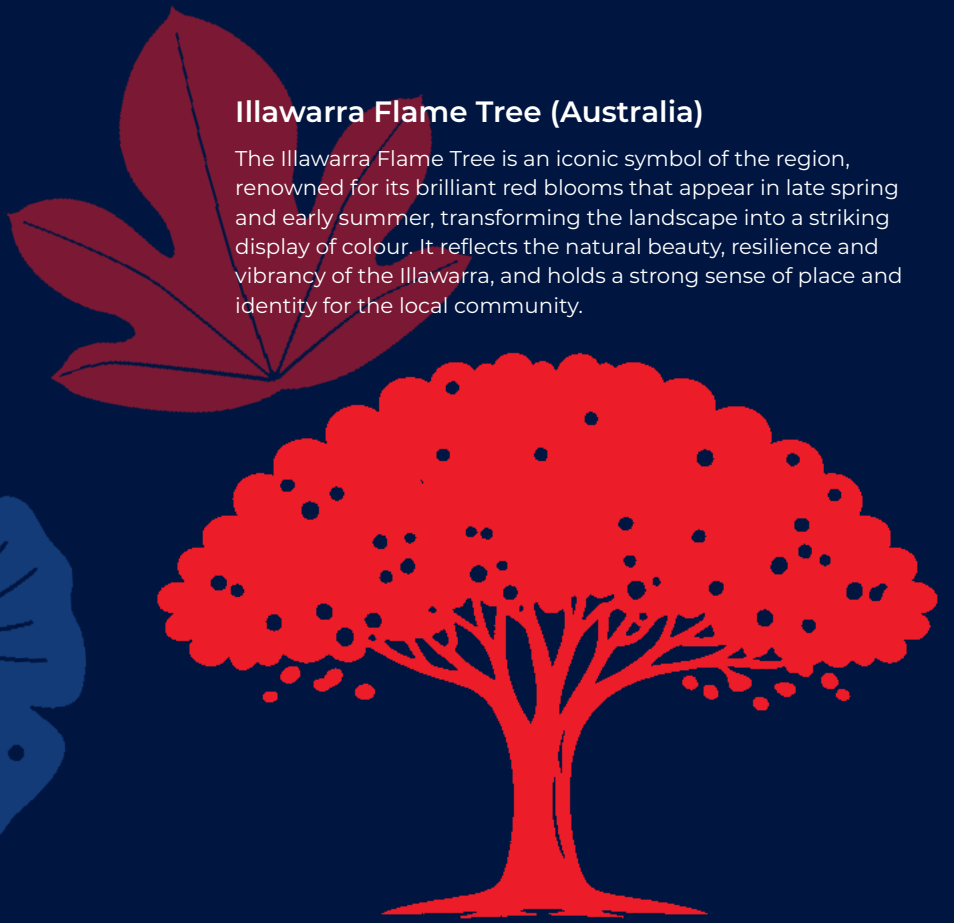
2025
Annual
Report

Ginkgo (Hong Kong)

The ginkgo is one of the oldest living tree species on Earth and holds deep cultural significance in China, where it is revered as a symbol of longevity, endurance and resilience. Often planted in temple grounds, the ginkgo is associated with wisdom, balance and the continuity of life across generations. Its ability to survive extreme conditions, including pollution and catastrophic events, has strengthened its role as a living emblem of perseverance and hope. In East Asian philosophy, the ginkgo represents harmony between opposites, reflected in its fan-shaped leaves and its enduring presence across millennia.

Illawarra Flame Tree (Australia)

The Illawarra Flame Tree is an iconic symbol of the region, renowned for its brilliant red blooms that appear in late spring and early summer, transforming the landscape into a striking display of colour. It reflects the natural beauty, resilience and vibrancy of the Illawarra, and holds a strong sense of place and identity for the local community.



Trees and leaves of UOWGE campuses

The Illawarra flame tree, ginkgo, ghaf, merbau and banyan trees together form a symbolic representation of our global community. Each carries deep cultural meaning within its country of origin, reflecting values such as resilience, renewal, strength and interconnectedness. While grounded in distinct landscapes and traditions, these trees are united by a shared story of growth, continuity and collective purpose.

Ghaf (UAE)

The ghaf tree is a symbol of life, survival and stability in the arid landscapes of the Middle East, where it has long sustained communities in harsh desert environments. Valued for its shade, nourishment and resilience, the ghaf represents generosity, endurance and peace. In the United Arab Emirates, it is recognised as the national tree and is often used as a metaphor for coexistence and sustainability. Its deep roots and long lifespan reflect the importance of stewardship and respect for fragile ecosystems.



Merbau (Malaysia)

The merbau tree is associated with strength, protection and connection to ancestry in parts of Southeast Asia and northern Australia. Known for its dense, durable timber, it has traditionally been used in construction, ceremonial spaces and carving, linking it to ideas of shelter and cultural continuity. The large stature of the merbau conveys endurance and grounding, symbolising the relationship between people, land and long-standing traditions passed through generations.



Banyan (India)

The banyan is widely regarded as a sacred and communal tree across South and Southeast Asia. With its vast canopy and aerial roots, it symbolises shelter, wisdom and interconnectedness. Traditionally, banyan trees have served as gathering places for learning, storytelling and ceremony, reinforcing their association with community and continuity. In many cultures, the banyan represents immortality and spiritual grounding, reflecting the belief that all life is connected through shared roots and collective responsibility.



UOW Global Enterprises 2025 Annual Report

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CEO's Message



I am pleased to present the UOW Global Enterprises (UOWGE) 2025 Annual Report, which reflects another year of strong performance, strategic progress and continued investment in our people, students and global presence. We are proud to play a central role in advancing the University of Wollongong's ambition to expand its international reach, educational impact and global reputation.

The higher education sector continues to undergo profound transformation. Shifting geopolitical conditions, evolving student expectations, rapid technological advancement and increasing regulatory complexity are redefining how institutions operate and compete globally. At the same time, governments and communities rightly expect higher education providers to deliver demonstrable social impact, workforce relevance and sustainable outcomes. In this context, agility, resilience and innovation are more critical than ever.

Against this backdrop, I am pleased to report that 2025 was an outstanding year for UOWGE. Across our network, we delivered strong growth, improved operational performance and maintained our focus on high quality, future ready education. Revenue and other income exceeded \$205m, representing a 27% increase year on year, while underlying EBITDA increased by 67% to \$72m, reflecting disciplined financial management and continued operational efficiencies across the Group. These results underscore the strength of our diversified global portfolio and our ability to perform sustainably in a competitive international environment.

This year also brought many achievements across the Group, reflecting the strength of our global network and the commitment of our teams. Most notably, UOWGE was honoured to receive both the 2025 NSW Export Award and the Australian Export Award for Education and Training, recognising our contribution to international education and Australia's global engagement.

Across our operations, we also continued to make important progress in quality, growth and future readiness. In Dubai, we achieved record enrolments and results, alongside continued momentum in student outcomes, research activity and industry engagement. UOW College Australia achieved a successful seven-year TEQSA licence re-registration with no conditions, reinforcing the strength of its governance, academic quality and compliance foundations, while in Malaysia the consolidation of our Penang campuses created a more efficient and future-ready operating model. Our India Campus completed its first full year of operations, an important step in moving from establishment to delivery, and in Hong Kong we introduced a number of new applied learning programs and academic and workforce development initiatives. We also continued the important work required to support future growth in Saudi Arabia, reflecting our long-term commitment to building a strong and sustainable global portfolio.

One of the great privileges of this role is attending graduations across our network and seeing our students cross the stage. In 2025, we celebrated 5942 graduates, each with their own story, ambition and future ahead of them. Graduation is always a truly special moment because it brings to life the real purpose of our work: helping students build confidence, create opportunity and take the next step in their lives.

A decorative background featuring stylized leaf graphics. In the top right corner, there are several dark blue leaves on a stem. In the bottom right corner, there are large, vibrant red leaves. In the bottom left corner, there are smaller, dark blue fern-like leaves. The overall design is clean and modern, with a light grey background.

A personal highlight each year is celebrating our people through the Global Staff Values Awards. These awards are much more than a moment of recognition; they are an important expression of who we are and the values we share across UOWGE. In 2025, we received 484 nominations from across our global network, recognising staff who live our values of passion, integrity, courage, collaboration, innovation and excellence in the way they support our students, colleagues and communities. This year's global celebration was hosted in Hong Kong and live streamed, bringing our campuses and people together to acknowledge outstanding contributions and to celebrate the culture that connects us.

UOWGE also received a Workplace Gender Equality Agency citation as employer of choice for gender equality for the 24th consecutive year, reaffirming our long-standing commitment to gender equality and inclusive workplace practices.

Looking ahead, UOWGE will remain focused on delivering education that is relevant, flexible and aligned with the needs of students, industry and society. Digital transformation and the adoption of emerging technologies, including artificial intelligence, will continue to be a priority not only to enhance teaching and learning, but also to transform how we work, innovate and deliver services across our global operations.

I extend my sincere thanks to the UOWGE Board for their leadership and strategic oversight. I also acknowledge the leadership of Vice Chancellor Professor Max Lu, whose clear vision and stable leadership have provided strong direction for the University, and whose ongoing support for UOWGE recognises the important role we play in advancing UOW's global ambitions. I thank our colleagues at the University of Wollongong for their continued collaboration.

Above all, I thank our staff across the globe for their dedication, professionalism and shared commitment to excellence. It is a true privilege to lead this organisation, and together we will continue to grow our impact and deliver lasting value for our students, partners and the communities we serve.

Marisa Mastroianni

Managing Director and Group CEO
UOW Global Enterprises

Chairman's Message



This has been another good year for UOWGE, and I mean that well beyond our positive headline numbers.

Yes, we exceeded enrolment targets across key international markets. Yes, we secured substantial research funding. Yes, we had excellent financial results. And yes, we advanced discussions on what could become an exciting new campus in Riyadh. These matter. But what I keep coming back to is something harder to measure, our culture. Over the past year on my visits to several of our campuses I spent time with the people who make UOWGE what it is. I saw many familiar faces and many new faces. All of them are living our values, Passion, Excellence, Innovation, Collaboration, Integrity and Courage. These are not words on a wall, but their genuine way of working.

To every member of our academic and support staff across our diverse locations: thank you. What you do for our students, for each other, and for the communities around you is the real story here.

For the 24th year in a row, UOWGE was recognised as a WGEA employer of choice for gender equality, a record that reflects not a policy position but a culture, built over decades and renewed every year by the choices people make. And it's that culture that helps produce our strong results and our strong student outcomes.

