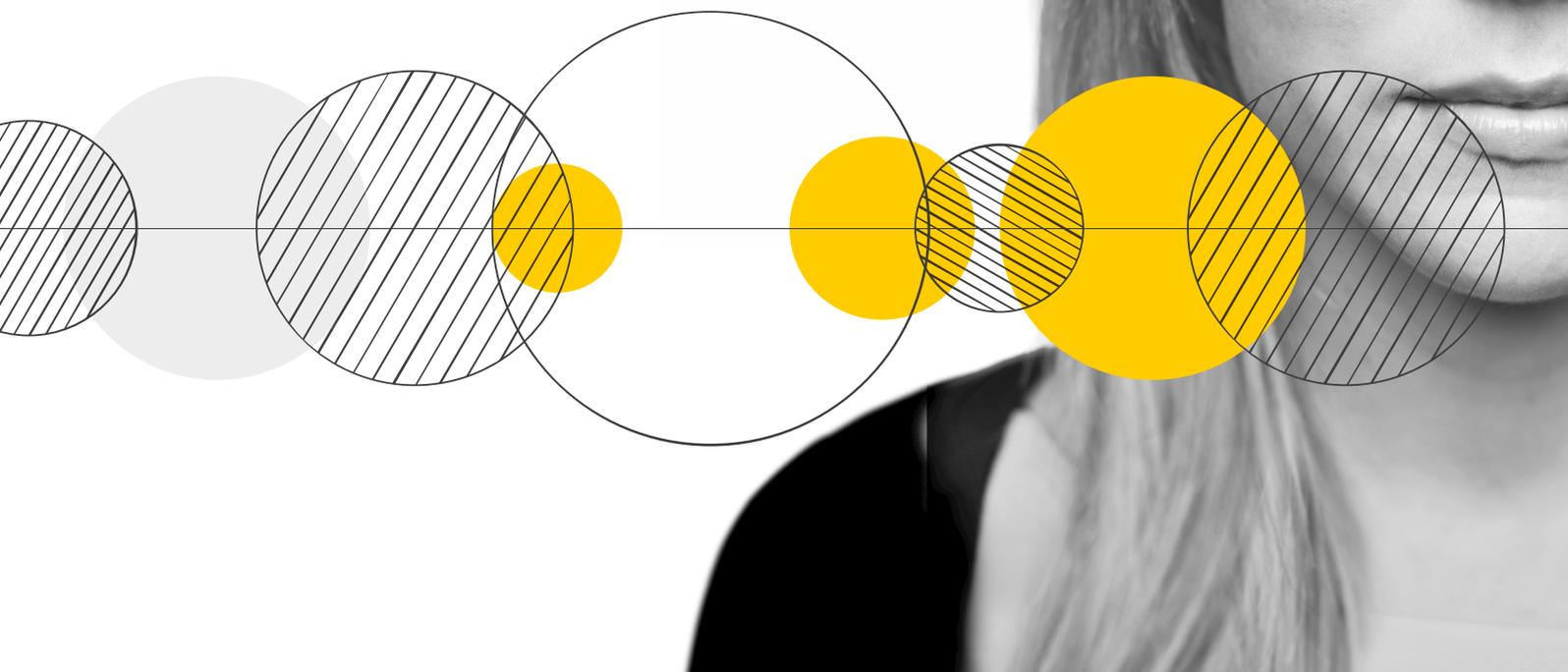




# 2018-19 Application

# WGEA Employer of Choice for Gender Equality

# University of Wollongong



# Introduction

The WGEA Employer of Choice for Gender Equality citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

**This document is a record of the responses your organisation has provided in your WGEA Employer of Choice for Gender Equality citation application and the related responses from your compliance report for 2017-18.**

The WGEA Employer of Choice for Gender Equality citation replaces the EOWA Employer of Choice for Women citation which, since its introduction in 2001, has succeeded in differentiating recipients by ensuring public recognition for their efforts in the area of equal opportunity for women in Australian workplaces.

Commencing in 2014, the new citation is strategically aligned with the *Workplace Gender Equality Act 2012 (Act)*, reflecting the change in focus of the legislation to promote and improve gender equality for both women and men, while recognising the historically disadvantaged position of women in the workplace. The citation is a leading practice recognition program that is separate to compliance with the Act, and applications are confidential.

This citation recognises that gender equality is increasingly critical to an organisation's success and is viewed as a baseline feature of well-managed and leading organisations. Research shows that groups with diverse perspectives and flexibility in thinking almost always outperform homogenous groups, leading to higher levels of creativity, innovation and organisational agility.

The criteria were developed in consultation with leading academics in workplace gender equality and current citation holders. They reflect the areas of focus of those organisations which have elevated gender equality as a business imperative, moving beyond compliance and leading the way with sustainable and measurable outcomes in gender performance.

The WGEA Employer of Choice for Gender Equality citation will provide recipients with significant differentiation in a competitive marketplace.

Used in recruitment and other promotional materials, the citation provides public recognition of an organisation's focus on gender equality, which supports its ability to attract and retain the best possible talent to build a high performance workforce and reduce the costs of employee turnover.

The citation is also an excellent driver of change within an organisation.

# Criterion 1

## Leadership, accountability and focus

### Overview

This criterion assesses an organisation's overall strategies, policies and processes to achieve gender equality. It recognises that creating a workplace culture in which women and men are equally represented, valued and rewarded requires:

- leadership from the CEO, executive team and senior managers
- accountability for improvement through performance measures and
- organisational focus on this as a business priority.

This criterion considers the way an organisation reflects the following factors:

**Leadership** Leaders believe in, advocate for and role model gender equality and must set clear expectations for others to follow.

---

**Accountability** Accountability is embedded throughout the organisation. Results are often most effectively achieved when accountability is linked directly to remuneration outcomes.

---

**Focus** Gender equality is recognised as a priority within an organisation's overall operational strategy. Gender equality initiatives and desired outcomes are clearly articulated, measured and reported.

1. Your organisation must have a formal policy AND formal strategy in place that supports gender equality in relation to:

- recruitment
- retention
- performance management processes
- promotions
- talent identification/identification of high potentials
- succession planning
- training and development.

Please confirm these are in place:

Yes, a formal policy/ies and formal strategy/ies covering all of the above are in place

1.1. Does your organisation have a formal policy and/or formal strategy in place that supports gender equality in relation to key performance indicators for the following?

Key management personnel

Other managers

Other (please indicate)

Professoriate (Level D and Level E Academics)

---

2. All managers must entrench flexible working for their employees. Please confirm this occurs:

Yes, all managers are required to entrench flexible working for their employees

2.1. Please provide details on how this occurs:

1. Policy and Enterprise Agreement provisions for flexible working.
2. Guidelines for both staff and managers are available on the intranet.
3. Requests for flexible working arrangements predominantly come via the Human Resources Business Partners (existing staff) and Human Resources Recruiters (for new staff).
4. The 'Managers Toolkit' is an online resource that assists managers to develop their skills and understand their responsibilities, with a module on providing flexible working options to staff.
5. Workshops on flexible work practices are delivered to early and mid-career networks.
6. Managers also access flexible work arrangements thereby being a visible role model for staff.
7. Presentations on gender equality and supportive policies and procedures including flexible work are delivered to early and mid-career academics via quarterly network meetings.
8. The Leadership Program for Senior Academic Women includes sections on flexible work practices.
9. Managing flexible work arrangements is included in the Leadership Program for Senior Professional Services staff.
10. The University's Employee Assistance Program provider offers a "Manager Assist" service that includes advice on flexible work.
11. The Vice-Chancellor and Deputy Vice-Chancellor (Research and Innovation) have public statements available on the University of Wollongong's website called "Visions of Gender Equity".
12. Human Resources Business Partners work closely with supervisors and staff to trial and implement tailored flexible work arrangements.
13. Flexible work is included in staff inductions.
14. Also see section 4.6. University of Wollongong ensures that key staff meetings are held within core business hours and outside of school holidays as much as possible to enable staff to manage their carers responsibilities and take advantage of flexible work practices.

**3.** Your organisation must have a group, committee or council that is responsible for the implementation and oversight of your organisation's formal strategy/ies that support gender equality, with representation from senior management level or above. Please confirm this is in place:

Yes - please provide the name of the group/committee/council:

The Workforce Diversity Reference Group

3.1. Please provide the job title of the Chair of this group/committee/council:

Vice-Chancellor

3.2. Please list the job titles of all members (other than the Chair) of this group/committee/council:

Manager Staff Services (HR)

Aboriginal Employment Strategy Officer

Workforce Diversity Officer

Human Resources Business Partner

Director, Research Services Office

Research Fellow

Chief Operating Officer, Centre of Excellence for Australian Biodiversity and Heritage (CABAH)

Research Impact Manager

Grants Manager

Indigenous Management Cadet

Lecturer in Sociology and Chair Ally Network Advisory Committee

International Relations Manager

Lecturer, School of Nursing

The Workforce Diversity Reference Group membership is intentionally a cross section of University of Wollongong staff: Academic and professional, faculty and divisional (ie, non faculty), male and female, senior and junior.

