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## General Information from EOWA

| General Information | EOWA compliance reports document the results of an active workplace program designed to eliminate barriers for women in Australian workplaces.  
The Public Report Form is a suggested format for writing your program report. Program reports can be submitted in a different format so long as the same information is included.  
When writing your EOWA Report:  
To be compliant with the Equal Opportunity for Women in the Workplace Act 1999, information needs to be provided under EACH of the six steps listed in the Public Report Form.  
Hyperlinks to documents/tools that provide further information specific to that particular part of the program/report are included to the right of each Step’s header.  
Summarise your information – bullet points are acceptable.  
Confirm your details by completing ALL fields of the Organisational Details Cover Sheet included. This will not form part of your public report.  
For further assistance, refer to The Quick Guide To Reporting or call one of EOWA’s Client Consultants on (02) 9448 8500.  
Please keep in mind the following:  
It is not necessary to provide us with written organisational policies.  
In accordance with the Privacy Act 1988, individuals must not be named in your Public Report as it is a public document and will be published on EOWA’s website.  
Reports are accepted by EOWA as a true and accurate record and as HAVING BEEN APPROVED BY THE CEO/MANAGING DIRECTOR. The CEO’s electronic signature is NOT required. |
| Submitting Your Report | Please EMAIL your report in Word or RTF format to reportforms@eowa.gov.au  
Note that reports lodged via email will receive automatic electronic acknowledgement. If you do not receive this automatic reply, contact EOWA on (02) 9448 8500.  
For those employers without access to email, post your report to: The Equal Opportunity for Women in the Workplace Agency, PO Box 712, NORTH SYDNEY NSW 2059. |
# Organisational Details Cover Sheet

To be completed and attached to EACH REPORT and APPLICATION

(This information is confidential and will be removed from any Public Report)

## 1. ORGANISATION’S DETAILS

<table>
<thead>
<tr>
<th>Legal name of your organisation: (if changed since last report, complete changes in Section 2 below)</th>
<th>Macquarie University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trading name (if applicable):</td>
<td></td>
</tr>
<tr>
<td>Total No. of employees: 2390 as at 31 March 2012 (excluding casual staff)</td>
<td>ABN: 90 952 801 237</td>
</tr>
<tr>
<td>ASX Codes for Orgs listed on Aust Stock Exchange</td>
<td></td>
</tr>
<tr>
<td>Postal address: Macquarie University, North Ryde</td>
<td>State: NSW</td>
</tr>
<tr>
<td>State: NSW</td>
<td>Postcode: 2109</td>
</tr>
<tr>
<td>Switchboard No: 02 9850 6111</td>
<td>Facsimile No:</td>
</tr>
<tr>
<td>Physical address: Balaclava Road, North Ryde</td>
<td>State: NSW</td>
</tr>
<tr>
<td>State: NSW</td>
<td>Postcode: 2109</td>
</tr>
</tbody>
</table>

## 2. CONFIRM YOUR ORGANISATION’S HIERARCHY DETAILS BY COMPLETING BELOW

Name of the ultimate AUSTRALIAN Parent Company for your organisation(s):  

List ALL organisations covered in this Report: (If too many to list here, please attach a separate document):

<table>
<thead>
<tr>
<th>Have there been changes to ANY of your organisations since your last report? (If yes, detail below):</th>
<th>YES</th>
<th>NO</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason For Change</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Change of Name:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Sold:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Ceased Trading:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 3. CONTACT INFORMATION

<table>
<thead>
<tr>
<th>CEO Details</th>
<th>Report Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title (eg Ms, Mr, Dr etc): Professor</td>
<td>Ms</td>
</tr>
<tr>
<td>Family Name: Steven</td>
<td>King</td>
</tr>
<tr>
<td>First Name: Schwartz</td>
<td>Anna</td>
</tr>
<tr>
<td>Job Title: Vice-Chancellor</td>
<td>Senior Equity &amp; Diversity Officer/Acting Equity Director, Equity &amp; Diversity Unit</td>
</tr>
<tr>
<td>Telephone: 02 9850 7440</td>
<td>02 9850 9703</td>
</tr>
<tr>
<td>Facsimile: 02 9850 9950</td>
<td>02 9850 9343</td>
</tr>
<tr>
<td>E-mail Address (or PA for CEO): <a href="mailto:Steven.Schwartz@mq.edu.au">Steven.Schwartz@mq.edu.au</a></td>
<td><a href="mailto:anna.king@mq.edu.au">anna.king@mq.edu.au</a></td>
</tr>
<tr>
<td>Postal Address (if different to above):</td>
<td></td>
</tr>
</tbody>
</table>
STEP 1: WORKPLACE PROFILE

Enter data on the composition of your workforce as instructed below:

If needed, additional rows can be added to the workplace profile to reflect accurately the additional/different roles within your organisation.
Your workplace profile data should be no earlier than October prior to the beginning of the reporting period.

Please insert your Workplace Profile below from:
   i. our industry-relevant Microsoft Excel Spreadsheets which you can obtain from
   ii. our website, or
   iii. from your own table or spreadsheet (refer table below as a guide).

Please note - confidential salary information will be removed from the public document. To enable accurate comparisons, annualise the part-time and casual salaries.

Table 1: Macquarie University staff profile by fraction, gender and level, as at 31 March 2012

<table>
<thead>
<tr>
<th></th>
<th>Headcount</th>
<th></th>
<th>Percentage</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Full-time</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F</td>
</tr>
<tr>
<td>ACADEMIC STAFF</td>
<td></td>
<td></td>
<td></td>
<td>Full-time</td>
</tr>
<tr>
<td>Level A</td>
<td>63</td>
<td>78</td>
<td>34</td>
<td>32</td>
</tr>
<tr>
<td>Level B</td>
<td>129</td>
<td>150</td>
<td>30</td>
<td>12</td>
</tr>
<tr>
<td>Level C</td>
<td>90</td>
<td>123</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Level D</td>
<td>52</td>
<td>95</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Level E</td>
<td>40</td>
<td>100</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>TOTAL ACADEMIC</td>
<td>373</td>
<td>548</td>
<td>87</td>
<td>75</td>
</tr>
<tr>
<td>PROFESSIONAL STAFF</td>
<td></td>
<td></td>
<td></td>
<td>Full-time</td>
</tr>
<tr>
<td>HEW 01</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>HEW 02</td>
<td>2</td>
<td>5</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>HEW 03</td>
<td>14</td>
<td>15</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>HEW 04</td>
<td>40</td>
<td>25</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>HEW 05</td>
<td>107</td>
<td>61</td>
<td>49</td>
<td>7</td>
</tr>
<tr>
<td>HEW 06</td>
<td>166</td>
<td>63</td>
<td>64</td>
<td>7</td>
</tr>
<tr>
<td>HEW 07</td>
<td>148</td>
<td>87</td>
<td>33</td>
<td>3</td>
</tr>
<tr>
<td>HEW 08</td>
<td>62</td>
<td>54</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>HEW 09</td>
<td>51</td>
<td>61</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>HEW 10 &amp; above</td>
<td>44</td>
<td>53</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL PROFESSIONAL</td>
<td>634</td>
<td>424</td>
<td>209</td>
<td>40</td>
</tr>
<tr>
<td>TOTAL MQ</td>
<td>1007</td>
<td>972</td>
<td>296</td>
<td>115</td>
</tr>
</tbody>
</table>

Excludes casual staff. Level E includes senior academic staff on individual contracts.
HEW10 and above includes staff at HEW 10, Senior Professional Staff (SNR01, SNR02, SNR03) and executives on Individual professional contracts.
Pay equity data is based on slightly different headcounts, being for those staff members who were paid in the last pay date in March (21 March 2012).
Source: HRIS
Women in Senior Management at Macquarie

In 2011-2012, female representation on the Macquarie University Executive was 25 per cent with two female members out of eight. The Executive is the principal decision-making body for all significant matters of University strategy, management, administration and related policy and includes the Vice Chancellor. The pay equity differential for the women on this Executive in 2011-2012 was -4.6 per cent in favour of women (pay data as at 21 March 2012 and excludes Vice Chancellor). This is a slight decrease from 2009 and 2010, when representation of women on the Executive was 38 per cent (3 out of 8) and the pay equity differential for the Senior Executive was -5.2 per cent in favour of women.¹

Women held 25 per cent of Macquarie University’s 12 senior academic management positions (SNAR1, SNRA2, SNAR3) in 2012 with a pay gap of 17.6 per cent. This pay gap is an increase from 3.0 per cent in March 2011 due to the appointment of two men at this level whose salary is higher than the average pay for this group. The small numbers in this group mean that pay gap calculations can be heavily impacted by small changes.

Of the four Executive Dean positions in 2012, one is held by a woman (25 per cent).

In 2012, female representation in senior professional staff positions (HEW 10 and above) at Macquarie was 46.1 per cent. This was above both the sector average of 44.9 per cent in 2010 (latest figures available) and marginally higher than the University’s last reported figure to EOWA in 2011 of 45.7 per cent.

Macquarie University’s Senior Management Group had a total of 17 positions in 2011, of which six were held by women (35 per cent representation). Representation on this committee was 38 per cent in 2010 and 36 per cent in 2009.

Representation of Women in the Macquarie University Workforce

Table 2: Academic and professional women as a proportion of all staff 2009-2011

<table>
<thead>
<tr>
<th></th>
<th>2009 No.</th>
<th>2010 No.</th>
<th>2011 No.</th>
<th>2009 %</th>
<th>2010 %</th>
<th>2011 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All</td>
<td>F</td>
<td>All</td>
<td>F</td>
<td>All</td>
<td>F</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td>1022</td>
<td>435</td>
<td>1069</td>
<td>446</td>
<td>1083</td>
<td>460</td>
</tr>
<tr>
<td>Professional</td>
<td>1203</td>
<td>769</td>
<td>1320</td>
<td>855</td>
<td>1307</td>
<td>843</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2225</td>
<td>1204</td>
<td>2389</td>
<td>1301</td>
<td>2390</td>
<td>1303</td>
</tr>
</tbody>
</table>

¹ calculated on seven members of Senior Executive not including the Vice Chancellor

Snapshot data as at 31 March, refers to previous year (e.g. 2011 data is taken at 31 March 2012). Excludes casual staff.
Source: HRIS

Academic Women

Over the past three years, women’s representation on academic staff at Macquarie fluctuated by about 1 per cent. It was 42.5 per cent in the 2011 reporting year, which is a 0.8 per cent increase on the 2010 figure. This is close to the sector average of 42.8 per cent in 2010 (latest figures available).

The representation of women at Level C (Senior Lecturer) increased by 5.9 per cent since 2010 and is monitored as the primary feeder group into the Professoriate. The representation of women at Level D (Associate Professor) increased marginally (0.8 per cent) between 2010 and 2011 to reach 34.7 per cent.

Representation of women at the most senior academic Level E (Professor) remained steady (27.5 per cent in 2011). At Macquarie, this is still 4.6 per cent above the sector average for Professoriate in 2010 (latest figures available).

As mentioned in Macquarie’s last report to EOWA, the University has established academic posts known as CORE appointments (‘Centres of Research Excellence’). In 2011, 48 positions at Levels C, D and E were held, 13 of these by women (27.1 per cent), similar to 2010. Two men held CORE positions at Level B. Overall (Levels B-E), women held 26 per cent of CORE appointments. Whilst this average rate of appointment is lower than the work force participation rate for Levels B, C and D, it is very pleasing that 33.3 per cent (7 out of 14) CORE professors (Level E) are...
women. This was higher than women's 2010 Level E workforce participation rate of 27.5 per cent.

### Table 3: Number and representation of academic staff by gender and level 2009-2011

<table>
<thead>
<tr>
<th>Level</th>
<th>2009 No.</th>
<th>2010 No.</th>
<th>2011 No.</th>
<th>2009 %</th>
<th>2010 %</th>
<th>2011 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>F 193</td>
<td>All 206</td>
<td>194</td>
<td>42.5%</td>
<td>57.5%</td>
<td>46.1%</td>
</tr>
<tr>
<td></td>
<td>M 97</td>
<td>M 111</td>
<td>111</td>
<td>53.9%</td>
<td>49.2%</td>
<td>50.5%</td>
</tr>
<tr>
<td>A</td>
<td>M 50.0%</td>
<td>M 50.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>F 278</td>
<td>F 146</td>
<td>145</td>
<td>47.5%</td>
<td>52.5%</td>
<td>50.8%</td>
</tr>
<tr>
<td>B</td>
<td>M 50.5%</td>
<td>M 49.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>M 36.7%</td>
<td>M 36.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>M 52.6%</td>
<td>M 42.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>M 42.6%</td>
<td>M 49.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>M 50.0%</td>
<td>M 49.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Snapshot data as at 31 March, refers to previous year (e.g. 2011 data is taken at 31 March 2012). Excludes casual staff.
Source: HRIS

### Professional Women

Women's overall representation in professional staff positions at Macquarie University in 2011 was 64.5 per cent, which is significantly above the government benchmark of 50 per cent and slightly higher than the sector average of 63.7 per cent for professional women in 2010 (latest figures available). It remained close to the 2010 figure of 64.8 per cent.

Women in professional roles are represented at percentages above their workforce participation rate of 64.8 per cent and the government benchmark of 50 per cent at each of the HEW Levels 3 – 7.

In 2011, senior professional women at Level 10 and above were represented at 46.1 per cent. This is marginally higher than the 2010 figure of 45.9 per cent and 1.2 per cent above the sector average for Level 10 and above (2010 figures).

### Table 4: Number and representation of professional staff by gender and level 2009-2011

<table>
<thead>
<tr>
<th>Level</th>
<th>2009 No.</th>
<th>2010 No.</th>
<th>2011 No.</th>
<th>2009 %</th>
<th>2010 %</th>
<th>2011 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>F 1022</td>
<td>All 435</td>
<td>446</td>
<td>57.4%</td>
<td>42.6%</td>
<td>58.3%</td>
</tr>
<tr>
<td></td>
<td>M 460</td>
<td>M 425</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>M 50.0%</td>
<td>M 49.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>M 50.5%</td>
<td>M 49.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>M 36.7%</td>
<td>M 36.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>M 52.6%</td>
<td>M 42.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>M 42.6%</td>
<td>M 49.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>M 50.0%</td>
<td>M 49.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Snapshot data as at 31 March, refers to previous year (e.g. 2011 data is taken at 31 March 2012). Excludes casual staff.
Source: HRIS

### Distribution of Women in the Macquarie Workforce

**Academic Women**

The distribution of academic women at Macquarie over the past three reporting years shows a slight upward trend.
towards the Professoriate although women remain clustered at the more junior academic levels. This clustering at Levels A and B has been easing in the past three years, as the proportion of staff at Levels D and E increases.

**Professional Women**

In terms of distribution of professional staff, women remain clustered in the mid range administrative positions (HEW Levels 5, 6 and 7).

### Table 5: Number and distribution of male and female academic staff at each level, 2009-2011

<table>
<thead>
<tr>
<th>Level</th>
<th>2009 No.</th>
<th>2010 No.</th>
<th>2011 No.</th>
<th>2009 %</th>
<th>2010 %</th>
<th>2011 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>193</td>
<td>206</td>
<td>194</td>
<td>14.0%</td>
<td>25.5%</td>
<td>15.2%</td>
</tr>
<tr>
<td>F</td>
<td>111</td>
<td>111</td>
<td>97</td>
<td>14.0%</td>
<td>25.5%</td>
<td>15.2%</td>
</tr>
<tr>
<td>M</td>
<td>82</td>
<td>95</td>
<td>97</td>
<td>43.5%</td>
<td>54.5%</td>
<td>46.8%</td>
</tr>
<tr>
<td>A</td>
<td>193</td>
<td>206</td>
<td>194</td>
<td>14.0%</td>
<td>25.5%</td>
<td>15.2%</td>
</tr>
<tr>
<td>B</td>
<td>278</td>
<td>295</td>
<td>321</td>
<td>22.5%</td>
<td>33.6%</td>
<td>24.1%</td>
</tr>
<tr>
<td>C</td>
<td>228</td>
<td>237</td>
<td>235</td>
<td>25.0%</td>
<td>18.6%</td>
<td>24.1%</td>
</tr>
<tr>
<td>D</td>
<td>175</td>
<td>177</td>
<td>173</td>
<td>19.8%</td>
<td>13.6%</td>
<td>18.8%</td>
</tr>
<tr>
<td>E</td>
<td>148</td>
<td>154</td>
<td>160</td>
<td>18.7%</td>
<td>8.7%</td>
<td>17.8%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1022</td>
<td>1069</td>
<td>1083</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Table 6: Number and distribution of male and female professional staff at each level, 2009-2011**

<table>
<thead>
<tr>
<th>Level</th>
<th>2009 No.</th>
<th>2010 No.</th>
<th>2011 No.</th>
<th>2009 %</th>
<th>2010 %</th>
<th>2011 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0.3%</td>
<td>0.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>F</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0.3%</td>
<td>0.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>M</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>1</td>
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Snapshot data as at 31 March, refers to previous year (e.g. 2011 data is taken at 31 March 2012). Excludes casual staff.

Source: HRIS

**Representation of Women on Decision-Making Bodies**

At this stage Macquarie University encourages rather than mandates balanced gender representation on all university committees.

In the 2011 calendar year, the participation of women on university committees which directly report to the Vice Chancellor grew from 13 to 24 as a result of the introduction of a new committee. Women’s representation on these committees was 44 per cent (24 women and 31 men), down 2 per cent from 2010.

There are currently eight positions on the Macquarie University Senior Executive including the Vice-Chancellor. In 2012, 2 (25 per cent) of these members are female, down from 3 (33 per cent) in 2012 due to a reduction in the overall membership numbers (from 9 to 8).

- In 2011, representation of women on University Council declined from 44 per cent to 37 per cent (7 out of 19 members). Representation of women on Council had remained steady over the preceding four years (44 per cent in 2007, 50 per cent in 2008, 44 per cent in 2009). Despite the recent decrease in representation on Council, women’s representation remained steady or grew on the seven ‘Committees.
of Council'. Women had equal or greater representation (50 per cent) on four committees, with no committee having representation lower than 29 per cent in 2011. The lowest representation of women (29 per cent) was on the Discipline and Finance and Facilities Committees.

- Academic Senate decreased its female representation to 32 per cent in 2011 (12 out of 37), from 40 per cent in 2010 and 50 per cent in 2009. However it remains higher than earlier years (24 per cent in 2007, 22 per cent in 2008). In 2011, as in 2010, all of the ten Standing Committees of Senate had more than 27 per cent female representation. The overall representation of women was 45 per cent, which was 2 per cent lower than in 2010 and 2009. Women were over-represented on the Academic Standards and Quality Committee (57 per cent), the Higher Doctoral Degrees Committee (60 per cent) and the newly established Coursework Admissions Committee (70 per cent) in 2011.

- In 2011, the overall representation of women on committees that report to the Vice Chancellor was 44 per cent. This was a slight decrease on the previous year due to a reduction in overall committee membership from 9 to 8, and one of the three incumbent women having held the position that was removed.

- In 2011, the Provost Strategy Group (which advises the Deputy Vice Chancellor & Provost) had female representation of 32 per cent (7 out of 22) which was a decrease on 2010 when women held 9 of 20 positions (45 per cent).

**STEP 2: ANALYSIS**

*Using as much space as required, describe the analysis you undertook during the reporting year to identify equal opportunity issues for women. You MUST provide information on the following areas:*

*a) How did you CONSULT with staff to identify issues for women in your workplace across the seven employment matters listed below (e.g. conducted surveys, focus groups, EO committee etc)?*

Consultation Processes to Identify Issues Facing Women Staff

High level conversations continue on how best to engage women on campus, improve participation and communication, and ensure that diverse voices are heard in decision making. This includes increasing the visibility of cohorts of female staff from equity groups and female staff who may also be studying (both academic and professional).

Macquarie University has almost one third of its staff body from culturally and linguistically diverse backgrounds. It caters to students from over 160 countries (both local and international).

Consultation mechanisms over the reporting year included:

- Macquarie Women’s email list to all female staff, and another with identified senior women (managed by the Equity and Diversity Unit) and personalised responses to feedback / enquiries about issues affecting women.
- “Macquarie Women” regular events have continued in 2011 and 2012.
- Key female staff have been approached and invited to participate and provide feedback into planning processes through the Equity and Diversity Unit and also to identify ways the Unit can best support local gender equity initiatives.
- The links between senior Macquarie women and women in senior positions at Cochlear Inc., whose Head Office is located on Macquarie campus, have strengthened. This senior women’s network has been championed by Macquarie’s Pro Vice-Chancellor Social Inclusion. In 2012, 15 senior Cochlear women attended a library tour and networking lunch with 45 senior Macquarie women.
The Director, Equity and Diversity continues to be an active member of university wide strategic planning and policy committees (e.g. Policy Review Committee, Staff Engagement Working Party) and has established regularly meetings with two members of the senior executive to discuss equity planning and progress including gender equity issues and initiatives on campus (the Director of Human Resources and the new female Deputy Vice-Chancellor (Students and Registrar)).

Firm linkages have been fostered between the Organisational Development Unit, the Equity and Diversity Unit and the Office of the Deputy Vice-Chancellor (Research) which enables the sharing of feedback around women in research leadership, gender conference sponsorship, talent identification, the Performance Development and Review process and career development strategies for women. These linkages have meant more streamlined and effective participation of Macquarie women in events and opportunities as part of an organizational gender equity strategy.

Deliberate opportunities for broader consultation are built in to professional development at Macquarie. In 2011 a second Women in Research Leadership Round Table was held (60 attendees including staff from Cochlear and Macquarie). This round table followed the sponsorship of four senior women to attend a five day residential program, “Women in Research Leadership” in Brisbane. In 2012, five senior women attended the residential program, and deliver a third Round Table for Macquarie women. Male gender equity champions are also invited to attend these events.

In February 2012, Macquarie endorsed its first Disability Action Plan. This development of the Plan included broad consultations (135 individual interviews and a number of focus groups) to ensure issues impacting on women with disabilities were included.

Faculty Equity Champions (developed via interest and sponsorships over the years) are in regular contact with the Equity and Diversity Unit and relay any emerging gender issues to the Equity and Diversity Unit. This has been particularly true for women in non-traditional fields over the course of the reporting year, with a number of initiatives being planned as a direct result.

Ongoing consultations are held with women who identify as GLBTIQ (gay, lesbian, bisexual, transsexual/transgender, intersex, queer/questioning) through the University’s strong Ally Network (weekly e bulletins, the monthly Think Thru program of speakers and discussion groups). In 2011 and 2012, Macquarie University was placed in Australia’s Top Ten Employers for GLBTIQ inclusion (Pride in Diversity Awards). In 2012 the University was joint highest ranking public sector organisation.

Indigenous women at Macquarie continue to be consulted on a range of matters, and the relationships between internal departments are strong. Indigenous women have participated in the development of the University’s new Patyegarang: Aboriginal and Torres Strait Islander Advancement Strategy.

The biennial “Your Say” staff survey 2011 has informed the gender equity strategy (and gender equity inclusions will again be proposed for the 2013 survey. See below.

Consultation and engagement with women across the higher education sector was enhanced during the reporting period with the Pro Vice Chancellor (Social Inclusion) commencing the role as co-chair of Universities Australia Executive Women.

Macquarie University “Your Say” Staff Survey

The biennial survey provides all continuing and fixed term academic and professional staff with the opportunity to offer opinion and feedback to the University. The results of the 2010 survey were reported in Macquarie’s 2011 EOWA report.

It is planned that the next “Your Say” staff survey will be conducted in 2013, following the commencement of Macquarie’s new Vice-Chancellor in September 2012.

