



EQUITY, DIVERSITY AND INCLUSION STRATEGY

Date first noted: 3 September 2013	Date of effect: 3 September 2013	Date last amended (refer Version Control Table) 1 May 2020	Date of Next Review: 6 January 2020
Noted by:	Finance and Resources Committee		
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Supporting documents, procedures & forms of this strategy:	Ally Network Bullying Prevention Policy Conflict of Interest Policy Delegations of Authority Policy Disability Action Plan (DAP) 2011-2015 (currently under review) Disability Policy – Staff Employment Equity and Diversity Committee EO Online Equity Diversity and Inclusion Policy Equity Fellowships Grievance Policy Indigenous Employment Strategy Linking Women Network Performance Enhancement Procedures for Investigating Grievances Racism. It Stops With Me Recruitment and Selection Policy Reference Check Policy Respect for Diversity Policy Sexual Harassment Prevention Policy University Code of Conduct UOW Annual Reports UOW Workforce Survey		
References & Legislation:	Anti-Discrimination Act, 1977 (NSW) Workplace Gender Equality Act 2012 (Cth)		
Audience:	Public		

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1 Introduction / Background

1. This Equity, Diversity and Inclusion Strategy supports the Equity, Diversity and Inclusion Policy and provides UOW staff with strategies for achieving and maintaining diversity in UOW's workforce.

2 Definitions

Word/Term	Definition
Affirmative action	Action taken to help redress an imbalance, e.g. promoting nursing positions to male networks and promoting engineering positions to female networks. Affirmative Action is legislated for the <i>Workplace Gender Equality Act 2012</i> and the <i>Anti-Discrimination Act 1977 (NSW)</i> .
Disability	The Disability Discrimination Act 1992 (Cth) defines disability as: <ul style="list-style-type: none">• total or partial loss of the person's bodily or mental functions• total or partial loss of a part of the body• the presence in the body of organisms causing disease or illness• the malfunction, malformation or disfigurement of a part of the person's body• a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction• a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment, or that results in disturbed behaviour; and includes disability that: <ul style="list-style-type: none">• presently exists• previously existed but no longer exists• may exist in the future• is imputed to a person (meaning it is thought or implied that the person has disability but does not).
Discrimination	The Fair Work Ombudsman defines discrimination as when someone is not treated fairly or given the same opportunities because of their race, colour, sex, sexual orientation, age, gender identity, gender expression, intersex status, marital or relationship status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction, social origin, disability or physical or mental disability, which includes: - physical, intellectual, psychiatric, sensory, neurological or learning



	disabilities; physical disfigurement; disorders, illness or diseases that affect thought processes, perceptions of reality, emotions or judgement, or results in disturbed behaviours; presence in body of organisms causing disease or illness (e.g. HIV virus).
Diversity	<p>The Australian Government defines diversity as recognising employees from a wide range of backgrounds.</p> <p>For example, this can include having employees of different ages, genders, ethnicity, backgrounds, physical ability, sexual orientation, marital status, physical qualities, life experience, political and religious beliefs, work experience or educational background.</p>
EO Online	EO Online is a mandatory self-paced online equal opportunity training program for employees upon commencement of employment and every two years thereafter. It covers all aspects of harassment and bullying and provides case studies and real life examples.
Equity	Providing a workplace free from unlawful discrimination and harassment protecting all staff. Our inclusive values empower all staff to achieve their full potential and remove actual or perceived barriers to participation regardless of gender, age, race, disability, orientation or economic background. Treating people equitably does not mean treating all people the same.
Equity group	<p>The following are equity groups for the purpose of this plan include:</p> <ul style="list-style-type: none">• People with disability• Men and women in areas where either gender is traditionally under-represented• Aboriginal and Torres Strait Islander People• People whose first language is not English• People who are lesbian, gay, bisexual, transgender, intersex, queer or other (LGBTIQ+)
LGBTIQ+	Acronym for people who are lesbian, gay, bisexual, transgender, intersex, and/or queer. The + incorporates a broader acceptance of all gender expressions/identities and sexualities.

3 Scope / Purpose

1. The purpose of this strategy is to provide guidance for the proactive management of diversity and equality in UOW's workforce.
2. This Strategy outlines what is expected of managers, and will assist managers in meeting those expectations by providing standards for proactively managing workforce diversity and ensuring equity for staff.



4 **Equity and Diversity Strategies: Proactively Managing Workforce Diversity**

1. Affirmative action principles are mandated in the NSW Anti-Discrimination Act 1977, however, UOW has chosen to proactively support the principles of equal opportunity and affirmative action by redressing the imbalances of past inequity through workforce diversity management strategies. UOW operates in a diverse community and is committed to reflecting this diversity in its employment practices and its workforce. In particular, UOW is committed to seeking employment opportunities for the designated under-represented groups identified in the NSW Anti-Discrimination Act 1977.
2. The terms “affirmative action” and “workforce diversity management” do not mean preferential treatment for minority groups but, rather, positive action to manage diversity and, where possible, rectify imbalance, thus achieving equality. The principles of the “best person for the job” still apply and ALL applicants, regardless of equity status, are required to satisfy competitive recruitment processes.
3. The NSW State Government provides targets and benchmarks for the management of workforce diversity to enable employers to compare the composition of their workforce against that of the wider community. In addition to the NSW State Government targets, UOW has set its own targets in its relevant strategies, KPIs and in annual reporting. These benchmarks are provided as guidance for managers of staff when reviewing workforce composition and forward planning their staffing needs.
4. This strategy serves to better enable UOW to reflect and represent the diverse Australian and international community that it serves and ensure the application of the inclusive UOW values.
5. The following strategies are provided as guidance and examples of best practice for managers

Recruitment			
No.	Strategy	Responsibility	Indicator
1	Optimise “sourcing pipelines” to attract applications from members of equity groups. For example: <ul style="list-style-type: none"> - Information and advertising targeting equity groups - Targeting of alumni from equity groups - Information and advertising for equity networks, forums and agencies 	Hiring managers Human Resources Division (HRD)	Increased numbers of applications from, and increased recruitment of people from equity groups
2	Conduct competitive recruitment workshops for people from equity groups	HRD	As above
3	Publish a calendar of events and workshops	HRD	As above
4	Maintain Equity Talent Pools	HRD	Develop and maintain equity talent pools and generate an



			increased number of applications from members of equity groups
5	Consider equity groups when shortlisting	Selection Committees	Consider gender and other equity groups when establish Internal and External recruitment shortlists
6	Make fair decisions	Selection Committees HRD	Review and respond to possible bias in decision making and support fair decision making through committee composition and training.

Promotion			
No.	Strategy	Responsibility	Indicator
1	Use Performance Planning and Career Development Plans and the Strategic Retention Planning process to advance high performing staff, having regard to the principals of equal opportunity and diversity profiles.	Heads of School Managers	Increased numbers of people from equity groups advance their careers at UOW
2	Provide specialised training to equity groups known to have less favourable outcomes compared to university and industry norms.	HRD	Improved attendance at sessions such as 'Tuning your Promotion Prospects'
3	Track and report on the number of promotion applications for equity groups, for both part time and full time staff.	HRD	Proportionate application and success rates for equity groups and part time staff. UOW trends are comparable to industry benchmarks for academic promotion.

Workforce Planning (including Talent Identification & Succession Planning)			
No.	Strategy	Responsibility	Indicator
1	Annual review of faculty, division or unit demographic structure, and comparison against UOW targets.	Faculty Executive Business Unit Management	Annual business unit report to include comparison between UOW targets and actual workforce demographic. UOW workforce reporting developed which provides



			equity breakdown for workforce.
2	Commitment to achieving UOW equity targets by explicitly stating equity objectives in the faculty and division business plans.	Faculty Executive Business Unit Management	Equity objectives and outcomes specified and reported on in annual faculty and division business plans.
3	Utilise the Strategic Retention Planning process to identify high performing staff and staff with potential, and deliver appropriate strategies to realise full potential.	Executive Deans/ Directors/ Heads of School/ Managers	Equitable distribution of targeted staff across equity groups within the Strategic Retention Planning process.
4	Using the Strategic Retention Planning process review/analyse trends in retention, succession planning, talent management, promotion, secondment and reward opportunities to ensure equal representation of members of equity groups. Where workforce diversity gaps are present identify and implement appropriate actions to ensure diversity and equal opportunity in the business unit.	Executive Deans/ Directors/ Heads of School/ Managers	<p>Key positions identified and “backfill” or succession strategy prepared.</p> <p>Statistics show that staff in equity groups are rewarded and are provided with appropriate opportunities to develop and progress consistent with non-identified positions.</p> <p>This review supports UOW’s efforts to eliminate gender and other biases in decision making.</p>

Retention			
No.	Strategy	Responsibility	Indicator
1	Track and report terminations including resignations annually to identify trends in continuing and fixed term resignations and terminations. This review will include departure of staff during Parental or other leave associated with carer responsibility and explore departures by equity group (including gender) & overall.	HRD	<p>Staff departures show that employee departures are not based on bias in decision making or inadequate policy and strategies to support a diverse workforce.</p> <p>UOW trends are comparable to industry benchmarks for staff turnover.</p>
2	Review Exit Surveys to investigate reasons for employee resignations for men, women, managers, non-managers, full time and part time staff.	HRD	Trends for departures are comparable for men and women, full time and part time, managers and non-managers. Where variations



			exist, these are referred to the relevant manager for investigation and further action which may include reporting actions taken to the Workforce Diversity Reference Group.
3	Use the Strategic Retention Planning process to develop options to assist with the retention of targeted staff and address imbalances in the workplace profile.	Executive Deans/Directors/ Heads of School/ Managers	Strategic Retention Planning turnover rates lower than UOW's average.
4	Utilise retention strategies such as including but not limited to promotion, reclassification, competency based progression, accelerated progression, training and development including opportunities to act in higher roles, study leave, profile building flexible arrangements etc. to retain and develop staff, equitably among all equity groups	Executive Deans/Directors/ Heads of School/ Managers	Turnover rates of equity groups are comparable to UOW's average.
5	UOW provides a range of work/life balance benefits to staff including leave entitlements and flexible working arrangements to facilitate retention, wellbeing and productivity of staff. These benefits will in particular support staff with family or carer responsibilities.	Managers	Staff retention Utilisation of flexible work arrangements Utilisation of parental leave options

Training & Development

No.	Strategy	Responsibility	Indicator
1	Utilise performance planning tools to identify appropriate learning development opportunities for staff.	Managers	Take up rates are similar for staff identifying in equity groups and part time staff as for other employees.
2	Undertake an annual analysis of training trends including attendance at internal training, networking events, coaching and mentoring	HRD	Staff identifying in equity groups take up training opportunities at comparable rates to the norm, considering participation rates.
3	EO Online	Compulsory for all fixed term and	Staff are aware of rights and responsibilities in the



		continuing staff within the first month of commencement and every two years thereafter	workplace.
4	Staff Induction	All new staff	All new staff are invited to attend Induction or undertake Sessional Staff Induction. On-line alternatives are operational for remote and casual staff.

Performance Management			
No.	Strategy	Responsibility	Indicator
1	Staff are required to participate in annual performance planning.	Compulsory for all staff with contracts or more than 12 months and fractional appointments of more than 40%. Planning for other staff is optional but recommended.	High performance planning completion rates with equity group participation on par with other employees
2	Performance planners support key University processes, including Promotion, Study Leave etc.	All staff applying for defined processes are to have participated in planning.	Performance Planners are completed and available for review. Performance Planners include equal opportunity for training and development for all equity groups.

6. In addition to University processes targeted at the removal of bias, enhancing inclusive approaches and installing equitable practice, workforce diversity will be further enhanced for specific equity groups according to the following strategies.

Staff with disability

7. UOW provides facilities and employment conditions to support staff with disabilities. Refer to Equity Targets for People with Disabilities in Appendix 2.
8. The Disability Action Plan (DAP) 2011-2015 (under review) is a dynamic document that is monitored and reviewed by a Disability Action Plan Stakeholder Group. The DAP is related to but separate from this Equity, Diversity and Inclusion Strategy.
9. Equity Fellowships have been established to assist staff facing difficulties in completing their PhD program because of equity issues. Although targeted mainly at women and Indigenous



staff, a number of fellowships will also be available each year for other equity groups such as staff with disabilities.

10. UOW will utilise Job Access funding, a government program designed to remove barriers and support the needs of staff with physical disabilities through the provision of equipment and facilities.

Gender Equity

11. UOW provides flexible employment conditions to support work life balance for all carers and equal opportunity to ensure any gender is not disadvantaged in regard to selection, reward and advancement. Refer to Equity Targets for Women in Appendix 2.
12. The Workforce Diversity Reference Group is responsible for the implementation and oversight of formal gender equality strategy and initiatives that support gender equality in relation to recruitment retention, performance management processes, promotion, talent identification/identification of high potentials, succession planning, training and development and resignations. Strategies to address gender imbalance and gender pay equity are integrated into these individual processes as are the management and other responsibilities for such matters.
13. The Linking Women Network has been established to provide informal mentoring and build connections between working women. The network also aims to provide useful information and advice to provide support to working women.
14. Equity Fellowships have been established to assist staff facing difficulties in completing their PhD program because of equity issues.

Aboriginal and Torres Strait Islander Peoples

15. Refer to Equity Targets for Aboriginal and Torres Strait Islander People in Appendix 2.
16. The Indigenous Employment Strategy is related to but separate from this Equity, Diversity and Inclusion Strategy.
17. Equity Fellowships have been established to assist staff facing difficulties in completing their PhD program because of equity issues. They are targeted in the main at academic women and Indigenous Australians.
18. Reconciliation Australia's [Share our Pride](#) is provided to staff to improve awareness of relevant issues and to improve inclusion and engagement.

Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ+)

19. The Ally Network Advisory Committee has been established to ensure effectiveness and sustainability of UOW's [Ally Network](#). The Ally Network sets out to develop a visible network of empathetic people who are allies of students and staff identifying as lesbian, gay, bisexual, transgender or intersex, queer or other diverse sexual orientations and/or identities (LGBTIQ+) – i.e. those belonging to a sexual or gender minority. Any UOW staff member or student can be an Ally, whether or not they identify as LGBTIQ+.
20. Regular networking events and training set out to build awareness of staff and encourage acceptance and inclusion of staff from gender or sexual orientation.



21. Measures of success for building an inclusive workforce will be gauged through responses and improvements in responses to UOW staff surveys (including the UOW Workforce Survey) and the growth of the Ally Network and attendance at events.

Staff from Culturally and Linguistically Diverse (CALD) Backgrounds.

22. UOW aims to break down barriers to people from CALD backgrounds. Respect for Diversity will be built through training and staff events, at induction and through EO Online.
23. UOW is a participant in the ‘Racism. It stops with me.’ campaign and will take opportunity to address racial discrimination, harassment or vilification on its campuses.
24. Refer to Equity Targets for ‘People whose first language is not English’ in Appendix 2.

5 Remuneration Strategy

1. Gender Pay Equity

- 1.1 UOW seeks to financially reward staff fairly and to eliminate variances in the reward between genders, where the work undertaken is equivalent. Removal of bias from decision making, at any point in the remuneration review process that may facilitate a gender pay gap, is an important consideration.
- 1.2 All Managers and parties to recruitment and promotion are responsible for identifying gender bias and other forms of discrimination in these processes. Bias in process should be reported to the Human Resources Division.
- 1.3 Managers are responsible for ensuing gender balance and pay equity among their staff including the level of remuneration set for new starters.

2. Relevant components of reward include:

- a. Base Salary – Allocated based job classification and the UOW salary structure schedule. For level 10 appointments and above, salary level is set by reference to relevant indicators such as sector benchmarking.
- b. Superannuation – UOW provides a set percentage of salary as an employer contribution to superannuation.
- c. Leave Loading – paid as 17.5% of annual leave entitlement up to a maximum dollar amount based on a measure of Average Weekly Earnings for staff employed under enterprise agreements and Awards.
- d. Employment Benefits – the provision of facilities and benefits associated with the role, such as mobile phones, internet plans or motor vehicles.
- e. Attraction & Retention Allowance – Allowances designed to motivate, retain or reward key staff.
- f. Clinical Loadings - specific allowances paid to active and eligible clinicians as part of their employment terms and conditions. Clinical loadings are automatically provided to registered medical practitioners employed in specific roles.
- g. Role related allowances – allowances associated with qualifications or special duties including Associate Dean allowances, Head of School allowances etc.



- h. Qualification based allowances, such as first aid allowances, trades allowances, etc.
 - i. Overtime – paid to specified roles/levels of staff where additional work is required and time off in lieu is not appropriate.
 4. The strategy used to remunerate staff relies on the appropriate components of reward being tailored for an employee and the particular role.
 5. UOW operates according to set delegations, policies and procedures to assist the removal of bias from decision making. Various components of remuneration which are not automatic in terms of their allocation or value will be reviewed annually by gender and other relevant equity groupings. Findings will be included in annual workforce reporting. The annual review will include:
 - A gender gap analysis of Base Salary and Total Remuneration
 - A gender analysis of Attraction & Retention Allowances (distribution and value)
 - The gender distribution of position based allowances and attraction and retention allowances
 - A gender distribution of Level 10 and managerial roles
 - Total Remuneration gap in male and female level 10 appointments
 - Gender gap analysis for new appointments

6 Reporting

1. Progress against this strategy will be reported in various ways including through Council Key Performance Indicators, the UOW Annual Report and reporting to the Chief Operating Officer, using standard Workforce Diversity Benchmarks, specified in section 4.



7 Version Control Table

Version Control	Release Date	Approved By	Amendment
1	20130903	Finance & Resources Committee	First Version.
2	20150720	Vice-Chancellor	Amendments to include new information and enhance scope of the strategy in line with WGEA criteria 2015.
3	20190308	Vice-Chancellor	Amendments to update document and include revised EO online mandatory requirements.
4	1 May 2020	Chief Operating Officer	Administrative amendment to update Senior Executive titles.



Appendix 1: NSW Government Employment Equity Targets

Please note that gay, lesbian, bisexual, transgender and intersex status is not a reportable equity group with regard to NSW Government employment equity targets.

All Staff

Equity group	Target
Women	50%
Aboriginal people and Torres Strait Islanders	3%
People whose first language is not English	19%
People with a disability requiring a work-related adjustment	1.5%

See UOW's Annual Report for trend data on the UOW equity statistics measured against the NSW Government targets.



Appendix 2: University of Wollongong Employment Equity and Diversity Targets

Equity group	Target
Level D & E Women	40% by 2020
Female Council member appointments	40% by 2020
Aboriginal & Torres Strait Islander Staff	3% by 2020
People with a disability requiring a work-related adjustment	1.5%
People whose first language is not English	19%