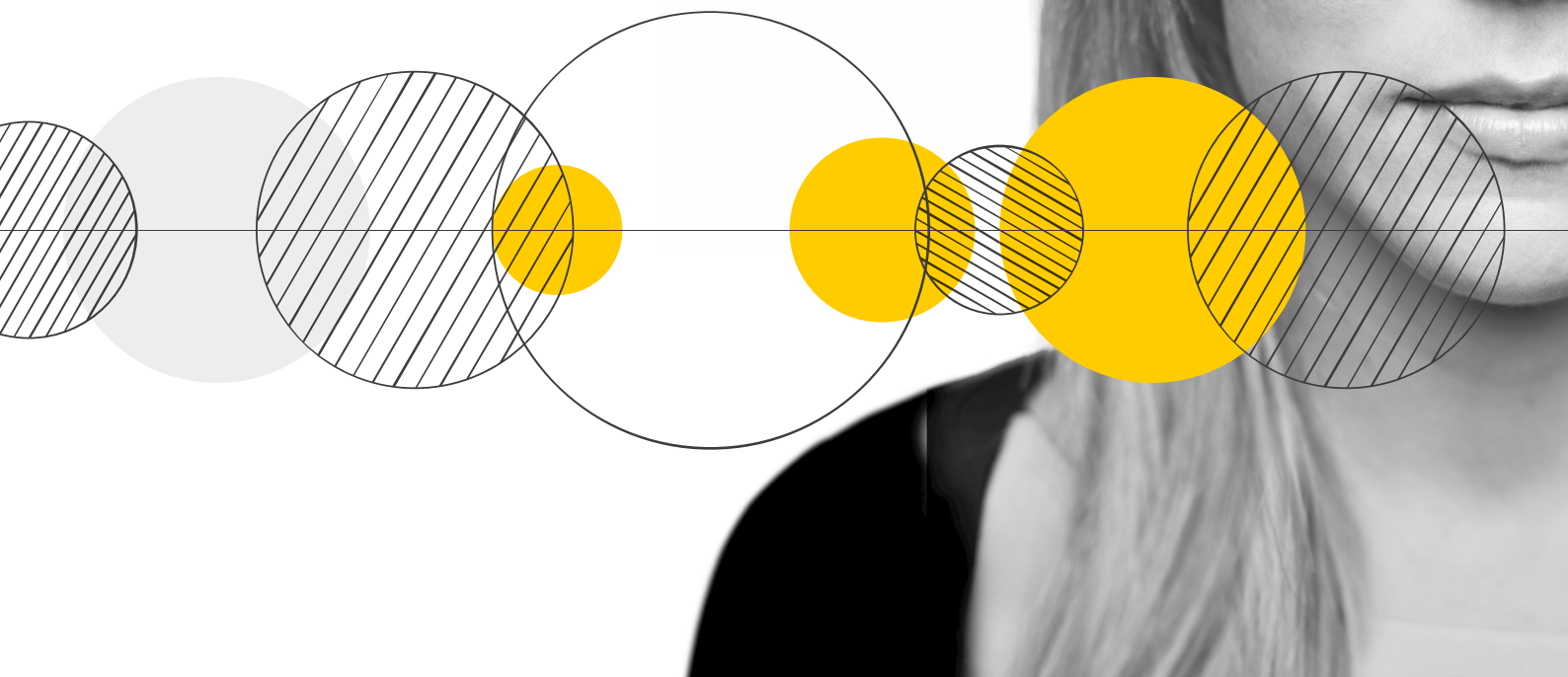# 2018-19 Application

WGEA Employer of Choice for Gender Equality

Griffith University

Introduction

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

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

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

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

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

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

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

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

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

Criterion 1

Leadership, accountability and focus

Overview

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

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

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

Leadership	Leaders believe in, advocate for and role model gender equality and must set clear expectations for others to follow**.**
Accountability	Accountability is embedded throughout the organisation. Results are often most effectively achieved when accountability is linked directly to remuneration outcomes.
Focus	Gender equality is recognised as a priority within an organisation's overall operational strategy. Gender equality initiatives and desired outcomes are clearly articulated, measured and reported.

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

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

Please confirm these are in place:

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

1.1. Does your organisation have a formal policy and/or formal strategy in place that supports gender equality in relation to key performance indicators for the following?
☐ Key management personnel
☒ Other managers
☒ Other (please indicate)

Griffith University Strategic Plan, 2018-2019:
- At least 45% of level D (Associate Professor) and E (Professor) academic staff to be female.
- At least 50% of all University's Senior Administrators (HEW 10 and above) to be female.

Research and Innovation Plan, 2017-2020:
- 50% of Research Centre and Institute Directors to be female.
- 50% of research intensive staff to be female.

Griffith University Athena SWAN Action Plan, 2018-2022
- In the Science Group, ensure women represent 30% of those on appointment (selection) panels; and ensure women represent 30% of shortlisted candidates.
- In the Health Group ensure women represent 50% of academic staff shortlists, particularly in Level D and E appointments and Dentistry and Oral Health, Medicine and Medical Sciences.
- In Corporate Services, senior staff shortlists (HEW 10 and above) will comprise 50% women.

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

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

2.1. Please provide details on how this occurs:

Position descriptions feature the following statements "Griffith is committed to diversity and inclusion for people from all backgrounds and identities and committed to the recognition, values and contribution of the First People of this nation. Griffith offers professional development opportunities to support employees in their career progression and offers an excellent working environment that supports flexible working arrangements."

Griffith University job ads state that Griffith "values diversity, inclusion and flexibility and we encourage Aboriginal and Torres Strait Islander, and people of all backgrounds to apply. Griffith's strategic goals are to also increase the proportion of women in senior academic and administrative roles and in Science, Technology, Engineering, Mathematics and Medicine (STEMM)."

The Sciences Group Pro Vice Chancellor has just approved the following statement for advertisements "Female applicants are particularly encouraged to apply and while this position is advertised as full time, a fractional appointment with flexible working can be negotiated."

Flexibility provisions are in Griffith's Enterprise Agreements including manager responsibilities, for example, "An employee covered by this Agreement may request the University to agree to make an individual flexibility arrangement to vary the effect of the term of the Agreement, provided that:

a) the arrangement is about the variation to clause 27 Recreation leave of the Agreement so that the employee may take additional recreation leave as under the Flexible Work Year scheme;

b) this arrangement meets the genuine needs of the University and the employee; and

c) the arrangement is genuinely agreed to by the University and the individual employee. and "As there is an ongoing requirement to operate more flexibly, staff members and supervisors are encouraged to participate in flexible hours arrangements where possible, under the provisions of this clause." and "All reasonable requests by either the supervisor or the employee for additional flexibility or for changes to a variable hours arrangement should be given reasonable consideration."

Our People Plan 2017-2020 commits to delivering "flexible career pathways and work arrangements that address both individual and organisational needs" with accountability assigned to Executive Group staff members.

The Equity, Diversity and Inclusion Plan, 2018-2019 states "The University also commits to increasing leaders' accountabilities for improving workplace flexibility".

The Equity, Diversity and Inclusion policy states "The University undertakes to promote and support equity in all its activities, by providing workplace flexibility and supporting workers with family and other carer responsibilities".

Professional development provides guidance on workplace flexibility to all staff (including managers) (for example, reasonable adjustments for carers, National Employment Standards).

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

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

Equity Committee

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

Deputy Vice Chancellor (Engagement)

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

Deputy Vice Chancellor (Academic), Pro Vice Chancellor and Head Logan Campus, Senior Deputy Vice Chancellor or nominee, Vice President (Corporate Services or nominee, Pro Vice Chancellor (Arts, Education and Law) or nominee, Pro Vice Chancellor (Business) or nominee, Pro Vice Chancellor (Sciences) or nominee, Pro Vice Chancellor (Health) or nominee,   Pro Vice Chancellor (International), Chairperson, Aboriginal and Torres Strait Islander Advisory Committee, Head GUMURRII Student Support Unit, One member of Council appointed by Council, Four student members, one academic staff representative of the Griffith University Branch of the NTEU, one representative nominated jointly by Unions representing General Staff, additional co-opted members: Director Student Services, Manager Student Diversity and Inclusion, Disability Advisory Committee Chair, Director Interfaith and Cultural Dialogue, Chair Ally Network/Griffith Pride Working Party, Director Griffith Graduate Research School and Senior Consultant (Equity and Inclusion) Strategy and Innovation.

