Towards gender equity
WORKPLACE GENDER EQUITY STRATEGY
Macquarie is a university of service and engagement. We value scholarship, integrity and empowerment above all else, and through our actions as staff and students, we live these values and hold ourselves accountable to them.

Ethical, equitable and mutually beneficial conduct is at the heart of our vision for this University, and in our dealings with one another and the wider world. Our community is made stronger through the diverse skills and experiences of its members, and we foster innovation and creativity to encourage development and growth.

At this University, we seek to reflect the world we are creating: a world where all genders are treated equitably, inclusively and with respect. This strategy sets out the ways in which we will create the change we need for a truly equitable culture.

We have already made much progress, but there is still more that can and will be done. Under the joint leadership of Nicole Gower and Professor Sakkie Pretorius, I am confident that we will make great strides towards our goals, and I look forward to the results of this strategy as we progress.

Professor S Bruce Dowton MD
Vice-Chancellor and President.
Our commitments

1. BUILDING AN EQUITABLE AND INCLUSIVE ORGANISATIONAL CULTURE
Our people bring a rich diversity of skills, experiences, insights and interests to the University. We recognise that diversity and inclusion benefits every individual and the organisation as a whole. We are committed to building a culture in which every person has the opportunity to connect to a sense of purpose and contribute to the University in a meaningful way.

2. EMBEDDING LEADERSHIP COMMITMENT AND ACCOUNTABILITY FOR GENDER EQUITY
We value gender equality and recognise that it underpins the University’s success. We are all responsible for improving gender equity and inclusion at Macquarie. Members of the Executive Group will take personal responsibility for action and expect other leaders and managers to do the same.

3. BUILDING OUR TALENT PIPELINE BY ATTRACTING AND RECRUITING MORE ACADEMIC WOMEN
Women are significantly under-represented in some academic disciplines at Macquarie. We need to attract more women to work in these roles and areas. We will work to better understand and align our career offerings to meet the interests and expectations of talented and capable academic women.

4. IMPROVING THE REPRESENTATION OF WOMEN IN SENIOR AND LEADERSHIP POSITIONS
We lose talented women during their careers, which creates gender imbalance at our senior management and leadership levels. We will address the barriers faced by women in building a successful career at Macquarie and recognise, nurture and promote our female talent for success.

5. ESTABLISHING A WORKPLACE CULTURE OF FLEXIBILITY
We recognise the challenges of combining parenting and caring responsibilities with a career. We will create a workplace culture where flexibility is the norm and where all staff are supported to successfully manage their work and personal commitments.

6. CLOSING THE GENDER PAY GAP
We value the work of women and men equally, and will pay as such. We will create transparent and accountable remuneration schemes with no opportunities for bias.
The road ahead

We have a proud history of leading the way on gender equity. From our inception, women were welcome to bring their children into the classroom, and one of our earliest student groups was Macquarie University Mothers’ Society. We were the first Australian University to have childcare on campus, and the first to appoint a female Vice-Chancellor.

While we remain consistently above the sector in gender equity performance, this is not enough – the sector benchmark is too low. The sector lags behind the national average for women’s representation in Australian workplaces at management and executive levels. We need to create a step-change in gender equity at Macquarie. Our bold vision is to lead the way for other universities and organisations, and society more generally, to create greater equality between women and men at work.

Our current gender equity picture reveals significant progress in some areas, for example on our University Council and Academic Senate, where women make up at least half of the membership. There is gender balance too in our Head of Department roles, and 55 per cent of our Level 10+ professional staff are women.

We have our challenges though, and women continue to be under-represented in senior academic positions and other leadership roles at Macquarie. While women make up 44 per cent of our academic workforce, just one third of our professors are women. The under-representation of women, at Macquarie and throughout the sector, is most pronounced in disciplines such as science, technology, engineering, mathematics and medicine (STEMM). At the Executive level, there is strong representation of women in Executive Dean and in senior professional roles. However, women are currently underrepresented in the Deputy Vice-Chancellor portfolios.

It is clear that we are not fully harnessing the breadth and depth of talent in the University and that there are impediments to women participating, contributing and developing. Real change needs a more strategic approach that targets the underlying systemic and cultural factors that drive gender inequality.

We need to equally value and respect the different skills, experiences and interests that all genders bring to the workplace and address the cultural challenges faced by some people as a result of their gender, recognising intersectionality of attributes such as gender, age, cultural background, sexual orientation and/or disability.

We want to create real change so that gender equity is consistently reflected in the fabric of the University – in our structures, our policy, our behaviours and our culture. This requires collaboration across the University, as well as within faculties, departments and individual units to challenge gender stereotyping and unconscious bias and remove any systemic barriers to genuine equality of opportunity.

We acknowledge that these challenges will not be resolved quickly. This initial two-year plan is intended as a strong statement to the University community of our commitment to create sustainable change for equality at Macquarie, building a solid foundation for ongoing improvement. We have this responsibility not only for our own staff but also as an inspirational model of diversity and inclusion for our students, who will be the next generation of leaders. Through them, we can shape a future where women and men have equal opportunity to contribute their full potential and thrive in all areas of endeavour.
Towards Gender Equity

Workplace Gender Equity Strategy

Image: Chris Stacey
1. Building an equitable and inclusive organisational culture

**OUR COMMITMENT**
Our people bring a rich diversity of skills, experiences, insights and interests to the University. We recognise that diversity and inclusion benefits every individual and the organisation as a whole. We are committed to building a culture in which every person has the opportunity to connect to a sense of purpose and contribute to the University in a meaningful way.

**OUR ACTIONS FOR 2017 – 2018**
- Embed diversity and inclusion through the communication of clear expectations around values and behaviours and with supporting policies and processes
- Build awareness of the importance and benefits of diversity and inclusion in the workplace through information, targeted professional development and staff engagement initiatives
- Reinforce our zero tolerance of discrimination, bullying and harassment, and encourage and support staff to call out such behavior when it occurs
- Give staff a voice on gender equity issues, through a variety of avenues including surveys, focus groups and networks
- Promote gender balance within the University’s award programs
- Develop guidelines for internal and external communications to ensure they are inclusive of diverse stakeholders (e.g. imagery, language, and format)
- Celebrate and promote the University’s gender equity achievements via internal and external marketing
- Encourage gender diversity in all University events i.e. among speakers, presenters and attendees

**OUR SUCCESS MEASURES**
- Positive results and employee feedback on diversity and inclusion questions in staff surveys, including in relation to the incidence of discrimination and harassment
- Gender balance in University award programs
- Gender balance of speakers at University events
2. Embedding leadership commitment and accountability for gender equity

**OUR COMMITMENT**
We value gender equality and recognise that it underpins the University’s success. We are all responsible for improving gender equity and inclusion at Macquarie. Members of the Executive Group will take personal responsibility for action and expect other leaders and managers to do the same.

**OUR ACTIONS FOR 2017 – 2018**
- Set targets for key gender equity indicators
- Introduce gender diversity reporting to measure performance and progress at the University, faculty, school and department level
- Require leaders to report annually on their actions, data and progress
- Establish gender diversity key performance indicators (KPIs) for leaders
- Recognise and acknowledge leaders for making progress on gender equity goals
- Embed inclusive leadership capabilities in the University’s leadership values framework
- Provide resources and initiatives to support leaders and managers to optimise gender diversity through inclusive practice

**OUR SUCCESS MEASURES**
- Achievement against gender diversity targets
- Achievement against gender diversity KPIs
- Positive results and employee feedback on gender and leadership related questions in staff surveys
Professor Sakkie Pretorius, Deputy Vice-Chancellor (Research) and Nicole Gower, Director of Human Resources are joint Executive sponsors of the Workplace Gender Equity Strategy and Co-Chairs of the Gender Equity Strategy Committee.
3. Building our talent pipeline by attracting and recruiting more academic women

**OUR COMMITMENT**
Women are significantly under-represented in some academic disciplines at Macquarie. We need to attract more women to work in these roles and areas. We will work to better understand and align our career offerings to meet the interests and expectations of talented and capable academic women.

**OUR ACTIONS FOR 2017 – 2018**
- Develop an employee value proposition that is inclusive, and incorporate it into advertising and promotion of career opportunities
- Broaden search processes to attract senior women in under-represented disciplines
- Ensure University brand alignment with gender equity priorities
- Include gender equity requirements in contracts with external search providers
- Implement strategies to address unconscious bias throughout the employee selection process, including training and resources for selection panel members

**OUR SUCCESS MEASURES**
- Increased representation of women among applicants for senior academic roles and for roles in non-traditional disciplines
- Gender balance of applicants across all levels and stages of the recruitment process
4. Improving the representation of women in senior and leadership positions

**OUR COMMITMENT**
We lose talented women during their careers, which creates gender imbalance at our senior management and leadership levels. We will address the barriers faced by women in building a successful career at Macquarie and recognise, nurture and promote our female talent for success.

**OUR ACTIONS FOR 2017 – 2018**
- Investigate and address the points in our talent pipeline where we are losing women
- Review processes to identify and mitigate potential for gender bias (e.g., promotion, fellowships and scholarships)
- Support the development of women through targeted mentoring and sponsorship
- Enhance career planning in the Performance Development and Review process
- Expand the diversity of criteria by which people can be promoted, to better reflect activities and behaviours that are specifically valued and rewarded by the University
- Participate in the University in the Science in Australia Gender Equity (SAGE) pilot of the Athena SWAN Charter

**OUR SUCCESS MEASURES**
- Gender balance in career progression and promotion of women
- Gender balanced participation in leadership development programs
- Progress towards a Bronze Athena SWAN Award
5. Establishing a workplace culture of flexibility

**OUR COMMITMENT**
We recognise the challenges of combining parenting and caring responsibilities with a career. We will create a workplace culture where flexibility is the norm and where all staff are supported to successfully manage their work and personal commitments.

**OUR ACTIONS FOR 2017 – 2018**
- Promote and ensure equitable access to flexible work for everyone to support a culture of high performance
- Provide support and training for managers in managing flexible teams
- Provide a program of support before, during and after parental leave, including investigating any scheme requirements that may inadvertently disadvantage parents or carers
- Provide financial support for primary carers to attend conferences
- Review research funding schemes to better support parents and carers
- Develop practical ways to support staff with family and caring responsibilities

**OUR SUCCESS MEASURES**
- Increased use of flexible work options by women and men
- Increased uptake of part-time employment by both women and men across all levels
- Positive results and employee feedback on flexibility and work-life balance in staff surveys
- Increased retention rates for staff accessing parental leave
6. Closing the gender pay gap

**OUR COMMITMENT**
We value the work of women and men equally, and will pay as such. We will create transparent and accountable remuneration schemes with no opportunities for bias.

**OUR ACTIONS FOR 2017 – 2018**
- Conduct an annual gender pay equity review, report internally and externally, and develop an action plan to address any identified gaps
- Implement structured and transparent systems for discretionary payments
- Review remuneration policy to embed gender equity objectives

**OUR SUCCESS MEASURES**
- Reduced gender pay gap at Macquarie
We have this responsibility not only for our own staff but also as an inspirational model of diversity and inclusion for our students, who will be the next generation of leaders.
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Workplace Gender Equity Strategy

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