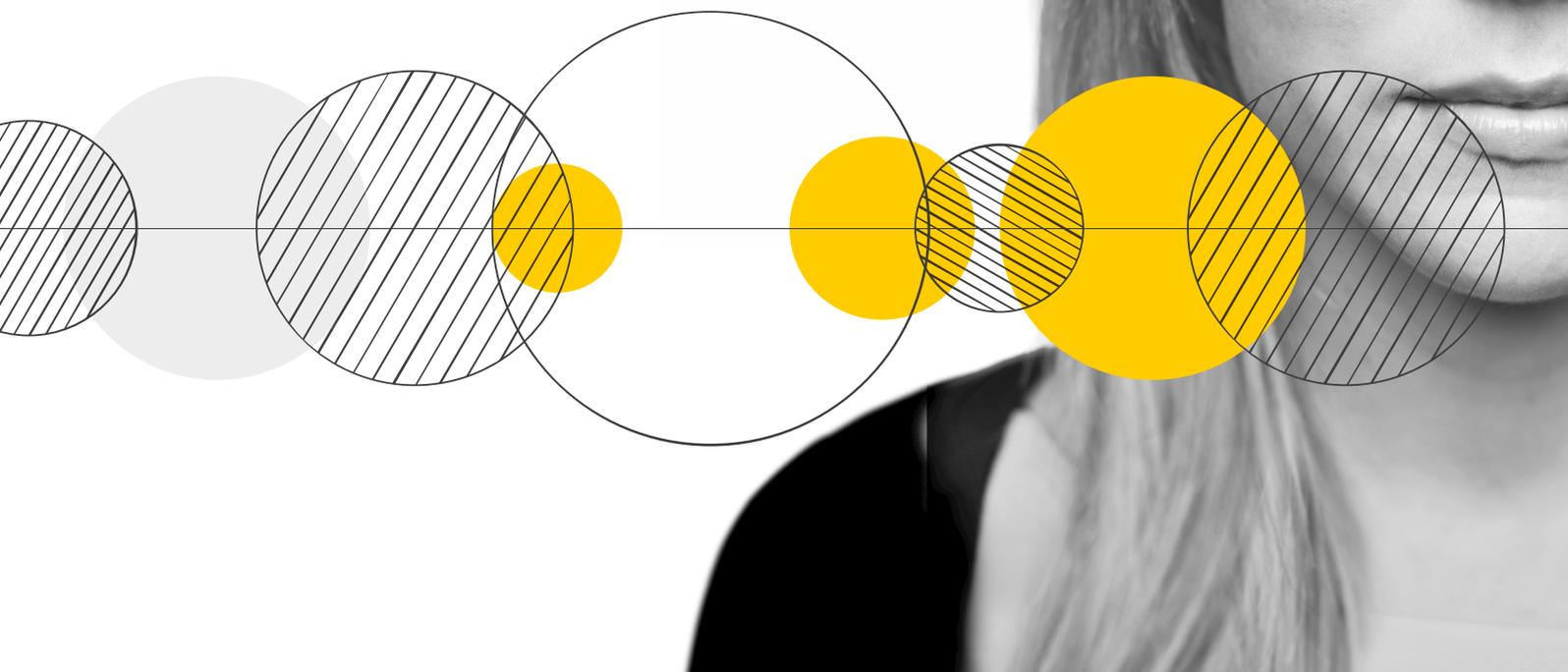




2016-17 Application

WGEA Employer of
Choice for Gender Equality

Western Sydney University



Introduction

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

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

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

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

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

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

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

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

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

Criterion 1

Leadership, accountability and focus

Overview

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

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

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

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

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

Focus Gender equality is recognised as a priority within an organisation's overall operational strategy. Gender equality initiatives and desired outcomes are clearly articulated, measured and reported.

1. Your organisation must have a formal policy AND formal strategy in place that supports gender equality in relation to:

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

Please confirm these are in place:

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

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

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

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

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

2.1. Please provide details on how this occurs:

- Video discussing and promoting the benefits of flexible work from our Vice Chancellor has been posted to YouTube, is included on our Website, has been circulated to Managers, and is included in online Manager training in Flexible Work. This recording also outlines the importance for Manager's in facilitating and supporting flexible work.

https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements

- Information is freely available on website westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements, www.westernsydney.edu.au/people_and_culture/ohr/your_employment/flexible_work_options

- Flexible Work information is included in our online Toolkit for Managers www.westernsydney.edu.au/people_and_culture/ohr/hr_toolkit_for_managers_and_supervisors/managing_family_responsibilities and is outlined on our Staff Benefits page www.westernsydney.edu.au/sb/staff_benefits/workplace_flexibility_and_diversity

- HR provides assistance with implementing flexible work arrangements

- Training on flexible workplace for managers is also provided as part of our key Management training programs. In addition, Equity and Diversity provide ad-hoc training sessions on request or as a need arises.

- Workplace flexibility is entrenched in our Gender Equality Policy.

- Under both the Professional and Academic Staff Enterprise Agreements (clauses 31 and 26 respectively) staff have a right to request Flexible working arrangements which may include, changing from full-time to part-time work, job sharing, changing start and finish times within hours of work regulated by this Agreement, decreasing hours of work, flexible working hours and leave without pay.

3. Your organisation must have a group, committee or council that is responsible for the implementation and oversight of your organisation's formal strategy/ies that support gender equality, with representation from senior management level or above. Please confirm this is in place:

Yes - please provide the name of the group/committee/council:

The Vice Chancellor's Gender Equality Committee

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

Professor Barney Glover, Vice Chancellor and President

3.2. Please list the job titles of all members (other than the Chair) of this group/committee/council:

Deputy Chair

Professor Janice Aldrich-Wright, Professor School of Science and Health

Committee Members

Professor Deborah Sweeney, Pro Vice-Chancellor (Research and Innovation)

Professor Lisa Jackson Pulver, Pro Vice-Chancellor Engagement & Aboriginal & Torres Strait Islander Leadership

Professor Simeon Simoff, Dean, Computing, Engineering and Mathematics

Professor Anthony Uhlmann, School of Humanities and Communication Arts

Associate Professor Meg Smith, Associate Professor School of Business

Dr Sev Ozdowski, Director Equity and Diversity

Ms Susan Hudson, Executive Director, Human Resources

Dr Helen Wu, Senior Lecturer, School of Computing, Engineering and Mathematics

Representative from School of Social Sciences and Psychology

Dr Anne Jamison, Lecturer, School of Humanities and Communication Arts

Executive Officer

Ms Katie Hayes, Senior Project Officer, Equity and Diversity

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4. Your organisation's CEO (or equivalent) must be a visible champion of gender equality in the following areas. By providing information as requested, you are confirming each requirement has been met.

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

Our Vice Chancellor circulated the following to all staff via email on 21 07 2017 - "The University has a strong commitment to gender equality. This commitment has been further strengthened by the recent publication of our Gender Equality Policy:

<https://policies.westernsydney.edu.au/document/view.current.php?id=90>. This policy aligns with our Gender Equality Strategy and Action Plan and aims to integrate gender considerations in all aspects of the workplace, and promote a culture and working environment that are inclusive and fair to all genders. More information about gender equality programs and initiatives at the University can be viewed on our website at <http://www.westernsydney.edu.au/genderequality>."

There is also a statement from the Vice Chancellor on our website which outlines our Gender Equality Strategy and Policy and updates our progress against the strategy.

https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality.

The Vice-Chancellor' also promoted the Strategy and Policy at our annual Staff International Women's Day Breakfast and Senior Women's Round table dinner.

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

A statement from the Vice Chancellor is available our website which includes the following:

"Gender equality is about fundamental human rights and is integral to our commitment to be a world class university recognised for world class education and research...To progress gender equality further we must challenge the beliefs and attitudes that are undermining progress. To progress gender equality I want to renew the focus on workplace flexibility. We have the policies and procedures in place. It is time to commence a dialogue on how to better implement flexibility in practice at all levels of the university.

I want us to challenge the status quo, to be innovative and creative in how we overcome the barriers that women face, particularly in the STEM disciplines and related non-traditional occupations. I want to continue the University's proud reputation as a sector leader in gender equality.

Professor Barney Glover

Vice-Chancellor and University President"

https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality.

In the announcement of the Employer of Choice Award 8 12 2016 - "Vice-Chancellor Professor Barney Glover says the University maintains a strong commitment to gender equality, and will continue to explore ways to achieve an inclusive and fair working environment for both women and men."

https://www.westernsydney.edu.au/newscentre/news_centre/more_news_stories/western_sydney_universit_y_recognised_for_commitment_to_pay_equity

The Vice Chancellor also posted on Yammer - our staff social media platform for IWD "Today marks International Women's Day, a day celebrated around the world in recognition of women and the important role they play in all areas of our society.

Western Sydney University is a strong advocate for gender equality and we actively engage in a range of

initiatives which over the years have helped to strengthen and improve our gender equality status. The University remains committed to continuing to increase workplace flexibility for both men and women. This year the theme for International Women's Day encourages us to #beboldforchange. I encourage everyone to help play an active role in driving change and promoting better outcomes for women."

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

In the announcement of the Employer of Choice Award 8 12 2016 - "Vice-Chancellor Professor Barney Glover says the University maintains a strong commitment to gender equality, and will continue to explore ways to achieve an inclusive and fair working environment for both women and men. "Recently, paid parental leave of eight weeks became available to primary carers who are on a continuing appointment with 12 or more months of service. Other areas we are focusing on are improving the representation of women in senior leadership positions and reducing the pay equity gap." You can find out more about the University's gender equality initiatives in the Gender Equality Strategy and Action Plan 2015-2020 at <http://www.westernsydney.edu.au/genderequalityplan>"

https://www.westernsydney.edu.au/newscentre/news_centre/more_news_stories/western_sydney_university_recognised_for_commitment_to_pay_equity

The VC Statement of Gender Equality is also publicly and externally available on our website: https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality

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

The Vice Chancellor posted on Yammer (our staff social media platform) for IWD "Today marks International Women's Day, a day celebrated around the world in recognition of women and the important role they play in all areas of our society.

Western Sydney University is a strong advocate for gender equality and we actively engage in a range of initiatives which over the years have helped to strengthen and improve our gender equality status. According to the most recent benchmarking data from the Workplace Gender Equality Agency, in 2015-16 the gender pay gap at Western Sydney University dropped by 0.9% to a low of 9.2%, well below the industry standard of 12.1%.

The University remains committed to continuing to increase workplace flexibility for both men and women. This year the theme for International Women's Day encourages us to #beboldforchange. I encourage everyone to help play an active role in driving change and promoting better outcomes for women. collapse"

The Vice Chancellor sent the following email to all university staff on Equal Pay Day, September 4 2017:

" Dear colleagues,

Today, 4 September, is Equal Pay Day and is representative of the additional number of days that women have had to work since the end of the financial year in order to match the average earnings of men for the same period.

As a Workplace Gender Equality Agency (WGEA) Pay Equity Ambassador, the University aims to address the systemic factors contributing to the gender pay gap. This includes the implementation of strategies to overcome the barriers that impede the achievement of gender equality in the workplace, such as:

-
- * Undertaking comprehensive annual gender pay equity audits;
 - * Setting a target of 40% representation of women in all areas of management by 2020;
 - * Promoting workplace flexibility and supporting our staff in meeting their personal and work priorities;
 - * Facilitating training options for staff on the potential impacts of unconscious bias; and
 - * Actively looking at ways to encourage women into non-traditional fields of study and work such as the science, technology, engineering, mathematics and medicine (STEMM) disciplines.

The University's Gender Equality Policy and five-year Gender Equality Strategy and Action Plan are evidence of our strong commitment to this task. I recently reaffirmed my commitment to advancing gender equality at the University in a short video which can be viewed on the Gender Equality webpage: <https://www.westernsydney.edu.au/genderequality>.

In working towards our application for the Science in Australia Gender Equity (SAGE) Athena SWAN Bronze Award in 2019, we are taking direct action in reducing gender inequality across the University. More information about this application can be found at: <https://www.westernsydney.edu.au/sage>.

Equal Pay Day is an important initiative supported by the University and I encourage you to begin discussions with your colleagues about how we can further address the issues that lead to the continued gender pay gap in Australia.

Regards

Barney Glover
Vice-Chancellor and President"

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

The following statement from the Vice Chancellor appears on our website:

"VC Statement of Flexible Work at WSU

Providing flexible working options at our University plays an integral role in developing opportunities for increased staff satisfaction, retention, engagement, and sustained organisational knowledge. A flexible workplace is one that recognises the competing demands of its employees in balancing work commitments with personal priorities. Our University has many options available to staff who require flexible working arrangements and I encourage staff to discuss these options with their Manager or HR Advisor. When properly managed flexible working arrangements serve to benefit the overall productivity of our University.

Professor Barney Glover
Vice-Chancellor and University President"

- A record interview with our Vice Chancellor discussing and promoting the benefits of flexible work has been posted to YouTube, is included on our Website and is included in online training in Flexible Work.

https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements

- The following email was circulated to all staff 24 11 2017

"Western Sydney University has a long standing reputation and commitment to ensuring fairness and equity in the workplace. The University proactively supports flexible work practices which enable it to attract and retain high quality staff.

Parental leave is one of the many flexible work practices that is supported by Western Sydney University. The University proudly provides paid parental leave including maternity, adoption, foster and partner leave in accordance with the Professional Staff and the Academic Staff Agreements.

I am pleased to announce that applications for paid parental leave of eight weeks are now available for primary carers who are employees on a continuing appointment with twelve or more months of service. This positive outcome was made possible following changes to the University's Gender Equality Strategy and Action Plan which was recently updated to offer primary carers the opportunity to apply for six weeks of paid leave in addition to the two weeks of Partner Leave that are currently provided for in the University's Staff Agreements.

Details of the University's parental leave provisions can be found in the University's Professional and Academic Staff Agreements as well as the University's Gender Equality Strategy and Action Plan at <https://www.westernsydney.edu.au/genderequalityplan> and will also soon be incorporated into the University's Gender Equality Policy, which is expected to be finalised by December 2016.

For more information about flexible working arrangements at the University see:
<https://www.westernsydney.edu.au/workarrangements> or please contact Dr Sev Ozdowski, Director, Equity & Diversity Unit."

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

The Vice Chancellor utilises flexible working arrangements. He works from home and also has flexible starting and finishing times. He strongly encourages use of online technologies which provide more flexibility for staff. e.g. Yammer for internal staff communications and Zoom for meetings.

As part of a recorded interview our vice Chancellor discusses how he supports staff in his office working flexibly such as working across different campus's, utilising flexible start and finish times, and using technology to stay in touch: at 7:00

https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements

In his role as Chair of the VC Gender Equality Committee he has pro actively acted to ensure that a Committee Member on maternity leave maintains the level of contact she wishes, that she is kept informed of all developments, that she feels welcome and supported to continue on the Committee and bring the baby in with her to meetings.

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

The Vice-Chancellor is the Chair of the Vice-Chancellor's Gender Equality Committee which oversees the implementation of University's Gender Equality Strategy and Action Plan.

4.8. Please provide details on whether your CEO (or equivalent) participates in external knowledge sharing and public advocacy on gender equality and include the details of that participation. If your CEO (or equivalent) does not participate in these types of forums/advocacy, please explain why:

The Vice-Chancellor acts as a strong public advocate for gender equality through the organisation and hosting of the University Annual Women and Annual Young Women of the West Awards.

This annual event promotes and publicises the contribution that women make to the Western Sydney Region.

https://www.westernsydney.edu.au/newscentre/news_centre/feature_story/inspiring_women_named_women_of_the_west_for_2017

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

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

10 October 2014

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

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

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

As Chair of Universities Australia the Vice Chancellor Barney Glover has been instrumental in launching a major campaign to prevent sexual assault and harassment, in a ground breaking initiative across the sector. The campaign – Respect. Now. Always is being actively led by Professor Glover and other University Vice Chancellors to ensure that students and staff are safe from sexual assault and sexual harassment.

<https://www.universitiesaustralia.edu.au/uni-participation-quality/students/Student-safety#.V33FfU1f2TM>

The Gender Equality Fund which delivered its first round of funding this year is moderated by the VC Gender Equality Committee and supports projects which promote or support gender equality issues across the University.

https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/vice_chancellors_gender_equality_fund

5. Your organisation's formal gender equality strategy must be incorporated into your broader business strategy and planning process. Please confirm this is the case:

Yes

6. Your organisation must evaluate its progress against your formal gender equality strategy at least every two years in the following two ways. Select both options to confirm this occurs:

We track progress against our gender equality strategy internally

We report progress against our gender equality strategy to the governing body and key management personnel.

6.1. Does your organisation report on the progress of its formal gender equality strategy to its workforce AND externally at least every two years?

Yes

No

7. Where your organisation has control over its governing body appointments, your organisation must have in place a formal selection policy or a formal selection strategy designed to promote gender equality for governing body appointments. Please confirm which are in place:

Formal policy

Formal strategy

Not applicable because this organisation does not have control over appointments to its governing body/ies.

8. Does your organisation have control over other governing bodies, and have control over appointments to those governing bodies?

Yes

Not applicable because this organisation does not have control over other governing bodies

Not applicable because this organisation does not have control over appointments to other governing bodies it controls

8.2. Your organisation must have in place a formal selection policy or formal selection strategy designed to promote gender equality for ALL the governing bodies over which it has control of appointments. Please confirm this is in place:

Yes. The names of these organisations are:

uwsconnect Ltd

UWS Enterprises Pty Ltd

Western Sydney University International College P/L

UWSELL

- 9.** Please indicate whether any of the following are included in your (or other governing bodies over which your organisation controls) formal selection policy or formal selection strategy. If your organisation does not have control over other governing bodies, select 'Not applicable':

Identifying a potential female talent pool from which new members can be selected	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable
Analysing potential gender biases in the selection criteria and appointment process, for example, considering the requirement to have past governing body experience	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable
A targeted succession plan	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable

9.1. Please provide details of any other inclusions in your formal selection policy or formal selection strategy for governing body appointments that are designed to promote gender equality:

These appointments are governed by University policy and procedures including the University's Gender Equality Policy which requires all Committees to have a gender balance of at least 40%.

- 10.** Does your organisation have a procurement plan or policy that requires suppliers to have a policy or strategy which includes gender equality principles?
- Yes
 No

11. Your organisation must analyse its systems and processes to identify gender bias in decision making. Please confirm this has occurred in relation to all of the following:

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

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

Academic promotions are reviewed to identify gender bias and outcomes of reviews are reported to the Board of Trustees with focus on gender outcomes.

Each staff member's performance is reviewed and evaluated on an annual basis and statistics and outcomes are analysed, including results by gender. Career planning constitutes an integral part of such a review.

High potential staff are now being identified and actively offered opportunities for promotion and succession planning purposes, with a particular regard to gender equity.

12. Your organisation must take action to eliminate gender biases identified in the analysis of your systems and processes, and monitor and measure improvements and progress. Please provide details of actions taken:

Our Gender Equality Policy provides the framework for addressing gender and unconscious bias within the University's key systems and processes. This policy Unconscious bias is included as a part of the mandatory (for panel convenors and recruitment staff) Recruiting the Right Person

workshops offered through Talent and Leadership Development.

A suite of training is available to all staff via our online training. Training on unconscious or gender bias is also included in our key management training programs.

Our Promotion Policy was recently extensively reviewed and amended taking into consideration issues of gender and unconscious bias.

Our People Strategy is currently being reviewed with consideration of the requirements within our Gender Equality Policy and issues relating to gender equality and unconscious bias.

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

- Yes

14. Your organisation must analyse its promotions data by gender to compare how many female and male managers and non-managers, part-time and full-time, were promoted in the last 12 months. Please confirm this analysis has taken place:

Yes

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

Assessed whether females and males are leaving your organisation at comparable rates

Assessed whether there are any differences between why females and males leave your organisation

Taken action to address issues identified

No issues identified so no actions taken

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

Key management personnel only

All managers (including key management personnel)

No

Criterion 2

Learning and development

Overview

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

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

Formal policy

Formal strategy

18. Your organisation must include learning and development in the annual performance and development plans of all workers. Please confirm this is included:

Yes

19. Your organisation must track how many women and men have participated in the following in the past 12 months to ensure there is gender equality in accessing learning and development. Please confirm this has occurred by selecting both options:

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

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

Formal sponsorship or mentoring program	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Formal succession plan	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Women's leadership networks	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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

All online learning courses, Academic Development Leave, study leave and staff scholarships are tracked by gender.

All classroom programs, and all forums are also tracked by gender via our Cornerstone registration system.

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

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

Criterion 3

Gender remuneration gap

Overview

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

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

Like-for-like gender remuneration gaps

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

Overall organisation-wide gender remuneration gap

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

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

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

Closing the gender remuneration gap requires organisations to take a multi-faceted approach, which is captured in each of the elements of this criterion.

21. Your organisation must have a formal remuneration policy or formal remuneration strategy that contains specific gender pay equity objectives. Please confirm this is in place:

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

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

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

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

- Yes
- No

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

- Yes, this analysis has occurred in the last two years

23. Your organisation's gender remuneration gap analysis must include the following aspects of remuneration BY GENDER. Please confirm this has occurred by ticking all options below:

- Base salary
- Total remuneration
- Starting salaries

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

Annual salary increases by gender	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Salaries on promotion by gender	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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

24. Where gender remuneration gaps are identified as a result of your gender remuneration gap analysis, action/s must have been taken. Please confirm this has occurred:

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

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

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

- Yes

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

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

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

- Yes
- No

28. Has your organisation undertaken a skills evaluation of award-based occupations in the last three years, using a formal process such as the “Spotlight tool for job evaluation”?

Yes

No

Not applicable because there are no award-based occupations in this organisation

Criterion 4

Flexible working arrangements and other initiatives aimed at supporting women and men including for those with family or caring responsibilities

Overview

This criterion assesses an organisation's policies, strategies and processes to encourage the use of flexible working arrangements¹ for women and men at all levels of the organisation.

This criterion recognises that access to, and utilisation of, flexible working arrangements – for both women and men - drive gender equality for individuals in combining their work and caring responsibilities.

It enables those with caring responsibilities to remain in the paid workforce and continue to have opportunities for growth, development and promotion.

Parental leave

Any government scheme that funds parental leave at the full salary of all workers for at least eight weeks (minimum requirement for the citation) will mean the prerequisite for employers to pay parental leave for primary carers will be met.

Employers will be expected to meet any prerequisites not included in a government funded scheme. For example, if a cap on payments under a government funded scheme is introduced, Employers of Choice for Gender Equality will need to pay the eight weeks of parental leave to those primary carers excluded from the government funded scheme.

WGEA will advise employers what is expected if and when changes to the current government funded scheme comes into effect.

¹ Definition of flexible working arrangements is "the ability of workers to make choices influencing when, where and for how long they engage in work-related roles" (Hill, Grzymacz, Allen, Blanchard, Matz-Coast, Shulkin and Pitt-Catsouphes, 2008).

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

- 30.** 30 & 31. At least eight weeks of paid parental leave at full pay must be provided to primary carers (this must be available equally to women and men) after no more than 12 months' service. (This must be in addition to the government's paid scheme, not just a top-up to the government's scheme.) Select all options below to confirm these are in place:
- At 12 months service (or earlier), our employees are able to access at least eight weeks employer funded paid parental leave for primary carers
- Our paid primary carer's leave is paid at the employee's full salary, in addition to the government scheme
- Our paid primary carer's leave is available to both women AND men equally

- 32.** Does your organisation require workers to return from parental leave to access any component for the employer funded parental leave payment?
- Yes
- No

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

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

Our online Supporting Parents Toolkit for Staff designed to inform, support and promote parental leave for all genders.

http://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/parenting_support

- Our online content on parental leave and flexibility provides information for all staff on flexible work options and showcases positive case studies of a male staff member who utilises flexible work as well as a female staff member.

http://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements

- The Flexible Work at WSU recording with the Vice Chancellor also features a male staff member with young children who utilises parental leave and flexible working arrangements in managing his work and personal priorities.

https://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements

- The Vice Chancellor circulated an email to all staff 24 November 2016 on flexible work at WSU:

"Western Sydney University has a long standing reputation and commitment to ensuring fairness and equity in the workplace. The University proactively supports flexible work practices which enable it to attract and retain high quality staff. Parental leave is one of the many flexible work practices that is supported by Western Sydney University. The University proudly provides paid parental leave including maternity, adoption, foster and partner leave in accordance with the Professional Staff and the Academic Staff Agreements. I am pleased to announce that applications for paid parental leave of eight weeks are now available for primary carers who are employees on a continuing appointment with twelve or more months of service. This positive outcome was made possible following changes to the University's Gender Equality Strategy and Action Plan which was recently updated to offer primary carers the opportunity to apply for six weeks of paid leave in addition to the two weeks of Partner Leave that are currently provided for in the University's Staff Agreements. Details of the University's parental leave provisions can be found in the University's Professional and Academic Staff Agreements as well as the University's Gender Equality Strategy and Action Plan at <https://www.westernsydney.edu.au/genderequalityplan> and will also soon be incorporated into the University's Gender Equality Policy, which is expected to be finalised by December 2016.

For more information about flexible working arrangements at the University see <https://www.westernsydney.edu.au/workarrangements>"

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

Yes

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

Yes

36.1. Please provide details of support mechanisms, other than leave, that are in place for employees with family or caring responsibilities:

- Our university offers on-site childcare to all staff on most of our campuses.
- The childcare is provided at a reduced rate for staff members, and can be salary-sacrificed.
- Our Supporting Parents toolkit provides comprehensive information for all staff to inform and support new parents and is a "one stop shop" available on our website.
- We also provide designated breast feeding facilities on most campuses to accommodate new parents and students, and provide paid breaks for breastfeeding and expressing at work.
- Flexible work options are available to staff with family responsibilities and are included in our Staff Agreements.

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

Yes

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

Yes

39. Your organisation must consider workers on parental leave (paid and unpaid) for promotion. Please confirm this occurs:

Yes

40. Does your organisation track promotions of women and men in the following ways?

The number of women and men promoted during parental leave (paid and unpaid)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The promotion rate for employees who are pregnant	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The promotion rate of employees who are working flexibly (including part-time) on return from parental leave	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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

Yes

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

Within one year after returning from parental leave	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
One to two years after returning from parental leave	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Those who are working flexibly (including part-time) on return from parental leave	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
In the case of women, when pregnant	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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

Yes

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

Yes

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

Yes

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

- Policies relevant to flexible work are regularly reviewed and staff are informed of these policies and key entitlements and responsibilities
- Online content on flexible work options is reviewed and expanded.
- Online training in flexible work is developed and promoted to Manager's for completion.
- Profiles of key leaders (of all genders) who are role models of flexible working are highlighted in university communications
- A parenting support information kit is produced and promoted to all Managers and staff.

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

- Online training in flexible work is developed and promoted to Manager's for completion.
- Profiles of key leaders (of all genders) who are role models of flexible working are highlighted in university communications
- Processes are put in place to regularly monitor flexible work uptake, and data is analysed, monitored and reported to the Executive
- Entrenching flexible work in the workplace is included in Manager KPI's and performance review processes

45. At least four of the following options must be available to both women AND men in your workplace:

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

Please confirm these are in place:

Yes

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

- Our Vice Chancellor has recently recorded an interview discussing and promoting the benefits of flexible work from our which has been posted to YouTube, is included on our Website, has been circulated to Managers, and is included in online Manager training in Flexible Work. This recording also outlines the importance for Manager's in facilitating and supporting flexible work.

- Extensive information is freely available on website and this content is promoted to staff:
westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements,
www.westernsydney.edu.au/people_and_culture/ohr/your_employment/flexible_work_options

www.westernsydney.edu.au/sb/staff_benefits/workplace_flexibility_and_diversity

- A statement from the Vice Chancellor is included on our flexible work option website stating "Providing flexible working options at our University plays an integral role in developing opportunities for increased staff satisfaction, retention, engagement, and sustained organisational knowledge. A flexible workplace is one that recognises the competing demands of its employees in balancing work commitments with personal priorities. Our University has many options available to staff who require flexible working arrangements and I encourage staff to discuss these options with their Manager or HR Advisor. When properly managed flexible working arrangements serve to benefit the overall productivity of our University."

- An online training module on flexible work has been developed and is available to all staff

- The promotion of workplace flexibility is entrenched in our Gender Equality Policy and Gender Equality Strategy an Action Plan.

- Under both the Professional and Academic Staff Enterprise Agreements (clauses 31 and 26 respectively) staff have a right to request Flexible working arrangements which may include, changing from full-time to part-time work, job sharing, changing start and finish times within hours of work regulated by this Agreement, decreasing hours of work, flexible working hours and leave without pay.

- A specific flyer with the Vice-Chancellors endorsement of flexible working arrangement was circulated to all staff.

47. Your organisation must support managers in how to manage flexibility by providing educational materials and training for all managers. Please confirm this takes place:

Yes

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

The Toolkit for Managers and Supervisors (online) an email and link is sent to all new senior managers by Talent and Leadership Development. The kit provides resources for managing staff including information related to this criterion.

http://www.westernsydney.edu.au/people_and_culture/opc/hr_toolkit_for_managers_and_supervisors

- Extensive information on Flexible work options and arrangements are also available on our website. And a website established that deals specifically with Flexible Working Arrangements, see:

http://www.westernsydney.edu.au/equity_diversity/equity_and_diversity/gender_equality/flexible_working_arrangements

- A specific flyer with the Vice-Chancellors endorsement of flexible working arrangement was circulated to all supervisors and managers. In addition, a range of policies and educational materials include information on flexible work options and arrangements and how to manage them. For example the Parenting Support Information Kit contains a section on Flexible Work Options.

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

An online flexible work module specific to our University has been developed and circulated to all Managers for completion.

Training on Flexible work is included in key organisational manager development programs including WSU's Foundational Leadership and Management Program which is compulsory for all new Supervisor's and Managers.

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

A new training module called 'Supervisor at WSU' has been deployed and contains an overview of supervisor's responsibilities in implementing flexible arrangements.

Senior HR Partners provide regular advice to managers and supervisors on management of flexible working arrangements.

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

Formal policy

Formal strategy

Criterion 5

Employee consultation

Overview

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

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

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

improved team effectiveness

increased employee satisfaction and motivation and decreased employee stress by enhancing workers' feelings of control

improved employee psychological and physical well-being by being able to speak up when mistreatment has occurred

49. Your organisation must consult with workers, including casuals, on issues concerning gender equality in the workplace by means of an employee survey and this must have been undertaken in the past two years. Please confirm this has occurred:

Yes, this organisation's survey was conducted on (provide details of the date):

The survey opened on 20 September 2017

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

Yes

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

Survey questions:

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

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

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

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

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

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

A pulse survey

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

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

Other (provide details):

49.4. SAMPLE SIZE: please confirm either of the following:

All workers were given an opportunity to complete the survey, or;

The survey was administered to a statistically significant and representative sample of workers

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

i) obtained 400 or more responses, OR

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

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

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

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

- Yes

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

Indicate below what agreement threshold was achieved:

- Analysing all responses received, an agreement threshold of at least 65% agree or strongly agree was reached on the three questions above
- Analysing all responses received, an agreement threshold above the industry norm for the survey tool used was achieved
- Neither of these thresholds was reached. We have contacted WGEA to discuss why these thresholds were not achieved and have been advised that we remain eligible to apply for the EOCGE citation.

49.8. RESULTS: Please provide the results of your survey below. Include the total number of survey responses received by gender. Also, please provide the combined number of 'agree' and 'strongly agree' responses for each of the three questions asked.

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

What was the total number of female responses?	404
What was the total number of male responses?	161
Total number of responses (male plus female)?	565

49.8(a). Please complete the following:

	Total NUMBER of 'agree' and 'strongly agree' (male plus female)	% agreement threshold reached

Survey question 1	476	81.22
Survey question 2	451	76.96
Survey question 3	494	84.3

49.8(b). Did you use a survey tool?

Yes

No

50. Where gender equality issues have been identified through the employee consultation process, your organisation must take action/s to address these issues. Please confirm this has occurred:

Yes

No gender equality issues were identified in our consultation process

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

Yes

No

Criterion 6

Preventing sex-based harassment and discrimination

Overview

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

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

Not only do these factors lead to increased costs for individuals and organisations, they also have a significant impact on the engagement of women in work, the types of industries that are perceived to be appealing and the promotional opportunities for women.

52. Your organisation must have a formal policy or formal strategy on sex-based harassment and discrimination (SBH) prevention. Please confirm at least one of these is in place:

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

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

- Yes, a formal SBH grievance process is in place

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

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

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

Online	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Face to face	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Management meetings	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Video presentations	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

53.2. If you have answered 'No' to the training options in question 53.1, please provide details on the way/s in which sex-based harassment prevention training for all managers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is NOT considered to be training):

Managers and supervisors are required to undertake EO Online Training for Managers as a mandatory requirement at the time of induction and then to repeat the training every two years.

54. Your organisation must provide workplace training for all workers on sex-based harassment and discrimination prevention, including contract and casual staff, at induction and at least every two years. (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is NOT considered to be training.) Please confirm this occurs:

Yes

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

Online	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Face to face	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Video presentations	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

54.2. If you have answered 'No' to the training options in question 54.1, please provide details on the way/s in which sex-based harassment prevention training for all workers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is NOT considered to be training):

EO Online training is accessed via MyCareer Online and is listed as mandatory at Induction and advertised by way of website and program guide. Currently the modules are 'hosted' by UOW. In addition, tailored training is provided to organisational units as required when a need has been identified.

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

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

- 56.** Where your organisation has control over ITS governing body appointments, it must set numerical targets (with timeframes) to improve the representation of women, where it is less than 40%. Please confirm this is in place:
- Yes, targets have been set for all governing bodies covered in this application where we have control over their appointments and where the representation of women is less than 40%
 - Targets are not required as the representation of women in these governing bodies is at least 40%
 - Not applicable because this organisation does not have control over appointments to the governing bodies covered in this application

Criterion 7

Targets for improving gender equality outcomes

Overview

This criterion assesses whether an organisation has set specific, measurable, achievable and time-framed numerical targets where the representation of women in management and on its governing body/board is less than forty percent. This applies where a governing body/board exists, and where the organisation has control over its appointments.

WGEA's position on targets for women in leadership positions is based on the social context within which it operates, recognising the historically disadvantaged position of women in relation to employment and the ongoing impacts of this disadvantage. In the future, after consultation with the relevant sectors, the Agency may consider introducing targets for men in female dominated organisations.

In the meantime, employers may wish to consider implementing a target to increase the representation of men where their representation is less than 40% in leadership positions.

This criterion recognises that:

- Gender targets, like financial and operational targets, are an essential part of managing and improving business performance.
- The process of setting voluntary targets for gender composition throughout an organisation, then tracking, measuring and transparently reporting progress against those targets, promotes cultural and structural change, focuses efforts, embeds accountability and sends a strong message that gender representation is a central business issue.
- For employers who have already achieved 40% representation of women across all levels of management and on their governing body/board (where it exists and where the organisation has control over governing body/board appointments) they should track their numbers with a minimum goal being to ensure the representation of women does not drop below 40%.

57. Where your organisation has control over OTHER governing bodies, as listed in question 8.2 you must set numerical targets (with timeframes) to improve the representation of women, where it is less than 40%. Please confirm these are in place:

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

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

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

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

	Management level where target is set, eg KMP?	% Target?	Year target to be reached?
1	Key Management Personnel	40	2020
2	Other Executive/General Managers	40	2020
3	Senior Managers	40	2020
4	Other Managers	40	2016

59. Your organisation must evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management in the following ways. Please tick the first two boxes, or the third box, to confirm this occurs:

We track progress internally

We report to the governing body and key management personnel

This is not required as the representation of women across all levels of management is at least 40%

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

Yes

We report progress to all our workforce

We report progress externally

No

This is not required as the representation of women across all levels of management is at least 40%

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

Yes

No

Not applicable, the representation of women in all non-manager roles is greater than 40%

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

Yes, targets have been set

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

61(a). In the table below please provide details of what the target is and what year it is to be reached (please note the '% target' field is mandatory, if you do not have a target please enter the number zero [0]) :

	Managers		Non-managers	
	% Target?	Year to be reached?	% Target?	Year to be reached?
Internal recruitment short-lists	40	2020	40	2020
External recruitment short-lists	40	2020	40	2020

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

Yes, targets have been set in some or all of these areas

No, you may specify why:

Strategies and processes addressing talent identification lists, succession plans, career development and leadership training or retention are included in our Gender Equality Strategy and Action Plan and our Gender Equality Policy

Outstanding initiatives and/or innovation

WGEA invites you to provide information on any outstanding and innovative initiatives in advancing gender equality that have been implemented in your workplace in the past two years. The type of information provided could include a description of: the workplace gender equality issue/s; the strategy/ies or plans to address the issue/s; the actions or activities that were implemented; the time-frame/s for achieving change, and the outcomes.

SAGE Pilot Program

The University is a participant in the Australian pilot of the project Science in Australia Gender Equity (SAGE) program to promote gender equity and gender diversity in science, technology, engineering, mathematics and medicine (STEMM).

The program is based on the Athena Swan Charter, a UK-based evaluation and accreditation framework, which uses a bronze, silver or gold award rating system to assess the gender equity policies and practices of participating institutions. The awards are extremely rigorous and are cumulative, with each award only current for four years.

The pilot program requires a thorough self-assessment of University gender equity policy and practices, and the development of a plan to address any future opportunities for promoting and retaining women in STEMM. The University will use the SAGE program to go beyond gathering data and statistics, and paint an in-depth, qualitative picture on how the University is identifying and developing an inclusive culture. It is envisaged that the insights and initiatives will flow beyond gender equity in science and into non-STEMM disciplines and across professional staff fields.

Vice-Chancellor's Gender Equality Committee

The Vice-Chancellor's Gender Equality Committee is an Advisory Committee to the Vice-Chancellor. The role of the Committee is to promote and improve gender equality at Western Sydney University by:

- developing, implementing and monitoring a Western Sydney University Gender Equality Strategy
- commissioning works and reports and gathering data on gender equality
- recommending targets for improving the representation of women in management and leadership positions
- undertaking policy reviews and special projects
- reviewing and making recommendations to the VC on the Employer of Choice application.

Recent initiatives include facilitating in the development of the Gender Equality Policy, the commission of a report on gender differences in the employment distribution and remuneration of academic staff, investigating the impact of training and development on female career success, and establishing the Gender Equality Fund.

Vice Chancellor's Gender Equality Fund

The Vice Chancellor's Gender Equality Fund was launched with the aim of facilitating gender equality

initiatives and promoting workplace inclusion across our University. This funding is for projects that would not be normally funded by Divisions and Schools and provides awards for applicants in two areas: Gender and Equity Research at WSU and Gender Equity Education and Promotion. These grants are promoted and awarded on an annual basis. The first round of applications has seen 5 successful grants which will focus on:

- Exploring barriers and facilitators to seeking promotion for female academics from the School of Nursing and Midwifery and School of Law (at WSU) from level B to Level C
- Review and Improvement of Academic Induction and Orientation Packs
- Improving Access to Information on Parental Leave Entitlements
- Breastfeeding Friendly Communities at WSU
- Illuminating and understanding women's and men's experiences navigating family care responsibilities and their academic careers

2017 -2020 Sexuality and Gender Diversity Strategy

Western Sydney University is committed to creating an inclusive, safe and respectful place of study and work and highly values the diversity of our staff and students, including our lesbian, gay, bi-sexual, transgender, intersex and queer staff and students.

Western is one of the first Australian universities to introduce a long-term whole-of-university strategy on improvements for sexuality and gender diverse students, staff and community.

The Western Sydney University's 2017-2020 Sexuality and Gender Diversity Strategy covers improvements to institutional structures, staff training and awareness, research, community engagement, and supports and facilities available to LGBTIQ students and staff. The actions within the strategy are founded on the expressed views of students, staff and the University's Executive, the results of practice bench-marking, and recommendations by the University's Ally Network and Queer Collectives.

NEXT STEPS. 1) Submit this questionnaire by pressing the "Submit" button.

2) You will then be taken back to the "Recognition" tab where you will need to submit your application for assessment by clicking on the green "Submit" button.

3) Once your EOCGE APPLICATION has been submitted for assessment, make your payment by completing the payment form. This can be accessed on the Recognition tab in the portal, or on the WGEA website.

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

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

Western Sydney University

Appendix 1 – Copy of 2016-17 public report

Organisation and contact details

Submitting organisation details	Legal name	Western Sydney University
	ABN	53014069881
	ANZSIC	P Education and Training 8102 Higher Education
	Business/trading name/s	
	ASX code (if applicable)	
	Postal address	Locked Bag 1797 PENRITH NSW 2751 AUSTRALIA
	Organisation phone number	(02) 9678 7378
	Reporting structure	Ultimate parent
Number of employees covered by this report		4,036

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	0	0
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	0	0
		Full-time contract	8	15	23
		Part-time permanent	0	0	0
		Part-time contract	1	0	1
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	0	3	3
		Full-time contract	4	5	9
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	41	62	103
		Full-time contract	11	19	30
		Part-time permanent	4	3	7
		Part-time contract	2	10	12
		Casual	0	0	0
Other managers	-4	Full-time permanent	101	110	211
		Full-time contract	10	13	23
		Part-time permanent	2	7	9
		Part-time contract	9	9	18
		Casual	0	0	0
Grand total: all managers			193	257	450

Workplace profile

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	543	483	0	0	0	0	1,026
	Full-time contract	189	155	0	0	0	0	344
	Part-time permanent	72	12	0	0	0	0	84
	Part-time contract	89	31	0	0	0	0	120
	Casual	486	228	0	0	0	0	714
Technicians and trade	Full-time permanent	22	30	0	0	0	0	52
	Full-time contract	16	12	0	0	0	0	28
	Part-time permanent	4	1	0	0	0	0	5
	Part-time contract	4	2	0	0	0	0	6
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	16	16	0	0	0	0	32
	Full-time contract	4	2	0	0	0	0	6
	Part-time permanent	14	3	0	0	0	0	17
	Part-time contract	7	2	0	0	0	0	9
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	274	39	0	0	0	0	313
	Full-time contract	52	15	0	0	0	0	67
	Part-time permanent	65	4	0	0	0	0	69
	Part-time contract	42	3	0	0	0	0	45
	Casual	431	218	0	0	0	0	649
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		2,330	1,256	0	0	0	0	3,586

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

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

NB. IMPORTANT:

- **References to the Act means the Workplace Gender Equality Act 2012.**
- **A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.**
- **Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2016 to 31 March 2017. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).**
- **Answers need to reflect ALL organisations covered in this report.**
- **If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.**

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

1.1 Recruitment

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

1.2 Retention

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

1.3 Performance management processes

Yes (select all applicable answers)

Policy

Strategy

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

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Not a priority

1.4 Promotions

Yes (select all applicable answers)

Policy

Strategy

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

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Not a priority

1.5 Talent identification/identification of high potentials

Yes (select all applicable answers)

Policy

Strategy

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

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Not a priority

1.6 Succession planning

Yes (select all applicable answers)

Policy

Strategy

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

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Not a priority

1.7 Training and development

Yes (select all applicable answers)

Policy

Strategy

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

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Not a priority

1.8 Key performance indicators for managers relating to gender equality

Yes (select all applicable answers)

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

1.9 Gender equality overall

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

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

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	23	37
Number of appointments made to NON-MANAGER roles (including promotions)	524	258

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	6	14	11	18
Permanent/ongoing part-time employees	0	0	1	0
Fixed-term contract full-time employees	0	0	1	2
Fixed-term contract part-time employees	0	0	1	0
Casual employees	0	0	0	0

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	8	9	57	26
Permanent/ongoing part-time employees	2	0	13	3
Fixed-term contract full-time employees	4	7	41	20
Fixed-term contract part-time employees	0	1	25	6
Casual employees	0	0	0	0

1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.

Western Sydney University has a number of policies and strategies in place which support Gender Equality including:
Gender Equality Policy
Gender Equality Strategy and Action Plan 2015-2020
Equity and Diversity Strategic Plan 2013-2018
Equal Opportunity and Diversity Policy
Family Responsibilities in the Workplace Policy
Pay and Career Equity Clauses in the Staff Enterprise Agreement.

Gender equality indicator 2: Gender composition of governing bodies

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

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

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

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

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

2.1a.1 Organisation name?

Board of Trustees

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

	Female	Male
Number	0	1

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

	Female	Male
Number	8	9

2.1d.1 Has a target been set to increase the representation of women on this governing body?

- Yes
- No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Do not have control over governing body/board appointments (provide details why):
 - Not a priority
 - Other (provide details):

2.1g.1 Are you reporting on any other organisations in this report?

- Yes
- No

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

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

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

- Yes
- No

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

Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

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

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

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

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

- Yes (provide details in question 3.2 below)
- No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
- Currently under development, please enter date this is due to be completed
 - Salaries set by awards/industrial or workplace agreements
 - Insufficient resources/expertise
 - Non-award employees paid market rate
 - Not a priority
 - Other (provide details):

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

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

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

- Yes - the most recent gender remuneration gap analysis was undertaken:
- Within last 12 months
 - Within last 1-2 years
 - More than 2 years ago but less than 4 years ago
 - Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
- Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
 - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
 - Non-award employees paid market rate
 - Not a priority
 - Other (provide details):

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

The Gender pay gap analysis examined both like for like and organisation wide gaps. Starting salaries were also included.

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

- Yes – indicate what actions were taken (select all applicable answers)
- Created a pay equity strategy or action plan
 - Identified cause/s of the gaps
 - Reviewed remuneration decision-making processes
 - Analysed commencement salaries by gender to ensure there are no pay gaps
 - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
 - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
 - Trained people-managers in addressing gender bias (including unconscious bias)
 - Set targets to reduce any like-for-like gaps
 - Set targets to reduce any organisation-wide gaps
 - Reported pay equity metrics (including gender pay gaps) to the governing body
 - Reported pay equity metrics (including gender pay gaps) to the executive
 - Reported pay equity metrics (including gender pay gaps) to all employees
 - Reported pay equity metrics (including gender pay gaps) externally
 - Corrected like-for-like gaps
 - Conducted a gender-based job evaluation process
 - Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
- No unexplainable or unjustifiable gaps identified
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Salaries set by awards/industrial or workplace agreements
 - Non-award employees are paid market rate
 - Unable to address cause/s of gaps (provide details why):
 - Not a priority
 - Other (provide details):

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

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

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.

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

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
- By paying the gap between the employee's salary and the government's paid parental leave scheme

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

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

8

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

Western Sydney University provides a variety of option for paid parental leave for permanent and fixed term staff who have been employed for 12 months including:
 20 weeks paid Maternity leave
 20 weeks paid Adoption Leave
 3-6 Weeks Foster carer leave.
 2 Weeks paid Partner Leave with an additional 6 weeks paid partner leave if the partner is the primary carer after birth in the first 12 months.

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

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

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

6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

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

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Government scheme is sufficient
 - Not a priority
 - Other (provide details):

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

10

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

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

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

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

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	6	0	0	2

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	112	0	0	19

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

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

	Females	Males
Managers	1	0

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

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

	Female	Male
Non-managers	2	0

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

Yes (select all applicable answers)

Policy

Strategy

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

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Don't offer flexible arrangements

Not a priority

Other (provide details):

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

A business case for flexibility has been established and endorsed at the leadership level

Leaders are visible role models of flexible working

Flexible working is promoted throughout the organisation

Targets have been set for engagement in flexible work

Targets have been set for men's engagement in flexible work

Leaders are held accountable for improving workplace flexibility

Manager training on flexible working is provided throughout the organisation

Employee training is provided throughout the organisation

Team-based training is provided throughout the organisation

Employees are surveyed on whether they have sufficient flexibility

The organisation's approach to flexibility is integrated into client conversations

The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)

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

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

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

11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?

- Yes
- No (you may specify why non-leave based measures are not in place)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not a priority
 - Other (provide details):

11.1 Please select what support mechanisms are in place and if they are available at all worksites.

- **Where only one worksite exists, for example a head-office, select "Available at all worksites".**

- Employer subsidised childcare
 - Available at some worksites only
 - Available at all worksites
- On-site childcare
 - Available at some worksites only
 - Available at all worksites
- Breastfeeding facilities
 - Available at some worksites only
 - Available at all worksites
- Childcare referral services
 - Available at some worksites only
 - Available at all worksites
- Internal support networks for parents
 - Available at some worksites only
 - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
 - Available at some worksites only
 - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
 - Available at some worksites only
 - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
 - Available at some worksites only
 - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums

- Available at some worksites only
- Available at all worksites
- Support in securing school holiday care
 - Available at some worksites only
 - Available at all worksites
- Coaching for employees on returning to work from parental leave
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting mothers
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting fathers
 - Available at some worksites only
 - Available at all worksites
- None of the above, please complete question 11.2 below

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

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

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

- Yes (select all applicable answers)
 - Employee assistance program (including access to a psychologist, chaplain or counsellor)
 - Training of key personnel
 - A domestic violence clause is in an enterprise agreement or workplace agreement
 - Workplace safety planning
 - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
 - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
 - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
 - Access to unpaid leave
 - Confidentiality of matters disclosed
 - Referral of employees to appropriate domestic violence support services for expert advice
 - Protection from any adverse action or discrimination based on the disclosure of domestic violence
 - Flexible working arrangements
 - Provision of financial support (e.g. advance bonus payment or advanced pay)
 - Offer change of office location
 - Emergency accommodation assistance
 - Access to medical services (e.g. doctor or nurse)
 - Other (provide details):
- No (you may specify why no other support mechanisms are in place)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not aware of the need

- Not a priority
- Other (provide details):

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

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

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

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

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

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

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

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

14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:

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

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

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

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

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

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

15.2 Who did you consult?

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

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

Consultation was undertaken as part of the My Voice Survey in May 2015. The overall staff response rate for this survey was 86%. This extensive consultation is undertaken at set intervals with the next Survey scheduled for delivery in 2018.

The Vice Chancellor's Gender Equality Committee meets 3 to 4 times per year to discuss gender equality initiatives at Western Sydney University and provide advice to the Vice Chancellor on key issues.

Gender equality indicator 6: Sex-based harassment and discrimination

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

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

Yes (select all applicable answers)

Policy

Strategy

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

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Included in award/industrial or workplace agreement

Not a priority

Other (provide details):

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

Yes

No (you may specify why a grievance process is not included)

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Not a priority

Other (provide details):

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

Yes - please indicate how often this training is provided:

At induction

At least annually

Every one-to-two years

Every three years or more

Varies across business units

Other (provide details):

No (you may specify why this training is not provided)

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Not a priority

Other (provide details):

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

Other

18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.

(As with all questions in this questionnaire, information you provide here will appear in your public report.)

SAGE Pilot Program

The University is a participant in the Australian pilot of the project Science in Australia Gender Equity (SAGE) program to promote gender equity and gender diversity in science, technology, engineering, mathematics and medicine (STEMM).

The program is based on the Athena Swan Charter, a UK-based evaluation and accreditation framework, which uses a bronze, silver or gold award rating system to assess the gender equity policies and practices of participating institutions. The awards are extremely rigorous and are cumulative, with each award only current for four years. The pilot program requires a thorough self-assessment of University gender equity policy and practices, and the development of a plan to address any future opportunities for promoting and retaining women in STEM. The University will use the SAGE program to go beyond gathering data and statistics, and paint an in-depth, qualitative picture on how the University is identifying and developing an inclusive culture. It is envisaged that the insights and initiatives will flow beyond gender equity in science and into non-STEM disciplines and across professional staff fields.

VC Gender Equality Committee

The Vice-Chancellor's Gender Equality Committee is an Advisory Committee to the Vice-Chancellor. The role of the Committee is to promote and improve gender equality at Western Sydney University by:

- developing, implementing and monitoring a Western Sydney University Gender Equality Strategy
- commissioning works and reports and gathering data on gender equality
- recommending targets for improving the representation of women in management and leadership positions
- undertaking policy reviews and special projects
- reviewing and making recommendations to the VC on the Employer of Choice application.

Recent initiatives include facilitating in the development of the Gender Equality Policy, the commission of a report on gender differences in the employment distribution and remuneration of academic staff, investigating the impact of training and development on female career success, and establishing the Gender Equality Fund.

Vice Chancellor's Gender Equality Fund

The Vice Chancellor's Gender Equality Fund was launched with the aim of facilitating gender equality initiatives and promoting workplace inclusion across our University. This funding is for projects that would not be normally funded by Divisions and Schools and provides awards for applicants in two areas: Gender and Equity Research at WSU and Gender Equity Education and Promotion. These grants are promoted and awarded on an annual basis. The first round of applications has seen 5 successful grants which will focus on:

- Exploring barriers and facilitators to seeking promotion for female academics from the School of Nursing and Midwifery and School of Law (at WSU) from level B to Level C
- Review and Improvement of Academic Induction and Orientation Packs
- Improving Access to Information on Parental Leave Entitlements
- Breastfeeding Friendly Communities at WSU
- Illuminating and understanding women's and men's experiences navigating family care responsibilities and their academic careers

Gender composition proportions in your workplace

Important notes:

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

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 62.5% females and 37.5% males.

Promotions

2. 37.0% of employees awarded promotions were women and 63.0% were men
 - i. 30.0% of all manager promotions were awarded to women
 - ii. 41.2% of all non-manager promotions were awarded to women.
3. 10.0% of your workforce was part-time and 3.7% of promotions were awarded to part-time employees.

Resignations

4. 67.6% of employees who resigned were women and 32.4% were men
 - i. 45.2% of all managers who resigned were women
 - ii. 71.2% of all non-managers who resigned were women.
5. 10.0% of your workforce was part-time and 22.5% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 2.5% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations:

National Tertiary Education Union
Community and Public Sector Union

CEO sign off confirmation

Name of CEO or equivalent:

Professor Scott Holmes (Acting Vice Chancellor)

Confirmation CEO has signed the report:

CEO signature:

Date:

