

# Public report

2017-18

Submitted by

Legal Name:  
**Macquarie University**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	Macquarie University
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	<b>ANZSIC</b>	P Education and Training 8102 Higher Education
	<b>Business/trading name/s</b>	
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	<b>Reporting structure</b>	<b>Ultimate parent</b>
<b>Number of employees covered by this report</b>		5,543

# Workplace profile

## Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	0	0
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	0	0
		Full-time contract	2	6	8
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	0	0	0
		Full-time contract	1	1	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	0	0	0
		Full-time contract	1	0	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	2	2	4
		Full-time contract	10	16	26
		Part-time permanent	0	0	0
		Part-time contract	0	1	1
		Casual	0	0	0
	-3	Full-time permanent	0	1	1
		Full-time contract	1	1	2
		Part-time permanent	1	0	1
		Part-time contract	1	0	1
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Senior Managers	-2	Full-time permanent	34	38	72
		Full-time contract	4	1	5
		Part-time permanent	0	0	0
		Part-time contract	0	1	1
		Casual	0	0	0
	-3	Full-time permanent	34	18	52
		Full-time contract	7	18	25
		Part-time permanent	4	1	5
		Part-time contract	0	4	4
		Casual	0	0	0
	-4	Full-time permanent	8	14	22
		Full-time contract	1	3	4
		Part-time permanent	0	0	0
		Part-time contract	0	1	1
		Casual	0	0	0
	-5	Full-time permanent	0	1	1
Full-time contract		0	2	2	
Part-time permanent		0	0	0	
Part-time contract		0	0	0	
Casual		0	0	0	
Other managers	-1	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	1	1	2
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	61	61	122
		Full-time contract	8	5	13
		Part-time permanent	7	7	14
		Part-time contract	1	4	5
		Casual	0	0	0
-4	Full-time permanent	49	25	74	

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Full-time contract	5	5	10
		Part-time permanent	15	0	15
		Part-time contract	1	0	1
		Casual	0	0	0
	-5	Full-time permanent	20	15	35
		Full-time contract	0	2	2
		Part-time permanent	3	0	3
		Part-time contract	1	0	1
	-6	Casual	0	0	0
		Full-time permanent	2	3	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
	-7	Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			286	261	547

# Workplace profile

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	515	557	0	0	0	0	1,072
	Full-time contract	223	217	0	0	0	0	440
	Part-time permanent	115	33	0	0	0	0	148
	Part-time contract	101	46	0	0	0	0	147
	Casual	646	572	0	0	0	0	1,218
Technicians and trade	Full-time permanent	5	8	0	0	0	0	13
	Full-time contract	2	6	0	0	0	0	8
	Part-time permanent	5	1	0	0	0	0	6
	Part-time contract	0	1	0	0	0	0	1
	Casual	3	5	0	0	0	0	8
Community and personal service	Full-time permanent	12	0	0	0	0	0	12
	Full-time contract	1	0	0	0	0	0	1
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	331	150	0	0	0	0	481
	Full-time contract	99	44	0	0	0	0	143
	Part-time permanent	107	8	0	0	0	0	115
	Part-time contract	71	10	0	0	0	0	81
	Casual	710	392	0	0	0	0	1,102
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		2,946	2,050	0	0	0	0	4,996

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2017 to 31 March 2018. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority



#### 1.4 Promotions

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed 2019
  - Insufficient resources/expertise
  - Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	5	6	43	36
Permanent/ongoing part-time employees	1	0	5	1
Fixed-term contract full-time employees	0	1	18	8
Fixed-term contract part-time employees	0	0	1	0
Casual employees	0	0	2	0

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	23	27
Number of appointments made to NON-MANAGER roles (including promotions)	1246	860

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	21	14	69	52
Permanent/ongoing part-time employees	1	1	23	7
Fixed-term contract full-time employees	8	6	52	36
Fixed-term contract part-time employees	3	1	30	8
Casual employees	0	0	3	5

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

Macquarie University's Workplace Gender Equity Strategy 2017-19 addresses priority areas including culture, leadership accountability, attraction and recruitment, retention and promotion, flexibility, gender pay gap. The University's Gender Equity Strategy Committee is co-chaired by the Deputy Vice Chancellor (Research) and the Director, Human Resources. The University launched a new promotions scheme in 2017 which includes broader and more inclusive criteria.

