Professor Sakkie Pretorius, Deputy Vice-Chancellor (Research) and Nicole Gower, Director of Human Resources are joint Executive sponsors of the Gender Equity Strategy and Co-Chairs of the Gender Equity Strategy Committee.
Our commitments

1. Embedding Leadership Commitment and Accountability for Gender Equity

We value gender equality and recognise that it underpins the University’s success. We are all responsible for improving gender equity and inclusion at Macquarie. The Executive Group will take personal responsibility for action and expect our leaders and managers to do the same.

2. Building Our Talent Pipeline by Attracting and Recruiting More Academic Women

We need to attract more women to work at Macquarie, particularly in senior academic roles and non-traditional disciplines. We will align our career offerings to meet the expectations of high-calibre academic women.

3. Improving the Representation of Academic Women in Senior and Leadership Positions

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

4. 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.

5. Closing the Gender Pay Gap

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

6. Building an Equitable and Inclusive Organisational Culture

We will create a culture where all our staff and students feel valued, respected and included.
The road ahead

As the first university to tailor its education offerings to women and mothers, we will continue our leadership in gender equity. While we are consistently above the sector in gender equity performance, this is not enough – the benchmark is too low. Women continue to be under-represented in senior academic positions and other leadership roles at Macquarie. Our bold vision is to lead the way for other universities and organisations, and society more generally, to create greater equality between women and men at work.

We want to see gender equity consistently reflected in the fabric of the University – in our structures, our policy, our behaviours and our culture. We know that to build and maintain momentum, we will need collaboration across the entire University and a combination of initiatives that are University-wide and at the faculty, department and unit level.

We recognise that standalone initiatives will not improve the status quo. We are committed to reviewing systems and practices in our organisation and structure that may inadvertently disadvantage women and/or men in achieving their full career potential.

We acknowledge that these challenges will not be resolved quickly. This two-year plan is intended as a strong statement to the University community of our commitment to create real and sustainable change for equality at Macquarie, building a solid foundation for ongoing improvement. We have this responsibility not only for our own staff but also as an inspirational model of diversity and inclusion for our students, who will be the next generation of leaders. Through them, we can shape a future where women and men have equal opportunity to contribute their full potential and thrive in all areas of endeavour.
The road ahead
Workplace Gender equity Strategy

We detect metabolic processes, metabolic and oxidative phosphorylation. ROS level, level at a single cell level.
1. Embedding leadership commitment and accountability for gender equity

**OUR COMMITMENT**
We value gender equality and recognise that it underpins the University’s success. We are all responsible for improving gender equity and inclusion at Macquarie. The Executive Group will take personal responsibility for action and expect our leaders and managers to do the same.

**OUR ACTIONS FOR 2017 – 2018**
- Introduce a gender diversity ‘dashboard’ to measure performance and progress at the University, faculty/division and department level
- Require leaders to report annually on their data and progress
- Establish gender diversity key performance indicators (KPIs) for leaders
- Embed inclusive leadership capabilities in the University’s leadership values framework

**OUR SUCCESS MEASURES**
- Achievement against gender diversity targets
- Achievement against gender diversity KPIs
- Increased awareness among leaders/managers of inclusive leadership practices
- Employee awareness of the Gender Equity Strategy
2. Building our talent pipeline by attracting and recruiting more academic women

**OUR COMMITMENT**
We need to attract more women to work at Macquarie, particularly in senior academic roles and non-traditional disciplines. We will align our career offerings to meet the expectations of high-calibre academic women.

**OUR ACTIONS FOR 2017 – 2018**
- Develop an employee value proposition that is inclusive, and incorporate it into advertising and promotion of career opportunities
- Broaden search processes to attract senior women in under-represented disciplines
- Work with marketing to ensure brand alignment with gender diversity
- Include gender equity requirements in contracts with external search providers
- Implement strategies to address unconscious bias throughout the employee selection process

**OUR SUCCESS MEASURES**
- Increased representation of women among applicants for senior academic roles and for roles in non-traditional disciplines
- Gender balance of applicants across all levels and stages of the recruitment process
3. Improving the representation of academic women in senior and leadership positions

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

OUR ACTIONS FOR 2017 – 2018
• Investigate and address the points in our talent pipeline where we are losing women
• Review selection processes to identify and mitigate potential for gender bias (eg promotion, fellowships and scholarships)
• Implement targeted women’s development programs, including mentoring and sponsorship
• Enhance career discussion planning in the Performance Development and Review process
• Expand the diversity of criteria by which people can be promoted, to better reflect activities and behaviours that are specifically valued and rewarded by the University
• Participate in the Science in Australia Gender Equity (SAGE) pilot of the Athena SWAN Charter

OUR SUCCESS MEASURES
• Increased representation of women in senior and leadership positions
• Higher rates of career progression and promotion of women, indicating gender balance
• Gender balanced participation in leadership development programs
4. 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.

**OUR ACTIONS FOR 2017 – 2018**
- Promote and ensure equitable access to flexible work for everyone to support a culture of high performance
- Provide support and training for managers in encouraging flexible work
- Provide a program of support before, during and after parental leave, including investigating any scheme requirements that may inadvertently disadvantage parents or carers
- Provide financial support for primary carers to attend conferences
- Review research funding schemes to better support parents and carers

**OUR SUCCESS MEASURES**
- Increased use of flexible work options by female and male managers and non-managers
- Part-time employment by gender and level
- Positive employee feedback on flexibility and work-life balance
- Increased retention rates for staff accessing parental leave (one and two years post return to work)
TOWARDS GENDER EQUITY

WORKPLACE GENDER EQUITY STRATEGY

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Towards Gender Equity

Workplace Gender Equity Strategy
5. Closing the gender pay gap

OUR COMMITMENT
We value the work of women and men equally, and will pay as such. We will create transparent and accountable remuneration schemes with no opportunities for bias.

OUR ACTIONS FOR 2017 – 2018
• Conduct an annual gender pay equity review, report internally and externally, and develop an action plan to address gaps
• Implement structured and transparent systems for discretionary payments
• Review remuneration policy to embed gender equity objectives

OUR SUCCESS MEASURES
• Reduced gender pay gap (by level and organisation-wide)
6. Building an equitable and inclusive organisational culture

**OUR COMMITMENT**
We will create a culture where all our staff and students feel valued, respected and included.

**OUR ACTIONS FOR 2017 – 2018**
- Embed diversity and inclusion through clear expectations and with supporting policies and processes
- Increase diversity and inclusion awareness through information, targeted professional development and staff engagement initiatives
- Consult with all staff on gender equity issues
- Promote gender balance of the University’s award nominees
- Celebrate and promote gender equity progress via internal and external marketing

**OUR SUCCESS MEASURES**
- Positive response rates and trends on diversity and inclusion questions in staff surveys
- Lower incidence of discrimination/harassment complaints
- Gender balance in University award programs
We have this responsibility not only for our own staff but also as an inspirational model of diversity and inclusion for our students, who will be the next generation of leaders.
Towards Gender Equity

Workplace Gender Equity Strategy

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