Towards Gender Equity 2.0
WORKPLACE GENDER EQUITY STRATEGY: THE NEXT STAGE OF OUR JOURNEY (2019–2021)
Acknowledgement of country

We acknowledge the Traditional Custodians of the Macquarie University land, the Wattamattagal clan of the Darug nation, whose cultures and customs have nurtured, and continue to nurture, this land since the Dreamtime. We pay our respects to Elders past, present and future; to the Ancestors; and to the Land and Water, its knowledges, Dreaming and culture – embodied within and throughout this Country.
Macquarie University is a community with a rich diversity of traditions and history. We aspire to work together in an inclusive environment where everyone has the opportunity to belong and fully contribute to the University.

In working to achieve this aspiration, we have placed an emphasis over the past two years on progressing a thoughtfully designed, sustainable gender equity strategy. In doing this work, we are shaping a more inclusive workplace culture that will truly benefit everyone. I have been pleased to note the approach towards this work has been a collaborative venture.

This strategy outlines the steps we will take to implement our commitments over the next two years. It also sets out how we will extend the reach and impact of our work in gender equity that has already been put in train so that our initial progress can be fully embedded within the University’s cultural life over the next two years. We will continue to prioritise and evaluate our progress towards gender equity at Macquarie.

I acknowledge the tremendous and collaborative efforts of all involved, led by the Gender Equity Strategy Committee and the Gender Equity Self-Assessment Team. I am confident that we will continue to make progress and look forward to a day when true equity of employment prevails at Macquarie and in the sector more widely.

Professor S Bruce Dowton
Vice-Chancellor and President
Our commitments

1. BUILDING AN EQUITABLE AND INCLUSIVE ORGANISATIONAL CULTURE
Our people bring a rich diversity of skills, experiences, insights and interests to the University. We recognise that diversity and inclusion benefit every individual and the organisation as a whole. We are committed to building an inclusive culture of respect in which every person has a sense of belonging and purpose and can contribute to the University in a meaningful way.

2. EMBEDDING LEADERSHIP COMMITMENT AND ACCOUNTABILITY FOR GENDER EQUITY
Everyone at Macquarie is responsible for improving gender equity and inclusion. Members of the Executive Group will take personal responsibility for action and expect other leaders and managers to do the same.

3. BUILDING OUR TALENT PIPELINE BY ATTRACTING AND RECRUITING MORE ACADEMIC WOMEN
Women are significantly under-represented in some academic disciplines at Macquarie, and we need to attract more women to work in these areas. We will work to better understand and align our career offerings to meet the interests and expectations of talented and capable academic women, and ensure our recruitment process is fair, inclusive and free of bias.

4. IMPROVING THE REPRESENTATION OF WOMEN IN SENIOR AND LEADERSHIP POSITIONS
We lose talented women during their careers, creating gender imbalance at our senior management and leadership levels. We will address the barriers faced by women in building a successful career at Macquarie and recognise, nurture and promote our female talent for success.

5. ESTABLISHING A WORKPLACE CULTURE OF FLEXIBILITY
We recognise the challenges of combining parenting and caring responsibilities with a career. We will create a workplace culture where flexibility is the norm and where all staff are supported to successfully manage their work and personal commitments.

6. CLOSING THE GENDER PAY GAP
We value the work of women and men equally and will pay accordingly. We will create transparent and accountable remuneration schemes with no opportunities for bias.
In March 2017, Macquarie University launched its first Workplace Gender Equity Strategy *Towards Gender Equity* that set out a bold vision for a culture of workplace equality and inclusion. The strategy was designed to build on Macquarie’s proud history of leading the way on gender equity – from its inception, Macquarie has welcomed women to bring children into the classroom, and we were the first university in Australia to appoint a female vice-chancellor. In the strategy, we stated our strong ambition to once again lead the way for other universities, other organisations and the community more broadly in creating greater equality in the workplace.

At the time of the strategy’s launch, we acknowledged that there remained significant challenges and inequalities for women at Macquarie. While we performed better than our university peers in some areas, we continued to see an under-representation of women in our academic workforce, a loss of women along the career pipeline (with variability between faculties and portfolios), a gender imbalance in our senior leadership roles, and a gender pay gap. We knew that we needed to do things differently to create the step change we wanted.

At the heart of *Towards Gender Equity* is a ‘fixing the system’ approach to tackle the underlying systemic and cultural drivers of inequality inherent in our structures, policies, processes and culture. The strategy set us on a path of transformational change to build equality and inclusion into the fabric of our institution. Our initial two-year action plan was designed to kickstart that change and put in place a strong foundation for real, sustained progress into the future.

In taking this approach, we knew it would not be a smooth road and it would take time to see results. Fixing the system means changing the way we do things – shifting away from one-off short-term programs for women and, instead, putting our collective efforts towards reshaping our workplace for inclusion. We also needed to go beyond a singular focus on one identity (i.e. gender) to acknowledge and address the way in which inequality is compounded by interrelated attributes such as age, cultural background, sexual orientation and disability – we need to fix the system for everyone.

Our approach means being guided by data and leading academic research to identify when action is needed and design innovative and tailored actions, with ongoing monitoring to assess impact. It means challenging gender stereotypes, biases and cultural norms. While our *Towards Gender Equity* journey has not been without challenges, significant progress has been achieved in a short time. We are encouraged by the momentum and level of community engagement and action towards fixing the system.

Integral to our progress has been the outstanding level of support and collaboration on this strategy across all levels of the University. Over the past two years, we have embedded a distributed leadership model, with shared Executive Group responsibility and accountability, including gender equity key performance indicators (KPIs) for each member of the Executive Group. The Gender Equity Strategy Committee (GESC) evaluates and reports our progress annually to the Vice-Chancellor and is co-chaired by the Deputy Vice-Chancellor (Research) and the Vice-President, Human Resources. The committee is supported by the Gender Equity Self-Assessment Team (GESAT) – a representative group of academic and professional staff – that leads the university-wide implementation of the Workplace Gender Equity Strategy and has been the driving force for change initiatives. Some faculties have also developed gender equity plans and formed diversity and inclusion committees to lead change at the local level.

We know that we have much more work to do to realise our vision for gender equity. We are proud of what we have achieved in the past two years and confident that we are now well equipped, with the launch of *Towards Gender Equity 2.0*, for the next stage of our journey. With this strategy, we reaffirm our commitment to creating sustainable change for equality at Macquarie for the benefit of every member of our staff. In doing so, we aspire to be a role model for our students and for the wider community, to help shape a future where all genders have equal opportunity to flourish in every area of endeavour.
PROFESSOR SAKKIE PRETORIUS, DEPUTY VICE-CHANCELLOR (RESEARCH), AND NICOLE GOWER, VICE-PRESIDENT HUMAN RESOURCES, ARE JOINT EXECUTIVE SPONSORS OF THE WORKPLACE GENDER EQUITY STRATEGY AND CO-CHAIRS OF THE GENDER EQUITY STRATEGY COMMITTEE.
Macquarie’s GESAT comprises academic and professional staff from across the University. Responsible for driving the implementation of the Workplace Gender Equity Strategy, the GESAT has been integral in putting into practice the fixing the system approach.

The team’s evidence-based process starts with the analysis of data and research to reveal the underlying drivers of gender inequality at Macquarie, and this leads to the development of innovative actions designed to target the problems at the source.

“We are finding all the institutional barriers to gender equity and fixing those, rather than fixing women.”

— Professor Lesley Hughes, Pro Vice-Chancellor (Research Integrity and Development), and co-chair of GESAT

Examples of gender equity initiatives led by the GESAT include an anonymised recruitment process aimed at mitigating bias, a survey designed to measure staff experience of inclusion, and the introduction of a 40:40:20 model for Macquarie Research Fellowships, to ensure a minimum of 40% of recipients under the scheme are women.
1. Building an equitable and inclusive organisational culture

**OUR COMMITMENT**
Our people bring a rich diversity of skills, experiences, insights and interests to the University. We recognise that diversity and inclusion benefit every individual and the organisation as a whole. We are committed to building an inclusive culture of respect in which every person has a sense of belonging and purpose and can contribute to the University in a meaningful way.

**WHAT WE KNOW**
We know that more could be done to ensure everyone, regardless of their background or experiences, has equality of opportunity and is treated with respect. For inclusion to become a reality for all, it needs to be built into everything we do.

While the vast majority of all-staff survey respondents agree that Macquarie promotes a positive work culture and prevents bullying, discrimination and harassment, this view is not the case for everyone. We recognise the need to more clearly communicate Macquarie’s expectations for inclusive behaviour.

We also know that each person’s experience of inclusion is influenced by their team’s culture and there are inconsistent expectations of inclusive behaviours in different teams and departments across Macquarie. We need leaders and managers to be role models for inclusion and to proactively challenge inappropriate behaviour when it occurs.

**PROGRESS IN 2017–2018**
In March 2017, more than 900 Macquarie staff attended events held across campus to launch the Workplace Gender Equity Strategy. Momentum has been sustained through Gender Equity Summits held every six months and an annual Gender Equity Week program of events, providing opportunities to communicate our ‘fixing the system’ approach and progress.

We piloted a staff survey designed to better understand obstacles to diversity and inclusion, and we made changes to several Human Resources policies and processes to make them more inclusive, including recruitment, academic promotion and parental leave.

We focused on building inclusion into everything we do – for example, our Events and Protocol Team adopted inclusive guidelines for all events, and Group Marketing now regularly reports to the Executive Group against targets for gender balance in Macquarie’s internal and external media.

**ACTIONS FOR 2019–2021**
- Develop policy, communications and training to prevent bullying, discrimination and harassment, with a focus on workplace sexual harassment.
- Review the existing process for reporting and the support mechanisms for staff experiencing bullying, harassment or discrimination, and align with leading practice.
- Listen to staff experiences of inclusion through surveys and focus groups, and report on feedback to inform action on culture.
- Raise diversity and inclusion awareness through resources and training, including a specific module as part of the staff onboarding process.
- Implement a year-round internal and external communications campaign to promote gender equity at Macquarie, and monitor media activity for gender balance.
- Implement inclusive event planning, and encourage staff to take the ‘panel pledge’ to foster diversity in all Macquarie events.
- Participate in the Science in Australia Gender Equity (SAGE) Athena SWAN and the Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equity benchmarking programs.

**SUCCESS MEASURES**
- Progress towards goal of >95% of staff agreeing that ‘sex-based harassment is not tolerated at Macquarie’ in 2022 all-staff survey.
- Progress towards goal of >90% of staff agreeing that ‘bullying is prevented and discouraged at Macquarie’ in 2022 all-staff survey.
- Progress towards goal of 100% of staff having completed sexual harassment prevention training by 2023.
- A minimum of 40% of articles in *The Lighthouse, This Week* and *Newsroom* that profile women.
- Gender balance* of speakers at university events.
- Gender balance* on all committees of the University, including committees at the faculty and department levels.
- Recognition with a SAGE Athena SWAN Institutional Bronze Award.
- Recognition with a WGEA Employer of Choice for Gender Equality citation.

*gender balance is a minimum of 40% men and 40% women*
2. Embedding leadership commitment and accountability for gender equity

**OUR COMMITMENT**
Everyone at Macquarie is responsible for improving gender equity and inclusion. Members of the Executive Group will take personal responsibility for action and expect other leaders and managers to do the same.

**WHAT WE KNOW**
Creating real and sustainable change on gender equality needs a holistic approach and action at every level of the University.

Innovative approaches to gender equity have been piloted by faculties and departments over the past two years, but this has generally been ad hoc. We need a consistent structure and stronger accountability for the implementation of this strategy across the University to maximise impact and realise our goal to address gender inequality at a systemic level.

The commitment demonstrated by our Executive Group is an important foundation, and we need to build on this by engaging the next level of managers and by embedding gender equity reporting frameworks to promote accountability.

**PROGRESS IN 2017–2018**
The Vice-Chancellor and Executive Group members have introduced KPIs for progressing gender equity within their portfolios and report annually on their achievements against these measures. The GESC monitors and provides regular updates on priorities and progress to the University community.

The GESAT leads strategy implementation and has developed many change initiatives to improve inclusivity of the University’s policies, processes and culture. Some faculties and departments have established diversity and inclusion committees to focus activity at the local level.

**ACTIONS FOR 2019–2021**
- Report annually to the Executive Group against gender equity indicators to measure progress and identify issues.
- Cascade Executive Group KPIs to the next level of leadership.
- Establish faculty and professional staff diversity and inclusion committees to implement local-level actions.
- Make accurate and informative gender equity data readily available to faculty and professional diversity and inclusion committees to inform planning.
- Build capability to fix the system via gender equity summits/forums, training and resources.
- Introduce staff recognition awards for leadership in promoting a culture of diversity and inclusion.
- Embed inclusive leadership as an expectation for all managers, and provide training and resources to build capability in this area.

**SUCCESS MEASURES**
- A minimum of six active diversity and inclusion committees to represent each faculty and professional staff, with an action plan and annual report to the GESC.
- All faculties and portfolios to have gender equity targets in response to their data, with the aim of achieving gender balance.
- Progress against the Vice-Chancellor and the Executive Group KPIs for gender equity.
- Positive increase in responses to inclusive leadership measures in the all-staff survey.

*gender balance is a minimum of 40% men and 40% women*
Since 2018, each member of the Executive Group has had a KPI to progress gender equity – and this is the only mandatory executive-level KPI, sending a strong signal to the University community of the importance of this strategy.

Executive Group members identified their own personal gender equity commitments in response to their data, examples of which included attracting more female students (Faculty of Science and Engineering) and supporting the transition from Level C to Level D and above (Faculty of Medicine and Health Sciences).

These commitments were communicated to the Macquarie community during Gender Equity Week 2018 through a video profiling each Executive Group member. Progress on these commitments is reported annually to the Vice-Chancellor.

Executive Group members have reported back to the GESC on their KPIs for 2018, with an impressive collection of individual achievements.

“At Macquarie, we know that real change needs a sustainable approach. Standalone initiatives and flashy programs might feel good, but research shows that they are not effective in the long term. Our approach is to fix the system, not try to fix the individuals who work within that system – to ensure that our culture, our work practices, our promotion pathways etc are free from bias and inclusive for everyone.”

– Nicole Gower, Vice-President, Human Resources

“Fixing the system starts with recognising where there are differences that don’t seem reasonable and addressing the fundamental policies and practices that we think might generate or contribute to generating those differences.”

– Professor Stephen Brammer, Executive Dean, Macquarie Business School

“Fixing the system means a combination of having a set of KPIs that includes commitment to the Gender Equity Strategy, and then, very thoughtfully and consciously throughout the year, making sure that those KPIs are met. Making gender equity the way we do business – that is, business as usual. That’s how we fix the system – we reset the system.”

– Professor David Wilkinson, Deputy Vice-Chancellor (Engagement)
The School of Engineering (once described in a Campus Review article as a ‘man cave’) has taken an innovative approach to recruitment. In line with our fixing the system approach, the school took proactive steps to ensure it had a diverse pool of applicants, rather than advertise ‘women-only’ engineering positions. Staff networks were accessed to attract female applicants, and the school committed to interviewing every woman on the longlist. As a result, the school's gender balance has improved, with an increase in representation of academic women from 5% to 25%.

Professor Darren Bagnall, Dean, School of Engineering, has a clear message:

“We had an opportunity to change the culture of the School of Engineering, and we did it. We wanted the best people, and we knew that with a national shortage of engineers this would be very challenging in Australia. We couldn’t afford not to tap into the full talent pool available for our recruitment process, to make sure that we had a longlist of the best candidates.”

The school went one step further to avoid unconscious bias and apply all the evidence known about the reasons for women not to succeed in STEMM (science, technology, engineering, mathematics and medicine) recruitment processes.

“We took extra special care to ensure gender diversity when forming longlists, and then committed to interviewing every woman on those longlists. We did some deep introspection around the possibility of our unconscious bias tipping too far in favour of female candidates. But ultimately we were very confident that not even the strongest of the other 300 candidates could match these six women that ended up taking the vacant positions,” recalls Professor Bagnall.

“This was a collective effort to make sure that the School of Engineering has more gender-balanced teams as we know that diverse teams make stronger teams and find better solutions to problems. We hope that women in engineering at Macquarie – both current and future – truly feel the sense of belonging that they have the right to expect.”

(L–R) DR MING LI, LECTURER IN MECHANICAL ENGINEERING
DR FATEMEH SALEHI, LECTURER IN MECHANICAL ENGINEERING
DR SUPRIYA PILLAI, SENIOR RESEARCH FELLOW, SCHOOL OF ENGINEERING
3. Building our talent pipeline by attracting and recruiting more academic women

OUR COMMITMENT
Women are significantly under-represented in some academic disciplines at Macquarie, and we need to attract more women to work in these areas. We will work to better understand and align our career offerings to meet the interests and expectations of talented and capable academic women, and ensure our recruitment process is fair, inclusive and free of bias.

WHAT WE KNOW
Our data shows that when women apply for positions at Macquarie, they progress well through our recruitment process. However, the proportion of academic and professional female applicants is insufficient to shift the gender imbalance in our pipeline.

Female applicant rates decrease with seniority and vary across different areas of the University. Women represent 30% of applicants for all academic positions and just 23% of applicants for Level E positions.

For professional staff positions, women represent 65% of applicants and this drops to 39% of applicants at HEW Level 10.

We need to do more to promote Macquarie’s inclusive workplace culture and career opportunities in a way that attracts more female applicants, and continue to address any potential for bias in our recruitment process.

PROGRESS IN 2017–2018
We reviewed each stage of our recruitment process and piloted a range of initiatives to mitigate bias, including using inclusive language and images in advertisements, anonymising applications at the longlist stage and developing training for hiring managers that promotes inclusion and gender equity in recruitment. We proactively sought to reach a more diverse candidate pool for roles where women are significantly under-represented, with a positive impact on application rates and increased appointments of women in a number of areas, most significantly in our School of Engineering where representation of academic women increased from 5% to 25%.

We also introduced new requirements for external search firms to have a gender-balanced longlist for senior appointments.

ACTIONS FOR 2019–2021
- Monitor gender balance in recruitment at every stage of the process to track application and success rates, and include in the annual gender equity report to the Executive Group.
- Make gender equity requirements explicit in all contracts with external search firms, monitor for compliance and include in annual gender equity report.
- Monitor and evaluate the implementation of the anonymised recruitment pilot, and consider the broader application of this approach.
- Develop and promote the training and resources available to mitigate bias throughout the recruitment process, including for members of selection panels.
- Attract potential female applicants through an alignment of Macquarie’s (YOU)‐us brand to promote gender equity, and expand and develop pilot approaches to attract diverse candidates.

SUCCESS MEASURES
- Progress towards gender balance* of applicants in areas where female representation is below 40%.
- Gender balance* in longlists for all senior positions.
- Gender balance* throughout each stage of the recruitment process.
- Each recruitment panel to have at least one member who has completed inclusive recruitment training.

* gender balance is a minimum of 40% men and 40% women
4. Improving the representation of women in senior and leadership positions

Our Commitment

We lose talented academic and professional women during their careers, creating gender imbalance at our senior management and leadership levels. We will address the barriers faced by women in building a successful career at Macquarie and recognise, nurture and promote our female talent for success.

What We Know

The University-level data shows that for both academic and professional staff, the proportion of women decreases through the pipeline, from junior to more senior positions.

The key point where we start to lose academic women is between Level B and Level C – where the proportion of female staff falls from 54% to 43%, and then decreases to 30% at Level E.

In professional services, there is a higher proportion of women than men across the pipeline, but the representation varies significantly between portfolios. For example, within the Vice-President, University Services and Strategy portfolio, 38% of professional staff are female, compared with 89% in Human Resources.

There is a higher proportion of women in casual roles compared with fixed-term or permanent positions, which is an issue that needs more investigation.

We recognise that there is no simple solution and that multiple and sustained actions are required to build a stronger career pathway for women; for example, we need to consider career support and development, equitable workload allocation, and what work is valued and rewarded.

We also need tailored actions to address faculty and portfolio differences so that we can work towards gender balance* in each area within the University.

Progress in 2017–2018

Macquarie’s new academic promotion process, implemented in 2017, was designed to expand the diversity of criteria by which people can be promoted and to better reflect activities and behaviours that are specifically valued and rewarded by the University.

Under the 2018 Enterprise Agreement, three academic job families were introduced to enable more inclusive career pathways.

A 40:40:20 representation model was applied to Macquarie Research Fellowships to ensure that a minimum 40% of recipients are women. The Early Career Researcher Network supports researcher development towards Level C and above – helping to address key issues in our pipeline – and ensures diversity of speakers, in events and on its organising committee.

Macquarie women participated in the ‘Superstars of STEMM’, Science and Technology Australia’s development and recognition program, and the Franklin Women Mentoring Program. The University’s new Inspire six-month development program for managers was designed to embed inclusive leadership principles, and the majority of participants in the pilot were women.

Actions for 2019–2021

• Embed responsibility and accountability for equitable workload allocations through the development of transparent models and reporting.

• Offer tailored and specific training for staff preparing for promotion from Level B to Level C and from Level C to Level D, to address identified issues in our pipeline and increase promotion success rates.

• Monitor the implementation of the new academic promotion process and the academic job families model, and address any gender equity issues identified.

• Revise the Performance Development and Review process to better support career development of professional and academic staff.

• Create an academic staff development framework to better support career planning, development and progression.

• Communicate the support and development opportunities available for professional staff at each career stage.

• Continue to offer the Inspire leadership development program for professional staff, ensuring a diversity of participants in the program.

• Explore statistical data and feedback from casual staff to identify and understand any gender equity issues.

• Implement an exit survey to understand staff reasons for leaving and identify any gender-related issues.

Success Measures

• A minimum of 35% representation of women at Level E.

• Equitable application and success rates across all levels of the academic promotion process.

• Gender balance* of participants in the Inspire leadership development program.

• Progress towards gender balance* in professional positions at every level.

• Positive increase in the career development satisfaction measures in the all-staff survey.
Launched in 2017, the aim of Macquarie’s new promotion model is to recognise and support flexible career pathways and the diversity of academic work. Our data shows that on average 50% of applicants under the new scheme have been women, and the analysis of success rates and the self-assessment, panel and interview scores suggest that the new process does not allow gender bias to influence promotion rates.

Not only is the scheme design more inclusive, but also the process has been improved. For example, the new process ensures all applicants for promotion are interviewed. Under the previous scheme, the assessment was conducted based on the written application only, with interviews in limited cases. Evidence from the first two rounds shows that interviewing all applicants has been beneficial to women, supporting the hypothesis that multiple channels of communication (written and verbal) would provide a more well-rounded and inclusive assessment process.

Marie Herberstein, Chair, Academic Senate, has been at the forefront of the review in the academic promotion process.

“We wanted to recognise the diversity of academic work through redesigning an existing academic promotion process that wasn’t inclusive of all career progression pathways or flexible enough for our academic community, mainly with a negative impact on female promotions. We tried to identify and remove the barriers that were preventing a more diverse sample of academics from being promoted, to provide a broader approach to promotion, with an increased emphasis on values, conduct and inclusion. The policy was developed in broad consultation and close collaboration with the academic community of the University and provides more flexible and inclusive career progression pathways for academic staff at Macquarie. We have seen an increased number of women academics applying and succeeding through this new system, which has basically switched the lens to a more equitable culture, creating more opportunities for staff who work outside the traditional research-teaching-service envelope, which has been historically dominated by men.”

The policy is based on Boyer’s four areas of scholarship (Discovery, Teaching, Application and Integration) that were developed and adapted to the University context. An additional fifth category of Leadership and Citizenship allows staff to capture the demonstration of shared values and our capacity to work together and support each other towards both personal and institutional goals.
STORY OF SUCCESS
Since our Primary Carer Conference Support Scheme was introduced in 2017, more than $45,000 has helped 31 academic staff meet childcare costs so that they could attend and present at conferences. Professor Lesley Hughes, Pro Vice-Chancellor (Research Integrity and Development), says the scheme is a tangible demonstration of the University’s commitment to supporting early-career researchers and the principles of gender equity and diversity.

“It’s vitally important that early-career researchers, many of whom have young families, are supported to attend conferences to raise their profiles within their discipline and network, and build communication skills.”

“The opportunity to attend this conference was of significant benefit to my research career. I gave an invited 30-minute talk and a poster presentation, and was co-author on three other presentations. I proactively organised meetings with researchers to discuss my idea for a 2019 ARC Discovery Project. All researchers were excited to be involved in the project that I will lead and have now submitted to the ARC.”

– Dr Joanne Dawson, Senior Lecturer, Astronomy and Astrophysics, and current Australian Research Council (ARC) Discovery Early Career Researcher Award (DECRA) Fellow

“I love that Macquarie is recognising that families are important and are supporting staff who have caring responsibilities in such a practical way. Schemes like these can make a huge difference to career opportunities and to feeling like you are part of a caring, cohesive and flexible workplace.”

– Dr Shari Gallop, Honorary Senior Lecturer, Department of Environmental Sciences
5. Establishing a workplace culture of flexibility

OUR COMMITMENT
We recognise the challenges of combining parenting and caring responsibilities with a career. We will create a workplace culture where flexibility is the norm and where all staff are supported to successfully manage their work and personal commitments.

WHAT WE KNOW
While Macquarie’s parental leave provisions are sector leading, we have learned – through focus groups and staff surveys – that the way the provisions are understood and supported by individuals and their managers varies.

Our parental leave data indicates that throughout 2015–17 just 14% of primary carers were male and female primary carers took longer periods of leave. The data also reveals that 94% of primary carers return to work after parental leave, but feedback from staff indicates a need to better support their transition back to work and ongoing career development.

We know that 18% of staff at Macquarie work part time – and the majority of these are women (57%) in professional services roles. Support for flexible work arrangements also varies among individuals and their managers, and more needs to be done to create a consistent culture that supports flexible work practices across the University.

PROGRESS IN 2017–2018
We implemented an updated Flexible Work policy and procedure, and developed tools and resources for managers and staff, to increase opportunities for flexible work arrangements. Staff now have the right to return to work part time from parental leave, have access to 20 days’ paid domestic violence leave and parental leave for surrogacy, and have the opportunity to purchase up to four weeks’ additional leave.

The costs of caring responsibilities were added as an allowable expense within the University’s grants and fellowships.

Part-time scholarships are now available for higher degree research students returning from parental leave, and the Primary Carer Conference Support Scheme is in place to assist staff with family responsibilities to present at academic conferences.

Changes were made to the eligibility criteria for the Macquarie University Restart Grant to be more inclusive of early-career researchers. The Faculty of Science and Engineering also launched a research fellowship for staff returning from parental leave. Property upgraded the University’s parenting rooms, and Campus Life commenced planning for a new 45-place childcare centre on campus.

PROGRESS IN 2017–2018

SUCCESS MEASURES
• Progress towards the goal of >90% positive feedback on the University’s flexible work options and work-life balance measures in the all-staff survey in 2023.
• Increase in the percentage of men taking parental leave as a primary carer.
• Increase in the uptake of flexible work options by both women and men across all levels.

• Establish a carers network to provide a safe and supportive environment for parents and carers of others to meet, discuss issues and connect with available support.
• Develop a keep-in-touch program for staff on extended parental or carer’s leave and an onboarding program to support their transition back to work.
• Make the benefits available for parents and carers more widely known to staff via a carers hub website, conversation guides for staff and their managers, and inclusive internal communications promoting visible role models.
• Mainstream flexible work at all levels, including tracking and reporting, championing by leaders, internal communications and training for managers.
• Include the take-up of parental leave and part-time and flexible work by staff in the annual gender equity report to the Executive Group.
• Open a new childcare centre on campus, subject to capital funding approval, for Macquarie staff and students.
6. Closing the gender pay gap

OUR COMMITMENT

We value the work of women and men equally and will pay accordingly. We will create transparent and accountable remuneration schemes with no opportunities for bias.

WHAT WE KNOW

Our overall pay gap at Macquarie is 18%. The gap is widest at senior levels for both academic and professional staff. We know from our analysis that inequitable allocation of discretionary payments (allowances and loadings) is a contributing factor. There is also evidence that women are more likely than men to be appointed at Step 1, which means that in some areas the pay gap is established at recruitment.

Greater clarity, consistency and transparency on all aspects of remuneration is needed, as is more formal leadership responsibility and accountability for addressing the pay gap.

PROGRESS IN 2017 – 2018

We have conducted two gender pay gap reviews since the launch of the Workplace Gender Equity Strategy.

The University’s commitment to an end-to-end process of addressing pay equity is reflected in the 2018 Academic and Professional Staff Enterprise Agreements, with specific actions on annual reporting of salary data to GESC and the Executive Group. In recent examples of loading reviews and determination at both the faculty and individual level, loadings have been adjusted to ensure equity between men and women.

ACTIONS FOR 2019 – 2021

• Develop a remuneration policy that details the University’s principles and processes relating to negotiations, pay scales, and benchmarks, as well as details on how pay is set, structured, reviewed and communicated.

• Communicate clearly all points of the remuneration process to the Macquarie community, including incoming staff and recruitment firms to ensure negotiation conversations are fair and transparent.

• Require Executive Group members to report on processes for equitable allocation of discretionary payments within their portfolio.

• Review gender pay equity annually and report at University and faculty/portfolio levels, including actions to address any identified gaps.

• Support managers, through training and resources, to actively remove bias from pay and performance decisions.

SUCCESS MEASURES

• Each faculty/portfolio has a published structured model for discretionary loadings and reports annually to the Executive Group.

• Progress towards <2% pay gap at all levels and at the point of recruitment by March 2023.
Our work in this area focuses on bringing more structure and rigour to discretionary pay, a key source of inequity between men and women. Two significant pilots, in executive remuneration and in academic loadings in the Macquarie Business School, have occurred during the initial period of the strategy.

In the Macquarie Business School, where academic loadings are commonplace, there has been significant improvement in the scheme to remove bias from the system. An external firm with expertise in remuneration was engaged to partner with an internal team to build a more structured methodology for loadings. A combination of performance and market factors now determines the loading within a set range for each disciplinary area and academic level. This removes the scope for ‘discretion’ to create differential treatment.

Professor Stephen Brammer, Executive Dean, Macquarie Business School, explains how the faculty worked towards closing the gender pay gap.

“We are very conscious that a gender pay gap often arises where discretionary loading practices are common. Faculties of Business and Economics often have discretionary loading schemes, and we are no different at Macquarie, but we were very conscious of the existence of differences in pay based on gender.”

The school reviewed all its position descriptions and established levels and salaries (including loadings) to end any possibility for bias.

“We’ve done a lot of work to close any differences in pay for positions of the same level of responsibility and complexity where the only difference was the gender of the individual. The results of reviewing loadings practices and policies within an explicit lens to gender equity have been extraordinary in terms of reducing differences in pay disparities. Now we are confident that when we are going to recruit for a role, this has been appropriately benchmarked and there is no space for inexplicable differences in pay between genders.”