2022-23 Gender Equality Reporting Submission Approval

I, the CEO (or equivalent), confirm that the data provided in the 2022-23 Gender Equality Reporting submission is complete and correct, as reported in the full data appendices:

- Questionnaire – Public Report
- Workforce Management Statistics – Public Report
- Workplace Profile – Public Report
- Workplace Profile – Confidential

I approve the submission of this data to WGEA.

I also confirm that the organisation/s covered by this submission will meet the notification and access requirements as detailed below.

CEO (or equivalent) signature

Name of CEO (or equivalent)
Professor S. Bruce Dowton

Date: 30th May 2023

Please Note:

The Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023 requires WGEA to publish employer gender pay gaps. Employer gender pay gap will be calculated from the data that you provide to WGEA. WGEA will communicate to employers in advance of publishing gender pay gaps explaining the process for calculating and publishing the employer gender pay gap.

What next?

The contact nominated for the submission of this report must complete the declaration and consent process in the WGEA Portal. The Agency does not require physical evidence of the CEO’s signature.

To comply with the notification and access requirements, your organisation/s must:

- inform its employees and members or shareholders that it has lodged its report with the Agency and advise how the public data may be accessed
- provide access to the public data to employees and members or shareholders
- inform employee organisations with members in your workplace that the report has been lodged
- inform your employees and those employee organisations with members in your workplace of the opportunity to comment on the report to the employer or the Agency.

For more information on the notification and access requirements, read here.
2022 - 23 Gender Equality Reporting

Submitted By:

Macquarie University  90952801237
#Workplace Overview

Policies and Strategies

1. Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?
   
   **Recruitment:** Yes
   Policy; Strategy

   **Retention:** Yes
   Policy; Strategy

   **Performance management processes:** Yes
   Policy; Strategy

   **Promotions:** Yes.
   Policy; Strategy

   **Talent identification/identification of high potentials:** Yes
   Strategy

   **Succession planning:** Yes
   Strategy

   **Training and development:** Yes
   Policy; Strategy

   **Key performance indicators for managers relating to gender equality:** Yes
   Strategy

2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?
   Yes
   Policy; Strategy

3. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

   The University’s Operating Plan 2020-2024 prioritises an organisation-wide, evidence-based and systemic approach to progress diversity, inclusion and belonging. A Diversity, Inclusion and Belonging Framework has been developed to drive the sustainable and widespread cultural change needed to create an inclusive environment for every member of the Macquarie community. A Gender Equity Action Plan sits under this Framework. Macquarie’s Workplace Gender Equity Strategy which was continued throughout 2022 and 2023 outlines 6 key priority areas:
   - 1. Building an equitable and inclusive organisational culture.
   - 2. Embedding leadership commitment and accountability for gender equity.
   - 3. Building our talent pipeline by attracting and recruiting more academic women.
   - 4. Improving the representation of women in senior and leadership positions.
5. Establishing a workplace culture of flexibility.
6. Closing the gender pay gap.

Our approach to gender equity at Macquarie University is to ‘fix the system’. This means moving away from one-off, short-term programs supporting women, and instead putting our collective efforts towards reshaping our workplace for diversity and inclusion. We are working towards building equity and inclusion into everything we do, throughout the career pipeline, and to ensure that our culture, our work processes and practices, our promotion pathways etc. are free from bias and provide equal opportunity for everyone. Macquarie has again been recognised as an Employer of Choice for Gender Equality in 2022, reaffirming the University’s long-term commitment to action on workplace gender equity, diversity and inclusion.

Governing Bodies

**Organisation:** Macquarie University  
**1. Name of the governing body:** Macquarie University Council  
**2. Type of the governing body:** Council

**Number of governing body chair and member by gender:**

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**4. Formal section policy and/or strategy:** Yes  
**Selected value:** Policy

**6. Target set to increase the representation of women:** No  
**Selected value:** Governing body has gender balance (i.e. 40% women / 40% men / 20% any gender)
7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

No

**Selected value:** Other

**Other value:** WD&I will investigate the requirement for a formal policy or strategy for the gender composition of the Macquarie Governing body.

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2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Progress against Gender Equity in the workplace is reported to the Macquarie University Council and the Executive Group each year. These reports outline relevant gender equity data and indicators, progress against measures and targets, and future priorities, actions and recommendations.

#Action on gender equality

**Gender Pay Gaps**

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

Yes

Policy; Strategy

1.1 Are specific pay equality objectives included in your formal policy and/or formal strategy?

Yes

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 reviews); To be transparent about pay scales and/or salary bands; To ensure managers are held accountable for pay equity outcomes

2. What was the snapshot date used for your Workplace Profile?

2023-03-31

4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Macquarie’s commitment to gender pay equity is stated in our Enterprise Agreements and Workplace Gender Equity Strategy. The University acknowledges that a greater emphasis and more targeted action is required to tackle the gender pay gap, with particular attention to remuneration for academic staff on senior contracts (where the gap is greatest).
The Executive Group has endorsed a Gender Pay Gap Action Plan with priorities including strengthening of remuneration policy framework (currently under development), and training and support for HR and senior leaders to ensure equitable remuneration decision-making. The recruitment process has commenced for a newly created Remuneration Manager position.

**Employer action on pay equality**

1. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?
   No

Currently under development

**Estimated completion date:** 2023-06-30

3. If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

   Our 2021 gender pay gap analysis highlighted the need for a review of allowances and the process for negotiation of starting salaries. This work is underway. HR works with Senior Managers to ensure that pay gaps are analysed and any potential gender biases in remuneration decisions are eliminated.

**Employee Consultation**

1. Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?
   Yes
   1.1 How did you consult employees?
      Consultative committee or group; Focus groups; Exit interviews; Survey
   1.2 Who did you consult?
      ALL staff

2. Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?
   Yes
   Strategy

3. On what date did your organisation share your last year's public reports with employees and shareholders?
4. Have you shared previous Executive Summary and Industry Benchmark reports with the governing body?
   Yes

5. If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

   - In February 2023 as a Champion of Change member, the VC consulted with female staff members (including senior academics, people managers and early career researchers) on their experiences working at Macquarie University and gained insight into gender equity issues at the University.
   - In July 2022 the University released its Flexible Work Framework marking the start of the implementation of the framework across the University. In October 2022, after 3 months of the new model for flexible working, the University invited all staff to take part in a survey to measure the progress of implementation and find out what is and is not working.
   - MQ Inclusion is the university-wide committee supporting and overseeing diversity and inclusion, including the workplace Gender Equity Strategy. Members of MQ Inclusion represent a network of nine faculty and portfolio level D&I committees. This committee has been consulted on several gender-equity related issues.
   - On 2 June 2022 the following notice appeared in internal staff communications This Week: Macquarie University has published its 2021-22 annual Workplace Gender Equality Agency (WGEA) report on the Diversity and Inclusion webpage.
The goals of the Workplace Gender Equality Act 2021 are to promote and improve gender equality in employment and the workplace and to help organisations identify and address gender equality issues. Macquarie University has continued to be recognised for our progress and commitment and holds a WGEA Employer of Choice for Gender Equality citation since 2019. All staff members may make comments on the report by emailing workplacediversityinclusion@mq.edu.au or contacting the Agency directly. Please refer to the Agency’s guidelines on this process on the WGEA website.

#Flexible Work

Flexible Working

1. Do you have a formal policy and/or formal strategy on flexible working arrangements?
   - Yes
   - Policy; Strategy

   1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:
       - A business case for flexibility has been established and endorsed at the leadership level
         - Yes
       - The organisation’s approach to flexibility is integrated into client conversations
         - No
         - Other
           - Not relevant for the University context
       - Employees are surveyed on whether they have sufficient flexibility
         - Yes
Employee training is provided throughout the organisation
Yes

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)
Yes

Flexible working is promoted throughout the organisation
Yes

Targets have been set for engagement in flexible work
No
Other:
We have success measures for flexible work, but not strictly ‘targets’.

Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body
Yes

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
Yes

Leaders are held accountable for improving workplace flexibility
Yes

Leaders are visible role models of flexible working
Yes

Manager training on flexible working is provided throughout the organisation
Yes

Targets have been set for men’s engagement in flexible work
No
Other
Other: We have success measures for flexible work, but not strictly ‘targets’.  
Team-based training is provided throughout the organisation
Yes

Other: Yes
Provide Details: Macquarie is the only University to achieve FlexReady Extended Level Certification – the highest level awarded for flexible work practices.

2. Do you offer any of the following flexible working options to MANAGERS in your workplace?
   Carer’s leave: Yes
   SAME options for women and men Formal options are available
   Compressed working weeks: Yes
   SAME options for women and men Formal options are available; Informal options are available
   Flexible hours of work: Yes
   SAME options for women and men Formal options are available; Informal options are available
   Job sharing: Yes
   SAME options for women and men
   Formal options are available
   Part-time work: Yes
   SAME options for women and men Formal options are available
   Purchased leave: Yes
   SAME options for women and men Formal options are available
   Remote working/working from home: Yes
   SAME options for women and men
   Time-in-lieu: Yes
   SAME options for women and men
   Formal options are available; Informal options are available
   Unpaid leave: Yes
   SAME options for women and men Formal options are available

3. Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?
   Yes

5. Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?
   Yes
7. **If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.**

The COVID-19 pandemic changed the way we work at Macquarie and the expectations of how work is performed. In early 2022 the University reviewed the different types of flexible working with the aim of positioning Macquarie as a future-focused leader and preferred employer within the higher education sector. In March 2022 staff were consulted and their feedback sought on the new Flexible Work Framework and the degrees of flexibility needed to achieve professional outcomes while accommodating diverse work practices and personal circumstances.

Flexibility by design took a principles-based approach to considering work practices in all roles across the University, to balance the needs and preferences of individuals, teams and stakeholders and transform traditional ways of working to a forward-looking, flexible approach. It recognised that the diversity of work done by our community means that no one flexible work practice works for all staff, and this required us to be flexible in how we think about flexibility. It was supported by 6 guiding principles:- Co-designed, Comprehensive and Inclusive, Balanced, Accountable and Outcome-Focused, Trust, Adaptive. At the beginning stage of implementation of the Flexible Work Framework, leaders, staff and flex champions were encouraged to transition to flexibility by design through 5 key steps: - Establish a shared understanding; Discuss and balance needs and preferences; Agree new ways of working; Use enabling tools; Review and adapt.

The first Flexible Work pulse survey was held in October 2022 with 1393 staff participating across a broad range of faculty and portfolio areas. The survey results show that staff generally felt positive about the implementation of the Flexible Work Framework across the University. There were no significant differences in responses by gender.

- 41.7 per cent of staff were highly satisfied with how their faculty or portfolio had approached the implementation of the FWF, with a further 31.8 per cent saying they were somewhat satisfied.
- 55.2 per cent of staff strongly agreed that their manager understood the FWF and its guiding principles, with 23.1 per cent agreeing somewhat.
- 57.9 per cent were highly satisfied with their current flexible work arrangements, with a further 23.2 per cent being somewhat satisfied.
• 59.6 per cent strongly agreed that flexible work allowed teams to balance productive work with staff wellbeing.
• Only 1.4 per cent of staff were very concerned about a potential decline in their team’s productivity due to the implementation of flexible work.

Macquarie University joins three other organisations having achieved FlexReady Extended Level Certification via FlexCareers and is the first Australian University to achieve FlexReady Certification at any level. The FlexReady Certification is the only one of its kind, it focuses exclusively on the maturity of an organisation’s Flexible Work policies and practices.

The University offered two Wellbeing Days on Friday, 23 September and Monday, 7 November 2022. The University effectively closed as much as possible on these days to enable staff to genuinely stop work and take the time to rest and recharge. Macquarie recognised that some staff may have needed to work on these specific dates and staff were permitted to take their Wellbeing days on an alternative date before the end of 2022.

#Employee Support

Paid Parental leave

1. Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?
   Yes, we offer employer funded parental leave using the primary/secondary carer definition

1. If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.
   Primary carers (birth, adoption, surrogacy) are eligible for 14 weeks of paid parental leave upon commencement of employment, and an additional 12 weeks of paid leave after 1 year of service.
   The University also offers 6 weeks paid parental leave at half pay for foster carers. A staff member who is a surrogate is entitled to 6 weeks paid leave for the purpose of childbirth and recovery from childbirth. Secondary carers (birth, adoption, fostering, surrogacy) are eligible for 4 weeks paid parental leave upon commencement of employment. A Staff Member whose child is stillborn or dies within 4
Support for carers

1. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?
   Yes
   Policy

2. Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

   2.1. Employer subsidised childcare
       Yes
       Available at ALL worksites

   2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)
       No
       Not a priority

   2.3. Breastfeeding facilities
       Yes
       Available at SOME worksites

   2.4. Childcare referral services
       No
       Not a priority

   2.5. Coaching for employees on returning to work from parental leave
       No
       Not a priority

   2.6. Targeted communication mechanisms (e.g. intranet/forums)
       Yes
       Available at ALL worksites

   2.7. Internal support networks for parents
       No
       Not a priority

   2.8. Information packs for new parents and/or those with elder care responsibilities
       Yes
       Available at ALL worksites

   2.9. Parenting workshops targeting fathers
       No
       Not a priority

weeks of birth will be entitled to 14 weeks paid parental leave. A Staff Member may also access available Personal Leave or unpaid Special Maternity Leave.
2.10. Parenting workshops targeting mothers
    No
    Not a priority

2.11. Referral services to support employees with family and/or caring responsibilities
    Yes
    Available at ALL worksites

2.12. Support in securing school holiday care
    Yes
    Available at ALL worksites

2.13. On-site childcare
    Yes
    Available at ALL worksites

2.14. Other details: Yes

    Available at ALL worksites
    Provide Details: MQ Carer Conference Support Scheme – academic staff who have parent or carer responsibilities can apply for funding to accommodate childcare/family care to enable them to attend and present at conferences.

3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Sexual harassment, harassment on the grounds of sex or discrimination

1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?
   Yes
   Policy; Strategy

   1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?
2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?
   All Non-Managers
   Yes
   Voluntary question: All Non-Managers

9. If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.

**Family or domestic violence**

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

2. Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?
   A domestic violence clause is in an enterprise agreement or workplace agreement
   Yes

   Confidentiality of matters disclosed
   Yes

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

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

   Emergency accommodation assistance
   No
   Insufficient resources/expertise

   Provision of financial support (e.g. advance bonus payment or advanced pay)
Insufficient resources/expertise

Flexible working arrangements
Yes

Offer change of office location
Yes

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

Training of key personnel
Yes

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

Workplace safety planning
Yes

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
Yes
Is the leave period unlimited?
No
   Number of Days:
   20

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
No

Other
Other Details: From 1 February 2023 Domestic violence leave is now extended to those employed on casual contracts. There is a new entitlement of 10 days paid domestic or sexual violence leave per calendar year for casual staff.

Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
Yes
Is the leave period unlimited?
No

Number of Days:
5

Access to unpaid leave
Yes
Is the leave period unlimited?
Yes

Provide Details: Yes
In certain circumstances the University will provide access to paid special leave.

2. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below
### Workforce Management Statistics Table

**Industry: Tertiary Education**

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<th>Question</th>
<th>Contract Type</th>
<th>Employment Type</th>
<th>Manager Category</th>
<th>Female</th>
<th>Male</th>
<th>Total*</th>
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* Total employees includes Non-binary
Workforce Management Statistics Table

Industry: Tertiary Education

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<th>Contract Type</th>
<th>Employment Type</th>
<th>Manager Category</th>
<th>Female</th>
<th>Male</th>
<th>Total*</th>
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* Total employees includes Non-binary
## Workforce Management Statistics Table

**Industry:** Tertiary Education

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<th>Question</th>
<th>Contract Type</th>
<th>Employment Type</th>
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* Total employees includes Non-binary
## Workplace Profile Table

**Industry: Tertiary Education**

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<th>Occupational category*</th>
<th>Employment status</th>
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<th>Number of apprentices and graduates (combined)</th>
<th>Total employees**</th>
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* Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Non-binary
# Workplace Profile Table

Industry: Tertiary Education

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<tr>
<th>Manager category</th>
<th>Employment status</th>
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* Total employees includes Non-binary