Over the past decade, UOWGE has delivered strong returns to UOW through dividends. UOW Global Enterprises paid \$10m in dividends in 2025 (including \$3m franking credits), bringing the total dividend returned over the last 10 years to approximately \$167.8 million (including \$39.8m in franking credits)

Pleasingly, the strong results in 2025 have enabled UOWGE to significantly increase its dividend in 2026, with a \$30 million dividend paid (including \$6.4m in franking credits). This dividend will seed a new foundation initiated by Vice Chancellor Professor Max Lu. That UOWGE can generate a contribution of that scale, and to direct it back into the University's long-term mission, is a moment worth reflecting on.

I also want to acknowledge CEO Marisa Mastroianni and her leadership team. Delivering on the ambitions of our 2024–2026 Strategic Plan while managing a complex, globally distributed organisation takes real skill and real resilience. They have shown both.

None of this happens in a calm environment. The world our students are navigating, and that our staff are working in every day, is genuinely uncertain. Geopolitical tensions, shifting trade relationships and the rapid pace of technological change are reshaping international education in ways that are still unfolding. We take that seriously. Our commitment is to remain a stable, supportive and dependable presence for every student and staff member in our network, wherever they are, and to make decisions that reflect that commitment, not just our growth ambitions.

Looking ahead, we're watching the technology landscape carefully. Artificial intelligence is reshaping how universities and education businesses operate, and we intend to engage with it thoughtfully, using it to improve decisions, reduce friction and support great teaching and research, while staying clear-eyed about where human judgment still matters most.

The Board is proud of what the UOWGE community continues to build together.

John M. Green

Board Chairman
UOW Global Enterprises

Vice-Chancellor's Message



The University of Wollongong is a forward-thinking, globally connected regional university, with a core mission to empower people and benefit society through education, research and innovation. Our new strategic plan, Vision 2035, embodies an ethos of thinking globally and acting locally. By championing “education that travels,” we are leading the sector into the age of AI. Our UOW Global Enterprise Group drives the transition to University 4.0 - learning that is digitally enabled, globally connected and delivered beyond the traditional campus. Besides welcoming students to Australia, we also take our expertise directly to them, giving thousands of young people each year a world-class education in their own country.

This report shows how we deliver on that commitment across our international campuses and global network. UOW Global Enterprises is central to this work. As a separate but closely aligned entity, it extends the University’s reach and capability, enabling education across borders and cultures. That alignment between UOW’s strategy and UOWGE’s operations underpins our shared success and our commitment to access, quality and opportunity. In doing so, UOWGE helps sustain education as a national capability and a powerful engine of social mobility.

The 2025 results affirm this strategy. UOWGE delivered the strongest performance in its history: total revenue and other income rose 27%, from \$161 million in 2024 to \$205 million. This enabled a \$30 million dividend (including \$6.4m in franking credits) to UOW in 2026, part of which will seed the UOW Futures Fund and strengthen our philanthropic capacity.

But our true impact is measured in lives changed. More than 19,000 students now study across the UOWGE network, over 15,500 of them at our offshore campuses. From award-winning engineering innovations in Dubai, to industry-integrated aviation at UOW College Hong Kong, to First Nations pathways at UOW College Australia, our locations foster personalised, remarkable student success. Our transnational model continues to thrive: UOW Malaysia graduates are achieving outstanding employment outcomes, while UOW India students are pitching to financial regulators and securing professional roles.

These stories build the “trust capital” that defines our university - the value of genuine relationships and consistent, high-quality practice. Trust is the foundation of sustainable growth in higher education: it produces stronger outcomes, more successful graduates and a global community that supports them for life.

My sincere thanks to the UOWGE Board, leadership teams and all staff for their dedication. Together, we will continue to think globally, act locally, and deliver meaningful impact through partnership.

Professor G.Q. Max Lu AO

Vice-Chancellor
University of Wollongong

2025 Highlights



- **UOWGE were crowned Australian National Export Award Winner 2025** (International Education and Training), in addition to winning the **NSW Export Award** for the same category.
- **Delivered strong financial performance**, with revenue and other income exceeding **\$200 million** (+27% year-on-year). **Underlying EBITDA increased by 67% year-on-year**, reflecting improved operational performance.
- **TEQSA** (Tertiary Education Quality and Standards Agency) **re-registration granted for 7 years** to UOW College Australia with no conditions.
- **Record student enrolment of 8,329 achieved at UOW Dubai in 2025** (+32% year-on-year), driven by sustained demand across undergraduate and postgraduate programs and significant growth in international enrolments.
- **Launched a leading AI Centre of Excellence In the UAE**, established alongside UOWD in collaboration with Lakeba Group, DoxAI, AqlanX, and leading industry partners.
- **Successful consolidation of the UOW Malaysia Penang campuses** (George Town and Batu Kawan), with phased relocation ensuring continuity of academic delivery.
- **National Recognition as 1st Runner Up in the Future Ready University Award** achieved by UOW Malaysia KDU Penang University College, reflecting strong industry integration and high graduate employability outcomes.
- **International Women's Day IWD** was celebrated with a global event showcasing how education can empower women to make a difference.
- **The UOWGE Global Staff and Values Awards** saw 484 nominations from staff across all campuses with 403 individuals and 81 teams receiving nominations.
- **Master of Applied Cybersecurity** launched at **UOW Dubai**, a future-focused, industry aligned program addressing regional skills shortages and demonstrating strong market uptake.
- **Record research performance achieved at UOWD Dubai**, securing 5 competitive grants (up from 3 in 2024) totalling ~AED 7.4 million (AUD 3 million), and progressing a major AED 35 million cognitive cities research centre bid.
- **UOW College Hong Kong** advanced academic and workforce development initiatives, including new applied learning programs under the Employees Retraining Board and the transition of the Social Work program from Associate Degree to Higher Diploma.
- **Research funding for UOW College Hong Kong** totalling approximately \$1.7 million to date was secured.
- **UOWGE achieved the Workplace Gender Authority Agency (WGEA) citation** for the 24th consecutive year for employer of choice for gender equality.
- **India's FINCON 2025** saw UOW India's research excellence recognised, with award-winning fintech research addressing emerging risks in the NFT marketplace through innovative, interdisciplinary approaches.
- **UOW India** demonstrated sector leadership through participation at the FICCI Higher Education Summit and NITI Aayog workshops.
- The **Future Ready University Award for UOW Malaysia** saw UOW Malaysia KDU Penang University College achieve a 97% survey response rate and 92% graduate employability, complemented by an outstanding 99% employability rate in its internal postgraduate survey.
- **A successful pilot of Block Delivery was completed by UOW College Australia**. An intensive learning model used across selected UOW College courses that compresses the standard four-month academic term into two 6-week blocks of study. Instead of juggling four subjects simultaneously.

2025 Financial Performance

In 2025, UOW Global Enterprises delivered a standout financial result, achieving the highest revenue in the Group's history. Underlying Earnings Before Tax, Depreciation and Amortisation increased by 67% to \$72 million. This increase was driven by enrolment led revenue growth, particularly at the University of Wollongong in Dubai, and disciplined cost control.

Total Revenue and Other Income increased by 27%, rising from \$161 million in 2024 to \$205 million in 2025. Growth was supported by sustained student demand across multiple markets and a diversified program portfolio. Enrolment performance remained resilient overall, despite ongoing policy and regulatory complexity in some jurisdictions. The University of Wollongong in Dubai delivered another year of record new enrolments, resulting in the highest student population in its history. This reflects established brand recognition in the United Arab Emirates, strong employer engagement, and continued demand for UOW programs. UOW College Australia operated in a challenging domestic and international policy environment, with domestic demand for Academic Pathway and Vocational programs providing a stable enrolment base. UOW College Hong Kong recorded modest enrolment growth during the year,

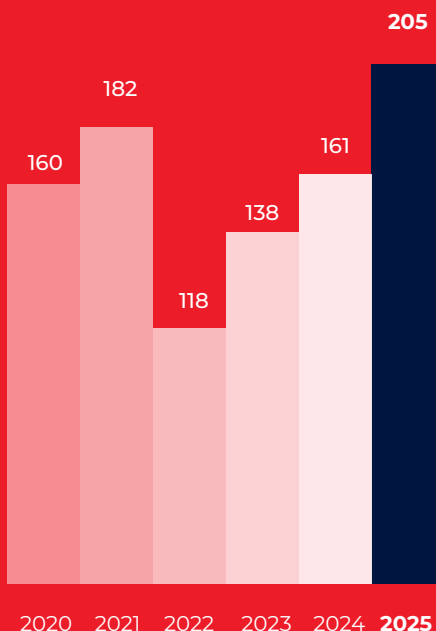
reflecting continued strengthening of brand awareness and positioning in a highly competitive local market. The Group's Malaysian institutions recorded year on year growth in total student numbers, driven primarily by strong retention and growth in international enrolments.

Net assets increased from \$182 million to \$198 million in 2025, reflecting the Group's strong post tax result for the year partially offset by movements in foreign currency translation across the Group's offshore entities.

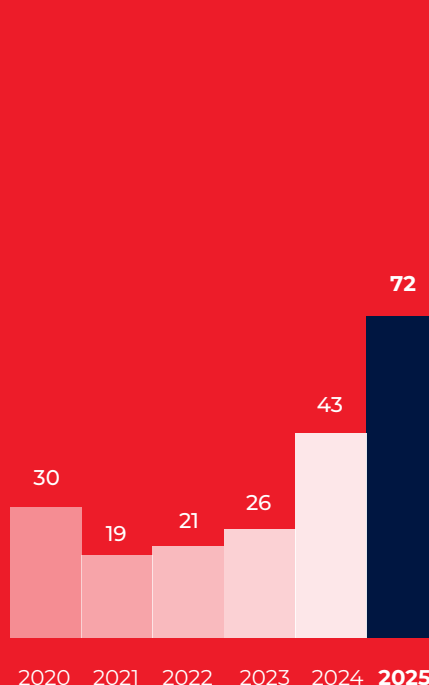
During 2025, UOW Global Enterprises distributed a \$10million dividend (including \$3 million in franking credits) to the University of Wollongong. This distribution reflects the Group's continued capacity to generate value for its shareholder whilst maintaining the financial strength needed to invest in growth across its global portfolio.

The Group's strong financial performance in 2025 also supported the declaration of a further \$30 million dividend (including \$6.4 million in franking credits). Together these outcomes reflect the strength, resilience and strategic value of UOW Global Enterprises, and its ongoing contribution to the University's long-term ambitions.

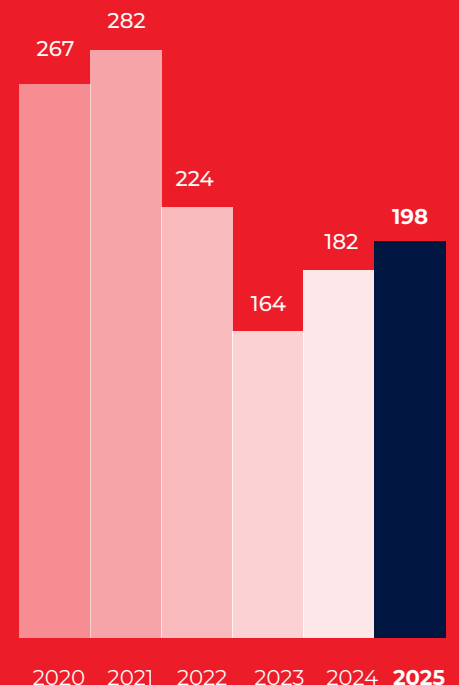
Total Revenue and Other Income (\$ Million)



Underlying EBITDA (\$ Million)



Net Assets (\$ Million)



\$205M

REVENUE AND OTHER INCOME

27% HIGHER THAN IN 2024

\$72M

UNDERLYING EBITDA

GROWTH OF 67% FROM \$43M IN 2024

\$198M

NET ASSETS

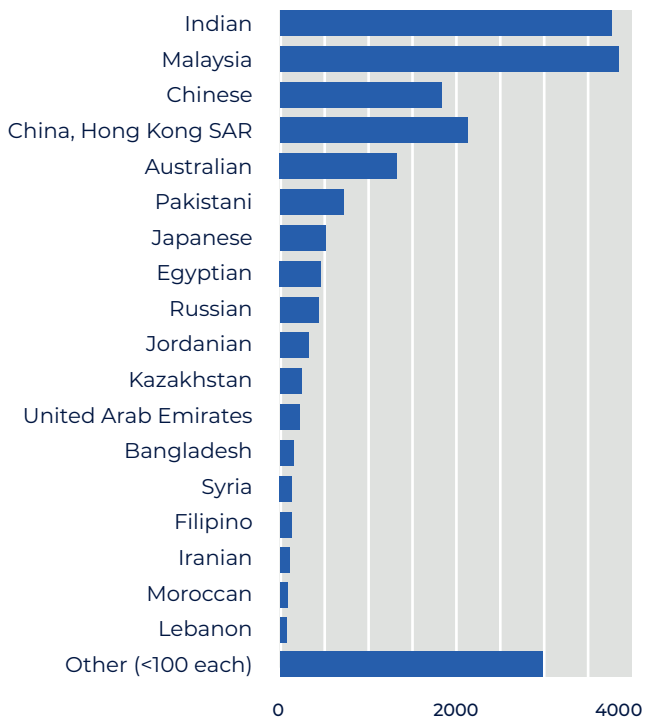
9% HIGHER THAN 2024

Our Global Footprint



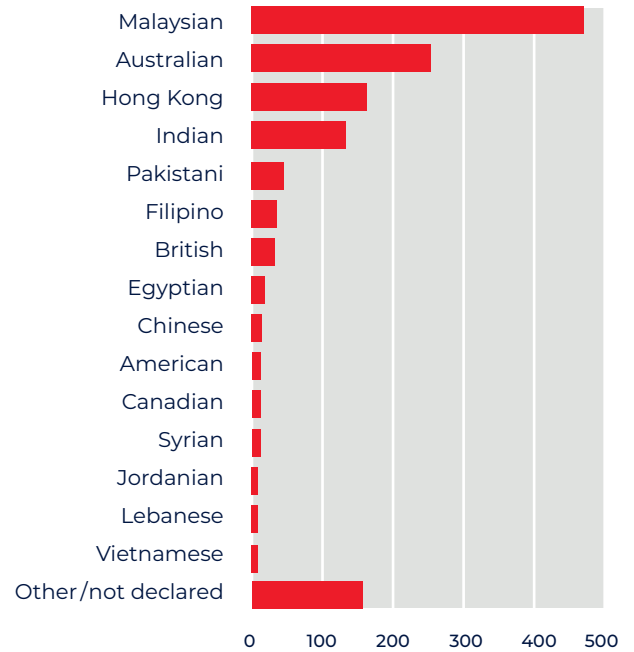
Student Nationalities

Students represented from over 130 countries/regions

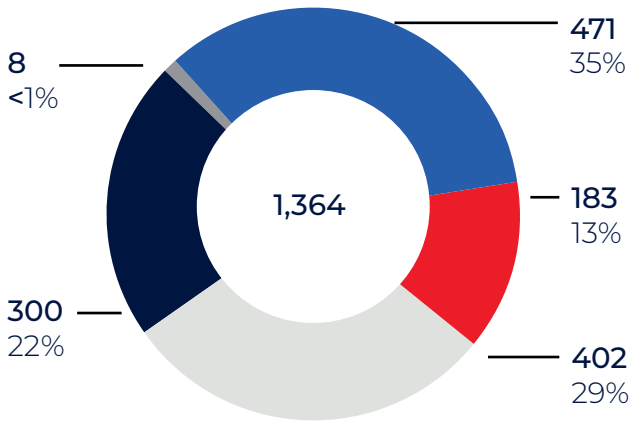


Staff Nationalities

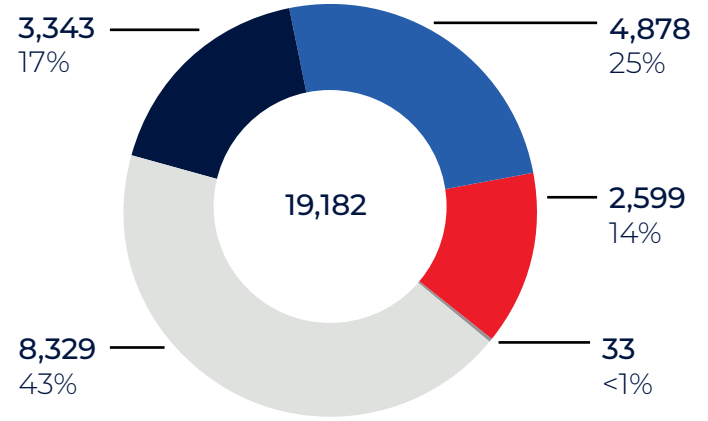
Staff represented from over 60 countries/regions



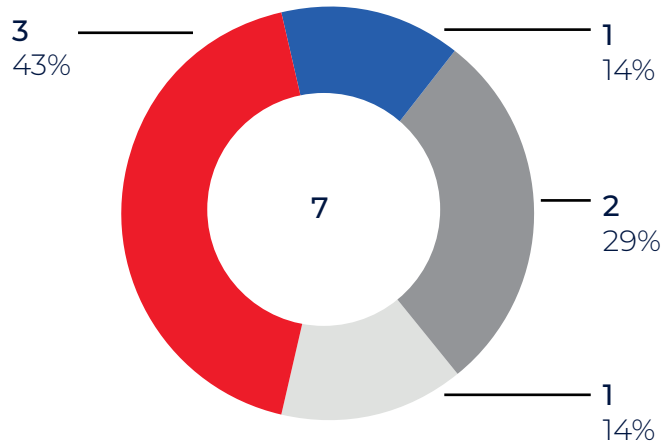
Staff



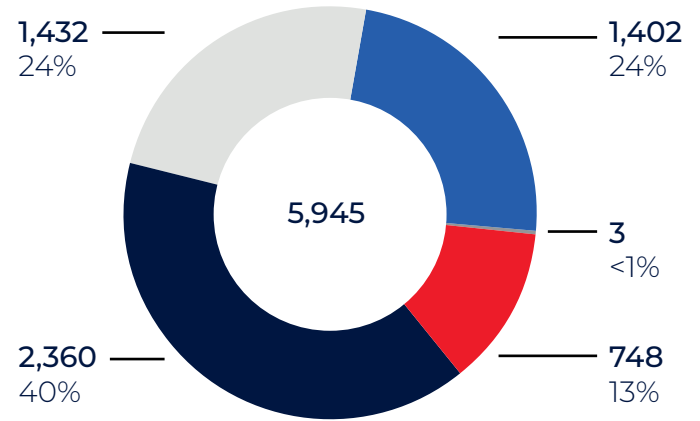
Programme Enrolled Students



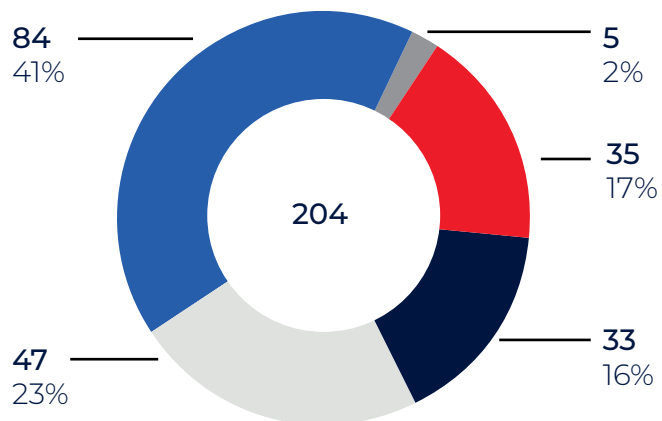
New Programmes



Student Graduations



Programmes



Campus Locations

UOW College Australia

- Wollongong, NSW
- Liverpool, NSW
- Sydney CBD, NSW

University of Wollongong in Dubai

- Dubai Knowledge Park, Dubai

UOW College Hong Kong

- Tai Wai, Hong Kong

UOW Malaysia

- Glenmarie, Kuala Lumpur
- Georgetown, Penang
- Batu Kawan, Penang

UOW India

- Gujarat, India



UOW College Australia


33
PROGRAMMES


0
NEW PROGRAMMES


3,343
PROGRAMME
ENROLLED STUDENTS


300
STAFF


2,360
GRADUATES

In 2025, UOW College Australia remained focused on teaching excellence, strong learning support and accessible pathways into UOW degrees. In a challenging external environment shaped by national visa and policy changes, the College's domestic academic and vocational programs continued to provide a strong basis for student success.

The UOW College Australia Strategic Plan guided the College's work during the year, supporting progress in strengthening program quality, expanding student opportunities and investing in people. The Block Delivery initiative was piloted in Autumn session 2025 with over 80 students undertaking stream 1 of the University Entrance Program and the Diploma of Business. The results of this pilot were outstanding, demonstrating strongly improved student outcomes.

The college also expanded international pathways in 2025, extending transnational education programs through the delivery of Foundation Studies in China as well as finalising agreements for the delivery of an English pathway in Thailand and an English plus Diploma pathway in China. Collaboration expanded with additional partners in China as well as in Vietnam, Sri Lanka and The Philippines indicating strong

demand for internationally delivered pathway programs into the future.

Industry-aligned learning remained a priority, highlighted by the launch of the NSW College of Sport in partnership with Cricket NSW, creating new leadership and sport-related study pathways into UOW degrees. The College also strengthened programs supporting equity and regional communities, including delivery of a government-funded skills program for Katungul Aboriginal Medical Services, enabling workforce capability development while supporting staff to remain on Country.

Quality and academic standards were further strengthened, with TEQSA re-registration secured to 2032 with no conditions and the Diploma of Nursing receiving five-year accreditation from ANMAC at both the Wollongong and Liverpool campuses.

The 2025 Enterprise Agreement for Academic and ELICOS staff was successfully negotiated and approved by the Fair Work Commission, strengthening the employment Framework to support delivery, growth and staff engagement.



Aboriginal and Torres Strait Islander Employment Strategy

In 2025, UOW College launched the inaugural Aboriginal and Torres Strait Islander Employment Strategy, which provides a framework to support Aboriginal and Torres Strait Islander employment and culturally safe workplace practices across the College. This strategy has been developed to support a respectful, inclusive working environment.



UOW College Alumna Awarded Prestigious Chancellor's Prize

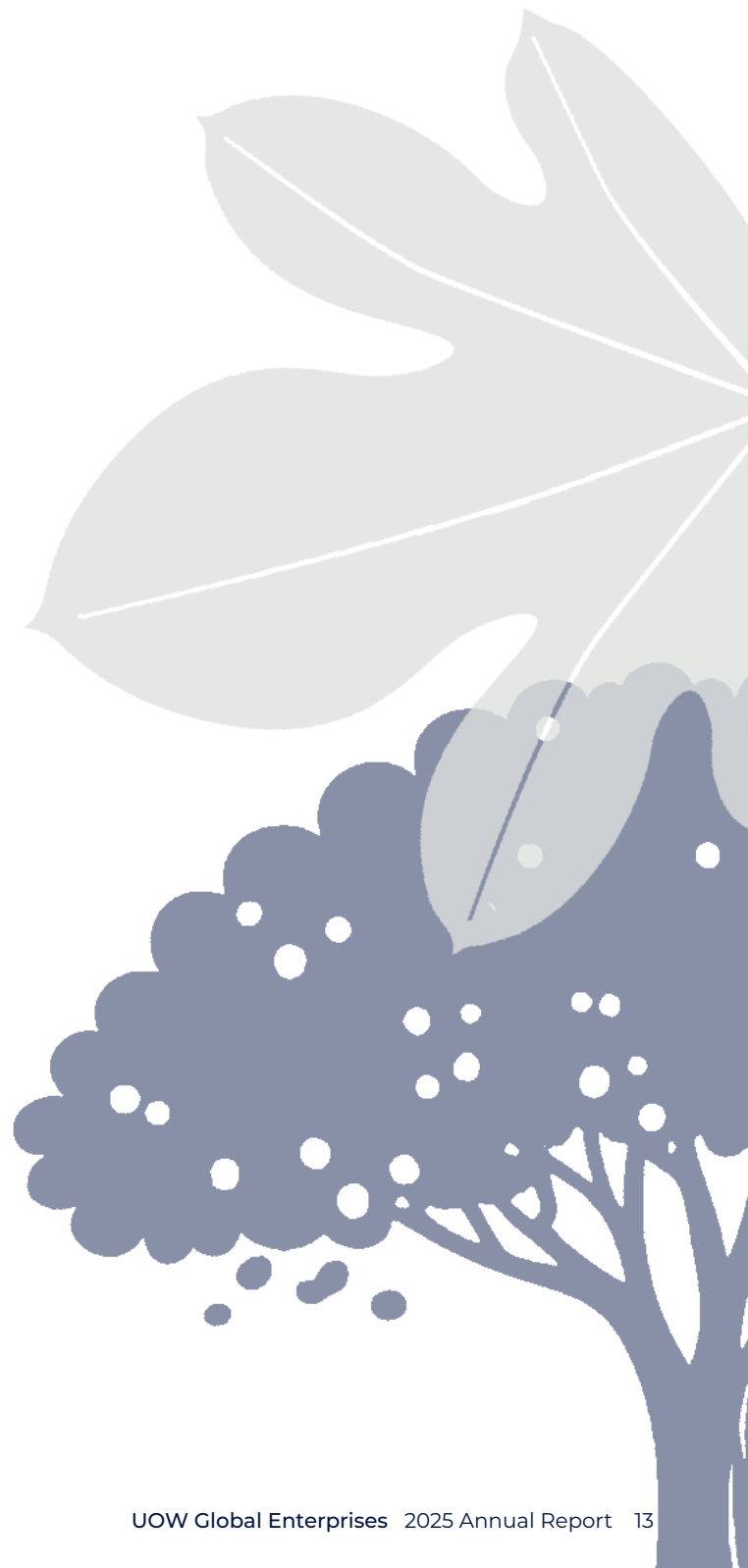
At the 2025 UOW Graduations, Lara Warwick, UOW College alumna, was awarded the 2024 Chancellor Robert Hope Memorial Prize for her outstanding performance, leadership and contributions to the University and wider community.

After beginning her studies through the University Access Program as a mature-aged student, Lara went on to complete a Bachelor of Neuroscience with Distinction and secured a place in the UOW Doctor of Medicine.

Throughout her studies, Lara has made significant contributions to the student community and university governance, including serving as the undergraduate representative on the University Council.

Strengthening foundations for Future Success


Overall in 2025, UOW College Australia demonstrated resilience and steady progress in a challenging environment, maintaining a clear focus on teaching excellence, student support and accessible pathways. Guided by its Strategic Plan, the College strengthened program quality, expanded international partnerships and deepened industry alignment, supporting positive student outcomes. These achievements position the College as a high-quality, globally connected pathway provider with a strong foundation for sustainable growth.



University of Wollongong in Dubai


47
PROGRAMMES


1
NEW PROGRAMMES


8,329
PROGRAMME
ENROLLED STUDENTS


402
STAFF


1,432
GRADUATES



In 2025, the University of Wollongong in Dubai (UOWD) continued its strong momentum, achieving record student enrolments, advancing applied research and strengthening alignment with national priorities in innovation and workforce development.

Total student enrolments reached 8,329 in 2025, the highest in the University's history, representing a 32% increase from 6,306 in 2024. This milestone reflects sustained demand for UOWD's academic offerings across both domestic and international markets. Growth was supported by a stable undergraduate base and a notable rise in postgraduate enrolments, particularly among international students seeking specialised, career-focused qualifications.

New intake trends further highlight this momentum, with a 64% increase between 2023 and 2025. International enrolments have been a key driver of this growth, more than doubling over the period, reinforcing UOWD's position as a preferred destination for globally recognised education delivered in the region.

A significant milestone in 2025 was UOWD's role in the launch of the UAE's AI Centre of Excellence, established in collaboration with Lakeba Group, DoxAI, AqlanX, and leading industry partners. Based on UOWD's campus, the Centre supports the UAE's sovereign AI strategy by advancing the development and application of AI technologies, while creating new opportunities for research, innovation, and talent development aligned with national priorities.

UOWD increased its academic portfolio through the launch of the Master of Applied Cybersecurity, addressing one of the most critical and fastest-growing talent gaps globally. The programme equips graduates with both technical expertise and strategic capability, reflecting the University's focus on delivering industry-aligned education in areas of high national and global demand.

Research achievements in 2025 reflect both scale and impact, with multiple successful initiatives contributing to national priorities. A key example is the "READY – Resilient Agrifood Dynamism through Evidence-based Policies" project, led by Professor Balan Sundarakani and supported by approximately AED 7 million in funding over 3 three years from the UAE Ministry of Education. The project brings together leading partners to advance food security through AI-driven and climate-resilient agricultural solutions.

Graduate employability outcomes strengthened through a more integrated careers ecosystem. Over the past three years, career advising increased eightfold, alongside a 250% expansion in internship pipelines, reflecting a deliberate shift towards scalable, industry-aligned student support. In 2025, this translated into 210 internship placements, reinforcing the University's focus on embedding real-world experience within the academic journey and preparing graduates for evolving workforce demands.

More than 900 graduates attended the class of 2025 graduation ceremonies in person. The graduation ceremonies brought together the University community alongside distinguished guests, including His Highness Sheikh Hasher Bin Maktoum Al Maktoum, Her Excellency Bryony Hilles, Australian Consul-General to Dubai and the Northern Emirates, and His Excellency Ridwaan Jadwat, Australian Ambassador to the UAE. The occasion marked not only academic achievement, but the resilience, ambition, and shared journey that define the UOWD student experience.

UOWD Recognised at ECEIA2025 for Academic Integrity and AI Ethics

Faculty, students, and affiliated researchers from UOWD were recognised at the European Conference on Ethics and Integrity in Academia (ECEIA2025), held in Sweden.

The Asia-Middle East-Africa Conference on Academic and Research Integrity (ACARI) Core Team, including UOWD's Dr Zeenath Reza Khan, received the ENAI Activism Award for advancing cross-regional collaboration and dialogue in academic integrity.

UOWD contributions included research on AI ethics education and student engagement with generative AI, alongside workshops on UNESCO's AI Competency Framework. A student-affiliated participant also received the Best Poster Award, reflecting the University's growing international presence in this field.

UOWD Student Team Wins UAE National James Dyson Award

A team led by UOWD student Ahmed Mujtaba, from the Computer and Autonomous Systems Engineering program,

was named the UAE National Winner of the 2025 James Dyson Award. The team's innovation, the Disaster Relief Backup Volume-Based Ventilator (DRBVV), was developed in collaboration with students from Heriot-Watt University and Middlesex University.

The device is a low-cost, portable ventilator designed to address shortages in hospitals, rural clinics, and disaster zones. It features a touchscreen interface, real-time monitoring, and a scalable design for emergency care.

The project has advanced to the international stage of the competition, representing the UAE globally and highlighting the impact of student-led engineering innovation.

Industry-Integrated Capstone Projects Strengthen Applied AI and Tech Skills

Career readiness initiatives continued with UOWD hosting its 2025 Career Fair, bringing together more than 80 final-year students across 20 teams to develop solutions addressing real-world challenges.

