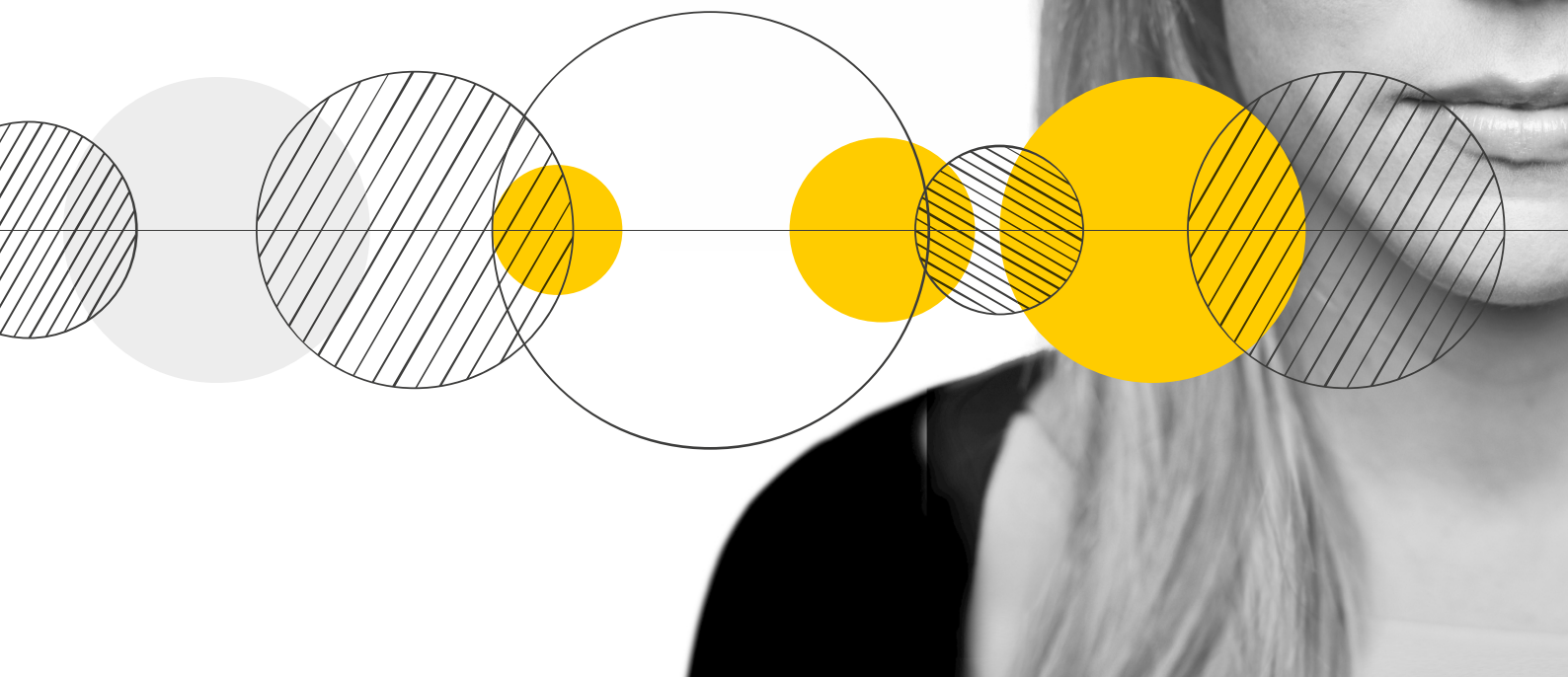


2015-16 Application

WGEA Employer of Choice for Gender Equality

The University of Newcastle



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 2015-16.

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.
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Accountability	Accountability is embedded throughout the organisation. Results are often most effectively achieved when accountability is linked directly to remuneration outcomes.
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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.
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1. This prerequisite relates to question 1 in your compliance report.

1.1. If you have answered YES to question 1.10 ONLY in your compliance report (ie that you only have a formal policy and strategy in place in relation to gender equality overall), you must confirm that the overall gender equality policy and strategy covers all the areas in questions 1.1 to 1.8 of your compliance report (that is, recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning, training and development and resignations):

☐ Yes, our overall gender equality policy and strategy covers all the areas in questions 1.1 to 1.8 in our compliance report

☒ We answered YES to having individual policies and strategies in place for questions 1.1 to 1.8 in our compliance report

2. All managers in your organisation are required to 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:

The University continues to provide a flexible working environment that enables staff to balance their work and personal commitments. It is the responsibility of line managers to discuss with staff what opportunities are available and work with staff to determine what options are best. This discussion may take place through structured meetings or informal meetings and staff can vary flexible work practices based on their changing needs if required.

Flexible options include:

- Varied start and finishing times to suit family or other commitments.
- Roster arrangements
- Flextime
- Purchased Leave in addition to 4 weeks annual leave
- Time Off in Lieu for professional staff and teachers
- Working from Home options - regular or ad hoc

Parental leave is available to both men and women with part-time work options following return from leave, embedded by managers across the University.