The 2010 survey of 1551 staff (70 per cent of non casual workforce) found staff felt sexism, sexual harassment and discrimination are prevented and discouraged within the University, and that staff are given equal employment opportunities. Overall, women tended to respond more positively than men, although scores were generally average to high for all staff.
What other means of analysis did you use to identify issues for women (e.g. workplace profile, HR statistics re turnover trends, etc)?

The Equity and Diversity Unit works with a range of areas of the University to collate and analyse data relating to a raft of employment matters. These include pay equity, workplace profile, turnover trends, professional development uptake, leave entitlement uptake (purchased / flexible), gendered trends in response to the staff “Your Say” survey. The Unit also collates information on discrimination based enquiries and grievances.

The data collection and analysis process at Macquarie has been streamlined to enable on-request and annual reporting across a broad range of parameters. In 2012, the Equity and Diversity Unit is compiling detailed Faculty specific “Diversity Profiles” which include gender profiles for both staff and students, and tailored recommendations. It is envisaged that these will provide a basis for further action at local level. As the Profiles are completed, the Equity Unit meets with the Executive Dean to discuss and decide on workable actions.

In 2011, Sociology internships were initiated in the Equity and Diversity Unit with 3rd year students undertaking structured gender research projects as part of a 180 hour placement. In 2011, the gender research project investigated gender binaries and the possibility of including a “third” gender option on university forms, for staff and students who do not identify as male or female. In 2012, the internship project investigated the issues surrounding pay equity and the views of final year students about to join the workforce with a view to developing a student resource.

Under the seven Employment matters below:

iv. From the analysis and consultation outlined above, summarise the policies and business practices your organisation has in place for all staff and for women that are either aimed at or have resulted in contributing to equal opportunity

v. Document what were the ISSUES YOU IDENTIFIED FOR WOMEN in your workplace during the reporting period (if no issues were identified, you will need to demonstrate through your analysis how you arrived at that conclusion)

Employment Matter 1: Recruitment & Selection

(Consider – did you recruit any staff? How did you recruit? Do you include an EO statement in your recruitment advertising? Did you recruit any women and if so did you appoint women to non-traditional roles? etc)

Academic Women

In 2011, the representation of women in external academic recruitment was 36 per cent (33 out of 92). Women were recruited to each academic Level (A-E) during the year, however only one woman was recruited to each of the senior Levels D and E. The representation of women in external recruitment to the more junior academic Levels A and B in 2010 was 36 per cent and 33 per cent respectively.

The external recruitment of women to Level C (Senior Lecturer) in 2011 was 71 per cent (5 out of 7), up from 14 per cent in 2010 and 11 per cent in 2009. This is a significant increase and very pleasing as it is the main feeder group into the Professoriate and women had been previously underrepresented in external recruitment to this level.

In 2011, the workforce participation rate for women at Level D was 34.7 per cent and for Level E, 27.5 per cent. The external recruitment of women to the Professoriate was 50 per cent (1 out of 2) for Level D (Associate Professor) and 12.5 per cent (1 out of 8) for Level E (Professor). Whilst this was marginally better than previous years it is concerning that external recruitment to Level E remains well below the workforce participation rate. In response to these figures, data regarding application rates by gender will be gathered as a matter of course and investigations continue.
**Professional Women**

In 2010 the workforce participation rate of women in professional roles at Macquarie was 64.5 per cent, which is 0.8 per cent higher than the 2010 sector average of 63.7 per cent (latest figures available). During 2011, women were externally recruited to Macquarie at a rate 1.9 per cent lower (62.6 per cent) than their workforce participation rate.

As in 2010, in 2011, women were recruited to HEW Levels 2-7 at 60% and above at each level. Recruitment to Level 8 in 2010 was 50 per cent (7.2 per cent lower than that year’s workforce participation rate and 3 per cent less than the previous year’s recruitment for that level).

For the more senior professional staff appointments, recruitment of women at Level 9 in 2010 was 38.9 per cent against a workforce participation rate of 49.2 per cent. In the previous year the rate of recruitment of women to Level 9 was 31.3 per cent, which was 19 per cent lower than the work force participation rate for that Level at the time.

Recruitment of women to Level 10 in 2011 was 39.1 per cent, lower than their workforce participation rate of 46.1 per cent. This was an improvement on 2010, when women made up 27.8 per cent of appointments at Level 10 and above, compared to their workforce participation rate of 45.9 per cent.

**Macquarie University EO Statement in Recruitment Advertising**

Since 2010, Macquarie University has included the following on all recruitment advertisements:

“Macquarie University is an EO Employer committed to diversity and social inclusion. Applications are encouraged from people with a disability; women (particularly for senior and non-traditional roles); Indigenous Australians, people who identify as GLBTI; and those from culturally and linguistically diverse backgrounds.”

**Macquarie University Enterprise Agreement / Policy**

The Macquarie University Enterprise Agreement, and the Recruitment, Selection and Appointment Policy underpin the University’s recruitment and selection processes. The three main legal areas impacting recruitment and selection are discrimination, equal employment opportunity and privacy. These prohibit discrimination on the basis of sex, marital and parental status, pregnancy and potential pregnancy and breastfeeding and encourage staff involved in recruitment to actively target women as one of the groups traditionally underrepresented in the workforce.

Macquarie University recruitment and selection process is based on merit, merit relative to opportunity, fairness and equity.

**Employment Matter 2: Promotion, Reclassifications and Separations**

*(Promotion, Transfer & Termination)*

(Consider – during the reporting period, did you promote/transfer any staff? To what types of roles? Were any women promoted/transferred? Did any staff leave your organisation? Did any women leave your organisation? Do you conduct exit interviews? How many men and women had the opportunity to act in higher positions? etc)

**Academic Women**

Principles of equity, diversity and social inclusion are enshrined in the University’s Academic Promotion Policy. An Equity Observer is now present at promotion rounds for all levels (briefing, short listing and interviews) and this role has been strengthened in 2011 with a formal equity reporting template submitted to HR and the Vice Chancellor. The Policy aims to ensure a transparent and streamlined promotion process. It states that an applicant’s whole career will be taken into account, with special attention paid to their achievements ‘relative to opportunity’ since appointment or promotion to their current level at the University.

In 2011, 46 per cent of all promoted academic staff were women (26 out of 56). Although the figure is lower than the 2010 rate of 52 per cent, the actual number of promoted women has been steadily increasing over the last four
years from 18 in 2008 to 24 in 2010 and 26 in 2011. It was pleasing to note that the promotion rate for women at each level in 2011 was significantly higher than their workforce participation rate at each level.

In terms of the overall success rate, of all women who applied for promotion in 2011, 76.5 per cent were successful – an increase from 2010 (68.6 per cent). This is also 3.3 per cent higher than the success rate for men in 2011.

At the more junior academic Level B, women represented 54.5 per cent of all promoted academics (6 out of 11). This is the same representation as in 2010. The success rate for women at this level was 75.0 per cent (6 of 8 female applicants were promoted) compared to 83.3 per cent for men (5 of 6).

Representation of women promoted to Level C in 2011 was 52.2 per cent (12 of 23 promoted candidates were women), a 2.3 per cent increase on the 2010 figure. The success rate for women at this level was 80 per cent (of 15 female applicants, 12 were promoted). This is higher than in 2010 (71.4 per cent) and higher than the success rate for men in 2011 (78.6 per cent – 14 men applied, 11 were promoted).

At Level D the percentage of promoted candidates who were women has been declining. It was 35.7 per cent in 2011 (5 of 14) as compared to 42.0 per cent in 2010. The actual number of women promoted to this level, however, remained the same (5 women). The success rate for women at this level was 62.5 per cent – of 8 female applicants, 5 were promoted.

At the most senior academic Level E, women represented 37.5 per cent of all promotions in 2011 (3 of 8). This is a decrease from 2010 (67.0 per cent). However, the actual numbers of promoted women have remained steady at this level over the last three reporting years (3 in 2009, 4 in 2010 and 2 in 2011). The success rate for women at this level was 100 per cent (3 of 3 female applicants were promoted), compared to 71.4 per cent for men.