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. This question relates to the highest governing body for your Australian entity, even if it is located overseas.

2.1 Please answer the following questions relating to each governing body covered in this report.

Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.

If your organisation’s governing body is the same as your parent entity’s, you will need to add your organisation’s name BUT the numerical details of your parent entity’s governing body.

2.1a.1 Organisation name?

Macquarie University Council

2.1b.1 How many Chairs on this governing body?

	Female	Male
Number	0	1

2.1c.1 How many other members are on this governing body (excluding the Chair/s)?

	Female	Male
Number	10	7

2.1d.1 Has a target been set to increase the representation of women on this governing body?

- Yes
- No (you may specify why a target has not been set)
  - Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

2.1g.1 Are you reporting on any other organisations in this report?

- Yes
- No

2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
  - In place for some governing bodies
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body appointments (provide details why)
  - Not a priority
  - Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes  
 No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

**3. Do you have a formal policy and/or formal strategy on remuneration generally?**

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Salaries set by awards/industrial or workplace agreements  
 Non-award employees paid market rate  
 Not a priority  
 Other (provide details):

**3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?**

- Yes (provide details in question 3.2 below)  
 No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)  
 Currently under development, please enter date this is due to be completed  
 Salaries set by awards/industrial or workplace agreements  
 Insufficient resources/expertise  
 Non-award employees paid market rate  
 Not a priority  
 Other (provide details):

**3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?**

- To achieve gender pay equity  
 To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)  
 To be transparent about pay scales and/or salary bands  
 To ensure managers are held accountable for pay equity outcomes  
 To implement and/or maintain a transparent and rigorous performance assessment process  
 Other (provide details):

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was undertaken:  
 Within last 12 months  
 Within last 1-2 years  
 More than 2 years ago but less than 4 years ago

- Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
- Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- Non-award employees paid market rate
- Not a priority
- Other (provide details):

**4.01 You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).**

We analysed gender gaps for base salary and total salary at each grade and role type across MQ.  
We also analysed starting base and total salaries at the point of recruitment  
A working group was set up to discuss and analyse the data in more detail and identify actions in repose to the analysis

**4.1 Did you take any actions as a result of your gender remuneration gap analysis?**

- Yes – indicate what actions were taken (select all applicable answers)
- Created a pay equity strategy or action plan
  - Identified cause/s of the gaps
  - Reviewed remuneration decision-making processes
  - Analysed commencement salaries by gender to ensure there are no pay gaps
  - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
  - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
  - Trained people-managers in addressing gender bias (including unconscious bias)
  - Set targets to reduce any like-for-like gaps
  - Set targets to reduce any organisation-wide gaps
  - Reported pay equity metrics (including gender pay gaps) to the governing body
  - Reported pay equity metrics (including gender pay gaps) to the executive
  - Reported pay equity metrics (including gender pay gaps) to all employees
  - Reported pay equity metrics (including gender pay gaps) externally
  - Corrected like-for-like gaps
  - Conducted a gender-based job evaluation process
  - Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
- No unexplainable or unjustifiable gaps identified
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees are paid market rate
  - Unable to address cause/s of gaps (provide details why):
  - Not a priority
  - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

## Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements

supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?**

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
    - By paying the gap between the employee's salary and the government's paid parental leave scheme
    - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
      - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
    - By paying the gap between the employee's salary and the government's paid parental leave scheme
    - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
      - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, not available (you may specify why this leave is not provided)
    - Currently under development, please enter date this is due to be completed
    - Insufficient resources/expertise
    - Government scheme is sufficient
    - Not a priority
    - Other (provide details):

**5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:**

14

**5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.**

Staff members are entitled to 14 weeks of paid parental leave upon commencement of employment.  
 Staff members who have completed more than 1 year of continuous service will be entitled to an additional 12 weeks of paid parental leave.

