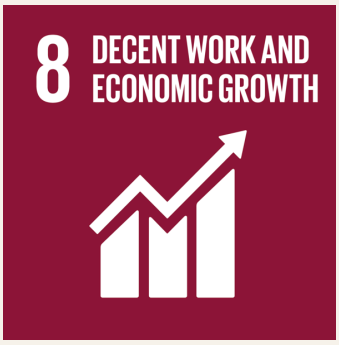


SDGs' REPORT 2026 · SDG 8

Decent Work and Economic Growth

UNESA is paying, protecting and listening to its staff, and preparing its students and local businesses for decent work.



Lecturers, education staff and security officers practise stretcher first aid at UNESA's occupational safety and disaster training in the Rectorate, Surabaya, 20 January 2026.

SDG 8 AT A GLANCE

Decent work for the people of the university, and for those it prepares

SDG 8 asks universities to be good employers, to prepare students for work and to help local economies grow. This report covers how UNESA pays and treats its staff, how it protects everyone who works on its campuses, how it moves students into work and enterprise, and what it puts into the local economy. In THE Impact Rankings 2026 UNESA is in the 201–300 band for SDG 8.

HOW UNESA WORKS ON SDG 8

The Directorate of Human Resources manages staff pay and the electronic staff information system. The Quality Assurance Board surveys staff every year on how fairly they are paid, and the Directorate for the Prevention and Handling of Strategic Issues runs the SAMBAT staff forum, safety training and the rules against violence. The Vice-Rector for Education, Student Affairs and Alumni leads the work with employers and graduates, faculties and study programmes run internships and student enterprise, and the Institute for Research and Community Service holds the data on products used by local businesses.

This report is one of seventeen: UNESA reports its progress on each SDG separately, and each report links to the full evidence pages, with every source, at sdgscenter.unesa.ac.id.

IN THIS REPORT

Policy and pay	3
Equal treatment	4
Staff voice and rights	5
Safe and fair workplace	6
Students into work	7
Enterprise	8
Local economy	9
Sources	10

SDG 8 online: every evidence page, with its sources, under SDG metrics at sdgscenter.unesa.ac.id

SDG 8 AT UNESA IN 10 FIGURES

8 of 17
seats on UNESA's Board of Trustees are held by lecturers and education staff
PAGE 5

1,511
lecturers, 90% of 1,680, took part in the 2024/2025 pay survey
PAGE 5

1,668
active lecturers recorded by sex and rank; 51.3% are women
PAGE 4

2
ministerial rules require lecturers' pay above the minimum living need across 2025 and 2026
PAGE 3

59
lecturers, staff and security officers trained in first aid and earthquake response on 20 January 2026
PAGE 6

150+
employers at the first Employer Collaboration Forum, 3 to 5 February 2026
PAGE 7

66.67%
of 201 S1 Management alumni (2024 cohort) in paid work within 12 months
PAGE 7

3
student ventures won enterprise funding in 2026
PAGE 8

187
UNESA innovation products in use by local small businesses in 2025
PAGE 9

Rp255bn
paid by UNESA to local small businesses for goods and services in 2025
PAGE 9

POLICY AND PAY

A national pay floor and one rule book for every employee

Two levels of rules set pay at UNESA: national regulations require lecturers' pay to sit above the minimum living need, and the Rector's own staff regulation gives every employee a monthly salary by rank.

2

ministerial regulations on lecturer pay in force across 2025 and 2026: Regulation 44 of 2024, then Regulation 52 of 2025 from 23 December 2025

1 Jan 2025

date Rector's Regulation 37 of 2024 on UNESA employees took effect

2,357

employees, the figure UNESA reports in its THE Impact Rankings submission

LECTURERS: A NATIONAL FLOOR

Minister of Higher Education, Science and Technology Regulation 52 of 2025, set on 23 December 2025, requires legal-entity state universities such as UNESA to pay lecturers' basic salary and salary-linked allowances above the minimum living need under labour law (Article 55). Throughout 2025 the same floor applied under Regulation 44 of 2024, set on 10 September 2024. It forbade paying below the floor and set sanctions for a breach, from a written warning to a one-year halt of teaching in the study programme concerned.

EVERY EMPLOYEE: A SALARY BY RANK

Rector's Regulation 37 of 2024, set on 1 November 2024 and in force from 1 January 2025, covers permanent and fixed-term employees, lecturers and education staff alike. It gives each of them the right to a salary by rank, paid every month (Article 57), gives permanent employees allowances by performance and position (Article 58), and has the Rector set the amounts by decree (Article 61). UNESA's civil-servant lecturers and staff are paid on the national civil-servant scale.

ONE PAY GRID

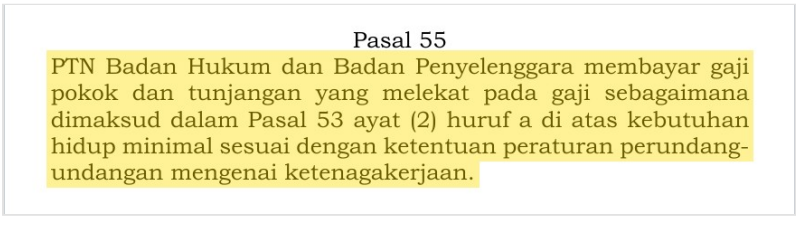
UNESA's salary decree of 2023 sets basic pay by qualification, grade and years of service for permanent lecturers and education staff, and by grading for non-permanent education staff, with no distinction by sex. Lecturers with extra duties receive allowances set for each post.

PERFORMANCE INCENTIVES

The guideline on employee performance appreciation (SAKU) for the 2025.2 period, issued on 12 December 2025, prices each activity point by job class, for example Rp906,795 for a professor and Rp510,705 for an assistant professor. In July 2026 university leaders briefed staff on the 2026 incentive and committed that it be paid fairly and proportionally.

A STAFF INFORMATION SYSTEM

The Rector runs an electronic staff information system that holds each staff member's job and rank history and decrees. The Directorate of Human Resources manages it (Articles 72 to 74).



Pasal 55

PTN Badan Hukum dan Badan Penyelenggara membayar gaji pokok dan tunjangan yang melekat pada gaji sebagaimana dimaksud dalam Pasal 53 ayat (2) huruf a di atas kebutuhan hidup minimal sesuai dengan ketentuan peraturan perundang-undangan mengenai ketenagakerjaan.

IN THE POLICY

Minister of Higher Education, Science and Technology Regulation Number 52 of 2025, set on 23 December 2025, Article 55: legal-entity state universities pay lecturers' basic salary and salary-linked allowances above the minimum living need under labour law.

EQUAL TREATMENT

Non-discrimination written into how UNESA hires, pays and promotes

Rector's Regulation 37 of 2024 bases staff policy on non-discrimination, justice and equality, and UNESA records its workforce by sex and rank in one system.

6
principles guide staff policy, among them non-discrimination, justice and equality

1,668
active lecturers recorded by sex and functional rank, March 2026

51.3%
of those lecturers are women

29 Apr 2026
the Rector appointed a blind graduate as permanent staff

A MERIT SYSTEM WITHOUT DISTINCTION

Article 1(15) of the staff regulation defines the merit system as managing staff by qualification, competence and performance, fairly and reasonably, without distinguishing political background, race, skin colour, religion, origin, sex, marital status, age or condition. Article 2 lists non-discrimination, justice and equality among the six principles of staff policy.

THE WHOLE CAREER

Article 20 applies the policy to planning, recruitment, rank and position, career and competency development, transfer, performance appraisal, pay and allowances, awards, discipline, dismissal and protection, for civil-service and non-civil-service staff.

EVERYONE WHO WORKS ON CAMPUS

Rector's Regulation 11 of 2024, set on 3 May 2024, defines the UNESA community as the academic community, education staff and every person who works on campus. It builds on Indonesia's ratification of the convention on the elimination of discrimination against women and protects all of them from every form of violence.

OPEN APPOINTMENTS

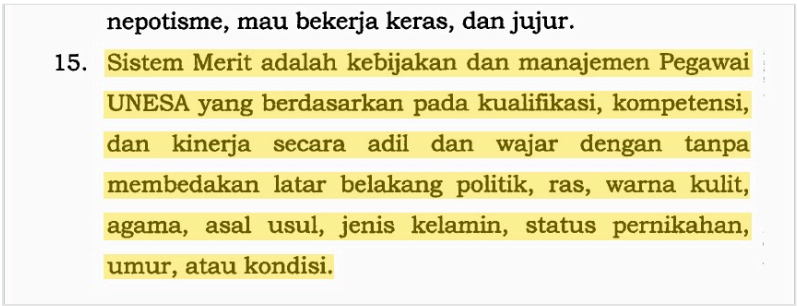
Applicants with disabilities are exempt from the physical-health requirement in the staff regulation, and on 29 April 2026 the Rector appointed a blind graduate as permanent staff.

EQUAL PAY AS A STATED COMMITMENT

In its SDGs Report 2024, published in November 2024, UNESA committed to closing the gender pay gap under the principle of equal pay for equal work and to assessing gender equality in its pay structure every year. Pay follows rank, performance and position.

TRACKING BY SEX AND RANK

UNESA's quality assurance dashboard, SIMUTU, draws on the staff information system. In March 2026 it showed 1,668 active lecturers, 51.3% women and 48.7% men, with their functional ranks. Because rank sets basic pay, the record that holds a lecturer's sex also holds the grade the lecturer is paid on.



nepotisme, mau bekerja keras, dan jujur.

15. Sistem Merit adalah kebijakan dan manajemen Pegawai UNESA yang berdasarkan pada kualifikasi, kompetensi, dan kinerja secara adil dan wajar dengan tanpa membedakan latar belakang politik, ras, warna kulit, agama, asal usul, jenis kelamin, status pernikahan, umur, atau kondisi.

IN THE POLICY

Rector's Regulation Number 37 of 2024 on UNESA Employees, set on 1 November 2024 and in force from 1 January 2025, Article 1 point 15: the merit system manages staff fairly, without distinguishing political background, race, skin colour, religion, origin, sex, marital status, age or condition.

STAFF VOICE AND RIGHTS

Staff have seats, channels and routes of appeal

Lecturers and education staff help set UNESA's budget, raise concerns in dialogue forums, can appeal disciplinary decisions and are asked every year how fairly they are paid.

8 of 17
Board of Trustees seats held by lecturers and education staff

90%
of lecturers, 1,511 of 1,680, took part in the 2024/2025 pay survey

54%
of education staff, 364 of 674, took part in the same survey

HOW A PUNISHED EMPLOYEE CAN APPEAL (REGULATION 29 OF 2025)

1. Written defence
Before any punishment, an employee under examination may submit a written self-defence (Article 7).

2. Objection
A punished employee may file an administrative objection with the immediate supervisor (Article 10).

3. Appeal
If the objection does not reach agreement, a further administrative appeal goes to the Rector.

4. Follow-up
The human resources unit and the Ethics Commission follow up after a case. The route also applies when a punishment reduces allowances.

FREEDOM TO ASSOCIATE

UNESA's Statute places staff appointed by the Rector under the manpower laws, which give every worker the right to form and join a trade union and let registered unions make collective labour agreements with the employer. Civil-servant staff associate in the civil servants' professional organisation, and the law on teachers and lecturers gives every lecturer the freedom to join professional organisations.