- 3.** Your organisation must have a group, committee or council responsible for the implementation and oversight of your organisation's formal gender equality strategy or policies 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:

Executive Committee

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:

Pro Vice-Chancellor - Faculty of Education and Arts

Pro Vice-Chancellor - Faculty of Health and Medicine

Pro Vice-Chancellor - Faculty of Business and Law

Pro Vice-Chancellor - Faculty of Engineering and Built Environment

Pro Vice-Chancellor - Faculty of Science and IT

Pro Vice-Chancellor - Learning and Teaching

Pro Vice-Chancellor - International and Advancement

Pro Vice-Chancellor - Research and Innovation

Deputy Vice-Chancellor - Academic

Deputy Vice-Chancellor - Research and Innovation

Chief Operating Officer

Chief Financial Officer

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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 gender equality strategy/ies that support gender equality outlined in question 1, to all workers in the last 12 months. Please confirm this has taken place and provide details on how it occurred:

On 16 September 2015, the Vice-Chancellor announced to all staff the University's involvement in the SAGE Athena SWAN Pilot. This was published via the "From the VC's Desk" newsroom and was sent directly to all staff via the organisation's staff newsletter. In the piece entitled "Another step towards gender equality at UON", the Vice-Chancellor said:

"Under NeW Directions (Strategic Plan) we reaffirmed our commitment to an equitable workplace, to building the capacity of our female staff and to working toward equal gender representation across all levels of the organisation. "... Today I am delighted to announce another outstanding opportunity for UON, one that acknowledges our track record as a leader in gender equality and our potential to make further positive advances in fields historically characterised by inequality. UON has been selected as one of the Pilot institutions to participate in the Science in Australia Gender Equity (SAGE) Initiative - an exciting first in Australia. Formed by the Australian Academy of Science as part of the Athena SWAN Charter, the SAGE initiative aims to reach gender parity in science leadership by supporting the hiring, promotion, participation and retention of women in science, technology engineering and mathematics (STEM)."

In addition, on 5 November 2015 when announcing that the University had again achieved recognition as an Employer of Choice for Gender Equality, the Vice-Chancellor said: " In 2015, the Academic Women in Leadership program graduated its 7th UON cohort and we will ensure it continues to provide a valuable development opportunity for women in research and teaching."

4.2. Your CEO (or equivalent) must have made a statement in the last 12 months to all workers confirming she/he is committed to achieving gender equality in your workplace. Please provide the statement and information on how it was made:

The Vice-Chancellor is known for her commitment to achieving gender equity in the workplace. The Vice-Chancellor delivered the welcome address to a group of staff who attended the launch of the SAGE Athena SWAN pilot on 11 November 2015. In this address she reinforced her personal commitment to achieving gender equality and reflected on the need for the University to be constantly raising the bar. The University's NeW Futures Strategic Plan, launched in December 2015, includes a clear goal under the theme of "Staff Who Make Their Mark" that: "UON will be recognised for the diversity of its workforce and for the calibre of its staff who collaborate to change the status quo and build an agile and outcomes focused culture."

Under the strategic plan, a key measure of success is that UON will be in the Top 5 Australian universities for female staff in senior leadership roles by 2020.

On the Vice-Chancellor's return from a speaking tour of Asia for International Women's Day in March 2016, the Vice-Chancellor published another piece to staff entitled "STEMM and Gender Parity - Lessons from Asia" in which she stated:

"In Hilary Clinton's first major economic speech of her 2016 presidential campaign, she emphasized the importance of gender equality, because 'in a global competition, we can't afford to leave talent on the sidelines'. At a time when Australia is facing tough economic headwinds and is navigating a transition from an economy based on traditional industries to one driven by innovation, the issue of gender parity has now moved from the periphery to the centre of the Government's visual field. So, there is reason for optimism in that what has previously been considered by Australian CEO's to be a difficult issue to solve may benefit from creative solutions across many sectors, including our own. I look forward to our University being at the vanguard of the changes required to build a more resilient workforce that is inclusive of the talents of women, addresses pay inequities and recruits the full input of female leadership".

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

The Australian Financial Review published an Op-Ed column written by the Vice-Chancellor following her speaking tour of Asia for International Women's Day (March 2016).

<http://www.afr.com/leadership/workplace/women-are-highly-qualified-in-science-but-dont-get-the-good-jobs-20160304-gnav75>

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:

As cited above, the Vice-Chancellor published her commitment to gender pay equity in March 2016: "I look forward to our University being at the vanguard of the changes required to build a more resilient workforce that is inclusive of the talents of women, addresses pay inequities and recruits the full input of female leadership".

<http://www.newcastle.edu.au/newsroom/from-the-vcs-desk/stemm-and-gender-parity-lessons-from-asia>

4.5. Your CEO (or equivalent) must actively promote flexible working arrangements. Please provide details on how she/he does this:

In the "From the VC's Desk" piece on 5 November 2015, the Vice-Chancellor said: "Our efforts to ensure staff can work flexibly so they can manage their family responsibilities alongside their work is an important part of the culture of UON and extends to all staff, not just new mothers."

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

The Vice-Chancellor role models flexible working primarily through her direct reports and staff in her office, who are able to balance personal/family commitments with their work. The Vice-Chancellor's reports regularly work from home and take time to attend person events and avail themselves of carer's leave when required. The Vice-Chancellor herself takes the opportunity to work from home when her schedule allows.

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 gender equality strategy that supports 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 Executive Committee, who is responsible for the overall implementation and oversight of the University's gender equity programs, is chaired by the Vice-Chancellor.

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:

As previously mentioned, in March 2016, the Vice-Chancellor was invited to participate in a Department of Foreign Affairs and Trade (DFAT) arranged speaking tour of Asia to celebrate International Women's Day. This provided the opportunity to learn how gender parity is being addressed in Asian workforces. It also allowed the Vice-Chancellor to share the Australia experience with regard to gender equality in STEM disciplines.

