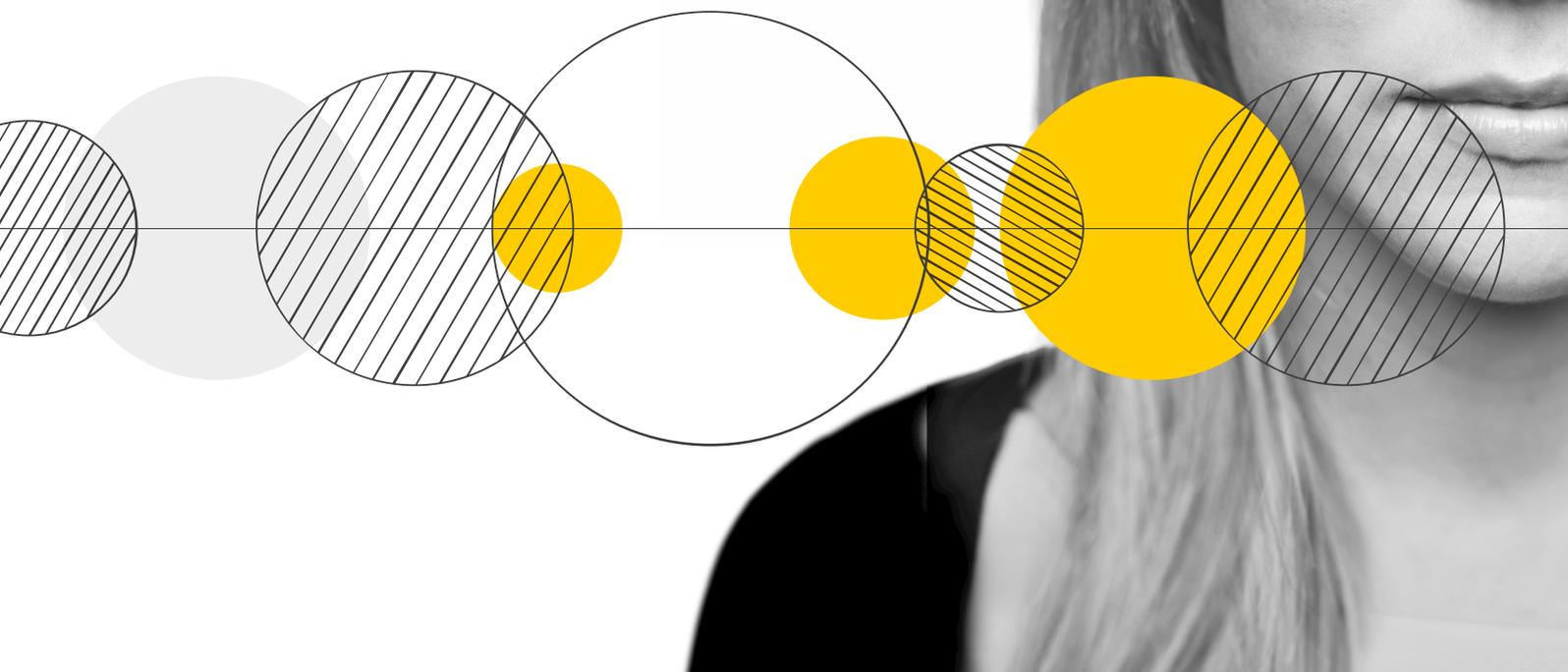




2014-15 Application

WGEA Employer of
Choice for Gender Equality

University of Western Sydney



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 2014-15.

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. This prerequisite relates to question 1 in your compliance report.

1.1. If you have answered YES to question 1.10 ONLY in your compliance report (ie that you only have a formal strategy in place in relation to gender equality overall), you must confirm that this overall gender equality strategy covers all the areas in questions 1.1 to 1.8 of your compliance report (that is, recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning, training and development and resignations):

- Yes, our overall gender equality strategy covers all the areas in questions 1.1 to 1.8 in our compliance report
- We answered YES to having individual strategies in place for questions 1.1 to 1.8 in our compliance report

2. Are all managers required to entrench flexible working for their employees?

- Yes
- No

2.2. Please provide details on why this is not required:

To date this has not been a requirement because flexible work is widely available and widely utilised. It is emphasized as the number one staff benefit in recruitment advertising

http://www.uws.edu.au/employment/home/working_at_uws/staff_benefits

It has been cited by staff as one of the most highly valued conditions of work at UWS and information and resources on flexible working arrangements are readily available on the university website.

3. Your organisation must have a group, committee or council responsible for the implementation and oversight of your organisation's formal gender equality strategy or policies 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 University President

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

Deputy Chair, Professor Pauline Ross, Professor of Biology and Science Education

Members

Professor Debra Sweeney Pro Vice-Chancellor (Research and Innovation)

Professor Simeon Simoff Dean, Computing, Engineering and Mathematics

Dr. Sev Ozdowski, Director Equity and Diversity

Dr. Meg Smith, Director, Academic Programs School of Business

Dr. Kerry Clamp, Lecturer, School of Social Sciences and Psychology

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

Ms. Susan Hudson Director, HR Strategy and Services

Ms. Aggie Lim Director, Office of Organisational Development

Ms. Diane Le Huray. Project Officer Equity and Diversity

-
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 gender equality strategy/ies that support gender equality outlined in question 1, to all workers in the last 12 months. Please confirm this has taken place and provide details on how it occurred:

An email was sent to all staff on 12 November 2014 which referred staff to the VC'S Gender Equality Statement

"To: uws-staff

Subject: [VC] Employer of Choice for Gender Equality 2014

Dear colleagues,

UWS has been announced as a recipient of the Employer of Choice for Gender Equality (EOGCE) citation for 2014, awarded by the Federal Government's Workplace Gender Equality Agency.

This prestigious new citation replaces the Employer of Choice for Women citation, which UWS received for 10 consecutive years up to 2013. The change reflects the new focus on promoting and improving gender equality outcomes for both men and women, while recognising the historically disadvantaged position of women in the workplace.

This award recognises our ongoing effort to support gender equality and create opportunities for all of our employees to progress and succeed in their careers. This includes 20 weeks of paid maternity leave, phased return to work after maternity leave, partner leave, the provision of childcare centres, flexible work practices, training and development programs for women focused on leadership and mentoring, sexual harassment prevention training and a strong commitment to gender pay equality.

Gender equality enhances our academic and professional endeavours, making us more innovative, more competitive and better able to generate new ideas and new ways of doing things in an increasingly globalised marketplace.

More information about gender equality at UWS is available at <http://www.uws.edu.au/genderequality>"

The full text of the VC's Statement on Gender Equality is

"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.

The University has a proud track record on advancing gender equality. My predecessor, Emeritus Professor Janice Reid AM and the senior executive worked for many years to increase the representation of women in leadership positions, to reduce the gender pay gap and to promote workplace flexibility.

There are a range of supporting strategies and policies in place in the UWS Equity and Diversity Strategic Plan, the Our People 2015 Staffing Strategy, the Equal Opportunity and Diversity Policy and the Enterprise Agreements.

Currently over 50% of our staff and students are women, 41% of all managers are women and we have one of the highest rates of women professors (41%) in the sector.

I want to build further upon this impressive foundation. If we are to be leaders in excellence in teaching, innovation and research it is critical that we utilise the skills and capacities of all our staff.

To guide this process I have established a UWS Gender Equality Committee which will develop and assist

in implementing a UWS Gender Equality Strategy. The Strategy will address how to better support those areas of the organisation that have traditionally struggled to recruit, retain and advance female staff, as well as strategies to facilitate a deeper understanding and commitment to gender equity across the entire organisation.

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 practise 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."

4.2. Your CEO (or equivalent) must have made a statement in the last 12 months to all workers confirming she/he is committed to achieving gender equality in your workplace. Please provide the statement and information on how it was made:

Each year the University hosts two events for International Women's Day, a Staff Breakfast and the UWS Women of the West Awards. The events are hosted by the Vice Chancellor and at both events he spoke publicly in support of gender equality.

The following is an extract from the Vice Chancellor's speech at the Staff International Women's Day event on Friday 6 March 2015

"equality and diversity are values which underpin everything this University stands for.

We want to provide a first class education for all our students including the 55% or more who are women and we want to be a role for educating the next generation of students, academic, educators, researchers and whole community.

Our research requires diversity of thought and skills.

We can't afford to waste the talents of half the population.

In a globally competitive marketplace we will need to tap into a deeper and more diverse pool of talent and experience if we are to be more innovative, more competitive

So where to from here?

I have established a Gender Equality Committee to develop a UWS Gender Equality Strategy.

Initial focus areas for the strategy will include reducing the pay equity gap and improving the representation of women in areas where we have traditionally struggled to attract and retain staff such as the STEM disciplines. As a mathematician by background this is an area of particular interest to me.

I believe we have good structures and policies in place at UWS.

The challenges are in our attitudes and beliefs. The University of course doesn't exist in isolation to the community and it is still today widely assumed that men won't change the way they work when they have children. But we all expect women to do it.

Our barriers to women's progress often came not from conscious prejudice but from unrecognized bias and I look forward to hearing from our guest speaker Dr Jennifer Whelan addressing this subject.

To conclude I am confident that if we all, men and women, work together and continue to adapt UWS will remain an employer of first choice for men and women and a university better equipped to meet the challenges ahead"

4.3. Your CEO (or equivalent), or a member of your governing body/board, has made a public EXTERNAL statement demonstrating her/his commitment to achieving gender equality. Please provide the statement

and information on how it was made:

The Annual UWS Annual Women of the West and Young Women of the West Awards provide an important public platform for the VC to promote his and the University's ongoing commitment to gender equality. In his 2015 presentation the VC said "Celebrating International Women's Day is a long-standing tradition at UWS, and is a time to recognise and applaud the great achievements of women, particularly those from across the Greater Western Sydney region. It is a very significant event in the University's calendar, and one that we take great pride in.

The theme for this year's International Women's Day is 'Make it Happen' - a theme to encourage women to actively pursue their goals and aspirations.

Despite many years of progress, there is still a way to go to reach true equality and achieve economic empowerment for women around the globe. International Women's Day is about remembering the battles long fought to build a society in which diversity, tolerance, safety, social justice and equality between men and women is a given. It is about celebrating women's achievements in the face of adversity - what we have done, and what we will continue to do.

UWS is proud to stand as one of Australia's most culturally and socially-diverse universities, and an organisation that ensures equal opportunities are presented to both men and women across our student and staff community.

For ten consecutive years, UWS has been recognised as an Employer of Choice for Women – a prestigious citation from the Workplace Gender Equality Agency. After changes to legislation, the citation is now the Employer of Choice for Gender Equality. UWS is one of only 76 organisations in Australia to receive the new prestigious citation. We are extremely proud to have been repeatedly recognised as an organisation with an inclusive workplace culture and a flexible, fair and equitable work environment. The University endeavours to consistently work to introduce policies and procedures that create opportunities for both women and men to succeed. We are also proud to have one of the highest levels of representation of senior women across the tertiary sector.

As part of our International Women's Day celebrations, we are also delighted to host the annual UWS Women of the West and Young Women of the West Awards. "

4.4. Your CEO (or equivalent) must have made a statement 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:

An email was sent to all staff on 12 November 2014 which referred staff to the VC'S Gender Equality Statement

"To: uws-staff

Subject: [VC] Employer of Choice for Gender Equality 2014

Dear colleagues,

UWS has been announced as a recipient of the Employer of Choice for Gender Equality (EOGCE) citation for 2014, awarded by the Federal Government's Workplace Gender Equality Agency.

This prestigious new citation replaces the Employer of Choice for Women citation, which UWS received for 10 consecutive years up to 2013. The change reflects the new focus on promoting and improving gender equality outcomes for both men and women, while recognising the historically disadvantaged position of women in the workplace.

This award recognises our ongoing effort to support gender equality and create opportunities for all of our employees to progress and succeed in their careers. This includes 20 weeks of paid maternity leave, phased return to work after maternity leave, partner leave, the provision of childcare centres, flexible work practices, training and development programs for women focused on leadership and mentoring, sexual

harassment prevention training and a strong commitment to gender pay equality.

Gender equality enhances our academic and professional endeavours, making us more innovative, more competitive and better able to generate new ideas and new ways of doing things in an increasingly globalised marketplace.

More information about gender equality at UWS is available at <http://www.uws.edu.au/genderequality>"

The full text of the VC's Statement on Gender Equality is

"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.

The University has a proud track record on advancing gender equality. My predecessor, Emeritus Professor Janice Reid AM and the senior executive worked for many years to increase the representation of women in leadership positions, to reduce the gender pay gap and to promote workplace flexibility.

There are a range of supporting strategies and policies in place in the UWS Equity and Diversity Strategic Plan, the Our People 2015 Staffing Strategy, the Equal Opportunity and Diversity Policy and the Enterprise Agreements.

Currently over 50% of our staff and students are women, 41% of all managers are women and we have one of the highest rates of women professors (41%) in the sector.

I want to build further upon this impressive foundation. If we are to be leaders in excellence in teaching, innovation and research it is critical that we utilise the skills and capacities of all our staff.

To guide this process I have established a UWS Gender Equality Committee which will develop and assist in implementing a UWS Gender Equality Strategy. The Strategy will address how to better support those areas of the organisation that have traditionally struggled to recruit, retain and advance female staff, as well as strategies to facilitate a deeper understanding and commitment to gender equity across the entire organisation.

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 practise 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."

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

The Vice Chancellor is committed to sector leading conditions that promote flexible working arrangements for women and men.

He has stated " I believe that as the higher education sector moves to an increasingly competitive and online environment, embedding flexible work practices at all levels of the organisation will make us more adaptable and better able to attract and retain a diverse and talented workforce. "

To gauge the efficacy of current flexible working arrangements the VC has commissioned a paper reviewing staff flexible working conditions and policy. This paper is an item for discussion at the next VC

4.6. Please provide details on how your CEO (or equivalent) 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

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 gender equality strategy that supports 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 VC's Gender Equality Committee at UWS and is responsible for driving major initiatives including:

The development of a draft UWS Gender Equality Strategy.

Inviting Dr Jennifer Whelan to speak to the Executive in August on unconscious bias and conduct a workshop for senior managers.

Commissioning papers on improving academic promotion rates for women at the higher levels.

Strongly supporting the UWS application to participate in the Athena Swan Award Charter pilot which the Australian Academy of Science is running to improve gender equality in the sciences.

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 is a strong advocate for gender equality and participates in both internal and external forums .

In November 2014 he attended a forum with the Director General of UNESCO, Irina Bokova and sent the following Yammer message to staff " she gave an inspiring speech . The topic of the presentation was 'Educating Girls - Empowering Women - Transforming Societies'. Irina is the first female Director General of UNESCO and has recently been reappointed for a second term. She spoke passionately about the connection between education and the Millennium goals and the critical importance of keeping young girls in school. Interestingly UNESCO is involved in an impressive range of programs designed to enhance access to education through technology including mobile phone literacy. A truly remarkable woman leading an organisation determined to address disadvantage and alleviate poverty through education particularly focussed at young women.

In another Yammer message to staff he said "Something I want to see UWS becoming more involved in and that's education for girls and young women in the developing world. It is so vital that young women - often mothers - have access to education."

4.9. Please confirm the following (two options must be selected, ie either of the first two options AND the third option):

- Our organisation's current CEO (or equivalent) has been interviewed previously for the EOCGE citation.
- 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 advisor from WGEA.
- Your CEO (or equivalent) has/will advise all staff that your organisation is applying for the EOCGE citation.

4.10. If there are other ways in which your CEO (or equivalent) demonstrates her/his commitment to gender

equality, please provide details:

The Vice Chancellor's response to this question is as follows: "Encouraging and supporting women who have experienced career interruptions to re-engage in research and academic scholarship have been features of my career in senior management.

In 2015 I introduced a suite of new grants and awards to better support academic staff with caring responsibilities and those who have experienced career interruptions. Included in the suite are conference support grants, career interruption grants to assist with research and a Women's Fellowship.

5. Is your gender equality strategy incorporated into your broader business strategy and planning process?

Yes

No

6. Your organisation must evaluate its progress against your gender equality strategy at least every two years in the following ways. Please confirm this occurs (both options must be selected):

Tracks progress against gender equality strategy internally

Tracks progress against gender equality strategy internally AND reports internally to the governing body/board (if in place) and key management personnel?

6.1. In addition to question 6, does your organisation report on the progress of its gender equality strategy to its workforce AND externally at least every two years?

Yes

No

7. This prerequisite relates to questions 2 and 2.3 in your compliance report which you have already answered so no additional responses are required.

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

Yes

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

Not applicable because this organisation does not have control over appointments to the other governing body/board appointments over which it has control

9. Please indicate whether any of the following are included in your (or other governing bodies/boards over which your organisation has control) formal selection policy or strategy (if your organisation does not have a governing body/board or it does not have control over the governing body/board's appointments, please select 'Not applicable'):

Identifying a potential female talent pool from which new members can be selected	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" 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/board experience	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Not applicable
A targeted succession plan	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Not applicable

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

The University's Gender Representation on University Committees Policy requires all University Committees including the Board of Trustees to have 40% representation of women. This policy is monitored annually and reports are prepared for the Executive on compliance with the policy. The current composition of the Board of Trustees meets this 40% representation target.

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 in relation to recruitment, training and development, and promotions. Please confirm this occurs in all these areas:

Yes

11.1. Does your organisation analyse its systems and processes to identify gender bias in decision making in any of the following areas?

Talent identification/identification of high potentials	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Succession planning	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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

In addition to monitoring of recruitment, resignations, return from parental leave, training and development participation and gender pay equity, all UWS policies are monitored by Equity and Diversity for gender bias as they come up for review.

- 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:

UWS recruitment and promotions policies and procedures are monitored and regularly reviewed to ensure objectivity and gender equality.

As an example the UWS Promotions policies provide for assessment based on the merit relative to opportunity principle. There have been amendments to these policies in 2013 and 2014. Again in 2015 the application of the merit relative to opportunity principle is the subject of review with the aim of providing more guidance and assistance in it's application to selection committee members. As part of this review Dr Jennifer Whelan will be discussing the issue of unconscious bias and merit promotion in a presentation to the University's Executive team on 17August 2015 and a workshop on unconscious bias will be held for executive and senior staff.

- 13.** Does your organisation analyse and compare the results of performance appraisals by gender?

Yes

No

- 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. This analysis needs to have i) assessed whether females and males are leaving your organisation at comparable rates, ii) assessed whether there are any differences between why females and males leave your organisation and iii) taken actions to address issues identified. Please confirm this analysis has taken place in all these areas?

Yes

16. Is remuneration linked to gender equality outcomes for the following categories of managers (only one option can be selected)?

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:

Yes

- 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 forms of learning and development in the past 12 months to ensure there is gender equality in accessing learning and development. Please confirm this has occurred by ticking both options below:

- 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
Informal networks	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Formal succession plan	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Women's leadership networks	<input type="checkbox"/> Yes <input checked="" 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 learning and career development training is tracked centrally and monitored and reported on by gender. The percentage of female participants in training and development events in 2014-15 was 71%, the same percentage as the previous reporting year.

20. Please indicate if your organisation provides training/awareness programs on gender equality to (only one option can be selected):

- Managers only
- All workers (including managers)
- Other

This training is being developed at UWS. A presentation on the Myth of Merit and Unconscious Bias was given at the Staff International Women's Day Breakfast in March. The next stage is a presentation on this issue to the Executive and a workshop for senior managers.

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. This prerequisite relates to questions 3, 3.1, 3.2 and 3.3 in your compliance report which you have already answered so no additional responses are required.

22. This prerequisite partly relates to questions 4 and 4.01 in your compliance report. Additionally, please confirm that your gender remuneration gap analysis has been undertaken on a like-for-like and an organisation-wide basis:

Yes

23. Your organisation's gender remuneration gap analysis must include analysis of base salary and total remuneration by gender. Please confirm this has occurred.

Yes

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

Starting salaries by gender	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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 areas not covered in question 23.1, please provide details:

The remuneration gap analysis also covered a more fine grained analysis of the different types of allowances and loadings by gender and by discipline area.

-
- 24.** This prerequisite relates to question 4.1 in your compliance report which you have already answered so, unless you selected "No unexplainable or unjustifiable gaps identified" which requires additional information in question 24(a), no additional responses are required.

24(a). If you selected "No unexplainable or unjustifiable gaps identified" to whether you have taken actions as a result of your gender remuneration gap analysis in your compliance report, please provide details on how you came to this conclusion and why any gaps are explainable or justifiable below:

24.1. Has your organisation conducted leadership and/or career development training as an action to address any gender remuneration gaps identified through your analysis?

- Yes
 No

- 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
 No

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

- Yes
 No

- 28.** Has your organisation undertaken a skills evaluation of award-based occupations in your organisation 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 the 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.** This prerequisite relates to question 10 in your compliance report which you have already answered so no additional response is required.
- 30.** This prerequisite relates to questions 5 and 5.1 in your compliance report which you have already answered so no additional response is required.
- 31.** The eligibility period to access your employer funded paid parental leave for primary and secondary carers must be 12 months or less. Please confirm this is the case:
- Yes, provide details on what is the eligibility period:
12 months
- 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.** There must be no requirement for a worker to reimburse any portion of their employer funded paid parental leave regardless of whether or not they return from parental leave. Please confirm this is the case:
- Yes
- 34.** Your organisation must actively encourage men to take parental leave. Please provide details on what is done in this regard:
- Parental leave is an entitlement and is included in both Staff Enterprise Agreements. The Family Responsibilities in the Workplace Policy and Children on University Premises Policy both address men and women equally .
- The Office of People and Culture have a dedicated website which is easily accessible and provides detailed information on parental leave entitlements at http://www.uws.edu.au/people_and_culture/opc/working_at_uws/managing_family_responsibilities
- The Office of People and Culture Advisors similarly provide this information to managers.
- In addition the website http://www.uws.edu.au/equity_diversity/equity_and_diversity/flexible_working_arrangements provide positive case studies of both a man and a woman who are active parents.
- 35.** This prerequisite relates to question 7 in your compliance report which you have already answered so no additional response is required.
- 36.** This prerequisite relates to questions 11 through to 11.3 in your compliance report which you have already answered so no additional responses are required.

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 returning from primary carer's leave. Please confirm this is in place:

Yes

39. Your organisation must track the number of women and men returning from parental leave. Please confirm this occurs:

Yes

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

Yes

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

The number of women and men promoted during parental leave (paid or unpaid)	<input checked="" type="checkbox"/> Yes <input 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No

41. Your organisation must track the number of women and men exiting the organisation during parental leave (including dismissals and redundancies). 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Who are working flexibly (including part-time) on return from parental leave	<input checked="" type="checkbox"/> Yes <input 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 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. This prerequisite relates to question 9 in your compliance report which you have already answered so no additional response is required.

45. This prerequisite relates to question 14 in your compliance report which you have already answered so no additional response is required.

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

There are a number of ways that flexible working is promoted including online resources on the university website at

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

Through policy and procedural guidelines in the The Family Responsibilities in the Workplace Policy

Through the assistance of Senior Office of People and Culture Business Partners who guide and assist managers

- 47.** Your organisation must support managers in how to manage flexible working arrangements by at least providing educational materials. Please provide details of the educational materials your organisation makes available to support managers:

Educational information on flexible working arrangements is provided on the university website at

http://www.uws.edu.au/equity_diversity/equity_and_diversity/flexible_working_arrangements

through policy and procedural guidelines in The UWS Family Responsibilities in the Workplace Policy

In the two staff enterprise agreements.

47.1. Does your organisation provide training for all managers to support them in how to manage flexible working arrangements?

Yes

No

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

The Senior Office of People and Culture Business Partners work with managers to support the management and implementation of flexible working arrangements.

- 48.** This prerequisite relates to question 12 in your compliance report which you have already answered so no additional response is required.
-

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

The Staff MyVoice Survey was open for a period of 2.5 weeks from 27 April to 13 May 2015

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 contained in this paragraph, 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 were included in this organisation's employee survey

Yes, alternative questions to the three above 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 and 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 page 23 of the Criteria and 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: In the text box below, please provide the results of your survey, including the gender breakdown of responses for each of the three questions asked. If an agreement threshold above the industry norm for the survey tool used was achieved, please also include what the industry norm is and the survey tool used. Examples have been provided in the hover text so it is clear what information is required to be provided:

Sexual Harassment is prevented and discouraged

2070 responses received: 1266 female, 804 male (78% of staff) Level of agreement reached is 92%

+3% above 37 Australian universities and 6% above all industries (Voice Project Staff Engagement Survey tool)

My immediate supervisor/manager genuinely supports equality between men and women

2070 responses received: 1266 female, 804 male (78% of staff)

Level of agreement reached is 89%

No industry comparison recorded

I am able to meet my family responsibilities while still doing what is expected of me at work

2070 responses received: 1266 female, 804 male (78% of staff) Level of agreement reached is 69%

-1% below 37 Australian universities and -8% below all industries (Voice Project Staff Engagement Survey tool)

-
- 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

50.1. Please provide details of the actions that have been taken to address gender equality issues identified through your consultation process below:

The survey results were just released in July 2015 and all three questions had a response rate above the required threshold agreement level.

However the survey question "I am able to meet my family responsibilities while still doing what is expected of me at work" had a lower level of agreement than the other two questions. Improving workplace flexibility has already been identified as an area for improvement and it is one of the four priority areas recommended in the draft UWS Gender Equality Strategy. Once the consultation on the strategy is completed actions for implementation will be assessed.

- 51.** Has your organisation made the EOCGE citation application (minus confidential remuneration data) available to all your workers?

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. This prerequisite relates to question 16 in your compliance report which you have already answered so no additional response is required.

53. For employers that indicated in question 16 of the compliance questionnaire that sex-based harassment and discrimination (SBH) prevention is covered in a workplace agreement, you must confirm that a SBH grievance process is in place in your organisation:

Yes, a SBH grievance process is in place

Not applicable because our organisation's grievance process is contained in a SBH policy and/or strategy

54. This prerequisite relates to question 17 in your compliance report which you have already answered so no additional response is required.

54.1. 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

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 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):

55. 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

55.1. 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

55.2. If you have answered 'No' to the training options in question 55.1, please provide details on the ways 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) :

56. Your organisation must not have had a 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:

Yes

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 (or initiated plans for targets to be set by 2015) 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. This prerequisite relates to questions 2 through to 2.2 in your compliance report which you have already answered so no additional responses are required.

57.1. Where your organisation has control over other governing bodies/boards and has control over appointments to those governing bodies/boards, do you set numerical targets to improve the representation of women?

- Yes
- This is not required as the representation of women in these governing bodies/boards is at least 40%
- Not applicable because this organisation does not have control over other governing bodies/boards
- Not applicable because this organisation does not have control over appointments to the other governing body/board appointments over which it has control

58. Your organisation must have set numerical targets to improve the representation of women in management. 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. Please indicate the targets that have been set in the table below:

	Management level where target is set, eg KMP?	% Target?	Year target to be reached?
1	Key Management Personnel	40	2020
2	Other Executives	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 by tracking progress internally. Please confirm this occurs:

Yes

This is not required as the representation of women across all levels of management is at least 40% as outlined in question 58

59.1. Does your organisation evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management in either of the following ways (select one option):

Tracking progress and reporting internally to the governing body/board (if in place) and key management personnel?

Tracking progress and reporting internally to the governing body/board (if in place), key management personnel and workforce, and reporting externally?

This is not required as the representation of women across all levels of management is at least 40% as outlined in question 58

60. In addition to setting targets for the representation of women in management, has your organisation set targets for the gender composition of areas within your organisation where there is an under-representation of women?

Yes

No

61. Your organisation must set gender representation targets for internal recruitment shortlists and external recruitment shortlists (for managers and/or non-managers). Please confirm this has occurred:

Yes, targets have been set

No, targets are not required as the representation of women across all levels of management and non-management 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(b). Has your organisation set gender representation targets for any of the following? Please complete the table below with the 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?
Talent identification lists	0		0	
Succession plans	0		0	
Career development and leadership training	0		0	
Retention	0		0	

Outstanding initiatives and/or innovation

WGEA invites you to voluntarily 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.

The University of Western Sydney continues to introduce new programs and initiatives which contribute to the development of a more inclusive and diverse workplace where there are equal opportunities for women and men to progress and succeed in their careers.

The recent establishment of The Vice Chancellor's Gender Equality Committee demonstrates the strong commitment of UWS leadership to progressing gender equality. The Committee is chaired by the Vice Chancellor and reports to the Executive Committee. Its Terms of Reference include developing, implementing and monitoring a UWS Gender Equality Strategy, commissioning work and reports, gathering data on gender equality and recommending targets for improving gender equality. Already in the first year of operation the Committee has recommended setting a 40% target for representation of women in management which has now been formally approved, prepared a draft Gender Equality Strategy for consultation and organised Unconscious Bias training for Executive and Senior Management staff

The Committee has also identified Improving the representation of women in academia and in particular the STEM (Science, Technology, Engineering and Mathematics) disciplines as a priority focus area. To progress this goal a suite of new grants and awards was launched in 2015. The grants are designed to better support academic staff with caring responsibilities and those who have experienced career interruptions. Included in the suite are conference support grants, career interruption grants to assist with research and a Women's Fellowship.

The University has also submitted an application to participate in the Australian Athena Swan Trial Charter. The Australian Academy of Science is running this trial program to improve the gender equality in the sciences and UWS is strongly committed to this initiative.

Appendix 1 – Copy of 2014-15 public report

2014-15 public report form submitted by University of Western Sydney to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	University of Western Sydney
	ABN	53014069881
	ANZSIC	8102 Higher Education
Organisation details	Trading name/s	
	ASX code (if relevant)	
	Postal address	Locked Bag 1797 PENRITH SOUTH DC NSW 1797 AUSTRALIA
	Organisation phone number	(02) 9678 7378
Reporting structure	Ultimate parent	University of Western Sydney
	Number of employees covered in this report submission	3,834
	Other organisations reported on in this report	

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	6	15	21
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	5	3	8
		Full-time contract	3	8	11

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	35	59	94
		Full-time contract	15	21	36
		Part-time permanent	4	5	9
		Part-time contract	1	11	12
		Casual	0	0	0
Other managers	-4	Full-time permanent	97	92	189
		Full-time contract	11	19	30
		Part-time permanent	5	5	10
		Part-time contract	6	6	12
		Casual	0	0	0
Grand total: all managers			188	245	433

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	540	459	0	0	0	0	999
	Full-time contract	162	148	0	0	0	0	310
	Part-time permanent	61	13	0	0	0	0	74
	Part-time contract	60	28	0	0	0	0	88
	Casual	468	290	0	0	0	0	758
Technicians and trade	Full-time permanent	22	31	0	0	0	0	53
	Full-time contract	7	8	0	0	0	0	15
	Part-time permanent	7	0	0	0	0	0	7
	Part-time contract	2	2	0	0	0	0	4
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	13	25	0	0	0	0	38
	Full-time contract	3	1	0	0	0	0	4
	Part-time permanent	18	4	0	0	0	0	22

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	
	Part-time contract	9	3	0	0	0	0	12
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	267	44	0	0	0	0	311
	Full-time contract	46	11	0	0	0	0	57
	Part-time permanent	64	3	0	0	0	0	67
	Part-time contract	30	1	0	0	0	0	31
	Casual	358	193	0	0	0	0	551
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
Machinery operators and drivers	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

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	
	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		2,137	1,264	0	0	0	0	3,401

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1 Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

Yes (you can select policy and/or strategy options)

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, not a priority

1.2 Retention?

Yes (you can select policy and/or strategy options)

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, not a priority

1.3 Performance management processes?

Yes (you can select policy and/or strategy options)

Standalone policy

- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

No

- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.4 Promotions?

Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

No

- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.5 Talent identification/identification of high potentials?

Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

No

- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.6 Succession planning?

Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, not a priority

1.7 Training and development?

Yes (you can select policy and/or strategy options)

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, not a priority

1.8 Resignations?

Yes (you can select policy and/or strategy options)

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

Yes (you can select policy and/or strategy options)

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.10 Gender equality overall?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

- UWS Equity and Diversity Strategic Plan 2013-2018
- UWS Equal Opportunity and Diversity Policy
- UWS Family Responsibilities in the Workplace Policy
- UWS Gender Representation on University Committees Policy
- Pay and Career Equity Clauses in the Staff Enterprise Agreements

1.12 Should you wish to provide additional information on any of your responses under Gender equality indicator 1, please do so below:

A UWS Gender Equality Strategy document has been drafted and is currently being circulated for comment.

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board?

- Yes
- No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing

body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a date in the format of YYYY in the 'Year to be reached' column.

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
1	UWS Board of Trustees	0	1	7	10	0	
2							
3							
4							
5							
6							
7							
8							
9							
10							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
						(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
		F	M	F	M		
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
						(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
		F	M	F	M		
24							
25							
26							
27							
28							
29							
30							

2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

Governing body has gender balance (e.g. 40% women/40% men/20% either)

Currently under development

Insufficient human resources staff

Don't have expertise

Do not have control over board appointments (provide details why):

Not a priority

Other (provide details):

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

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy

- No
 - No, in place for some governing bodies
 - No, currently under development
 - No, insufficient human resources staff
 - No, do not have control over board appointments (provide details why):
 Membership is prescribe by the University of Western Sydney Act
 - No, don't have expertise
 - No, not a priority
 - No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are NOT key management personnel (KMPs)				

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

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

Yes

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, included in workplace agreement

No, don't have expertise

No, salaries set by awards or industrial agreements

No, non-award employees paid market rate

No, not a priority

No, other (provide details):

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

Yes (provide details in questions 3.2 and/or 3.3 below)

No

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, salaries set by awards or industrial agreements

No, non-award employees are paid market rate

No, not a priority

No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

To achieve gender pay equity

To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at salary, 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 (details provided in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:

4 Has a gender remuneration gap analysis been undertaken?

Yes. When was the most recent gender remuneration gap analysis 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

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, 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)

No, 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)

No, non-award employees are paid market rate

No, not a priority

No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below:

The gender pay analysis is taken on both a level by level (like for like) and organisation wide basis.

4.1 Were any actions taken as a result of your gender remuneration gap analysis?

Yes - please indicate what actions were taken (more than one option can be selected):

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 to the board
- Reported pay equity metrics to the executive
- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):

- No
- No unexplainable or unjustifiable gaps identified
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees are paid market rate
- No, unable to address cause/s of gaps (provide details why):

- No, not a priority
- No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:

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

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

- Yes
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the number of weeks of employer funded parental leave that are provided for primary carers.

20

5.2 How is employer funded paid parental leave 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)

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater
- Yes, less than one week
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

6.1 Please indicate the number of weeks of employer funded parental leave that are provided for secondary carers.

2

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period?

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	2	0	1	1
Non-managers	101	0	1	22

8 What proportion of your total workforce has access to employer funded paid parental leave?

	Primary carer's leave	Secondary carer's leave
%	66	66

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

Yes

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, included in workplace agreement

No, don't have expertise

No, don't offer flexible arrangements

No, not a priority

No, other (provide details):

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

Yes

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, included in workplace agreement

No, don't have expertise

No, don't offer flexible arrangements

No, not a priority

No, other (provide details):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11.1 To understand where these measures are available, do you have other worksites in addition to your head office?

- Yes
- No

11.2 Please indicate what measures are in place and in which worksites they are available (if you do not have multiple worksites, you would select 'Head office only'):

- Employer subsidised childcare
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- On-site childcare
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Breastfeeding facilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Childcare referral services
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Internal support network for parents
 - Head office only
 - Other worksites only
 - Head office and some other worksites

- All worksites including head office
- Return to work bonus
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Information packs to support new parents and/or those with elder care responsibilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Referral services to support employees with family and/or caring responsibilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Targeted communication mechanisms, for example intranet/forums
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- None of the above, please complete question 11.3 below

11.3 Please provide details of any other non-leave based measures that are in place and at which worksites they are available:

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

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
 - No, currently under development
 - No, insufficient human resources staff
 - No, included in workplace agreement
 - No, not aware of the need

- No, don't have expertise
- No, not a priority
- No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- Yes - please indicate the type of measures in place (more than one option can be selected):
 - Employee assistance program
 - Access to leave
 - Training of human resources (or other) staff
 - Referral to support services
 - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Telecommuting	<input type="checkbox"/>	<input checked="" type="checkbox"/>						

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Job sharing	<input type="checkbox"/>	<input checked="" type="checkbox"/>						
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>						

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Not a priority
- Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 4, please do so below:

Gender equality indicator 5: Consultation with 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
- No, not needed (provide details why):

- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

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

15.2 What categories of employees 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 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below:

A record 86% of UWS staff participated in the 2015 MyVoice Staff Survey in May 2015. This follow up to the 2012 MyVoice Survey included questions covering all aspects of working at UWS including gender equality and the results of the survey will inform decision making at an Executive and senior management level, as well as strategic planning at the School/unit level.

The results of the survey are currently being compiled independently of UWS and it is anticipated that results will be made available in July.

Gender equality indicator 6: Sex-based harassment and discrimination

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

Yes

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, currently under development

No, insufficient human resources staff

No, included in workplace agreement

No, don't have expertise

No, not a priority

No, other (provide details):

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

Yes

No

No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, not a priority

No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

At induction

At least annually

Every one-to-two years

- Every three years or more
- Varies across business units
- Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

UWS has a long term commitment to gender equality and there are a number of ongoing programs and projects under development designed to support staff.

An important recent initiative has been the establishment of the Vice Chancellor's Gender Equality Committee. The Committee which chaired by the Vice Chancellor has developed a draft UWS Gender Equality Strategy document for consultation. This strategy document will underpin the further progress of gender equality at UWS. Key focus areas for the future

- An organisational culture and a working environment that is inclusive and fair to both women and men
- Improving the Representation of women in leadership and management positions with a focus on the STEM Disciplines
- Reducing Gender pay equity gaps
- Building a flexible workplace which enables staff to balance work and life responsibilities

The University also launched this year a suite of new grants and awards to better support academic staff with caring responsibilities and those who have experienced career interruptions. Included in the suite are conference support grants, career interruption grants to assist with research and a Women's Fellowship.

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

Barney Glover

Confirmation CEO has signed the report

Yes

CEO Signature:

Date:
