2016-17 Application

WGEA Employer of Choice for Gender Equality

University of Wollongong
Introduction

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

This document is a record of the responses your organisation has provided in your WGEA Employer of Choice for Gender Equality citation application and the related responses from your compliance report for 2016-17.

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

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

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

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

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

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

The citation is also an excellent driver of change within an organisation.
Criterion 1

Leadership, accountability and focus

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

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

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

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

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

Focus
Gender equality is recognised as a priority within an organisation’s overall operational strategy. Gender equality initiatives and desired outcomes are clearly articulated, measured and reported.
1. Your organisation must have a formal policy AND formal strategy in place that supports gender equality in relation to:

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

Please confirm these are in place:

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

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

☑ Key management personnel
☑ Other managers
☑ Other (please indicate)

   Professoriate (Level D & E Academics)

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

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

2.1. Please provide details on how this occurs:

1. Policy and Enterprise Agreement provisions for flexible working
2. Guidelines for both staff and managers are available on the intranet
3. Support for both staff and managers from HR Advisors
4. The 'Manager's Toolkit' is an online resource that assists managers to develop their skills and understand their responsibilities, with a module on providing flexible working options to staff
5. Workshops on flexible work practices are delivered to early and mid career networks
3. Your organisation must have a group, committee or council that is responsible for the implementation and oversight of your organisation's formal strategy/ies that support gender equality, with representation from senior management level or above. Please confirm this is in place:

☑ Yes - please provide the name of the group/committee/council:
    Workforce Diversity Reference Group

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

3.2. Please list the job titles of all members (other than the Chair) of this group/committee/council:
    Manager Staff Services
    Senior Lecturer, Geography & Sustainable Communities
    Aboriginal Employment Strategy Officer
    Reconciliation Action Plan Coordinator
    Director, Research Services Office
    Assistant Dean (Education), Faculty of Science Medicine & Health
    Senior Lecturer, School of Law
    Chief Operating Officer, Centre of Excellence for Australian Biodiversity and Heritage
    International Relations Manager
    Workforce Diversity Officer
4. Your organisation’s CEO (or equivalent) must be a visible champion of gender equality in the following areas. By providing information as requested, you are confirming each requirement has been met.

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

The University's Employment Equality and Inclusion web page has a statement from the Vice Chancellor "All people working at UOW should feel they are able to access and enjoy the same rewards, resources and opportunities regardless of whether they are a woman or man".

"Visions of Gender Equity" video interview with the Vice Chancellor available to all staff on the UOW intranet and promoted via a Universe newsletter article in July 2017. Questions covered in the interview were:

Personal beliefs - Why is diversity and in particular, Gender Equity important to you personally?

Importance for UOW - Why is empowering women important for UOW? How do you change organisational culture to improve gender equity?

Under representation in STEMM disciplines - What is your view on "targets with teeth" to improve gender equity in STEMM disciplines?

Higher education sector reform - In Australian Universities less than 20% of STEMM Professors are women. How will UOW contribute to changing this?

National imperatives - How will you influence the National agenda for gender equality?

Global considerations - How will you make diversity, inclusion and gender equity a competitive advantage in the global market?

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

The following excerpt is from a Universe article and an all staff email published 13/12/16 using the EOCGE citation to reinforce UOW's commitment to improving gender equality:

UOW Vice-Chancellor Professor Paul Wellings CBE said the University has a proud history of gender equality and is committed to continually improving the experience of its valued employees.

"Not only is gender equality critical to an organisation’s success, it is also crucial for society as a whole," he said.

"Current research estimates that closing the gender pay gap in Australia will boost GDP by 20 per cent and the University is committed to improving workforce equity in representation, pay and conditions across the institution. We believe that companies and communities thrive with diverse perspectives and flexibility in thinking, which leads to higher levels of creativity and innovation."

Earlier this year UOW announced the 2016 Women of Impact initiative, recognising the outstanding
contributions to research and teaching by women across all academic levels and disciplines. UOW also launched the Senior Academic Women’s Leadership Program during 2016 and hosted a TEDxUWollongong event themed, ‘Women: It’s about time’.

“At UOW, we are continually developing strategies, programs and initiatives to promote equality in our workforce and these activities are starting to pay dividends. Achieving the Employer of Choice Citation again in 2016 is a great acknowledgement of the progress being made,” Professor Wellings said.

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

The Vice-Chancellor participates in Universities Australia and NSWVCC meetings and discusses gender equality requirements and achievements. In particular, the Vice Chancellor demonstrates his commitment to gender equality through the University’s participation as an inaugural charter member of the Science in Australia Gender Equity project and progress being made in reforming recruitment and promotions practice.

The VC approved sponsorship of the Science in Australia Gender Equity (SAGE) National Symposium, Brisbane conference in September 2017 – in the category of “Childminding” sponsorship package to allow delegates to attend all sessions with piece of mind that their children were looked after during the duration of the conference. It also allowed parents to visit children during breaks and mothers to breastfeed when required.

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

In a Universe article to all staff 3/12/16 the Vice Chancellor was quoted as saying: “Current research estimates that closing the gender pay gap in Australia will boost GDP by 20 per cent and the University is committed to improving workforce equity in representation, pay and conditions across the institution. We believe that companies and communities thrive with diverse perspectives and flexibility in thinking, which leads to higher levels of creativity and innovation.”

The Vice Chancellor also addressed pay equity in the “Visions of Gender Equity” video interview that was published on the University website in July 2017. The VC indicated that the gender pay gap comes about because of participation rates at various levels and expressed his commitment to increasing the participation rate of women at higher levels.

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

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

UOW Vice-Chancellor, Professor Paul Wellings, CBE, says the University has a wide range of strategies
and initiatives in place that are working towards achieving gender equality. “Our generous parental leave is available to both genders and we ensure flexible work arrangements are offered where possible,” Professor Wellings said.

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

1. The Vice-Chancellor has set the start time for the main weekly senior management advisory committee, which he chairs, as 9.30am, and other committees and meetings that he chairs are generally well within the 9am-5pm time span.

2. He expresses the view that it is ‘normal’ for managers to facilitate their staff adjusting their work hours to attend important functions for their family members.

3. He allows staff in his unit to feel comfortable about their children coming into the workplace.

4. He openly speaks about supporting his wife to attend to family commitments away from the local area.

5. He has organised the executive assistants in his office to work as a team to accommodate variable start and finish times as well as other outside work commitments.

6. A strong supporter of the Executive Assistants within the University – approving funding for external training and championed the now biennial Administrative Assistant Award.

7. He has lead the application for the EOCGE and participation in the Athena Swan SAGE pilot in Australia.

8. The University has also actively engaged with the NHMRC regarding women in Science, Technology, Engineering, Mathematics & Medicine.

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

The Vice-Chancellor is Chair of the Workforce Diversity Reference Group (WDRG). Attends meetings where diary permits and receives all minutes of meetings.

The VC attended the Leadership Program for Senior Academic Women End of Program Celebration Lunch held 18 May 2017. A strong supporter of the Women’s Academic Leadership Program ensuring further funding was approved in 2017 to support the annual dinner for participants.

The Vice Chancellor has led the University and continues to support the Respect.Now.Always campaign in 2017.

All staff email: July 2017

On 1 August 2017, the AHRC will release a national report containing the survey results. UOW has also committed to publicly releasing its institutional survey data the same day.

I would like to assure you, UOW is fully supporting the aims of the Respect. Now. Always. campaign and is dedicated to a continuous process of raising awareness, providing support and helping ensure the safety and well-being of its students and staff.

UOW places the highest priority on providing a safe study, living and working environment. Sexual assault and sexual harassment matters are dealt with under a ‘support first’ model and individuals are encouraged to report any incident to UOW for investigation.
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 takes every opportunity to communicate and promote gender equality for those attending the University of Wollongong (both staff and students). The Vice-Chancellor participates in Universities Australia and NSWVCC meetings and discusses gender equality requirements and achievements as part of his external knowledge sharing and advocacy for gender equality.

Extract from VC speaking notes of Alumni events held throughout 2017: New York, San Francisco, London:

In 2018, UOW will be commencing the Global Leaders Development Program and Young Women’s Global Leadership Development Program. These programs will offer the country’s best and brightest students the opportunity to gain a truly global experience. Students will undertake their studies at four of UOW’s global locations – Wollongong, Dubai, Hong Kong and Singapore.

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

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

2015

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

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

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

The Vice Chancellor seeks to meet with Academic staff to promote early career researchers and hear of their research. In 2017 of the 47 presentations – 25 were female (53%).

The University’s Strategic Plan demonstrates and supports the Vice-Chancellor’s commitment to gender equality with the inclusion of Equity and Diversity requirements in Strategic Planning and annual Reporting templates.

Universe newsletter – June 2017

UOW Vice-Chancellor, Professor Paul Wellings, CBE, said Professor Linton’s research interests and industry experience made her the perfect choice for UOW.

“We are delighted to welcome Professor Linton to the role of Executive Dean,” Professor Wellings said. “The commitment Professor Linton has shown to not only her research but also advancing the place of women in engineering is testament to her passion and suitability for this role.”
5. Your organisation’s formal gender equality strategy must be incorporated into your broader business strategy and planning process. Please confirm this is the case:
  ☒ Yes

6. Your organisation must evaluate its progress against your formal gender equality strategy at least every two years in the following two ways. Select both options to confirm this occurs:
  ☒ We track progress against our gender equality strategy internally
  ☒ We report progress against our gender equality strategy to the governing body and key management personnel.

6.1. Does your organisation report on the progress of its formal gender equality strategy to its workforce AND externally at least every two years?
  ☒ Yes
  ☐ No

7. Where your organisation has control over its governing body appointments, your organisation must have in place a formal selection policy or a formal selection strategy designed to promote gender equality for governing body appointments. Please confirm which are in place:
  ☒ Formal policy
  ☒ Formal strategy
  ☐ Not applicable because this organisation does not have control over appointments to its governing body/ies.

8. Does your organisation have control over other governing bodies, and have control over appointments to those governing bodies?
  ☐ Yes
  ☒ Not applicable because this organisation does not have control over other governing bodies
  ☐ Not applicable because this organisation does not have control over appointments to other governing bodies it controls
9. Please indicate whether any of the following are included in your (or other governing bodies over which your organisation controls) formal selection policy or formal selection strategy. If your organisation does not have control over other governing bodies, select ‘Not applicable’:

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying a potential female talent pool from which new members can be selected</td>
<td></td>
<td></td>
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<tr>
<td>Analysing potential gender biases in the selection criteria and appointment process, for example, considering the requirement to have past governing body experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A targeted succession plan</td>
<td></td>
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9.1. Please provide details of any other inclusions in your formal selection policy or formal selection strategy for governing body appointments that are designed to promote gender equality:

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

(a) whether the persons being considered can contribute to Council by having (or having the capacity to develop) an appreciation of what are the external community needs from the University;

(b) the extent to which the knowledge, skills and experience of the persons being considered will contribute to the effective working of Council.

(c) gender balance and the development of a wide range of skills and backgrounds within Council membership.

Female Council members currently represent 41% of all members (including the Chancellor) (7/17) and 40% of members over which Council has appointment control (4/10). This meets the KPI set out in the Nominations Committee Procedures, : In relation to those Council appointments over which it has control, the Committee and Council will aim to achieve a target of at least 40% female Council members by 2018.

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

☐ Yes
☒ No
11. Your organisation must analyse its systems and processes to identify gender bias in decision making. Please confirm this has occurred in relation to all of the following:

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

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

In addition to Training and Development, Promotions and Recruitment, Gender equality is addressed in Attraction and Retention Allowance profiling, Strategic Retention Planning profiling and workforce planning and Annual Reporting.

Please note that while succession planning is covered in relevant strategy and analysed at the business unit level, it is informal. The organisation has no formal succession planning policy.

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:

Analysis is undertaken and reporting provided to the Workforce Diversity Reference Group for Recruitment Activity, Resignations, Training and Development and Promotions.

Affirmative action is also taken by providing: Senior Academic Women Leadership training; Academic Promotion training for women; Selection techniques training to reduce decision bias.

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

- [x] 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:

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

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

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

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

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

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

18. Your organisation must include learning and development in the annual performance and development plans of all workers. Please confirm this is included:
   - ☒ Yes
19. Your organisation must track how many women and men have participated in the following in the past 12 months to ensure there is gender equality in accessing learning and development. Please confirm this has occurred by selecting both options:

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

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

<table>
<thead>
<tr>
<th>Formal sponsorship or mentoring program</th>
<th>Yes</th>
</tr>
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<tbody>
<tr>
<td>Formal succession plan</td>
<td>No</td>
</tr>
<tr>
<td>Women’s leadership networks</td>
<td>Yes</td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

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

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

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

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

Closing the gender remuneration gap requires organisations to take a multi-faceted approach, which is captured in each of the elements of this criterion.
21. Your organisation must have a formal remuneration policy or formal remuneration strategy that contains specific gender pay equity objectives. Please confirm this is in place:

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

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

☐ To achieve gender pay equity
☐ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and/or performance pay reviews)
☐ To be transparent about pay scales and/or salary bands
☐ To ensure managers are held accountable for pay equity outcomes
☐ To implement and/or maintain a transparent and rigorous performance assessment process
☐ Other (provide details)

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

☐ Yes
☐ No

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

☐ Yes, this analysis has occurred in the last two years
23. Your organisation’s gender remuneration gap analysis must include the following aspects of remuneration BY GENDER. Please confirm this has occurred by ticking all options below:

- ☒ Base salary
- ☒ Total remuneration
- ☒ Starting salaries

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

<table>
<thead>
<tr>
<th>Annual salary increases by gender</th>
<th>☒ Yes</th>
<th>☐ No</th>
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<tbody>
<tr>
<td>Salaries on promotion by gender</td>
<td>☒ Yes</td>
<td>☐ No</td>
</tr>
</tbody>
</table>

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

In July 2015, using the Mercer tool provided by WGEA, we undertook a comprehensive Gender remuneration gap analysis by Employment status (all organisation) and Job grade (all organisation). We also reviewed business units by job grade, including Human Resources Division, School of Civil, Mining & Environmental Engineering, Facilities Management Division, Financial Services Division, Information Management and Technology Services Division, Learning Teaching and Curriculum Unit, Library, School of Mechanical Materials and Mechatronics, Research & Innovation Division, School of Accounting Economics and Finance, School of Chemistry, School of Computer Science and Software Engineering, School of Earth & Environmental Sciences, School of Education, School of Information Systems & Technology, School of Mathematics & Applied Statistics, School of Medicine and the School of Nursing.

In 2016 we completed a statistical analysis on a 10 year data sample in STEMM disciplines to determine differences in salaries at appointment and found significant results at levels B & C. In August 2017 we have completed an analysis for the entire organisation and separate analyses for academic and professional services staff.
24. Where gender remuneration gaps are identified as a result of your gender remuneration gap analysis, action/s must have been taken. Please confirm this has occurred:

- Yes – indicate what actions were taken (select all applicable answers)
- Created a pay equity strategy or action plan
- Identified cause/s of the gaps
- Reviewed remuneration decision-making processes
- Analysed commencement salaries by gender to ensure there are no pay gaps
- Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
- Analysed performance pay to ensure there is no gender bias (including unconscious bias)
- Trained people-managers in addressing gender bias (including unconscious bias)
- Set targets to reduce any like-for-like gaps
- Set targets to reduce any organisation-wide gaps
- Reported pay equity metrics (including gender pay gaps) to the governing body
- Reported pay equity metrics (including gender pay gaps) to the executive
- Reported pay equity metrics (including gender pay gaps) to all employees
- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Conducted leadership and/or career development training
- Implemented other changes (provide details):

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

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

- Yes

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

- Yes – we pay superannuation contributions to employees on their GOVERNMENT FUNDED primary carer’s leave
- Yes – we pay superannuation contributions to employees on their EMPLOYER FUNDED primary carer’s leave
- No

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

- Yes
- No
28. Has your organisation undertaken a skills evaluation of award-based occupations in the last three years, using a formal process such as the “Spotlight tool for job evaluation”?

☐ Yes
☐ No
☒ Not applicable because there are no award-based occupations in this organisation
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.

\(^1\) 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-Catsoupes, 2008).
29. Your organisation must have a formal policy AND formal strategy to support workers with family or caring responsibilities (refer Q44 – can be part of that same policy and strategy). Please confirm these are in place:

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

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

☑ At 12 months service (or earlier), our employees are able to access at least eight weeks employer funded paid parental leave for primary carers
☑ Our paid primary carer’s leave is paid at the employee’s full salary, in addition to the government scheme
☑ Our paid primary carer’s leave is available to both women AND men equally

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

☐ Yes
☐ No

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

☑ Yes

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

August 2017, presentations to the Early Career Academic Network reinforcing supportive policies for men and women including parental leave provisions.

2016 Parental Leave and RTW Survey Report and associated Universe articles (18/11/16) emphasised men’s access to parental leave.

The Vice-Chancellor is specific in mentioning that employment benefits are for all staff, in his personal message on the gender equality section of the Employment Equality & Inclusion web page. On the same page staff are advised that staff of all genders have equal access to 'maternity leave' and 'maternity leave bonus' as well as other parental leave provisions.

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

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

36.1. Please provide details of support mechanisms, other than leave, that are in place for employees with family or caring responsibilities:
   i. Employer subsidised child-care
   ii. On-site child care
   iii. Breastfeeding facilities
   iv. Childcare referral service
   v. Internal support networks for parents
   vi. Return to work bonus
   vii. Information packs to support new parents
   viii. Referral service to support workers with family and/or caring responsibilities
   ix. Targeted communication mechanisms, for example intranet/forums etc.
   x. Support in securing school holiday care
   xi. Coaching for employees returning to work from parental leave

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

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

39. Your organisation must consider workers on parental leave (paid and unpaid) for promotion. Please confirm this occurs:
☑ Yes
40. Does your organisation track promotions of women and men in the following ways?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of women and men promoted during parental leave (paid and unpaid)</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>The promotion rate for employees who are pregnant</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>The promotion rate of employees who are working flexibly (including part-time) on return from parental leave</td>
<td>☒</td>
<td></td>
</tr>
</tbody>
</table>

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

☐ Yes

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

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within one year after returning from parental leave</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>One to two years after returning from parental leave</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>Those who are working flexibly (including part-time) on return from parental leave</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>In the case of women, when pregnant</td>
<td>☒</td>
<td></td>
</tr>
</tbody>
</table>

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

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

☐ Yes

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

☐ Yes

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

i. Gender equity plans have been introduced at a School level in STEMM discipline areas and includes strategies and actions for flexible working
ii. a business case for flexibility has been established and endorsed at the leadership level
iii. leaders are visible role models of flexible working
iv. manager training on flexible working is provided throughout the organisation
v. employee training is provided throughout the organisation
vi. team-based training is provided throughout the organisation
vii. employees are surveyed on whether they have sufficient flexibility
viii. the organisation’s approach to flexibility is integrated into client conversations
ix. the impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
x. metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
xi. metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body/board

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

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

New operational planning templates have incorporated diversity and inclusion planning pillars, including Flexibility - strategies, actions and KPIs will be required from all faculties, divisions and portfolios in the 2018 planning cycle.
45. At least four of the following options must be available to both women AND men in your workplace:

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

Please confirm these are in place:

☑ Yes

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

In August 2017, presentations to the Early Career Academic Network covered supportive policies and procedures including flexible work practices; staff intranet site and Enterprise Agreements are freely available on-line and detail flexible working provisions; HR Advisors assigned by area, are available to staff and managers to discuss, implement and manage these provisions; the staff newsletter includes articles to inform employees of entitlements and changes to provisions.
47. Your organisation must support managers in how to manage flexibility by providing educational materials and training for all managers. Please confirm this takes place:

☑ Yes

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

In July 2017, the Managers HR Toolkit was updated and is a resource available for managers where they can access useful information about their responsibilities and how to be an effective manager including establishing and managing flexible work arrangements; ‘How to’ guides for staff and managers, supported by Human Resources Advisors to consult on entitlements and options; On line resources are also available regarding keeping in touch and returning from parental leave.

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

HR Advisors are available for all staff and managers. The intranet site includes guidelines for all staff and managers, including how to approach establishing and managing flexible work arrangements.

EO Online and Induction training have particular sections for managers that cover work/life balance and the application of flexible work practices.

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

Access to external events are offered to Managers for example: WGEA Workshop: “This job can't be worked flexibly...or can it!”

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

☑ Formal policy
☑ Formal strategy
Criterion 5

Employee consultation

Overview

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

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

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

- improved team effectiveness
- increased employee satisfaction and motivation and decreased employee stress by enhancing workers’ feelings of control
- improved employee psychological and physical well-being by being able to speak up when mistreatment has occurred
Your organisation must consult with workers, including casuals, on issues concerning gender equality in the workplace by means of an employee survey and this must have been undertaken in the past two years. Please confirm this has occurred:

☒ Yes, this organisation’s survey was conducted on (provide details of the date):
   June 2015 and in September 2017 (survey currently distributed)

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

☒ Yes

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

Survey questions:

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

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

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

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

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

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

Criterion 1
   i. My immediate supervisor/manager genuinely supports equality between women and men

Criterion 4
   ii. I have the flexibility I need to manage my work and caring responsibilities

Criterion 6
   iii. In my organisation sex-based harassment is not tolerated

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

☐ A pulse survey

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

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

☒ Other (provide details):
   Electronic survey using Survey Monkey
49.4. SAMPLE SIZE: please confirm either of the following:

- All workers were given an opportunity to complete the survey, or;
- The survey was administered to a statistically significant and representative sample of workers.

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

i) obtained 400 or more responses, OR

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

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

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

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

- Yes

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

Indicate below what agreement threshold was achieved:

- Analysing all responses received, an agreement threshold of at least 65% agree or strongly agree was reached on the three questions above
- Analysing all responses received, an agreement threshold above the 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: Please provide the results of your survey below. Include the total number of survey responses received by gender. Also, please provide the combined number of ‘agree’ and ‘strongly agree’ responses for each of the three questions asked.

If a survey tool was used, your organisation must achieve an agreement threshold above the industry norm for the survey tool used. This information must be provided below.

| What was the total number of female responses? | 306 |
What was the total number of male responses? 496

Total number of responses (male plus female)? 805

49.8(a). Please complete the following:

<table>
<thead>
<tr>
<th>Survey question</th>
<th>Total NUMBER of ‘agree’ and ‘strongly agree’ (male plus female)</th>
<th>% agreement threshold reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey question 1</td>
<td>688</td>
<td>85.5</td>
</tr>
<tr>
<td>Survey question 2</td>
<td>645</td>
<td>80.1</td>
</tr>
<tr>
<td>Survey question 3</td>
<td>681</td>
<td>84.6</td>
</tr>
</tbody>
</table>

49.8(b). Did you use a survey tool?
☑ Yes
☐ No

49.8(c). What was the name of the survey tool?
Survey Monkey

49.8(d). What was the industry norm for the survey tool?
50. Where gender equality issues have been identified through the employee consultation process, your organisation must take action/s to address these issues. Please confirm this has occurred:

☑ Yes
☐ No gender equality issues were identified in our consultation process

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

Findings from the survey were reported to the Workforce Diversity Reference Group. This group will work to develop and in partnership with the Human Resources Division, implement organisation wide strategies to address these issues. Overall the response was very good. A free text field was included in the survey to maximise employee feedback and we will work through this feedback to identify further actions.

As an example, the University became an inaugural charter member of the SAGE/Athena SWAN project. Also, a childcare and carer’s support fund guideline has been developed as a result of the survey findings.

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

☑ Yes
☐ No
Overview

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

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

Not only do these factors lead to increased costs for individuals and organisations, they also have a significant impact on the engagement of women in work, the types of industries that are perceived to be appealing and the promotional opportunities for women.
52. Your organisation must have a formal policy or formal strategy on sex-based harassment and discrimination (SBH) prevention. Please confirm at least one of these is in place:

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

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

☑ Yes, a formal SBH grievance process is in place

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

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

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

<table>
<thead>
<tr>
<th>Method</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Face to face</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Management meetings</td>
<td></td>
<td>☑</td>
</tr>
<tr>
<td>Video presentations</td>
<td>☑</td>
<td></td>
</tr>
</tbody>
</table>

53.2. If you have answered ‘No’ to the training options in question 53.1, please provide details on the way/s in which sex-based harassment prevention training for all managers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is NOT considered to be training):
54. Your organisation must provide workplace training for all workers on sex-based harassment and discrimination prevention, including contract and casual staff, at induction and at least every two years. (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is NOT considered to be training.) Please confirm this occurs:

☐ Yes

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

<table>
<thead>
<tr>
<th>Training Method</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>Face to face</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>Video presentations</td>
<td>☒</td>
<td></td>
</tr>
</tbody>
</table>

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 workers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is NOT considered to be training):

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

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

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

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

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

☐ Not applicable because this organisation does not have control over appointments to the governing bodies covered in this application
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. Where your organisation has control over OTHER governing bodies, as listed in question 8.2 you must set numerical targets (with timeframes) to improve the representation of women, where it is less than 40%. Please confirm these are in place:

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

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

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

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

<table>
<thead>
<tr>
<th>Management level where target is set, eg KMP?</th>
<th>% Target?</th>
<th>Year target to be reached?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Female Professoriate (Level D, Level E, Dean &amp; Executive Dean)- Council KPI</td>
<td>40</td>
<td>2020</td>
</tr>
<tr>
<td>2. Council members - members appointed by Council (Council elections guidelines)</td>
<td>40</td>
<td>2018</td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
59. Your organisation must evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management in the following ways. Please tick the first two boxes, or the third box, to confirm this occurs:

- We track progress internally
- We report to the governing body and key management personnel
- This is not required as the representation of women across all levels of management is at least 40%

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

- Yes
- We report progress to all our workforce
- We report progress externally
- No
- This is not required as the representation of women across all levels of management is at least 40%

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

- Yes
- No
- Not applicable, the representation of women in all non-manager roles is greater than 40%

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

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

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

- Yes, targets have been set in some or all of these areas
- No, you may specify why:
  - Representation is at least 40% across Manager and Non-Manager roles
WGEA invites you to provide information on any outstanding and innovative initiatives in advancing gender equality that have been implemented in your workplace in the past two years. The type of information provided could include a description of: the workplace gender equality issue/s; the strategy/ies or plans to address the issue/s; the actions or activities that were implemented; the time-frame/s for achieving change, and the outcomes.

In May 2017, the University celebrated the first cohort to complete the Senior Academic Women's Leadership Program which is designed to succeed women into the professoriate and achieve a 40% target by 2018: http://media.uow.edu.au/news/UOW232433.html

In 2017, the University introduced a Childcare and Carer's Support Fund to assist staff members with care arrangements when presenting at conferences/workshops/symposia which are critical career development activities.

The University successfully submitted for a WISE grant to conduct a Festival of STEM which is aimed at the talent pipeline and will target year 7 & 8 students, 50% female to inspire them to pursue continuing education in STEM and Entrepreneurship: http://www.uow.edu.au/festival-of-stem/index.html

Championed by the DVC Research and Innovation, the UOW Women of Impact initiative has been developed to recognise and promote the outstanding research and teaching contributions of women at University of Wollongong. This initiative was launched on 5 July 2016 and details 41 Women of Impact. For more information go to http://media.uow.edu.au/releases/UOW217666.html

The University of Wollongong launched the Universities Australia 'Respect, Now, Always' campaign on 19 May 2016. This is a sector-wide campaign to prevent sexual harassment and assault. The poster and social media campaign is underway across all UOW onshore campuses and will be repeated at the front end and during exam periods of each future semester.

The university's iAccelerate is a business incubator designed to support UOW students, staff and the greater Illawarra Community. As part of its core mission to create opportunities for the untapped potential of women to participate equally in all aspects of entrepreneurial endeavours. iAccelerate has actively engaged in delivering deliberate gender balance within the innovation ecosystem through events, key projects and strategy development. Proudly contributing to the University of Wollongong's gender equality strategy, almost half of iAccelerate's current start-up businesses have female founders compared to only 19% in the broader business community.

Female UOW Early Career Presentations to the Vice-Chancellor increased from 38% in 2015 to 66% in 2016 and were 53% in 2017.

The University became a founding member of the Australian Athena Swan SAGE pilot (2 years) which is committed to advancing the careers of women in Science, Technology, Engineering, Maths and Medicine employment in higher education research.
More than 50% of our staff and nearly half of our Senior Executive are women; UOW's Chancellor, Deputy Vice-Chancellor (Research and Innovation); Chief Administration Officer are females and represent a small group of female leaders in the sector.

A new pilot program that equips parents with the skills and support needed to advocate for their children is underway at UOW. To provide support to parents of children with disabilities and contribute to a better work life balance for some, ‘The Parent Room’ is an eight-week program, designed and run by a multidisciplinary research team led by Dr Amy Conley Wright from UOW's Early Start Research Institute in collaboration with local not-for-profit community organisations CareSouth and Noah’s Shoalhaven, prepares parents of children with disabilities for the National Disability Insurance Scheme (NDIS). From July 2016, the NDIS will be progressively rolled out in all states and territories (except Western Australia), with the Illawarra-Shoalhaven district receiving support from July 2017 and a view that the scheme will be fully up and running by 2020. Social welfare expert Dr Wright said the NDIS shifts allocation of funding from programs to eligible individuals and service delivery from government to the private and not-for-profit sectors and hence, it is imperative that parents know how to advocate for their children in such a system. “The NDIS will mean that parents are now responsible for identifying and securing services for their children.” Following the completion of the program, Dr Wright and her team, which includes Dr Claire Manning, who is conducting the trainings, Dr Amanda Webster, Senior Lecturer in Special Education and Dr Jane Warren, Lecturer in Early Childhood who also runs a supported playgroup for children with additional needs, will evaluate the changes in participants’ empowerment, advocacy knowledge and skills, and service usage. They will also write a training manual so the program can be implemented around Australia.

NEXT STEPS.
1) Submit this questionnaire by pressing the “Submit” button.
2) You will then be taken back to the “Recognition” tab where you will need to submit your application for assessment by clicking on the green “Submit” button.
3) Once your EOCGE APPLICATION has been submitted for assessment, make your payment by completing the payment form. This can be accessed on the Recognition tab in the portal, or on the WGEA website.

- When assessing your application, we will contact you if we need to clarify any information or seek additional information from you.

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

University of Wollongong
Appendix 1 – Copy of 2016-17 public report
## Organisation and contact details

<table>
<thead>
<tr>
<th>Submitting organisation details</th>
<th>Legal name</th>
<th>University of Wollongong</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ABN</strong></td>
<td></td>
<td>61060567686</td>
</tr>
<tr>
<td><strong>ANZSIC</strong></td>
<td></td>
<td>P Education and Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8102 Higher Education</td>
</tr>
<tr>
<td><strong>Business/trading name/s</strong></td>
<td></td>
<td>University of Wollongong</td>
</tr>
<tr>
<td><strong>ASX code (if applicable)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Postal address</strong></td>
<td>Northfields Avenue</td>
<td>WOLLONGONG NSW 2522</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AUSTRALIA</td>
</tr>
<tr>
<td><strong>Organisation phone number</strong></td>
<td>0242215114</td>
<td></td>
</tr>
<tr>
<td><strong>Reporting structure</strong></td>
<td><strong>Ultimate parent</strong></td>
<td>University of Wollongong</td>
</tr>
<tr>
<td><strong>Number of employees covered by this report</strong></td>
<td>6,905</td>
<td>6,905</td>
</tr>
</tbody>
</table>
### Workplace profile

#### Manager

<table>
<thead>
<tr>
<th>Manager occupational categories</th>
<th>Reporting level to CEO</th>
<th>Employment status</th>
<th>No. of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO/Head of Business in Australia</td>
<td>0</td>
<td>Full-time permanent</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Full-time contract</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time permanent</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time contract</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Casual</td>
<td>0</td>
</tr>
<tr>
<td>Key management personnel</td>
<td>-1</td>
<td>Full-time permanent</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Full-time contract</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time permanent</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Casual</td>
<td>0</td>
</tr>
<tr>
<td>Other executives/General managers</td>
<td>-2</td>
<td>Full-time permanent</td>
<td>199</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Full-time contract</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time permanent</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time contract</td>
<td>32</td>
</tr>
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<td></td>
<td></td>
<td>Casual</td>
<td>0</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>-3</td>
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<td>147</td>
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<td></td>
<td></td>
<td>Full-time contract</td>
<td>74</td>
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<tr>
<td></td>
<td></td>
<td>Part-time permanent</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time contract</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Casual</td>
<td>0</td>
</tr>
<tr>
<td>Other managers</td>
<td>-4</td>
<td>Full-time permanent</td>
<td>147</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Full-time contract</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time permanent</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-time contract</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Casual</td>
<td>0</td>
</tr>
<tr>
<td>Grand total: all managers</td>
<td></td>
<td></td>
<td>651</td>
</tr>
</tbody>
</table>

WGEA Employer of Choice for Gender Equality: 2016-17 application; University of Wollongong
### Workplace profile

#### Non-manager

<table>
<thead>
<tr>
<th>Non-manager occupational categories</th>
<th>Employment status</th>
<th>No. of employees (excluding graduates and apprentices)</th>
<th>No. of graduates (if applicable)</th>
<th>No. of apprentices (if applicable)</th>
<th>Total employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
</tr>
<tr>
<td>Professionals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time permanent</td>
<td>311</td>
<td>313</td>
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<td>Full-time contract</td>
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<tr>
<td>Part-time permanent</td>
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</tr>
<tr>
<td>Technicians and trade</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time permanent</td>
<td>1</td>
<td>11</td>
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</tr>
<tr>
<td>Full-time contract</td>
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<td>4</td>
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</tr>
<tr>
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<td>2</td>
<td>1</td>
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<tr>
<td>Casual</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Community and personal service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time permanent</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>Full-time contract</td>
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<tr>
<td>Part-time permanent</td>
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<td>Part-time contract</td>
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</tr>
<tr>
<td>Clerical and administrative</td>
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<td></td>
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<tr>
<td>Sales</td>
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<td></td>
</tr>
<tr>
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<td>0</td>
<td>0</td>
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<tr>
<td>Full-time contract</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Part-time permanent</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Part-time contract</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Casual</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
</tbody>
</table>

WGEA Employer of Choice for Gender Equality: 2016-17 application; University of Wollongong
<table>
<thead>
<tr>
<th>Non-manager occupational categories</th>
<th>Employment status</th>
<th>No. of employees (excluding graduates and apprentices)</th>
<th>No. of graduates (if applicable)</th>
<th>No. of apprentices (if applicable)</th>
<th>Total employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>Full-time contract</td>
<td></td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>Part-time contract</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Casual</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>Labourers</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Part-time contract</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Casual</td>
<td></td>
<td>0</td>
<td>0</td>
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</tr>
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<td></td>
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<td>0</td>
<td>0</td>
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<tr>
<td>Others</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Full-time permanent</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Full-time contract</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Part-time permanent</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Part-time contract</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Casual</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grand total: all non-managers</td>
<td></td>
<td>3,984</td>
<td>2,270</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Gender equality indicator 1: Gender composition of workforce

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

NB. IMPORTANT:

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

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

• Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2016 to 31 March 2017. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).

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

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

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

1.1 Recruitment

☒ Yes (select all applicable answers)
☐ Policy
☐ Strategy

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

1.2 Retention

☒ Yes (select all applicable answers)
☐ Policy
☐ Strategy

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

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

1.4 **Promotions**

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

1.5 **Talent identification/identification of high potentials**

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

1.6 **Succession planning**

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

1.7 **Training and development**

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

1.8 **Key performance indicators for managers relating to gender equality**

- Yes (select all applicable answers)
Policy
Strategy

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

1.9 Gender equality overall

Yes (select all applicable answers)
- Policy
- Strategy

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

1.10 How many new appointments were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)? IMPORTANT: this should incorporate appointments from both external and internal sources (including all promotions).

<table>
<thead>
<tr>
<th>Number of appointments made to MANAGER roles (including promotions)</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of appointments made to NON-MANAGER roles (including promotions)</td>
<td>548</td>
<td>321</td>
</tr>
</tbody>
</table>

1.11 How many employees were promoted during the reporting period against each category below? IMPORTANT: Because promotions are included in the number of appointments in Q1.10, the number of promotions should never exceed appointments.

<table>
<thead>
<tr>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Permanent/ongoing full-time employees</td>
<td>15</td>
</tr>
<tr>
<td>Permanent/ongoing part-time employees</td>
<td>1</td>
</tr>
<tr>
<td>Fixed-term contract full-time employees</td>
<td>7</td>
</tr>
<tr>
<td>Fixed-term contract part-time employees</td>
<td>1</td>
</tr>
<tr>
<td>Casual employees</td>
<td>0</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Permanent/ongoing full-time employees</td>
<td>5</td>
</tr>
<tr>
<td>Permanent/ongoing part-time employees</td>
<td>1</td>
</tr>
<tr>
<td>Fixed-term contract full-time employees</td>
<td>12</td>
</tr>
<tr>
<td>Fixed-term contract part-time employees</td>
<td>3</td>
</tr>
<tr>
<td>Casual employees</td>
<td>0</td>
</tr>
</tbody>
</table>
If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.

The UOW Employment Equity and Workforce Diversity Policy upholds the values set out in the UOW Strategic Plan 2016 - 2020. The policy also underpins the Employment Equity and Diversity Management Strategy and outlines the principles of managing diversity in the workforce. The principles are embedded in all aspects of work/life at UOW including recruitment, ongoing development and conduct. Various individual policies, strategies, procedures etc specifically incorporate gender equality.

Gender equality indicator 2: Gender composition of governing bodies

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

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

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

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

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

2.1a.1 Organisation name?

University of Wollongong

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

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>6</td>
<td>10</td>
</tr>
</tbody>
</table>

2.1d.1 Has a target been set to increase the representation of women on this governing body?
Yes  (you may specify why a target has not been set)

☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☐ Do not have control over governing body/board appointments (provide details why):
  ☐ Not a priority
  ☐ Other (provide details):

2.1e What is the percentage (%) target?

40

2.1f  What year is the target to be reached?

2018

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

☐ Yes
☒ No

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

☒ Yes (select all applicable answers)
  ☐ Policy
  ☒ Strategy
☐ No (you may specify why no formal selection policy or formal selection strategy is in place)
  ☐ In place for some governing bodies
  ☐ Currently under development, please enter date this is due to be completed
  ☐ Insufficient resources/expertise
  ☐ Do not have control over governing body appointments (provide details why)
  ☐ Not a priority
  ☐ Other (provide details):

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

☐ Yes
☒ No

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

In 2016/2017 the University Council exceeded the 2018 target with 41% female representation, including a female Chancellor.

Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.
3. Do you have a formal policy and/or formal strategy on remuneration generally?

☐ Yes (select all applicable answers)
  ☑ Policy
  ☑ Strategy

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

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

☐ Yes (provide details in question 3.2 below)

☐ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
  ☐ Currently under development, please enter date this is due to be completed
  ☐ Salaries set by awards/industrial or workplace agreements
  ☐ Insufficient resources/expertise
  ☐ Non-award employees paid market rate
  ☐ Not a priority
  ☐ Other (provide details):

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

 ☑ To achieve gender pay equity
 ☑ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
 ☑ To be transparent about pay scales and/or salary bands
 ☐ To ensure managers are held accountable for pay equity outcomes
 ☐ To implement and/or maintain a transparent and rigorous performance assessment process
 ☐ Other (provide details):
  Like-for-like positions across the organization have been reviewed and consistently aligned based on role requirements and work descriptors. These take place during commencement, annual performance review and promotion.

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

☐ Yes - the most recent gender remuneration gap analysis was undertaken:
  ☑ Within last 12 months
  ☐ Within last 1-2 years
  ☐ More than 2 years ago but less than 4 years ago
  ☐ Other (provide details):

☐ No (you may specify why you have not analysed your payroll for gender remuneration gaps)
  ☐ Currently under development, please enter date this is due to be completed
  ☐ Insufficient resources/expertise
  ☐ Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
  ☐ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
Non-award employees paid market rate
Not a priority
Other (provide details):

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

Both organisation-wide and like-for-like analysis was undertaken in July 2017.

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

Yes – indicate what actions were taken (select all applicable answers)
- Created a pay equity strategy or action plan
- Identified cause/s of the gaps
- Reviewed remuneration decision-making processes
- Analysed commencement salaries by gender to ensure there are no pay gaps
- Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
- Analysed performance pay to ensure there is no gender bias (including unconscious bias)
- Trained people-managers in addressing gender bias (including unconscious bias)
- Set targets to reduce any like-for-like gaps
- Set targets to reduce any organisation-wide gaps
- Reported pay equity metrics (including gender pay gaps) to the governing body
- Reported pay equity metrics (including gender pay gaps) to the executive
- Reported pay equity metrics (including gender pay gaps) to all employees
- Reported pay equity metrics (including gender pay gaps) externally
- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):

No (you may specify why no actions were taken resulting from your remuneration gap analysis)
- No unexplainable or unjustifiable gaps identified
- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Salaries set by awards/industrial or workplace agreements
- Non-award employees are paid market rate
- Unable to address cause/s of gaps (provide details why):
  - Not a priority
  - Other (provide details):

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

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

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

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia’s skilled workforce.
5. A “PRIMARY CARER” is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.

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

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

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

14

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

In addition to paid parental leave, a return to work grant of 12 weeks (24 weeks at half pay) is available and can be used to extend the parental leave period before returning to work.

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?

• In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

☐ <10%
☐ 10-20%
☐ 21-30%
☒ 31-40%
☐ 41-50%
☐ 51-60%
☐ 61-70%
☐ 71-80%
☐ 81-90%
6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

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

☐ Yes
☐ No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
☐ No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
☐ No (you may specify why employer funded paid parental leave for secondary carers is not paid)

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

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

5

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

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

6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?

☐ In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

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

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

<table>
<thead>
<tr>
<th></th>
<th>Primary carer's leave</th>
<th>Secondary carer's leave</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- ‘Ceased employment’ means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

<table>
<thead>
<tr>
<th></th>
<th>Females</th>
<th>Males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- ‘Ceased employment’ means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-managers</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

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

☑ Yes (select all applicable answers)

☐ Policy
☐ Strategy

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

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

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

☐ A business case for flexibility has been established and endorsed at the leadership level
☐ Leaders are visible role models of flexible working
☑ Flexible working is promoted throughout the organisation
Targets have been set for engagement in flexible work
Targets have been set for men’s engagement in flexible work
Leaders are held accountable for improving workplace flexibility
Manager training on flexible working is provided throughout the organisation
Employee training is provided throughout the organisation
Team-based training is provided throughout the organisation
Employees are surveyed on whether they have sufficient flexibility
The organisation’s approach to flexibility is integrated into client conversations
The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

10. **Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**
- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

11. **Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**
- Yes
- No (you may specify why non-leave based measures are not in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

11.1 **Please select what support mechanisms are in place and if they are available at all worksites.**
- Where only one worksite exists, for example a head-office, select “Available at all worksites”.
  - Employer subsidised childcare
    - Available at some worksites only
    - Available at all worksites
  - On-site childcare
    - Available at some worksites only
    - Available at all worksites
  - Breastfeeding facilities
    - Available at some worksites only
    - Available at all worksites
  - Childcare referral services
    - Available at some worksites only
    - Available at all worksites
  - Internal support networks for parents
    - Available at some worksites only
    - Available at all worksites
  - Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

☑ Yes (select all applicable answers)
  ☑ Policy
  ☑ Strategy

☐ No (you may specify why no formal policy or formal strategy is in place)
  ☐ Currently under development, please enter date this is due to be completed
  ☐ Insufficient resources/expertise
  ☐ Included in award/industrial or workplace agreements
  ☐ Not aware of the need
  ☐ Not a priority
  ☐ Other (please provide details):

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

☑ Yes (select all applicable answers)
  ☑ Employee assistance program (including access to a psychologist, chaplain or counsellor)
  ☑ Training of key personnel
  ☑ A domestic violence clause is in an enterprise agreement or workplace agreement
  ☑ Workplace safety planning
  ☑ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
  ☑ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
  ☑ Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
  ☑ Access to unpaid leave
  ☑ Confidentiality of matters disclosed
  ☑ Referral of employees to appropriate domestic violence support services for expert advice
  ☑ Protection from any adverse action or discrimination based on the disclosure of domestic violence
  ☑ Flexible working arrangements
Provision of financial support (e.g. advance bonus payment or advanced pay)
Offer change of office location
Emergency accommodation assistance
Access to medical services (e.g. doctor or nurse)
Other (provide details):

No (you may specify why no other support mechanisms are in place)
Currently under development, please enter date this is due to be completed
Insufficient resources/expertise
Not aware of the need
Not a priority
Other (provide details):

14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?

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

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

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

14.1 Which options from the list below are available? Please tick the related checkboxes.

- Unticked checkboxes mean this option is NOT available to your employees.

<table>
<thead>
<tr>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Formal</td>
</tr>
<tr>
<td>Flexible hours of work</td>
<td>❌</td>
</tr>
<tr>
<td>Compressed working weeks</td>
<td>❌</td>
</tr>
<tr>
<td>Time-in-lieu</td>
<td>❌</td>
</tr>
<tr>
<td>Telecommuting</td>
<td>❌</td>
</tr>
<tr>
<td>Part-time work</td>
<td>❌</td>
</tr>
<tr>
<td>Job sharing</td>
<td>❌</td>
</tr>
<tr>
<td>Carer’s leave</td>
<td>❌</td>
</tr>
<tr>
<td>Purchased leave</td>
<td>❌</td>
</tr>
<tr>
<td>Unpaid leave</td>
<td>❌</td>
</tr>
</tbody>
</table>

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

Currently under development, please enter date this is due to be completed
Insufficient resources/expertise
Not a priority
Other (provide details):
14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:

The parental leave return to work grant relaunching in 2017 with more flexible options for its use, including childcare, paying out teaching and fast tracking research. A Childcare and Carer’s Support grant launching in 2017 to assist staff with care costs when presenting at conferences and symposia.

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

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

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

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

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

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

15.2 Who did you consult?

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

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

The University conducted focus groups as part of the SAGE/Athena SWAN initiative, particularly looking at the under representation of women in traditionally male dominated disciplines.

Gender equality indicator 6: Sex-based harassment and discrimination
The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

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

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

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

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

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

☐ Yes - please indicate how often this training is provided:
☐ At induction
☐ At least annually
☐ Every one-to-two years
☐ Every three years or more
☐ Varies across business units
☐ Other (provide details):

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

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

Other

18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.
(As with all questions in this questionnaire, information you provide here will appear in your public report.)

The Workforce Diversity Reference Group has achieved a considerable number of outcomes during the period including the introduction of Inclusive Leadership Training, the Senior Academic Women's Leadership Program and the Childcare and Carer's Support Guideline. The Vice Chancellor attends meetings twice per year to gauge progress and provide direction for future diversity initiatives.

The university is a founding member of the Australian Athena Swan SAGE pilot which is committed to advancing the careers of women in STEMM disciplines in higher education and research. A gender equity planning process has been develop in STEMM schools and the Vice Chancellor and Deputy Vice Chancellor have released "Visions of Gender Equity" videos to promote the progress of this initiative.

The DVC Research and Innovation announced the UOW Women of Impact in July 2016 to recognize and promote the outstanding research and teaching contributions of women at UOW. The University has been successful in securing a funding grant to conduct a Festival of STEM to inspire year 7 & 8 students, particularly girls to choose further education in STEM disciplines.

During the White Ribbon campaign, the Vice-Chancellor further demonstrated his personal commitment to gender issues by featuring in a local TV advertisement where recognizable male community leaders pledged to not tolerate violence towards women.

The University of Wollongong launched the Universities Australia "Respect. Now. Always" campaign on Thursday 19 May with the screening of The Hunting Ground film documentary in liaison with The Australian Hunting Ground Project. This is a sector-wide campaign to prevent sexual assault and harassment. A poster and social media campaign is underway across all UOW onshore campuses and will be repeated at the front end, and during exam periods, of each future semester.

The university's iAccelerate is a business incubator designed to support UOW students, staff and the greater Illawarra community. As part of its core mission to create opportunities for the untapped potential of women to participate equally in all aspects of entrepreneurial endeavours, iAccelerate has actively engaged in delivering deliberate gender balance within the innovation ecosystem through events, key projects and strategy development. Just under half of the 34 start-up companies where led by women.
Gender composition proportions in your workplace

Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press Submit at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed Re-submit at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. The gender composition of your workforce overall is 62.0% females and 38.0% males.

Promotions

2. 46.8% of employees awarded promotions were women and 53.2% were men
   i. 46.2% of all manager promotions were awarded to women
   ii. 47.2% of all non-manager promotions were awarded to women.

3. 8.2% of your workforce was part-time and 4.0% of promotions were awarded to part-time employees.

Resignations

4. 61.5% of employees who resigned were women and 38.5% were men
   i. 47.7% of all managers who resigned were women
   ii. 67.0% of all non-managers who resigned were women.

5. 8.2% of your workforce was part-time and 26.9% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

i. 1.1% of all women who utilised parental leave ceased employment before returning to work
ii. 0.4% of all men who utilised parental leave ceased employment before returning to work
iii. 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
iv. 80.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations:

CPSU
NTEU

CEO sign off confirmation

Name of CEO or equivalent: Professor Paul Wellings CBE

Confirmation CEO has signed the report: [Signature]

CEO signature: [Signature]

Date: [Date]