---

4. Your organisation's CEO (or equivalent) must be a visible champion of gender equality in the following areas. By providing information as requested, you are confirming each requirement has been met.

4.1. Your CEO (or equivalent) must have communicated your formal strategy/ies that support gender equality outlined in question 1, to all workers in the last 12 months. Please provide details on how this has occurred:

1. UOW's 2030 VISION

The Vice-Chancellor held an 'All Staff' forum to launch the University of Wollongong's 2030 Vision "A Purposeful Future", which articulates the University of Wollongong's long term vision. The 2030 Vision is a further extension of the university's current Strategic Plan:

- which states the University's core values as including diversity, equity, respect and social justice
- extends the University's Strategic Goal of promoting a workplace that values equity, diversity and inclusive practices.

The All-Staff forum was also live-streamed across all University of Wollongong campuses. The 2030 Vision specifically includes the University's strong commitment to high standards of inclusiveness, diversity and equity (which includes gender equity). The package of materials is also available online to all staff.

2. VISIONS OF GENDER EQUITY

In a recent interview, the Vice-Chancellor showcased his and the University of Wollongong's commitment to gender equity. The video titled "Visions of Gender Equity", shows the Vice-Chancellor discussing the University's strategies that support gender equality. The Vice-Chancellor formally launched the video and invited staff (new and existing) to watch the video, further strengthening his personal commitment to gender equity and the vision and culture of the institution.

4.2. Your CEO (or equivalent) must have made a statement, either written or verbal, in the last 12 months to all workers explicitly demonstrating her/his commitment to achieving gender equality in your workplace. Please provide the statement and information on how it was made:

1. ALL-STAFF COMMUNICATION ANNOUNCING 2017/2018 EOCGE OUTCOME

In a media release that communicated the outcome of the University of Wollongong's EOCGE 2017/2018 application, the Vice-Chancellor stated, "we are delighted to be recognised as a leader in gender equality, with UOW continually working to improve the experience of its valued employees. We need to ensure that we are maintaining the tempo in workforce diversity policy and practice. Achieving the employer of choice citation is a great acknowledgement of the progress being made."

The Vice-Chancellor also reiterated the University of Wollongong's participation in the Science in Australia Gender Equity (SAGE) Pilot, an accreditation and improvement program based on the successful UK Athena SWAN model. The Vice-Chancellor stated "SAGE is providing a focus for our institution on the proportion of female academics in the STEMM disciplines. There is a body of work being undertaken as part of our participation in the SAGE Pilot, including both large and small interventions that collectively can enhance the careers for all our staff".

2. ALL-STAFF EMAIL ANNOUNCING 2017/2018 EOCGE OUTCOME

In addition to the above media release, the Vice-Chancellor also made the following statement in an all-staff email regarding the 2017/2018 application outcome, "on 21 February the Workplace Gender Equality Agency named the University of Wollongong as an Employer of Choice for Gender Equality. UOW is one of about 120 organisations around the country with this accolade. Thank you for all your efforts in ensuring the University continues to be recognised in this way".

3. ALL-STAFF COMMUNICATION ADVISING STAFF OF 2018/2019 EOCGE APPLICATION

The Vice-Chancellor posted an article in the all-staff newsletter stating, "in the coming weeks, UOW will again be applying for the Workplace Gender Equality Agency (WGEA) Employer of Choice Gender Equality (EOCGE) citation. This nationally recognised citation is designed to encourage, recognise and promote active commitment to achieving gender equality. This citation is strongly aligned with UOW's values and goals relating to equity and diversity, including gender equality and pay equity. My commitment to gender equity is outlined in my video interview "Visions of Gender Equity" where I discuss

---

the importance of gender equity at UOW and aligning it with our goal of being in the top 1%. I invite to you to listen via the following link: <https://employment.uow.edu.au/employment-equity-diversity/index.html>".

#### 4. UOW GENDER EQUALITY CAPABILITY STATEMENT

Led by the Vice-Chancellor, the University of Wollongong released a Capability Statement, articulating the University's commitment to gender equality, gender pay equity and the range of initiatives being undertaken to promote gender equality.

The Capability Statement outlines the University's proud history and reputation for gender equality by outlining its EOCGE accreditation's, participation in the SAGE Pilot and various initiatives including the Women of Impact and iAccelerate (growing female entrepreneurs). The statement also highlights the University's success in attracting and retaining female staff along with our strong female leadership. It also states the University of Wollongong's commitment to addressing gender pay equity and dissolving barriers to the selection, advancement and opportunities for people of all genders in the workplace.

#### 5. UOW ALL-STAFF CLIMATE SURVEY

Every three years the University of Wollongong conducts the "Your Voice" workforce survey which gives staff the opportunity to provide feedback on key workplace aspects. In 2018, the University added three gender questions:

- This organisation has policies and procedures in place to effectively prevent gender discrimination.
- Individuals of all genders are recognised equally for their contributions.
- This organisation is committed to achieving a gender diverse workforce.

Results from the survey (expected in November 2018) will help the University to identify areas for improvement and implement actions that will make a positive difference for all staff and students.

4.3. Your CEO (or equivalent), or a member of your governing body, must have made a public EXTERNAL statement in the last 12 months explicitly stating her/his commitment to gender equality. Please provide the statement and information on how it was made:

The Vice-Chancellor participates in Universities Australia and NSW Vice-Chancellors' Committee meetings and advocates on gender equality issues and initiating in the sector. Recently this has also included the "Respect.Now.Always campaign which highlights the determination of Australia's universities to ensure that our universities are places of safety and respect. The Vice-Chancellor demonstrates his commitment to gender equality as a leader of the University's participation and an inaugural charter member of the SAGE Pilot.

In 2018, the Vice-Chancellor attended alumni events in Boston and London where he discussed the commencement of the Global Leaders Development Program and Young Women's Global Leadership Development Program, an initiative aligned with the University's core values of equity and diversity. These programs offer the country's best and brightest students the opportunity to gain a truly global experience. Students will undertake their studies at four of UOW's global locations – Wollongong, Dubai, Hong Kong and Singapore.

Throughout 2018, Professor Judy Raper, Deputy Vice-Chancellor (Research & Innovation) in her main gender equity role and as Acting Vice-Chancellor, has also made public statements regarding her commitment to gender equality and is invited regularly to speak at events as a leader in gender equity, and one of the few senior females in Engineering. This includes speaking at the NSW Deputy Vice-Chancellor (Research) committee meetings and Universities Australia meetings.

4.4. Your CEO (or equivalent) must have made a statement in the last 12 months to all workers within the organisation declaring her/his commitment to gender pay equity. Please provide the statement and information on how it was made:

In an all-staff newsletter, the Vice-Chancellor expressed his commitment to gender pay equity by stating, "this EOCGE citation is strongly aligned with UOW's values and goals relating to equity and diversity, including gender equality and pay equity".

4.5. Your CEO (or equivalent) must actively promote flexible working arrangements. Please provide

---

details on how she/he does this:

The Vice-Chancellor's personal message on the Equity, Diversity and Inclusion web page, which is central to providing relevant policies and guidelines for flexible work practices, states "The University of Wollongong is committed to developing a workplace culture which supports the work/life needs of a diverse workforce. It recognises the need for staff to be able to balance and integrate their work and other life responsibilities by providing options on a permanent or temporary basis. Such work practices include flexi time, permanent part time work, job sharing, provision of childcare and leave such as parental and carers leave. Workplaces can be made more flexible through the way jobs are designed, in how work is organised and by having supportive and understanding staff and managers."

On the same web page, the Vice-Chancellor also states "the University has a wide range of strategies and initiatives in place that are working towards achieving gender equality. Our generous parental leave is available to both genders and we ensure flexible work arrangements are offered where possible".

4.6. Please provide details on how your CEO (or equivalent) personally role models flexible working within the organisation:

1. The Vice-Chancellor has set the start time for the main weekly senior management meeting (Vice-Chancellor's Advisory Group) which he chairs, as 9:30am and other committees and meetings that he chairs are generally well within the 9:00am-5:00pm time span.
2. He expresses the view that it is 'normal' for managers to facilitate their staff adjusting their work hours to attend to family and carers commitments.
3. He allows staff in his unit to feel comfortable about their children coming into the workplace.
4. He openly speaks about supporting his own family to attend to family commitments.
5. He has organised the executive assistants in his office to work as a team to accommodate variable start and finish times as well as other outside work commitments.
6. He has lead the application for the EOCGE and participation in the Athena Swan SAGE pilot in Australia.
7. The University has also actively engaged with the National Health and Medical Research Council regarding women in Science, Technology, Engineering, Mathematics & Medicine.

4.7. Your CEO (or equivalent) must either chair the group, committee or council responsible for the implementation and oversight of your organisation's formal strategy/ies that support gender equality as outlined in question 1, OR has direct involvement with your organisation's gender equality programs. Please provide details on what she/he does in this regard:

The Vice-Chancellor is Chair of the Workforce Diversity Reference Group and has implemented quarterly updates on key gender equity initiatives at the Vice-Chancellor's Advisory Group meetings.

The Vice-Chancellor sponsored the inaugural Leadership Program for Senior Academic Women and continues to sponsor this important development program.

The Vice-Chancellor supports two formal committees in response to the Australian Human Rights Commission's findings and recommendations into a survey on sexual assault and harassment, and Universities Australia's (sector's peak body) 10 point action plan. The two committees, Safe and Respectful Commitments Advisory Group and the Safe and Respectful Commitment's Working Party's aim is to advise the Vice-Chancellor on the development, implementation, reporting and evaluation of initiatives aimed at preventing and responding to sexual assault and sexual harassment of staff and students. The Vice-Chancellor also communicated this initiative to staff in an all-staff email by "welcoming this contribution by Universities Australia". The Vice-Chancellor invited all staff to consult on the draft Safe and Respectful Communities Action Plan aimed at providing a safe and respectful community at the University of Wollongong.

The Vice-Chancellor sponsors the Linking Women Network, established to provide opportunities for women to meet and share information ideas, develop mentoring and research relationships and share their professional expertise. The Vice-Chancellor and his wife also attend Linking Women events throughout the year such as dinners, where the Vice-Chancellor affirms his commitment to gender equality.

---

4.8. Please provide details on whether your CEO (or equivalent) participates in external knowledge sharing and public advocacy on gender equality and include the details of that participation. If your CEO (or equivalent) does not participate in these types of forums/advocacy, please explain why:

1. The Vice-Chancellor communicates and promotes gender equality to University of Wollongong staff through the all-staff newsletter articles as previously described. The Vice-Chancellor participates in Universities Australia and NSW Vice-Chancellors' Committee meetings and discusses gender equality requirements and achievements as part of his external knowledge sharing and advocacy for gender equality.

2. Gender Equality and Diversity is included in our statement of core capabilities which is shared when the Vice-Chancellor travels and visits other Universities/Institutions.

3. The Vice-Chancellor continues to contribute to knowledge sharing and feedback to the National Health and Medical Research Council regarding requirements mandated to demonstrate active gender equality initiatives in tertiary sector research.

4. The Vice-Chancellor participates in Universities Australia meetings and discusses gender equality requirements and achievements.

5. This calendar year the Vice-Chancellor has promoted our gender equality strategy at the following external events:

4 October 2017 UOW Big Ideas Festival

25 October 2017 UOWD Staff Awards

9 November 2017 UOW Staff Induction – also discusses  
UOW's participation in the SAGE/Athena  
SWAN program

9 February 2018 Australian Institute of Company Directors  
Luncheon Speaker

16 February 2018 Council Strategic Planning Workshop

20 March 2018 UOW Staff Induction – also discusses  
UOW's participation in the SAGE/Athena  
SWAN program

20 April 2018 UOW Honorary Chapter Dinner

17 May 2018 UOW Staff Induction– also discusses UOW's  
participation in the SAGE/Athena SWAN  
program

23 May 2018 Welcome to Senior Women Dinner (VC  
sponsors and speaks)

27 June 2018 2030 Vision Release: All Staff Forum

5 July 2018 UOW Planning Retreat

23 August 2018 VC Staff Excellence Awards

6 September 2018 Alumni Event, New York

13 September 2018 Alumni Event, London

4.9 & 4.10. Please confirm the following (one of the first two options, and the last option must be selected):

Our organisation's current CEO (or equivalent) has been interviewed previously for the EOCGE citation. Please indicate when this last occurred:

November 2017

---

Our organisation's current CEO (or equivalent) has not been interviewed previously for the EOCGE citation and will participate in a 15-minute telephone interview with a senior adviser from WGEA.

Our organisation's CEO (or equivalent) has advised (or will advise shortly) all staff that we are applying for the EOCGE citation.

4.11. If there are other ways in which your CEO (or equivalent) demonstrates her/his commitment to gender equality, please provide details:

1. The Vice-Chancellor meets with Academic staff in their respective faculties to promote early career researchers and hear of their research. In 2018, there were 31 presentations delivered and 15 of these were female.

2. The Vice-Chancellor also demonstrates his commitment to gender equality by including messages regarding his passion to improve and meet the challenge of gender equality in many of the events he speaks at both internally and externally. See section 4.1 through to 4.8.

3. At the initiation of the Vice-Chancellor, the University of Wollongong was one of the first universities in Australia to take part in the Science in Australia Gender Equality (SAGE) Pilot program based on the UK's Athena SWAN program to help further the careers of academic women in science, technology, engineering, mathematics and medicine.

4. The Vice-Chancellor also announced the newly created role of Deputy Vice-Chancellor (Health & Communities) and appointed Professor Alison Jones to the role. In a media release, the Vice-Chancellor stated the following: "Professor Jones is uniquely qualified to take on the challenges that a role such as Deputy Vice-Chancellor (Health and Communities) presents and the University will benefit greatly from the skills, experience and leadership that she brings to the position. Please join me in congratulating Professor Alison Jones on her new role".

**5.** Your organisation's formal gender equality strategy must be incorporated into your broader business strategy and planning process. Please confirm this is the case:

Yes

---

**6.** Your organisation must track and report progress (including progress achieved against targets) against its formal gender equality strategy as detailed below.

6.1. Your organisation must track and report progress (including progress achieved against targets) to the governing body at least every year on all of the following. Please confirm this occurs by selecting all the boxes below.

- utilisation of flexible working (including part-time) for women and men by manager and non-manager categories
- gender composition of the workforce by manager and non-manager categories
- promotions by gender and manager and non-manager categories
- utilisation of, and return from parental leave (paid and unpaid) of women and men
- number of harassment claims.

6.2. Your organisation must track and report progress (including progress achieved against targets) to the governing body at least every two years on the findings of your pay gap analysis, including pay equity metrics and actions taken. Please confirm this occurs:

- Yes

6.3. Your organisation must track, evaluate and report progress (including progress achieved against targets) against its formal gender equality strategy to key management personnel at least every year on all of the following. Please confirm this occurs by selecting all the boxes below:

- utilisation of flexible working (including part-time) for women and men by manager and non-manager categories
- gender composition of the workforce by manager and non-manager categories
- promotions by gender and manager and non-manager categories
- utilisation of, and return from parental leave (paid and unpaid) of women and men
- number of harassment claims.

6.4. Your organisation must track, evaluate and report progress (including progress achieved against targets) against its formal gender equality strategy to all workers at least every year in all of the following. Please confirm this occurs by selecting all the boxes below:

- utilisation of flexible working (including part-time) for women and men by manager and non-manager categories
- gender composition of the workforce by manager and non-manager categories
- promotions by gender and manager and non-manager categories
- utilisation of, and return from parental leave (paid and unpaid) of women and men

6.5. Does your organisation track and report progress (including progress achieved against targets) to key management personnel on the findings of your pay gap analysis, including pay equity metrics and actions taken?

- Yes
- No

6.6. Does your organisation track and report progress (including progress achieved against targets) to all workers on your organisation-wide gender pay gaps for base salary and total remuneration?

- Yes

---

No

6.7. Does your organisation report on the progress of its formal gender equality strategy externally at least every two years?

Yes

No

7. Where your organisation has control over its governing body/ies appointments, your organisation must have in place a formal selection policy or a formal selection strategy designed to promote gender equality for governing body appointments. Please confirm which are in place:

Formal policy

Formal strategy

Not applicable because this organisation does not have control over appointments to its governing body/ies.

8. Does your organisation have control over other governing bodies, and have control over appointments to those governing bodies?

Yes

Not applicable because this organisation does not have control over other governing bodies

Not applicable because this organisation does not have control over appointments to other governing bodies it controls

---

- 9.** For the other governing bodies over which your organisation has control, are the following included in your formal selection policy or formal selection strategy? (If your organisation does not have control over other governing bodies, or does not have control over appointments to the governing bodies it controls, select 'Not applicable'):

Identifying a potential female talent pool from which new members can be selected	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Not applicable
Analysing potential gender biases in the selection criteria and appointment process, for example, considering the requirement to have past governing body experience	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Not applicable
A targeted succession plan	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Not applicable

9.1. Please provide details of any other inclusions in your formal selection policy or formal selection strategy for governing body appointments that are designed to promote gender equality:

The University of Wollongong does not have control over the selection of all Council members as 7 members are elected under the University of Wollongong Act 1989 (NSW). The University however, can influence gender balance on Council through appointed members. University Council Nominations Committee Procedures specify that the Committee shall also have regard to:

- a) Whether the persons being considered can contribute to Council by having (or having the capacity to develop) an appreciation of what are the external community needs from the University;
- b) The extent to which the knowledge, skills and experience of the persons being considered will contribute to the effective working of Council.
- c) Gender balance and the development of a wide range of skills and backgrounds within Council membership.

