Australian Government

Workplace
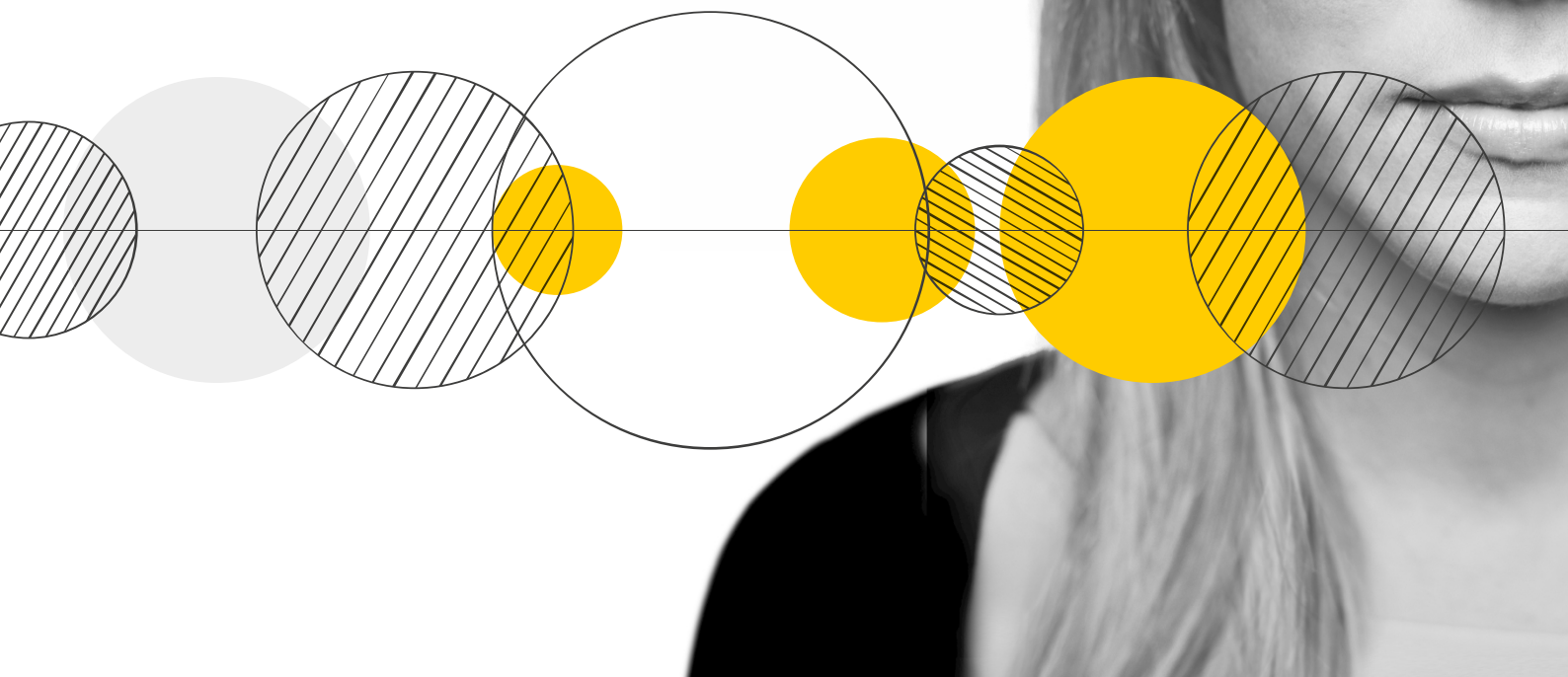Gender Equality
Agency

2015-16 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 2015-16.

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

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

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

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

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

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

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

Criterion 1

Leadership, accountability and focus

Overview

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

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

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

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

2. All managers in your organisation are required to entrench flexible working for their employees. Please confirm this occurs.

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

2.1. Please provide details on how this occurs:

Flexible work arrangements are part of normal business practice at Griffith University. We offer a range of flexible working arrangements (including part time arrangements, job share, flex time, time in lieu, telecommuting, carers leave and purchased leave) which are implemented across our workforce which assist our staff to realise a better balance between work and family life.

All managers are educated about the options available to staff via an e-module and toolkit which were released in 2016 and also through additional information on web pages (on

leave and how to balance work and family), electronic presentations about leave options and how to assess an application for flexible work.

Training and information on equitable practices is also disseminated through forums within our supervisor and manager development programs - Managing at Griffith and Supervisor Essentials Series.

In addition to the above, HRM assists all managers to proactively assess roles, explore options and facilitate flexible work arrangements across the University.

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

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

Executive Group

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

Vice Chancellor and President

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

Senior Deputy Vice Chancellor

Deputy Vice Chancellor (Engagement)

Deputy Vice Chancellor (Academic)

Vice President (Corporate Services)

Pro Vice Chancellor (Sciences)

Pro Vice Chancellor (Arts, Education and Law)

Pro Vice Chancellor (Business)

Pro Vice Chancellor (Health)

Vice President (Global)

Pro Vice Chancellor, Head Logan Campus and Lead for Women in Leadership

Pro Vice Chancellor (Information Services)

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

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

The Vice Chancellor's commitment to gender equity is communicated to staff through a suite of web pages on the staff portal, dedicated to gender equality, women at Griffith and the Vice Chancellor's ambassadorship as part of the In Your Hands pay equity campaign.

In addition, the Vice Chancellor has also sent emails to all staff reaffirming his commitment to gender equality at the University and celebrating the University's achievements in this area.

The overarching Griffith University gender equality strategy is outlined in our Equity and Diversity Plan 2014 - 2017 and University Strategic Plan 2013 - 2017. The Vice Chancellor leads these strategies and an annual report on achievements against the equity targets within both is provided to the University Council. This reporting is then disseminated to all staff via the Council Newsletter.

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

I the past 12 months, the Vice Chancellor has made two statements via email to all staff, both confirming his

commitment to gender equality at the University and celebrating the University's achievements in this space - these are

as follows:

November 2015:

Dear Colleagues

I am pleased to inform you that the Workplace Gender Equality Agency has again awarded Griffith University the Employer of Choice for Gender Equality citation. In 2015, Griffith is one of just six Queensland organisations and one of only 12 Universities Australiawide to have been recognised by the Agency for showing leadership in gender equality.

The University is extremely proud of its achievements in being awarded the citation initially as an Employer of Choice for Women from 2001 and now as Employer of Choice for Gender Equality since its inception in 2014 and in line with the Workplace Gender Equality Act 2012.

This achievement showcases our commitment to equity, diversity and inclusion within the Griffith Community. A commitment which was strengthened this year with the appointment of Professor Lesley Chenoweth AO as Pro Vice Chancellor and Head, Logan campus and with prime responsibility for leading the strategic development of the Women in Leadership portfolio across the University.

The 2015 citation recognises our achievements as a leader in workplace gender equality, with best practice initiatives in place including:

*Clear goals within our Strategic Plan which promote gender equality in the workplace, specifically within senior roles, and transparent reporting against targets;

*Professional and Leadership Development programs for male and female staff across the University;

*Generous parental Leave Provisions for male and female staff;

*Flexible working arrangements available to male and female staff, as outlined within our Enterprise

Agreements

*Resources for managers and supervisors to assist in effectively managing leave and flexible work arrangements;

*Gender pay gap analysis conducted by the Office of HRM;

*Gender representation across the University.

I would like to thank all staff across the University who have contributed to this fantastic outcome.

Professor Ian O'Connor

Vice Chancellor

July 2016:

Dear Colleagues

We were proud to be named as one of only 12 universities Australia wide to receive the Employer of Choice for Gender Equality citation in 2015. The citation recognises employer commitment and best practice in promoting gender equality in the workplace and continues on from our standing as Employer of Choice for Women for over a decade.

The University's mission statement declares our commitment to equity and social justice as one of the foundations of excellence in teaching, research and community service. We foster equity in our workplace and seek to engage men and women from every segment of society in our pursuit of excellence, and to value the contribution of every student, staff and community member.

The standards established by the Workplace Gender Equity Agency for the citations keep us focussed on the policies, practices and data collections that underpin and report on the progress of women in our organisation. We are not content to articulate good intentions, we are committed to systematic measurement and evaluation to understand our progress towards equality and to identify where we need to do better. On this basis, the University will again apply for an Employer of Choice for Gender Equality citation in 2016.

Our support for gender equality in the workplace can be seen through a number of measures, including but not restricted to:

*A successful University Equity Committee and Equity and Diversity Plan;

*Paid parental leave for female and male, primary and secondary carers;

*Flexible working arrangements for female and male staff who have carer responsibilities;

*Clear goals within our Strategic Plan in relation to increasing the number of senior women;

*Recruitment and promotion procedures which are based on merit, and support gender equality.

Under the leadership of Professor Lesley Chenoweth AO, lead executive for the Women in Leadership agenda at Griffith, our support for women in the workplace has also been highlighted this year through initiatives such as the International Women's day celebrations both on campus and via social media, the continuation of Academic Promotions information sessions for female staff and our leadership programs for women.

As we continue to pursue our achievements in Workplace Gender Equality at Griffith University and in accordance with the requirements of the Workplace Gender Equality Act 2012 (Act), I am pleased to inform

you that on 30 June 2016, the University lodged its annual public report with the Workplace Gender Equality Agency (Agency).

To access a copy of the report, please click on the following link:
https://intranet.secure.griffith.edu.au/community-welfare-recreation/equity-diversity/gender-equality

As employees of this organisation you may make comments on the report to us by email to Ms Megan Sharp, Senior HR Adviser, HR Strategy and Projects at m.sharp@griffith.edu.au or directly to the Agency. Please refer to the Agency's guidelines on this process on their website at www.wgea.gov.au.

Ian O'Connor

Vice Chancellor and President

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

Two members of the University Executive have made a public external statement the past 12 months, demonstrating a commitment to achieving Gender Equality:

March 2016 - Professor David Grant, Pro Vice Chancellor (Business) addressed the Committee for Economic Development of Australia's Women in Leadership series luncheon:

"Thank you Kyl and good afternoon ladies and gentlemen.

So as Kyl has said I'm David Grant and I have the privilege of being Pro Vice Chancellor of Griffith University Business School.

I'm delighted to be here with you all today to formally open CEDAs Women in Leadership Series for 2016. And as part of that role I also have the honour of introducing our outstanding panel of speakers and our moderator.

But before I move to doing so, I'd also like to acknowledge the traditional custodians of the land upon which we are meeting, and pay my respects to their elders past and present. I'd also like to extend that respect to all Aboriginal and Torres Strait Islander people, especially any who are with us today.

Well, it's with great pride that Griffith Business School continues to work closely with CEDA as the foundation sponsor of the Women in Leadership Series.

We greatly value our long-standing association with CEDA, both through the development and delivery of the Women in Leadership Series and through our institutional membership. As I am sure you would all agree, this very successful series is yet another example of the outstanding work Kyl and her colleagues do to ensure that CEDA meets its core objectives of delivering leading thinking, informed discourse and rigorous research to influence good public policy for Australia's economic and social development.

As an educational institution Griffith University and the Business School have a responsibility to provide and promote thought leadership around significant issues that affect the economic and social well-being of the business, government and wider community. The kind of debate and discussion that takes place at events such as the one we are at today, and our sponsorship of such events, is integral to achieving this.

Gender and equity, and specifically women in leadership is, as far as we are concerned, one of the key issues we wish to promote through events such as this. Moreover, equity has always been part of Griffith Business School and Griffith University's ethos. It's central to our mission as both as an educational institution and as an employer. It also aligns with the Business School's values of building socially responsible leadership and sustainable businesses – a more diverse leadership comprising of mixed experiences, skills and perspectives will provide the kind of expertise and creativity needed bring these values to fruition.

We are also lucky enough to have a sizable group of staff in the Business School who have the expertise to help drive the School's commitment to equity and diversity. Many of these are located in our Department of Employment relations and HR and the Centre for Work and Organisational Wellbeing (WOW).

These staff are investigating a range of workplace equity and diversity related issues including, for example, examination of research into gender and work-life balance and analysis of workforce and other demographic data in relation to remuneration and female career paths. Others have looked at the depiction of male and female business leaders in the media and how these both reflect and perpetuate gender based expectations and norms. Through this kind of activity they are also contributing to many of the key national and regional debates regarding equity and diversity, and working to influence (and change) public policy, business practices and community perceptions.

But it is not only in, and through, our scholarly pursuits that Griffith Business School promotes equity and diversity.

As an employer in its own right, Griffith University seeks to promote gender and diversity in the workplace. We want Griffith to be a University where people want to work. This requires practices and policies to build a work environment which simultaneously reflects the diversity of Australian society and where people and performance are valued.

Equity is about creating a work environment where employees are recruited, promoted and treated on the basis of their individual skills and abilities. Our commitment at Griffith is to fostering a workplace which rewards the significant contributions of our workforce to the outputs of our institution and, in the context of our female employees, offering a range of enrichment programs which promotes their acceleration into leadership roles be they administrative, professional or academic positions.

To help us achieve these objectives, the University has established goals within its Strategic Plan to increase representation of female staff within senior academic and professional roles, and groups such as the Business school have clear targets in this respect. At the same time and to help us get to these targets we provide support that includes family friendly leave provisions, flexible work hours, equity and other scholarships, and leadership development programs for women in administrative, professional, academic and senior management roles.

Our strategy as a University is to work continuously to identify and address the traditional and not-so traditional disadvantages faced by women in the workforce in order to maximise the opportunities for female staff at Griffith. In doing so we seek to value and respect differences and try to reflect this in the way we work and treat each other so that our workplaces are welcoming and inclusive.

Our success in and commitment to these activities has meant that we have been recognised as an Employer of Choice for Women and now Gender Equality, by the Workplace Gender Equality Agency since 2001.

But we do know though that there is much more that we need to do. There's no time for self-congratulation – we have to keep driving the gender issue and ensuring that it remains at the forefront of everyone's minds. To that end, we have sought to strengthen our commitment to change in the gender and employment space with the appointment in 2015 of Professor Lesley Chenoweth AO as Pro Vice Chancellor

and Head, Logan Campus who has the prime responsibility for leading the strategic development of the Women in Leadership portfolio across the University.

We're also continuing to maintain momentum in partnership with other academics institutions and professional bodies. I'm delighted to say that Griffith is for example, one of thirty-two organisations nationwide to participate in the Science in Australia Gender Equity (SAGE) pilot. The pilot is a result of an exciting partnership between the Australian Academy of Science and the Australian Academy of Technological Sciences and Engineering (ATSE).

Based on the already successful UK Athena SWAN gender equity accreditation program, the pilot aims to improve the promotion and retention of women and gender minorities in science, technology, engineering, mathematics and medicine (STEMM). It obtains these improvements by tieing the allocation of funding and other resources to those participating in the program to their performance in respect of the levels of retention and promotion of women that they report.

So all well and good at Griffith in terms of gender and equity – well of course not...

As I indicated a moment ago, we know that there remain some significant challenges to our obtaining the diversity and equity in the workplace that we aspire to. For example, our University like the rest of the sector continues to struggle to promote and attract women into senior academic positions. In 2015 50% of junior and mid-career academic staff in the Business School were women. At the level of Professor only 33% were women. Not bad compared to many others in the sector, but still not good enough. When you look at our demographic there appears to be a log jam at the mid-career level for women. In other words they're not getting promoted to the senior academic roles as often as men.

And of course this sort of struggle or challenge is mirrored across the rest of the Australian and Queensland business community.

Leading the kind of changes that need to occur in relation to gender and equity in the workplace is difficult; in many cases it's effectively a form of culture change that requires determination and insight.

Whilst some might argue that significant advances have been made with regard to gender equity, the current national gender pay gap of 17.9% (mirrored at 18% in Queensland) suggests that we still have a very long way to go. As the Australian Government's Workplace Gender Equality Agency reports, the gender pay gap is not getting better, it has hovered between 15 and 19% in recent decades and appears to have even slipped backwards, so we can hardly say we've made any measurable improvement to the remuneration of women in the Australian workforce.

Further, the Agency reports that in every single industry there is a pay gap favouring men, with some of the highest gender pay gaps found in female dominated industries including health care, social assistance, finance and insurance services. In every occupational category, there is a gender pay gap favouring full-time working men over full-time working women.

Gender pay gaps tend to be lower in industries where pay rates are determined by an industry-wide award, as opposed to industries where pay rates are determined at the organisation-level through an enterprise bargaining agreement, or individual contractual arrangements. Overall, the gender pay gap in the private sector is considerably larger than the public sector.

Turning our attention to gender equity and the opportunities for women to progress to senior leadership positions the figures do not make comfortable reading there either….

The Australian Institute of Company Directors recently reported that the latest percentage of women on ASX

200 boards is 22.7%, with women comprising 46% of new appointments to date in 2016. Should we be impressed? Perhaps not, when we consider a total of 21 boards in the ASX 200 still do not have any female representation whatsoever.

More to the point, female representation on boards does not seem representative of the composition of the Australian workforce overall. Women make up about 46.0% of all employees in Australia. At the same time they constitute 69.% of all part-time employees, 36% of all full-time employees, and 55% of all casual employees. The workforce participation rate for women is 59.5%, and for men it is 71.0%. These figures, which are pretty much replicated in Queensland suggest that Board composition disproportionately favours men.

Looking at those figures I'd have to agree with the former Sex Discrimination Commissioner Elizabeth Broderick who said in her outgoing speech to the National Press Club made back in September last year – and I quote:

"We must turn our attention to … the continued under-representation of women in leadership positions, in the community, in business, in the board rooms and in parliaments."

In making her speech, you might remember, she reflected on some research carried out by diversity advocate, adviser and consultant Conrad Liveris. Liveris looked at the composition of boards and CEO roles among the ASX Top 200.

Essentially he found that: "Fewer big Australian companies are run by women than by men named Peter. Indeed, ASX 200 companies run by a Peter, a Michael, a David or an Andrew outnumber those run by women four to one."

In preparing for today I reflected on Elizabeth Broderick's speech. In it she made many important statements and told the stories (sometimes sad and very confronting stories) of some of the remarkable, everyday people she had met during her tenure who had profoundly affected and influenced her.

Elizabeth Broderick's speech resonated with me and I'm sure for many in the audience today for many reasons. It is however very relevant to our discussion and debate today for one basic reason: gender equality matters. As she pointed out, gender equality goes to the heart of who we are and how we live. It is not simply a battle of the sexes; it is a battle for equality – a battle that men and women must wage side by side. … The empowerment of women is fundamentally about the empowerment of humanity in ways that are of economic and social benefit to the community.

In wrapping I'd urge that we reflect on gender and equality as we move in 2016 further into election mode. Despite the fact that the election campaign could last as long as 3 months, it'll be interesting to see where the issue of gender equity is paid attention to, if at all. But if nothing else, as we move progress through a campaign in which we are likely to hear a lot about innovation, we might want to remind ourselves that diversity contributes to, and can lead to, innovation. It would be nice to think that it has never been a more exciting time to be in Australia because, in part, we are successfully leveraging off of the diversity that exists in our workforce.

As leaders, it is then imperative that we all recognise the value of diversity in the workplace. But we can't be content with simply recognising it: We all have a responsibility as leaders - and there are nearly 500 of us here today – to challenge the prevailing norm and move ahead. We must agitate in our spheres of influence because the gender pay gap and gender equity are everyone's problem.

So that's our challenge, our call to action if you like. We should not be content with what has so far been

achieved, we have to continue to be active agents of change and push harder and faster.

Well, to help us in that task, CEDA has today brought together three remarkable executives and entrepreneurs to share with us their insights about equity and diversity.

They will have the opportunity to discuss what they have seen and experienced, what they have learnt, and what they see as the way forward in achieving gender equity.

It gives me great pleasure now to introduce our panel members.

Dr Catherine Ball is a drone and innovation consultant and Telstra's Queensland Business Woman of the Year for 2015.

Her work developing remotely operated aerial systems for environmental and engineering projects is at the forefront of geotechnical innovation and has been applied to projects all over the world.

Catherine strongly advocates that environmental and human health are inextricably linked, and she is a strong proponent of science education across all genders and ages and an advocate for diversity.

Catherine's career has included extensive travel, voluntary work, and fundraising. She has held senior professional roles with GHD, URS and AECOM. Speaker Briefing Sheet

Tammy May is one of Australia's leading business women and the Founder and Director of personal budgeting company MyBudget.

In 1999 and aged just 22, Tammy started the business from her home kitchen table after realising she could help people to gain control of their finances and manage their personal budgets.

MyBudget has helped more than 40,000 clients Australia-wide and grown from a small team to over 270 employees around the country.

Tammy has previously been recognised as Telstra's South Australian Business Woman of the Year and EY's Young Entrepreneur of the Year for the central region.

Serafina Maoirano (Maranoe) is the Global Chief Executive Officer of Advance, which was formed in 2002 to harness Australia's global talent, expertise and goodwill through a collaborative network funded by the Federal Government.

Now based in New York, Serafina has previously worked in the UK, The Middle East, Singapore, China and India.

Serafina is the inaugural 'Global' winner of the Australian Financial Review/Westpac 100 Women of Influence Award.

I would also like to acknowledge today's moderator, Lucille Halloran.

Lucille leads EY's Oceania Government and Public Sector Leader practice.

Prior to this, Lucille was the Canberra Office Managing Partner. Lucille mentors women in the business community, helping them connect with each other and build leadership skills and is a regular host of the EY Women With Ambition program held at the National Portrait Gallery.

Catherine, Tammy, Serafina and Lucille, I'm very much looking forward to hearing from each of you today and thank you all for taking the time to be with us and share your thoughts and experience with us.

Ladies and gentlemen. Thank you for taking the time to be with us today and for your support of this the first of the CEDA Women in Leadership events. And thank you for your attention."

April 2016 - Professor Lesley Chenoweth AO, Pro Vice Chancellor and Lead Executive for Women in Leadership addressed the Chief Executive Women (CEW) Leaders program cohort:

"GOOD MORNING EVERYONE

IT IS MY GREAT PLEASURE TO WELCOME YOU HERE TODAY TO GRIFFITH UNIVERSITY. MY NAME IS LESLEY CHENOWETH AND I HAVE THE HONOUR AND RESPONSIBILITY FOR DRIVING THE WOMEN IN LEADERSHIP AGENDA FOR GRIFFITH.

I WOULD LIKE TO BEGIN BY ACKNOWLEDGING THE TRADITIONAL OWNER OF THIS LAND WHERE WE ARE GATHERED HERE ON THIS BEAUTIFUL NATHAN CAMPUS – THE YUGARABUL, YUGGERA, JAGERA AND TURRBAL PEOPLES. I PAY MY RESPECTS TO THEIR ELDERS PAST AND PRESENT AND TO ALL ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

GRIFFITH UNIVERSITY HAS A PROUD HISTORY OF EFFORTS IN GENDER EQUALITY AND PROVIDING OPPORTUNITIES FOR WOMEN TO DEVELOP AND SUCCEED.

WE HAVE BEEN RECOGNISED AS AN EMPLOYER OF CHOICE SINCE 2001 INITIALLY AS EMPLOYER OF CHOICE FOR WOMEN AND SINCE 2014 AS AN EMPLOYER OF CHOICE FOR GENDER EQUALITY. THESE CITATIONS ENCOURAGE US TO CONSTANTLY REVIEW OUR POLICIES AND STRATEGY TO ENSURE THAT WE CONTINUE TO BE A LEADER IN OUR PRACTICES AND PROVISIONS FOR WOMEN AT GRIFFITH . BUT THE BENCHMARK KEEPS RISING AND MANY ORGANISATIONS HAVE ACHIEVED GREATER EQUALITY.

SO THIS MEANS SETTING TARGETS , OFFERING PROGRAMS SPECIFICALLY FOR THE DEVELOPMENT OF WOMEN IN LEADERSHIP ROLES AND MOST IMPORTANTLY, NEVER BEING COMPLACENT - ALWAYS REVIEWING AND REFLECTING ON HOW WE ARE GOING AND HOW WE CAN IMPROVE. CURRENTLY OUR OVERALL WORKFORCE OF AROUND 4000 PEOPLE IS 60% FEMALE BUT AT SENIOR LEVELS THIS DROPS TO 37.5% FOR ACADEMIC AND 42.5% FOR PROFESSIONAL STAFF. WE HAVE SET GOALS FOR THIS TO BE 40% AND 50% RESPECTIVELY BY 2017.

FOR THE PAST TWO YEARS GRIFFITH HAS HOSTED ITS LENEEN FORDE FUTURE LEADERS PROGRAM FOR WOMEN IN LEADERSHIP ROLES ASPIRING TO TAKE ON SENIOR EXECUTIVE POSITIONS. PROVIDING OPPORTUNITIES FOR WOMEN TO UNDERTAKE PROGRAMS SUCH AS CHIEF EXECUTIVE WOMEN IS ONE OF THE KEY WAYS OF FOSTERING THE MANY TALENTED AND CAPABLE WOMEN IN OUR ORGANISATION . CEW THROUGH WOMEN ENABLING OTHER WOMEN IS HIGH REGARDED IN THIS SPACE AND HAS DEMONSTRATED SUCCESSES.

THERE IS STILL MUCH TO BE DONE. THE WIDENING GENDER PAY GAP STUBBORNLY POSES CHALLENGES FOR THE PLANET. THE STILL FAR TOO FEW WOMEN ON BOARDS HAUNTS US. BUT GAINS HAVE BEEN MADE AND CHANGE IS HAPPENING. DAYS LIKE TODAY ARE PART OF A CHANGE. I HOPE YOU ENJOY HEARING FROM THE EXCELLENT PRESENTERS, MEETING OTHER WOMEN AND CELEBRATE COMING TOGETHER.

THANK YOU"

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 University has a dedicated Gender Pay Equity webpage available on the staff portal, which highlights the Vice Chancellor's commitment to pay equity. This webpage is updated periodically to reflect current activitiy in this space. The webpage currently reads:

A commitment to achieving Gender Pay Equity

Griffith University is proud to be a supporter of the Workplace Gender Equality Agency's "In Your Hands" campaign, which is aimed at lifting the lid on gender pay equity and encouraging business and CEO's to make pay equity a priority. The campaign's mission is that every employer in Australia will conduct a gender pay analysis.

As a Pay Equity Ambassador, Vice Chancellor, Professor Ian O'Connor is committed to helping the Agency achieve their mission. Ambassador's are business leaders who have helped set up new 'norms' and seen pay equity and gender equality more broadly, recognised as standard business practice.

Pay Equity Roundtable

In his role as Pay Equity Ambassador, the Vice Chancellor was pleased to host a round table discussion with the Workplace Gender Equality Agency and business leaders on the Gold Coast in August 2015. The round table provided an opportunity for the Vice Chancellor to share the University's experiences and initiatives with a number of business leaders, and to start a broader conversation about gender pay equity.

For more information about the campaign, see the website at inyourhands.org.au.

Gender pay gap analysis

A Gender Pay Gap analysis is conducted annually by the Office of Human Resource Management. This analysis compares a range of factors including like for like, level by level and the University wide gender pay gap and also assists in identifying and highlighting elements who do not have gender equality within their

workforce.

This information is then used by the Office of HRM and the University Executive to develop and implement strategies to reduce representation and pay gaps discrepancies which have been identified.

Initiatives such as the Female Only Promotions Sessions, Women in Leadership Program and the Leneen Forde Future Leaders Program are also contributing to the University achieving its goals of increasing the representation of female staff at senior levels, enhancing their skills and capabilities and in turn, further reducing the gender pay gap.

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:

In both of the Vice Chancellor's emails to all staff, highlighted in response 4.2 above, the Vice Chancellor clearly states that flexible work arrangements are available to our male and female staff.

Flexible work provisions also outlined within the Gender Equality webpages as provisions available to both male and female staff, and flexible work is also promoted on our Recruitment pages.

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

Over the past 12 months, a member of the executive team has accessed flexible working hours to enable him to care for and enjoy time with his children.

In addition and also within the past 12 months, members of the University executive and senior management have been supported in accessing flexible arrangements and leave, to enable them to support and care for ill family members, and to assist in transition to elder care facilities.

4.7. Your CEO (or equivalent) must either chair the group, committee or council responsible for the implementation and oversight of your organisation's formal gender equality strategy that supports gender equality as outlined in question 1, OR has direct involvement with your organisation's gender equality

programs.   Please provide details on what she/he does in this regard:

The Vice Chancellor chairs the Executive Group which is responsible for approving the Equity and Diversity plan and associated policies.

In addition, the Vice Chancellor has direct involvement with both the University's Women in Leadership program and also the Leneen Forde Future Leaders Program for which he is also a program sponsor.

Most recently, the Vice Chancellor has been more formally recognised at Patron of the University's Athena Swan program - this is a sector wide initative to specifically improve representation of women in the science, technology, engineering, mathematics and medicine disciplines - areas which have long term gender inequality.

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:

The Vice Chancellor is a Pay Equity Ambassador as part of the In Your Hands pay equity campaign. In August 2015, he hosted a pay equity round table with the Agency at our Gold Coast campus. At this event, the Vice Chancellor shared the University's experiences in addressing gender and pay equity, and encouraged other local business leaders to raise awareness about pay equity within their own organisations.

In November 2015, the Vice Chancellor was pleased to welcome the audience to the University's 2015 Equity Symposium: The True Impacts of Domestic Violence. The symposium was attended by over 150 staff, students and community members and enabled a conversation about the impacts of domestic violence across the whole of society, including its links to gender inequality within relationships. At the symposium, the Vice Chancellor was also pleased to launch the University's Domestic and Family Violence website, which provides links to external and internal support systems, Griffith's expectation of respectful behaviours on campus and within the Griffith Community, and showcases our academic contributions in this space.

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

☒ Our organisation's current CEO (or equivalent) has been interviewed previously for the EOCGE citation.

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

☒ Your CEO (or equivalent) has/will advise all staff that your organisation is applying for the EOCGE citation.

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

The Vice Chancellor promotes gender equality in the university workforce by celebrating significant achievements of our male and female staff through his monthly e-newsletter to all staff and on his blog.