INTERNATIONAL STAFF AND ASSOCIATIONS

Rector's Regulation 42 of 2026, set on 3 August 2026, lets UNESA employ international lecturers and education staff on written work agreements under the Manpower Law and a principle of non-discrimination. UNESA is a member of the Association of Indonesia Tourism Tertiary Education Institutions from 26 September 2025 to 31 July 2027.

CHANNELS THROUGH WHICH STAFF ARE HEARD

CHANNEL	WHAT IT GIVES STAFF	DATE OR BASIS
Board of Trustees	8 of 17 seats for lecturers and education staff, each with an equal vote; the Board sets the annual work plan and budget	Statute, Articles 29, 31 and 33
SAMBAT forum	Education staff, including cleaning and security staff, raised workload concerns; the directorate recorded them and committed to carry them to the leadership	12 and 13 February 2026
Annual satisfaction survey	1,511 of 1,680 lecturers and 364 of 674 education staff rated pay items; an evaluation meeting plans the next year's improvements	2024/2025, reported 20 November 2025
Staff regulation review	Focus group with human resources and remuneration experts from Universitas Gadjah Mada to evaluate the Rector's Regulation on staff	24 July 2025
Incentive complaints	Staff can lodge a complaint about an incentive payment through their faculty's Vice Dean II, who forwards it to the Vice-Rector II; Faculty of Food Security staff were briefed on the scheme	Briefing of 21 January 2026
Settling disputes	Staff disputes are settled by deliberation to reach consensus	Regulation 37 of 2024, Article 75

SAFE AND FAIR WORKPLACE

Safety, protection from exploitation and fair terms for everyone on campus

UNESA trains its staff in safety, bans forced labour and exploitation in its rules, recruits openly on signed agreements and extends protection to outsourced workers.

59

lecturers, education staff and security officers trained in first aid and earthquake response on 20 January 2026

18+

minimum age for fixed-term recruits, with every stage of selection free of charge (June 2026)

451

new students of the Faculty of Food Security introduced to the national rules on violence on 18 August 2026

AGAINST FORCED LABOUR AND TRAFFICKING

Rector's Regulation 11 of 2024 lists sexual slavery and trafficking in persons for sexual exploitation among the forms of sexual violence, and exploitation of students by lecturers for the perpetrator's gain among the forms of physical violence. Each can be met with academic, administrative or disciplinary sanctions. The national Regulation 55 of 2024, set on 10 October 2024, also names economic exploitation through forced labour as violence.

FAIR RECRUITMENT

UNESA's call for 90 fixed-term employees, signed on 12 June 2026, sets a minimum age of 18, states that registration and every stage of selection are free of charge, and appoints each successful applicant on a signed two-year work agreement. Its call for 40 non-permanent education staff, with registration from 17 to 23 August 2025, was open and free of charge too. Staff are appointed only after they sign a work agreement and may leave at their own request.

OUTSOURCED WORKERS

Rector's Regulation 9 of 2026, set on 2 February 2026, names the services UNESA outsources, among them cleaning, security and catering, and lets repeat cleaning and security contracts be repriced when the provincial or city minimum wage rises. The anti-violence rule covers staff of outside providers too, and cleaning and security staff joined the SAMBAT forum in February 2026.

