



MONASH
University

**WORKPLACE
GENDER EQUITY
STRATEGY
2019 – 2022**

Celebrating a diverse and inclusive culture is at the heart of the Monash University vision. Achieving true gender equity is central to that endeavour. Only through the efforts of everyone in the Monash community can we become the truly excellent institution to which we aspire.

PROFESSOR MARGARET GARDNER AO,
PRESIDENT AND VICE-CHANCELLOR OF MONASH UNIVERSITY

OUR COMMITMENT

We recognise that people are our most valuable asset and that fostering a culture of inclusion is crucial in order to utilise the talents of our diverse staff.

Our focus on gender equity spans more than three decades, beginning with the formal appointment of our first Equal Opportunity Coordinator in 1987. This long history of the University's unwavering support for advancing gender equality has led to the development of many best practice policies and programs that have helped to position us as a leading Employer of Choice for Gender Equality in Australia.

Notwithstanding our progress to date, we recognise that a lot more must be done. Gender imbalance continues to persist in leadership, in senior academic roles and in certain areas of the University where women's participation has been historically low. To achieve positive change, we are taking proactive steps to address systemic and cultural barriers to women's under-representation. We also must recognise intersectionality of attributes such as gender, age, cultural background, sexual orientation and/or disability.

Through our Gender Equity Strategy ('Strategy') we seek to foster an organisational culture in which staff of all genders, of a variety of cultural backgrounds, faiths and heritages participate equally at all levels.

To achieve this, the Strategy sets out to:

- Improve the gender composition of staff in leadership roles;
- Increase the participation of women in Science, Technology, Engineering, Mathematics and Medicine (STEMM) disciplines and in areas of the university where women have been historically under-represented (e.g. Buildings and Property Division, eSolutions);
- Promote a flexible workplace culture;
- Support staff with caring responsibilities;
- Achieve improvements across gender pay equity measures.



1. LEADERSHIP ACCOUNTABILITY

We are committed to fostering an inclusive culture and to creating a fair and equitable workplace for staff of all genders.

Visible leadership commitment to gender equality forms the cornerstone of our Strategy. The Vice-Chancellor and the senior management team have been instrumental in supporting new initiatives, setting ambitious goals and contributing to the implementation of our gender equity strategy. The President and Vice-Chancellor co-chairs the Diversity and Inclusion Committee, an advisory committee reporting to the Vice-Chancellor's Executive Committee (VCEC)¹. This governance structure facilitates active leadership and critical oversight of our Strategy.

The goals of our Workplace Gender Equity Strategy have been incorporated into broader University-wide strategy and planning.

The Strategy is further supported by the Gender Equity and Equality Action Plan 2018-2021 and the Athena SWAN Action Plan 2018-2021 which have been endorsed by the VCEC. Both plans articulate leadership accountability for contributing to the implementation of our gender equality goals.

KEY OBJECTIVES AND SUCCESS INDICATORS

Senior leaders are accountable for contributing to the implementation of Gender Equity Strategy

Senior leaders are actively engaged in the University's gender equity programs, events and initiatives, are visible advocates and positive role models of workplace flexibility

Senior leaders are trained in inclusive leadership aimed at reducing the negative impact of unconscious bias in decision-making

Senior leaders commit resources to innovation, research, development and evaluation of Monash programs and initiatives aimed at achieving gender equality.

The Vice-Chancellor is a Pay Equity Ambassador, helping to create change by promoting the University's commitment to pay equity

¹. VCEC is the principal management committee of the University; www.monash.edu/about/structure/committees/vcec



2. WOMEN IN SENIOR ROLES

We value the strength of staff diversity and take proactive measures to achieve gender-balanced leadership.

There is significant evidence demonstrating the positive impact of women’s representation on boards, in senior management and in leadership to organisational performance, including profitability and positive culture². Gender balanced leadership means a greater diversity of thought, better decision-making as well as higher employee satisfaction. Diverse and inclusive leadership is better equipped to lead Monash’s diverse community. A measurable link has also been established between gender diversity in leadership roles and the narrowing of organisation-wide gender pay gaps³.

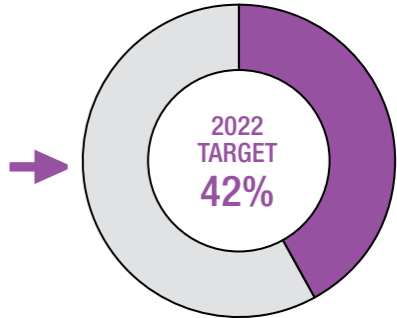
The participation of women in senior roles at Monash is yet to reach parity. The University Council and our senior leaders have endorsed an ambitious target to reach 42% of women in senior roles by 2022. We know the most significant challenge remains in academic roles at a Professorial level (28.6% women in 2019). In contrast, women in senior professional roles (HEW 10 and above) are close to parity (47.2% in 2019).

OUR KEY PERFORMANCE INDICATORS MEASURE INCREASES IN THE PARTICIPATION OF:

- Women in senior roles
- Women in leadership roles
- Women in senior professional roles
- Women in senior academic roles
- Women among Professors

KPI	2015	2016	2017	2018	2019
Representation of Women in Senior Roles*	35.1%	36.0%	36.3%	36.2%	38.1%

*Senior roles are defined as HEW 10 and above; Level D and above. This includes fixed-term and ongoing staff.



2. McKinsey & Company, 2018; Delivering Through Diversity, <https://www.mckinsey.com>
 3. BCEC 2018, Gender Equity Insights 2018: Inside Australia’s Gender Pay Gap, viewed 19 October 2018, available:https://www.wgea.gov.au/sites/default/files/97249_Gender-Equity-Insights-2018.pdf



3. WOMEN IN SCIENCE, TECHNOLOGY, ENGINEERING, MATHEMATICS AND MEDICINE (STEMM)

We are committed to achieving gender balance in scientific research and removing barriers to women’s career advancement and success.

The attraction and retention of women in STEMM remains a challenge, with multi-faceted structural and cultural barriers cited as leading causes of women’s ongoing under-representation in STEMM careers. Indeed, only one in five Professors in STEMM at Monash is a woman despite staff achieving parity at Level A.

Advancing women’s careers in STEMM is at the forefront of our gender equity strategy. Monash University has invested in resources to address gender disparities in STEMM. Our participation in the Athena SWAN program⁴ is assisting us in the recruitment, retention and development of our talented women academics.

The *Athena SWAN Action Plan 2018-2021* has been endorsed by the University’s senior leadership, including the Vice-Chancellor’s Executive Group and all STEMM Deans. The action plan sets out a wide range of gender equity activities across recruitment and selection, career progression and promotion, retention, development, flexible work and career breaks, and organisational culture.

KEY OBJECTIVES AND SUCCESS INDICATORS

We attract, retain and develop our talented academic women in STEMM

Senior leaders foster an inclusive culture and take actions aimed at advancing equality

Academic heads take the Panel Pledge to support gender balance on speaking panels

People managers understand, support and promote flexible work options

KEY PERFORMANCE INDICATORS

Senior academic women in STEMM (Associate Professors & Professors)

Academic women in STEMM

⁴ Athena SWAN is a national accreditation framework designed to advance gender equality, diversity and women’s representation in STEMM disciplines.



4. FLEXIBLE WORKPLACE

We are committed to fostering a workplace culture of flexibility where staff irrespective of gender are supported to successfully combine their work commitments and personal priorities.

We recognise workplace flexibility⁵ as a key enabler of gender equality and an essential foundation in the attraction and retention of talent. Benefits of flexible working arrangements are diverse, ranging from a satisfying workplace culture, to greater productivity and lower absenteeism. Successful work-life integration helps to create a workplace culture in which our staff can more effectively meet business needs as well as their personal priorities.

We know that supervisors play a critical role in supporting staff who need to work flexibly. In addition to our flexible work policies and toolkits for caregivers on how to request flexible options, we provide training for managers designed to equip them with strategies to create successful, engaged and productive flexible teams.

KEY OBJECTIVES FOR WORKPLACE FLEXIBILITY

- Leaders are visible role models of flexible work
- Flexible work is promoted throughout the organisation
- People managers are equipped with understanding of flexible work options and relevant policies
- People managers are trained on how to manage flexible working
- Utilisation of flexible work arrangements is monitored and reported to senior leaders
- We consult with staff to understand their satisfaction regarding workplace flexibility

5. Workplace flexibility describes a mutual agreement between an organisation and its employees on changes to standard working arrangements



5. SUPPORT FOR PARENTS AND CARERS

We recognise the benefits of inclusive workplaces as critical to the University's success and are committed to supporting staff with family responsibilities.

More than 40 per cent of Monash staff are parents with dependent children⁶. In addition to our family-friendly policies, we provide a range of benefits to support our staff, covering support during pregnancy and breastfeeding, provision of parenting facilities, on-site childcare centers, access to free professional counselling services as well as group coaching and interactive sessions for new parents.

KEY OBJECTIVES AND SUCCESS INDICATORS

Directors and faculty managers promote programs and support available to parents and carers

We support staff who continue to work while pregnant or trying to become pregnant

We support staff who continue to breastfeed on their return from parental leave

Parenting facilities are available on all Monash campus locations

Our workplace is free from discrimination on the basis of gender identity, pregnancy, potential pregnancy, breastfeeding, relationship status, carer and parental status

Tailored workshops and coaching sessions are available to staff before and after parental leave

Timing of key events takes into consideration family-friendly hours and school holiday dates



6. PAY EQUITY

We are committed to closing our organisation-wide gender pay gap.

The gender pay gap is an internationally established measure of women's position in the paid workforce. Gender pay gaps in favour of men are a common feature of economies worldwide. The pay gap does not necessarily reflect comparisons of women and men performing the same roles. Instead, it is the difference between women's and men's average weekly full-time equivalent earnings, expressed as a percentage of men's earnings.

The University's job classification framework is based on the principles of equity, fairness and transparency and provides the foundation to ensure that positions are classified and remunerated in alignment with the skills and experience required to perform them.

We have industrially regulated salary banding, with incremental levels within each band. Our Pay, Benefits and Entitlements Policy is transparent about salaries for academic and professional staff as well as rates for teaching associates, casual research assistants and casual professional staff.

To reduce gender pay gaps, we adopt a multi-faceted approach that addresses women's under-representation in senior roles, promotes workplace flexibility, provides parental and caregiving leave and other support, as well as implements strategies to mitigate the effects of unconscious bias.

KEY OBJECTIVES FOR GENDER PAY EQUITY

The Vice-Chancellor is a Pay Equity Ambassador, a visible champion of pay equity and gender equality

- We undertake an annual gender pay gap analysis, including:
- Base salary, total remuneration, performance pay
 - Organisation-wide, level by level, like for like
 - Starting salaries, annual salary increases, salaries on promotion

Transparency of salary banding

Eliminate gender bias impacting remuneration decisions

Seek to identify leading causes of gender pay gaps and take actions to reduce them

Undertake analysis of performance review results by gender

Results of gender remuneration gap analysis, pay equity metrics and actions are reported to senior stakeholders and relevant senior committees

Report on progress towards narrowing the university-wide gender pay gap to the governing body

Set targets to increase the representation of women in senior (higher paid) roles

Ensure no gender bias occurs at any stage of the remuneration review process



ACCOUNTABILITY

Accountability for the implementation of Monash University's gender equity goals for staff rests with the Chief Human Resources Officer in partnership with senior stakeholders identified in the *Gender Equity and Equality Action Plan*.

Reporting on Gender Equity and Equality Action Plan and Athena SWAN Action Plan takes place via:

- Biannual reporting to the Major Initiatives Implementation and Oversight Committee (charged with advising the Vice-Chancellor on the University strategy and monitoring key initiatives; chaired by the Vice-Chancellor)
- Quarterly reporting against standing agenda items on the Monash University Diversity and Inclusion Committee (charged with the oversight of the development and implementation of our diversity and inclusion framework and action plans; chaired by the Vice-Chancellor)
- Quarterly reporting to the Athena SWAN Committee (charged with the oversight of the implementation of the University's Athena SWAN Action Plan)
- Annual reporting to Monash University Council, the University's governing body

EVALUATION

Evaluation of our gender equality objectives and outcomes is ongoing and seeks to gather evidence on the effectiveness of our Strategy. It includes:

- Measuring progress towards our gender equity targets and key performance indicators
- Conducting longitudinal analyses of the effectiveness of our flagship gender equity programs⁷
- Analysis of responses to our biennial Staff Equity and Diversity Survey, by gender
- Analysis of responses to Staff Engagement Survey, by gender
- Monitoring and reporting on the following metrics by gender:
 - Workforce profile
 - Staff in professional and academic leadership roles
 - Recruitment (applications, shortlists, offers and acceptances)
 - Promotions
 - Participation in leadership programs
 - Utilisation of flexible working arrangements and part-time work
 - Utilisation and return rate from parental leave
 - Resignations



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Staff Equity and Diversity

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