Projects were developed in collaboration with industry partners including ADNOC, Dubai Police, PwC, and Dunkin' UAE, with companies contributing mentorship, datasets, and technical guidance throughout the development process. This approach ensured strong alignment between academic work and industry expectations.

Several solutions demonstrated immediate practical value, including AI-powered demand forecasting tools, automated assessment platforms, and security systems for AI models. The initiative highlights UOWD's ability to integrate advanced technologies such as artificial intelligence, cloud computing, and data analytics into undergraduate learning, producing graduates with industry-ready skills.

UOWD Career Fair Connects 800+ Students with 50+ Employers

UOWD hosted its 2025 Career Fair, bringing together more than 800 students and alumni with over 50 employers across a wide range of industries.

The event reflected growing demand for talent in technology-driven sectors, including artificial intelligence, cybersecurity, data analytics, engineering, and digital transformation. Employers such as Deloitte, Majid Al Futtaim, Pfizer Gulf, and Parsons engaged directly with students, with many organisations returning to recruit UOWD graduates.

Pre-event preparation initiatives, including CV workshops and career clinics, ensured students were well-positioned to engage with employers. The Fair facilitated recruitment discussions, internship opportunities, and ongoing industry engagement, reinforcing UOWD's role in connecting academic learning with workforce outcomes.


In summary, 2025 represents a year of record growth and strategic advancement for UOWD, reinforcing its role as a provider of industry-relevant education, impactful research, and a key contributor to the presence of Australian higher education in the UAE and the wider region.



UOW College Hong Kong


35
PROGRAMMES


3
NEW PROGRAMMES


2,599
PROGRAMME
ENROLLED STUDENTS


183
STAFF


748
GRADUATES



Governor of NSW, The Hon. Margaret Beazley visits UOW College Hong Kong.

A Year of Consolidation and Stability

UOW College Hong Kong experienced a year of consolidation in 2025, supported by an improving economic environment and steady demand from school leavers. Application and enrolment levels remained stable, reflecting consistent market conditions and the College's established position.

Strengthening Accreditation and Academic Portfolio

The College maintained strong engagement with the Hong Kong Council for Accreditation of Academic and Vocational Qualifications, sustaining accreditation across four Program Areas at Qualifications Framework Level 4. Preparations commenced for the next Periodic Institutional Review to extend accreditation beyond September 2029, alongside reaccreditation planning for a suite of programs spanning bachelor's, associate degrees, higher diplomas and diplomas.

Program development remained a key focus. Two new Applied Learning courses were approved, while the Associate Diploma of Social Science in Social Work transitioned to a Higher Diploma with enhanced practical training. Additional offerings under the Diploma of Applied Education and targeted programs through Applied Learning and Employees Retraining Board initiatives further diversified the College's portfolio and broadened access for both school leavers and adult learners.

Innovation in Teaching and Learning

The College advanced its response to the rapid evolution of artificial intelligence in education. Workshops supported staff and students in applying AI tools across teaching, learning and administration, while clear ethical guidance was embedded within the Academic Integrity Policy. These initiatives strengthened teaching practices, improved student engagement and fostered greater creativity in the learning environment.





UOW Vice Chancellor GQ Max Lu at UOW College Hong Kong Graduation.

Student Success and Graduate Outcomes

In 2025, 748 students graduated, with the ceremony held on 29 November and attended by senior representatives from the University of Wollongong and distinguished guests.

Graduate outcomes remained strong. Nearly 60% of associate degree graduates progressed to further study, including around 28% entering government-funded universities. Among those entering the workforce, 82% secured employment within two months, with average monthly salaries of approximately HKD23,200, representing a 2% increase on the previous year.

Building Research and Academic Capability

Research activity continued to strengthen, supported by both external and internal funding. The College secured two Research Grants Council grants totalling approximately HKD1.7 million, alongside 12 internal research projects funded at approximately HKD260,000. Research spanned diverse areas including sociolinguistics, digital forensics and artificial intelligence.

A growing research culture was supported through initiatives such as the “Brown Bag” seminar series, providing a platform for staff to share funded research. Staff development also remained a priority, with several academics undertaking PhD studies through UOW’s tuition support scheme.

A Platform for Continued Growth

Overall, 2025 was a year of consolidation, capability building and steady progress for UOW College Hong Kong. The College maintained stable enrolments, strengthened its accreditation position, expanded and diversified its academic portfolio, and enhanced both student outcomes and research activity. Continued investment in teaching innovation, industry engagement and student experience has reinforced its reputation as a high-quality education provider. These achievements position the College well for its next phase of development, with a clear focus on growth, relevance and long-term sustainability in a competitive and evolving higher education landscape.

UOW Malaysia



84

PROGRAMMES



1

NEW PROGRAMME



4,878

PROGRAMME
ENROLLED STUDENTS



471

STAFF



1,402

GRADUATES



UOW Malaysia Staff Values Awards.

Sustained Growth and Global Reach

In 2025, UOW Malaysia continued its trajectory of strategic growth and academic achievement, building on strong foundations from the previous year. Total student enrolment reached 4,878, with international enrolments rising significantly by 68% to 1,201 students. This growth reflects the institution's expanding global footprint and continued appeal as a destination for quality education. New enrolments also increased steadily, driven by targeted recruitment strategies and strengthened international partnerships, particularly in China, where approximately 250 students articulated into UOW Malaysia programmes through established collaborations.

Campus Development and Institutional Progression

Operationally, 2025 marked a major milestone with the successful consolidation of the George Town and Batu Kawan campuses. The phased transition minimised disruption while setting the foundation for a single, integrated campus that will enhance efficiency, collaboration and student experience. Investment in future-ready infrastructure continued, including the development of new facilities such as the culinary building. At the same time, UOW Malaysia KDU Penang University College progressed towards full university status. Following its initial application in 2024, significant work throughout 2025 focused on preparing for final submission and presentation to the Ministry of Higher Education, representing a key step in the institution's long-term strategic vision.

Digital Transformation and Academic Innovation

Digital transformation advanced with the full implementation of the Campus Management System (CAMU) in January 2025. Supporting the entire student lifecycle, the system has improved administrative efficiency, data integrity and user experience, with ongoing enhancements further strengthening performance and consistency across campuses.

Academic innovation also remained a priority, with continued expansion of Dual Award programs in collaboration with UOW. Strong student demand was reflected in the successful delivery of UOW modules during the year, with further program growth planned to deepen integration within the global UOW network.

Industry Engagement and Graduate Outcomes

Industry partnerships continued to play a central role in the student experience. Collaborations with organisations such as Intel and Micron provided hands-on learning through industry-led programs, projects and immersive experiences, including the Micron-UOW IT Bootcamp. These initiatives enhanced student readiness for emerging fields such as artificial intelligence, semiconductor technology and advanced manufacturing.

Graduate outcomes remained a standout strength, with the 2024 MOHE Graduate Tracer Study recorded a 97% response rate and 92% employability, complemented by 99% employability in internal postgraduate surveys, demonstrating the effectiveness of UOW Malaysia's career-focused education model.

Research, Sustainability and Impact

Research performance remained strong, with 61 journal publications and 16 conference proceedings indexed in major databases, including a significant proportion in high-impact journals. Competitive grants and industry collaborations further strengthened applied research and innovation capability. Sustainability also remained a key focus through initiatives such as the Sustainability Living Lab, which integrates teaching, research and community engagement to deliver real-world solutions. Programs such as Global Climate Action 2025 engaged more than 650 participants, reinforcing the university's role in driving meaningful societal impact.

Cultivating Skills for Tomorrow's Graduates

Overall, 2025 was a year of growth, consolidation and forward momentum for UOW Malaysia. Progress across student growth, campus development, digital transformation, academic innovation and industry engagement has strengthened its position as a globally connected, industry-relevant education provider. With a clear focus on quality, innovation and employability, UOW Malaysia is well positioned to continue shaping future-ready graduates and expanding its impact in the years ahead.

UOW Malaysia KDU Penang Recognised as a Future-Ready University

UOW Malaysia KDU Penang University College earned national recognition in 2025 as 1st Runner-Up in the prestigious Future-Ready University Award, competing against leading institutions across Malaysia. The award, jointly presented by the Ministry of Human Resources and TalentCorp Malaysia, honours universities that go beyond academic excellence to actively prepare students for a fast evolving workforce.

This achievement reflects UOWM's comprehensive approach to delivering industry relevant, globally aligned, and future-focused education. By integrating curriculum design, industry engagement, and student development, UOW Malaysia KDU Penang has created a cohesive ecosystem that equips graduates with both technical expertise and real-world readiness. The model combines Australian academic excellence with strong Malaysian industry integration, ensuring global relevance with local impact.

The award ceremony recognised institutions that are leading the way in bridging education and career readiness. UOW Malaysia KDU Penang's recognition affirms its position as a leading example of a future-ready university, committed to shaping adaptable, industry-ready graduates for the future.



UOW India



UOW India's Research Excellence Recognised at FINCON 2025 - International Financial Security and Management Conference.

A Year of Transition and Momentum

2025 marked UOW India's first full year of operations and an important shift from establishment to execution. Following the successful campus launch in late 2024, the focus moved to building scale, growing student enrolments, strengthening organisational capability, deepening academic and industry partnerships, and establishing the foundations for long-term sustainability. Throughout the year, UOW India continued to position itself as a distinctive Australian university, delivering globally recognised education within the fast-evolving GIFT City ecosystem.

Shaping the Future

A comprehensive mid-year study of India's higher education market confirmed strong sector growth, driven by increasing private participation, the entry of global institutions and rising demand for career-focused programmes, particularly at the undergraduate level. These insights informed the development of a five-year strategic plan, alongside programme expansion and marketing strategies. Central to

this was UOW India's differentiated proposition: a globally ranked, industry-connected Australian institution with strong technology links and cross-border mobility opportunities. Programme expansion commenced with the launch of a Bachelor of Business (Finance and Business Analytics) and a Master of Computing (Applied AI), broadening the existing postgraduate suite in FinTech and Data Analytics.

Growth in Students and Capability

Student enrolments grew from 8 in 2024 to 33 in 2025, reflecting early traction in a competitive market. This growth was supported by a more mature recruitment strategy, including dedicated local capability, stronger engagement with feeder institutions, participation in education fairs and targeted digital campaigns. Alongside this, the campus workforce expanded, with continued investment in academic and professional staff to support student experience, programme delivery, recruitment and operational effectiveness. This progression reflects a deliberate shift towards building local capability and reducing reliance on shared services as the campus matures.



Values in Action: Assistant Professor Rajsee Joshi Shah winning the UOWGE award 2025.

Academic and Industry Impact

Scholarly activity strengthened throughout the year, with faculty contributing to publications, conference presentations and industry-focused thought leadership. Academic output exceeded four publications per academic, alongside active participation in local, state and national forums. Contributions across key areas such as Financial Technology, Artificial Intelligence, Data Analytics and Digital Transformation enhanced UOW India's profile as a contemporary and industry-relevant institution, closely aligned with emerging global trends.

Partnerships that Deliver

Partnership development remained focused on enhancing student experience, employability and graduate outcomes. UOW India continued to build a diverse portfolio of corporate and institutional relationships aligned to these goals. Collaborations with organisations such as IBM and Odoo reinforced a commitment to industry-integrated learning, while broader engagement across technology, financial services, consulting, agriculture and government sectors expanded opportunities for students. Through this network, students accessed work-integrated learning, industry projects, guest lectures, professional development and real-world exposure. These initiatives were complemented by academic support programmes, connections to UOW's global network and the development of future mobility pathways - ensuring a well-rounded, globally connected student experience.

A Strong Foundation for Growth

In its first full year of operations, UOW India successfully transitioned from establishment to growth, delivering measurable progress across student recruitment, workforce capability, academic activity, partnership development and brand building. These achievements establish a strong platform for future expansion and position UOW India as a credible, industry-connected and globally recognised higher education provider within one of the world's most important and rapidly evolving education markets.



Partnerships that Deliver: UOW India students visiting India's first international bullion IIBX.



Our People and Achievements

Our people are fundamental to our continued success. We are deeply committed to fostering a safe, inclusive, and diverse environment where every individual feels respected, supported, and empowered to perform at their best. This commitment is not only central to our values but also critical to achieving sustainable growth and delivering meaningful outcomes for our students and communities.

Our workforce reflects the global nature of our campuses. With a balanced staffing profile across full-time (53%), part-time (17%) and casual employees (30%), we maintain the agility required to support evolving delivery models while ensuring continuity, quality, and capability across our global operations. This mix enables us to respond effectively to changing student needs, innovate in our approach to education delivery, and scale our presence as we expand into new regions.

Importantly, our people represent more than 60 nationalities, bringing a richness of perspectives, experiences, and ideas that shape our culture and strengthen our global outlook. This diversity enhances collaboration, drives innovation, and ensures that we remain responsive and culturally attuned to the communities we serve.

Building Capability for the Future

In support of our long-term strategy, we progressed a significant leadership restructure, implementing a global matrix leadership model designed to strengthen governance, accountability, and support effective decision-making across our campuses. The restructure enhances leadership capability, supports succession planning, and positions the organisation to respond effectively to growth and complexity across our

Our Corporate Values



Excellence



Collaboration



Innovation



Integrity



Passion



Courage

global network. Importantly, this work was underpinned by our values and undertaken with a strong focus on building capability, creating career progression through succession and creating opportunities for greater collaboration and knowledge sharing across our global campuses.

Looking ahead, our focus remains firmly on building capability across all levels of the organisation. As the education landscape continues to evolve, we are investing in developing the skills, leadership, and adaptability of our workforce to meet the changing needs of students, embrace new delivery models, and support our continued global expansion. Our future growth is intrinsically linked to the success of our staff, and we are committed to ensuring they are equipped and supported to thrive.

International Women's Day

This year we celebrated International Women's Day with a global event that brought together colleagues from across our global campuses to celebrate the difference and impact that women from across our institutions deliver every day. The global event focused on the IWD theme of 'March Forward for all Women and Girls' and brought together Colleagues from across all our campuses to celebrate how far we have come, highlight research, share personal experiences and explore what more we could do in our role as educators.

The event reinforced our commitment to gender equity, inclusion, and leadership, providing a platform to celebrate achievements, elevate diverse voices, and reaffirm our shared responsibility to foster inclusive workplaces where everyone can reach their potential. This initiative reflects our broader focus on building a respectful, equitable, and values-driven culture as well as advancing and supporting women through education.

Gender Equality & Inclusion

We are deeply committed to gender equality and recognise that achieving it requires more than acknowledgement, it demands sustained action, transparency, and measurable progress. Our most recent Australian gender pay gap analysis demonstrates continued strong performance, with total remuneration and base salary outcomes remaining at 0.0% well below the sector and the Australian Workplace Gender Equality Agency (WGEA) benchmarks.

Over recent reporting cycles, we have achieved a significant reduction in the total remuneration gender pay gap, reflecting the effectiveness of our remuneration frameworks, governance controls, and equity focused decision making. We continue to outperform the sector in Australia, reinforcing our position as a leader in equitable pay practices. These outcomes affirm our commitment to fair and consistent remuneration across all levels of the organisation. With 23 consecutive years as a WGEA Employer of Choice for Gender Equality in Australia we remain focused on sustaining and strengthening gender pay equity across all our campuses.

Together, these achievements reflect a year of meaningful progress in strengthening the foundations that support our people to thrive. Through inclusive initiatives, recognition of excellence, and thoughtful leadership renewal, we continue to build an organisation shaped by shared values, strong governance, and commitment to our people.

As we move forward, we will stay focused on what matters most: our people, our culture, and delivering impact. The future is bright, together, we are ready to make it happen.



University of Wollongong in Dubai staff

2025 UOWGE Global Staff Value

Each year, our Values Awards program recognises and celebrates the contributions and lived experiences of our people across our global community. In 2025, we received an impressive 484 nominations from colleagues across our campuses, reflecting the depth of engagement with our shared values and the strength of our peer recognition culture.

At its core, the program empowers staff to recognise one another, providing a meaningful platform to acknowledge colleagues who bring our values to life through their actions. This peer-led approach is what makes the program distinctive, reinforcing a culture where appreciation, respect, and recognition are embedded in everyday practice.

The awards shine a light on the many ways values-led behaviours shape our organisation. From enhancing collaboration to supporting student success and strengthening stakeholder relationships, these contributions collectively define who we are and the impact we make. The program also operates across multiple tiers, with in-country award recipients progressing to the global stage as finalists in our annual ceremony.

We were proud to host our Global Values Awards in Hong Kong, where colleagues came together, both in person and via live broadcast to each of our global campuses, to celebrate

excellence across our network. Reflecting the regional context in the Middle East, UOW Dubai staff participated in the Awards online, joining colleagues across the network as part of the global celebration.

Bringing together our in-country Employee of the Year recipients, Hannah Ostwald (UOW College Australia), **Habiba Amanullah** (UOW Dubai), **Dr Yeung Wing Yin Virginia** (UOW College Hong Kong), and **Prof. Dr. Yeap Gik Hong** (UOW Malaysia) was a powerful demonstration of the impact of our people across diverse contexts.

We were delighted to congratulate Prof. Dr. Yeap Gik Hong, who was awarded the prestigious UOW Global Enterprises Employee of the Year for 2025. This recognition reflects an unwavering commitment to our values and an outstanding contribution to our community.

Every nomination received is a testament to the strength of our global culture. Together, they highlight the meaningful contributions our people make every day, shaping lives, strengthening communities, and reinforcing our position as a connected, values-driven global organisation.

We look forward to continuing this tradition of recognition, with the 2026 Global Values Awards to be hosted in Australia.



Global employee of the year, Prof Dr Yeap Gik Hong (UOW Malaysia)



Employees of the Year (country winners)



UOW College Australia & UOW Global Enterprises award winners

s Awards

Our 2025 Global Award Winners:

- Employee of the Year – **Prof. Dr. Yeap Gik Hong** (UOW Malaysia)
- Excellence in Professional Service – **Hannah Ostwald** (UOW College Australia)
- Excellence in Professional Service – **Dr YEUNG Wing Yin Virginia** (UOW College Hong Kong)
- Excellence in Teaching Leadership – **Dr. Prithvi Bhattacharya** (UOW Dubai)
- Excellence in Teaching – **Kiyan Afsari** (UOW Dubai)
- Excellence in Research Award – **SeismoLite** (UOW Malaysia)
- Passion – **Jennie Roach** (UOW Global Enterprises)
- Integrity – **Elke Bancroft** (UOW College Australia)
- Courage – **Dr. CHAN Sze Man** (UOW College Hong Kong)
- Innovation (Team) – **Sustainability Living Lab** (UOW Malaysia)
- Collaboration (Individual) – **Shilpa Chaly** (UOW Dubai)
- Collaboration (Team) – **Block Delivery Pilot Team** (UOW College Australia)



UOW College Hong Kong award winners



UOW Malaysia award winners



Student Success Story

From Uncertainty to Take Off - Turning a Setback into an Extraordinary Journey

A New Direction

In 2025, Dakota David Chapman graduated from the Associate of Science in Airport Operations and Aviation Logistics at UOW College Hong Kong. Today, he is pursuing a Bachelor of Aviation (Pilot) at the University of Adelaide—where he has already achieved a defining milestone: his first solo flight at Parafield Airport.

A Turning Point

Dakota's path to the cockpit was not linear. Following disappointing HKDSE results, he found himself at a crossroads. Instead of being deterred, he embraced the opportunity to reset, enrolling at UOW College Hong Kong and immersing himself in a program that would reignite both his confidence and his ambition.

Learning that Inspires

Through hands-on coursework in aircraft loading, airline management systems and aviation logistics, Dakota developed a strong operational foundation. It was the Aircraft Operations course, however, that proved transformative. Taught by three experienced airline pilots, the course brought aviation to life, offering real-world insights into aerodynamics, meteorology and the demands of the cockpit. Their stories of discipline, decision-making under pressure and lifelong learning left a lasting impression, solidifying Dakota's determination to pursue a career as a pilot.

Commitment and Achievement

He approached his studies with focus and energy, excelling academically while leading group projects and participating in industry site visits. His commitment and performance were recognised with the Outstanding Performance Scholarship from the Education Bureau of the Hong Kong Special Administrative Region.

A Foundation for Success

Reflecting on his journey, Dakota credits UOW College Hong Kong as the turning point. "It was here that I rediscovered my passion and confidence," he says. "I went from feeling stuck to thriving academically, earning recognition, and realising that my dream of becoming a pilot is achievable with the right foundation and hard work."

Turning Ambition into Reality

Dakota's story is a powerful reminder that with the right support, practical learning environment and determination, setbacks can be transformed into stepping stones—and ambitions into reality.



Student Success Story

From PhD Candidate to global top 2% scientist

Mr. Dai Jiapeng, a Doctor of Philosophy (Business) candidate from the School of Business at University of Wollongong Malaysia, has been recognised among the Top 2% Scientists in the World for 2025.

That recognition is based on the global ranking compiled using data from Elsevier and Stanford University. His research in Earth and Environmental Sciences (Environmental Sciences sub-field) has demonstrated outstanding scholarly impact through strong citation performance, high-quality publications, and significant academic influence.

Since beginning his PhD in September 2023, Mr. Dai has produced an exceptional research record, publishing nine first-author works including six Q1 journal articles, two Q2 journal articles, and one Springer book chapter, focusing on sustainability, environmental economics, climate policy, and green innovation.

He also contributes actively to the academic community as an Associate Editor for the *International Review of Economics & Finance* (SSCI Q1) and an editorial board member of *Environmental Economics*.

Having successfully passed his PhD viva voce on 5 November 2025, with Senate endorsement pending, Mr. Dai's achievement reflects both his remarkable research productivity and the support of his supervisors, Dr Jasmine Phan Ah Kiaw and Associate Professor Dr Eddy Yap Tat Hiung, highlighting University of Wollongong Malaysia's commitment to research excellence and high-impact doctoral scholarship.



Student Success Story

Empowering Ayla to shoot for her dreams

After a sporting injury disrupted Ayla Clark's studies, the UOW College Diploma of Business helped fast-track her pathway into university. With support from the Aunty Linda Cruse Scholarship, she is now pursuing a future in sports marketing.

A representative netball player for Sutherland Shire, Ayla was in her final years of high school when she suffered a serious hip injury. Surgery and a long recovery affected her ability to study, and her HSC results suffered as a result.

"My school's careers adviser suggested UOW College as a way to ease the transition between high school and university," Ayla says.

"UOW College gave me the skills and confidence to step up to university."

Taking the fast track

Ayla completed the Diploma of Business Fast Track in two 14-week sessions, gaining direct entry into the second year of the UOW Bachelor of Business (Marketing) in 2025.

"I chose the Diploma of Business because I love the idea of marketing. My goal is to work in sports marketing, helping build brands and create opportunities for athletes. I'm drawn to the creativity and authenticity."

She valued the smaller classes and supportive teaching environment, which helped her build strong foundations in time management and communication.

"I didn't really develop those skills in high school, and they've been essential in preparing me for my degree."

Ayla says her teachers consistently went above and beyond, including offering extra support in challenging subjects like statistics and finance.

Empowering First Nations students

A proud Worrimi and Wonnarua woman, Ayla says the Aunty Linda Cruse Scholarship, which covered her UOW College tuition, was critical to her success.

"The financial relief made a huge difference. It allowed me to focus on my studies instead of balancing work and university."

She also accessed support through the Woolyungah Indigenous Centre, including study assistance, resources, and connections to further opportunities.

"Both Woolyungah and UOW College always made sure I felt supported and comfortable."

Shooting for the stars

Looking ahead, Ayla hopes to study abroad and eventually work in sports marketing with organisations such as the NRL or within elite netball.

"Netball NSW has a strong First Nations pathway. I'd love to help build the profile of the sport and its athletes."

She encourages other First Nations students to consider UOW College as a supportive entry point into higher education.

"Going straight from high school to university would've been really difficult. This pathway helped me find confidence and direction."



Staff Success Story

Going the distance for future fitness leaders

Kelly McMullan brings passion, industry experience and purpose-driven teaching to UOW College's fitness programs, empowering students to find their stride and hit their career goals, and brings contagious energy each day in her role as Fitness Program Manager at UOW College, where she has spent the last decade helping students find their path in the fitness industry.

In recognition of her impact and commitment to excellence, Kelly was awarded the UOW College Australia 2025 Excellence in Teaching Award.

Building strong futures

Completing her Bachelor of Exercise Science and Graduate Diploma of Science (Exercise Rehabilitation) at UOW, Kelly has spent more than 15 years in the industry as an exercise physiologist and personal trainer. She has worked extensively with clients with chronic and complex health conditions, general population clients, and sport-specific coaching.

Kelly stepped into education when a colleague invited her to help launch a new fitness course at UOW College in 2015. Since then, she has worked tirelessly to build an industry-leading program that remains practical, relevant and engaging, delivering hands-on learning grounded in real-world experience.

Plugged into industry

Kelly and her diverse team of quality educators – including experienced business owners and national AUSactive Award winners – are joined regularly by industry speakers and mentors. Actively nurtured industry connections offer varied work placement pathways for students to translate learning into practice.

“They get to see how it works in practice in a gym environment, and a high percentage of our students end up securing a role with the company they did work placement with after they graduate,” Kelly says.

The program attracts a diverse mix of students, from school-leavers and career changers to mature students and even retirees, with students ranging from 16 to 70 years old. The program also supports school-based traineeships across the Illawarra and NSW South Coast, with a clear path to higher degrees in medical and health, exercise, or nutrition science at UOW.

Leading by example

Alongside her role at UOW College, Kelly is an Accredited Exercise Physiologist and still trains regular clients. She is also a seasoned endurance athlete, competing regularly in half and full marathons.

Kelly sees fitness as much more than just a job – it's a way to change people's lives for the better.

“If I could get every single person on the planet physically active, I would,” she says.

“The physical health benefits are obvious, but it's the mental wellbeing, the confidence, the sense of achievement... that's what I want students to pass on to their clients.”



Staff Success Story

Advancing Applied Research Through Industry and Global Collaboration – UOW Dubai Applied AI and Collaboration

At the University of Wollongong in Dubai, Dr. Kamal Jaafar has developed a research profile focused on applying artificial intelligence within the built environment, with an emphasis on translating research into practical outcomes.

His work has been shaped by a consistent focus on collaboration. Through partnerships with industry and international institutions, he has contributed to research that addresses real-world challenges in infrastructure and digital transformation.

Industry-Aligned Research and Funding

This approach led to the successful acquisition of research funding from the Dubai Future Foundation, supporting projects that explore the integration of AI within construction and infrastructure systems. These projects bring together academic researchers and industry stakeholders, ensuring that research outcomes are aligned with practical applications.

Global Impact and Partnerships

In parallel, Dr. Jaafar has contributed to international research initiatives, including a project recognised with the Intelligent Futures Award in New Zealand. This reflects the global relevance of his work and its contribution to advancing digital innovation in the built environment.

His efforts have also extended to strengthening institutional partnerships. Through his involvement in establishing collaboration between UOWD and Dubai Industrial City, he has created opportunities for student internships, applied research, and joint innovation initiatives.

Recognition and Ongoing Impact

In recognition of his contributions, Dr. Jaafar received the UOWD Research Excellence and Scholarly Impact Award in 2025.

His work demonstrates how sustained collaboration across academia and industry can strengthen both research impact and student opportunities.

Staff Success Story

A Leader in Education and Community Impact

Andrew Wilfred exemplifies the impact of purpose-driven education. With more than a decade at UOW Malaysia KDU Penang University College, he is recognised for his teaching excellence, community engagement, and commitment to empowering students to create meaningful social change

Commitment to Teaching Excellence

With 13 years of dedicated service at UOW Malaysia KDU Penang University College, Andrew Wilfred has established a strong reputation for excellence in teaching, student development, and community engagement. His areas of expertise include corporate social responsibility, cross-cultural communication, societal campaigns, and social entrepreneurship.

He is widely recognised for embedding real-world, community-based learning into the BA (Hons) Public Relations programme. Through this approach, students gain not only academic knowledge but also practical experience in delivering meaningful social impact.

Recognition and Leadership

Andrew's contributions to education and community development have been recognised through the Inspirational Indian Youth Icon Award of Penang 2025 in the Community Education category. Beyond academia, he serves as Vice President of the Tamarai Women's Development Organisation, Penang, where he also leads the Youth Bureau. In these roles, he contributes as a trainer, project director, and short film producer, extending his influence well beyond the classroom.

Driving Social Change Through Project STARS

Andrew is the driving force behind Project STARS (Striving to Achieve Respect & Safety), a child safety and awareness initiative that educates young people about personal safety, rights, and protective behaviours. Through this initiative, he has reached nearly 1,500 children via workshops, publications, and digital outreach, while also producing the documentary UNSAID, which addresses critical child safety issues. The project has been recognised at both national and international conferences, earned a Bronze Award at the Malaysia Public Relations Awards 2025, and secured grant funding to support its continued expansion.



Broader Impact and Professional Achievement

In addition to Project STARS, Andrew has led several impactful initiatives, including Heal in Vibes, which promotes HIV awareness among students, and Youth for Impact, Progress & Empowerment (YIPE), which received a Silver Award at the Malaysia Public Relations Awards 2022. He is a Senior Associate Member of PRCA and has received multiple institutional honours, including the UOW Malaysia Staff Award for Courage 2025. These accolades reflect his sustained commitment to leadership, resilience, and meaningful social contribution.

