Towards Gender Equity 2.0

WORKPLACE GENDER EQUITY STRATEGY

The next stage of our journey

DRAFT FOR COMMENT

Please send your feedback to workplacediversityinclusion@mq.edu.au
FOREWORD

Macquarie University is a community with a rich diversity of traditions and history. I believe we aspire to work together in an inclusive environment where everyone has the opportunity to belong and to fully contribute to this organisation.

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

This document provides details of the steps we will take and implement over the next two years. It sets out how we will extend the reach and impact of the work in gender equity which has already been put in train, so that the initial progress can be more fully embedded within the University’s cultural life over the next two years.

I acknowledge the tremendous and very 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. I look forward to a day when true equity of employment prevails in this University and the sector more widely.


Professor S Bruce Dowton MD
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 benefits 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.
OUR JOURNEY SO FAR...AND THE ROAD AHEAD

In March 2017 Macquarie University launched its first gender equity strategy: Towards Gender Equity, setting out a bold vision for a culture of workplace equality and inclusion. The strategy was designed to build on the University’s proud history of progress on gender equity. 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 at work.

At the time of the strategy 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, loss of women along the career pipeline (with variability between faculties and portfolios), gender imbalance in our senior academic and other 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 our Towards Gender Equity strategy is a ‘fixing the system’ approach to tackle the underlying systemic and cultural drivers of inequality inherent in the University’s structures, policies, processes and culture. The strategy set us on a path of transformational change to build equality and inclusion into the fabric of the institution. Our initial two-year action plan was designed to kick-start that change and put in place a strong foundation for real and sustained progress into the future.

In taking this approach, we knew it wouldn’t be a smooth road, and that 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 supporting women, and instead putting our collective efforts towards re-shaping 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 ability. Fixing the system means being guided by evidence to design innovative and tailored actions, with ongoing monitoring to assess their impact. It means going against gender stereotypes, biases and cultural norms. While the journey hasn’t been without challenges, there has been significant progress in a short period of time, and we are encouraged by the momentum and level of community engagement and action.

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 responsibility and accountability for gender equity. Our Gender Equity Strategy Committee reports to the Vice-Chancellor and is co-chaired by the Deputy Vice-Chancellor Research and Director Human Resources. The committee is supported by the Gender Equity Self-Assessment Team, a representative group of academic and professional staff that leads University-wide implementation of the Workplace Gender Equity Strategy and has been the driving force for change initiatives. Some faculties have also developed their own 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 these initial two years and confident that we are now well equipped for the next stage of our journey, Towards Gender Equity 2.0. With this plan we re-affirm 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 create 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, Director of Human Resources.

Joint Executive sponsors of the Workplace Gender Equity Strategy and Co-Chairs of the Gender Equity Strategy Committee.
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 benefits 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
A truly inclusive workplace is an environment where it’s clear that all people, regardless of their background or experiences, will have equality of opportunity and be treated with respect. Inclusivity is a priority for Macquarie, and our commitment is reflected in a range of University strategies, policies and programs. While this provides a strong foundation, we know that each person’s experience of inclusion is influenced most by their team’s culture, as reflected in the everyday interactions they have at work. While the vast majority of respondents to our staff surveys believe that Macquarie promotes a positive work culture and prevents bullying, discrimination and harassment, an inclusive culture is a work in progress and we need to do more to make diverse groups of employees feel safe, supported and valued.

PROGRESS IN 2017 - 2018
More than nine-hundred Macquarie staff attended a series of events held across campus to launch the Workplace Gender Equity Strategy in March 2017. Momentum has been sustained through Gender Equity Summits held every six months, and an annual Gender Equity Week program of events. We piloted a staff survey designed to better understand obstacles to diversity and inclusion, and we made changes to several HR policies and processes to make them more inclusive. We have 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 University Executive against targets for gender balance in internal and external media.

ACTIONS FOR 2019 - 2020
- foster positive and respectful workplace relationships to prevent sexual harassment, discrimination or sexism through policy, training, clear reporting mechanisms and communications
- monitor reports of harassment, discrimination and bullying; identify and respond decisively to any issues and trends
- continue to investigate employee experience of inclusion via all-staff surveys and provide a detailed report to the University Executive and Macquarie staff
- develop diversity and inclusion awareness through resources and training, including a specific module as part of the staff onboarding process
- provide guidance and support on the ‘fixing the system’ approach for local diversity and inclusion committees
- implement a year-round internal and external communications campaign to promote Macquarie women and monitor media activity for gender balance
- encourage staff to take a ‘panel pledge’ as a commitment to gender diversity in University events
- participate in the Science in Australia Gender Equity (SAGE) Athena SWAN and Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equity benchmarking programs

SUCCESS MEASURES
- more positive responses on diversity and inclusion measures in all-staff survey
- sexual harassment prevention and diversity and inclusion training mandatory at induction and refresher training
- a minimum of 40% of articles in The Lighthouse, This Week and Newsroom to profile women
- gender balance* in all University events
- gender balance* on all University and Faculty committees
- 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
Macquarie’s Gender Equity Self-Assessment Team (GESAT) comprises academic and professional staff from across the University. Responsible for driving implementation of the Workplace Gender Equity Strategy, the GESAT has been integral in putting the ‘fixing the system’ approach into practice.

The team’s evidence-based process starts with analysis of data and research to reveal the underlying drivers of gender inequality at Macquarie, and this leads to 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” says Professor Lesley Hughes, Pro Vice-Chancellor (Research Integrity and Development), 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 introduction of a 40:40:20 model for Macquarie Research Fellowships, to ensure a minimum of 40% of recipients under the scheme are 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 equity needs a holistic approach and action at every level of the University. This is particularly important to our ‘fixing the system’ approach because the systemic and cultural drivers of inequality are found across University, faculty/office and department levels. The strong commitment demonstrated by our Executive Group is an important foundation, and we need to build upon this by engaging the next level of managers and embedding gender equity reporting frameworks to promote accountability.

PROGRESS IN 2017 - 2018

Our Vice-Chancellor and all Executive Group members have introduced specific key performance indicators (KPIs) related to progressing gender equity within their portfolio. The Executive Group reports to the Gender Equity Strategy Committee (GESC) on their achievements against these KPI’s. The GESC monitors and provides regular updates on priorities and progress to the University community. Our Gender Equity Self-Assessment Team (GESAT) leads strategy implementation and has developed numerous change initiatives to improve inclusivity of University policies, processes and culture. Some faculties and departments have established diversity and inclusion committees to focus activity at the local level.

ACTIONS FOR 2019 – 2020

- implement a gender equity reporting framework at University and faculty/portfolio levels, to encourage action on local-level issues and track progress over time
- report annually to the University Executive and staff community on progress towards gender equity
- make accurate and informative faculty/portfolio gender equity data readily available to University leaders
- establish diversity and inclusion committees to implement local level actions in faculties/offices
- build capability to ‘fix the system’ via gender equity summits/forums, training and resources
- introduce staff recognition award/s for leadership in promoting a culture of diversity and inclusion
- embed inclusivity as a key principle in the University’s leadership values framework and provide training and resources to build inclusive leadership capability

SUCCESS MEASURES

- a diversity and inclusion committee to represent each faculty and the professional staff, with an action plan and annual report to the Gender Equity Strategy Committee
- all faculties and portfolios to have gender equity targets in response to their data, with the aim of reaching gender balance*
- achievement of Vice-Chancellor and Executive KPIs for gender equity with flow-on KPIs for next level of leadership
- more positive responses on gender and leadership measures via all-staff survey, and actions to address identified issues

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

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

These commitments were communicated to the Macquarie community through a video profiling each Executive member during ‘Gender Equity Week’ 2018 and the Executive Group reports progress annually to the Vice-Chancellor.

The Executive have recently reported back to the Gender Equity Strategy Committee on their KPIs for 2018, with an impressive set of collective and individual achievements.

“At Macquarie we know that real change needs a sustainable approach. Stand-alone 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 and fix the individuals that 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, Director 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, Faculty of Business and Economics

“Fixing the system’ means a combination of having a set of KPI’s that include commitment to the Gender Equity Strategy and then very thoughtfully and consciously throughout the year making sure that those KPI’s 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, Corporate Engagement and Advancement
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 tend to fare well through our recruitment process. However, the proportion of female applicants decreases with seniority, and varies across different areas of the university. Women represent 30% of applicants for all academic positions, and just 23% of applicants for Level E positions. Attracting and recruiting more women at senior levels is an essential step in addressing the gender imbalances in our pipeline.

PROGRESS IN 2017 - 2018

We reviewed each stage of our recruitment process and piloted a range of initiatives to mitigate bias, including the use of inclusive language and images in advertisements, anonymising applications at long-listing stage, and implementation of 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 to 25% (from 5%). We also introduced new requirements for external search firms to have a gender balanced longlist for senior appointments.

ACTIONS FOR 2019 – 2020

- 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
- 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 implementation of the anonymised recruitment pilot and consider 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
- target potential applicants through a year-round communications campaign, including an inclusive employee value proposition and extension of Macquarie’s You(us) brand to promote gender equity

SUCCESS MEASURES

- increased representation of women among applicants for senior academic roles and for roles in disciplines where their representation is below 40%
- applications from women to be at least 10% higher than national averages for the relevant discipline
- continued success of women’s performance through all stages of the recruitment process
- each recruitment panel to have at least one member who has completed inclusive recruitment training
The School of Engineering (previously 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, rather than advertise ‘women only’ engineering positions, the School instead took proactive steps to ensure they had a diverse pool of applicants. They accessed staff networks to attract female applicants, and the School committed to interviewing every woman on the long-list. 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 of School of Engineering at Macquarie University 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 was very challenging in Australia. We couldn’t afford to not tap into the full talent pool available for our recruitment process, to make sure that we had a longlist of the best candidates”. 

In an effort to avoid unconscious biases and applying all the evidence known around the reasons for women not to succeed in STEMM recruitment processes, “We took extra special care to ensure gender diversity when forming long-lists and then committed to interviewing every woman on those long-lists. We did some deep introspection around the possibility of our unconscious bias tipping too far in favour of female candidates,” recalls Professor Bagnall. “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”.

“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 they have the right to expect”.

Engineering emerges from the ‘man cave’

This Week @MQ
17 September 2018
4. IMPROVING THE REPRESENTATION OF WOMEN IN SENIOR AND LEADERSHIP POSITIONS

OUR COMMITMENT

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.

WHAT WE KNOW

Our 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. For example, in the academic pipeline the key point where we start to lose women is between levels B and C - where the proportion of female staff falls from 54% to 43%, and then decreases to 30% at Level E. The pipeline also varies significantly between Faculties and Portfolios. In the Faculty of Human Sciences for example, there is gender balance at Level E.

We undertook detailed analysis of the ‘leaky pipeline’ at Macquarie and have identified several compounding drivers – meaning there is no simple solution, and that multiple and sustained actions are required to build a stronger career pathway for women.

PROGRESS IN 2017 - 2018

Macquarie’s new Academic Promotions process, implemented in 2017, was designed to expand the diversity of criteria by which people can be promoted, and 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 (ECR) Network supports researcher development towards Level C and above; helping to address key issues in our pipeline, and ensures a diversity in speakers, events and on their organising committee. Macquarie women participated in the ‘Superstars of STEMM’ - Science and Technology Australia development and recognition 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 – 2020

- implement actions to address the known causes of the ‘leaky pipeline’ from Level B to C for academic women
- implement an exit survey to understand staff reasons for leaving and identify any gender-related issues
- embed responsibility and accountability for equitable workload allocations through the development of transparent models and reporting
- address identified issues in our pipeline and promotions success rates, by offering tailored and specific training for staff preparing for promotion applications from Levels B to C and C to D
- monitor implementation of the new academic promotions program and academic job families model and address any gender equity issues identified
- revise the Performance Development and Review (PDR) process to better support career development of professional and academic staff, including reflecting the five pillars of the new Academic Promotions scheme
- create an Academic Development Framework to better support career planning, development and progression
- continue to offer the Inspire leadership development program, ensuring a diversity of participants in the program

SUCCESS MEASURES

- improved representation of women at Level D
- improved representation of women at Level E
- gender balance* of participants in the ‘Inspire’ leadership development program
- more positive responses on career development measures in all-staff survey, and actions to address any identified issues

*gender balance is a minimum of 40% men and 40% women
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 analysis of success rates and the self-assessment, panel and interview scores suggests the new process does not allow gender bias to influence promotion rates.

Not only is the scheme design more inclusive, the process has also been improved. For example, the new process involves all applicants for promotion being 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 including an interview for 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.

Mariella Herberstein, Chair of Academic Senate at Macquarie University has been at the forefront of the review in the Academic Promotions process. “We wanted to recognise the diversity of academic work through redesigning an academic promotion process that wasn’t inclusive of all career progression pathways and 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 lenses 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) which were developed and adapted to the Macquarie 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.
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’ve learned through focus groups and staff surveys that the way they’re 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. 94% of primary carers return to work after parental leave, but feedback indicates a need to better support their smooth transition and ongoing career development.

We know that 18% of staff at Macquarie work part time – and the majority of these are women in professional services roles (57%). Support for flexible working also varies among individuals and their managers, and more needs to be done to create a consistent culture of flexibility 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. Provisions in the 2018 Academic and Professional Staff Enterprise Agreements ensure the right to return to work part-time from parental leave, twenty days Domestic Violence Leave, and parental leave for surrogates. The costs of caring responsibilities were added as an allowable expense within Macquarie University grants and fellowships. Part-time scholarships are now available for Higher Degree Research (HDR) students returning from parental leave, and the Primary Carer Conference Support Scheme is in place to assist staff who have family responsibilities to present at academic conferences. Changes were made to 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 forty-five place childcare centre on campus.

OUR ACTIONS FOR 2019 – 2020

- 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
- take-up of parental leave, part-time and flexible work by men and women at University and faculty/portfolio levels included in annual gender equity report to the Executive
- subject to capital funding approval, open a new childcare centre on Campus dedicated for Macquarie staff and students

OUR SUCCESS MEASURES

- more positive responses on flexibility and work-life balance measures via all-staff survey, and actions to address identified issues
- increased uptake of part-time employment by both women and men across all levels
- increased retention rates for staff accessing parental leave 2 years post return to work
Since the MQ Primary Carer Conference Support Scheme was introduced in 2017, a total of more than $45,000 has been provided to 31 academic staff to help meet childcare costs so that they could attend and present at a conference. 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, network, and build communication skills”.

“The opportunity to attend this conference was of significant benefit to my research career … I gave a 30-minute invited talk, 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 on the project that I will lead and have now submitted to the ARC!”

Dr Joanne Dawson, Senior Lecturer in Astronomy and Astrophysics and current ARC DECRA Fellow.

“I love it 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 feeling like you are part of a caring, cohesive and flexible work place”

Shari Gallop, Honorary Senior Lecturer, Department of Environmental Sciences.
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 largest at senior levels for both academic and professional staff, and 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 and transparency around all aspects of remuneration is needed, as is a more formal leadership responsibility and accountability for addressing the pay gap.

OUR 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 the Gender Equity Strategy Committee and University Executive. In recent examples of loading reviews and determination at both Faculty and individual level, loadings have been adjusted to ensure equity between men and women.

OUR ACTIONS FOR 2019 – 2020

- develop a remuneration policy detailing the University’s principles and processes related to negotiations, pay scales, and benchmarks as well as details of how pay is set, structured, reviewed and communicated
- 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 to actively remove bias from pay and performance decisions through training and resources

OUR SUCCESS MEASURES

- each faculty has a published structured model for discretionary loadings and reports annually to the Executive
- reduction in the overall gender pay gap for the University year on year
- reduction in the gender pay gap within each level year on year
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 have occurred during the initial period of the strategy: in Executive remuneration and in academic loadings in the Faculty of Business and Economics.

In the Faculty of Business and Economics, where academic loadings are common place, 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 determine the loading within a set range for each disciplinary area and academic level. This removes the scope for “discretion” to create differential treatment.

Stephen Brammer, Executive Dean, 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 Faculty reviewed all their position descriptions and established levels and salaries (including loadings) accordingly, 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.”
Macquarie University is a vibrant hub of intellectual thinkers, all working towards a brighter future for our communities and our planet.

A PLACE OF INSPIRATION
Macquarie is uniquely located in the heart of Australia’s largest high-tech precinct, a thriving locale which is predicted to double in size in the next 20 years to become the fourth largest CBD in Australia.

Our campus spans 126 hectares, with open green space that gives our community the freedom to think and grow. We are home to fantastic facilities with excellent transport links to the city and suburbs, supported by an on-campus train station.

RENOVATED FOR EXCELLENCE
We are ranked among the top two per cent of universities in the world, and with a 5-star QS rating, we are renowned for producing graduates that are among the most sought after professionals in the world.

A PROUD TRADITION OF DISCOVERY
Our enviable research efforts are brought to life by renowned researchers whose audacious solutions to issues of global significance are benefiting the world we live in.

BUILDING SUCCESSFUL GRADUATES
Our pioneering approach to teaching and learning is built around a connected learning community: our students are considered partners and co-creators in their learning experience.

FIND OUT MORE
Macquarie University NSW 2109 Australia
T: +61 (2) 9850 7111
mq.edu.au

CRICOS Provider 00002J