In addition to the speaking tour, throughout the last 12 months, the Vice-Chancellor has spoken at a number of external events on matters of gender equality, including:

- QUT Vice-Chancellor's Forum, presenting on "A Lab of One's Own: Challenges Related to Gender Equity in STEM Disciplines" (3 September 2015)
- QS in Conversation, Milan, presenting "Building Female Leadership in STEMM Disciplines in Higher Education: The Myth of the Pipeline" and participated in a panel discussion (2 February 2016)
- 2016 Professional Development Program for Doctors, Port Stephens, presented on "Women in Leadership: the Challenges and Opportunities (27 February 2016)

The Vice-Chancellor was also a member of the Science in Australia Gender Equity (SAGE) Steering

Committee and will continue on as a member of the SAGE Expert Advisory Group.

4.9. Please confirm the following (two options must be selected, ie either of the first two options AND the third option):

- ☒ Our organisation's current CEO (or equivalent) has been interviewed previously for the EOCGE citation.
- ☐ 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 advisor from WGEA.
- ☒ Your CEO (or equivalent) has/will advise all staff that your organisation is applying for the EOCGE citation.

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

In addition to the strong commitment evidenced above, the Vice-Chancellor is passionate about increasing the number of women in leadership roles and continues to be a mentor to many emerging leaders. The Vice-Chancellor has continued to support the Academic Women In Leadership program and presented to last year's cohort. Participation in the Athena SWAN Pilot further demonstrates the Vice-Chancellor's commitment to gender equity as this Pilot requires considerable long term funding and resources to ensure successful outcomes.

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

☒ Yes

6. Your organisation must evaluate its progress against your gender equality strategy at least every two years in the following ways. Please confirm this occurs (both options must be selected):

- ☒ Tracks progress against gender equality strategy internally
- ☒ Reports progress against gender equality strategy to the governing body/board and key management personnel

6.1. In addition to question 6, does your organisation report on the progress of its gender equality strategy to its workforce AND externally at least every two years?

☒ Yes

☐ No

7. This prerequisite relates to questions 2 and 2.3 in your compliance report which you have already answered so no additional responses are required.

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

☐ Yes

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

☐ Not applicable because this organisation does not have control over appointments to the other governing body/board appointments over which it has control

- 9.** Please indicate whether any of the following are included in your (or other governing bodies/boards over which your organisation has control) formal selection policy or strategy (if your organisation does not have control over other governing bodies/boards, please 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/board 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 strategy for governing body/board appointments that are designed to promote gender equality:

Not applicable.

- 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 in relation to the following. Please confirm this has occurred in all these areas by ticking all options below:

☒ 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:

Special Studies Program.

Gender Inclusiveness Membership of Committees - Policy.

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- 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:

In order to mitigate potential gender bias in decision making, the University has continued to utilize: Mercer Job Evaluation methodology for all new roles and Senior Recruitment; a Market Loading points system, a commencing step level process and gender shortlisting quotas for executive search firms. The University has also introduced objective and quantified measures of performance used as performance evaluation and promotion criteria across all academic staff. Through the Athena SWAN Pilot, the University is continuing its extensive data extraction and analysis to inform future strategies around elimination of gender bias.

- 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. In the analysis of resignations, you must have:

i) assessed whether females and males are leaving your organisation at comparable rates

ii) assessed whether there are any differences between why females and males leave your organisation

iii) taken actions to address issues identified.

Please confirm all of the above has taken place?

☒ Yes

- 16.** Is remuneration linked to gender equality outcomes for the following categories of managers?

☒ 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:

☒ Yes

- 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 forms of learning and development in the past 12 months to ensure there is gender equality in accessing learning and development. Please confirm this has occurred by ticking both options below:

- ☒ 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:

All learning and development undertaken by staff is recorded and forms part of their training record. Records are also maintained for specific leadership programs for women such as the Academic Women in Leadership program where analysis takes place with a view to success of the program by tracking career growth for participants. The University also records/tracks details for the Special Studies Program for academic staff and Study and Reimbursement of Fees. The University's new Learning Management System "Discover" will complement existing training records and tracking options and will provide greater flexibility in training delivery to staff on key areas.

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

- ☐ 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.** This prerequisite relates to questions 3, 3.1, 3.2 and 3.3 in your compliance report which you have already answered so no additional responses are required.

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

- ☐ Yes
☒ No

- 22.** This prerequisite partly relates to questions 4 and 4.01 in your compliance report. Additionally, please confirm that your gender remuneration gap analysis has been undertaken on a like-for-like and an organisation-wide basis:

- ☒ Yes

- 23.** Your organisation's gender remuneration gap analysis must include analysis of 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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

As an Enterprise Agreement covers the majority of the University's workforce, where remuneration is prescriptive and equitable, pay gap analysis was again focused on senior staff not covered by the Agreement where the greatest discrepancies can arise.

The University's rigorous promotion process ensures that applicants (assessed by a gender balanced panel with equity representative present) are all moved to the same commencing salary step at the new level if successful. There is no negotiation available in the promotion process for salaries.

- 24.** This prerequisite relates to question 4.1 in your compliance report which you have already answered so, unless you selected "No unexplainable or unjustifiable gaps identified" which requires additional information in question 24(a), no additional responses are required.

24(a). If you selected "No unexplainable or unjustifiable gaps identified" to whether you have taken actions as a result of your gender remuneration gap analysis in your compliance report, please provide details on how you came to this conclusion and why any gaps are explainable or justifiable below:

24.1. Has your organisation conducted leadership and/or career development training as an action to address any gender remuneration gaps identified through your analysis?

☒ Yes

☐ No

- 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

☐ No

- 27.** Has your organisation conducted a formal gender inclusive job evaluation and grading process to ensure jobs are fully and fairly described without gender bias?

☒ Yes

☐ No

- 28.** Has your organisation undertaken a skills evaluation of award-based occupations in your organisation 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 the 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 arrangements¹ 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.