In terms of academic women leaving the University, the representation of academic women continued to decline and was 38.5 per cent in 2011 (39.1 per cent in 2010). It is pleasing to note that this figure is below the workforce participation rate for academic women (42.5 per cent). There was one voluntary redundancy and no forced separations of academic women in 2011. It is significant that at Macquarie there have been no forced separations for academic women over the past nine years.

Professional Women

Position reclassification is the process used at Macquarie to re-assess the level and remuneration for professional roles as change occurs. Reclassifications are undertaken by Human Resources and can be requested by staff, by managers, or by staff with the approval of their manager.

In 2011, 65.0 per cent of all professional role reclassifications were of positions held by women (39 out of 60). This is a 15.0 per cent increase in female representation in reclassifications since 2010 (24 out of 48). At this stage, data on application rates is not available.

In terms of female professional staff leaving the University, women’s representation in separations (65.6 per cent) was slightly higher than their 2011 workforce participation rate (64.5 per cent). There has been a 3.9 per cent increase in professional women’s representation amongst separations since 2010.

Of all the voluntary redundancies offered in 2011, 74.6 per cent were accepted by women (44 out of 59). Of the eight forced separations in 2011, four were women.

Employment Matter 3: Training & Development

(Consider – during the reporting period, did you provide any training or professional development? How many staff participated? What percentage were women? Do you have a formal mentoring and/or succession planning program in place? etc)

“Macquarie Women” initiative

Since 2008 the Equity and Diversity Unit has facilitated and coordinated a gender program with the aim of increasing the networks, visibility and professional opportunities for Macquarie women, to redress disadvantage and to remedy issues borne out through the statistical analysis. Activities have included:
• International Women’s Day (IWD) is celebrated each year with events on campus and links with the UN Women’s IWD Breakfast. In 2012, seven senior Macquarie women (including the DVC and Provost) attended the Sydney breakfast. The Macquarie University Women’s Collective held a breakfast on campus for staff and students in the Women’s Room.

• An annual “Women in Science” day is held on campus by the Faculty of Science for female high school students to coincide with International Women’s Day. In March 2012, the Pro Vice Chancellor (Social Inclusion) presented to the group of 300 students and their teachers, and champions this event which links potential female students with female staff at the University. The Equity and Diversity Unit also regularly hosts a stall at this event to ensure prospective students are aware of the University’s commitment to gender equity and are encouraged to pursue Science as a career. The stall is usually hosted by at least one staff member from a culturally and linguistically diverse background.

• Events are advertised over the women’s email list (e.g. visiting scholars, book launches, celebrations of women’s achievements).

• Professional and academic women are sponsored to attend the “Women, Work and Management” (Macquarie Labor Market Studies Program) conference each year (10-20 places).

• The University continues to offer co-funded places (Equity & Diversity / Organisational Development (HR)/Office of the Deputy Vice Chancellor (Research) for women to attend a “Women in Research Leadership” 5 day residential program annually held in Brisbane. Women are nominated by the Dean and/or Associate Dean (Research) in each Faculty. Four women attended in 2011. In 2012 the theme “Diversity within Diversity” was adopted and nominators were specifically asked to identify women whose research careers may have been affected by equity related issues such as disability or carer/family responsibilities (including breastfeeding), cultural background/responsibilities or women returning to work after parental leave. This approach encouraged the participation of diverse women. Equity funding was made available for funding a father and breastfeeding child to accompany one participant, and another will receive additional childcare expenses incurred as a direct result of her attendance. Prior to departure, the participants were introduced to previous year’s participants at a casual afternoon tea, to maximize the opportunities for networking and success at the program.

• Women in Research Leadership Round Tables are hosted by the Equity and Diversity Unit, with the alumni of the Women in Research Leadership residential program discussing their experience. An open invitation is issued for these Round Tables, to Macquarie women and men, as well as senior Cochlear women. In 2011, 60 women attended the Round Table and Lunch from Macquarie and Cochlear.

• Academic and professional women are invited to participate in the Macquarie Women’s Brain Trust / Round Table conversations following their participation in sponsored activities (in order to strengthen a network of gender champions)

• The 2011 Diversity Week events targeting women included the opening of the Women’s Room2, the event “Women Sing: People and Power”, and a photography exhibition “In Her Own Image: Greek Australian Women” held at the University Art Gallery. In 2012, Diversity Week has become “Diversity 2012” initiative – a semester long program of events and projects driven by staff and students.

**Professional Development Seminars (Organisational Development Unit, HR)**

The Organisational Development Unit within Human Resources at Macquarie provides a suite of seminars, workshops and initiatives available to all staff. During the reporting year the following were provided:

• “Crucial Conversations” – a Performance Development and Review training for supervisors. This workshop provides supervisor training on how to best give performance feedback. In 2011, 12 women (75 per cent) attended the training and 6 women (out of 10) attended a refresher course. In 2009 and 2010, 99 women attended (out of 157).

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2 The Women’s Room is a women-only safe and friendly environment on campus. It offers an opportunity for women to rest, reflect, socialise and study. All women are encouraged to be a part of this space. Boys under 12 years old are also welcome when accompanied by a woman.
• “Performance Development and Review (PDR) for new staff members” which aims to improve their ability to understand and participate in the University’s performance management process. In 2011, 27 women (69 per cent) attended this course.

• Seventeen self development workshops (plus repeats) were offered to staff. In 2011, a total of 450 women participated in these workshops, including Crucial Conversations and PDR overview, (76 per cent). This was a significant increase on the previous two years: 66 per cent in 2010 (166 women out of 253 participants) and 73 per cent in 2009 (122 out of 168)

• Courses included:
  - Building Customer Relationships
  - Building Emotional Resilience
  - Business Writing
  - Conducting Interviews & Making Hiring Decisions (AS)
  - Conducting Interviews & Making Hiring Decisions (PS)
  - Continuous Improvement
  - Crucial Conversations - Refresher
  - Crucial Conversations (New Supervisors)
  - Developing Your Relationship Management Skills
  - Efficiency & Effectiveness
  - Financial Management at Macquarie
  - Finance for Non Finance Managers
  - Fundamental Communication Skills
  - Influencing with Integrity
  - Managing Yourself
  - Performance Development and Review: Overview
  - Plain English
  - Presentation Skills
  - Process Mapping
  - Project Management

**EO Online Professional Development Module**

Macquarie subscribes to the ‘EO Online’ training package (designed, maintained and managed by a consortium of Australian universities) as a staff and student discrimination awareness tool. New staff at Macquarie are encouraged to undertake the online modules as part of their induction. Notification of completion is automatically sent to the Equity and Diversity Unit and currently shows that 51 staff (39 women) have completed at least one module since the end of 2010 when the system went live. A concerted internal promotional strategy is planned following the proposed upgrade to the online resource, to which Macquarie has contributed funding. Promotion of this resource will also be incorporated into the University’s workshops which are scheduled for a late 2012 roll out exploring issues of civil and respectful behavior, bullying, harassment and discrimination.

**Outside Studies Program**

Macquarie University offers academic staff the opportunity to undertake OSP (Outside Studies Program) - a structured program of sustained scholarship, research and associated developmental activities outside the
University. OSP is intended to enhance the knowledge, skills and experience, connections and partnerships, access to new ideas and resources, and the international standing of academic staff. Applicants must be “research active” or starting their research career. Staff may put forward a case for exemption from being research active, and particular consideration is given to those impacted by family responsibilities. The Policy states: “In accordance with the University’s goal of providing equal employment opportunities for all staff, the University will be sensitive to the special needs of individual staff arising from different career histories, including family responsibilities, or histories of special disadvantage”.

In 2011 there were 85 OSP applications, 70 of which were approved. Women represented 44.7 per cent of applicants and 44.3 per cent of all successful applicants (2010 figures were 42.0 per cent and 40.0 per cent respectively). The success rate for women who applied for OSP in 2011 was 81.6 per cent as compared to 83.0 per cent for men.