**5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?**

- **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:

20

6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.

A full-time staff member will be entitled to an additional four weeks of unpaid partner's leave.

Part-time staff members will be entitled to paid partner's leave on a proportional basis.

6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	19	0	0	2

7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	125	25	2	25

8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
  - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	2	0

- 8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
  - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	13	0

9. Do you have a formal policy and/or formal strategy on flexible working arrangements?

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

- 9.1 You may indicate which of the following are included in your flexible working arrangements strategy:

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- Targets have been set for engagement in flexible work
- Targets have been set for men's engagement in flexible work
- Leaders are held accountable for improving workplace flexibility
- Manager training on flexible working is provided throughout the organisation
- Employee training is provided throughout the organisation
- Team-based training is provided throughout the organisation
- Employees are surveyed on whether they have sufficient flexibility
- The organisation's approach to flexibility is integrated into client conversations
- The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
- Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement



- Not a priority  
 Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes  
 No (you may specify why non-leave based measures are not in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**  
• **Where only one worksite exists, for example a head-office, select "Available at all worksites".**

- Employer subsidised childcare  
 Available at some worksites only  
 Available at all worksites
- On-site childcare  
 Available at some worksites only  
 Available at all worksites
- Breastfeeding facilities  
 Available at some worksites only  
 Available at all worksites
- Childcare referral services  
 Available at some worksites only  
 Available at all worksites
- Internal support networks for parents  
 Available at some worksites only  
 Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)  
 Available at some worksites only  
 Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities  
 Available at some worksites only  
 Available at all worksites
- Referral services to support employees with family and/or caring responsibilities  
 Available at some worksites only  
 Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums  
 Available at some worksites only  
 Available at all worksites
- Support in securing school holiday care  
 Available at some worksites only  
 Available at all worksites
- Coaching for employees on returning to work from parental leave  
 Available at some worksites only  
 Available at all worksites
- Parenting workshops targeting mothers  
 Available at some worksites only  
 Available at all worksites
- Parenting workshops targeting fathers  
 Available at some worksites only  
 Available at all worksites
- None of the above, please complete question 11.2 below

**12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)  
 Policy

- Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
- Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning
  - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
  - Access to unpaid leave
  - Confidentiality of matters disclosed
  - Referral of employees to appropriate domestic violence support services for expert advice
  - Protection from any adverse action or discrimination based on the disclosure of domestic violence
  - Flexible working arrangements
  - Provision of financial support (e.g. advance bonus payment or advanced pay)
  - Offer change of office location
  - Emergency accommodation assistance
  - Access to medical services (e.g. doctor or nurse)
  - Other (provide details):  
Webpage for staff affected by domestic and family violence, their colleagues and managers. University is also a participant in the Respect.Now.Always program preventing sexual violence .
- No (you may specify why no other support mechanisms are in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.
- No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

New Flexible Work Policy and Procedure with resources and toolkits for managers and staff launched in 2018.

## Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

**15. Have you consulted with employees on issues concerning gender equality in your workplace?**

- Yes
- No (you may specify why you have not consulted with employees on gender equality)
  - Not needed (provide details why):
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**15.1 How did you consult with employees on issues concerning gender equality in your workplace?**

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):
  - o Working groups – focusing on the following – 1. Flexible work, 2. pay gap, 3. Respect Now Always (sexual harassment campaign), 4. a task group working to develop a D&I survey
  - o Gender Equity Summit – held twice a year, opportunity to consult with those across the institution interested in or working on gender equity.
  - o Faculty Diversity Committees – Faculties and departments have established their own local-level D&I committees – the university-level committee is in regular contact with these groups to offer mutual support and information

- o Workshops with HR colleagues on gender equity and bias, and a second focusing on addressing bias in recruitment
- o Inclusive Research Network - informal group of academics in one of our faculties