One example of this was the Vice Chancellor's monthly newsletter to staff in October 2015 in which he showcased the achievements of Professor Lesley Chenoweth AO who had been named one of Australia's most influential women by the Australian Financial Review and winner of her category; Professor Claire Rickard who had been elected as a Fellow of the Australian Academy of Health and Medical Sciences; Professor Kathleen Daly who had recently been awarded the Christine M Alder Book Prize. The newsletter also went on to recognise achievements of a number of male and female staff in academia, service excellence, wellbeing and engagement activities also.

The Vice Chancellor also celebrates achievements of men and women at the University through the Griffith General Staff Awards and the Griffith University awards in research and learning and teaching.

The Vice Chancellor celebrates staff who are recipients of either the Queens Birthday awards or Australia Day awards. This is done via an all staff email communication and the Vice

Chancellor hosts functions to celebrate these achievements.

The Vice Chancellor has sponsored the University's involvement in the SAGE (Science Australia Gender Equality) Pilot of the Athena SWAN Charter in Australia. This initiative is aimed at addressing the under-representation of women in STEMM (science, technology, engineering, mathematics and medicine.)

Further, there is a dedicated Gender Equality webpage which outlines the workplace provisions for both men and women in the Griffith workforce, and as part of this, the Women@Griffith webpage supporting women and their development specifically.

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

☒ Yes

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

☒ Tracks progress against gender equality strategy internally

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

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

☒ Yes

☐ No

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

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

☐ Yes

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

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

9. Please indicate whether any of the following are included in your (or other governing bodies/boards over which your organisation has control) formal selection policy or strategy (if your organisation does not have control over other governing bodies/boards, please select 'Not applicable'):

Identifying a potential female talent pool from which new members can be selected	☐ 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/board 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 strategy for governing body/board appointments that are designed to promote gender equality:

n/a

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

☒ Yes

☐ No

11. Your organisation must analyse its systems and processes to identify gender bias in decision making in relation to the following. Please confirm this has occurred in all these areas by ticking all options below:

☒ Recruitment

☒ Training and development

☒ Promotions

☒ Talent identification/identification of high potentials

☒ Succession planning

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

Salary loadings

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:

A gap was identified through our training and development offerings, which has resulted in the sponsorship of places for women in targeted position level bands to participate in external training programs and courses.

An upgrade of our recruitment system has enabled the ability to limit bias amongst selection panel members during the shortlisting process. The panel chair is now the only person able to view all shortlisting ratings and comments, eliminating the ability for panel members to be biased by comments or thoughts of other panel members.

A recruitment training program will also be rolled out over the coming months and a key component will be formalised unconscious bias/implicit bias awareness and training.

These activities are in addition to female only promotions information sessions which were launched in response to analysis of promotions, workforce and pay equity data and are aimed at encouraging female staff to apply in a more timely manner therefore influencing gender representation at higher levels.

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

☒ Yes

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

☒ Yes

15. Your organisation must analyse the number of resignations by gender to compare how many female and male managers and non-managers, part-time and full-time, resigned in the last 12 months. In the analysis of resignations, you must have:

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

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

iii) taken actions to address issues identified.

Please confirm all of the above has taken place?

☒ Yes

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

☐ Key management personnel only

☒ All managers (including key management personnel)

☐ No

Criterion 2

Learning and development

Overview

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

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

☒ Yes

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

☒ Yes

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

☒ Leadership development training/education

☒ Career development training/education

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

Formal sponsorship or mentoring program	☒ 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:

The University also tracks the number of men and women who particpate in the Academic Staff Equity Development Program, the Short Courses program and the Academic Studies Program.

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

☐ Managers only

☒ All workers (including managers)

☐ Other, provide details:

Criterion 3

Gender remuneration gap

Overview

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

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

Like-for-like gender remuneration gaps

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

Overall organisation-wide gender remuneration gap

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

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

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

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

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

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

☒ Yes

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

☒ Base salary

☒ Total remuneration

☒ Starting salaries

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

Annual salary increases by gender	☒ 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:

The University's remuneration gap includes analysis of the pay gap per HEW (Higher Education Worker) level for general/professional staff and per Academic level for academic staff. The analysis also looked at the impact of superannuation, salary loadings and allowances.

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

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

n/a

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

☒ Yes
☐ No

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

☒ Yes

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

☒ Yes
☐ No

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

☒ Yes
☐ No

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

☒ Yes
☐ No

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

Criterion 4

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

Overview

This criterion assesses an organisation's policies, strategies and processes to encourage the use of flexible working 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. This prerequisite relates to question 10 in your compliance report which you have already answered so no additional response is required.

30.

31. <%question_31%>

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

☐ Yes

☒ No

33. There must be no requirement for a worker to reimburse any portion of their employer funded paid parental leave regardless of whether or not they return from parental leave. Please confirm this is the case:

☒ Yes

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

The Vice Chancellor's all-staff emails as referred to in Q 4.2 clearly state that parental leave is available to male and female staff.

Tools, guides and information on the staff portal also indicate that the leave is available to both male and female staff.

A number of case studies are also available via the staff portal which include stories from male staff who have accessed parental leave.

35. This prerequisite relates to question 7 in your compliance report which you have already answered so no additional response is required.

36. This prerequisite relates to questions 11 through to 11.2 in your compliance report which you have already answered so no additional responses are required.

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

☒ Yes

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

☒ Yes

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

☒ Yes

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

☒ Yes

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

The number of women and men promoted during parental leave (paid or unpaid)	☒ 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. This pre-requisite relates to question 8 in your compliance report which you have already answered so no additional response is required.

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

Within one year after returning from parental leave	☒ 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 women and men who return from parental leave do not return to their original role and to which role they return. Please confirm this occurs:

☒ Yes

44. This prerequisite relates to questions 9 and 9.1 in your compliance report which you have already answered so no additional response is required.

45. This prerequisite relates to question 14 in your compliance report which you have already answered so no additional response is required.

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

The University actively promotes flexible work arrangements to staff through a range of methods, including:

* promoting our family friendly and flexible work arrangements on our website to all staff and job applicants to the University

* providing all staff with information on our family friendly and flexible employment conditions as part of onboarding including links to the website and case study examples for male and females

*all-staff emails from the Vice Chancellor which promote the University's commitment to gender equality, and highlight that provisions are accessible by both male and female staff

*having all staff undertake Equity and Diversity training online (which covers flexible work arrangements) as part of their induction and two year refresher courses

*training heads and managers on the benefits of implementing flexible work arrangements through a new online module for all University managers and also through key sessions in our Supervisor Essentials, Managing at Griffith and the Leadership Dimensions training series (these modules and sessions enable us to educate heads and managers on the range of flexible work

options available, how to implement them and in turn better manage the workforce)

*through HRM speaking to Heads, Managers and staff about the flexible work options available and providing information and questions and answers on the website

*and also by Equity Committee discussing the WGEA EOCGE application including flexible work arrangements and promoting the aims and themes of the citation and the University's commitment to the members of this committee and the broader equity champion network, who in turn spread this message through group and element based equity and management meetings.

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

☒ Providing educational materials

☒ Training for all managers

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

A range of educational materials are available via the staff portal for mangers, these include:

* a new e-module titled 'Flexible Work Arrangements: Manager's Training Module" which outlines the benefits of flexible work, strategies for implementing successful arrangements, and an overview of the options and eligibility for University staff

*a new Flexible Work toolkit which compliments the above e-module and provides more detailed information in a downloadable and printable format

*a dedicated section on managing flexible work in the Managing Equity in the Team Environment toolkit

*checklists for Deans and Heads on how to manage equity (including flexible work arrangements),

*questions and answers on flexible work on the website and

*web pages detailing the provisions and examples of flexible work for men and women

In addition, all managers are requested to complete the advanced Equity and Diversity training online (which includes a section on flexible work arrangements) as part of their induction and two yearly refresher courses.

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

The University provides face-to-face training for heads and managers on implementing flexible work arrangements through the Supervisor Essentials, Managing at Griffith and Leadership Dimensions training series. These workshop sessions enable us to educate heads and managers on the range of flexible work options available, how to implement them and in turn better manage the workforce.

HRM Business Partners facilitate discussions about managing flexible work at School/Group meetings and with individual managers as required.

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

In additional to the resources and training outlined in 47.1 (a) and (b) above, Managers are also well supported by HRM through AskHR telephone and email enquiries and one on one consultations with HR Managers and Business Partners.

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

Criterion 5

Employee consultation

Overview

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

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

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

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

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

☒ Yes, this organisation's survey was conducted on (provide details of the date):

    between March and July 2015

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

☒ Yes

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

Survey questions:

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

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

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

☒ Yes, the above three questions were included in this organisation's employee survey

☐ Yes, alternative questions to the three above were used in this organisation's employee survey and approval was given by WGEA for their use.

49.3. 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.

49.4(a). Please provide details of the method/rationale used to determine that the employee sample you surveyed was both statistically significant and representative.

In 2015, surveys were conducted within the Office of Finance, Campus Life, Griffith International and Arts, Education and Law Group, and included in excess of 1190 staff.

Additional surveys have been conducted in 2016, however response data is yet to be fully analysed.

All employee surveys of this nature are rolled out to all staff within the work area and therefore provide gender, age and cultural representation together with representation of academic and professional staff, staff at all levels and across disciplines and campuses.

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

i) obtained 400 or more responses, OR

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

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

☒ 400 or more survey responses were received

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

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

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

☒ Yes

49.7. RESULTS: Your organisation needs to have analysed ALL responses received to its employee survey (including 'not sure') and achieved an agreement threshold of at least 65% 'agree' or 'strongly agree' on the above three questions asked, OR achieved an agreement threshold above the industry norm for the survey tool used. (Refer to page 24 of the Criteria and guide to citation document for instructions on calculating the level of agreement to the survey questions.)

Indicate below what agreement threshold was achieved:

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

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

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

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

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

- 500 survey responses received: 200 female; 300 male

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

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

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

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

530 responses were received in the march to July 2015 round of staff surveys. This responses were analysed and provide ratings from 194 male and 336 female staff across a range of work areas. Analysis of the 3 questions is as follows:

"I have the flexibility I need to manage my work and caring responsibilities." Across the areas surveyed, an average of 78% of staff surveyed agreed with this statement (76% female and 82% male). On the rating scale from 1-5, the average actual response from females being 4 (agree) and the average actual response from males being 4 (agree).

"In my organisation, sex based harassment and discrimination is not tolerated." Across the areas surveyed, an average of 90% of staff surveyed agreed with this statement (89% female and 94% male). On the rating scale from 1-5, the average actual response from females being 5 (strongly agree) and the average actual response from males being 5 (strongly agree).

"My immediate supervisor/manager genuinely supports equality between women and men." Across the areas WGEA Employer of Choice for Gender Equality: 2014-15 application; Griffith University 29 surveyed, an average of 85% of staff surveyed agreed with this statement (85% female and 86% male). On

the rating scale from 1-5, the average actual response from females being 5 (strongly agree) and the average actual response from males being 5 (strongly agree).

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

☒ Yes

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

While male and female responses are mostly positive, it is evident that positive response rates of female staff

are marginally lower than that of their male colleagues.

The statement that staff have the flexibility required to manage work and caring responsibilities received the lowest support from staff, with only 76% of females agreeing.

On this basis, the office of HRM will continue to provide training sessions for managers and supervisors which cover professional work behaviors and managing equity in the team environment (including supporting flexible work). Content on these topics has also been increased across our range of management and leadership development programs.

Further, the Office of HRM is continuing to expand on the resources provided to support managers and staff in managing flexible work, this includes the development of and release of a new e-module and toolkit. The e-module titled 'Flexible Work Arrangements: Manager's Training Module" outlines the benefits of flexible work, strategies for implementing successful arrangements, and an overview of the options and eligibility for University staff. The toolkit compliments the e-module and provides some more detailed information and in a downloadable and printable format

The University also continues to review and build on its existing initiatives.

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

☒ Yes

☐ No

Criterion 6

Preventing sex-based harassment and discrimination

Overview

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

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

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

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

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

☐ Yes, a SBH grievance process is in place

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

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

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

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

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

The training is provided online for all workers and managers and face to face for managers/supervisors/participants in leadership programs. Over the past 12 months extensive face to face, training has been conducted across the University following the rollout of a revised Workplace Bullying, Harassment and Discrimination policy and procedure. Training is also provided to our contact officer network and ad hoc at management meetings

as required.

General awareness of University policies and procedures has also been promoted to both staff and students through the University's participation in the Universities Australia Respect. Now. Always campaign.

A video presentation has not been developed.

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

☒ Yes

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

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

55.2. If you have answered 'No' to the training options in question 55.1, please provide details on the ways in which sex-based harassment prevention training for all workers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is NOT considered to be training) :

The training is provided online for all workers and managers, and face to face through contact officer training, a Workplace Behaviours sessions as requested by areas, the short courses program, and training being rolled out on the revised Workplace Bullying, Harassment and Discrimination policy and procedures.

General awareness of University policies and procedures has also been promoted to both staff and students through the University's participation in the Universities Australia Respect. Now. Always campaign.

A video presentation has not been developed.

56. Your organisation must not have had a judgment or adverse final order made against it by a court or other tribunal relating to sex-based harassment or discrimination in the last three years. Please confirm this is the case:

☒ Yes

Criterion 7

Targets for improving gender equality outcomes

Overview

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

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

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

This criterion recognises that:

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

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

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

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

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

☐ Yes

☐ This is not required as the representation of women in these governing bodies/boards is at least 40%

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

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

58. Your organisation must have set numerical targets that include timeframes to improve the representation of women in management. Please confirm this has occurred:

☒ Yes, targets have been set

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

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

	Management level where target is set, eg KMP?	% Target?	Year target to be reached?
1	Academic Level D & E	40	2017
2	General Staff HEW 10+	50	2017
3			
4			

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

☒ Tracking progress internally

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

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

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

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

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

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

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

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

☐ Yes

☒ No

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

☒ Yes, targets have been set

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

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

	Managers		Non-managers	
	% Target?	Year to be reached?	% Target?	Year to be reached?
Internal recruitment short-lists	20	2016	20	2016
External recruitment short-lists	20	2016	20	2016

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

	Managers		Non-managers	
	% Target?	Year to be reached?	% Target?	Year to be reached?
Talent identification lists	0		0	
Succession plans	0		0	
Career development and leadership training	0		0	
Retention	0		0	

Outstanding initiatives and/or innovation

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

* In reference to item 60. specifically, while the University has not yet set a numerical target for this cohort of staff, it recognises the under-representation of women in STEMM faculties and is pleased to have been inducted as a participant in the SAGE Athena Swan program. This program will assist the University to increase awareness of gender inequality within STEM and implement innovative practices in order to increase the representation of women at all levels - from a postdoctoral student level through to level E, Professor appointments.

*During Semester 2, 2016, the University will soon launch a Male Champions of Change initiative.

* A Women@Griffith newsletter has recently been launched. The newsletter is a quarterly communication from Professor Lesley Chenoweth AO, Pro Vice Chancellor and Lead for Women in Leadership. The newsletter enables the University to to keep in touch with our women on news, events and other initiatives which support gender equality in our workforce.

*The Leneen Forde Future Leaders program which was launched in 2014 as a succession planning initiative will soon graduate its first cohort. The program provides a targeted approach to women leaders and supports them to continue to learn and grow as effective senior leaders. The program includes 360 degree feedback, career planning and a sponsorship arrangement with the senior executive. Of an inaugural cohort of 14, 9 women have already been successful in gaining promotion to a higher or more senior leadership level during their participation.

*In November 2015, the University hosted a symposium on the True Impacts of Domestic Violence. The symposium included a panel of experts from the law, health, economics and human services arenas and discussion included the impacts of domestic violence across the whole of society, including links to gender inequality within relationships.

*The Academic Equity Development Scheme was revamped in 215 to enable a simplified application process for staff. This scheme provides recognition of achievement for staff in

nominated groups (including women, carers, Indigenous Australians, people with disabilities, people from culturally and linguistically diverse backgrounds and people with diverse sexualities) by providing support to conduct sustained activities to further development. In doing so it recognises that such groups require additional assistance during different phases of their career. The support is for up to one semester and enables staff to concentrate on a particular project identified to support their growth and development, and redress previous disadvantage from relevant attributes of life circumstances.

*In 2016 the University has continued to be a major sponsor of the Committee for Economic Development in Australia's Women in Leadership series. The series promotes discussion on equality in the workplace and enables the University to influence other business leaders through sharing our thoughts, experiences and visions for women in leadership and gender equality more broadly.

*In 2016 the University is also pleased to be sponsoring local initiatives including the Women in Business awards, and the Women in Technology awards. The University sees these sponsorship as an avenue to make a positive impact on womens careers more broadly.

Appendix 1 – Copy of 2015-16 public report

2015-16 public report form submitted by Griffith University to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	**Legal name**	**Griffith University**
	ABN	**78106094461**
	ANZSIC	**8102 Higher Education**
Organisation details	**Trading name/s**	
	ASX code (if relevant)	
	Postal address	**170 Kessels Road**
		NATHAN QLD 4111
		AUSTRALIA
	Organisation phone number	**(07) 3735 7111**
Reporting structure	**Number of employees covered in this report submission**	7,181
	Other organisations reported on in this report	

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	0	0
		Full-time contract	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	1	0	1
		Full-time contract	3	7	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	9	30	39
		Full-time contract	5	4	9

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	0	0	0
		Part-time contract	0	2	2
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	8	16	24
		Full-time contract	11	12	23
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-4	Full-time permanent	26	33	59
		Full-time contract	10	15	25
		Part-time permanent	0	0	0
		Part-time contract	1	1	2
		Casual	0	0	0
	-5	Full-time permanent	21	20	41
		Full-time contract	17	30	47

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	65	64	129
		Full-time contract	18	6	24
		Part-time permanent	8	0	8
		Part-time contract	5	0	5
		Casual	0	0	0
Grand total: all managers			210	241	451

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	696	735	0	0	0	0	1,431
	Full-time contract	238	237	0	0	0	0	475
	Part-time permanent	178	30	0	0	0	0	208
	Part-time contract	172	58	0	0	0	0	230
	Casual	977	696	0	0	0	0	1,673
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	0	0	0	0	0	0	0
	Part-time permanent	2	0	0	0	0	0	2

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	18	2	0	0	0	0	20
Clerical and administrative	Full-time permanent	447	174	0	0	0	0	621
	Full-time contract	96	38	0	0	0	0	134
	Part-time permanent	232	25	0	0	0	0	257
	Part-time contract	108	10	0	0	0	0	118
	Casual	964	515	0	0	0	0	1,479
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	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	10	17	0	0	0	0	27
	Full-time contract	2	11	0	0	0	0	13
	Part-time permanent	5	0	0	0	0	0	5
	Part-time contract	5	1	0	0	0	0	6
	Casual	8	5	0	0	0	0	13
Grand total: all non-managers		4,175	2,555	0	0	0	0	6,730

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

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

1.1   Recruitment?

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

    ☐ Standalone policy

    ☒ Policy is contained within another policy

    ☐ Standalone strategy

    ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.2   Retention?

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

    ☐ Standalone policy

    ☐ Policy is contained within another policy

    ☐ Standalone strategy

    ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.3   Performance management processes?

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

    ☐ Standalone policy

    ☒ Policy is contained within another policy

    ☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.4   Promotions?

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

   ☐ Standalone policy

   ☒ Policy is contained within another policy

   ☐ Standalone strategy

   ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.5   Talent identification/identification of high potentials?

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

   ☐ Standalone policy

   ☒ Policy is contained within another policy

   ☐ Standalone strategy

   ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.6   Succession planning?

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

   ☐ Standalone policy

   ☐ Policy is contained within another policy

   ☐ Standalone strategy

   ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.7   Training and development?

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

    ☐ Standalone policy

    ☒ Policy is contained within another policy

    ☐ Standalone strategy

    ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.8   Resignations?

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

    ☐ Standalone policy

    ☐ Policy is contained within another policy

    ☐ Standalone strategy

    ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.9   Key performance indicators for managers relating to gender equality?

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

    ☐ Standalone policy

    ☐ Policy is contained within another policy

    ☐ Standalone strategy

    ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

1.10 Gender equality overall?

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

    ☒ Standalone policy

    ☐ Policy is contained within another policy

    ☐ Standalone strategy

    ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

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

Other relevant documents and initiatives to support the Universities key priority to achieve gender equality include the following:

*Lead Executive driving the Women in Leadership agenda

*University Equity & Diversity Plan

*Group and Element Operational plans

*Women in Leadership program

*Leneen Forde Future Leaders program

*Provisions with the Academic and General Staff Enterprise Agreements

*Academic Equity Development Program

*General Staff Education Assistance Scheme

*participation in SAGE Athena Swan Pilot program

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

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

	Managers		Non-managers	
	Female	Male	Female	Male

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	14	10	200	121

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

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

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	4	3	37	31
Permanent/ongoing part-time employees	0	0	2	0
Fixed-term contract full-time employees	1	0	6	3
Fixed-term contract part-time employees	0	0	0	1
Casual employees	0	0	0	0

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

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

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

	Managers		Non-managers	
	Female	Male	Female	Male

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	13	8	107	78
Permanent/ongoing part-time employees	0	0	25	11
Fixed-term contract full-time employees	6	12	162	118
Fixed-term contract part-time employees	1	1	128	31
Casual employees	0	0	0	0

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

n/a

Gender equality indicator 2: Gender composition of governing bodies

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

o For private or publicly listed companies, you will have one or more directors or a board of directors.

o For trusts, the trustee is the governing body/board.

o For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.

o For organisations whose governing body/board is the same as their parent entity's governing body/board, it is still deemed to have a governing body/board.

o For religious structures, you may have a canonical advisor, bishop or archbishop.

o For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

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

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

| | Organisation name | Gender and NUMBER of chairperson/s (NOT percentage) | | Gender and NUMBER of other governing body/board members (NOT percentage) | | % target for representation of women on each governing body/board | Year to be reached |
		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1-100)	(in YYYY format; if no target has been set, leave blank)
01	University Council	0	1	5	12	0	
02							
03							
04							
05							
06							
07							
08							
09							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board	Year to be reached
		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1-100)	(in YYYY format; if no target has been set, leave blank)
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board	Year to be reached
		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1-100)	(in YYYY format; if no target has been set, leave blank)
23							
24							
25							
26							
27							
28							
29							
30							

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

☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)

☐ Currently under development

☐ Insufficient human resources staff

☐ Don't have expertise

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

 Appointments governed by legislation (Griffith University Act 1998)

☐ Not a priority

☐ Other (provide details):

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

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

    ☐ Standalone policy

    ☐ Policy is contained within another policy

    ☐ Standalone strategy

    ☐ Strategy is contained within another strategy

☐ No

☐ No, in place for some governing bodies/boards

☐ No, currently under development

☐ No, insufficient human resources staff

☒ No, do not have control over governing body/board appointments (provide details why):

    Appointments governed by legislation (Griffith University Act 1998)

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

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

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

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

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

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

n/a

Gender equality indicator 3: Equal remuneration between women and men

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

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

    ☐ Standalone policy

    ☒ Policy is contained within another policy

    ☐ Standalone strategy

    ☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, salaries set by awards or industrial agreements

☐ No, non-award employees paid market rate

☐ No, not a priority

☐ No, other (provide details):

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

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

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, salaries set by awards or industrial agreements

☐ No, non-award employees are paid market rate

☐ No, not a priority

☐ No, other (provide details):

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

☐ To achieve gender pay equity

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

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

☐ To ensure managers are held accountable for pay equity outcomes

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

☐ Other (Please provide details in question 3.3 below)

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

n/a

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

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

   ☒ Within last 12 months

   ☐ Within last 1-2 years

   ☐ More than 2 years ago but less than 4 years ago

   ☐ Other (provide details):

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)

☐ No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)

☐ No, non-award employees are paid market rate

☐ No, not a priority

☐ No, other (provide details):

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

A gender remuneration gap analysis was conducted in 2015 and looked at both University wide, level by level and like for like pay gaps within the academic and administrative workforce.

