Diversity, Inclusion and Belonging Framework
2024–2028

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MACQUARIE University
SYDNEY·AUSTRALIA

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land on which Macquarie University is situated, the Wallumattagal people of the Dharug Nation, whose cultures and customs have nurtured, and continue to nurture, this land since time immemorial. We also acknowledge the Elders, past and present, and pay our respects to them. We further honour and pay our respects to the spirits of this land and its waterways. We humbly ask that all members of the Macquarie University community are granted the capacity to wingaru (think), to learn and to walk safely upon this ngurra (land). The University continues to develop respectful and reciprocal relationships with all Indigenous people in Australia and throughout the world.

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Macquarie University[1] seeks to engage our students, staff, patients, partners and the wider community through transformative learning, life experiences, discovery, knowledge dissemination, healthcare, innovation and deep partnerships. Diversity, inclusion and belonging are the fundamental principles that enable us to fulfil this purpose.

An ongoing commitment to embracing diversity is at the heart of the University's identity. We are a dynamic and vibrant community of individuals from diverse backgrounds, cultures and perspectives. We recognise this diversity not only as one of our greatest strengths but also as a source of innovation, mutual understanding, collaboration and excellence.

Within the changing landscape in which our University operates, it is becoming more crucial that we build a Macquarie community that mirrors the rich diversity of our society. We are dedicated to creating an inclusive environment where each person – regardless of their background, identity or personal journey – feels welcome, valued, respected and empowered to thrive.

Inclusion provides the foundation for building connections, fostering unity, nurturing a sense of community, and cultivating a profound sense of belonging. When our students, staff, patients, partners and community genuinely feel they are an integral part of our Macquarie family, they are more inclined to fully engage, excel in their pursuits, and make meaningful contributions to our shared purpose – resulting in benefits for individuals and the University as a whole.

The *Diversity, Inclusion and Belonging Framework 2024–2028* represents a significant evolution in our approach to diversity, inclusion and belonging at Macquarie. The framework strengthens our enduring commitments and builds on the many successful initiatives currently in place, offering a shared vision and university-wide road map. This road map will guide our collective efforts over the coming years, with each community member playing a vital role in realising our goals.

I thank all those within our community who have contributed to shaping this critical framework. Through our continued collaboration in advancing diversity, inclusion and belonging, I am confident that we will strengthen our University and the communities which we serve and contribute to creating a more just and equitable society.

Professor S Bruce Dowton MD
VICE-CHANCELLOR AND PRESIDENT

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[1] The terms 'Macquarie University', 'the University' and 'Macquarie' are used throughout this document and include the entire institution: faculties, portfolios, and entities (students, staff, partners, vendors, patients, families, customers, visitors, and the entire community).

DIVERSITY, INCLUSION AND BELONGING

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We envision a vibrant, diverse community founded on inclusion and a shared sense of belonging, igniting our drive to create significant global impact.

Community
Building diversity

OUTCOMES
- Our community reflects the broader Australian society
- Diversity drives innovation, collaboration and performance
- Equitable opportunities remove barriers in healthcare, education and employment
- Macquarie is recognised as a university of choice for a diversity of students, staff and partners

PRIORITIES
- Diversity and equity
- Equitable access and opportunity

Organisation
Embedding inclusion

OUTCOMES
- Everyone understands and promotes principles of inclusion
- Systems mitigate bias, accommodate diverse needs, and promote inclusion
- Physical, digital and communication environments are accessible and inclusive
- Inclusive design is embedded in teaching, curriculum, research, healthcare and operations

PRIORITIES
- Inclusive leadership
- Inclusive design

Culture
Fostering belonging

OUTCOMES
- Everyone is treated with dignity and respect
- Macquarie is a safe environment for all
- Diversity and inclusion are valued, visible and celebrated
- Everyone feels a part of the Macquarie community

PRIORITIES
- Safety and respect
- Connection and community

STRATEGIC ALIGNMENT
- Our University: A Framing of Futures
- University Operating Plan
- Indigenous Strategy
- Aboriginal and Torres Strait Islander Workforce Plan
- Widening Participation Framework
- Education Strategy
- Strategic Research Framework
- MQ Health Strategy
- Faculty, portfolio and entity plans
- Targeted action plans (gender equity, accessibility and inclusion, CALD/ anti-racism, LGBTQIA+ inclusion)

Key enablers:
Leadership and accountability | Data and reporting | Communication and engagement | Learning and development

PILLAR 1: COMMUNITY
BUILDING DIVERSITY

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Pillar 1:
Community
Building diversity

We will make a proactive effort to enhance the presence and inclusion of people from a wide range of backgrounds, cultures, races, ethnicities, languages, faiths, genders, sexualities, abilities, ages, socioeconomic statuses and life experiences across every part of the University community. Acknowledging the complexity of each individual's identity is essential, as the intersections of these attributes can lead to compounding experiences of discrimination and disadvantage.

Diversity is central to fulfilling our purpose as a university of service and engagement, and building a thriving and successful Macquarie community. It enhances the educational, health and work experience, promotes social and cultural awareness, fosters innovation, and contributes to a more equitable society.

We are committed to recognising, embracing and growing diversity – supporting individuals from different backgrounds, cultures and experiences. Our focus is on supporting under-represented groups to fully participate and succeed.

PRIORITIES

DIVERSITY AND EQUITY
Actively grow our diversity at all levels by providing equitable and inclusive opportunities for access, participation, belonging and success. Create pathways and support systems to enable historically marginalised and under-represented groups and individuals to achieve their full potential as part of a diverse Macquarie community.

EQUITABLE ACCESS AND OPPORTUNITY
Build a diverse and balanced community in all areas of the University. Ensure fair and equitable recruitment practices and advancement opportunities that meet the needs of historically marginalised and under-represented groups.

KEY ACTIONS
- Enhance data and reporting capabilities to better understand and monitor diversity, under-representation and disadvantage.
- Proactively recruit students and staff from marginalised and under-represented communities, and provide support services that cater to their needs.
- Showcase our inclusive culture to reach diverse communities, and create a compelling reason for people to view Macquarie as a university of choice.
- Use our external influence in partnership with others to highlight and address social inequality and systemic disadvantage faced by diverse people and communities.

OUTCOMES
- Our community reflects the diversity that exists within our society.
- Diversity of thought drives solutions for the University and the communities we serve.
- Equitable opportunities and accessibility remove barriers in health, education and employment.
- Macquarie is recognised as a university of choice for a diversity of students, staff and partners.

PILLAR 2: ORGANISATION
EMBEDDING INCLUSION

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Pillar 2: Organisation
Embedding inclusion

We will take deliberate and proactive measures to establish a nurturing and fair environment where every member of our Macquarie community – regardless of their diverse backgrounds, identities or personal attributes – feels deeply valued, respected, and provided with equal opportunities to engage and flourish.

We will take a proactive 'system improvement' approach to inclusion. We will focus on identifying and addressing systemic barriers and structures that prevent the full and equitable participation of all individuals, especially those from under-represented or marginalised groups. Our goal is to embed inclusive design into everything we do, ensuring that our systems, policies and practices support diversity, and provide equitable access, experiences and opportunities in education and employment. The active and visible commitment of our leadership is crucial to extending this approach across all areas of the University and for modelling behaviours that support a culture of diversity and inclusion that values and benefits everyone.

PRIORITIES

INCLUSIVE LEADERSHIP
Build inclusive leadership as a core capability for all people managers at Macquarie. Support leaders to develop the mindset, knowledge and commitment to model inclusive practice, and communicate and collaborate with their teams to progress our diversity, inclusion and belonging goals.

INCLUSIVE DESIGN
Review our systems, policies and practices regularly, aiming for continuous improvement to ensure their fairness and the absence of inequity or exclusion. Apply an inclusive design approach that considers intersectional perspectives and empowers our communities to create solutions that serve everyone.

KEY ACTIONS
- Implement strong governance and accountability for diversity and inclusion progress at all levels.
- Embed diversity data analysis into reporting frameworks at the University and local levels.
- Regularly seek input and feedback from a diverse range of stakeholders to gain insights into their lived experiences, suggestions and concerns.
- Provide leadership development opportunities and resources to support inclusive practices.
- Develop universal and inclusive design capabilities across all areas of our operations.
- Publicly report progress against relevant objectives and benchmarks.
- Showcase success stories in inclusive design through internal and external communications.

OUTCOMES
- Leaders consistently demonstrate inclusive practice.
- Systems, policies and practices accommodate diverse needs and deliver equitable outcomes.
- Infrastructure, services and technology are accessible and inclusive.
- Inclusive design principles are reflected in all areas of our operations.

PILLAR 3: CULTURE
FOSTERING BELONGING

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Pillar 3:
Culture
Fostering belonging

We will create an atmosphere where each student, staff, partner and community member can genuinely sense their integral and valued role within our Macquarie community. This involves creating a safe space for individuals to express their authentic selves, fostering a strong connection to the University and its unique culture, and cultivating a shared sense of identity among all who contribute to our community.

We strive to nurture a strong sense of connection and belonging within our Macquarie community. Our goal is to create an environment where everyone is respected, valued and appreciated while being their authentic selves. In this culture, every member of our community has the opportunity to actively participate, flourish and succeed. In addition, the diversity of cultures, backgrounds, perspectives, and lived experiences contributes to enriching our community and driving our success.

PRIORITIES

SAFETY AND RESPECT
Create physical, psychological and cultural safety for all members of our University community. Promote behaviours that support everyday inclusion and belonging while actively preventing all forms of bullying, harassment, sexual violence, victimisation, prejudice or discrimination.

CONNECTION AND COMMUNITY
Increase visibility and knowledge of diversity and inclusion at Macquarie. Encourage meaningful connections and celebrate the rich array of backgrounds, perspectives and lived experiences within our community.

KEY ACTIONS
- Regularly communicate key messages about diversity, equity and inclusion to our community.
- Implement a coordinated, whole-of-university approach to prevent all forms of bullying, discrimination and harassment.
- Provide training and resources to build awareness, accessibility, allyship and inclusive practice.
- Create opportunities for connection and community building to highlight and celebrate diversity.
- Support our community in building connections and promoting diversity, inclusion and belonging.

OUTCOMES
- Everyone is valued and treated with dignity and respect.
- Macquarie provides a safe environment for all.
- Our community is educated and informed about diversity and inclusion.
- Diversity is actively embraced, valued, made visible and celebrated.
- Our stakeholders and visitors feel integral to the University community.

Our guiding principles

1 **We align with leading practice**

Our strategies and actions are evidence-based, drawing on academic research and leading practice, and supported by robust evaluation mechanisms to facilitate continuous improvement.

2 **We design for inclusion**

We prioritise accessibility and inclusion in everything we do; consider different abilities, backgrounds, cultures and perspectives; and create solutions that address a diversity of needs.

3 **We seek different perspectives**

We engage with the diverse voices, unique perspectives and lived experiences of our students, staff, partners and community to understand their needs, gather ideas and seek feedback.

4 **We are all responsible**

Each member of our Macquarie community contributes to a culture of safety, respect and belonging by consistently enacting our values and practices of diversity and inclusion.

5 **We focus on systemic change**

We embed inclusion into our systems and structures to rectify existing inequalities, biases and discriminatory practices, ensuring they promote equitable outcomes for all.

6 **We hold ourselves accountable**

Our leaders are responsible for improving diversity, inclusion and belonging, and for transparently reporting progress to the University community and external stakeholders.

Enabling success

Leadership and accountability

Clear accountability structures will enable the alignment of all diversity, inclusion and belonging initiatives under this overarching framework and ensure we collectively deliver on the University's priorities. Framework success measures, key performance indicators and targets will be developed to guide action planning at the faculty, portfolio and entity levels, with regular transparent reporting to our Macquarie community.

Data and reporting

Improved collection and reporting of qualitative and quantitative diversity and inclusion data will enable a metrics-based approach in which attention and resources are focused on those areas most likely to bring about meaningful change. These metrics, complemented with qualitative surveys and focus groups, will be used to identify priorities, establish baselines, assess the effectiveness of various initiatives and measure outcomes. Regular reports on the progress of diversity, inclusion and belonging will be shared with our leaders and the University community.

Communication and engagement

Effective communication and engagement will be critical in gaining support for the framework and its principles, inspiring action at the local level, sharing progress and success stories, and sustaining momentum over time. Diversity, inclusion and belonging messaging will be embedded in internal and external communications to enhance visibility and promote a shared sense of belonging.

Learning and development

Ensuring that everybody has the knowledge, capability and support to advance diversity, inclusion and belonging is essential to our goal of a leader-led, whole-of-community approach. The framework prioritises targeted development in inclusive leadership and inclusive design. It also emphasises the importance of raising awareness about diversity, accessibility, everyday inclusion, safety and respect for all.

Implementation steps towards an inclusive future

To ensure the success of the *Diversity, Inclusion and Belonging Framework 2024–2028,* we will integrate its principles into the University's *Operating Plan 2024–2028,* aligning relevant objectives and metrics with our strategic initiatives. Additionally, we will develop customised action plans to address barriers faced by specific community groups, encompassing gender equity, accessibility, cultural inclusion/anti-racism, LGBTQIA+ inclusion, and more. Quarterly updates will be provided to the Executive Group, with a comprehensive annual report on the framework's progress shared across the University Council, Executive Group, and Macquarie community.

Macquarie has a distributed leadership model to enable implementation of our *Diversity, Inclusion and Belonging Framework 2024–2028.*

A steering group, led by senior leaders and co-chaired by the Deputy Vice-Chancellor (Academic) and the Vice-President, Professional Services, oversees the ongoing implementation of the framework and ensures progress on the enabling priorities. The steering group sets priorities and oversees performance against our success measures, key performance indicators and targets for each pillar of the framework.

Leadership teams within faculties, portfolios and entities implement the framework and appropriate actions to meet local needs and priorities. They do this in consultation with and supported by their Diversity, Inclusion and Belonging Committee(s) and other relevant networks.

Distributed leadership

UNIVERSITY LEVEL
- Executive Group
- Diversity, Inclusion and Belonging Steering Group
- Student Engagement, Inclusion and Belonging/Workplace Diversity and Inclusion
- Student groups/staff networks

FACULTY/PORTFOLIO/ENTITY LEVELS
- Leadership Group
- Diversity, Inclusion and Belonging Committees
- Student groups/staff networks (some areas)

SCHOOL/DEPARTMENT/UNIT LEVELS
- Leaders/managers
- Diversity, Inclusion and Belonging Committees (some areas)
- Student groups/staff networks (some areas)

INDIVIDUAL LEVEL
- All students and staff
- Members of the broader University community

"We are dedicated to creating an inclusive environment where each
person feels welcome, valued, respected and empowered to thrive"

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