¹ 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.** This prerequisite relates to question 10 in your compliance report which you have already answered so no additional response is required.
- 30.** 30 & 31. Your organisation must provide a minimum of eight weeks employer funded paid parental leave for primary carers who are permanent employees (at full pay). The eligibility period to access your employer funded paid parental leave for primary carers (of eight weeks), and secondary carers must be 12 months or less. Please confirm these provisions are in place:
- ☒ YES, the eligibility period to access eight weeks of employer funded paid parental leave for primary carers, and to access secondary carer's leave, is no more than 12 months. Please provide details on what the eligibility period is:
- 12 months
- 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.** There must be no requirement for a worker to reimburse any portion of their employer funded paid parental leave regardless of whether or not they return from parental leave. Please confirm this is the case:
- ☒ Yes
- 34.** Your organisation must actively encourage men to take parental leave. Please provide details on what is done in this regard:
- The University's Parental Leave booklet promotes parental leave for both males and females and provides examples of partner leave and parental leave as primary carer. The University has specifically included images of males with babies and a targeted example of a male taking parental leave to encourage male staff who take on primary carer responsibilities.
- 35.** This prerequisite relates to question 7 in your compliance report which you have already answered so no additional response is required.
- 36.** This prerequisite relates to questions 11 through to 11.2 in your compliance report which you have already answered so no additional responses are required.
- 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 returning from primary carer's leave. Please confirm this is in place:

☒ Yes

39. Your organisation must track the number of women and men returning from parental leave. Please confirm this occurs:

☒ Yes

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

☒ Yes

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

The number of women and men promoted during parental leave (paid or 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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- 41.** This pre-requisite relates to question 8 in your compliance report which you have already answered so no additional response is required.

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 checked="" type="checkbox"/> Yes <input 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 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.** This prerequisite relates to questions 9 and 9.1 in your compliance report which you have already answered so no additional response is required.

- 45.** This prerequisite relates to question 14 in your compliance report which you have already answered so no additional response is required.
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- 46.** Your organisation must actively promote flexible working arrangements to both women and men. Please provide details of how this is done:

The University's website provides comprehensive information on flexible working options available to both men and women:

<http://www.newcastle.edu.au/current-staff/working-here/benefits-and-conditions/managing-family-responsibilities>

<http://www.newcastle.edu.au/current-staff/working-here/benefits-and-conditions/work-arrangements>

The University's Orientation includes education and awareness around flexible working options.

The University's Employee Value Proposition promotes the organisation as an Employer of Choice and highlights many benefits including flexible working options which are embedded as part of the University's culture.

- 47.** Your organisation must support managers in how to manage flexible working arrangements. Please tick the boxes below to confirm this has taken place in the following ways:

☒ Providing educational materials

☒ Training for all managers

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

The University's dedicated web pages on flexible working ensures Managers are well informed and this information is stored centrally on the web so Managers can receive updated information easily. Due to the high number of employees at the University, a variety of circumstances can arise and the information provided on the web is complemented by tailored advice and training provided by a dedicated Leave Specialist.

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

As mentioned above, a dedicated Leave Specialist has been embedded in the organisation's structure to assist Managers with a range of leave options including flexible working arrangements. In addition to the training and support provided by the Leave Specialist who regularly meets and trains Managers in best practice, HR Business Partners embedded in units/schools, also provide guidance and training to Managers with respect to flexible working options for staff.

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

The HR Support Team and Equity & Diversity Manager also provide advice and support on flexible work options to Managers in a variety of circumstances. Extensive research is also underway as part of the Athena SWAN Pilot including a review of best practices in relation to flexible working arrangements for staff. The positive results from the University's employee engagement survey around flexible work further demonstrates that the organisation's Managers are well-trained and equipped to assist staff with flexible working arrangements.

- 48.** This prerequisite relates to question 12 in your compliance report which you have already answered so no additional response is required.

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 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 details of the date):

A "Your Voice" Survey was conducted in October 2014 with an additional Gender Pulse Survey conducted in September 2015.

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 were included in this organisation's employee survey

☒ Yes, alternative questions to the three above 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 2 - I am able to meet my family responsibilities while still doing what is expected of me at work.

Question 3 - Sexual Harassment is prevented and discouraged.

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):

An Employee engagement survey AND a Pulse Survey.

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 and 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 achieved an agreement threshold above the industry norm for the survey tool used. (Refer to page 24 of the Criteria and 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 industry norm 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: In the text box below, please provide the results of your survey, including the gender breakdown of responses for each of the three questions asked. If an agreement threshold above the industry norm for the survey tool used was achieved, please also include what the industry norm is and the survey tool used. Examples have been provided below so it is clear what information is required to be provided:

Example 1: Number of survey responses is 400 or more:

- 500 survey responses received: 200 female; 300 male

- The level of agreement reached is 74% ('agree': 160 + 'strongly agree': 210 = 370 / 500 (total number of employees) = 74%.

Example 2: Number of survey responses is less than 400:

- 140 survey responses received: 40 female; 100 male.

- Number of employees in workplace is 230; therefore a response rate of 60% of our workforce has been achieved.

Q1. My immediate Supervisor/Manager genuinely supports equality between women and men.

- survey responses received: 1445: 949 F; 496 M (Pulse Survey)
- 832 Female + 375 Male = 1207 (strongly agree/agree)
- level of agreement reached is 83%

Q2. I have the flexibility I need to manage my work and caring responsibilities.

- survey responses received: 2131: 1333 F; 798 M (Your Voice)
- 1026 Female + 558 Male = 1584 (strongly agree/agree)
- level of agreement reached is 74%

Q3. In my organisation, sex-based harassment is not tolerated.

- survey responses received: 2131: 1333 F; 798 M (Your Voice)
- 1159 female + 725 male = 1884 (strongly agree/agree)
- level of agreement reached is 88% survey responses received:

- 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

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

The University was encouraged by the results of the 2014 Your Voice Survey and recognition as "2015 Winner" from the Australian Higher Education Industrial Association (AHEIA) for the highest level of positive change in an Australian University based on Your Voice survey results. The University continues to build upon this work through its participation in the Athena SWAN pilot which has undertaken a comprehensive data extraction and analysis exercise (quantitative and qualitative) with the results from the gender pulse survey used as a framework to shape Pilot activities and inform gender strategies.

- 51.** Has your organisation made the EOCGE citation application (minus confidential remuneration data) available to all your workers?

☒ 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. This prerequisite relates to question 16 in your compliance report which you have already answered so no additional response is required.

53. For employers that indicated in question 16 of the compliance questionnaire that sex-based harassment and discrimination (SBH) prevention is covered in a workplace agreement, you must confirm that a SBH grievance process is in place in your organisation:

☐ Yes, a SBH grievance process is in place

☒ Not applicable because our organisation's grievance process is contained in a SBH policy and/or strategy

54. This prerequisite relates to question 17 in your compliance report which you have already answered so no additional response is required.

54.1. 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Video presentations	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

54.2. If you have answered 'No' to the training options in question 54.1, 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):

- 55.** 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

55.1. 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No

55.2. If you have answered 'No' to the training options in question 55.1, please provide details on the ways 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) :

- 56.** Your organisation must not have had a 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:

☒ Yes

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%.

- 57.** This prerequisite relates to questions 2 through to 2.2 in your compliance report which you have already answered so no additional responses are required.

57.1. Where your organisation has control over other governing bodies/boards and has control over appointments to those governing bodies/boards, do you set numerical targets to improve the representation of women?

- ☐ Yes
- ☐ This is not required as the representation of women in these governing bodies/boards is at least 40%
- ☒ Not applicable because this organisation does not have control over other governing bodies/boards
- ☐ Not applicable because this organisation does not have control over appointments to the other governing body/board appointments over which it has control

- 58.** Your organisation must have set numerical targets that include timeframes to improve the representation of women in management. 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, eg KMP?	% Target?	Year target to be reached?
1	Professional Staff *Target reached.	50	2015
2	Academic Staff	40	2020
3			
4			

59. Your organisation must track and communicate its progress towards achieving targets to improve the representation of women in management in the following ways. Please tick the boxes to confirm this occurs:

☒ Tracking progress internally

☒ Reporting to the governing body/board and key management personnel.

☐ This is not required as the representation of women across all levels of management is at least 40% as outlined in question 58

59.1. Does your organisation evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management in either of the following ways (select one option):

☐ Tracking progress and reporting internally to the governing body/board and key management personnel?

☒ Tracking progress and reporting internally to the governing body/board and key management personnel and workforce, and reporting externally?

☐ This is not required as the representation of women across all levels of management is at least 40% as outlined in question 58.

60. Where there is an under-representation of women in non-manager areas (less than 40%), has your organisation set numerical targets (that include timeframes) to improve the representation of women?

If a target has not been set because you have gender balance in all non-manager areas (40% or greater), no response is required, please proceed to question 61.

☒ Yes

☐ No

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

	Area where target set, eg truck drivers?	% Target?	Year target is to be reached?
1	Academic Women - Senior Lecturer to Associate Professor (Level C/D)	46	2020
2	Academic Women - Professor (Level E)	30	2020
3	Academic Women - Assoc. Lecturer to Lecturer (Level A/B) *No target set as greater equity as these levels than senior levels above.	0	
4			

61. Your organisation must set gender representation targets for internal recruitment and external recruitment shortlists (for managers and/or non-managers). Please confirm this has occurred:

☒ Yes, targets have been set

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

61(a). In the table below please provide details of what the target is and what year it is to be reached (please note the '% target' field is mandatory. If you do not have a target please enter the number zero [0]).

	Managers		Non-managers	
	% Target?	Year to be reached?	% Target?	Year to be reached?
Internal recruitment short-lists	50	2017	50	2017
External recruitment short-lists	50	2017	50	2017

61(b). Has your organisation set gender representation targets for any of the following? Please complete the table below with the details of what the target is and what year it is to be reached (please note the '% target' field is mandatory. If you do not have a target please enter the number zero [0]).

	Managers		Non-managers	
	% Target?	Year to be reached?	% Target?	Year to be reached?
Talent identification lists	50	2018	50	2018
Succession plans	50	2018	50	2018
Career development and leadership training	50	2017	50	2017
Retention	50	2018	50	2018

Outstanding initiatives and/or innovation

WGEA invites you to voluntarily 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.

Please refer to Question 18 of the Compliance report (Appendix 1) where initiatives to advance gender equity outcomes have been highlighted.

Appendix 1 – Copy of 2015-16 public report

2015-16 public report form submitted by The University of Newcastle to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	The University of Newcastle
	ABN	15736576735
	ANZSIC	8102 Higher Education
Organisation details	Trading name/s	University of Newcastle
	ASX code (if relevant)	
	Postal address	University Drive CALLAGHAN NSW 2308 AUSTRALIA
	Organisation phone number	0249215248
Reporting structure	Number of employees covered in this report submission	5,603
	Other organisations reported on in this report	

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	1	0	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	4	4
		Full-time contract	1	4	5
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	1	1	2
		Full-time contract	1	1	2

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	0	0	0
		Full-time contract	3	0	3
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	4	17	21
		Full-time contract	8	4	12
		Part-time permanent	0	0	0
		Part-time contract	0	1	1
		Casual	0	0	0
	-3	Full-time permanent	0	3	3
		Full-time contract	1	0	1

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-1	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	11	5	16
		Full-time contract	2	3	5
		Part-time permanent	0	0	0
		Part-time contract	0	1	1
		Casual	0	0	0
	-3	Full-time permanent	11	13	24
		Full-time contract	2	5	7

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	4	4
		Full-time contract	0	2	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-2	Full-time permanent	13	9	22
		Full-time contract	5	3	8
		Part-time permanent	5	0	5
		Part-time contract	1	4	5
		Casual	0	0	0
	-3	Full-time permanent	64	131	195
		Full-time contract	6	16	22

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	8	5	13
		Part-time contract	4	14	18
		Casual	0	1	1
	-4	Full-time permanent	21	39	60
		Full-time contract	4	14	18
		Part-time permanent	2	0	2
		Part-time contract	4	3	7
		Casual	0	0	0
	-5	Full-time permanent	2	5	7
		Full-time contract	0	2	2
		Part-time permanent	0	0	0
		Part-time contract	1	1	2
		Casual	0	0	0
	-6	Full-time permanent	0	0	0
		Full-time contract	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	0	0	0
		Part-time contract	1	0	1
		Casual	0	0	0
Grand total: all managers			189	316	505

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	485	384	0	0	0	0	869
	Full-time contract	207	218	0	0	0	0	425
	Part-time permanent	134	26	0	0	0	0	160
	Part-time contract	275	93	0	0	0	0	368
	Casual	812	581	0	0	0	0	1,393
Technicians and trade	Full-time permanent	33	30	0	0	0	0	63
	Full-time contract	8	13	0	0	0	0	21
	Part-time permanent	9	2	0	0	0	0	11
	Part-time contract	13	3	0	0	0	0	16
	Casual	41	51	0	0	0	0	92
Community and personal service	Full-time permanent	8	15	0	0	0	0	23
	Full-time contract	2	3	0	0	0	0	5
	Part-time permanent	9	0	0	0	0	0	9

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	
	Part-time contract	61	37	0	0	0	0	98
	Casual	162	91	0	0	0	0	253
Clerical and administrative	Full-time permanent	171	23	0	0	0	0	194
	Full-time contract	110	25	0	0	0	0	135
	Part-time permanent	90	6	0	0	0	0	96
	Part-time contract	114	16	0	0	0	0	130
	Casual	434	227	0	0	0	0	661
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	2	0	0	0	0	2
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	1	7	0	0	0	0	8
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	1	0	0	0	0	1

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	
	Part-time contract	0	0	0	0	0	0	0
	Casual	1	6	0	0	0	0	7
Labourers	Full-time permanent	0	7	0	0	0	0	7
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	1	0	0	0	0	1
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	33	16	0	0	0	0	49
Grand total: all non-managers		3,214	1,884	0	0	0	0	5,098

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

☒ Yes (you can select policy and/or strategy options)

☒ Standalone policy

☐ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.2 Retention?

☒ Yes (you can select policy and/or strategy options)

☐ Standalone policy

☒ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.3 Performance management processes?

☒ Yes (you can select policy and/or strategy options)

☐ Standalone policy

☒ Policy is contained within another policy

☐ Standalone strategy

- ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.4 Promotions?

- ☒ Yes (you can select policy and/or strategy options)
 - ☒ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.5 Talent identification/identification of high potentials?

- ☒ Yes (you can select policy and/or strategy options)
 - ☒ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.6 Succession planning?

- ☒ Yes (you can select policy and/or strategy options)
 - ☒ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No

- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.7 Training and development?

- ☒ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.8 Resignations?

- ☒ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- ☒ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff

- ☐ No, don't have expertise
- ☐ No, not a priority

1.10 Gender equality overall?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
- ☐ Policy is contained within another policy
- ☐ Standalone strategy
- ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

Each Faculty has a Gender Equity Plan to support implementation of gender targets. These Plans/Committees also support and align with the goals and deliverables for the Athena SWAN pilot program which promotes gender equity principles and focuses on increasing the number of women in the STEMM disciplines.

"NeW Futures" Strategic Plan 2016-2015 includes a commitment to equity and social justice with a target to increase the number of women in senior leadership roles.

1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	40	45	2839	1916

1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

('Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

No cell should be left blank, please enter '0' (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	7	20	11	15
Permanent/ongoing part-time employees	0	0	0	0
Fixed-term contract full-time employees	1	3	4	0
Fixed-term contract part-time employees	0	0	3	0
Casual employees	0	0	0	0

1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).

('Resigned' refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

No cell should be left blank, please enter '0' (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	12	5	32	26
Permanent/ongoing part-time employees	0	2	10	2
Fixed-term contract full-time employees	3	4	28	26
Fixed-term contract part-time employees	1	1	40	9

	Managers		Non-managers	
	Female	Male	Female	Male
Casual employees	0	0	8	9

1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

2 Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”.) For the purposes of reporting under the Act, this question relates to the ultimate or ‘highest’ governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.

- o For private or publicly listed companies, you will have one or more directors or a board of directors.
- o For trusts, the trustee is the governing body/board.
- o For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.
- o For organisations whose governing body/board is the same as their parent entity’s governing body/board, it is still deemed to have a governing body/board.
- o For religious structures, you may have a canonical advisor, bishop or archbishop.
- o For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

2.1 Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation’s governing body/board is the same as your parent entity’s governing body/board, you will need to enter your organisation’s name but the details of your parent entity’s governing body/board in the table below.