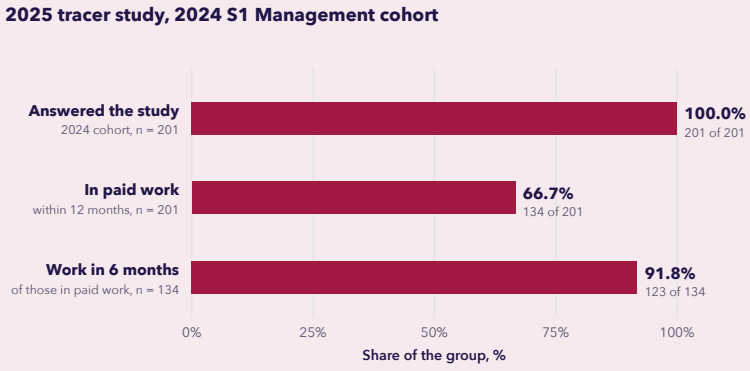
SAFETY AND PROTECTION IN 2025 AND 2026

DATE	ACTIVITY	WITH
18 Nov 2025	Faculty of Law legal-education session on fake job offers, sexual exploitation, document forgery, forced labour and protecting migrant workers	East Java Agency for Women's Empowerment, Child Protection and Population; human trafficking unit of the East Java Regional Police
20 Jan 2026	Occupational safety and disaster training at the Rectorate: first aid, stretcher evacuation, earthquake response	Directorate for the Prevention and Handling of Strategic Issues; lecturers, education staff and security officers
29 Jul 2026	Exploring social security cover for employees, Lab School teachers, business units and vendors on campus construction projects	BPJS Ketenagakerjaan, the national workers' social security agency
18 Aug 2026	Introduction to the forms of violence and a safe campus	451 new students, Faculty of Food Security

STUDENTS INTO WORK

Preparing students for work: graduate tracking, employers and internships

UNESA follows its graduates into work, asks employers what the curriculum should teach and builds internships into study programmes.



Source: UNESA 2025 Tracer Study, S1 Management study programme, reported 5 March 2026.

FOLLOWING GRADUATES

UNESA runs an annual tracer study. The 2025 study of the 2024 S1 Management cohort reached all 201 alumni, scoring 91.99% on the national graduate employment indicator (Gold Standard). More than a quarter had started a business within 12 months. The Graphic Design programme's 2025 study found that more than 80% of its graduates entered the creative industries.

LISTENING TO EMPLOYERS

At the forum on 3 to 5 February 2026 more than 150 employers from education, industry, business and the professions assessed how well alumni skills match the labour market. The Vice-Rector for Education, Student Affairs and Alumni asked them to help shape the curriculum, serve as practitioner lecturers and examiners, and offer six-month internships. On the second day the Faculty of Law met lawyers, prosecutors, notaries and legal aid institutes on curriculum revision and a six-month law internship.

INTERNSHIPS IN THE CURRICULUM

UNESA's Student Internship Guidebook for 2026, shared with students on 3 August 2026, sets out stages, student rights and obligations, supervision and assessment. S1 Economics students take an internship in semester 6, and 206 S1 Geography Education students of the 2023 cohort took part in a 20-credit school placement in June 2026. On 20 July 2026 Primary Teacher Education students began an internship at KUANTA Indonesia, an education consultancy, working on curriculum, teacher training and digital learning modules.

SKILLS ON THE JOB

Culinary Education students reported hotel-kitchen internships through December 2025 and January 2026. One six-month placement, from 1 July 2025 to 4 January 2026, ended with three vegetarian dishes added to a Surabaya hotel's menu.



At the Snack Corner of SMEXPO Surabaya 2025, an exhibition of products from small businesses, which a UNESA Communication Science intern helped run during a four-month placement at PT Pertamina Patra Niaga, reported December 2025.

ENTERPRISE

Student businesses with funding, stalls and a campus eatery

UNESA helps students turn ideas into businesses through enterprise programmes, public expos and teaching enterprises on campus.

3

student ventures won enterprise funding in 2026: one from the national P2MW and two from UNESA's own PMW

26 Aug 2026

Triloka by Boganesa, a campus eatery and bakery, launched as a culinary enterprise space

2 Sep 2026

the Faculty of Law opened Lawcorner, a co-working space and podcast room

FUNDING AND GUIDANCE

UNESA runs its own Student Entrepreneur Programme (PMW) and helps students compete for the Ministry's national P2MW funding. In 2026 teams from Informatics Management, Artificial Intelligence and Economic Education each won funding after selection, with a supervising lecturer. S1 Economics offers its students an entrepreneurship route through the university's entrepreneurship bootcamp.

SELLING TO THE PUBLIC

At the Expo PMW in August 2026, student ventures presented their products to visitors. Fashion Design students showed how they combine design, production, marketing and pricing. On 6 April 2026 the S2 Biology Education programme held a public exhibition and bazaar where students presented biology-based products, from drinks to snacks.

STUDENT ENTERPRISE AT UNESA, 2026

DATE	ACTIVITY	PROGRAMME OR FACULTY
3 Mar 2026	Traditional cookie practical class, from production planning to hygiene, packaging and labelling for sale	Culinary Arts, Faculty of Vocational Studies
Feb 2026	Briefing on PMW and P2MW funding for food, aquaculture and digital ventures	Faculty of Food Security
6 Apr 2026	Public exhibition and bazaar of biology-based products	S2 Biology Education
May 2026	P2MW funding won for an innovative venture	D4 Informatics Management, Faculty of Vocational Studies
Jun 2026	PMW 2026 funding won for a digital business services venture	S1 Artificial Intelligence, Faculty of Mathematics and Natural Sciences
Jun 2026	PMW FEB 2026 funding won for a student business	S1 Economic Education, Faculty of Economics and Business
15 Aug 2026	Expo PMW: fashion products presented to visitors	D4 Fashion Design, Faculty of Vocational Studies
26 Aug 2026	Triloka by Boganesa eatery and bakery launched, where students go from recipe to product for real customers	S1 Culinary Education, Faculty of Engineering
2 Sep 2026	Lawcorner co-working space and podcast room opened	Faculty of Law

LOCAL ECONOMY

A university that adds to the local economy

UNESA measured what its campuses put into the local economy in 2025 and works with small businesses and villages to build income.

Rp491bn
estimated spending on transport and food by 70,572 active students in 2025

Rp34bn
estimated spending by 116,178 visitors at 251 academic events in 2025

Rp255bn
paid by UNESA to local small businesses for goods and services in 2025

187
UNESA innovation products in use by local small businesses in 2025

STUDENTS AND VISITORS

UNESA surveyed active students from 15 to 31 December 2025. The 488 respondents spent an average of Rp580,215 a month on transport and food, which gives the estimate for 70,572 students over 12 months. For visitors, UNESA counted those at each of 251 academic events, grouped them by where they came from and applied an average spend. The three figures above are reported side by side and are not added together.

WHAT UNESA BUYS LOCALLY

UNESA's own spending with local small businesses in 2025 was Rp254.7 billion, taken from its financial report. It included Rp44.2 billion for consumables and supplies, Rp28.7 billion for crafts, souvenirs and local products, Rp25.6 billion for cleaning, security and transport services, Rp21.2 billion for catering and food, Rp9.3 billion for equipment rental and technical services and Rp4.7 billion for printing and stationery.

PRODUCTS IN USE

A product counts only when a local business has applied it in 2025. Examples are a machine that washes ginger and turmeric for herbal medicine producers, a chilli grinding machine handed over to its user in a Faculty of Vocational Studies programme, branding and digital marketing for family-welfare groups' businesses in Wiyung, Surabaya, and help with halal certification in Blitar Regency. UNESA directed Rp422 million of its 2025 community service funds to small business development and Rp565 million to appropriate technology.

VILLAGES

In September 2026 the S1 Biology Education programme trained women of the family-welfare group in Kedunggede, Mojokerto, to make tepache, a fermented drink from pineapple peel. The training combined the science of fermentation with hygienic practice, as a base for local enterprise from local materials.



Women of the family-welfare group in Kedunggede, Mojokerto, practise making tepache from pineapple peel in a UNESA Biology Education community service training, September 2026.

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The 56 documents behind this report

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About this report

UNESA's SDGs' Report on SDG 8, Decent Work and Economic Growth, covering activities in 2025 and 2026. It is one of seventeen reports, one for each SDG. The full evidence pages, with every source, are at sdgscenter.unesa.ac.id.