**New Staff Research Grants Scheme and Start-up Grants for Academic Staff Returning from Parental Leave**

Macquarie offers a grants scheme to assist academic staff resuming normal duties after parental leave. This scheme now allows applications after a 6 month absence (or greater). Funding can commence immediately upon return to normal duties. These grants also apply to newly appointed junior academic staff (Levels A and B) looking to establish their research profile at Macquarie and increase their competitiveness in applying for external funding. At this stage the data has not yet been disaggregated by new staff versus those returning from parental leave but the Equity and Diversity Unit is pursuing this with the relevant work area. In 2011, women constituted 54.3 per cent (25 out of 46) of all staff who applied for these grants, and 47.8 per cent (11 out of 23) of successful applicants. Success rate for women was 44.0 per cent as compared to 57.1 for men.

**Griffith University ARC Linkage Project on Gender and Employment Equity**

Macquarie University participated in Griffith University’s ARC Linkage grant “Gender and Employment Equity: Strategies for Advancement in Australian Universities” and all staff at Macquarie were invited to be surveyed as part of this project in 2011. The aims of the project are to provide a comprehensive analysis of the gendered nature of employment, working conditions and career patterns of university staff (focusing on senior women; classifications of general staff especially the administrative stream); casual teaching and research staff; pay inequities and the link with work/family policy innovations; and, to devise practical strategies to promote gender equity in modern universities.

Macquarie University will receive a breakdown of the responses made by our staff in August 2012. At this stage, we have been advised that a total of 22,000 responses were submitted Australia-wide. Nationally, women comprised 51 per cent of academic responses and 70 per cent of professional staff responses.

**Employment Matter 4: Work Organisation**

*(Consider – during the reporting period, did you provide flexible work options for staff eg flexible start/finish times, quality part-time, job-sharing, compressed hours, phased retirement etc)*

Macquarie University recognises the increasing importance of flexible work arrangements to maintain a diverse and high performing workforce. These are enshrined in both the Academic Staff Enterprise Agreement and the Professional Enterprise Agreement; Flexible Work Policy, Parental/Partner’s Leave Policy and the new Children at Macquarie University Policy. This suite aims to support optimal participation of a diverse range of employees, such as people with childcare responsibilities, staff returning to work from parental leave, staff with carer’s responsibilities. Flexible Work options include job sharing, home based work arrangements, variable working hours and other arrangements including modified duties, modified hours of work and unpaid leave.

Since 2010, Macquarie staff have had access to “purchased leave”, which caters for parents wanting to buy out time to coordinate with their children's school holidays. In 2011, 7 women and 4 men took purchased leave.

**Academic Women**

In 2011, women held 40.9 per cent of all continuing positions, which is a slight increase from 2010 figure of 38.8 per cent, but still below the workforce participation rate of academic women of 42.5 per cent. Of all continuing positions
held by women, 90.5 per cent were full time roles.

Overall there have been no significant fluctuations in representation or distribution of academic women in full time and fractional continuing roles over the past three years.

Of all fixed-term academic roles, 45.1 per cent were held by women. Of these women 67.4 per cent worked full time and 32.6 per cent were part-time in 2011. There was a 3.7 per cent increase of women in fixed-term part-time roles in 2011 (51.3 per cent in 2010).

**Professional Women**

University-wide, women held 63.1 per cent of professional continuing positions. Of these women, 80.0 per cent worked full-time and 20 per cent worked part-time.

Women held 67.8 per cent of professional fixed-term positions. Of these, women 64.6 worked full-time and 35.4 per cent worked part-time.

There were no significant fluctuations over the reporting year in the representation or distribution of professional women in continuing and fixed-term employment.

**Employment Matter 5: Conditions of Service**

*(Consider – during the reporting period, did you review and/or revise any of the conditions of service for staff? Did you undertake a pay equity review? etc)*

**Table 7: Annualised, average gross salary by gender, level, and staff group as at March 2012 [actual pay data has been supressed for publication]**

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<tr>
<td>Professional HEW10 &amp; above</td>
<td>47</td>
<td>54</td>
<td>101</td>
</tr>
<tr>
<td>Professional HEW1-9</td>
<td>773</td>
<td>399</td>
<td>1172</td>
</tr>
<tr>
<td>ALL Professional</td>
<td>820</td>
<td>453</td>
<td>1273</td>
</tr>
<tr>
<td><strong>TOTAL MQ STAFF</strong></td>
<td>1279</td>
<td>1073</td>
<td>2352</td>
</tr>
</tbody>
</table>

**Notes:**
Excludes casuals and staff who did not receive pay that period.
Senior Academics refers to Macquarie Executive and senior academics (Deans etc). Does not include the role of Vice Chancellor.
Annualised salary from fortnightly gross pay, last pay period in March 2012.
Fortnightly salary has been annualised and scaled to full-time earnings for all staff including part-time staff, according to the EOWA Pay Equity Tool.
Gross pay includes allowances and loadings but excludes employer paid superannuation and overtime.

With regard to pay equity, the benchmark percentage recommended by EOWA for the higher education sector is 17 per cent. In the last pay period in March 2012, Macquarie University had an overall gender pay gap (GPG) of 19.1 per cent.

When mined by employment level, the GPGs for each level are small with the exception of academic executives and senior professional staff. This may be related to the increased likelihood of staff at these levels being employed on negotiated individual contracts and if so it warrants further investigation.

GPG’s are also included in all Faculty Diversity Profiles and analysis continues to be undertaken using the EOWA pay equity tool to seek any gendered data patterns within local work areas.
Workers Compensation

In 2011, 65.4 per cent of all claims for workers compensation were from women (34 out of 52), which was higher than the previous four years (55.3 per cent in 2007, 57.1 per cent in 2008, 60.6 per cent in 2009, 53.5 per cent in 2010). Investigations of the grounds of each claim did not reveal they were gendered. However, a gender difference was evident in the average cost of women’s claims in 2011 which was $2,934 compared to $7,896 for men. The majority of claims were related to falls of a person, hitting an object with the body, accidents during a journey or manual handling.

In 2011, there were 166 incidents reported (57 per cent of these were from women). Of these incidents, the majority were related to travel on campus (32 women and 22 men) and administration (30 women and 22 men).

Performance Development and Review (PDR)

Macquarie University Enterprise Agreement (2010) requires that each staff member undertake a Performance and Development Review (PDR) annually with their supervisor and that the process “provides a framework for identifying, evaluating and developing the performance of Staff Members”. PDR is linked to the achievement of individual, work area and organisational goals and is designed to build the mentoring relationship between supervisor and staff member. In conjunction with PDR, supervisors can attend Crucial Conversations workshops to develop their skills in giving feedback and holding performance conversations.

Reward and Recognition Policy

Macquarie University recognises and rewards outstanding staff contributions that support individual, team, department, faculty and/or university goals and objectives of the University. The Reward and Recognition Policy provides for non-monetary rewards (such as a Red balloon gift) and/or recognition leave, calculated in whole or partial workdays. There are two levels of reward and recognition administered by the Dean or Head of Office and funded by the local work area:

Level 1 is up to $500 value in benefit and/or one day of recognition leave

Level 2 is approved by the Senior Management Group based on a recommendation by the Executive Dean or Head of Office and is up to $1000 value in benefit and/or up to three days of recognition leave.

Since 2008, over 200 Red Balloon gift and experience vouchers have been purchased by the University; however no data was recorded by gender. Further investigation on tracking rewards by gender was undertaken however given that purchasing of vouchers occurs in a myriad of offices around the University and often happens prior to vouchers being awarded, no recording process matching vouchers with staff data is possible.

Parental Leave

Of all staff who took parental leave in 2011, 73.5 per cent were women (86 of 117) – a figure that remained steady since the previous reporting year (74 per cent in 2010).

Women took 89.6 per cent of all parental leave days taken 2011, a decrease from 92.2 per cent in 2010. It is pleasing to note that this reflected an increase in the number of parental leave taken by men – from 7.8 per cent in 2010 to 10.4 per cent in 2011.

For information on purchased leave which enables parents to take time off at the same time as their children’s school holidays in addition to their annual leave entitlement, refer to the above section Employment Matter 4: Work Organisation.