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board	Year to be reached
		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1-100)	(in YYYY format; if no target has been set, leave blank)
01	University Council	0	1	6	8	0	
02							
03							
04							
05							
06							
07							
08							
09							
10							
11							
12							
13							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board	Year to be reached
		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1-100)	(in YYYY format; if no target has been set, leave blank)
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board	Year to be reached
		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1-100)	(in YYYY format; if no target has been set, leave blank)
27							
28							
29							
30							

2.2 If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below:

- ☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
- ☐ Currently under development
- ☐ Insufficient human resources staff
- ☐ Don't have expertise
- ☒ Do not have control over governing body/board appointments (provide details why):

This process is governed by the University of Newcastle By-law

- ☐ Not a priority
- ☐ Other (provide details):

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

- ☐ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
- ☐ Policy is contained within another policy
- ☐ Standalone strategy
- ☐ Strategy is contained within another strategy
- ☐ No

- ☐ No, in place for some governing bodies/boards
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☒ No, do not have control over governing body/board appointments (provide details why):
This process is governed by a By-law.
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

2.4 Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).

Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are "Other executives/General managers"				
Equity partners who are "Senior managers"				
Equity partners who are "Other managers"				

2.5 Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

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

☒ Yes (you can select policy and/or strategy options)

☐ Standalone policy

☒ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, salaries set by awards or industrial agreements

☐ No, non-award employees paid market rate

☐ No, not a priority

☐ No, other (provide details):

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

☒ Yes (provide details in questions 3.2 and/or 3.3 below)

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, salaries set by awards or industrial agreements

☐ No, non-award employees are paid market rate

☐ No, not a priority

☐ No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

☐ 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 (Please provide details in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:

The University continues to use Mercer Job Evaluation methodology for all new roles and a points system for Market loadings for senior staff which supports women in the negotiation process and mitigates opportunities for unintentional gender bias. An evaluation of commencing step levels by gender was also undertaken and the recruitment process updated to ensure an equitable approach.

4 Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)

☒ Yes. When was the most recent gender remuneration gap analysis 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

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, 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)

☐ No, 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)

☐ No, non-award employees are paid market rate

☐ No, not a priority

☐ No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below:

As the majority of the University's staff are covered by an Enterprise Agreement which is highly prescriptive and equitable in nature, attention has again been focused on salaries of senior staff on a like for like and organisational wide basis where the greatest discrepancies may arise. An Executive and Senior Staff Remuneration Review pay analysis was undertaken based on gender and positioning relevant to Market with a view to adjusting recommended increases (based on merit) to ensure the organisation was not perpetuating the gender pay gap.

4.1 Were any actions taken as a result of your gender remuneration gap analysis?

☒ Yes - please indicate what actions were taken (more than one option can be selected):

- ☐ 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/board
- ☐ 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
- ☐ No unexplainable or unjustifiable gaps identified
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, salaries set by awards or industrial agreements
- ☐ No, non-award employees are paid market rate
- ☐ No, unable to address cause/s of gaps (provide details why):

- ☐ No, not a priority
- ☐ No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below:

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

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, 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

☐ No, currently being considered

☐ No, insufficient human resources staff

☐ No, government scheme is sufficient

☐ No, don't know how to implement

☐ No, not a priority

☐ No, other (provide details):

5.1 Please indicate the MINIMUM number of weeks of EMPLOYER FUNDED paid parental leave that is provided for primary carers.

26

Optional: If you wish to provide additional details on the eligibility period/s and the maximum number of paid parental leave offered to primary carers, please do so below:

5.1a What is the eligibility period for employees to access the MINIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MINIMUM amount - in months)?

12

5.1b If you offer different amounts of employer funded paid parental leave, what is the MAXIMUM number of weeks of employer funded paid parental leave that is provided for primary carers (in weeks)?

5.1c What is the eligibility period for employees to access the MAXIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MAXIMUM amount – in months)?

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. For example, if ALL employees have access to employer funded paid parental leave for PRIMARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

You may enter a number that represents the actual percentage of employees, or round the number to the nearest 10th percentile, e.g. if 23.4% enter 20; if 45.7% enter 50).

	Primary carer's leave
Percentage:	56.1

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

☒ Yes, one week or greater (please go to 6.1)

☐ Yes, less than one week (please go to 6.2)

☐ No

☐ No, currently being considered

☐ No, insufficient human resources staff

☐ No, government scheme is sufficient

☐ No, don't know how to implement

☐ No, not a priority

☐ No, other (provide details):

6.1 Please indicate the number of weeks of employer funded paid parental leave that is provided for secondary carers.

2

6.3 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. For example, if ALL employees have access to employer funded paid parental leave for SECONDARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

Please enter a whole number that represents the percentage of employees to the nearest 10th percentile, (e.g. if 23.4% enter 20; if 45.7% enter 50).

	Secondary carer's leave
Percentage:	56.1

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?

No cell should be left blank, please enter '0' (zero) where there is no data.

	Primary carer's leave	Secondary carer's leave
--	-----------------------	-------------------------

	Female	Male	Female	Male
Managers	5	0	0	2
Non-managers	134	1	2	27

8 Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).

This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

No cell should be left blank, please enter '0' (zero) where there is no data.

	Female	Male
Managers	0	0
Non-managers	3	0

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

☒ Yes (you can select policy and/or strategy options)

☐ Standalone policy

☐ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, don't offer flexible arrangements

☐ No, not a priority

☐ No, 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/board

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

☒ Yes (you can select policy and/or strategy options)

☒ Standalone policy

☐ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

11 Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?