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

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

On September 19, 2018, the Vice Chancellor made the following statement via the all staff email:

"Dear Colleagues

I am pleased to announce that Council recently approved the Equity, Diversity and Inclusion Plan, 2018-2019. This Plan complements our Griffith Athena SWAN Action Plan, 2018-2022, Our People Plan, 2017-2020 and our Equity, Diversity and Inclusion policy to continue to promote equity, diversity and inclusion as central to our values and success.

Our plans and policies include our commitment to gender equality across the employee lifecycle (for example recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning, training and development, workplace flexibility and pay equity). Groups and organisational elements are addressing gender equity through their own plans and committees, and I commend them for their important work.

In addition to our new strategies and policies, some recent achievements include:

- Griffith being shortlisted in the Women in Technology Corporate Employer of Choice award;

- appointing a Women in STEMM Coordinator to oversee the implementation of our Griffith Athena SWAN Action Plan, 2018-2022;

- improvements in Parental Leave entitlements in our proposed new Enterprise Agreements;

- Executive Group professional development on unconscious bias in selection decisions;

- dashboards that provide easy access to gender equity staff data;

- development of a draft Leadership Capability Framework that embeds equity, diversity and inclusion as a core capability for all staff;

- It's on all of Us Week – and actions coming out of the Griffith Safe Campuses Taskforce; and

- including the Celebrating Griffith University's Remarkable Women video in our recruitment packages.

These achievements add to our longer-standing work in programs such as the Women in Leadership Program, Leneen Forde Future Leaders Program and Women-Only Promotions information sessions.

I am proud to support these initiatives to promote women's careers and gender equality at Griffith University.

Ian O'Connor AC"

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

On 22 February, 2019, the Vice Chancellor sent an all staff email stating:

"Dear Colleagues

I am delighted to announce that Griffith University has yet again achieved the Employer of Choice for Gender Equality citation. We have been awarded an Employer of Choice citation every year since 2001.

Thank you to all staff who have contributed to this outstanding achievement, which reflects our ongoing efforts to improve workplace gender equity. We are also proud of the outcomes of our Women in

Leadership and Leneen Forde Future Leaders Programs.

This year, aligned with our commitment to continuously improve, we look forward to further refining our strategies, policies and practice as we also engage in important strategic initiatives such as:

- The SAGE Pilot of Athena SWAN Bronze application and associated four year action plan (improving gender equity and gender diversity in science, technology, engineering, mathematics and medicine [STEMM]);
- Safe Campuses Taskforce; and
- new Equity, Diversity and Inclusion Plan.

International Women's Day on March 8 will provide an opportunity for the Griffith community to celebrate our achievements with events at the Gold Coast and Nathan campuses (see Griffith News Online for details).

Ian O'Connor AC"

The September all staff email featured in 4.1 stated "I am proud to support these initiatives to promote women's careers and gender equality at Griffith University."

Ian O'Connor AC"

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

A number of external statements have been made by our Vice Chancellor and members of our governing body (Council) on their commitment to gender equality in the last 12 months:

Griffith University's "Celebrating Griffith's Remarkable Women" video features on our external jobs sites (for example, Griffith University, LinkedIn, SEEK) and the Workplace Equity, Diversity and Inclusion page. The video features members of our Council stating their, and the University's commitment to gender equality: "Being an Employer of Choice means that the University is committed to a culture which is inclusive, which values difference, which recognises that women have a real contribution to make, whether that contribution is in an academic field or in an administrative field, women have an opportunity in this University to participate fully in the governing and decision-making structures of the University." (Rachel Hunter DUniv Deputy Chancellor). "I believe Griffith has outstanding opportunities for women in leadership and giving them the opportunities to aspire to leadership."(Rhonda White AO, DUniv, inaugural Pro Chancellor). "Over the past decade we have seen larger numbers of women moving into management and leadership positions in the University. That's not been by accident, the University has a very deliberate strategy aimed at ensuring participation by women in management and leadership roles ... I think role models are very important for all of us. I think for women, seeing women in senior roles in their universities talks to an aspiration they may have and it lets young women talk to an aspiration they may have and it lets young women, particularly, know that aspiration can be achieved (Rachel Hunter DUniv Deputy Chancellor). University staff have posted and liked the video on LinkedIn, including a comment from our Deputy Vice-Chancellor (Engagement) "Griffith University demonstrates its remarkable commitment to equity and its values of social justice in the decisions it make every day. Our commitment to gender equity is sustained, universal, authentic and celebrated. I am pleased and proud to support our remarkable women in explaining this." Another Professor commented "Griffith University is such a supportive institute to work for. Check out all the inspiring Griffith women in this video." Professor Kathy Andrews. To see the video, go to: https://drive.google.com/file/d/1TAOOH4rodipuaptqb9uS8-s49Dq88U2y/view

In Griffith awarding Elizabeth Broderick an Honorary Doctorate in 2018, the Vice Chancellor stated " I'm proud to say that Griffith University has a long-standing and widely acknowledged commitment to gender equality with many strategies in place to support the status and success of our staff and students. In this capacity, we continue to be informed and inspired by leaders in the field such as Ms Broderick, Australia's longest standing Sex Discrimination Commissioner her record includes the delivery of major initiatives spanning complex political, social and administrative environments. The impact of these initiatives has been felt across government, business, professional services, the military and community sectors and the university sector. Ms Broderick has enabled positive outcomes in a diverse range of areas including Australia's paid parental leave scheme, regulatory changes to increase the number of women at the decision making levels, elevating the voices of women in marginalised communities, establishing and convening the globally recognised Male Champions of Change strategy which enlists male leaders to tackle gender inequality in the workplace ... Informed by the example of people such as Ms Broderick, Griffith University is committed to setting its own example as a leader in this space. Chancellor, it is fitting that I commmend Ms Elizabeth Broderick AO for admission to the degree of Doctor of the University for her services to the community in the areas of gender equity and women in leadership."

Griffith sponsored the Queensland Government's Women on Boards event with a number of senior Griffith women attending. A video released as part of the event (and now on the government website) features the Vice Chancellor. In the video the Vice Chancellor states "For a board to be effective it has to seriously consider the issues before it. It has to be prepared to address them for a range of different perspectives. In that context you need a range of skills a range of discipline backgrounds and you need a range of genders and ethnicities." For more information see: https://events.premiers.qld.gov.au/inspire-and-inform/

The Vice Chancellor has made an externally available video statement on the Griffith Safe Campuses website: "As Vice Chancellor of Griffith University I'm committed to ensuring our staff and students can study and work in a safe and inclusive environment. An environment where everyone can feel valued and respected. I believe this should be a shared commitment across our Griffith community. We create this sense of community through our own words and actions, how we relate to each other, how we look out for one another. We've always taken a strong stand about respectful behaviour on campuses. Our student Charter and our Staff code of Conduct reflect this. We want students and staff to feel safe and to be safe, but the world is not perfect. Things can go wrong. We want people to feel empowered to speak up and speak out when unwelcome behaviour or remarks do occur. Along with other Universities across Australia we've embraced the Respect. Now. Always. Campaign that draws our collective attention to maintaining a safe and welcoming campus. The very nature of it being a shared responsibility means that there are several things every individual can do. Foremost, reflect on your own behaviours. Ask ourselves, am I treating others the way I'd like to be treated with the same kind of respect I would want extended to me. It is a simple but powerful personal philosophy. If you're the target of unwelcome sexual or other forms of attention, there are staff at Griffith who can help you. I hope you all take a moment to look through the resources and the contacts that are available on our website. Familiairise yourself with the support available so that you will know where to refer friends or colleagues to if they need this information. Our university aims to continue to be safe and supportive for everyone. With your assistance and awareness we will continue to show respect to each other now and always."

One of the Vice-Chancellor's statements on Workplace Equity, Diversity and Inclusion website says: "Equity has always been part of our ethos as a University and as an employer. We aim to be a University where people want to work. This requires practices and policies to build a work environment which reflects the diversity of Australian society and where people and performance are valued."

Professor Ian O'Connor, Vice Chancellor and President.

The VC also makes statements on the Workplace Equity, Diversity and Inclusion site on pay equity and workplace flexibility.

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:

The following is on Griffith's Workplace Equity Diversity and Inclusion website:

The Vice Chancellor, Professor Ian O'Connor, is a WGEA Pay Equity Ambassador and each year HR conduct a gender pay equity analysis which then informs our actions/strategy.

Pay Equity Ambassador Statement

"I recognise gender bias can creep into performance, talent development and pay decisions to create like for like gender pay gaps.That's why we analyse and monitor our talent management data, including pay, by gender and take action. I also set the expectation among people managers that they address gender bias in their decision making. I do this because we know we can't attract and retain the best people and improve workplace productivity if there's any unfairness or perception of unfairness in our workplaces. I encourage all business leaders to take the first step. Equal pay is in your hands." - Professor Ian O'Connor.