Childcare

There are three child care centres for staff available on Macquarie campus:
• Banksia Cottage is owned by the University and operated by Campus Experience. It caters for 90 children daily aged 3 months - 5 years to staff, students and community.

• Gumnut Cottage is owned by the University and operated by Campus Experience. It is licensed for 90 children to attend each day in permanent enrolled places aged 6 weeks to 5 years.

• The Mia-Mia Child and Family Study Centre is administered by the Institute of Early Childhood and caters for 51 children daily aged from 6 weeks to 5 years. The Centre is available to families both in the community and those who travel to the North Ryde area for work, as well as for students and staff of the University.

Employment Matter 6: Sex-based Harassment

(Consider – during the reporting period, did you communicate your harassment policy to staff? Did you revise your policy and/or procedures to reflect changes in your environment? Are all staff aware of the grievance handling procedures? Were there any complaints? If so, were they successfully handled? etc)

Grievance Management Policy, Procedures and Guidelines

Macquarie has a Grievance Management Policy available to all staff online at Policy Central, which details the approach taken by the university and outlines correct internal and external referral.

Enquiries and grievances which involve staff and alleged issues of discrimination are managed by the Equity and Diversity Unit. Grievances are generally resolved internally through a case management approach between the Equity and Diversity Unit, Employee Relations (HR) and/or Dean of Students (if student related), the individual grievant and respondent, and where relevant, Faculty/Divisional Managers, and the Legal Department.

At time of writing (June 2012) there are no discrimination or harassment cases involving Macquarie University before the Anti-Discrimination Board or Human Rights Commission.

Employment Matter 7: Pregnancy, Potential Pregnancy & Breastfeeding

(Consider – do you have a parental leave policy in place? During the reporting period did you have any staff commence or return from parental leave? Do women returning to work from parental leave have access to breastfeeding facilities, have the opportunity to return on a flexible basis? How many staff resigned on the completion of parental leave? etc)

In order to assist staff members to achieve greater integration between work and personal life, the University provides parental leave and partner’s leave in respect of the birth, adoption or fostering of a child by the staff member or their partner where they are responsible for the care of the child. The University recognises same sex couples.

Macquarie has generous parental leave entitlements: full-time staff members who are primary carers are entitled to 14 weeks of paid parental leave upon commencement of employment and additional 12 weeks leave with more than one year of continuous service. Part-time and casual staff are entitled to paid parental leave on proportionate basis of the full-time entitlement. If a staff member’s partner is employed by the University, paid leave may be shared up to the total eligible entitlement.

During 2012, Macquarie also received and approved its first ever request from a staff member for "surrogacy leave" under the parental leave policy. This request has been noted for inclusion in future Enterprise Bargaining negotiations.

The University supports women returning to work after parental leave to continue with breast-feeding. The policy allows breaks for expressing and storing breast milk and to breast feed if the child is in nearby care. The University’s three childcare centres offer breastfeeding facilities for staff whose children are in their care.

The Equity and Diversity Unit is currently working with the Australian Breastfeeding Association in order to receive “Breastfeeding Friendly Workplace Accreditation”. We envisage launching the refurbished Parenting Rooms and new Breastfeeding Guidelines in late 2012.
STEP 3: ISSUES PRIORITISED

From your analysis in Step 2 above, list the PRIORITY ISSUES you identified for actioning during the reporting period.

Overall Needs

- Continue to refine gender data collection systems at Macquarie, including redesigning reports to enable reviewing the intersection between gender and other equity areas (eg disability). The refining has also shown where gaps in data collection are and where discussions need to be had about the importance of tracking information by gender.

- Strengthen the equity knowledge of local work areas (provide profiles to Faculties/Departments) with workable actions to address equity issues eg via the Diversity Profiles which are in development and will be launched in 2012.

- Continue work on the inclusion of equity matters in policies and monitor all new and revised policies for equity impact eg surrogacy.

- Monitor the use of the EO statement in advertising, the use of diverse images of women, and gender balanced stories in all university branding/marketing/publications. Work closely with Human Resources to ensure equity considerations in all university change proposals.

- Continue to strengthen the communications for women to increase their visibility and networks across the organisation (getting women together after events to debrief and build the networks and links with industry especially Cochlear, as well as links with the Deaf community and the focus on the new Hearing Hub).

Recruitment and Selection

- Continue equity input into strategic Human Resources processes and systems e.g. recruitment and the new online PDR system.

- Continue to address underrepresentation of women in senior academic and professional HEW 10 and above positions.

- Refine data collection e.g. on external recruitment and selection processes (underway since 2011) especially at Level D.

- Strengthen the representation of women in non-traditional areas – particularly the Department of Electronic Engineering where there are no female academic staff.

Promotion, Reclassifications and Separations

- Continue to address underrepresentation of women in promotion to the Professoriate (improved during the reporting period)

Training and Development

- Maximise opportunities to build community relationships of strategic importance to the gender equity program (continuing), such as links with Cochlear, links between women in non-traditional areas, links with communities in the region for example through Macquarie University’s joint initiative with the Ethnic Communities’ Council of NSW, Building Inclusive Communities Awards, and strengthening links with Darug people through Welcomes to Country and the new Aboriginal and Torres Strait Islander Strategy.

- Work with HR to build gender and other equity considerations into all available staff professional
development opportunities and their content.

- Design specific gender equity talent identification and capacity building experiences for women across the organization eg aligning internal and external experiences, acknowledging the challenges women face, for example, with funding so they can attend conferences, or by allowing and welcoming them to bring their children to social events on campus.

- Promote career enhancing workshops and management skills development for early career women so that they are able to meet the new demands of the higher education sector. This issue is being addressed at a national level under the leadership of Macquarie’s Pro Vice Chancellor (Social Inclusion) who is Co-Chair of Universities Australia Executive Women (UA EW). In August 2012, Macquarie University will host a free workshop for women under the auspices of the UAEW which is available to women both within the organisation and externally. Work Organisation and Conditions of service

- Investigate gender pay gap for senior professional staff (HEW Level 10 and above), promote flexible work options and increase supervisor awareness of the institutional benefits of implementation.

Sex-based Harassment

- Increase awareness of rights and responsibilities around sex based harassment at Macquarie.

Pregnancy, Potential Pregnancy and Breastfeeding

- Review support and facilities for women returning to work from parental leave and who are breastfeeding or expressing on campus.

STEP 4: ACTIONS TAKEN

List the ACTIONS TAKEN during the reporting period to address the priority issues identified in Step 3 above.

Overall

- Equity data collection and reporting mechanisms streamlined and refined across the institution (ongoing)

- Faculty Diversity Profiles detail staff and student diversity across a range of parameters and are being finalised. As each is completed, consultations are held with Executive Deans to discuss findings and recommendations for action. Profiles provide sector and university wide comparisons and a detailed local area equity profile.

- The Director, Equity and Diversity is a member of the UPRG (University Policy Reference Group) and a system to provide feedback on policy from senior equity staff has been instigated for all proposed and revised university policies.

- Equity considerations are embedded in university policy which is uploaded to Policy Central on the website. The Discrimination and Harassment Prevention Policy and the Grievance Management Policy were uploaded in 2010, and a new ‘Children on Campus’ Policy drafted.

- Workshops are available to communicate Grievance Management Policy (involving Equity & Diversity Unit, Human Resources and the Legal Office).

- An "Equity Considerations for Restructures" briefing document was prepared and included in the Human Resources Toolkit for Managers to assist them in organisational change processes.

- The Social Inclusion and Equity and Diversity web pages have been reviewed for easier accessibility and
include gender equity information, reports, news and events (remastered website to be launched by August 2012).

- A moderated Equity and Diversity Facebook page was established in 2012 which continues to be used with increasing numbers of "likes".
- In November 2011, the Pro Vice Chancellor (Social Inclusion) took on the position of Co-Chair of Universities Australia Executive Women (UAEW). This national leadership role highlights Macquarie's commitment and leadership in the area of gender equity.