Inspiring Through Purpose

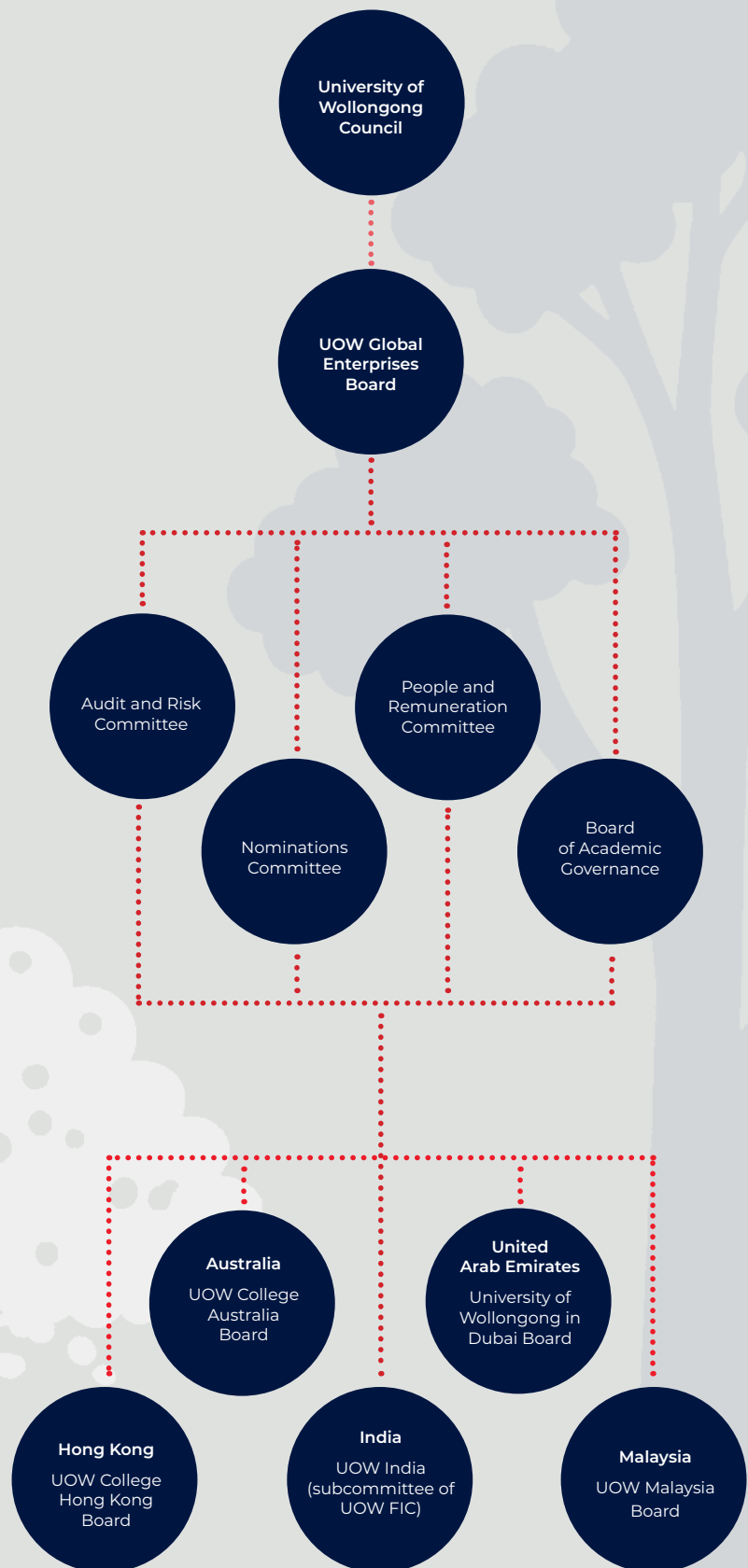
Andrew's work reflects a deep and ongoing commitment to education, empathy, and community empowerment. Through his teaching, leadership, and advocacy, he continues to create lasting impact both within the academic environment and across the broader community.

Governance Structure

To ensure alignment with the University's strategy, risk appetite and reputational requirements, UOW maintains oversight of UOW Global Enterprises through a combination of ownership rights, representation and formal governance interfaces. The UOWGE Board is accountable to the University Council, with membership of the UOWGE Board comprising independent non-executive directors, as well as members drawn from UOW management, including the Vice-Chancellor, and UOW Council representatives. Strategic matters and major investments are reported to the University Council through defined governance pathways, with Council retaining approval for the establishment of new entities.

The UOWGE Board is responsible for strategy, performance, risk and overall governance of UOWGE and its controlled entities. It is supported by standing committees for audit and risk, nominations, and people and remuneration, providing focused oversight of key governance areas. The Board of Academic Governance provides oversight of academic quality, standards and alignment across the global network and reports to the University's Academic Senate, reinforcing alignment with UOW's academic framework.

This framework is supported by integrated academic governance arrangements, including joint course approval, shared quality assurance processes, and UOW representation across academic boards and committees within UOWGE entities. Together, these mechanisms ensure that academic delivery, student outcomes and regulatory compliance remain consistent with UOW standards across all jurisdictions.



Our Global Leadership Team

Institutional



**PROF. MOHAMED-VALL
M. SALEM ZEIN**
President, University of
Wollongong in Dubai



JENNIFER NG
UOW Malaysia CEO
UOWGE CEO Asia



CURRIE TSANG
President
UOW College Hong Kong



FELIX LANCELEY
General Manager
UOW College Australia

Corporate



WILLIAM ZONDAG
Global Chief Operating
Officer



KERRIE FIELD
Global People and
Culture Officer



PROF. CHRISTIAN RITZ
Dean Global Academic
Affairs



LOUISE SILVESTRI
Executive Director
Business Transformation



BHARAT MEHRA
Head of Strategy



KATH McCOLLIM
Executive Director Global
Student Recruitment &
Business Development



DEEKSHA KUMAR
General Counsel

Our Board



JOHN M. GREEN (CHAIR)

John M Green has served as Chair since May 2022. He is also PwC Australia's first independent non-executive Governance Board chair, and a non-executive director of Challenger Limited.

His prior governance experience includes appointments as a non-executive director of the Cyber-Security Cooperative Research Centre and Worley, Deputy Chair of QBE Insurance Group,

and directorships across a number of not-for-profit organisations.

John's executive career spanned 30 years, as a partner in two law firms and then as an investment banker at Macquarie Group.

John is also a novelist, with seven crime thrillers to date. He co-founded independent book publisher Pantera Press.



MARISA MASTROIANNI

Marisa Mastroianni is Managing Director and Group Chief Executive Officer of UOW Global Enterprises, leading a global network of offshore campuses across Dubai, Malaysia, Hong Kong, Australia and India. An accomplished chief executive and non-executive director, she has held senior executive and financial roles across the maritime, health and aged care sectors prior to joining UOWGE. Marisa brings extensive experience in global operations, working across diverse international markets and cultures, with expertise in international education, offshore

expansion, strategic planning, financial and risk management, and organisational transformation. She is known for building high-performing teams and leading with a strong values-driven approach, overseeing sustained growth and international expansion across the group. In addition, Marisa serves on the Board of NRMA Ltd, Australia's largest mutual, where she chairs the Audit and Risk Management Committee, and on the Venues NSW Illawarra Advisory Committee. She has a Bachelor and Master of Commerce, is a Harvard alumna, and a GAICD and FCPA.



GREGORY WEST

Greg West serves as Deputy Chair on the UOW Global Enterprises Board. Greg is a chartered accountant and is a member of the University of Wollongong Council.

He is Executive Chairman of Education Australia Limited and was a Director of IDP Education

Limited until October 2025. He was Chief Executive Officer of a dual listed ASX/Nasdaq biotech company and has worked at PwC and in senior finance executive roles in investment banking with Bankers Trust, Bain & Company and Deutsche Bank. Greg is also a Director of the St James Foundation Ltd.



ROBERT RYAN

Robert Ryan is the Chief Executive of IMB Bank, one of Australia's largest mutual banks.

He formerly held the role of Deputy Chancellor of the University of Wollongong and was a long-serving member of UOW Council.

Robert is a Director and the Deputy Chair of the Flagstaff Group, a not-for-profit, supported disability employment enterprise. Prior to joining IMB, Robert held the position of Managing Director at Australian Resources Limited and has extensive experience executive and governance experience across finance, corporate strategy and risk oversight.



MURRAY WALTON

Murray brings a wealth of experience with over 14 years dedicated to the international higher education sector, indicating a deep understanding of the industry's dynamics, challenges and opportunities.

His tenure on subsidiary boards within IDP showcases his extensive involvement in strategic decision-making processes, governance frameworks and operational oversight, providing

him with a nuanced perspective on the intricacies of managing diverse educational ventures across various geographies.

Murray's significant international exposure, particularly in Asia and the Middle East, underscores his ability to navigate cultural nuances, regulatory landscapes, and market dynamics, essential qualities for effective leadership and decision making in a global higher education company.



ARLENE TANSEY

Arlene is a Non-Executive Director of Aristocrat Leisure Limited, McMillan Shakespeare Group and La Trobe Financial, and Chairs the Serco Asia-Pacific Advisory Board and the Audit Committee of Aristocrat.

She has also worked in commercial and investment banking in Australia (ANZ Banking Group and Macquarie Bank) and in investment banking and law in the United States. She holds a Juris Doctor from the University of Southern California Law Centre and an MBA from New York

University. She is a member of Chief Executive Women and the International Women's Forum, and was a Fellow of the Australian Institute of Company Directors from 1999 to 2025.

In 2025, Arlene was awarded the Order of Australia Medal for service to business and board governance, recognising her longstanding contribution to ethical leadership and her impact across listed companies, government, cultural institutions and advisory boards, as well as her leadership in promoting strong governance and sustainable business practices in Australia.



G.Q. MAX LU

Professor Max Lu AO, a globally recognised chemical engineer and advanced materials scientist, became the sixth Vice-Chancellor and President of the University of Wollongong (UOW) in May 2025 and joined the Board of UOW Global Enterprises later that month.

He previously served as President and Vice-Chancellor of the University of Surrey (UK) from 2016, following two decades at the University of Queensland where he held senior leadership roles including Pro Vice-Chancellor (Research Linkages),

Deputy Vice-Chancellor (Research), and Provost and Senior Vice-President.

Professor Lu was appointed an Officer of the Order of Australia (AO) in 2017 for distinguished service to education, international research, and Australia-China relations.

A highly experienced global leader in higher education, Professor Lu is recognised for driving institutional growth, strengthening international partnerships, and advancing research excellence and innovation across complex, multi-campus environments.



STEPHEN PHILLIPS

Stephen Phillips is the Vice-President (Operations) at the University of Wollongong (UOW), where he leads operational performance to support the University's strategic objectives, and joined the Board of UOW Global Enterprises in May 2025.

He is responsible for UOW's financial, people and culture, and infrastructure strategies, aligning these with the University's mission and 2030 strategy. His portfolio also spans digital transformation, sustainability and corporate

services, including legal, risk, marketing and communications.

Mr Phillips brings more than two decades of senior executive experience, including his previous role as Vice-Principal Operations at the University of Sydney, where he led large-scale service functions and major transformation initiatives.

A highly regarded operational leader, he is known for driving organisational performance and fostering a collaborative and inclusive culture across complex institutions.



MIKE SNEESBY

Mike Sneesby is an experienced media executive with extensive experience in Australia and internationally, and joined the Board of UOW Global Enterprises in June 2025. He is currently Chief Executive Officer of MBC Group, the Middle East's largest broadcaster.

From April 2021 to October 2024, Mike served as CEO of Nine Entertainment, and prior to that was the founder and CEO of streaming service Stan. Earlier in his career, he held senior roles including Vice President of IPTV at Intigral in Dubai, where he established the Invision IPTV service, and led Corporate Strategy and Business Development at ninemsn, driving digital growth initiatives.

Mike also played a key role at Optus, leading the rollout of its national ADSL broadband network, and has held leadership and consulting roles across digital media, technology and telecommunications in Australia, Asia and the USA.

He holds an Honours degree in Electrical Engineering from the University of Wollongong and an MBA from the Macquarie Graduate School of Management. A member of the University of Wollongong Council from May 2022 to June 2025, Mike is a valued contributor to the UOW community.



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2025 Annual Report