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

The Vice Chancellor has the following statement on the Griffith workplace equity, diversity and inclusion website:

"At Griffith we proudly have a range of informal and formal workplace flexibility options available for all genders. We recognise that workplace flexibility may be required for a range of reasons (for example, carer responsibilities, disability, work/life balance) and is key to attracting, retaining and advancing talented staff." - Professor Ian O'Connor, Vice Chancellor and President.

This is then followed with links to a range of flexibility options, resources and support.

In the latest round of Enterprise Bargaining the VC has led decisions to improve (increased paid) parental leave and domestic violence provisions.

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

In the past 12 months, the VC has supported members of the University Executive and senior management to access flexible arrangements and leave, to enable them, for example, to support and care for family members as required. The VC worked from differing non-Griffith locations (and used technologies) to accommodate family responsibilities.

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

The Vice Chancellor is directly involved in our

- Leneen Forde Future Leaders Program;

- Women in Leadership Program;

- Safe Campuses initiative (for example, providing detailed video statement to the University community and involvement with Universities Australia in the Respect.Now.Always. initiatives). In the video the Vice Chancellor states: "As Vice Chancellor of Griffith University I'm committed to ensuring our staff and students can study and work in a safe and inclusive environment. An environment where everyone can feel values and respected. I believe this should be a shared commitment across our Griffith community. We create this sense of community through our own words and actions, how we relate to each other, how we look out for one another. We've always taken a strong stand about respectful behaviour on campuses. Our student Charter and our Staff code of Conduct reflect this. We want students and staff to feel safe and to be safe, but the world is not perfect. Things can go wrong. We want people to feel empowered to speak up and speak out when unwelcome behaviour or remarks do occur. Along with other Universities across Australia we've embraced the Respect. Now. Always. Campaign that draws our collective attention to maintaining a safe and welcoming campus. The very nature of it being a shared responsibility means that there are several things every individual can do. Foremost, reflect on your own behaviours. Ask ourselves, am I treating others the way I'd like to be treated with the same kind of respect I would

want extended to me. It is a simple but powerful personal philosophy. If you're the target of unwelcome sexual or other forms of attention, there are staff at Griffith who can help you. I hope you all take a moment to look through the resources and the contacts that are available on our website. Familiairise yourself with the support available so that you will know where to refer friends or colleagues to if they need this information. Our university aims to continue to be safe and supportive for everyone. With your assistance and awareness we will continue to show respect to each other now and always."

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:

Examples of the The Vice Chancellor's involvement in external knowledge sharing and public advocacy on gender equality include:

- the Queensland Government Women on Boards initiative and video (Griffith sponsored the initiative and the VC spoke in the video);

- the Respect. Now. Always. campaign with Universities Australia. The campaign aims to: raise awareness of sexual assault and sexual harassment and lift the visibility of support services for students; obtain data to guide further improvement in university policies and services; and assist universities in sharing global best practice resources across the sector; and

- being a WGEA Pay Equity Ambassador.

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

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

    2014

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

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

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

The Vice Chancellor's commitment to gender equality permeates Griffith's culture in a number of ways including recognition and reward of women and those that pursue social justice in their line of work.

In 2018 the Vice Chancellor's Awards for Excellence in Professional and Support Staff Service were reviewed to include a category of "Excellence in Equity, Diversity and Inclusion".

We recognise our former students via the Griffith University Outstanding Alumni Award. This year the Outstanding Alumnus Award went to Commissioner Katarina Carroll. Commissioner Carroll stated in a video for the award "I was the only mother to ever get to Assistant Commissioner of Police in 150 years, the fourth woman and only mother ... I got 70 of my senior women together and had a discussion about mentoring and leadership ... you cannot be what you cannot see."

Dr Jessie Christiansen is a NASA astronomer and was recognised in the Griffith University Outstanding Young Alumnus Award category.

Griffith also provides sponsorship to organisations in alignment with our commitment to gender equity, diversity and inclusion. Examples include the previously mentioned Women on Boards initiative and CEDA Women in Leadership (Griffith Business School). Griffith University was an official partner of the Gold Coast 2018 Commonwealth Games. For the first time ever in the history of a major multi-sport

event, GC2018 held an equal number of medal events for men and women.

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

☒ Yes

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

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

☒ utilisation of flexible working (including part-time) for women and men by manager and non-manager categories

☒ gender composition of the workforce by manager and non-manager categories

☒ promotions by gender and manager and non-manager categories

☒ utilisation of, and return from parental leave (paid and unpaid) of women and men

☒ number of harassment claims.

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

☒ Yes

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

☒ utilisation of flexible working (including part-time) for women and men by manager and non-manager categories

☒ gender composition of the workforce by manager and non-manager categories

☒ promotions by gender and manager and non-manager categories

☒ utilisation of, and return from parental leave (paid and unpaid) of women and men

☒ number of harassment claims.

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

☒ utilisation of flexible working (including part-time) for women and men by manager and non-manager categories

☒ gender composition of the workforce by manager and non-manager categories

☒ promotions by gender and manager and non-manager categories

☒ utilisation of, and return from parental leave (paid and unpaid) of women and men

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

☒ Yes

☐ No

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

☒ Yes

☐ No

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

☒ Yes

☐ No

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

☐ Formal policy

☐ Formal strategy

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

7.1. Please provide details of why your organisation does not have control over these governing body appointments:

Council is mindful of and strives to achieve the Queensland Government gender equity targets, and this intent was reflected in the most recent (2017) recommendations in relation to the seven Governor-In-Council (GIC) members (5 female / 2 male appointed). In addition to seven GIC members, there are two official members, four additional members and five elected members. The 2017 re-appointment of the four additional members (1 female / 3 male) for 2 year terms was based on other considerations in addition to gender balance, including stability and continuity of membership, and required skills, qualities and experience. The composition of the governing body also includes 5 elected members (2 academic staff /1 professional staff / 1 postgraduate / 1 undergraduate students). Policy changes were approved by Council in 2017 to ensure that gender balance was achieved in the elected (2) academic staff membership. The 2017 election process resulted in 4 male / 1 female elected membership. Other than addressing gender equity as far as was possible via policy amendment, Council has no control with regard to gender outcomes among the non-academic staff membership (given there is only 1 elected position in each of the other categories).

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

☐ Yes

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

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

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

Identifying a potential female talent pool from which new members can be selected	☐ Yes ☐ No ☒ Not applicable
Analysing potential gender biases in the selection criteria and appointment process, for example, considering the requirement to have past governing body experience	☐ Yes ☐ No ☒ Not applicable
A targeted succession plan	☐ Yes ☐ No ☒ Not applicable

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

na

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

☐ Yes
☒ No

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

☒ Recruitment

☒ Training and development

☒ Promotions

☒ Talent identification/identification of high potentials

☒ Succession planning

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

- Decision making on women's visibility on websites: In 2018 Griffith conducted a review of websites to ascertain whether women were represented in images on each site.

- Decision making on uptake of Academic Studies Program by gender.

- Decision making on requests for a change in work arrangements by gender.

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:

Actions include:

- providing unconscious bias in selection decisions training for the Executive Group (March 2018) with roll-out to Deans Academic and Chairs of recruitment and selection committees;

- In the Sciences Group, ensure women represent 30% of those on appointment (selection) panels and ensure women represent 30% of shortlisted candidates.

- In the Health Group ensure women represent 50% of academic staff shortlists, particularly in Level D and E appointments and Dentistry and Oral Health, Medicine and Medical Sciences.

- In Corporate Services senior staff shortlists (HEW 10 and above) will comprise 50% women.

- Editing the "open advertisement" and "advertising complete" letters to selection committees to remind of gender balance or specific targets on shortlists and Griffith's larger KPIs on women in senior positions.

- Monitoring shortlist and appointment data quarterly to assess compliance and success.

- Expanding the women-only promotions briefing sessions to include more information on non-traditional career paths, performance and outputs relative to opportunity, profiles not reflecting 40:40:20 and demonstrating impact of service.

- In the Sciences Group identify up to ten women, employed at academic levels A-D, who will be annually targeted for intensive career development and training.

- Developing a Performance Relative to Opportunity Guideline for use in recruitment and selection, promotions and performance reviews.

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

☒ Yes

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

☒ Yes

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

☒ Assessed whether females and males are leaving your organisation at comparable rates

☒ Assessed whether there are any differences between why females and males leave your organisation

☒ Taken action to address issues identified

☐ No issues identified so no actions taken

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

☐ Key management personnel only

☐ All managers (including key management personnel)

☒ No

Criterion 2

Learning and development

Overview

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

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

☒ Formal policy

☒ Formal strategy

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

☒ Yes

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

☒ Leadership development training/education

☒ Career development training/education

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

Formal sponsorship or mentoring program	☒ Yes ☐ No
Formal succession plan	☐ Yes ☒ No
Women's leadership networks	☒ Yes ☐ 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:

- Percentage of women and men undertaking the Academic Studies Program by Group.

- Percentage of women and men undertaking the Academic Equity Development Program.

- Learning Futures courses by gender.

- Learning and development spend by gender.

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

☐ Managers only

☐ All workers (including managers)

☒ Other, provide details:

Griffith is currently rolling out Mate Bystander training to employees who are at all levels. As it foundation, Mate Bystander training looks at societal gender equality issues and how they play out in behaviours. "The Program aims to raise awareness of the level of abusive behaviour in our culture as well as the subtler issues that support a harmful and abusive environment. We will challenge the root attitudes, beliefs and behaviours that normalise problematic behaviour and create a safe environment for people to share their opinions and experiences about these volatile issues. Participants are asked and supported to think critically and personally (empathise) about these issues while opening in a dialogue about the dynamics and the context of all forms of violence. The Program gives us the knowledge we need to recognise an issue, empowers us to take responsibility, provide the tools we need to effectively interrupt the behaviour, and the confidence and capacity to do so."

In 2018 Griffith ran the "Its on all of us Week" providing professional development opportunities for staff and students on the MATE Bystander Program, Responding to Disclosures training and panel discussions gender and violence.

The March 2018 Senior Leadership Conference featured awareness raising and consultation with our most senior staff on sexual harassment and assault, gender pay equity and gender inclusive cultures.

Unconscious bias training in selection decisions was provided to members of our senior executive in March 2018 with further rollout planned for late 2018/2019.

Criterion 3

Gender remuneration gap

Overview

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

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

Like-for-like gender remuneration gaps

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

Overall organisation-wide gender remuneration gap

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

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

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

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

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

☐ Yes, we have a formal remuneration policy that contains gender pay equity objectives

☒ Yes, we have a formal remuneration strategy that contains gender pay equity objectives

☐ Our gender pay equity objectives are contained within our award/industrial or workplace agreement

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

☐ To achieve gender pay equity

☒ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and/or performance pay reviews)

☐ To be transparent about pay scales and/or salary bands

☐ To ensure managers are held accountable for pay equity outcomes

☐ To implement and/or maintain a transparent and rigorous performance assessment process

☒ Other (provide details)

　- Develop gender pay equity analyses which also allow for gender comparisons by level and all (specific) aspects of total remuneration (base salary, market/merit loadings, clinical loadings, responsibility allowances, allowance in lieu of a motor vehicle, performance bonus, superannuanation, leave loadings, University full private use of a motor vehicle.)

　(While we analyse base and total remuneration, this data will provide us with specific comparisons on the non base salary items that comprise total remuneration. This will allow for us to specifically address areas of inequity).

　- Continue to target high performing women for bonuses and ensure the biannual review includes a comprehensive review of female staff who may be eligible.

　- Pay gap reduced each year by one per cent.

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

☒ Yes

☐ No

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

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

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

☒ Base salary

☒ Total remuneration

☒ Starting salaries

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

Annual salary increases by gender	☐ Yes ☒ No
Salaries on promotion by gender	☐ Yes ☒ No

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

With reference to question 23.1 above,

- Griffith's salary increases are mostly governed by increases predetermined by our Enterprise Agreements.

- As per our Academic Promotions Procedures "Successful applications will normally be promoted to step 1 of the salary scale. In exceptional circumstances, for example where the staff member has been on higher duties or secondment, the relevant Pro Vice Chancellor may recommend commencement of promotion to a higher step within the range. All such recommendations will be referred to the Deputy Vice Chancellor (Academic) for consideration."

Other Analyses

Other gender pay equity analyses conducted included

- "Senior Staff" by Group/Element;

- "Outside Award" by Group/Element;

- Academic staff levels A-E by Group/Element;

- Academic staff levels A-E (Continuing appointment);

- Academic staff levels A-E (Fixed Term appointment);

- Professional staff by levels HEW 1-10 by Group/Element.

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

☒ Yes – indicate what actions were taken (select all applicable answers)

☒ Created a pay equity strategy or action plan

☐ Identified cause/s of the gaps

☐ Reviewed remuneration decision-making processes

☒ Analysed commencement salaries by gender to ensure there are no pay gaps

☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)

☒ Analysed performance pay to ensure there is no gender bias (including unconscious bias)

☐ Trained people-managers in addressing gender bias (including unconscious bias)

☐ Set targets to reduce any like-for-like gaps

☒ Set targets to reduce any organisation-wide gaps

☒ Reported pay equity metrics (including gender pay gaps) to the governing body

☒ Reported pay equity metrics (including gender pay gaps) to the executive

☒ Reported pay equity metrics (including gender pay gaps) to all employees

☐ Reported pay equity metrics (including gender pay gaps) externally

☐ Corrected like-for-like gaps

☐ Conducted a gender-based job evaluation process

☐ Conducted leadership and/or career development training

☒ Implemented other changes (provide details):

> Targeted high performing women for bonuses and ensured the biannual review included a comprehensive review of female staff who were eligible.

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

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

☒ Yes

26. Does your organisation make superannuation contributions to workers on paid primary carer's leave?

☐ Yes – we pay superannuation contributions to employees on their GOVERNMENT FUNDED primary carer's leave

☒ Yes – we pay superannuation contributions to employees on their EMPLOYER FUNDED primary carer's leave

☐ No

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

☐ Yes

☒ No

28. Has your organisation undertaken a skills evaluation of award-based occupations in the last three years, using a formal process such as the "Spotlight tool for job evaluation"?

☐ Yes

☒ No

☐ Not applicable because there are no award-based occupations in this organisation

Criterion 4

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

Overview

This criterion assesses an organisation's policies, strategies and processes to encourage the use of flexible working arrangements[1] 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.

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

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

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

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

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

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

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

☐ Yes
☒ No

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

☒ Yes

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

- Parental Leave case studies in our Extended Leave Toolkit feature examples of senior academic men taking longer periods of Parental Leave;

- Our Paid Parental Leave - primary carer giver's leave, is non-gendered. The Agreements also state "In the case where both parents of the child are employed by the University, the

entitlements listed herein can apply to either employee, providing that the employee applying is undertaking the role of the primary care giver. However, the total entitlement that will be available will be as if one employee had applied, regardless as to whether the role of primary care giver changes during the entitlement period".

- Our workplace flexibility statement by the VC states that workplace flexibility options are available for all genders;

- Our workplace flexibility section of our Workplace Equity, Diversity and inclusion website features an image of a man and child in Griffith branded clothes.

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

☒ Yes

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

☒ Yes

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

Support mechanisms, other than leave in place for employees with family and/or caring responsibilities include:

- on campus childcare at Nathan Campus (capacity to salary sacrifice for employees);

- parking available for employees who are pregnant;

- breastfeeding/parenting rooms at each campus;

- flexibility schemes such as the Flexible Work Year, Reversible Part Time Appointment for the Care of Dependents, Variable Hours and Flex time;

- Working from Home Self Assessment Checklist and Anytime Work Guidelines;

- Extended leave toolkit and Managing Equity in Team Environments;

- Griffith Sport Active kids school holiday program; and

- Vacation Care at the Yarranlea Primary School on Mt Gravatt Campus.

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

☒ Yes

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

☒ Yes

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

☒ Yes

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

The number of women and men promoted during parental leave (paid and unpaid)	☐ Yes ☒ No
The promotion rate for employees who are pregnant	☐ Yes ☒ No
The promotion rate of employees who are working flexibly (including part-time) on return from parental leave	☒ Yes ☐ No

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

☒ Yes

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

Within one year after returning from parental leave	☒ Yes ☐ No
One to two years after returning from parental leave	☐ Yes ☒ No
Those who are working flexibly (including part-time) on return from parental leave	☐ Yes ☒ No
In the case of women, when pregnant	☐ Yes ☒ No

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

☒ Yes

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

☒ Yes

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

☒ Yes

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

Griffith has a dedicated section on workplace flexibility on its Workplace Equity, Diversity and Inclusion website that provides information on a range of schemes and supports available.