**Recruitment and Selection**

- Regular meetings were held between the Manager, Organisational Development (HR) the Director, Equity and Diversity; the Manager, Staffing (HR) to discuss gender issues.
- Director, Equity and Diversity attended Human Resources Managers Network and information sessions to ensure equity considerations in discussions on systems and issues.
- Recruitment for senior academic CORE positions (Centres for Research Excellence) was monitored by gender.
- Equity Observers were available in external and internal recruitment on request in cases where there may be equity related concerns or support required.

**Promotion, Reclassifications and Separations**

- The role of Equity Observer has become enshrined in academic promotion.
- A formal equity report is now prepared for the Vice Chancellor following each academic promotions round.

**Training and Development**

- Professional development participation data is now available by gender.
- Gender targeted training is offered including sponsorship for a women from each Faculty to attend the 'Women in Research Leadership' residential; up to 20 women are sponsored to attend the Macquarie Women, Work and Management Conference annually; the Equity and Diversity Unit offers a range of gender targeted Round Table discussions and guest presentations.
- Community links continue to be built with UN Women (formally the United Nations Development Fund for Women). The University has hosted and continues a relationship with Peace Scholarship for Women recipients from conflict areas who are then linked in with the Macquarie Women's program.
- The Senior Women's Network was strengthened through links with Cochlear Inc.
- Indigenous women received targeted funding to attend national and international professional development (through the Indigenous Staff Development fund managed by the Equity and Diversity Unit).

**Work Organisation and Conditions of Service**

- Information on flexible work arrangements has been included in performance management workshops for staff and supervisors.
- A "purchased leave" arrangement has been introduced which allows parents to align their breaks with school holidays (available to all staff as a flexible work option).
- Human Resources considered and approved surrogacy leave for the first time in 2012.
• Parental leave uptake is now captured by gender and hours.

• The Ally Network at Macquarie was introduced in 2009 for GLBTIQ staff and students and continues to strengthen. Of the 112 current active members of the Macquarie University Ally Network, 68 are female staff and students. Allies are represented across campus, in a variety of Faculties and support units, in academic and professional positions. Macquarie Ally women are active on campus, and regularly organise and participate in a number of awareness raising events and professional development opportunities. They work hard in helping develop a culture of inclusion and celebration of sexual and gender diversity at Macquarie.

Sex-based harassment

• “Sex Based Harassment: Your Rights and Responsibilities at Macquarie“ brochure is circulated at university events via Equity and Diversity stall (for both staff and students). The brochure is also in all new staff Induction packages.

• The ‘Your Say’ staff survey responses were collated by gender to determine specific issues.

• Macquarie has contributed $5000 towards the upgrade of the ‘EO Online‘ professional development modules which are part of the Macquarie Professional Development Online Training Suite.

• Increased staff uptake of the ‘EO On-Line‘ resource.

Pregnancy, potential pregnancy and breastfeeding

• The Childcare Centres at Macquarie are owned by the University and are monitored through the Campus Experience portfolio.

• The Equity and Diversity Unit in conjunction with the Australian Breastfeeding Association is currently auditing breastfeeding facilities on campus with a view to gaining Breastfeeding Friendly Workplace Accreditation. Part of the requirement for the Accreditation is the development of policy and a communications strategy for staff.

STEP 5: EVALUATION OF ACTIONS TAKEN

During the reporting period, HOW EFFECTIVE WERE THE ACTIONS TAKEN as documented in Step 4 above to address issues for women in your workplace? That is, what worked, and what didn’t?

• This section is required to be submitted but may be kept confidential (by EOWA removing it from the Public Report once assessed)

• Please indicate if you wish your Evaluation to be removed from the Public Report by placing an ‘X’ in the box to the right

Macquarie’s actions undertaken in the previous year have had a positive impact on gender equity at the University. The impact of activities can be seen by:

• The external recruitment of academic women to Level C (Senior Lecturer) was 71 per cent – a significant increase from the 2010 and 2009 figures (14 and 11 per cent respectively). This is a positive trend, as women have been previously underrepresented in external recruitment to this level.

• Representation of women at Level C (Senior Lecturer) increased by 5.9 per cent since 2010 to 38.3 per cent and is monitored as a primary feeder groups into the Professorate. Representation of women at the most senior academic Level E (Professor) remained steady and is 4.6 per cent above the sector average for Professorate.

• The overall number of academic women promoted each year has been steadily increasing from 18 in
2008 to 26 in 2011. The promotion rate for women at each level in 2011 was significantly higher than their workforce participation rate at each level.

- Continued good representation of women to Level E (Professor) CORE appointments.
- There has been a 15.0 per cent increase in female representation in professional staff position reclassifications since 2010. Representation of senior professional women at HEW 10 and above has been steadily increasing from 38.2 per cent in 2006 to 46.1 per cent in 2011; and in 2011 was higher than the sector average for this level.
- The University’s gender pay gap for academic staff (11.4 per cent) as well as for professional staff (14.8 per cent) is well below the industry benchmark of 17 per cent.
- Establishment of policies which are likely to have a positive impact on women e.g. generous parental leave, the uptake of the new purchased leave option, flexible work options, adoptive, fostering, same sex and now surrogacy leave options.
- Improved success rates for women applying for the Outside Studies Program.
- Very positive feedback from women attending events and programs, for example the Women in Research Leadership residential program. There are local area initiatives emerging from this participation, for example a high tea with 40 young women researchers in the Australian School of Advanced Medicine was organised by one of the previous participants, and included a presentation by the Director of the Equity and Diversity Unit.

STEP 6: FUTURE ACTIONS

To further achieve equal opportunity for women in your workplace, describe the actions you are planning for the next reporting period.

- Continue to strengthen the Macquarie Women’s Program to improve networking, visibility and voice for all Macquarie women:
  - Produce a publication showcasing Women in Research at the University. Research on this publication commenced in July 2012. The aim of the publication is to showcase achievements and increase the visibility of Macquarie women in research from all Faculties and a number of other areas, profile the women in the DVC Research portfolio and look at the specific strengths and challenges women face in achieving and maintaining research careers and profiles;
  - Investigate the Women in non-traditional fields status at Macquarie, especially through the Diversity Profile discussions with local work areas;
  - Formalise the surrogacy leave option.
- Participate in the 2012/2013 White Ribbon Organisational Accreditation pilot project.
- Hold consultations with Human Resources to discuss issues of low external recruitment of academic women at Level D and E; and application/short listing rates for recruitment. Investigate application rates (and possible barriers) for women applying for academic promotion to Level D.
- Complete Diversity Profiles for all Faculties and Offices including a pay equity analysis at faculty/departmental level (in view of GPG at professional staff Level 10 and above).
- Continuing monitoring equity inclusions in policy.
- Continue to encourage men to become Gender Equity Champions at Macquarie.
- Roll out development programs for women under the Universities Australia Executive Women strategy, led by the Pro Vice Chancellor Social Inclusion.
- Monitor representation of women on Council, Academic Senate, Higher Degree Research and the Finance
and Facilities Committees. Bring the decreasing or stagnant representation of women on these committees to the attention of the University.

- Roll out the Civil and Respectful Communities (bullying / harassment / discrimination) workshops in late 2012 – targeting all staff in supervisory positions in the first instance.
- Actively promote the EO Online modules to staff and monitor uptake once the upgrade has occurred.
- Continue to refine data collection (including data mining) and continue all statistical monitoring activities.
- Obtain accreditation as a Breastfeeding Friendly Workplace from the Australian Breastfeeding Association by completing the audit, refurbishing parenting rooms and establishing a communications strategy for same. Monitor the feedback of potentially pregnant, pregnant and breastfeeding women through the BFWA Communications Strategy.
- Strengthen Recruitment and Selection Panel training for staff and increase panel awareness of gender issues.
- Promote parental leave and flexible work options to men who are parents at Macquarie.
- Continue to ensure a schedule of contact with those staff whilst on leave to continue engagement with Macquarie.
- Publish ‘Diversity and Inclusion’ information more visibly on the Macquarie University website, with a change from a website designed around organisational units to one which is focused on client need and is more user friendly.