Female council members currently represent 44% of all members (including the Chancellor) and 40% of members over which Council has appointment control. This meets the KPI set out in the Nominations Committee Procedures.

- 10.** Does your organisation have a procurement plan or policy that requires suppliers to have a policy or strategy which includes gender equality principles?

- Yes  
 No

**11.** Your organisation must analyse its systems and processes to identify gender bias in decision making. Please confirm this has occurred in relation to all of the following:

- Recruitment
- Training and development
- Promotions
- Talent identification/identification of high potentials
- Succession planning

11.1. Provide details below of any other areas where your organisation analyses its systems and processes to identify gender bias in decision making:

In addition to training and development, promotions and recruitment, gender equality is addressed in attraction and retention allowance profiling, strategic retention planning profiling and workforce planning and annual reporting.

The University of Wollongong has a Strategic Retention Policy that supports the identification of talent and exceptional performance and provides training and development opportunities, accelerated progression and in some cases additional allowances. This is a key policy that supports the succession of key personnel within the University. This Strategic Retention Planning process is also embedded in the University's Employment, Equity and Diversity Management Strategy.

**12.** Your organisation must take action to eliminate gender biases identified in the analysis of your systems and processes, and monitor and measure improvements and progress. Please provide details of actions taken:

1. Recruitment and internal promotions processes are specifically monitored for gender bias via analysis reports that determine gender proportions.
2. Specific surveys are undertaken including a survey on gender equality and the "Your Voice" Workforce Survey.
3. Reporting on outcomes of internal promotions is provided to the Vice-Chancellor and senior executive on an annual basis. The University also delivers a range of workshops to support promotion applicants - notably 'tuning your promotion prospects - Academic women' is specifically for female academic staff who are applying for promotion. In addition to the support provided by academic supervisors, the Deputy Vice-Chancellor (Research and Innovation) also provides one on one support for promotion applicants, reviewing and providing feedback on draft applications.
4. An Inclusive Leadership program (unconscious bias) was introduced in 2017 and has continued throughout 2018. Recruitment and promotions committee members are required to undertake this training as well as review EO Online. All staff are required to take this online training biennially.

**13.** Your organisation must analyse and compare the results of performance appraisals by gender. Please confirm this occurs:

- Yes

**14.** Your organisation must analyse its promotions data by gender to compare how many female and male managers and non-managers, part-time and full-time, were promoted in the last 12 months. Please confirm this analysis has taken place:

- Yes

**15.** Your organisation must analyse the number of resignations by gender to compare how many female and male managers and non-managers, part-time and full-time, resigned in the last 12 months. Please select the first two options, and one of the third or fourth options, to confirm that in the analysis of resignations, you have:

- Assessed whether females and males are leaving your organisation at comparable rates
- Assessed whether there are any differences between why females and males leave your organisation
- Taken action to address issues identified
- No issues identified so no actions taken

**16.** Is remuneration linked to gender equality outcomes for the following categories of managers? Please select one only:

- Key management personnel only
  - All managers (including key management personnel)
  - No
-

## Criterion 2

# Learning and development

### Overview

This criterion assesses an organisation's learning and development strategies, policies and processes aimed at building capability throughout the organisation, as well as having career development and leadership programs in place for women and men.

**17.** Your organisation must have a policy or strategy that includes learning and development (including leadership and/or career development training) for women and men. Please confirm this is in place:

Formal policy

Formal strategy

**18.** Your organisation must include learning and development in the annual performance and development plans of all workers. Please confirm this is included:

Yes

**19.** Your organisation must track how many women and men have participated in the following in the past 12 months to ensure there is gender equality in accessing learning and development. Please confirm this has occurred by selecting both options:

- Leadership development training/education
- Career development training/education

19.1. Does your organisation track how many women and men have participated in the following forms of learning and development in the past 12 months to ensure there is gender equality in accessing training and development?

Formal sponsorship or mentoring program	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Formal succession plan	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Women's leadership networks	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

19.2. Please provide details of any other forms of learning and development where your organisation tracks the number of women and men who have participated:

The University tracks gender wherever attendance is recorded at learning and development events. This includes the majority of all internal training and events, and external training where employees provide the required information to be recorded on their personal training records. In our strategic retention planning, we identify leadership potential by gender and track this along with high performers and other strategic retention targets. This tracking helps to ensure an equitable approach to career development and preparation for promotion.

**20.** Please indicate if your organisation provides training/awareness programs on gender equality for:

- Managers only
- All workers (including managers)
- Other, provide details:

## Criterion 3

# Gender remuneration gap

### Overview

This criterion assesses an organisation's policies, strategies and processes to address gender remuneration equity and show progress in closing any gender remuneration gaps over time.

Gender remuneration gaps can occur either at a like-for-like and/or on an overall organisation-wide basis as explained below.

### Like-for-like gender remuneration gaps

Like-for-like gaps are pay gaps between women and men undertaking work of equal or comparable value (comparing job to job at the same performance standard), for example, comparing two senior engineers in the same organisation.

### Overall organisation-wide gender remuneration gap

The organisation-wide gender pay gap is the difference between the average remuneration of women and the average remuneration of men across the organisation.

This gap is largely due to occupational segregation where men are often in higher paid roles and women in lower paid roles. This can reflect a range of structural and cultural barriers that inhibit women from undertaking higher paying roles, including gender stereotypes about 'men's work' and 'women's work' and the undervaluing, hence underpayment, of work traditionally carried out by women.

An analysis that assesses the value of roles in terms of skills, knowledge, responsibility, effort and working conditions, often reveals that female-dominated roles are undervalued when compared with roles of similar skills, knowledge, responsibility, effort and working conditions that are traditionally held by men. When this analysis is carried out, and action is taken to appropriately remunerate work of equal or comparable value (rather than just within the same occupational level), it can have a positive impact on closing an organisation's overall gender remuneration gap.

Closing the gender remuneration gap requires organisations to take a multi-faceted approach, which is captured in each of the elements of this criterion.

**21.** Your organisation must have a formal remuneration policy or formal remuneration strategy that contains specific gender pay equity objectives. Please confirm this is in place:

- Yes, we have a formal remuneration policy that contains gender pay equity objectives
- Yes, we have a formal remuneration strategy that contains gender pay equity objectives
- Our gender pay equity objectives are contained within our award/industrial or workplace agreement

21.1. Please indicate what gender pay equity objectives are included in your formal policy, formal strategy or award/industrial or workplace agreement:

- 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/or 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)

21(a). Is your organisation's CEO (or equivalent) a WGEA Pay Equity Ambassador?

- Yes
- No

**22.** Your organisation must have undertaken a gender remuneration gap analysis of its workforce both on a like-for-like and an overall organisation-wide basis in the last two years. Please confirm this has occurred:

- Yes, this analysis has occurred in the last two years

**23.** Your organisation's gender remuneration gap analysis must include the following aspects of remuneration BY GENDER. Please confirm this has occurred by ticking all options below:

- Base salary
- Total remuneration
- Starting salaries

23.1. Please indicate if your organisation's gender remuneration gap analysis includes any of the following:

Annual salary increases by gender	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Salaries on promotion by gender	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

23.2. If your remuneration gap analysis includes other areas not covered above, please provide details:

In 2018 using the Mercer tool provided by WGEA, the University of Wollongong undertook a comprehensive gender remuneration gap analysis by job level and portfolio (includes all faculties and divisions). These following portfolios include: Chief Administration Officer, Chief Financial Officer, Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Global Strategy), Deputy Vice-Chancellor (Research and Innovation); Vice-Chancellor's Unit, Faculty of Engineering and Information Sciences, Faculty of Science, Medicine and Health, Faculty of Social Sciences, Faculty of Business and the Faculty of Law, Humanities and the Arts.

**24.** Where gender remuneration gaps are identified as a result of your gender remuneration gap analysis, action/s must have been taken. Please confirm this has occurred:

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

Conducted leadership and/or career development training

Implemented other changes (provide details):

No actions were required as no unexplainable or unjustifiable gaps were identified in our analysis.

**25.** Women and men on primary carer's leave must be included in your organisation's annual reviews of salaries and annual bonus payments. Please confirm this occurs:

Yes

- 
- 26.** Does your organisation make superannuation contributions to workers on paid primary carer's leave?
- Yes – we pay superannuation contributions to employees on their GOVERNMENT FUNDED primary carer's leave
- Yes – we pay superannuation contributions to employees on their EMPLOYER FUNDED primary carer's leave
- No

- 27.** Has your organisation conducted a formal job evaluation to ensure jobs are fully and fairly described without gender bias (e.g. a gender inclusive job evaluation and grading process)?
- Yes
- No

- 28.** Has your organisation undertaken a skills evaluation of award-based occupations in the last three years, using a formal process such as the "Spotlight tool for job evaluation"?
- Yes
- No
- Not applicable because there are no award-based occupations in this organisation

## Criterion 4

# Flexible working arrangements and other initiatives aimed at supporting women and men including for those with family or caring responsibilities

### Overview

This criterion assesses an organisation's policies, strategies and processes to encourage the use of flexible working arrangements<sup>1</sup> for women and men at all levels of the organisation.

This criterion recognises that access to, and utilisation of, flexible working arrangements – for both women and men - drive gender equality for individuals in combining their work and caring responsibilities.

It enables those with caring responsibilities to remain in the paid workforce and continue to have opportunities for growth, development and promotion.

### Parental leave

Any government scheme that funds parental leave at the full salary of all workers for at least eight weeks (minimum requirement for the citation) will mean the prerequisite for employers to pay parental leave for primary carers will be met.

Employers will be expected to meet any prerequisites not included in a government funded scheme. For example, if a cap on payments under a government funded scheme is introduced, Employers of Choice for Gender Equality will need to pay the eight weeks of parental leave to those primary carers excluded from the government funded scheme.

WGEA will advise employers what is expected if and when changes to the current government funded scheme comes into effect.

---

<sup>1</sup> Definition of flexible working arrangements is "the ability of workers to make choices influencing when, where and for how long they engage in work-related roles" (Hill, Grzymacz, Allen, Blanchard, Matz-Coast, Shulkin and Pitt-Catsouphes, 2008).

**29.** Your organisation must have a formal policy AND formal strategy to support workers with family or caring responsibilities (refer Q44 – can be part of that same policy and strategy). Please confirm these are in place:

Yes, a formal policy and formal strategy to support workers with family or caring responsibilities are in place

**30.** 30 & 31. At least eight weeks of paid parental leave at full pay must be provided to primary carers (this must be available equally to women and men) after no more than 12 months' service. (This must be in addition to the government's paid scheme, not just a top-up to the government's scheme.) Select all options below to confirm these are in place:

At 12 months service (or earlier), our employees are able to access at least eight weeks employer funded paid parental leave for primary carers

Our paid primary carer's leave is paid at the employee's full salary, in addition to the government scheme

Our paid primary carer's leave is available to both women AND men equally

**32.** Does your organisation require workers to return from parental leave to access any component for the employer funded parental leave payment?

Yes

No

**33.** Workers who do not return to work after paid parental leave must not be required to repay any portion of their paid parental leave. Please confirm this is the case:

Yes

**34.** Your organisation must actively encourage men to take parental leave. Please provide details on how this is done:

Presentations are given to the Early Career Academic Network reinforcing supportive policies for men and women including parental leave provisions.

The University of Wollongong's Equity, Diversity and Inclusion web page provides information on Parental Leave directed at both men and women. The web page states that "parental leave enables both men and women to take time off work to care for their newborn or newly adopted child". It also discusses the entitlements of the primary care giver making reference to both male and female.

On the same web page, the Vice-Chancellor specifically states "that all people working at UOW should feel they are able to access and enjoy the same rewards, resources and opportunities regardless of gender".

**35.** Your organisation must track the number of female and male managers and non-managers utilising parental leave, AND must track the number of women and men returning from parental leave. Please confirm this occurs:

Yes

**36.** Your organisation must have support mechanisms in place, other than leave, for employees with family or caring responsibilities. Please confirm other support mechanisms are in place:

Yes

36.1. Please provide details of support mechanisms, other than leave, that are in place for employees with family or caring responsibilities:

The University of Wollongong offers:

Employer subsidised child care

Onsite child care facility

Breastfeeding facilities and is discussed at Induction

Childcare referral service

Internal support networks for parents

Return to work grant

Referral service to support workers with family and/or caring responsibilities

Targeted communication mechanisms, for example intranet/forums etc

Support in securing school holiday care

School holiday programs eg sporting, developmental programs etc

Coaching for employees returning to work from parental leave.

**37.** Your organisation must have a keep-in-touch program or process in place for workers on paid and unpaid parental leave. Please confirm this is in place:

Yes

**38.** Your organisation must have on-boarding support for workers (women or men) returning from primary carer's leave. Please confirm this is in place:

Yes

**39.** Your organisation must consider workers on parental leave (paid and unpaid) for promotion. Please confirm this occurs:

Yes

**40.** Does your organisation track promotions of women and men in the following ways?

The number of women and men promoted during parental leave (paid and unpaid)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The promotion rate for employees who are pregnant	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The promotion rate of employees who are working flexibly (including part-time) on return from parental leave	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**41.** Your organisation must track the number of women and men exiting the organisation (including dismissals and redundancies) during parental leave. Please confirm this occurs:

Yes

41.1. Does your organisation track the number of women and men exiting the organisation (including dismissals and redundancies) in the following circumstances?

Within one year after returning from parental leave	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
One to two years after returning from parental leave	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Those who are working flexibly (including part-time) on return from parental leave	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
In the case of women, when pregnant	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**42.** Your organisation must seek to understand the reasons why workers do not return from parental leave and whether the reasons are related to any of the gender equality indicators. Please confirm this occurs:

Yes

**43.** Your organisation must track the reasons why women and men who return from parental leave do not return to their original role and to which role they return. Please confirm this occurs:

Yes

**44.** Your organisation must have a formal flexible working policy AND formal flexible working strategy. Your formal strategy must ensure that flexible working is promoted throughout the organisation AND that leaders are held accountable for improving workplace flexibility. Please confirm all these are in place:

Yes

44.1. Please provide details of how flexible working is promoted throughout your organisation:

1. Gender equity plans have been introduced at school level in the science, technology, engineering, mathematics and medicine (STEMM) disciplines and includes strategies and actions for flexible working.
2. A business case for flexibility has been established and endorsed at the senior and executive leadership level.
3. Leaders, including executive level, are visible role models of flexible working.
4. Manager training on flexible working is provided throughout the organisation.
5. Employee training is provided throughout the organisation.
6. Employees are surveyed on whether they have sufficient flexibility.
7. The organisation's approach to flexibility is integrated into client conversations.

44.2. Please provide details of how leaders are held accountable for improving workplace flexibility:

The Employment, Equity and Diversity Management Strategy refers to flexible work practices and the responsibility of leaders to implement these for staff to enhance retention and wellbeing.

Existing business, operational and annual planning templates now have diversity and inclusion including KPIs embedded within. These templates also incorporate workplace flexibility.

---

**45.** At least four of the following options must be available to both women AND men in your workplace:

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

Please confirm these are in place:

Yes

**46.** Your organisation must actively promote flexible working arrangements to both women and men. Please provide details of how this is done.

Presentations to the Early Career Academic Network covered supportive policies and procedures including flexible work practices; staff intranet site and Enterprise Agreements are freely available online and detail flexible working provisions; HR Advisors and HR Business Partners, assigned by area, are available to staff and managers to discuss, implement and manage these provisions; the all staff newsletter includes articles to inform employees of entitlements and changes to provisions.

- 47.** Your organisation must support managers in how to manage flexibility by providing educational materials and training for all managers. Please confirm this takes place:

Yes

47.1(a). Please provide details of the EDUCATIONAL MATERIALS your organisation makes available to support managers on how to manage flexible working arrangements:

1. In 2017, the Managers HR Toolkit was updated and is a resource available for managers to access useful information about their responsibilities and how to be an effective manager including establishing and managing flexible work arrangements. "How to" guides for staff and managers, supported by HR Advisors to consult on entitlements and options; online resources are also available regarding keeping in touch and returning from parental leave. Resources are regularly reviewed, updated and promoted through the all-staff newsletter.

2. HR Advisors and HR Business Partners, assigned by area, are available to staff and managers to discuss, implement and manage these provisions; the all staff newsletter includes articles to inform employees of entitlements and changes to provisions.

47.1(b). Please provide details of the TRAINING that is in place for managers on how to manage flexible working arrangements:

1. Module 2 of EO Online training program (specifically for managers) covers flexible work practices including people with carers' responsibilities and staff requiring reasonable adjustments. All staff who have supervisory responsibilities are required to complete the training module biennially.

2. The University offers a range of leadership and management training, all of which have sections on flexible work practices. For example, the Senior Leadership Program for professional services staff, module on interpersonal leadership: "understand and empathise with the needs of others and bring out the best in everyone".

3. Online training and resources available include supporting flexible work habits; work flexibility; clarify the type of work flexibility you want and many more related resources.

4. The HR toolkit includes extensive information on implementing flexible work arrangements - policy and practical tools. Job sharing, part-time work, work/life balance, family friendly workplaces are some of the resources provided. These resources are supported by one-on-one sessions with HR Business Partners who work closely with managers and supervisors to achieve flexibility.

47.2. Please provide details of other ways your organisation supports managers in managing flexible working arrangements:

As discussed above, HR Advisors and HR Business Partners, assigned by area, are available to staff and managers to discuss, implement and manage these provisions; the all staff newsletter includes articles to inform employees of entitlements and changes to provisions.

- 48.** Your organisation must have a formal policy and/or formal strategy to support workers who are experiencing family or domestic violence. Please confirm what is in place:

Formal policy

Formal strategy

## Criterion 5

# Employee consultation

### Overview

This criterion gives an indication of an organisation's culture in relation to gender equality using feedback from workers via anonymous survey questions.

Organisations must undertake consultation with their workers, verifying that the experience of workers points to a workplace culture that actively supports and promotes gender equality. WGEA will be looking for evidence that the employee experience reflects the content of the organisation's WGEA Employer of Choice for Gender Equality application.

**This criterion recognises that effective consultation with workers has been associated with:**

improved team effectiveness

increased employee satisfaction and motivation and decreased employee stress by enhancing workers' feelings of control

improved employee psychological and physical well-being by being able to speak up when mistreatment has occurred

**49.** Your organisation must consult with workers, including casuals, on issues concerning gender equality in the workplace by means of an employee survey and this must have been undertaken in the past two years. Please confirm this has occurred:

Yes, this organisation's survey was conducted on (provide the month and year):

September 2017

49.1. Please confirm that the survey you used to consult with all workers facilitated anonymous participation:

Yes

49.2. Please confirm that the survey your organisation conducted used a FIVE-POINT scale and the questions were either the three below or alternatives that were comparable to, and aligned with, the intent of these questions. (If you have used alternatives, approval must have been sought from WGEA to ensure they are aligned.)

Survey questions:

Question 1: "My immediate supervisor/manager genuinely supports equality between women and men."

Question 2: "I have the flexibility I need to manage my work and caring responsibilities."

Question 3: "In my organisation sex-based harassment is not tolerated."

Yes, the above three questions, using a five point scale, were included in this organisation's employee survey

Yes, alternative questions, using a five point scale, were used in this organisation's employee survey and approval was given by WGEA for their use

49.2(a). Where alternative questions were used, please provide the questions below:

Question 1: My immediate supervisor/manager demonstrates equality regardless of gender in their actions in the following areas; promotion, workload allocation, access to research funding and support, family friendly work practices, assessing performance relative to opportunity and University rewards and incentives.

49.3. SURVEY METHOD: What survey method did your organisation use?

A pulse survey

The questions were incorporated into an existing survey (eg a biennial employee engagement survey)

The survey questions were asked as part of an existing process, for example via other confidential feedback mechanisms (provide details):

Other (provide details):

Electronic survey using Survey Monkey

49.4. SAMPLE SIZE: please confirm either of the following:

All workers were given an opportunity to complete the survey, or;

The survey was administered to a statistically significant and representative sample of workers

49.5. RESPONSE RATES: your organisation's survey sample is considered representative if you have either:

- i) obtained 400 or more responses, OR
- ii) where samples of less than 400 are collected, you have achieved a response rate of 60% of your workforce, and the sample is comparable to your employee profile for age and gender distributions.

Please indicate below which response rate option applies to your organisation:

- 400 or more survey responses were received
- Less than 400 survey responses were received, but a response rate of at least 60% of our workforce was obtained, and the sample is comparable (within 2.5 percentage points above or below) to the employee profile by gender and age of our organisation
- This organisation, despite following the required methodology as stated above, was unable to achieve the desired response rate

49.6. ANALYSIS: Please confirm that your organisation has analysed its survey responses by gender:

- Yes

49.7. RESULTS: Your organisation needs to have analysed ALL responses received to its employee survey (including 'not sure') and achieved an agreement threshold of at least 65% 'agree' or 'strongly agree' on the above three questions asked, OR where you used a survey tool that provided response-rate industry norms, you achieved an agreement threshold above your industry norm. (Refer to the EOCGE Guide to citation document for instructions on calculating the level of agreement to the survey questions.)

Indicate below what agreement threshold was achieved:

- Analysing all responses received, an agreement threshold of at least 65% agree or strongly agree was reached on the three questions above
- Analysing all responses received, an agreement threshold above the response-rate industry norm provided for the survey tool used was achieved
- Neither of these thresholds was reached. We have contacted WGEA to discuss why these thresholds were not achieved and have been advised that we remain eligible to apply for the EOCGE citation.

49.8. RESULTS: Please provide the results of your survey below. Include the total number of survey responses received by gender. Also, please provide the combined number of 'agree' and 'strongly agree' responses for each of the three questions asked.

If a survey tool was used that provided you with response-rate industry norms, your organisation must achieve an agreement threshold above the industry norm for the survey tool used. This information must be provided below.

What was the total number of female responses?	342
What was the total number of male responses?	108
Total number of responses (male plus female)?	450

49.8(a). Please complete the following:

	Total NUMBER of 'agree' and 'strongly agree' (male plus female)	% agreement threshold reached
Survey question 1	474	70
Survey question 2	348	74
Survey question 3	390	82

49.8(b). Did you use a survey tool that provided you with response-rate industry norms?

- Yes  
 No

**50.** Where gender equality issues have been identified through the employee consultation process, your organisation must take action/s to address these issues. Please confirm this has occurred:

- Yes  
 No gender equality issues were identified in our consultation process

50.1. Please provide details of actions that were taken to address gender equality issues identified through your consultation process:

1. Findings from this survey were discussed at the Workforce Diversity Reference Group. This group will work in conjunction with Human Resources to develop and implement organisation wide strategies to address findings and reported back to the executive. A free text field was included in the survey to maximise employee feedback and feedback is analysed to identify further actions.
2. Results from this survey have also been used to identify actions in the University's application for the Science in Australia Gender Equity/Athena SWAN submission and four year Action Plan.

**51.** Has your organisation's EOCGE citation application (minus confidential remuneration data) been made available to your workforce?

- Yes  
 No

## Criterion 6

# Preventing sex-based harassment and discrimination

### Overview

This criterion assesses the way an organisation educates all workers (including casual and contract staff) on their rights and obligations regarding sex-based harassment and discrimination, with the aim of eliminating sex-based harassment and discrimination in the workplace and promoting an inclusive culture through education and skills-based training.

It recognises that sex-based harassment and discrimination in the workplace has significant impacts on an organisation. Notable are the reduced personal well-being and depression of those experiencing the harassment; increased absenteeism; reduced job satisfaction, organisational commitment and productivity; and increased employee turnover.

Not only do these factors lead to increased costs for individuals and organisations, they also have a significant impact on the engagement of women in work, the types of industries that are perceived to be appealing and the promotional opportunities for women.

**52.** Your organisation must have a formal policy or formal strategy on sex-based harassment and discrimination (SBH) prevention. Please confirm at least one of these is in place:

- Yes, a formal SBH policy is in place
- Yes, a formal SBH strategy is in place
- SBH prevention is covered in our award/industrial or workplace agreement

52.1. A SBH grievance process must be in place in your organisation, please confirm this is in place:

- Yes, a formal SBH grievance process is in place

**53.** Your organisation must provide workplace training for all managers on sex-based harassment and discrimination prevention at induction and at least every two years. Please confirm this occurs:

- Yes, this training occurs at induction, and (select one of the following):
  - At least annually, or
  - Every one-to-two years

53.1. Please indicate the way/s in which this sex-based harassment prevention training for managers is conducted in your organisation:

Online	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Face to face	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Management meetings	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Video presentations	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

53.2. If you have answered 'No' to ALL the training options in question 53.1, please provide details on the way/s in which sex-based harassment prevention training for all managers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is NOT considered to be training):

**54.** Your organisation must provide workplace training for all workers on sex-based harassment and discrimination prevention, including contract and casual staff, at induction and at least every two years. (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is NOT considered to be training.) Please confirm this occurs:

Yes

54.1. Please indicate the way/s in which this sex-based harassment prevention training is conducted for all workers in your organisation:

Online	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Face to face	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Video presentations	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

54.2. If you have answered 'No' to ALL the training options in question 54.1, please provide details on the way/s in which sex-based harassment prevention training for all workers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is NOT considered to be training):

**55.** Your organisation must have had no judgment or adverse final order made against it by a court or other tribunal relating to sex-based harassment or discrimination in the last three years. Please confirm this is the case:

No judgment or adverse final order has been made against the organisations covered in this application relating to sex based harassment or discrimination in the last three years

## Criterion 7

# Targets for improving gender equality outcomes

### Overview

This criterion assesses whether an organisation has set specific, measurable, achievable and time-framed numerical targets where the representation of women in management and on its governing body/board is less than forty percent. This applies where a governing body/board exists, and where the organisation has control over its appointments.

WGEA's position on targets for women in leadership positions is based on the social context within which it operates, recognising the historically disadvantaged position of women in relation to employment and the ongoing impacts of this disadvantage. In the future, after consultation with the relevant sectors, the Agency may consider introducing targets for men in female dominated organisations.

In the meantime, employers may wish to consider implementing a target to increase the representation of men where their representation is less than 40% in leadership positions.

### This criterion recognises that:

- Gender targets, like financial and operational targets, are an essential part of managing and improving business performance.
- The process of setting voluntary targets for gender composition throughout an organisation, then tracking, measuring and transparently reporting progress against those targets, promotes cultural and structural change, focuses efforts, embeds accountability and sends a strong message that gender representation is a central business issue.
- For employers who have already achieved 40% representation of women across all levels of management and on their governing body/board (where it exists and where the organisation has control over governing body/board appointments) they should track their numbers with a minimum goal being to ensure the representation of women does not drop below 40%.

**56.** Where your organisation has control over ITS governing body appointments, it must set numerical targets (with timeframes) to improve the representation of women, where it is less than 40%. Please confirm this is in place:

- Yes, targets have been set for all governing bodies covered in this application where we have control over their appointments and where the representation of women is less than 40%
- Targets are not required as the representation of women in these governing bodies is at least 40%
- Not applicable because this organisation does not have control over appointments to the governing bodies covered in this application

**57.** Where your organisation has control over OTHER governing bodies, as listed in question 8.2 you must set numerical targets (with timeframes) to improve the representation of women, where it is less than 40%. Please confirm these are in place:

- Yes, targets have been set for all OTHER governing bodies where we have control over appointments and where the representation of women is less than 40%
- Targets are not required as the representation of women in these governing bodies is at least 40%
- Not applicable, we do not have control over other governing bodies
- Not applicable, we do not have control over appointments to other governing bodies over which it has control

**58.** Your organisation must have set numerical targets that include timeframes to improve the representation of women in management, where their representation is less than 40%. Please confirm this has occurred:

- Yes, targets have been set
- Targets are not required as the representation of women across all levels of management is at least 40%, as detailed below:

58.1. In the table below, please indicate the targets and timeframes that have been set:

	Management level where target is set, e.g. KMP?	% Target	Year target to be reached?
1	Female Professoriate (Level D, Level E, Dean and Executive Dean  Council KPI	40	2020
2	Council members - members appointed by Council  (Council elections guidelines)	40	2018
3			
4			

---

**59.** Your organisation must evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management in the following ways. Please tick the first two boxes, or the third box, to confirm this occurs:

We track progress internally

We report to the governing body and key management personnel

This is not required as the representation of women across all levels of management is at least 40%

59.1. Does your organisation evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management by REPORTING progress to all your workforce or REPORTING progress externally:?

Yes

We report progress to all our workforce

We report progress externally

No

This is not required as the representation of women across all levels of management is at least 40%

**60.** Where the representation of women in non-manager roles is less than 40%, has your organisation set numerical targets (with timeframes) to improve the representation of women?

Yes

No

Not applicable, the representation of women in all non-manager roles is greater than 40%

---

**61.** Where the representation of women across manager or non-manager roles is less than 40%, your organisation must set gender representation targets for internal recruitment and external recruitment shortlists. Please confirm this has occurred:

Yes, targets have been set

No, targets are not required as the representation of women across all levels of manager and non-manager roles is at least 40%

61(b). If your organisation sets different targets for different areas of the business, you may provide those details in the box below:

61.1. Where the representation of women across manager and non-manager roles is less than 40%, does your organisation set gender representation targets for talent identification lists, succession plans, career development and leadership training or retention?

Yes, targets have been set in some or all of these areas

No, you may specify why:

Representation is at least 40% across Manager and Non-Manager roles.

61.1(b). If your organisation sets different targets for different areas of the business, you may provide those details in the box below:

---

# Outstanding initiatives and/or innovation

WGEA invites you to provide information on any outstanding and innovative initiatives in advancing gender equality that have been implemented in your workplace in the past two years. The type of information provided could include a description of: the workplace gender equality issue/s; the strategy/ies or plans to address the issue/s; the actions or activities that were implemented; the time-frame/s for achieving change, and the outcomes.

## 1. Science in Australia Gender Equity (SAGE)/Athena SWAN Pilot

The University of Wollongong is one of the first Australian universities to participate in the Science in Australia Gender Equity (SAGE) Pilot. This Program is based on the highly successful UK Athena SWAN framework, aimed at enhancing the careers of females in the traditionally male dominated disciplines of science, technology, engineering, mathematics and medicine (STEMM). The application process involved collecting and analysing quantitative and qualitative data, and identifying gaps in policy, process and strategy. As a participant in this Pilot, the University of Wollongong has committed to a four-year Action Plan. As a result of the analysis process, several gender equity initiatives have been implemented at the university including the Leadership Program for Senior Academic Women. The purpose of this Program is to enhance the pipeline of female academic leadership by assisting academic women to gain personal insight into their leadership values, motivation and skills to enable them to choose more effectively what leadership roles they will focus on now and in the future. When speaking about the University of Wollongong's participation in the SAGE Pilot, the Vice-Chancellor states "UOW has a proud history of gender equality and is committed to continually improving the experience of its valued employees."

## 2. Safe and Respectful Communities

In response to the Australian Human Rights Commission's findings and recommendations into a student survey on sexual assault and harassment, and Universities Australia's 10 point action plan, the University of Wollongong modelled its own response to the survey results by establishing two formal committees; the Safe and Respectful Commitments Advisory Group and the Safe and Respectful Communities Working Party. The aim of these two groups is to advise the Vice-Chancellor on the development, implementation, reporting and evaluation of initiatives aimed at preventing and responding to sexual assault and sexual harassment of staff and students of all genders including females, transgender and gender diverse individuals.

## 3. Women of Impact series

In 2015, the University of Wollongong launched the 40 Years of Research Impact which celebrates the achievements of university researchers. In 2016, the university continued the series and launched the "UOW Impact" series with "UOW Women of Impact". "UOW Women of Impact" builds on the University of Wollongong's reputation as an employer of choice for gender equality by recognising and encouraging the outstanding contributions to research and teaching by women academics across all academic levels and disciplines. Most recently, the Impact Makers 2018 was launched with 56% of the showcased academics being female.

## 4. Festival of STEM

The University of Wollongong was successful in securing funding under the Women in STEMM and Entrepreneurship Program to host a unique outreach activity called the Festival of STEM and Entrepreneurship. This week-long festival was held in February 2018, whereby approximately 70% of female scientists provided a range of STEMM activities to 2,500 year 8 and year 9 students, particularly girls, to encourage them to choose further education in the STEMM disciplines.

## 5. iAccelerate

The University of Wollongong's iAccelerate is a business incubator designed to support the University's students, staff and the greater Illawarra community. As part of its core mission to create opportunities for the untapped potential of women to participate equally in all aspects of entrepreneurial endeavours, iAccelerate has actively engaged in delivering deliberate gender balance with the innovation ecosystem through events, key projects and strategy development. Almost half of iAccelerate resident companies have a female founder and co-founder, compared to the national average of 25.4% of start-up companies with female founders and co-founders.

#### 6. Deputy Vice-Chancellor (Research and Innovation) promotion lunches

The Deputy Vice-Chancellor (Research & Innovation) (DVC(R&I)) seeks out female academic staff who are eligible for promotion to encourage them to consider their future promotion prospects. Complementary to this, the DVC(R&I) hosted a series of three lunches throughout mid to late 2017. The lunches were aimed at Level D female academics networking with current and former University of Wollongong female Professors who shared their stories, challenges and tips on becoming a senior academic. Going forward, prospective applicants for promotion will be contacted annually and their career progression tracked to assess whether this strategy is effective.

#### 7. The Parent Room: Advocacy Training

The Parent Room: Advocacy Training, is a new program underway at the University that equips parents with the skills and support needed to advocate for their children. The Parent Room: Advocacy Training, is designed to build confidence and empower parents and carers of children with disabilities and additional needs through peer support and advocacy skill development. They will strengthen and develop skills in assisting to make others aware of their children's needs to seek appropriate help for their children. The program provides opportunities for parents and carers to learn more about getting appropriate services for their child. The program is run in collaboration with not-for-profit community organisations.

8. More than 50% of staff and nearly half of the senior executive at the University of Wollongong are women. The Chancellor, Deputy Chancellor, Deputy Vice-Chancellor (Health and Communities), Deputy Vice-Chancellor (Research and Innovation) and the Chief Administration Officer represent a small group of female leaders in the sector.

NEXT STEPS. 1) Submit this questionnaire by clicking the 'Submit' button (bottom right on every page).

2) Download the draft application for your CEO/head of business to sign in the space below, to confirm the content is accurate and that they approve submission of this application.

3) Submit your application for assessment by clicking the 'Submit' button.

4) Email your signed application to [eocge@wgea.gov.au](mailto:eocge@wgea.gov.au).

5) Once your EOCGE application has been submitted for assessment, complete and submit the payment form. This can be accessed on the 'Recognition' tab in the portal, or on the WGEA website.

I confirm the content of this application is accurate and approve its submission to WGEA.

Name of CEO/head of business: \_\_\_\_\_

Signature CEO/head of business: \_\_\_\_\_

The Agency will contact you if we need to clarify any information provided or seek additional information from you.

Please enter the organisation name that you would like to appear on your EOCGE certificate below, should your organisation's EOCGE application be successful.

University of Wollongong

# Appendix 1 – Copy of 2017-18 public report

## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	University of Wollongong
	<b>ABN</b>	61060567686
	<b>ANZSIC</b>	P Education and Training 8102 Higher Education
	<b>Business/trading name/s</b>	University of Wollongong
	<b>ASX code (if applicable)</b>	
	<b>Postal address</b>	Northfields Avenue WOLLONGONG NSW 2522 AUSTRALIA
	<b>Organisation phone number</b>	0242215114
<b>Reporting structure</b>	<b>Ultimate parent</b>	University of Wollongong
	<b>Number of employees covered by this report</b>	4,979

# 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	5	9	14
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	0	2	2
		Full-time contract	21	18	39
		Part-time permanent	0	0	0
		Part-time contract	0	1	1
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	70	149	219
		Full-time contract	33	40	73
		Part-time permanent	7	9	16
		Part-time contract	13	27	40
		Casual	0	0	0
Other managers	-4	Full-time permanent	81	69	150
		Full-time contract	44	50	94
		Part-time permanent	24	3	27
		Part-time contract	32	3	35
		Casual	0	0	0
Grand total: all managers			330	381	711

# 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	286	322	0	0	0	0	608
	Full-time contract	148	208	0	0	0	0	356
	Part-time permanent	112	13	0	0	0	0	125
	Part-time contract	113	39	0	0	0	0	152
	Casual	1,149	465	0	0	0	0	1,614
Technicians and trade	Full-time permanent	2	11	0	0	0	0	13
	Full-time contract	0	5	0	0	0	0	5
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	2	0	0	0	0	2
	Casual	0	0	0	0	0	0	0
Community and personal service	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
Clerical and administrative	Full-time permanent	223	77	0	0	0	0	300
	Full-time contract	63	17	0	0	0	0	80
	Part-time permanent	145	2	0	0	0	0	147
	Part-time contract	60	9	0	0	0	0	69
	Casual	476	297	0	0	0	0	773
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
	Full-time permanent	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	
	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
Labourers	Full-time permanent	0	2	0	0	0	0	2
	Full-time contract	0	2	0	0	0	0	2
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	2	0	0	0	0	2
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	8	3	0	0	0	0	11
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	5	1	0	0	0	0	6
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		2,791	1,477	0	0	0	0	4,268

# 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
  - 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	12	21	24	23
Permanent/ongoing part-time employees	0	0	2	0
Fixed-term contract full-time employees	5	5	3	14
Fixed-term contract part-time employees	2	0	2	1
Casual employees	0	0	0	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)	96	82
Number of appointments made to NON-MANAGER roles (including promotions)	441	264

### 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	8	8	31	15
Permanent/ongoing part-time employees	3	1	11	7
Fixed-term contract full-time employees	9	4	21	18
Fixed-term contract part-time employees	2	1	19	11
Casual employees	0	0	0	0

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

The UOW Employment Equity and Workforce Diversity Policy upholds the values set out in the UOW Strategic Plan 2016 - 2020. The policy also underpins the Employment Equity and Diversity Management Strategy and outlines the principles of managing diversity in the workforce. The principles are embedded in all aspects of work/life at UOW including recruitment, ongoing development and conduct. Various individual policies, strategies, procedures etc specifically incorporates gender equality. UOW is a participant in the Science in Australia Gender Equity (SAGE)/Athena SWAN pilot and submitted an application for a bronze award in March 2018. The SAGE initiative's aim is to improve gender equity in the science, technology, engineering, mathematics and medicine (STEMM) disciplines.

## 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?**

The University of Wollongong

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

	Female	Male
Number	1	0

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

	Female	Male
Number	6	10

**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):  
Like-for-like positions across the organisation have been reviewed and consistently aligned based on role requirements and work descriptors. These take place during commencement, annual performance review and promotion.

**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).**

#### 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:

Inclusive leadership training focusing on unconscious bias awareness was introduced with senior management in 2017. All promotion panel members were advised to review EO Online and unconscious bias training prior to the panels convening.

## 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.**

UOW voluntarily pays superannuation to staff on parental leave. In addition, staff can also access a 'return to work' grant equivalent to 12 weeks pay (24 weeks at half pay).

**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:**

5

**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.**

Permanent and fixed-term employees are eligible for partner leave after 40 weeks of continuous employment. If a secondary carer wants to become a primary carer, they are eligible for the full parental leave entitlements less any partner leave taken.

**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	14	1	107	71

**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	80	3	488	174

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	0	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	4	1

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):
- 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input 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:**

## 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):

**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):

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

UOW consulted with its employees via various methods. This included focus groups and regular meetings with the Self Assessment Team (SAT) as part of the SAGE/Athena SWAN initiative, that looks into the under-representation of women in traditionally male dominated disciplines. The Workforce Diversity Reference Group, a group chaired by the Vice-Chancellor, meets six weekly to discuss and provide recommendations for gender equity and other diversity initiatives. Information from staff can also be obtained from the Human Resources Business Partners for any HR related issues. The biennial Parental Leave and Return to Work survey was conducted in July 2018.

## 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:**

## 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.)**

UOW has achieved a number of positive outcomes during the period including the introduction of Inclusive Leadership Training and the Senior Academic Women's Leadership Program.

UOW is a participant in the Science in Australia Gender Equity (SAGE) Athena SWAN pilot which is committed to advancing the careers of women in the science, technology, engineering, medicine and mathematics (STEMM) disciplines in higher education and research. A gender equity planning process has been developed in the STEMM schools and the Vice-Chancellor and the Deputy Vice-Chancellor (Research & Innovation) released the "Visions of Gender Equity" videos to promote the progress of these initiatives.

UOW was successful in securing funding under the Women in STEMM and Entrepreneurship program to host a unique outreach activity called the Festival of STEMM and Entrepreneurship. The week-long festival was held in February 2018, whereby approximately 70% of female scientists provided a range of STEMM activities to 2,500 year 8 and year 9 students, particularly girls, to encourage them to choose further education in the STEMM disciplines.

In response to the Australian Human Rights Commission's findings and recommendations into a student survey on sexual assault and harassment, and Universities Australia's 10 point action plan, UOW modelled its own response to the survey results by establishing two formal committees; the Safe and Respectful Commitments Advisory Group and the Safe and Respectful Commitment's Working Party. The aim of these two groups is to advise the Vice-Chancellor on the development, implementation, reporting and evaluation of initiatives aimed at preventing and responding to sexual assault and sexual harassment of staff and students.

UOW's iAccelerate is a business incubator designed to support UOW students, staff and the greater Illawarra community. As part of its core mission to create opportunities for the untapped potential of women to participate equally in all aspects of entrepreneurial endeavours, iAccelerate has actively engaged in delivering deliberate gender balance with the innovation ecosystem through events, key projects and strategy development. Almost half of iAccelerate resident companies have a female founder and co-founder, compared to the national average of 25.4% of start up companies with female founders and co-founders.

UOW also rewards staff members with the Rosemary Cooper Diversity and Inclusion Award. This award recognises the achievements of a staff member who has either developed initiatives or programs that address UOW's strategic goals around diversity and inclusion, or who has overcome significant personal barriers in their employment or made a significant contribution in supporting staff or students overcome such barriers.

## 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 62.7% females and 37.3% males.

#### Promotions

2. 43.9% of employees awarded promotions were women and 56.1% were men
  - i. 42.2% of all manager promotions were awarded to women
  - ii. 44.9% of all non-manager promotions were awarded to women.
3. 12.5% of your workforce was part-time and 6.1% of promotions were awarded to part-time employees.

#### Resignations

4. 61.5% of employees who resigned were women and 38.5% were men
  - i. 61.1% of all managers who resigned were women
  - ii. 61.7% of all non-managers who resigned were women.
5. 12.5% of your workforce was part-time and 32.5% of resignations were part-time employees.

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

- i. 0.6% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.4% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. 80.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## Notification and access

---

### List of employee organisations:

---

## CEO sign off confirmation

---

**Name of CEO or equivalent:**

Professor Paul Wellings CBE

---

**Confirmation CEO has signed the report:**

---

**CEO signature:**

---

**Date:**

---