Our job advertisements state: "Griffith University values diversity, inclusion and flexibility and we encourage Aboriginal and Torres Strait Islander, and people of all backgrounds to apply. Griffith's strategic goals are to also increase the proportion of women in senior academic and administrative roles and in Science, Technology, Engineering, Mathematics and Medicine (STEMM)."

Our Sciences Group job advertisements will say "Female applicants are particularly encouraged to apply and while this position is advertised as full time, a fractional appointment with flexible working can be negotiated."

Our position descriptions state: "Griffith is committed to diversity and inclusion for people from all backgrounds and identities and committed to the recognition, values and contribution of the First People of this nation. Griffith offers professional development opportunities to support employees in their career progression and offers an excellent working environment that supports flexible working arrangements."

Our Enterprise Agreements feature flexibility provisions for staff including the Flexible Work Year Scheme, Reversible Part time Appointment for the Care of Dependents, Variable Hours and Flexitime.

Our People Plan has has the following action to "Deliver flexible career pathways and work arrangements that address both individual and organisational needs."

Our Equity, Diversity and Inclusion policy has statements on workplace flexibility and supporting workers with family and other carer responsibilities.

Staff post examples of flexibility and keeping in touch via Griffith's social media channels. For example Work Integrated Learning (Griffith Sciences) posted "WIL Office update! Today we had a well overdue catch up with our newest (and youngest) team members! Both Kim and Carrie are currently on maternity leave, but dropped in with their baby girls for a visit to see their 'office family'. (With image of staff members and their babies in front of Griffith branding). In another example a male academic staff member posted an image of himself with his baby and stated" I am very proud to be part of the @Griffith_Uni family and especially proud of @Griffith_Health. Numerous times they have supported me and now again by helping me stay at home on Fridays to look after my gorgeous bubbo!"

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

Our Equity, Diversity and Inclusion Plan states "The University commits to increasing leaders' accountabilities for improving workplace flexibility".

Our People Plan commits to "Deliver flexible career pathways and work arrangements that address both individual and organisational needs" with senior executive staff accountabilities.

We monitor flexibility via an all staff survey, asking and analysing questions such as

"Flexible working arrangements are supported in my Element".

"I have the flexibility I need to manage my work and other commitments including caring responsibilities"

"In the past few years, have you requested a change in work arrangements to assist with caring

responsibilities?"

"If you have requested a change in work arrangements and it was changed or denied, please provide details of the grounds for the change or denial".

These results are analysed to identify any specific issues in particular areas within the University (by gender).

Manager accountabilities are embedded in our Enterprise Agreements, for example "Applications for reversible part time appointments will normally be granted. In exceptional circumstances, where the Head of Element deems that a change to part time status cannot be granted, an explanation, in writing, of those circumstances must be provided to the employee.

The University's grievance procedures apply in cases where an employee wishes to contest the decision."

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

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

Please confirm these are in place:

☒ Yes

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

Griffith's Vice Chancellor has a statement on our Workplace Equity, Diversity and Inclusion site that says "At Griffith we proudly have a range of informal and formal workplace flexibility options available for all genders. We recognise that workplace flexibility may be required for a range of reasons (for example, carer responsibilities, disability, work/life balance) and is key to attracting, retaining and advancing talented staff."

On this site we have an image of a man with a child in Griffith branded shirts.

Flexibility for all genders is also promoted via the Extended Leave Toolkit: Preparation, Keeping in Touch and Returning to Work. Case studies outline flexibility arrangements entered in to by all genders.

Griffith uploads social media posts from staff on workplace flexibility on its official Griffith channels (reporting period examples include on "keeping in touch" and workplace flexibility of women and men).

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

☒ Yes

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

Educational materials include the

- Extended Leave Toolkit: Preparation, Keeping in Touch and Returning to Work;

- Managing Equity in the Team Environment;

- WGEA's Employee flexibility toolkit; and

- Flexible Work: good for business?

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

Staff professional development includes a "Wellbeing for work and life module" and "EO Online" that provide information on managing workplace flexibility, including the legislative context we operate in. These training includes quizzes to test understanding.

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

Outlined above

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

☒ Formal policy

☐ Formal strategy

Criterion 5

Employee consultation

Overview

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

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

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

improved team effectiveness	increased employee satisfaction and motivation and decreased employee stress by enhancing workers' feelings of control	improved employee psychological and physical well-being by being able to speak up when mistreatment has occured

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

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

    June 2017

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

☒ Yes

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

Survey questions:

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

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

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

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

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

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

Only one questions was altered slightly:

WGEA wording:

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

Was replaced with:

"I have the flexibility I need to manage my work and other commitments including caring responsibilities".

This was approved by WGEA:

Thank you for your enquiry.

Your alternative question has been approved.

Kind regards

Monica.

Monica Berrigan

Senior Advisor

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):

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

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

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

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

i) obtained 400 or more responses, OR

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

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

☒ 400 or more survey responses were received

☐ Less than 400 survey responses were received, but a response rate of at least 60% of our workforce was obtained, and the sample is comparable (within 2.5 percentage points above or below) to the employee profile by gender and age of our organisation

☐ This organisation, despite following the required methodology as stated above, was unable to achieve the desired response rate

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

☒ Yes

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

Indicate below what agreement threshold was achieved:

☒ Analysing all responses received, an agreement threshold of at least 65% agree or strongly agree was reached on the three questions above

☐ Analysing all responses received, an agreement threshold above the response-rate industry norm provided for the survey tool used was achieved

☐ Neither of these thresholds was reached. We have contacted WGEA to discuss why these thresholds were not achieved and have been advised that we remain eligible to apply for the EOCGE citation.

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

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

What was the total number of female responses?	906
What was the total number of male responses?	479
Total number of responses (male plus female)?	1385

49.8(a). Please complete the following:

	Total NUMBER of 'agree' and 'strongly agree' (male plus female)	% agreement threshold reached
Survey question 1	856	77.9
Survey question 2	732	66.1
Survey question 3	836	76.5

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

☐ Yes
☒ No

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

☒ Yes

☐ No gender equality issues were identified in our consultation process

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

While 77.9% of staff agreed or strongly agreed that their immediate supervisor genuinely supports equality between men and women, Griffith is committed to increasing our leaders' positive actions and knowledge on gender equality. Our primary method of ensuring this is through our Leadership Capability Framework. Equity, Diversity and Inclusion is a core capability of our framework which will allow us to further build our professional development offerings in this area.

As a result of the analysis on flexibility, Griffith has flexibility actions and statements embedded in the Griffith Athena SWAN Action Plan, 2018-2022 and Equity, Diversity and Inclusion Plan, 2018-2019. These actions relate to improving access to workplace flexibility information for staff and potential staff. In 2019 Griffith will be Introducing the Griffith STEMM Academic Carer Support Fund comprising additional Parental Leave Support (researcher/lab assistant) to progress research whilst staff member is on leave or when they return from leave; and Carer funding to cover out of pocket childcare or respite costs while attending an international conference etc. Through the new Enterprise Agreements, Griffith is improving its

- paid parental leave provisions for staff with less than 12 months continuous service; and

- Domestic and Family Violence Leave (new provision for 10 days) plus access to Family, Special Circumstances and Sick Leave.

76.5% of staff either agreed or strongly agreed that at Griffith sex-based harassment is not tolerated. In the reporting period significant resources have been put towards creating an environment free of sexual harassment and assault - primary through the work of the Safe Campuses Taskforce (convened by the Vice Chancellor and Chaired by the DVC A). Actions have included new, standalone policies for staff and student sexual harassment and assault; a Safe Campuses website; reporting on progress 6 monthly to Council; targeted training and awareness programs for staff and students including Consent, Bystander and Responding to disclosures.

At the Senior Leadership Conference in March 2018, the program included our most senior leaders were engaging in group discussions on sexual harassment and assault, gender pay equity and gender inclusive cultures.

Please note: Full data for these survey questions have been previously provided to WGEA.

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

☒ Yes

☐ No

Criterion 6

Preventing sex-based harassment and discrimination

Overview

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

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

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

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

☒ Yes, a formal SBH policy is in place

☒ Yes, a formal SBH strategy is in place

☐ SBH prevention is covered in our award/industrial or workplace agreement

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

☒ Yes, a formal SBH grievance process is in place

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

☒ Yes, this training occurs at induction, and (select one of the following):

☐ At least annually, or

☒ Every one-to-two years

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

Online	☒ Yes ☐ No
Face to face	☒ Yes ☐ No
Management meetings	☒ Yes ☐ No
Video presentations	☒ Yes ☐ No

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

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

☒ Yes

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

Online	☒ Yes ☐ No
Face to face	☒ Yes ☐ No
Video presentations	☒ Yes ☐ No

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

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

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

Criterion 7

Targets for improving gender equality outcomes

Overview

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

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

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

This criterion recognises that:

- Gender targets, like financial and operational targets, are an essential part of managing and improving business performance.

- The process of setting voluntary targets for gender composition throughout an organisation, then tracking, measuring and transparently reporting progress against those targets, promotes cultural and structural change, focuses efforts, embeds accountability and sends a strong message that gender representation is a central business issue.

- For employers who have already achieved 40% representation of women across all levels of management and on their governing body/board (where it exists and where the organisation has control over governing body/board appointments) they should track their numbers with a minimum goal being to ensure the representation of women does not drop below 40%.

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

☐ Yes, targets have been set for all governing bodies covered in this application where we have control over their appointments and where the representation of women is less than 40%

☐ Targets are not required as the representation of women in these governing bodies is at least 40%

☒ Not applicable because this organisation does not have control over appointments to the governing bodies covered in this application

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

☐ Yes, targets have been set for all OTHER governing bodies where we have control over appointments and where the representation of women is less than 40%

☐ Targets are not required as the representation of women in these governing bodies is at least 40%

☐ Not applicable, we do not have control over other governing bodies

☒ Not applicable, we do not have control over appointments to other governing bodies over which it has control

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

☒ Yes, targets have been set

☐ Targets are not required as the representation of women across all levels of management is at least 40%, as detailed below:

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

	Management level where target is set, e.g. KMP?	% Target	Year target to be reached?
1	Improve the proportion of female Senior Administrators (HEW Level 10 and above)	50	2020
2	Increase the proportion of women in senior academic positions (D & E).	45	2020
3	Increase the number of women in research roles: - 50% of Research Centre and Institute Directors to be female; and - 50% of research intensive staff to be female.	50	2020
4			

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

☒ We track progress internally

☒ We report to the governing body and key management personnel

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

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

☒ Yes

☒ We report progress to all our workforce

☒ We report progress externally

☐ No

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

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

☐ Yes

☐ No

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

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

☐ Yes, targets have been set

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

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

To improve the representation of academic women in STEMM, Griffith has set the following targets:

- In the Sciences Group ensure women represent 30% of those on appointment (selection panels); and ensure women represent 30% of shortlisted candidates.

- In the Health Group ensure women represent 50% of academic staff shortlists, particularly in Level D and E appointments and Dentistry and Oral Health, Medicine and Medical Sciences.

In Corporate Services, senior staff shortlists (HEW 10 and above) will comprise 50% women.

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

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

☒ No, you may specify why:

   Griffith does not fall beneath 40% on WGEA manager/non manager categories however we have set targets in career development and leadership training as per below.

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

To improve the representation of academic women in STEMM, Griffith has set the following targets:

- In the Sciences Group ensure women represent 30% of those on appointment (selection panels); and ensure women represent 30% of shortlisted candidates.

- In the Health Group ensure women represent 50% of academic staff shortlists, particularly in Level D and E appointments and Dentistry and Oral Health, Medicine and Medical Sciences.

- In Corporate Services, senior staff shortlists (HEW 10 and above) will comprise 50% women.

- In the Sciences Group, ensure that at least 40% of staff who are transferred to research intensive workloads are women.

- In the Sciences Group identify up to ten women employed at academic levels A-D, who will be annually targeted for intensive career development and training.

- We also have women-only programs focusing on career development and leadership (Women in Leadership, Leneen Forde and women-only promotions workshops).

Outstanding initiatives and/or innovation

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

Griffith University has become the first university in Australia to partner with global medical and pharmaceutical organisation Johnson & Johnson in a program designed to recruit, retain and engage women in undergraduate degrees in Science, Technology, Engineering, Mathematics, Manufacturing and Design (WiSTEM2D) - contributing to the career pipeline of women in STEMM.

The Mate (Bystander Program) Inaugural Conference will host the #Be Someone Who Does Something Conference in November 2018.

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

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

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

4)   Email your signed application to eocge@wgea.gov.au.

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

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

Name of CEO/head of business: Professor Ian O'Connor AC
_____

Signature CEO/head of business: _____

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

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

Griffith University

Appendix 1 – Copy of 2017-18 public report

Organisation and contact details

Submitting organisation details	**Legal name**	Griffith University
	ABN	78106094461
	ANZSIC	P Education and Training 8102 Higher Education
	Business/trading name/s	
	ASX code (if applicable)	
	Postal address	170 Kessels Road NATHAN QLD 4111 AUSTRALIA
	Organisation phone number	883
Reporting structure	**Number of employees covered by this report**	7,179

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	0	0
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	0	0
		Full-time contract	4	6	10
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	4	8	12
		Full-time contract	6	3	9
		Part-time permanent	0	0	0
		Part-time contract	1	0	1
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	21	29	50
		Full-time contract	9	11	20
		Part-time permanent	0	1	1
		Part-time contract	1	1	2
		Casual	0	0	0
Other managers	-4	Full-time permanent	27	41	68
		Full-time contract	31	43	74
		Part-time permanent	1	0	1
		Part-time contract	4	8	12
		Casual	0	0	0
	-5	Full-time permanent	19	27	46

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Full-time contract	5	8	13
		Part-time permanent	4	0	4
		Part-time contract	1	1	2
		Casual	0	0	0
	-6	Full-time permanent	34	44	78
		Full-time contract	7	10	17
		Part-time permanent	11	0	11
		Part-time contract	1	0	1
		Casual	0	0	0
	-7	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	1	0	1
		Casual	0	0	0
Grand total: all managers			193	242	435

Workplace profile

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	784	719	0	0	0	0	1,503
	Full-time contract	260	235	0	0	0	0	495
	Part-time permanent	191	36	0	0	0	0	227
	Part-time contract	175	85	0	0	0	0	260
	Casual	1,036	649	0	0	0	0	1,685
Technicians and trade	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	17	1	0	0	0	0	18
	Full-time contract	1	0	0	0	0	0	1
	Part-time permanent	3	0	0	0	0	0	3
	Part-time contract	0	0	0	0	0	0	0
	Casual	14	0	0	0	0	0	14
Clerical and administrative	Full-time permanent	401	154	0	0	0	0	555
	Full-time contract	122	56	0	0	0	0	178
	Part-time permanent	206	12	0	0	0	0	218
	Part-time contract	111	12	0	0	0	0	123
	Casual	919	545	0	0	0	0	1,464
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		4,240	2,504	0	0	0	0	6,744

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

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

NB.   IMPORTANT:

• References to the Act mean the Workplace Gender Equality Act 2012.

• A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.

• Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2017 to 31 March 2018. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).

• Answers need to reflect ALL organisations covered in this report.

• If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

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

　　　1.1   **Recruitment**

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

　　　1.2   **Retention**

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

1.3   Performance management processes

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

1.4   Promotions

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

1.5   Talent identification/identification of high potentials

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

1.6   Succession planning

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

1.7   Training and development

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

1.8   Key performance indicators for managers relating to gender equality

☒ Yes (select all applicable answers)

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

1.9   Gender equality overall

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

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

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	0	0	34	37
Permanent/ongoing part-time employees	0	0	1	0
Fixed-term contract full-time employees	0	0	9	2
Fixed-term contract part-time employees	0	0	1	1
Casual employees	0	0	0	0

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

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

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	13	21
Number of appointments made to NON-MANAGER roles (including promotions)	373	196

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	3	3	87	68
Permanent/ongoing part-time employees	0	0	26	7
Fixed-term contract full-time employees	5	4	68	46
Fixed-term contract part-time employees	0	0	35	16
Casual employees	0	0	0	0

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

Please note that managers progressing to higher levels are likely to be captured in appointments data.

Academic staff promotions data: In 2017 (latest available data) 88% of women and 72.4% of men were successful in their applications for academic promotion. At levels C (Senior Lecturer), D (Associate Professor) and E (Professor) women had lower application rates but higher success rates than men.

Other key information related to gender equality indicator 1 includes:
- KPIs related to gender equity are integrated in the Griffith University Strategic Plan
- Unconscious bias in selection decisions (face-to-face workshop) was run for members of the Executive Group
- Executive Leads drive the Women in Leadership agenda
- Member of the Athena SWAN Charter. First cohort of the SAGE Pilot of Athena SWAN. Submitted SAGE Pilot of Athena SWAN application which included the Griffith University Athena SWAN Four Year Action Plan.
- Griffith has appointed a Women in STEMM Coordinator to oversee the implementation of our four year Athena SWAN Action Plan.
- Our People Plan
- University Equity, Diversity and Inclusion Plan
- Group and Element Operational plans
- Women in Leadership program
- Leneen Forde Future Leaders program
- Provisions within the Academic and General Staff Enterprise Agreements
- Academic Equity Development Program
- Women-Only Promotions briefing sessions
- General Staff Education Assistance Scheme
- Sessions were embedded in the 2018 Senior Leadership Conference on gender equity matters
- Establishment of the Safe Campuses Taskforce related to sexual assault and sexual harassment.