☒ Yes

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

11.1 Please indicate what measures are in place and if they are available at all worksites (where only one worksite exists, for example a head-office, please 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

11.2 Please provide details of any other non-leave based measures that are in place and whether they are available at all worksites.

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

- ☒ Yes (you can select policy and/or strategy options)
 - ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, included in workplace agreement
- ☐ No, not aware of the need
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (please provide details):

13 Other than a policy and/or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- ☒ Yes - please indicate the type of measures in place (more than one option can be selected):
 - ☒ 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
- ☒ Provide 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
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, not aware of the need
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

Staff at UON are encouraged to discuss flexible working hours with their Supervisor at the local level with a view to finding a solution that will be mutually beneficial to the individual and the needs of the business.

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- ☐ Currently under development
- ☐ Insufficient human resources staff
- ☐ Don't have expertise
- ☐ Not a priority
- ☐ Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:

Gender equality indicator 5: Consultation with 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

☐ No, not needed (provide details why):

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

☒ Survey

☒ Consultative committee or group

☒ Focus groups

☒ Exit interviews

☐ Performance discussions

☐ Other (provide details):

15.2 Please indicate what categories of employees you consulted.

☒ 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 Should you wish to provide additional information on any of your responses under gender equality indicator 5, please do so below:

A Gender Survey was run for all staff to provide greater detail and clarity around issues relating to gender equity at the University. This information has been evaluated and grouped into themes to assist with current and future strategies and will also support the work around the Athena SWAN pilot.

Gender equality indicator 6: Sex-based harassment and discrimination

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

☒ Yes (you can select policy and/or strategy options)

☒ Standalone policy

☐ Policy is contained within another policy

☐ Standalone strategy

☐ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

☒ Yes

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

☒ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

☒ At induction

☐ At least annually

☒ Every one-to-two years

☐ Every three years or more

☐ Varies across business units

☐ Other (provide details):

- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below:

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

The University's institutional strategic plan, "NeW Futures" 2016-2025 (launched in early 2016) is based on values of equity and social justice and seeks to be recognised for the diversity of its workforce. As part of this plan, the University has strategies in place to address the under-representation of senior academic women and has recently applied to the Anti-Discrimination Board to target women only positions. The first use of this flexibility has been the recent advertisement of a "Women in Science" Chair.

As part of its commitment to gender equity, the University successfully applied to be in the first tranche of the Athena SWAN Pilot in Australia which seeks to address the under-representation of women in the STEMM disciplines. This was recognition of the University's diversity maturity and capacity to make further improvements in gender equity. A Self-Assessment Team and core working group has been established to drive the outcomes of the Pilot.

The University held several events to celebrate International Women's Day including a well-attended morning tea with guest speaker, Professor Penny Jane Burke, Director, Centre of Excellence for Equity in Higher Education and Global Innovation Chair of Equity. The University also sponsored a corporate table at the International Women's Day breakfast at West Leagues Club and was again the major sponsor for the Hunter Diversity Awards.

The University held its successful Academic Women in Leadership (AWIL) program from February to November 2015 with 19 delegates. In addition to the program, the University also ran a networking and Alumni group on how to navigate careers and facilitate opportunities to network.

The University continues to have strong representation of senior professional women (55%) which greatly exceeds the 2015 target of 35% set by the University in 2011. Academic women comprise 51% of the total academic workforce, 46% of the total fixed term and ongoing workforce and 56% of the casual academic workforce. The University has strategies in place to achieve gender equity with academic leaders and continues to benchmark across the sector. Women represent 61% of the University's total workforce.

Note: GE Indicator 4

100% Fixed Term and Ongoing staff have access to Employer Funded Parental Leave (provided eligibility criteria met).

80.5% Fixed Term and Ongoing staff eligible as at query date.

Eligibility

62.11 A staff member other than a current casual

- i) who has had employment with the University for a period of 12 months or more at the date of birth or adoption/fostering, will be eligible for paid parental leave as defined in this clause; or
- ii) who has less than 12 months employment with the University at the date of birth or adoption/fostering will be eligible for parental leave without pay for a period of 52 weeks.

62.12 A casual staff member who is employed by the University immediately prior to the taking of leave will be eligible for parental leave for a period of up to 52 weeks .

62.13 A staff member employed on a fixed-term or contingent contract of employment will cease to have an entitlement to parental leave upon the expiration of the contract.

62.14 A staff member who is on leave without pay (other than parental leave without pay) is not eligible for parental leave for the duration of the leave without pay. Eligibility for any paid leave entitlements will be assessed and may be applicable on a pro-rata basis. If the staff member's scheduled return from leave without pay is within 26 weeks after the birth or date of adoption/fostering.

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 60.7% females and 39.3% males.

Promotions

2. 40.6% of employees awarded promotions were women and 59.4% were men
 - i. 25.8% of all manager promotions were awarded to women
 - ii. 54.5% of all non-manager promotions were awarded to women.
3. 16.9% of your workforce was part-time and 4.7% of promotions were awarded to part-time employees.

Resignations

4. 61.5% of employees who resigned were women and 38.5% were men
 - i. 57.1% of all managers who resigned were women
 - ii. 62.1% of all non-managers who resigned were women.
5. 16.9% of your workforce was part-time and 29.8% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 2.1% of all women who utilised parental leave and ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave and ceased employment before returning to work
- iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 1.8% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations	National Tertiary Education Industry Union
	Community & Public Section Union

CEO sign off confirmation

Name of CEO or equivalent	Professor Caroline McMillen
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Confirmation CEO has signed the report	Yes
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CEO Signature:	Date:
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