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

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

☐ Created a pay equity strategy or action plan

☒ Identified cause/s of the gaps

☐ Reviewed remuneration decision-making processes

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

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

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

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

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

☐ Set targets to reduce any organisation-wide gaps

☐ Reported pay equity metrics (including gender pay gaps) to the governing body/board

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

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

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

☐ Corrected like-for-like gaps

☐ Conducted a gender-based job evaluation process

☒ Implemented other changes (provide details):

Implemented more regular workforce planning sessions with group executives to highlight gaps in representation at higher levels, and identify pathways and opportunities for current and future female staff. Continued women only academic promotions sessions to encourage female staff to apply for promotion in a more timely manner.

☐ No

☐ No unexplainable or unjustifiable gaps identified

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, salaries set by awards or industrial agreements

☐ No, non-award employees are paid market rate

☐ No, unable to address cause/s of gaps (provide details why):

☐ No, not a priority

☐ No, other (provide details):

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

n/a

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

5   Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

☒ Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):

☐ By paying the gap between the employee's salary and the government's paid parental leave scheme

☒ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

☐ No

☐ No, currently being considered

☐ No, insufficient human resources staff

☐ No, government scheme is sufficient

☐ No, don't know how to implement

☐ No, not a priority

☐ No, other (provide details):

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

6

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

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

9

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

26

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

12

5.2   What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for PRIMARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

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

	Primary carer's leave
Percentage:	50

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

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

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

☐ No

☐ No, currently being considered

☐ No, insufficient human resources staff

☐ No, government scheme is sufficient

☐ No, don't know how to implement

☐ No, not a priority

☐ No, other (provide details):

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

2

6.3   What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for SECONDARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

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

	Secondary carer's leave
Percentage:	50

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

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	3	0	0	5
Non-managers	121	3	0	31

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

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

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

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

	Female	Male
Managers	0	0
Non-managers	1	0

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

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

☐ Standalone policy

☒ Policy is contained within another policy

☐ Standalone strategy

☐ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, don't offer flexible arrangements

☐ No, not a priority

☐ No, other (provide details):

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

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

    ☐ Standalone policy

    ☒ Policy is contained within another policy

    ☐ Standalone strategy

    ☐ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

☒ Yes

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

☐ Employer subsidised childcare

    ☐ Available at some worksites only

    ☐ Available at all worksites

☒ On-site childcare

    ☒ Available at some worksites only

    ☐ Available at all worksites

☒ Breastfeeding facilities

    ☐ Available at some worksites only

    ☒ Available at all worksites

☐ Childcare referral services

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Internal support networks for parents

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave).

    ☐ Available at some worksites only

    ☐ Available at all worksites

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

    ☐ Available at some worksites only

    ☐ Available at all worksites

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

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Targeted communication mechanisms, for example intranet/ forums

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Support in securing school holiday care

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Coaching for employees on returning to work from parental leave

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Parenting workshops targeting mothers

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ Parenting workshops targeting fathers

    ☐ Available at some worksites only

    ☐ Available at all worksites

☐ None of the above, please complete question 11.2 below

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

*Salary sacrificing of child care fees for long day care service located on Head office campus is available to University staff.

*Reversible fractional appointments for the care of dependants

*flexible work arrangements

*academic equity development program

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

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

    ☐ Standalone policy

    ☒ Policy is contained within another policy

    ☐ Standalone strategy

    ☐ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, not aware of the need

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (please provide details):

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

☒ Yes - please indicate the type of measures in place (more than one option can be selected):

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

    ☐ Training of key personnel

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

    ☐ Workplace safety planning

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

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

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

    ☒ Access to unpaid leave

    ☒ Confidentiality of matters disclosed

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

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

    ☒ Flexible working arrangements

    ☐ Provide financial support (e.g. advance bonus payment or advanced pay)

☐ Offer change of office location

☐ Emergency accommodation assistance

☐ Access to medical services (e.g. doctor or nurse)

☐ Other (provide details):

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, not aware of the need

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

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

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Purchased leave	⊠	☐	⊠	☐	⊠	☐	⊠	☐
Unpaid leave	⊠	☐	⊠	☐	⊠	☐	⊠	☐

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

Reversible Part Time Appointment for the Care of Dependents (following a period of parental leave).

Collaborative technologies enable staff to work at locations other than their usual desk/office as required.

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

☐ Currently under development

☐ Insufficient human resources staff

☐ Don't have expertise

☐ Not a priority

☐ Other (provide details):

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

Parental leave provisions:

It is important to note that the minimum period of parental leave quoted is for employees with between 9-12 months service only. Staff with 12 months service are entitled to 26 weeks leave on full pay, comprising of 12 weeks maternity leave (for the birth mother or male or female primary carer in case of adoption) and an additional 14 weeks primary carers leave (for male or female primary carer).

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

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

⊠ Yes

☐ No

☐ No, not needed (provide details why):

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

☒ Survey

☒ Consultative committee or group

☐ Focus groups

☐ Exit interviews

☒ Performance discussions

☒ Other (provide details):

    web pages, forums, development programs

15.2 Please indicate what categories of employees you consulted.

☐ All staff

☐ Women only

☐ Men only

☒ Human resources managers

☐ Management

☒ Employee representative group(s)

☒ Diversity committee or equivalent

☐ Women and men who have resigned while on parental leave

☒ Other (provide details):

    All employees in selected work areas

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

n/a

Gender equality indicator 6: Sex-based harassment and discrimination

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

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

☒ Standalone policy

☐ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, included in workplace agreement

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

☒ Yes

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

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

☒ At induction

☐ At least annually

☒ Every one-to-two years

☐ Every three years or more

☐ Varies across business units

☐ Other (provide details):

☐ No

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

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

n/a

Other

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

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 61.1% females and 38.9% males.

Promotions

2. 56.8% of employees awarded promotions were women and 43.2% were men

   i. 62.5% of all manager promotions were awarded to women

   ii. 56.2% of all non-manager promotions were awarded to women.

3. 11.8% of your workforce was part-time and 3.4% of promotions were awarded to part-time employees.

Resignations

4. 63.1% of employees who resigned were women and 36.9% were men

   i. 48.8% of all managers who resigned were women

   ii. 63.9% of all non-managers who resigned were women.

5. 11.8% of your workforce was part-time and 28.1% 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 and ceased employment before returning to work

   ii. 0.0% of all men who utilised parental leave and ceased employment before returning to work

   iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women

   iv. 0.6% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations	**NTEU, Together Union and UnitedVoice**

CEO sign off confirmation

Name of CEO or equivalent

Professor Ian O'Connor

Confirmation CEO has signed the report

Yes

CEO Signature:

Date: 27/07/2016