Gender equality indicator 2: Gender composition of governing bodies

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

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

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

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

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

2.1a.1 Organisation name?

Griffith University

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

	Female	Male
Number	0	1

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

	Female	Male
Number	7	10

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

☐ Yes
☒ No (you may specify why a target has not been set)
    ☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
    ☐ Currently under development, please enter date this is due to be completed
    ☐ Insufficient resources/expertise
    ☒ Do not have control over governing body/board appointments (provide details why):
        Council is mindful of and strives to achieve the Queensland Government gender equity targets, and this intent was reflected in the most recent (2017) recommendations in relation to the seven Governor-in-Council (GIC) members (5 female / 2 male appointed). In addition to seven GIC members, there are two official members, four additional members and five elected members. The 2017 re-appointment of the four additional members (1 female / 3 male) for 2 year terms was based on other considerations in addition to gender balance, including stability and continuity of membership, and required skills, qualities and experience. The composition of the governing body also includes 5 elected members (2 academic staff /1 professional staff / 1 postgraduate / 1 undergraduate students). Policy changes were approved by Council in 2017 to ensure that gender balance was achieved in the elected (2) academic staff membership. The 2017 election process resulted in 4 male / 1 female elected membership. Other than addressing gender equity as far as was possible via policy amendment, Council has no control with regard to gender outcomes among the non-academic staff membership (given there is only 1 elected position in each of the other categories).
    ☐ Not a priority
    ☐ Other (provide details):

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

☐ Yes
☒ No

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

☐ Yes (select all applicable answers)
    ☐ Policy
    ☐ Strategy
☒ No (you may specify why no formal selection policy or formal selection strategy is in place)
    ☐ In place for some governing bodies
    ☐ Currently under development, please enter date this is due to be completed
    ☐ Insufficient resources/expertise

☒ Do not have control over governing body appointments (provide details why)

As per above advice.

Council is mindful of and strives to achieve the Queensland Government gender equity targets, and this intent was reflected in the most recent (2017) recommendations in relation to the seven Governor-in-Council (GIC) members (5 female / 2 male appointed). In addition to seven GIC members, there are two official members, four additional members and five elected members. The 2017 re-appointment of the four additional members (1 female / 3 male) for 2 year terms was based on other considerations in addition to gender balance, including stability and continuity of membership, and required skills, qualities and experience. The composition of the governing body also includes 5 elected members (2 academic staff /1 professional staff / 1 postgraduate / 1 undergraduate students). Policy changes were approved by Council in 2017 to ensure that gender balance was achieved in the elected (2) academic staff membership. The 2017 election process resulted in 4 male / 1 female elected membership. Other than addressing gender equity as far as was possible via policy amendment, Council has no control with regard to gender outcomes among the non-academic staff membership (given there is only 1 elected position in each of the other categories).

☐ Not a priority
☐ Other (provide details):

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

☐ Yes
☒ No

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

n/a

Gender equality indicator 3: Equal remuneration between women and men

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

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

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

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

☒ Yes (provide details in question 3.2 below)
☐ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
    ☐ Currently under development, please enter date this is due to be completed

☐ Salaries set by awards/industrial or workplace agreements
☐ Insufficient resources/expertise
☐ Non-award employees paid market rate
☐ Not a priority
☐ Other (provide details):

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

☐ To achieve gender pay equity
☒ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
☒ To be transparent about pay scales and/or salary bands
☐ To ensure managers are held accountable for pay equity outcomes
☒ To implement and/or maintain a transparent and rigorous performance assessment process
☒ Other (provide details):
   - University KPIs to increase the proportion of women at senior levels (Associate Professor, Professor, HEW 10 and above) and thereby reducing overall gender pay gaps.
   - Work towards more sophisticated gender pay equity data so that Griffith may identify specific sources of gender pay gaps in like-for-like analyses, for example, market/merit loadings, clinical loadings responsibility allowances, allowance in lieu of a motor vehicle, performance bonus, superannuation, leave loadings and full use of a motor vehicle.
   - Griffith will continue to target high performing women for bonuses and ensure the biannual review includes a comprehensive review of women who are eligible.
   - reduce the overall gap each year.

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

☒ Yes - the most recent gender remuneration gap analysis was undertaken:
   ☒ Within last 12 months
   ☐ Within last 1-2 years
   ☐ More than 2 years ago but less than 4 years ago
   ☐ Other (provide details):
☐ No (you may specify why you have not analysed your payroll for gender remuneration gaps)
   ☐ Currently under development, please enter date this is due to be completed
   ☐ Insufficient resources/expertise
   ☐ Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
   ☐ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
   ☐ Non-award employees paid market rate
   ☐ Not a priority
   ☐ Other (provide details):

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

Gender pay gap analysis undertaken in 2017 and 2018 looked at University wide, level by level/like-for-like gaps within the academic and administrative workforce. Analyses also included
- continuing academic staff by level;
- fixed-term academic staff by level;
- Sciences Group academic staff by level;
- Health Group academic staff by level; and
- Griffith Arts, Education and Law Group and Business School (non-STEMM) academic staff by level.

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

☒ Yes – indicate what actions were taken (select all applicable answers)
    ☒ Created a pay equity strategy or action plan
    ☒ Identified cause/s of the gaps
    ☐ Reviewed remuneration decision-making processes
    ☒ Analysed commencement salaries by gender to ensure there are no pay gaps
    ☒ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
    ☒ Analysed performance pay to ensure there is no gender bias (including unconscious bias)
    ☐ Trained people-managers in addressing gender bias (including unconscious bias)
    ☐ Set targets to reduce any like-for-like gaps
    ☒ Set targets to reduce any organisation-wide gaps
    ☒ Reported pay equity metrics (including gender pay gaps) to the governing body
    ☒ Reported pay equity metrics (including gender pay gaps) to the executive
    ☒ Reported pay equity metrics (including gender pay gaps) to all employees
    ☐ Reported pay equity metrics (including gender pay gaps) externally
    ☐ Corrected like-for-like gaps
    ☐ Conducted a gender-based job evaluation process
    ☒ Implemented other changes (provide details):
      As per above.
      - University KPIs to increase the proportion of women at senior levels (Associate Professor, Professor, HEW 10 and above) and thereby reducing overall gender pay gaps.

      Actions were embedded in the Griffith Athena SWAN Action Plan:
      - Work towards more sophisticated gender pay equity data so that Griffith may identify specific sources of gender pay gaps in like-for-like analyses, for example, market/merit loadings, clinical loadings responsibility allowances, allowance in lieu of a motor vehicle, performance bonus, superannuation, leave loadings and full use of a motor vehicle.
      - Griffith will continue to target high performing women for bonuses and ensure the biannual review includes a comprehensive review of women who are eligible.
      - reduce the overall gap each year.
☐ No (you may specify why no actions were taken resulting from your remuneration gap analysis)
    ☐ No unexplainable or unjustifiable gaps identified
    ☐ Currently under development, please enter date this is due to be completed
    ☐ Insufficient resources/expertise
    ☐ Salaries set by awards/industrial or workplace agreements
    ☐ Non-award employees are paid market rate
    ☐ Unable to address cause/s of gaps (provide details why):
    ☐ Not a priority
    ☐ Other (provide details):

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

Griffith's Vice Chancellor, Professor Ian O'Connor, is a WGEA Pay Equity Ambassador.

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

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

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

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

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

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

6

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

Employees with service from 9-12 months are entitled to 6 weeks paid primary carer leave.
From 12 months service, employees are entitled to 26 weeks paid parental leave, broken into:
- 12 weeks paid maternity leave (for birth mother or primary carer
in case of adoption)
- 14 weeks paid primary carers leave (primary carer regardless of gender).