**15.2 Who did you consult?**

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):  
All staff were invited to the Gender Equity Summit; volunteers who are part of our working groups

**15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.**

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

**16. Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?**

- Yes
- No (you may specify why a grievance process is not included)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17. Do you provide training for all managers on sex-based harassment and discrimination prevention?**

- Yes - please indicate how often this training is provided:
  - At induction
  - At least annually
  - Every one-to-two years
  - Every three years or more
  - Varies across business units

- Other (provide details):
- No (you may specify why this training is not provided)
- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

The University has a team working on the Respect.Now.Always project – working to address and sexual harassment and sexual assault on the university campus for staff and students  
An RNA action plan has been approved by the Executive

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

1. Gender Equity Strategy
  - 'Towards gender equity' was launched in 2017. This bold 2-year strategy aims to set the foundations for achieving equity at MQ.
  - The strategy identifies 6 key areas for focus and action:
    - o Building and equitable and inclusive organisational culture
    - o Embedding leadership commitment and accountability for gender equity
    - o Building out talent pipeline by attracting and recruiting more women
    - o Improving the representation of women in senior leadership positions
    - o Establishing a workplace culture of flexibility
    - o Closing the gender pay gap
  - In 2018, a progress report was made available and promoted via the university newsletter to all staff
  - A video where the Executive announced their gender equity KPIs were also communicated to all staff on International Women's Day 2018
2. Gender Equity Week 2018
  - We ran a week of events to mark 1 year of our gender equity strategy, and international women's day
  - All events were open to all staff and students. The week of events included:
    - o Macquarie Women Changing the World Symposium - The Vice-Chancellor launched Gender Equity Week at the event, where 10 outstanding women each gave short presentations on their world-changing work in a short, TED-style presentation.
    - o The Gender Equity Summit - Our Workplace Gender Equity Strategy is a collaborative effort, involving staff across all areas of the University. The Summit gave an opportunity to come together to review progress to date and share ideas and future plans.
    - o The Hidden Figures of STEMM Photo Exhibition – showcased and celebrated the ground-breaking work of great women scientists who have been forgotten, overlooked, or not recognised for their discoveries.
    - o Inaugural International Women's Day Lecture - Professor Cordelia Fine, an academic psychologist and writer based discussed her most recent research and discoveries in gender and her award-winning book 'Testosterone Rex'.
    - o The Women Who Change the World, A Big Friday of Innovation and Social Entrepreneurship – a TEDx style panel discussion of female social entrepreneurs including Mana al-Sharif (the woman who dared to drive in Saudi Arabia), Rebecca Schoot (Co-founder and CEO of STREAT), Liz Volpe (Director of Zest Possibilities, and Co-founder of The League of Extraordinary Women, and Founder of Project Gen Z), and Katerina Kimmorley (Co-founder and Executive Director of Strategy, Innovation and Research at Pollinate Energy)
3. SAGE
  - We are part of the SAGE pilot initiative in Australia – due to submit for a Bronze Athena SWAN award in 2018. A group of staff from across the university are involved in this work focusing on gender equality in academia.

## Gender composition proportions in your workplace

### Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 58.3% females and 41.7% males.

#### Promotions

2. 59.1% of employees awarded promotions were women and 40.9% were men
  - i. 46.2% of all manager promotions were awarded to women
  - ii. 60.5% of all non-manager promotions were awarded to women.
3. 9.9% of your workforce was part-time and 6.3% of promotions were awarded to part-time employees.

#### Resignations

4. 61.8% of employees who resigned were women and 38.2% were men
  - i. 60.0% of all managers who resigned were women
  - ii. 62.1% of all non-managers who resigned were women.
5. 9.9% of your workforce was part-time and 21.8% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 10.3% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## Notification and access

### List of employee organisations:

National Tertiary Education Union (NTEU)  
Community and Public Sector Union (CPSU)

## CEO sign off confirmation

Name of CEO or equivalent:

Professor S. Bruce Dowton

Confirmation CEO has signed the report:

CEO signature:



Date:

7 September 2018