5.2 **What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?**
    • **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

        ☐ <10%
        ☐ 10-20%
        ☐ 21-30%
        ☐ 31-40%
        ☐ 41-50%

☒ 51-60%
☐ 61-70%
☐ 71-80%
☐ 81-90%
☐ 91-99%
☐ 100%

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

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

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

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

        10

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

    n/a

    6.2 **What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?**
        • **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

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

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	2	2	0	4

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	122	13	1	34

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

	Female	Male
Managers	0	0

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

	Female	Male
Non-managers	1	0

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

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

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

☐ A business case for flexibility has been established and endorsed at the leadership level
☐ Leaders are visible role models of flexible working
☒ Flexible working is promoted throughout the organisation

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

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

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

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

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

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

☐ Employer subsidised childcare
    ☐ Available at some worksites only
    ☐ Available at all worksites
☒ On-site childcare
    ☒ Available at some worksites only
    ☐ Available at all worksites
☒ Breastfeeding facilities
    ☐ Available at some worksites only
    ☒ Available at all worksites
☐ Childcare referral services
    ☐ Available at some worksites only
    ☐ Available at all worksites
☐ Internal support networks for parents
    ☐ Available at some worksites only
    ☐ Available at all worksites
☐ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)

☐ Available at some worksites only

☐ Available at all worksites

☒ Information packs to support new parents and/or those with elder care responsibilities

    ☐ Available at some worksites only

    ☒ Available at all worksites

☒ Referral services to support employees with family and/or caring responsibilities

    ☐ Available at some worksites only

    ☒ Available at all worksites

☐ Targeted communication mechanisms, for example intranet/ forums

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Support in securing school holiday care

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Coaching for employees on returning to work from parental leave

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Parenting workshops targeting mothers

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Parenting workshops targeting fathers

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ None of the above, please complete question 11.2 below

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

☒ Yes (select all applicable answers)

    ☒ Policy

    ☐ Strategy

☐ No (you may specify why no formal policy or formal strategy is in place)

    ☐ Currently under development, please enter date this is due to be completed

    ☐ Insufficient resources/expertise

    ☐ Included in award/industrial or workplace agreements

    ☐ Not aware of the need

    ☐ Not a priority

    ☐ Other (please provide details):

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

☒ Yes (select all applicable answers)

    ☒ Employee assistance program (including access to a psychologist, chaplain or counsellor)

    ☐ Training of key personnel

    ☒ A domestic violence clause is in an enterprise agreement or workplace agreement

    ☐ Workplace safety planning

    ☒ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

    ☐ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

    ☐ Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

    ☒ Access to unpaid leave

    ☒ Confidentiality of matters disclosed

    ☒ Referral of employees to appropriate domestic violence support services for expert advice

    ☐ Protection from any adverse action or discrimination based on the disclosure of domestic violence

    ☒ Flexible working arrangements

☒ Provision of financial support (e.g. advance bonus payment or advanced pay)
☒ Offer change of office location
☐ Emergency accommodation assistance
☒ Access to medical services (e.g. doctor or nurse)
☒ Other (provide details):
- Security Escort Service
- request for location details to be removed from the Griffith Phone Book can be made.
☐ No (you may specify why no other support mechanisms are in place)
☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☐ Not aware of the need
☐ Not a priority
☐ Other (provide details):

14. **Where any of the following options are available in your workplace, are those option/s available to both women AND men?**
   • **flexible hours of work**
   • **compressed working weeks**
   • **time-in-lieu**
   • **telecommuting**
   • **part-time work**
   • **job sharing**
   • **carer's leave**
   • **purchased leave**
   • **unpaid leave.**

   Options may be offered both formally and/or informally.
   For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

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

14.1 **Which options from the list below are available? Please tick the related checkboxes.**
   • **Unticked checkboxes mean this option is NOT available to your employees.**

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	☒	☒	☒	☒
Compressed working weeks	☒	☒	☒	☒
Time-in-lieu	☐	☒	☒	☒
Telecommuting	☒	☒	☒	☒
Part-time work	☒	☐	☒	☐
Job sharing	☒	☐	☒	☐
Carer's leave	☒	☐	☒	☐
Purchased leave	☒	☐	☒	☐
Unpaid leave	☒	☐	☒	☐

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

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

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

Griffith University has proposed new Enterprise Agreements that are currently with the Fair Work Commission. These agreements propose increased paid parental leave and paid domestic violence leave entitlements.

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

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

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

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

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

☒ Survey
☒ Consultative committee or group
☐ Focus groups
☒ Exit interviews
☐ Performance discussions
☐ Other (provide details):

15.2 Who did you consult?

☒ All staff
☐ Women only
☐ Men only
☐ Human resources managers
☐ Management
☐ Employee representative group(s)
☐ Diversity committee or equivalent
☐ Women and men who have resigned while on parental leave
☐ Other (provide details):

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

In 2018 Human Resources staff were also consulted regarding equity (including gender equity), diversity and inclusion improvements to the recruitment and selection process.

Gender equality indicator 6: Sex-based harassment and discrimination

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

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

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

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

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

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

☒ Yes - please indicate how often this training is provided:
     ☒ At induction
     ☐ At least annually
     ☒ Every one-to-two years
     ☐ Every three years or more
     ☐ Varies across business units
     ☐ Other (provide details):
☐ No (you may specify why this training is not provided)
     ☐ Currently under development, please enter date this is due to be completed
     ☐ Insufficient resources/expertise
     ☐ Not a priority
     ☐ Other (provide details):

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

Griffith University is implementing recommendations from the Change the course: National report on sexual assault and sexual harassment at Australian Universities. Griffith actions to date include:

- Griffith University's Safe Campuses Taskforce was convened by the Vice Chancellor in August 2017 and meets regularly to ensure progress against the Change the Course recommendations. The Taskforce is chaired by the Deputy Vice Chancellor (Academic) and includes membership from across the University including senior leaders, academic staff, the student body, and representatives from key student and support services including our Counsellor, Violence Response and Prevention.

- The Vice Chancellor has committed to reporting to University Council at six monthly intervals since August 2017. The University has also published a progress update on its Safe Campuses website.

- Since mid-2017, the University has provided targeted training and awareness programs for staff and students across the organisation under the themes of Consent, Bystander and Responding to Disclosures. This is achieved via a mix of face to face and online training programs.

- The University also established the Safe Campuses website which provides information about the internal and external support and reporting pathways available to students and staff; resources to assist in responding to disclosures; and information about the University's expectations and zero tolerance for sexual assault and sexual harassment.

- The University released updated Policy and Procedures for Reporting and Responding to Student Sexual Assault, Harassment, Bullying and Discrimination in February 2018 to make clearer the reporting and support options, both within and external to the University, which are available to students affected by sexual assault, harassment, bullying and discrimination. Information about the reporting and support pathways is also available on our Safe Campuses and Student Counselling and Wellbeing websites. The Griffith homepage has been updated to include prominent links to this information.

- The Safe Campuses website sets out, in a logical order, the options for accessing support services, reporting mechanisms (internal and external) and also provide information to assist when responding to another individual's disclosure. This information has been promoted to staff, including those most likely to receive disclosures such as the University's network of Harassment and Discrimination Contact Officers and security staff.

- Responding to disclosures training was initially provided by local sexual assault services and is now delivered by the University's own Counsellor, Violence Response and Prevention. Bystander training is provided by the University's MATE Bystander program.

- The University has implemented a new reporting workflow, which allows victims to report incidents, anonymously if they wish. In addition, our Counselling service collects information about clients who attend their services. This information is collated 6 monthly and included in the Vice Chancellor's reports to University Council, as anonymised data.

Other

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

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

Leneen Forde Future Leaders program

The second cohort of the Leneen Forde Future Leaders program commenced in 2016. The Leneen Forde Future Leaders Program engages participants in
- two high-quality experiential seminars where participants have the opportunity to meet and interact with senior university and business leaders;
- a career planning session with a senior member of the University;
- a formal sponsorship arrangement; and
- 360 degree feedback.

Participants also access central University funding (up to $3,000 for each participant) to attend leadership development activities or implement a leadership project. Each Program runs for two years. Of our inaugural cohort of 15, 10 (66.6%) of the participants were successful in gaining promotion to a higher level or a more senior leadership role.

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 61.7% females and 38.3% males.

Promotions

2. 52.9% of employees awarded promotions were women and 47.1% were men
   i. 0.0% of all manager promotions were awarded to women
   ii. 52.9% of all non-manager promotions were awarded to women.

3. 12.1% of your workforce was part-time and 3.5% of promotions were awarded to part-time employees.

Resignations

4. 60.9% of employees who resigned were women and 39.1% were men
   i. 53.3% of all managers who resigned were women
   ii. 61.2% of all non-managers who resigned were women.
5. 12.1% of your workforce was part-time and 22.8% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

   i. 0.8% of all women who utilised parental leave ceased employment before returning to work
   ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
   iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
   iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

CEO sign off confirmation

Name of CEO or equivalent:

Professor Ian O'Connor AC

Confirmation CEO has signed the report:

CEO signature:

Date: