



WGEA Employer of Choice for Gender Equality (EOCGE) 2021-23

EOCGE Application for renewing applicants

(i.e. citation holders who were successful in
2019 and re-applying in 2021)

Version 2.0

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Introduction

What is the EOCGE Employer of Choice for Gender Equality (EOCGE) citation?

The EOCGE citation recognises organisations that have made gender equality an integral component of their workplaces and business practices, and are taking significant action towards improving gender equality outcomes. It recognises that gender equality is critical to an organisation's success and is a feature of well-managed leading organisations.

As the Workplace Gender Equality Agency's (WGEA) leading practice recognition program, it aims to promote and improve gender equality for women and men. Separate to compliance reporting under the *Workplace Gender Equality Act 2012* (Act), it is a voluntary program, open to all compliant employers under the Act.

The citation includes evidence-based criteria under seven focus areas, and an examination of the employees' lived experience. The requirements focus on initiatives that have been shown to underpin improved gender equality outcomes and were developed in consultation with leading academics in workplace gender equality, gender equality practitioners, industry groups and citation holders.

Renewable every two years, the survey format enables WGEA to collate and analyse data which is used to inform and define leading-practice gender equality initiatives to share with employers. Over time, it will also enable EOCGE benchmarks to be developed. This format also reduces the time employers spend completing the application, focusing their energies instead on improving gender equality outcomes in their workplaces.

If your organisation is looking to improve gender equality, the citation's criteria provides a great roadmap for change.

Why become an EOCGE citation holder?

The EOCGE citation has a strong focus on research-based initiatives shown to improve gender equality outcomes and is recognised as a rigorous and evidence-based program.

Many chief executives of EOCGE citation holders say that, with future requirements flagged in advance, they use the citation as an external mechanism to keep them focussed and accountable in driving improved gender equality outcomes in their organisations, reaping the rewards that gender equality can bring to an organisation and its culture.

These chief executives also state there is a strong commercial driver to being a citation holder. Providing strong public recognition of an organisation's focus on gender equality, it supports them in their ability to attract and retain the best possible talent to build a high-performance workforce. This provides a significant differentiation in a competitive marketplace.

A recent report produced by the Australian Institute for Business and Economics (AIBE) Centre for Gender Equality in the Workplace at the University of Queensland shows that the EOCGE citation is driving improved gender equality outcomes in Australian workplaces. The research found that EOCGE citation holders are improving on key gender equality metrics at a faster rate than other employers in WGEA's dataset.

Improvements in gender equality outcomes can bring strong commercial advantage to its recipients. Evidence from the Bankwest Curtin Economics Centre (BCEC) WGEA Gender Equity Insights 2020 research shows a strong and convincing **causal relationship** between increasing the share of women in leadership and subsequent improvements in organisational performance. Specifically, it found that:

- an increase in the representation of women by 10 percentage points or more on **boards** of ASX-listed companies leads to a **4.9% increase in company market value** and leads to a 6% increase in the likelihood of outperforming their peers on three or more metrics
- an increase in the representation of women by 10 percentage points or more of **key management personnel** leads to a **6.6% increase in the market value** of ASX-listed companies (worth the equivalent of AU\$104.7 million for the average company), and a 5.8% increase in the likelihood of outperforming the sector on three or more metrics.

Through targeted actions contained in the EOCGE citation, organisations can achieve sustainable gender equality outcomes and become a leader in workplace gender equality.

Resources to assist you in becoming an EOCGE organisation

In becoming an EOCGE citation holder, we encourage employers to take a strategic approach to improving gender equality performance, rather than a programmatic approach. By this, we mean building a gender equality strategy aligned to your business strategy.

WGEA has developed a gender equality strategy toolkit, to help you build your strategy and meet the EOCGE criteria. This can be found on the Agency's [website](#), along with other [tools](#) that you will find helpful in delivering your gender equality strategy.

If you would like additional assistance in becoming an EOCGE citation recipient, please contact WGEA by emailing eocge@wgea.gov.au or calling on 02 9432 7300.

Application for 2021-23 renewing applicants

Introduction

Welcome back, after enjoying your status as WGEA Employer of Choice for Gender Equality (EOCGE) for the inaugural two-year application cycle.

The world has changed significantly since your organisation last applied to become an EOCGE citation holder. We have all learned how quickly workplaces can change when there is an imperative to do so!

Meeting the criteria

- ➔ COVID-19 has had an impact on all businesses. In some cases it has been in a positive way, but there are many where it has been detrimental to their business, particularly in hard-hit sectors such as tourism and hospitality. WGEA has taken this into account and adjusted some of the requirements, as outlined in Table 1 below.
- ➔ Other than where outlined in Table 1, all criteria are requirements. However, if you believe you meet a requirement but in a different way than stipulated, please contact WGEA to discuss this further.

New criteria introduced since last application

- ➔ Based on expert advice, new EOCGE criteria are introduced each year to drive ongoing improvements in gender equality outcomes in the workplaces of citation holders. As communicated during the past two years, several new requirements have been introduced since your last application in 2019-20. These changes are:
 1. Q1.2: Policy/ies aimed at achieving gender equality must include training for people managers on how to deal with resistance to gender equality initiatives/policies due to potential fears and concerns.
 2. Progress needs to be reported on an if-not-why-not basis on the following:
 - i) gender equality objectives contained in your gender equality strategy (Q1.3)
 - ii) where the representation of women in manager (Q2.4) and non-manager (Q2.5) roles, and on governing bodies (Q2.8) is less than 40%
 - iii) where the representation of men in non-manager roles is less than 40% (Q2.6)
 - iv) reduction of your organisation's gender pay gap (Q3.4).
 3. Q4.1: Your formal policy AND formal strategy must cover employees with eldercare and disability care responsibilities.
 4. Q4.3: At least three weeks of employer-funded paid parental leave at full pay is provided for secondary carers who are permanent employees (and Partners in Partnership structures) and available for all provisions covered under that requirement.
 5. Q4.4: Employer funded primary carers' leave: The original new requirement was amended so it is now:

"There must be no eligibility period to access eight weeks of primary carer's leave (the minimum EOCGE requirement), and three weeks of secondary carer's leave, AND if you offer more than eight weeks of primary carer's leave, the balance must be made available once the employee's probationary period ends."

Employer-funded secondary carer's leave: There has been no change to the requirement for there to be no eligibility period for employees to access three weeks of secondary carer's leave.

6. Q5.2: Training for people managers on how to manage flexible working must include addressing gender stereotypes and/or barriers that prevent men from requesting flexible working arrangements.
7. Q5.6: The original new requirement was amended, so it is now:
 “This question relates to whether your organisation needs to set targets for men working flexibly. It is based on the survey results of the second question in the “Employee Survey” section of the EOCGE criteria (“*I have the flexibility I need to manage work and other commitments*”). If the agree/strongly agree scores for female managers and non-managers is more than 5% greater than the equivalent scores for men, you need to set a target to increase the agreement scores of men in that category. If the difference is 5% or less, then no target needs to be set.”
8. Q7.2: Organisations must have procurement guidelines that encourage gender equality across your supply chain.

Applying for EOCGE

- ➔ As you are aware, WGEA has a new online reporting platform which is yet to be fully adapted for EOCGE applications. As such, applications for this year will be completed and submitted using the application below.
- ➔ Available from September 1, you will need to [enrol](#) in the ‘2021-23 EOCGE program’ in the online platform.
 - once enrolled, select the ‘2021-23 EOCGE program’ hyperlink
 - confirm details of the organisations covered in your application (your submission group) - please take care during this process, ensuring that only organisations that operate in the same industry [division](#) are included in the same submission group
 - once you have confirmed details of your submission group, click through to the application landing page
 - follow the instructions to upload your application and other documentation.
- ➔ Please note, this year the due date for the 2021-23 applications is 31 October.
- ➔ The list of successful applicants will be announced in March 2022.
- ➔ De-identified information provided in EOCGE applications may be used by, or on behalf of, the Agency to conduct research to identify and inform leading practice initiatives. The Agency may also use de-identified information to promote leading practice initiatives.

Application fee

An annual fee of \$1,950 (including GST) is applicable which covers the cost of the Agency in administering the citation.

On initial application, or subsequent renewal, \$1,950 will be payable once you have submitted your application. In the intervening year, employers are invoiced separately for \$1,950.

If the application fee is a barrier to applying for the EOCGE citation, please contact WGEA to discuss further.

Impact of COVID-19 on applications

- ➔ As indicated above, we have identified criteria that may be more difficult to meet during the past two years due to the impact of COVID-19. We have provided for some flexibility in how these requirements can be met, as summarised in Table 1 below. If you are seeking exemption from some or all the requirements contained in Table 1 due to the impact of COVID-19, please explain on what basis you believe you are eligible for these adjustments below.

The impact on COVID-19 and the challenges within the Higher Education sector is well reported and documented. The impact of COVID-19 on Charles Sturt specifically has been two major organisational restructures, voluntary separations of staff, a number of senior staff changes including the Vice-Chancellor and 2 Deputy Vice-Chancellor's leaving within the last 12 months, recruitment of key positions has also been a challenge due to the impact of COVID and mobility of people (i.e. the Executive Director of People and Culture still remains vacant); and the recruitment of the new Vice-Chancellor took longer than expected – she only started at the University on the 1st September 2021.

- At each question in Table 1, there is an ALERT asking you to confirm whether you are seeking the exemption for that question.
- Please note that where these exemptions relate to annual requirements, it is expected that they were met at least once during the two years since your last application.

If your application is successful, what is the preferred organisation name on your EOCGE certificate?

Preferred organisation name for the EOCGE certificate:

Charles Sturt University

Changes made in v2.0 that differ from v1.0

- Q 5.6.1 and Q 5.6.2: dot-points a. and b. changed to “What is the combined agree + strongly **agree** % score for women and me (not strongly **disagree**). ”
- Q 9.4 and Q 9.5: tick boxes unlocked.

Table 1: Adjusted requirements for sectors where COVID-19 has had a significant impact 2021-23	
Q1.3:	<p>Requirement: Gender equality strategies need to be updated with new objectives during the two years you have held the citation.</p> <p>COVID-19 option: Your organisation has been unable to add additional objectives to its gender equality strategy.</p>
Q1.5:	<p>Requirement: Must evaluate progress against its gender equality strategy by tracking and reporting metrics to its workforce, key management personnel (KMP) and governing body every 12 months.</p> <p>COVID-19 option: This has only been done once during the two years.</p>
Q1.7.3:	<p>Requirement: Your CEO must communicate your organisation's overall gender equality strategy, priorities, and progress to all employees (and Partners in Partnership structures) each year since you have held the citation.</p> <p>COVID-19 option: This has only been done once in the two years.</p>
Q2.3:	<p>Requirement: Your organisation must provide FORMAL leadership development programs to women and men; and track how many have participated in these programs, both full-time and part-time, every 12 months.</p> <p>COVID-19 option: This has been carried out once during the two years.</p>
Q3.2:	<p>Requirement: Your organisation must complete a gender pay gap analysis of all its workforce annually to ensure that women and men receive equal pay; and to determine if you have a gender pay gap. This must be carried out on several areas.</p> <p>COVID-19 option: This has been carried out once during the two years.</p>
Q3.4.2:	<p>Requirement: Your organisation must take other actions, in addition to targets, to reduce your gender pay gap (overall, organisation-wide).</p> <p>COVID-19 option: No other actions have been taken during the two years.</p>
Q5.6:	<p>Requirement: This question relates to whether your organisation needs to set a target for men working flexibly. It is based on the survey results of the second question in the "Employee Survey" section of the EOCGE criteria ("<i>I have the flexibility I need to manage work and other commitments</i>"). If the agree/strongly agree scores for female managers and non-managers is more than 5% greater than the equivalent scores for men, you need to set a target to increase the agreement scores of men in that category. If the difference is 5% or less, then no target needs to be set.</p> <p>COVID-19 option: A target has not been set for this requirement.</p>
Q7.3:	<p>Requirement: Your organisation's CEO is required to be ACTIVELY involved in at least one external event focused on gender equality in each of the two years since your last application.</p> <p>COVID-19 option: With the impact of COVID-19 on external gatherings, this will not be required. (If your CEO has engaged externally on gender equality using online platforms, you will be able to provide those details, but that is not a requirement).</p>
Q7.4:	<p>Requirement: Your organisation must be involved in a program or initiative to address gender equality issues in its industry or community.</p> <p>COVID-19 option: This is not a requirement this year.</p>

Focus Area 1: Leadership, strategy and accountability

This focus area recognises that creating a workplace in which women and men are equally represented, valued, and rewarded requires leadership, accountability and a focus on gender equality as a strategic priority.

It assesses an organisation's overall strategies and leadership commitment to achieving gender equality.

Strategies and policies

1.1 Your organisation must have a strategy in place supporting gender equality that covers all the following areas. Confirm these are in place by ticking (✓) each box below:	
a. Gender balance in leadership	✓
b. Gender balance across the organisation	✓
c. Gender pay equity for both equal pay (like-for-like roles), and the gender pay gap (overall, organisation-wide gap)	✓
d. Flexible work and support available for employees at all levels, including those with caring responsibilities	✓

1.2 Your organisation must have a policy/policies in place aimed at achieving gender equality in all the following areas. Confirm these are in place by ticking (✓) each box below:	
a. Promotions	✓
b. Performance review processes	✓
c. Recruitment (internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process)	✓
d. Restructures and significant operational changes including planned redundancies	✓
e. Employment and engagement of casuals	✓
f. Engagement of independent contractors	✓
g. Training for people managers on how to deal with resistance to gender equality initiatives/policies due to potential fears and concerns	✓

1.3 Your organisation's gender equality strategy/strategies must include clear objectives and measures, and an evaluation process that occurs at least every two years. Gender equality strategies need to be updated with new objectives during those two years. Please provide details of these objectives in the tables below.

You will also be required to report on progress made against these objectives when reapplying every two years. This is on an 'if-not-why-not' basis.

Provide details below of new objectives, measures and evaluation processes that were included in your gender equality strategy: *

** ALERT: if no additional gender equality objectives have been added since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)*

☒ Yes

Objective 1	
i. Describe this objective:	<input type="text"/>
ii. Describe how this objective is measured and how you will evaluate whether it has been effective:	<input type="text"/>
ii. Has this objective been achieved? (Yes/No/Partially)	<input type="text"/>
v. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc):	<input type="text"/>
Objective 2	
• Describe this objective:	<input type="text"/>
• Describe how this objective is measured and how you will evaluate whether it has been effective:	<input type="text"/>
• Has this objective been achieved? (Yes/No/Partially)	<input type="text"/>
• Provide details related to the achievement of this objective; or why the objective was not achieved	<input type="text"/>

(e.g. what was the actual outcome, how it was achieved etc):	
Objective 3 a. Describe this objective:	
b. Describe how this objective is measured and how you will evaluate whether it has been effective:	
c. Has this objective been achieved? (Yes/No/Partially)	
d. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc):	
<p>If there are additional objectives, add the four objective-related questions from above into the box below and provide those details:</p> <div></div>	
<p>Progress on objectives included in your 2019-20 application:</p> <p>1.3.1 Please enter all the objectives included in your 2019-20 EOCGE application below, and indicate how they are tracking:</p>	
Objective 1 – 2019-20 application a. Describe this objective:	Gender pay gap
b. Has this objective been achieved? (Yes/No/Partially)	Partially
c. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc):	<p>In 2019-20, our gender pay gap was 13.72%. In 2020-21, our gender pay gap was 9.26%, a total reduction of 4.46%. While the gap still remains, we have made significant improvement, exceeding our objective to achieve a 10% gender pay gap by 2022. This was achieved through the tireless work of People and Culture Systems team, utilising the WGEA modelling tool to calculate our gender pay gap.</p>

<p>Objective 2 – 2019-20 application</p> <p>a. Describe this objective:</p>	<p>Increase of men utilising primary carers leave</p>
<p>b. Has this objective been achieved? (Yes/No/Partially)</p>	<p>Partially</p>
<p>c. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc):</p>	<p>3 men took primary carer's leave in 2017/18 period. 0 men took primary carer's leave in 2018/19 period. 1 male took primary carer's leave in 2019/20 period. 4 men took primary carer's leave in 2020/21 period. While the numbers of males taking primary carers leave is not equivalent to females, the increase numbers is positive. This is due to increased communication, knowledge and support around men taking primary carers leave, through multiple channels. This includes quarterly newsletters, another objective outlined in our 2019-20 EOC application.</p>
<p>Objective 3 – 2019-20 application</p> <ul style="list-style-type: none"> Describe this objective: 	<p>Unconscious bias training</p>
<ul style="list-style-type: none"> Has this objective been achieved? (Yes/No/Partially) 	<p>Yes</p>
<ul style="list-style-type: none"> Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): 	<p>The WGEA definitions of key management personnel have completed the 3.5 hour Unconscious Bias and Inclusivity Training, with the Vice-Chancellor's Leadership Team being part of the first cohort of participants. In total, 333 Charles Sturt staff have undertaken this training. As outlined later in the submission, we have also begun to deliver the training to external partners.</p> <p>The Unconscious Bias and Inclusivity Training is also a requirement to participate in the academic promotions committee, and has been developed into an online model for student leaders.</p>

1.3.2 If there are additional objectives, add the three objective-related questions from above into the box below and provide the details:

Describe this objective: Flexibility

Has this objective been achieved? (Yes/No/Partially): Partially

Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc):

COVID-19 actually improved flexible work arrangements at Charles Sturt as the majority of our employees worked from effectively from home for much of the pandemic to manage health risks and to ensure business continuity. COVID-19 has shown that a greater degree of flexibility can be offered for many types of work being undertaken whilst ensuring that we maintain the highest standards of student interaction and support.

Additional provisions were provided by Charles Sturt to help individuals manage work and life, including, but not limited to, additional leave for those with school-aged children, and principles of flexible work respected (working earlier/late depending on the individual circumstances). Charles Sturt has moved away from fact sheets, however, the Managing Flexible Work Arrangements is still a requirement for managers to complete, with completion rates tracked and the content is reviewed and updated on a periodic basis.

Describe this objective: Representation

Has this objective been achieved? (Yes/No/Partially): Yes.

Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): Charles Sturt recently reached the 50% of females in Senior Positions, a key performance indicator for the whole University. These statistics are regularly tracked and reported on.

Describe this objective: Representation

Has this objective been achieved? (Yes/No/Partially): Partially.

Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): An analysis has been completed in 2020 and 2021 relating to the gender composition for University Committees, to monitor and improve the gender balance (with a 20% variance), with a full report presented to the Equity, Diversity and Inclusion Committee. Whilst not all committees have met the 20% variance since the audit began, there has been an increase of committees who do meet this variance, demonstrating an upward trajectory. In addition, we have incorporated clauses regarding this objective for gender balance into key policies, procedures and terms of reference.

Describe this objective: Representation

Has this objective been achieved? (Yes/No/Partially): Yes.

Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): An increase of part-time staff applying for promotion has occurred. In 2019-20 period, 8.2% of our promotions were awarded to part-time employees, an increase of 5.9% from the previous year. In 2020-21, 11.4% of our promotions were awarded to part-time employees, and increase of 3.2%.

Describe this objective: Communication

Has this objective been achieved? (Yes/No/Partially): Yes.

Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): At the end of 2018, a 'Gender Equity' Newsletter was launched, which is published quarterly. The newsletter contains articles, 'hot topic' information, profiles, and other relevant pieces relating to equity, diversity and inclusion. This is sent to a distribution list, posted on the all-staff daily bulletin board, and uploaded to the gender equity website.

1.4 Your organisation's gender equality strategy/strategies must be supported into the broader business strategy and planning process and have been endorsed by the

governing body in the past two years. Please tick (✓) the boxes below to confirm the following:

☒

Yes, our gender equality strategy is incorporated into the broader business strategy and planning process

☐

Yes, our gender equality strategy has been endorsed by the governing body/Partnership in the past two years

a. On what date did your governing body endorse your gender equality strategy?

4th September 2018 for a period of 4 years. The University's current Workplace Gender Equity Strategy is from 2018-2022.

b. From the options below, select what evidence you will be providing of your governing body's endorsement (this will need to be uploaded into the online platform together with your application):

☒

Extract of governing body minutes

☐

Copy of an email from the CEO/CFO/ Company Secretary confirming this information was tabled

☐

Other evidence of governing body endorsement (provide details):

Strategy evaluation and reporting

a. Your organisation must evaluate its progress against its gender equality strategy by tracking the metrics below and reporting progress to your entire workforce, key management personnel (KMP) and governing body (not a sub-committee of the governing body) every 12 months. *

** ALERT: if your organisation has been able to do this in one year only since your 2019-20 application due to the impact of COVID-19, are you seeking an exemption from this annual requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)*

☐

Yes

1.5.1 Place a tick (✓) in the relevant box to confirm the metrics below were reported to your workforce, KMPs and governing body (not a sub-committee) for each 12 months during the two years you held the citation.

	Yes	No - only in 2019-20	No - only in 2020-21
a. Gender composition of the workforce by manager and non-manager categories	✓		

b. Promotions by gender and manager and non-manager categories	✓			
c. Recruitment and exit (voluntary and involuntary) numbers by gender	✓			
d. Graduate programs and paid or unpaid internships (where applicable)	N/A			
e. Utilisation of formal flexible working arrangements for women and men by manager and non-manager categories, including part-time	✓			
f. Utilisation of, and return from, parental leave (paid and unpaid), of women and men	✓			
1.5.2 Place a tick (✓) in the relevant box to confirm the metrics below were reported to your KMPs and governing body (not a sub-committee) for each 12 months during the two years you held the citation.				
	Yes	No - only in 2019-20	No - only in 2020-21	
a. The results of your gender remuneration gap analysis, including pay equity metrics and actions taken	✓			
b. Progress on narrowing its organisation wide gender pay gap	✓			
c. All results from your EOCGE survey (refer to section Q9.1 Lived experience > Employee Survey)	✓			
1.5.3 Place a tick (✓) in the relevant boxes below to confirm the metrics on gender-based harassment and discrimination and sexual harassment complaints were reported to your KMPs and governing body (not a sub-committee) for each 12 months during the two years you held the citation (for options b. to f., only select N/A if there have been no complaints):				
	Yes	No - only in 2019-20	No - only in 2020-21	NA (only use for options b. to f.)
a. Number and nature of complaints received (if there were no complaints, that fact needs to be reported)	✓			
b. Process for responding to the complaint	✓			
c. Time taken to resolve complaint (e.g. complaint made in February, resolved in July)	✓			
d. Outcomes for complainant and respondent (if a complaint was settled, this must be reported)	✓			

e. Any organisational change following the complaint	✓			
f. Complainant and respondent turnover	✓			

1.5.4 On what date did all the metrics covered under Q1.5 and all its sub-questions get reported to your governing body?

1.5.1 (a. b. c. e. f.) – 24th June 2020 + 11th August 2021

1.5.2 (a. b.) – 24th June 2020 + 11th August 2021

1.5.2 (c.) – 6th August 2019 (Your Voice) + 16th August 2021 (Pulse 1st Wave) + 25th October 2021 (Pulse 2nd Wave)

1.5.3 (a. b. c. d. e. f.) – 5th December 2019 + 20th March 2020 + The report for the 2021 statistics was forwarded to Council on 14 January 2022, and was discussed at the Audit and Risk Committee on 10 February 2022.

1.5.5 From the options below, select what evidence you will be providing that these metrics were reported to your governing body (this will need to be uploaded into the online platform together with your application) (✓):

☐

Extract of governing body minutes

☒

Copy of an email from the CEO/CFO/ Company Secretary confirming this information was tabled

☐

Other evidence of governing body endorsement (provide details):

1.5 Where gender discrepancies exist for any areas listed in Q1.5 and sub-questions, your organisation must analyse systems and processes to identify gender bias in decision making and take actions to address issues identified.

Did your organisation identify any gender differences in the metrics listed in question 1.5 and all its sub-questions? Please answer Yes/No * in the box below.

☐ Yes

* If No: by *answering No*, you are declaring there is gender balance in ALL the metrics in the sub-questions for Q 1.5. This is verifiable in your organisation's most recent compliance report which can be generated for submission groups from this year's online platform.

1.6.a For the gender differences identified, your organisation must have analysed its related systems and processes for gender bias.

→ Confirm this occurred (Yes):

☒

1.6.b Your organisation must have taken action to eliminate the gender biases identified.

→ Confirm this occurred (Yes):

☒

→ Provide details of gender biases identified and actions taken:

Gender biases have been identified in areas such as pay equity, utilisation of primary carers leave and flexible working arrangements, promotions and in the area of STEMM.

Charles Sturt University, as part of the Workplace Gender Equity Strategy (2018-2022) and the Athena SWAN Action Plan, has developed and begun implementing a 3 hour training package focused on Unconscious Bias and Inclusivity. 160 staff have been trained so far, including the Vice-Chancellor and the Vice-Chancellor's Leadership Team. The KPI for this is 100% of Senior Staff to be trained by the end of 2020.

In addition, we have improved our communication regarding rights and responsibilities through a quarterly newsletter that has subscribers, made available on the website, and on the internal staff communication channel. Topics involve but are not limited to, information about dependent care allowance for parents travelling for work, men undertaking parental leave and/or flexible work arrangements, and other notable achievements from senior women.

While participating in the Leadership Development for Women Program during 2019, one of the group projects produced a report, *The Lived Experience of Gender and the Dependent Care Support Travel Policy*. Group participants were Shara Cameron, Jessie Lymn, Jennifer Manyweathers, Katie Murrell-Orgill, & Geraldine Rurenga. The group was successful in 2020 in getting their manuscript published in Social Sciences and secured a grant to cover publication costs. The article can be viewed - <https://www.mdpi.com/2076-0760/9/7/1115/htm>

As part of the promotion and reclassification process, a representative from the Equity & Diversity unit has a right of audience to these processes to ensure that this process is equitable. Equal opportunity, biases, and achievement relative to opportunity principles are featured in the resources provided to committee members.

Charles Sturt University undertook a major review of the Academic Promotions process. From 2021, it is a requirement for staff who sit on the promotion panel to undertake Unconscious Bias and Inclusivity training. There is also a requirement for promotion panels to have a 40/40/20 gender composition.

The Equal Employment Opportunity section of the application, where applicants are able to detail their personal circumstances that have reduced their opportunity for academic achievement (parental leave, caring responsibilities, injury/illness – physical or mental, family and domestic violence, working in a gender dominated discipline or field) was increased from 75 words to 200.

Charles Sturt became a signatory in the Joint Sector Position Statement on the gendered effects of COVID 19. A group of equity practitioners has formed 'Higher Education Senior Equity Practitioners Advisory Group' on Gender and COVID-19' and developed the statement that is currently supported by, USyd, UNSW, WSU, UMelb (in principle), SAGE, EPHEA, Academy of Science, Academy of Social Sciences and the Male Champions of Change.

Between the Gender Equity Strategy and the Athena SWAN Action Plan, there are 66 actionable items the University has committed to, in order to ensure gender discrepancies are improved.

Leadership commitment

1.6 Your CEO must be a visible champion by taking the following actions annually. Please confirm that this has occurred against each of the areas below by placing a tick (✓) in the relevant box: *

* **ALERT:** for Question 1.7.3, if your CEO was only able to meet this requirement once since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption for it to have occurred in each year, based on the details you provided at the beginning of this application? (Tick (✓) Yes below)

☒ Yes

Question	CEO communicated this to all employees (and Partners in partnership structures)	Yes, this occurred in both years	No-only in 2019-20	No-only in 2020-21	Dates this occurred
1.7.1	Reasons why improving gender equality is beneficial for your organisation (i.e. your business case for gender equality)		✓		22/12/2020
1.7.2	The CEO's commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment, and bullying	✓			22/12/2020 19/02/2021
1.7.3	The organisation's overall gender equality strategy, priorities, and progress *	✓			27/02/2020 18/12/2020 08/02/2021
1.7.4	The organisation's commitment to equal pay (like-for-like gaps)		✓		22/12/2020
1.7.5	The organisation's commitment to eliminating the gender pay gap (overall, organisation-wide pay gap)		✓		22/12/2020

Did the same CEO make all the statements in both years? (Yes/No)

☐ No

If yes:

1.7.a Provide the name of the CEO who made these statements:

1.7.b How were the statements communicated?

1.7.c Provide your CEO's statement from 2019-20:

1.7.d Provide your CEO's statement from 2020-21:

If no:

1.7.a Provide the name of the CEO who made the statements in 2019-20:

Vice-Chancellor Professor Andrew Vann. Professor Andrew Vann officially resigned from the University in December 2020. However, in June 2020, he did take a Sabbatical, and as a result, Professor John Germov was appointed Acting Vice-Chancellor from June 2020 to December 2020. Upon the resignation of Professor Andrew Vann, Professor John Germov was appointed Interim Vice-Chancellor from December 2020 to August 2021.

1.7.b Provide the name of the CEO who made the statements in 2020-21:

Acting Vice-Chancellor Professor John Germov

1.7.c How were the statements communicated?

Via the Vice-Chancellor's Update – a monthly newsletter to all staff at the University.

1.7.d Provide your CEO's statement from 2019-20:

Vice-Chancellor's Update – 27/02/2020 – All Staff – Vice-Chancellor Andrew Vann (1.7.1)

Next week, 2-8 March is NSW Women's Week and we will be hosting The Hon. (Bronnie) Bronwyn Taylor MLC, NSW Minister for Mental Health, Regional Youth and Women on the Bathurst campus where she's going to be part of our discussion with staff and students on Women in Trades, Emergency Services and Engineering. It's an important week to acknowledge, but I'm also proud that we've made gender equity part of our everyday business with the University-wide [Gender Equity Strategy](#). On that score, I'm [delighted to announce](#) that we have received Workplace Gender Equality Agency Employer of Choice citation for the second year running.

Vice-Chancellor's Update – January 2020 – All Staff – 24/01/2020 (1.7.1)

By Vice-Chancellor Andrew Vann

ELMO training module for managers

Respect, equity and diversity are core to Charles Sturt University's ethos and values. In December 2019, we launched a new ELMO training module for managers: Managing Flexible Work Arrangements which contains a lot of useful information and links to assist and guide managers in responding to requests for flexible work arrangements.

Charles Sturt is committed to helping staff balance their work and life commitments while meeting the operational needs of the university. 2020 will see more resources available to managers and employees. By providing flexible work arrangements, we hope to assist our employees to achieve genuine balance, recognising that many do not conform to the full-time worker mould, and have other priorities and aspirations outside of work.

Flexibility is also a key driver and enabler for gender equality, benefiting everyone, not just those with young children. Research by the Workplace Gender Equality Agency shows that flexible work arrangements help employees feel more engaged with the workplace, increases workforce efficiency, reduces absenteeism and people and teams are more productive.

1.7.e Provide your CEO's statement from 2020-21:

Vice-Chancellor's Update – 18/12/2020 – All Staff (1.7.3) – Acting/Interim Vice-Chancellor John Germov

Gender Equity update

During 2020, gender equity has been a key consideration during Sustainable Futures. Work has also progressed on the [Workplace Gender Equity Strategy 2018-2022](#) and the [Athena SWAN Project](#). A few highlights for this year have been:

- Receiving the [Workplace Gender Equality Agency Employer of Choice](#) citation for the second year running
- Ranking 6th in gender equality and 4th in reducing inequalities in the [Times Higher Education Impact Rankings](#)
- Becoming a [Women in STEM Decadal Plan Champion](#)
- Supporting the Women's Agenda launch of a dedicated [Women's Health News Hub](#)
- Inaugural 'Dean's Leadership Lunch' hosted by Faculty of Science Executive Dean, Professor Megan Smith
- A pilot of a 'Gender Parity of Presenters Guidelines' in the Faculty of Science
- 333 Charles Sturt staff trained in Unconscious Bias & Inclusivity training.

While these highlights are significant, we acknowledge there are still areas for improvement and will ensure we continue to embed equity and diversity across the University and into everyday operations.

22/12/2020 – Charles Sturt Gender Equity Commitment – All Staff – RED Card (1.7.4, 1.7.5, 1.7.2, 1.7.1) - Acting/Interim Vice-Chancellor John Germov

As we approach the end of the year, I wanted to take this opportunity to reaffirm my, and the University's, commitment to gender equity, and zero tolerance of gender-based harassment, discrimination, sexual harassment and bullying. This commitment also extends to equal pay and addressing the gender pay-gap. Gender equity clearly enhances our ability to attract and retain the best staff, and leads to greater workplace productivity and innovation. As we enter 2021, I invite you to join me as we continue to embed equity and diversity across the University with our inclusive ways of working.

Vice-Chancellor's Update – 19/02/2021 – All Staff (1.7.2) - Acting/Interim Vice-Chancellor John Germov

Orientation and the launch of Subject Zero

Session 1 Orientation has kicked-off with online activities commencing on 13 February 2021 and on-campus activities commencing from Tuesday 23 February.

Orientation is an important milestone for our commencing students as we welcome and help them settle into university life.

New for Orientation in 2021 is [Subject Zero](#). We want to make it clear from our students' very first day, whether on-campus or online, that Charles Sturt has zero tolerance for sexual assault, sexual harassment or any form of inappropriate or illegal sexual misconduct

International Women's Day 2021 – 08/03/2021 – All Staff (1.7.3) - Acting/Interim Vice-Chancellor John Germov

Dear colleagues

Today is International Women's Day – a day that celebrates all women and promotes the view that "Women's rights are human rights".

I was privileged to join a session today with the Senior Women's Forum, Equity & Diversity, Athena SWAN, and the Gender and Feminist Studies (GaFS) network. It was a great opportunity for the group to provide feedback on early elements of the new University Strategy. During the session, the group reminded us to be overt about initiatives to advance the inclusion of women and women in leadership.

The global theme for International Women's Day in 2021 is 'Women in Leadership: Achieving an Equal Future in a COVID-19 World'. This goal is not out of step with our own aim to build gender equality in senior positions by 2022 and as at February this year, we are sitting at 48.5% of all senior staff being women.

Our initiatives across the University have seen us achieve the Workplace Gender Equality Agency Employer of Choice citation for the second year and we were also ranked 6th in gender equality in the Times Higher Education Impact Rankings. Media articles about Pro Vice-Chancellor of Indigenous Engagement, [Professor Juanita Sherwood](#) and Lecturer [Dr Nicole Sugden](#) are also attracting significant interest this International Women's Day.

While further work remains to be done, today is a day to reflect and acknowledge our female staff and recognise our collective responsibility to continue an ambitious women's agenda at Charles Sturt. I encourage you to use our [RED gateway](#) to recognise the achievements of your female colleagues.

Kind regards

John

Professor John Germov
Interim Vice-Chancellor

1.7 Your organisation must have a group, committee, or council with representation from senior management level or above, that is responsible for the implementation and oversight of your organisation's gender equality strategy. Confirm these are in place by ticking (✓) the box below:



Provide the job title of the Chair of this group/committee/council:

Vice Chancellor and President of Charles Sturt University

1.8 Your CEO must have direct involvement with the organisation's gender equality initiatives. Please confirm this occurs by ticking (✓) the box below:



List what involvement your CEO has had with your gender equality initiatives in the past two years:

	<div> <p>The Vice-Chancellor also oversees the progress of the Workplace Gender Equity Strategy 2018-2022 and Athena SWAN Action Plan through quarterly reports from the Equity and Diversity Committee. The Equity and Diversity Committee is a committee of the Vice-Chancellor and reports to the Vice-Chancellor's Leadership Team.</p> </div>
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<p>1.9 Your organisation must ensure that women and men can access opportunities that are considered career-enhancing, equitably. Please confirm this occurs by ticking (✓) the box below:</p>	
<div> <input checked="" type="checkbox"/> </div>	<p>Provide details on how your organisation has ensured there is equity in how women and men access career-enhancing opportunities in the past two years:</p>

	<p>Career-enhancing opportunities, particularly the formal leadership development programs such as the Graduate Certificate of University Leadership and Management, the Emerging Leaders and Manager Program and the Change Leaders workshop are available to both men and women.</p> <p>Statistics around the uptake of these programs relating to gender and employment status is tracked.</p> <p>The Employee Development and Review Scheme (EDRS) is the formal performance management review process at Charles Sturt. On an annual basis, employees and their managers meet and discuss formally areas such as work objectives, professional development, alignment to our strategic direction, and what support is needed to achieve work and professional development. A range of resources are available for both managers and employees to effectively participate in the EDRS process.</p> <p>Through both the academic promotions panel and the job reclassification process, equal employment opportunity considerations are given, particularly in relation to merit based on achievement relative to opportunity. A representative from the Equity & Diversity unit has right of audience to these processes to ensure that this process is equitable.</p> <p>We have ensured that the initiatives such as study leave, First Nations Staff Study Support Scheme and the Postgraduate Support Scheme are available to those who are on fixed-term contracts, as opposed to only those that are continuing. Study leave is available to women and men to a maximum of 4 hours per week for study to enhance their professional development and career progression.</p> <p>In addition, we regularly review our policies, procedures, and schemes to ensure that they are equitable. Information relating to the most recent review of the Academic Promotions process is included in 1.5.</p> <p>Charles Sturt currently has in place a 'Return to Research' funding scheme which is an example of a career-enhancing opportunity offered at the University to both men and women, equitably. This scheme is designed to facilitate a return to active research for staff within all Faculties, after a successful trial in the Faculty of Science. This is targeted at staff who have taken a significant career break for reasons including, but not limited to, maternity or paternity leave, extended sick leave, carers leave or other circumstances that have required a break from their research activities. Funding can be used to support activities such as external grant submission, data collection and analysis. The maximum individual request is \$5,000. A final report will be required from successful applicants.</p>
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Accountability

1.10 Your organisation must hold managers accountable for contributing to the implementation of its gender equality strategy. Please confirm this has occurred in the past two years by ticking (✓) Yes below, and by ticking(✓) the corresponding boxes on the right:	
	How has your organisation held managers accountable in the past two years?

<input checked="" type="checkbox"/> Yes	a. Gender equality performance improvement targets are included in annual manager performance reviews	
	b. Business unit managers are required to develop business plans that are aligned to the gender equality strategy	
	c. Business unit managers are required to report to the organisation's gender equality oversight body on a regular basis on the progress of their business unit's gender equality plan	
	d. Other key performance indicators (provide details): <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>The University has a total of 15 indicators, of which we consider 8 to be Key Performance Indicators (KPIs) and 7 Performance Indicators (PIs). KPIs are indicators recommended as being of critical importance to be evaluated against, and PIs are indicators in which are considered to be important in terms of our overall obligations.</p> <p>One of these KPI's is: Achieve gender equality by 2022 (relating to 50% proportion of senior staff identifying as female). Senior staff is defined as Level 10>, Academic D,E, DVC's, VC.</p> <p>Managers as a result must abide by the Staff Recruitment Guidelines – Targeting Women for Senior Positions when advertising.</p> <p>One action within the Workplace Gender Equity Strategy 2018-2022 that managers are responsible for is 100% of Senior Staff to be trained in Unconscious Bias and Inclusivity training.</p> <p>In developing our University Strategy 2030 and defining our success measures, we have reviewed and aligned our organisational and strategic key performance indicators (KPIs). We will create a rhythm of regular KPI reporting as we execute our strategy. The Vice-Chancellor is accountable to our University Council for these and will be reporting regularly. The Vice-Chancellor's Leadership Team is accountable to the Vice-Chancellor and will report, review, and action these regularly. Aligning objectives with our 2030 strategic priorities, connects the objectives of our people with the collective achievement of our University purpose, vision, and strategy. The objectives within EDRS Manager have been refreshed to help managers support their teams in making the link between individual objectives and how we achieve our 2030 strategy together.</p> </div>	

1.11 Your organisation's governing body must be provided with a copy of the completed EOCGE application, and all supplementary information, once submitted. Confirm your applications below were provided to your governing body by ticking (✓) Yes and providing the dates when this occurred:

	→ Provide the date of the governing body meeting where the 2019-20 application was tabled:	→ Provide the date of the governing body meeting where this 2021-23 application has been/will be tabled:
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<input checked="" type="checkbox"/> Yes	12th November 2019	TBC
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b. If you have additional information in relation to any of the areas in Focus Area 1, please provide in the text box below:

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Future certification changes

Please tick (✓) the box below to acknowledge that this will become a new requirement in Focus Area 1 for subsequent applications:

- ☒ From 2022-24 applications (those due in 2022), superannuation must be paid on your employer funded paid parental at the employee's full salary AND on the government funded paid parental leave at the minimum wage.

Focus Area 2: Developing a gender balanced workforce

This focus area recognises that the Australian workforce is highly segregated by industry and occupation.

Organisations need robust, targeted learning and development, talent identification and leadership programs to support women's progress through the leadership pipeline, and provide career opportunities across all levels of the workforce for women and men.

Learning and development

2.1 Your organisation must have a formal policy or formal strategy that includes learning and development (including leadership and/or career development training) for women and men. Confirm this is in place by ticking (✓) Yes and the relevant boxes below:

☒

Yes

Indicate which of the following is in place:

☒

Formal policy

☒

Formal strategy

2.2 Your organisation must discuss career learning and development options with your permanent workforce and long-term casuals, and where appropriate, provide the opportunity for learning and development plans to be put in place. Confirm this occurs by ticking (✓) Yes below:

☒

Yes

2.3 Your organisation must provide FORMAL leadership development programs to women and men, both full-time and part-time, and track how many have participated in these programs, every 12 months. Complete the table below to confirm this occurred for each of the past two years that you have held the citation. *

** ALERT: if you were only able to provide this in one of the two years since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)*

☐

Yes

2019-20

Leadership Development Program	How many employees participated in 2019-20*			
	Women		Men	
	Full-time	Part-time	Full-time	Part-time
Formal sponsorship programs	X	X	X	X
Formal mentoring programs	19	2	28	2

Formal leadership network programs	x	x	x	x
Other – provide name: Gartner – Manager Success	86	8	32	2
Other – provide name: Leading Our Way	215	8	133	3
Other – provide name: Graduate Certification of University Leadership and Management	16	0	3	0

2.3.1 Were there fewer women than men or no part-time employees listed in any of the formal leadership development programs above? If yes, provide an explanation why:

With the mentoring program, it depends on who is willing to put up their hands to participate. The numbers fluctuate depending on the commitments of individuals every year. The 2020-21 numbers in the mentoring program reflect the fluctuation year to year.

With the Graduate Certificate of University Leadership and Management, everyone who applies is accepted into the course. Unfortunately, no part-time staff applied in 2019-20 in this program, perhaps due to the workload of the individuals. Should this program run in the future, part-time staff will be explicitly invited to apply.

2020-21

Leadership Development Program	How many employees participated in 2020-21 *			
	Women		Men	
	Full-time	Part-time	Full-time	Part-time
Formal sponsorship programs	x	x	x	X
Formal mentoring programs	27	1	26	2
Formal leadership network programs	x	x	x	X
Other – provide name: Gartner - Manager Success	55	2	21	1
Other – provide name: Leading For The Future	23	0	27	0

2.3.2 Were there fewer women than men or no part-time employees listed in any of the formal leadership development programs above? If yes, provide an explanation why:

Leading for the Future is a pilot group aimed predominately at Heads of School for this round. Additional Professional/General staff who play a role in directly supporting the key activities of these portfolios were also included. Future rounds will be rolled out in the future, and part-time staff will be explicitly invited to participate should their role align with the priorities of the program round.

Workforce targets – managers

2.4 Your organisation must set numerical targets with timeframes to improve the representation of women in any manager category where their representation is less than 40%.					
<p>a) Provide details below of all manager categories and targets set where the current representation of women is less than 40%.</p> <p>b) Also, add information from your 2019-20 application to track progress of targets set for women in manager categories, where applicable.</p>					
<p>2.4.1 Does your organisation have manager categories where the representation of women is less than 40%, and/or did you include manager categories and targets in your 2019-20 application? Tick (✓) relevant box below:</p>					
<input type="checkbox"/> Yes, provide details of those manager categories and the targets set in the table below			<input checked="" type="checkbox"/> No, proceed to Q2.4.2		
Manager category where target set	% women in 2019-20 (% / NA)	% women target in 2019-20 (% / NA)	% women currently	If % of women remains less than 40%, what is the current % target?	What year is the target to be reached?
E.g. KMP	32%	36%	34%	35%	2023
<p>2.4.1.a If progress has not been made between 2019-20 and now for any of the above manager categories, please explain why:</p> <div style="border: 1px solid black; height: 30px; margin-top: 10px; padding: 5px;">N/A</div>					
<p>2.4.2 Does your organisation have manager categories where the representation of women is above 40%? Tick (✓) relevant box below:</p>					
<input checked="" type="checkbox"/> Yes, provide details below of all manager categories where the representation of women is above 40%			<input type="checkbox"/> No, our organisation has no manager categories where the representation of women is above 40% - - proceed to Q2.5		
Manager category where % of women is greater than 40%			Current % of women	If the % of women drops below 40%, tick below to confirm a target will be set	
1	KMP		60%	-	
2	GM		46%	-	
3	SM		50%	-	

4	OM	64%	-
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Workforce targets – non-managers

2.5 Your organisation must set targets with timeframes to improve the representation of women in non-manager categories where their representation is less than 40%.					
<p>a) Provide details below of all non-manager categories and targets set where the current representation of women is less than 40%.</p> <p>b) Also, add information from your 2019-20 application to track progress of targets set for women in non-manager categories, where applicable.</p>					
<p>2.5.1 Does your organisation have non-manager categories where the representation of women is less than 40%, and/or did you include non-manager categories and targets in your 2019-20 application? Tick (✓) relevant box below:</p>					
<div> <input checked="" type="checkbox"/> Yes, provide details of those non-manager categories and the targets set in the table below <input type="checkbox"/> No, proceed to Q2.5.2 </div>					
Non-manager category where target set	% women in 2019-20 (% / NA)	% women target in 2019-20 (% / NA)	% women currently	If % of women remains less than 40%, what is the current % target?	What year is the target to be reached?
E.g. Labourer	32%	36%	34%	35%	2023
1 Labourers	NA	NA	13%	20%	2023
<p>2.5.1.a If progress has not been made since your 2019-20 application and now for any of the above non-manager categories, please explain why:</p> <div>N/A</div>					
<p>2.5.2 Does your organisation have non-manager categories where the representation of women is above 40%? Tick (✓) relevant box below:</p>					
<div> <input checked="" type="checkbox"/> Yes, provide details below of all non-manager categories where the representation of women is above 40% <input type="checkbox"/> No, our organisation has no categories where the representation of women is above 40% - proceed to Q2.6 </div>					
Non-manager category where % of women is greater than 40%	Current % of women		If the % of women drops below 40%, tick below to confirm a target will be set		
1 Professionals	61%		✓		

2	Technicians and Trades Workers	47%	✓
3	Community and Personal Service Workers	86%	✓
4	Clerical and Administrative Workers	80%	✓
5	Sales Workers	80%	✓

2.6 Your organisation must set numerical targets with timeframes to improve the representation of men in non-manager categories where their representation is less than 40%.

- a) Provide details below of all non-manager categories and targets set where the current representation of men is less than 40%.
- b) Also, add information from your 2019-20 application to track progress of targets set for men in non-manager categories, where applicable.

2.6.1 Does your organisation have non-manager categories where the representation of men is less than 40%, and/or did you include non-manager categories and targets in your 2019-20 application? Tick (✓) relevant box below:



Yes, provide details of those non-manager categories and the targets set in the table below



No, proceed to 2.6.2

Non-manager category where target set		% men in 2019-20 (% / NA)	% men target in 2019-20 (% / NA)	% men currently	If % of men remains less than 40%, what is the current % target?	What year is the target to be reached?
E.g. Nurse		32%	36%	34%	35%	2023
1	Professionals	NA	NA	39%	40%	2023
2	Community and Personal Service Workers	NA	NA	14%	20%	2023
3	Clerical and Administrative Workers	NA	NA	20%	30%	2023
4	Sales Workers	NA	NA	20%	30%	2023

2.6.1.a If progress has not been made since your 2019-20 application and now for any of the above non-manager categories, please explain why:

N/A

2.7 Your organisation must set targets for internal and external recruitment shortlists where the representation of women at ANY level of management is less than 40%. Please confirm this occurs by ticking (✓) the relevant box below:

☐ Yes

☒ N/A – targets are not required as the representation of women across all levels of management is at least 40%

Targets – governing body

2.8 Where your organisation has control over its governing body appointments, and control over other governing bodies (for example subsidiaries), a selection policy or strategy, and numerical targets with timeframes must be set to improve the representation of women, where it is less than 40%.

After submission of your first application under this citation, your renewal application (two years later) must show progress against targets (over the prior two-year period). If targets are not met, you will have an opportunity to explain why.

Confirm name of organisation submitting this application:

Charles Sturt University

a) Does this organisation have control over governing body appointments of ALL the organisations covered in this application? Please tick (✓) the applicable box below:

☒ Yes

☐ No, it has control only over SOME of the organisations included in this application. Provide the names of those organisations whose governing body appointments you do not have control over and explain why:

☐ No, please provide details why your organisation does not have control over appointments to ALL the governing bodies/boards in this application:

b) For all organisations included in this application where your organisation has control over their governing body, complete the table below.

c) Also, add information from your 2019-20 application where the representation of women was less than 40% and a target set (where progress has not been made, you will have an opportunity to explain why below):

Organisation name	Data from 2019-20 application (NA if not applicable)	Current % of women *	Current % target if	What year is target to
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	% women on governing body in 2019-20	% target set in 2019-20		less than 40% (% / NA)	be reached?
1. University Council	NA	NA	50%	N/A	N/A

* If the current % of women is 40% or more, please confirm that a target will be set if this drops below 40%. Tick (✓) Yes below:

☒ Yes

d) If progress has not been made since your 2019 -20 application and now, please explain why:

N/A

e) Confirm there is a formal selection policy or a formal selection strategy designed to promote gender equality in place for ALL these governing bodies by placing a tick (✓) against the applicable box:

☐ Formal policy

☒ Formal strategy

2.8.1 The following questions relate to governing bodies outside of your submission group.

Do you have control of appointments to the governing body of organisations outside of this submission group? Tick (✓) the relevant box below:

☐ Yes

☒ No

a) If Yes, complete the table below by adding all organisations outside of this submission group over which your organisation has control over their governing body.

b) Also, from your 2019-20 application, provide information to track progress on governing bodies where the representation of women was less than 40% and a target set (where progress has not been made, you will have an opportunity to explain why below):

Organisation name	Data from 2019-20 application (NA if not applicable)		Current % of women *	Current % target if less than 40% (% / NA)	What year is target to be reached?
	% women on governing body in 2019-20	% target set in 2019-20			
1.					

* If the current % of women is 40% or more, please confirm that a target will be set if this drops below 40%. Tick (✓) Yes below

☒ Yes

c) If progress has not been made since your 2019-20 application and now, explain why:

N/A

d) Confirm there is a formal selection policy or a formal selection strategy designed to promote gender equality in place for ALL these governing bodies by placing a tick (✓) against the applicable box below:

☐ Formal policy

☐ Formal strategy

2.8.2 Does your organisation have control over the governing body of any organisations outside of this submission group, but have no control over appointments for this governing body/bodies? Tick (✓) the relevant box below:

☐ Yes ☒ No

i. If Yes, explain why your organisation has no control over appointments for this governing body/bodies:

N/A

ii. If Yes, has your organisation taken other actions to improve gender balance on these governing bodies? Tick (✓) the relevant box below:

☐ Yes

☐ No

If Yes, provide details:

N/A

Gender segregation

2.9 Your organisation must address gender segregation challenges in your organisation and/or industry. In the past two years, what gender segregation challenges within your organisation and/or industry have been identified and addressed?

a. How does gender segregation impact your organisation and/or industry?

Gender segregation has been highlighted as an issue within the Education and Training sector by WGEA, listing the number of female employees in 2021 as 63.7%.

The gender representation at Charles Sturt is 65.8% female which is slightly higher than the average sector. The regional context in which Charles Sturt is based may have an influence on this.

It is important to note that the percentage of women at Charles Sturt University has remained relatively steady over the past 5 years and has not increased. However, the percentage of females in senior positions, which is highlighted by WGEA as a major issue even within the female-dominated industries, has increased approximately 12% over the last 5 years at Charles Sturt University.

While work needs to be done within the organisation to further address the issues relating to gender segregation, industry wide consideration needs to be undertaken to effectively reduce the impact.

b. What measures have you implemented to improve gender balance in your organisation?

Athena SWAN is an accreditation framework to address gender equity and gender segregation in science, technology, engineering, mathematics and medicine disciplines (STEMM) in higher education and research. Established in the UK in 2005, Athena SWAN has a proven reputation for creating a gender inclusive workplace. In Australia, Athena SWAN is run by Science in Australia Gender Equity (SAGE), a partnership between the Australian Academy of Science and the Australian Academy of Technology and Engineering.

Charles Sturt was awarded an Athena SWAN Bronze Institutional Award in December 2018 and is one of the first Australian universities to receive this prestigious award. Following a two-year application period conducted by a Self-Assessment Team (SAT) involving more than 30 staff from across the institution, our application outlines 43 actions, developed to reduce gender inequity not only in STEMM but across the institution. Charles Sturt is an active member of the SAGE Regional Committee to continue to share knowledge, experiences and insights to other institutions. The action plan is being driven and actioned by a key working group of Charles Sturt University staff and overseen by the Equity and Diversity Committee, a direct committee of the Vice-Chancellor.

Charles Sturt continues to implement the Workplace Gender Equity Strategy 2018-2022 which contains key actions relating to gender segregation, particularly through representation of gender on committees, profiling senior women in STEMM disciplines and improving representation of gender diversity in male dominated areas.

It is also important to recognise that Charles Sturt provides courses to students in areas that are female dominated industries such as childcare, nursing and social work. With the current measures we have mentioned, we are able to see a gradual shift in the thinking relating to the obvious gender segregation in various sectors.

Through the review of the Academic Promotions process, a discipline statement is included in all applications for the promotions panel to consider, which gives current statistics on the gender profile of the profession/industry, higher education sector, and Charles Sturt.

Charles Sturt have also published several Insight articles relating to gender norms and gender segregation:

- Gender norms: hope among the complexity and adversity - <https://insight.study.csu.edu.au/gender-norms/?fbclid=IwAR0y0RLxS9KFJxg2FzywABoyIMFnYjYex4GIR8Spo5Ym8OSHsVdLkU10lw>
- Male nurses in Australia: how they're changing perceptions - <https://insight.study.csu.edu.au/male-nurses/> We also profiled a male nurse through social media - <https://www.facebook.com/charlessturtuni/posts/10160409505088916>
- Women at university: celebrating women at Charles Sturt - <https://insight.study.csu.edu.au/balance-for-better-celebrating-women-at-csu/>
- Skills Week highlights the need for gender equity and inclusion in trades - <https://news.csu.edu.au/opinion/skills-week-highlights-the-need-for-gender-equity-and-inclusion-in-trades>
- Charles Sturt celebrates women in engineering - <https://news.csu.edu.au/in-brief/charles-sturt-celebrates-women-in-engineering>
- Diversity the driving forces behind policing our communities - <https://news.csu.edu.au/latest-news/diversity-the-driving-force-behind-policing-our-communities>
- NSW Minister to visit Charles Sturt in Bathurst - <https://news.csu.edu.au/latest-news/nsw-minister-to-visit-charles-sturt-in-bathurst>
- Here's hoping more women will soon join me as a leader in science - <https://news.csu.edu.au/opinion/heres-hoping-more-women-will-soon-join-me-as-a-leader-in-science> and related Facebook video - <https://www.facebook.com/charlessturtuni/posts/10160874025273916>

c. Where have you made progress and what were/are the biggest challenges?

We have recently achieved the University KPI of 50% of Senior Staff identifying as female and have seen a gradual increase of gender composition of University Committees.

In addition, Charles Sturt recently appointment Professor Renee Leon as Vice-Chancellor, the first for the University. Professor Renée Leon started as Vice-Chancellor of Charles Sturt University on 1st September 2021.

2.10 If you have additional information in relation to any of the areas in Focus Area 2, please provide in the text box below:

Future certification changes

By ticking (✓) the box below, you acknowledge that this requirement in Focus Area 2 is in place for subsequent applications:

☒

Subsequent applications will need to show progress against the targets covered in this section for the two-year period between applications. If targets have not been met, you will have an opportunity to explain.

Focus Area 3: Gender Pay Equity

This focus area recognises an organisation's commitment to i) equal pay (like-for-like pay gaps), and ii) the gender pay gap (overall, organisation-wide pay gap).

Understanding the gender pay gap is confusing. Typically, when an employer declares that there is no gender pay gap in their organisation, they are referring to the fact that they pay women and men equally for the same or similar roles. However, when the gender pay gap is published nationally, or WGEA refers to the gender pay gap, we are referring to the overall, organisation-wide pay gap.

Equal pay (like-for-like pay gaps)

Equal pay is the concept of women and men being paid the same for performing the same role or different work of equal or comparable value. In Australia, this has been a legal requirement since 1969. If an organisation has like-for-like pay gaps, it means they are not paying their employees lawfully.

In determining if two employees are performing the same or comparable work, some things to consider are whether employees are at the same performance standard, and whether they are being paid a premium for scarce skills.

Gender pay gap (the overall, organisation-wide pay gap)

The gender pay gap is different to equal pay and is not the difference between two people being paid differently for the same or similar job, which is unlawful. The gender pay gap at an overall, organisation-wide level, measures the difference between the average earnings of women and the average earnings of men across the whole organisation and expresses the difference as a percentage.

The gender pay gap is caused by a range of social and economic factors that combine to reduce women's earning capacity over their lifetime. These include:

- 10.1 discrimination and bias in hiring, pay decisions and promotions
- 10.2 women and men working in different industries and different jobs, with female-dominated industries and jobs attracting lower wages
- 10.3 women's disproportionate share of unpaid caring and domestic work
- 10.4 high rates of part-time work for women
- 10.5 lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles, which affects women's career progression opportunities
- 10.6 women's greater time out of the workforce for caring responsibilities which impacts their career progression and opportunities.

The gender pay gap also reflects gender segregation in the workplace. If more men are in higher paid positions and more women in lower paid positions, there is a gender pay gap in favour of men.

An analysis that assesses the value of roles (in terms of skills, knowledge, responsibility, effort and working conditions), reveals that female-dominated roles are undervalued when compared with roles that are male-dominated.

Closing the gender pay gap requires organisations to take a multi-faceted approach, the components of which are captured under this criterion.

Pay equity strategy and policy

Before commencing Focus Area 3, please tick (✓) both boxes below to confirm you have read the explanations of equal pay and the gender pay gap:

- ☒ Equal pay is where women and men are paid the same for performing the same role or different work of equal or comparable value. In Australia, this has been a legal requirement since 1969. If an organisation has like-for-like pay gaps, it means they are not paying their employees lawfully.
- ☒ The gender pay gap at an overall, organisation-wide level, measures the difference between the average earnings of women and the average earnings of men across the whole organisation and expresses the difference as a percentage.

3.1 Your organisation must have a formal remuneration policy AND formal remuneration strategy that contain specific gender pay equity objectives. Confirm these are in place by ticking (✓) the relevant box below:

☐

Yes, these are contained in our policy and strategy

OR,

☒

Yes, our gender pay equity objectives are contained within an award/industrial or workplace agreement

3.1.1 What gender pay objectives are included? (If none of the following are included, you must select OTHER and provide details of the objectives in place). Tick (✓) the applicable boxes below:

	Yes	No
a. To achieve gender pay equity	✓	
b. To be transparent about pay scales and/or salary bands	✓	
c. To ensure managers are held accountable for pay equity outcomes		
d. To implement and/or maintain a transparent and rigorous performance assessment process	✓	
e. To ensure no gender bias occurs at any point in the remuneration review process (e.g. at commencement, at annual salary reviews, out-of-cycle pay reviews, and/or performance pay reviews)	✓	

f. Other objective not listed – provide details:

Charles Sturt has introduced a three hour Unconscious Bias and Inclusivity training package, with the KPI of 100% of Senior Staff to be trained by the end of 2020. This fits within both the Workplace Gender Equity Strategy 2018-2022 and the Athena SWAN Action Plan. This has been achieved.

Pay gap analysis

3.2 Your organisation must complete a gender pay gap analysis of all its workforce annually to ensure that women and men receive equal pay, and to determine if you have a gender pay gap; this must be carried out in a number of areas. *

** ALERT: if you were unable to complete this for both years since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)*

☒ Yes

3.2.1 Please confirm your organisation completed the analysis described below in at least one of the years since your 2019-20 application. Please tick (✓) one of the three boxes in point a), and confirm all options in point b):

<p>o Analysis of ALL the workforce to determine if there was a gender pay gap (overall, organisation-wide)</p>	<p><input checked="" type="checkbox"/> Yes, this analysis occurred in 2019-20 and 2020-21</p> <p><input type="checkbox"/> No, this analysis occurred only in 2019-20</p> <p><input type="checkbox"/> No, this analysis occurred only in 2020-21</p>
<p>o Your analysis must have included the areas on the right, confirm this occurred by ticking (✓) Yes:</p>	<p>i. Our pay gap analysis was conducted by gender for full-time and part-time employees</p> <p><input checked="" type="checkbox"/> Yes</p> <p>ii. Our pay gap analysis included the following:</p> <ul style="list-style-type: none"> • Base salary <input checked="" type="checkbox"/> Yes • Total remuneration, including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation <input checked="" type="checkbox"/> Yes • Performance pay <input checked="" type="checkbox"/> Yes • Starting salaries <input checked="" type="checkbox"/> Yes • Annual salary increases <input checked="" type="checkbox"/> Yes • Salaries on promotion <input checked="" type="checkbox"/> Yes

Pay gap actions and targets

3.3 Your organisation must meet its legal requirement to eliminate all salary differences between women and men who are performing the same work, or work of a comparable value (equal pay, previously known as like-for-like roles), for base salary AND total remuneration. Confirm this has occurred by ticking (✓) Yes below:

☒ Yes

3.4 The following information relates to your organisation's gender pay gap (overall, organisation-wide gap):

- Complete the table below, providing gender pay gap information for each organisation included in this application.
- Also, add information from your 2019-20 application for all the organisations you included that had a gender pay gap and target, to determine if progress has been made.

Organisation name	2019-20 application: % target for org-wide pay gap	Year 2019-20 target was to be reached	Current org-wide gender pay gap % (as reported to WGEA) *	Current % target for org-wide pay gap	What year is target to be reached?
1. Charles Sturt	10%	2022	9.9%	8%	2023

3.4.1 Has your organisation-wide gender pay gap reduced since your 2019 EOCGE application? Tick (✓) the relevant box below:

☒ Yes ☐ No

2 If no, explain below why progress against the target has not occurred since your last application:

N/A

* If the pay gap figure reported to WGEA is different to your current, internally calculated organisation-wide gender pay gap for total remuneration, please provide your internally calculated pay gap figure below, and explain why they are different:

Both the same.

3.4.2 Your organisation must take other actions, in addition to targets, to reduce your gender pay gap (overall, organisation-wide). Confirm this has happened in the past two years by ticking (✓) the second 'Yes' below *:

** ALERT: if you were unable to meet this criterion since your 2019-20 application due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)*

- ☐ Yes we are seeking an exemption, OR
- ☒ Yes other actions have been taken, as detailed below:

Senior staff trained in unconscious bias and inclusivity
Proportion of senior staff to identify as female
Increase of females within STEM disciplines
A specific item within the Athena SWAN Action Plan are currently working to identify the reasons contributing to the pay gap, including: Undertake gender remuneration analysis at the organisational unit/departmental level, consulting staff to understand the personal value placed on part-time employment and examining the effect of starting step on pay gap; A report and recommendations submitted to Equity & Diversity Committee which reports directly to the Vice-Chancellor.
The previous Vice-Chancellor Professor Andrew Vann was a registered Pay Equity Ambassador, and we are currently exploring the most suitable nominee since his departure.

Remuneration reviews

3.5 Women and men on primary carer's leave must be included in your organisation's annual reviews of salaries and annual bonus payments. Confirm this occurs by ticking (✓) Yes below:

☒ Yes

3.6 Your organisation must analyse and compare the results of performance reviews by gender. Confirm this occurs by ticking (✓) the relevant boxes:

- ☒ Yes
- ☐ Our organisation does not conduct performance reviews, but the analysis of employees' work to determine outcomes is analysed by gender (e.g. bonuses, movement to a higher increment, etc)
- ☐ Our organisation does not conduct performance reviews or equivalent, as any bonus or employee movement is automatic

3.7 If you have additional information in relation to any of the areas in Focus Area 3, please provide in the text box below:

Future certification changes

By ticking (✓) the box below, the applicant acknowledges that this requirement in Focus Area 3 is in place for subsequent applications:

☒

Subsequent applications will need to show progress against the targets provided in this section covering the two-year period between applications. If objectives have not been met, you will have an opportunity to explain.

Focus Area 4: Support for Caring

This focus area covers an organisation's initiatives and programs to support your workforce (including Partners in Partnership structures) with caring responsibilities, including but not restricted to parenting. It covers access to parental leave for women and men, return to work from parental leave and measures to support those with elder or disability care responsibilities.

Caring strategy and policy

4.1 Your organisation must have a formal policy AND formal strategy that supports those who have family or caring responsibilities. Confirm this, and the related requirements below, are in place by ticking (✓) the relevant boxes below:	
a. A formal policy and strategy supporting employees with family or caring responsibilities are in place and available to all the workforce (including Partners in Partnership structures)	✓
b. It covers support for employees who return to work from parental leave	✓
c. It covers support for parents at all stages of their children's lives	✓
d. It covers support for employees with eldercare responsibilities	✓
e. It covers support for employees with caring responsibilities for those with a disability	✓

Parental leave

4.2 Your organisation must have the following employer-funded parental leave provisions in place for PRIMARY carers. For each requirement below, confirm it is in place by ticking (✓) each box below:	
a. At least eight weeks of employer-funded paid parental leave at full pay is provided for primary carers who are permanent employees (and Partners in Partnership structures) How many weeks of employer-funded paid parental leave do you offer? <div>26</div>	✓
b. The scheme is paid in addition to the government scheme (not just topping up the government-funded scheme)	✓
c. The employer-funded paid parental leave includes superannuation	✓
d. The scheme is available under any circumstances where there is a new baby e.g. adoption, same-sex couple, surrogacy. This must also be available for parents of a stillborn baby	✓

e. There is no requirement for anyone to repay any portion if they do not return to work	✓
f. The amount of leave available to women is equally available to men	✓
g. There is flexibility in how this can be taken (e.g. part-time for part of the paid duration)	✓

4.3 Your organisation must have the following parental leave provisions in place for SECONDARY carers. For each requirement below, confirm these are in place by ticking (✓) each box below:

h. At least three weeks of employer-funded paid parental leave at full pay is provided for secondary carers who are permanent employees (and Partners in Partnership structures)	✓
a. The scheme is paid in addition to the government-funded scheme (not just topping up the government-funded scheme)	✓
b. The scheme is available under any circumstances where there is a new baby e.g. adoption, same-sex couple, surrogacy. This must also be available for parents of a stillborn baby	✓
c. There is no requirement for anyone to repay any portion if they do not return to work	✓
d. The amount of leave available to women is equally available to men	✓
e. There is flexibility in how this can be taken (e.g. part-time for part of the paid duration)	✓

4.4 There must be no eligibility period to access eight weeks of primary carer's leave (the minimum EOCGE requirement), and three weeks of secondary carer's leave, AND if you offer more than eight weeks of primary carer's leave, the remainder must be made available once the employee's probationary period ends. Confirm this occurs by ticking (✓) Yes:

☒ Yes

4.5 Your organisation must actively encourage men to take parental leave. Confirm this occurs by ticking (✓) Yes:

☒ Yes

4.5.1 How did your organisation actively encourage men to take parental leave in the past 24 months? Please tick (✓) the applicable boxes below (at least one must be selected):

a. Managers encouraged men in their teams to take parental leave	
b. Published case studies about men who took parental leave in internal or external publications (e.g. on the intranet or the organisation's website)	✓

c. Provided education, resources or coaching for line managers to ensure they understood the business case for encouraging men to take parental leave	✓
<p>a. Other - provide details:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>To mark Father's Day in 2020, the Interim Vice-Chancellor John Germov posted the following message (07/09/2020) to all staff via the internal intranet:</p> <p>"Father's Day 2020"</p> <p>Message:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Attached Link:</p> </div> <div style="width: 65%;"> <p>Father's Day was celebrated across Australia on 6th September. Father's Day is an annual celebration that honours fathers and celebrates fatherhood, paternal bonds, and the influence and importance of fathers in our society. We understand that everyone's journey is different, and there is not a one-size-fits-all approach to parenthood, but everyone's journey matters.</p> <p>Charles Sturt is committed to providing a flexible, supportive, inclusive, and accessible work and study environment for staff and students with family or caring responsibilities. And so, whilst work and study may sometimes feel as if it overtakes us, I encourage everyone to stop and reflect on making other aspects of their lives a priority.</p> <p>Information that may be of interest to families relating to leave arrangements such as purchased leave, special leave, personal leave, leave without pay, change of fraction, remote work and flexible arrangements can be found on the Division of People & Culture webpage: https://www.csu.edu.au/division/people-culture/current-staff/my-employment/leave/parental-leave.</p> <p>Research by the Workplace Gender Equality Agency highlights that on average, men are not utilising these conditions and entitlements to their full potential. Although the designation of primary and secondary carer roles is not defined by gender at Charles Sturt, the uptake of parental leave by men is very low.</p> <p>I would like everyone to think about the flexibility that is available to parents and would actively encourage all employees to utilise the working arrangements available to them in order to create and maintain a positive work-life balance.</p> </div> </div> </div>	

<p>4.6 Your organisation must track the following metrics relating to paid parental leave annually. Confirm this has occurred by ticking (✓) the relevant boxes below:</p>	
<p>a. Utilisation of parental leave by women and men (manager and non-manager):</p>	<div style="display: flex; align-items: center;"> <input checked="" style="margin-right: 10px;" type="checkbox"/> <p>Yes, this occurred in 2019-20 and 2020-21</p> </div>

b. Return to work of women and men following parental leave:	<input checked="" type="checkbox"/> Yes, this occurred in 2019-20 and 2020-21
c. Promotions during parental leave:	<input checked="" type="checkbox"/> Yes, this occurred in 2019-20 and 2020-21
d. Voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave:	<input checked="" type="checkbox"/> Yes, this occurred in 2019-20 and 2020-21

4.7 Your organisation must have an action plan to maximise the rate of return to work from parental leave (paid or unpaid) that includes the following. Confirm these are included by ticking (✓) the relevant boxes below:

a. Keep-in-touch program while on parental leave	✓
b. On-boarding support	✓
c. Tracking the reasons why, where applicable, women and men who return from parental leave do not return to their original role and to which role they return	✓

Other support mechanisms

4.8 Your organisation must have support mechanisms in place, other than leave, for those with family or caring responsibilities, including elder care and disability care. From the list below tick (✓) the boxes of those support mechanisms that are in place, and/or provide details under "Other":

a. Communicating widely on the importance of supporting parents and carers	✓
b. Information packs to support new parents and/or those with elder care responsibilities	✓
c. Training for managers on how to support employees with these responsibilities	✓
d. Conducting education seminars on the various stages of parenting and caring specifically targeted to both men and women	
e. Providing access to online webinars/podcasts with expert advice on parenting and caring	
f. Providing access to concierge services/referral services to support families in finding available childcare, aged care or disability care	
g. Providing financial assistance for the cost of care	✓
h. Providing subsidised carer assessments to support families looking for care options for their loved ones	
i. Support for securing school holiday care	

j. Coaching for employees on returning to work from parental leave	
k. Other - provide details:	
<div style="border: 1px solid black; padding: 5px;"> On-site childcare Breastfeeding facilities </div>	

Family and domestic violence support

4.9 Your organisation must have a formal policy or formal strategy to support those who are experiencing family or domestic violence. Confirm this is in place by ticking (✓) the relevant boxes:	
4.9.1 What does your organisation have in place?	<input checked="" type="checkbox"/> Formal policy <input type="checkbox"/> Formal strategy
4.9.2 Select what support your organisation provides:	<input checked="" type="checkbox"/> Providing paid or unpaid leave <input checked="" type="checkbox"/> Providing an employee assistance program <input checked="" type="checkbox"/> Training key staff <input checked="" type="checkbox"/> Including a domestic violence clause in enterprise agreement or equivalent <input checked="" type="checkbox"/> Referring to domestic violence support services for expert advice <input type="checkbox"/> Other - provide details: <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Charles Sturt offers 15 days domestic violence leave, higher than the national average, with a possibility of 5 extra days at discretion of the manager. </div>

4.10 If you have additional information in relation to any of the areas in Focus Area 4, please provide in the text box below:
<div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>On May 18th 2020, Charles Sturt presented alongside Griffith University on 'Supporting employees experiencing Family and Domestic Violence (during COVID-19)' with over 90 participants. This was a SAGE Webinar.</p> <p>On the 14th July 2021, Charles Sturt held a seminar on <i>Violence against Women in Regional and Rural Areas</i>. The presenters of the seminar were practitioners and advocates from regional and rural areas. Over 120 participants from all across Australia, academic institutions as well as community organisations. News article: https://news.csu.edu.au/in-brief/webinar-will-tackle-violence-against-women-in-regional-australia / Recording: https://www.youtube.com/watch?v=oDoFx-N2jll</p> </div>

Future certification changes

By ticking (✓) the boxes below, the applicant acknowledges that these requirements in Focus Area 4 are in place for subsequent applications from 2022-23 (applications submitted in 2022):

☒

Superannuation must be paid on your employer funded paid parental leave at the employee's full salary AND on the government-funded paid parental leave at the minimum wage (it is a current requirement for superannuation to be paid on an employee's full salary).

☒

If your employer-funded paid parental leave is less than 18 weeks (the amount provided by the government-funded scheme), superannuation must also be paid on the difference at the minimum wage.

☒

Four weeks of paid parental leave will be required to be offered to secondary carers.

Focus area 5: Mainstreaming flexible working

This focus area assesses an organisation's support of flexible working arrangements. It recognises that successful implementation of flexibility needs visible leadership commitment as well as skills and support for managers and the workforce in general.

Flexible working strategy and policy

5.1 Your organisation must have a flexible working policy AND strategy in place and include the following. Confirm these are in place by ticking (✓) Yes below:	
i. A business case for flexible working endorsed at the leadership level that is communicated to all your workforce (including Partners in Partnership structures)	<input checked="" type="checkbox"/> Yes
ii. Manager accountability for flexible working is in place (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons)	<input checked="" type="checkbox"/> Yes
iii. Your organisation's approach to flexibility is integrated into client/customer interactions. Tick (✓) the relevant box: <div><input type="checkbox"/> Yes</div> <div><input checked="" type="checkbox"/> No, because the organisation does not interact directly with clients or customers so this is not relevant</div> a. If yes, describe how the organisation has worked with clients/customers to challenge assumptions that the work cannot be done flexibly: <div></div> b. If yes, describe the outcome of these efforts: <div></div>	
iv. Flexible working must be promoted throughout your organisation, to women and men, regardless of caring responsibilities, and to prospective employees. Explain how flexible working is promoted:	

Fact sheets regarding various types of flexible arrangements, how to apply, and information for managers are available on the Division of People and Culture website on a dedicated page for all staff to access.

Charles Sturt highlights key leaders who undertake flexible working conditions on the website, from different faculties and divisions, encouraging others to do the same.

The increased promotion of flexibility is a key strategy contained in the Workplace Gender Equity Strategy (2018-2022) which involve multiple actions to be implemented by the end of 2022.

The People and Culture Service Centre is available and regularly receive queries from managers regarding specific requests relating to flexibility. If requested, training can be conducted by the Service Centre on this topic.

Charles Sturt also offers informal flexible hours of work, compressed working weeks and time in lieu.

One of the case studies contained within the Unconscious Bias and Inclusivity Training package includes reference to flexible working arrangements and challenging assumptions relating to this, particularly for men undertaking flexible work arrangements.

In addition, People and Culture are able to help negotiate and implement flexible working conditions, which include working remotely/working from home.

Charles Sturt also has core working hours between 9:30 and 3:00pm contained within the Flexible Hours of Work Scheme Guidelines to assist employees to balance their work and family responsibilities through the development of mutually beneficial working arrangements with their supervisor, and a consensus approach that aims to ensure flexibility and adaptability shall as far as practically possible.

Leadership accountability and training

5.2 Your organisation must require the following to be in place, confirm this occurs by ticking (✓) Yes:

- a. People managers must complete training on how to manage flexible working



Yes

- b. This training includes addressing gender stereotypes and/or barriers that prevent men from requesting flexible working arrangements, a summary of the training topics covered is below:

- Flexible Work Arrangements
- What is Workplace Flexibility?
- What Workplace Flexibility is NOT
- Understanding your Role as a Manager of Flexible Workers
- Understanding Workplace Flexibility (WGEA video)
- Understanding your Role as a Manager of Flexible Workers
- Benefits of Flexible Workplace Arrangements
- Rights and Responsibilities
- Understanding and Managing Flexibility
- What are gender stereotypes?
- Gender stereotypes and barriers to flexible work arrangements
- What can you do?
- Help
- Useful links

c. Describe how the training is provided e.g. face-to-face, online training modules:

Online

5.3 Your organisation's managers (including the CEO) must be visible role models of flexible working AND overt about working flexibly to manage personal commitments. Confirm this occurs:

Over the past two years, many businesses have had to lock-down due to COVID-19. This has meant that managers, including CEOs, in those workplaces have had to work from home so have been visible role models for this form of flexibility.

Are there other ways managers/CEOs have role modelled flexible working during this time? If your organisation operates in a sector where working from home has not been possible, describe how your managers (including the CEO) have role modelled flexible working:

Charles Sturt highlights key leaders who undertake flexible working conditions on the website, from different faculties, levels and divisions, encouraging others to do the same.

Staff of all levels are actively encouraged to have their 'working days' in their email signature and put the reason for their leave in their automatic replies, promoting a culture of flexible working within the organisation. i.e. "I'm currently taking a flex day, I'll return to work on (date)."

One of the action items within the Workplace Gender Equity Strategy 2018-2022 is: "Where practical, ensure all managers entrench flexible working for their employees". This adds to the strong message presented by visible role models of flexible working that it is acceptable to work flexibly in the organisation.

The Vice-Chancellor Professor Andrew Vann included the following message in the Vice-Chancellor's Update in January 2020 which went to all staff.

"Respect, equity and diversity are core to Charles Sturt University's ethos and values. We launched a new ELMO training module for managers: Managing Flexible Work Arrangements which contains a lot of useful information and links to assist and guide managers in responding to requests for flexible work arrangements."

Charles Sturt is committed to helping staff balance their work and life commitments while meeting the operational needs of the university. 2020 will see more resources available to managers and employees. By providing flexible work arrangements, we hope to assist our employees to achieve genuine balance, recognising that many do not conform to the full-time worker mould, and have other priorities and aspirations outside of work."

Flexibility is also a key driver and enabler for gender equality, benefiting everyone, not just those with young children. Research by the Workplace Gender Equality Agency shows that flexible work arrangements help employees feel more engaged with the workplace, increases workforce efficiency, reduces absenteeism and people and teams are more productive."

In May 2020, Charles Sturt published a news article exploring the changing dynamics in Australian families brought about by COVID-19:

<https://news.csu.edu.au/opinion/gender-role-bending-how-covid-19-has-transformed-the-australian-family>

In June 2020, Charles Sturt published an opinion piece by Dr Stacey Jenkins, acting Head of School in the School of Management and Marketing on Returning to work after COVID-19 – business as usual, or not? <https://news.csu.edu.au/opinion/returning-to-work-after-covid-19-business-as-usual,-or-not>

Flexible working arrangements

5.4 Your organisation must offer at least four different types of flexible working arrangements equally to both women and men, and managers and non-managers. Tick (✓) which types of flexible working options below are offered:

- ☒ Flexible hours of work
- ☒ Compressed working weeks
- ☒ Time-in-lieu
- ☒ Telecommuting

- ☒ Part-time work
- ☒ Job sharing
- ☒ Purchased leave
- ☒ Unpaid leave
- ☐ Self-rostering
- ☒ Carer's leave
- ☐ Other - provide details:

**5.5 Your organisation must support part-time/reduced hours in manager roles. Tick (✓)
Yes to confirm this occurs:**

☒ Yes

5.5. a) Outline your organisation's approach, including how you address real or perceived barriers to requesting reduced hours in senior roles:

Through our Enterprise Agreement, many managers at Charles Sturt have the same access to convert to part time work or work reduced hours either ongoing or for specific periods of time as the rest of the staff. Managers who are outside the scope of the Agreement are still covered by the Balancing Work and Study with Family and Caring Responsibility Policy which promotes our commitment to providing a flexible, supportive and accessible work/study environment.

We are also fully compliant with the requirements of the Fair Work Act when dealing with requests for flexible working arrangements, which also covers management roles.

We are running a number of leadership programs to build the capability of our managers, including their capacity to effectively manage their teams and improve workplace culture. This includes ensuring staff have a proper work/life balance and achievable workloads, including part-time employees.

The Division of People and Culture provides guidance and coaching in relation to job re-design for management roles who have requested part-time/reduced hours for their roles.

In the academic promotions and job re-classification process, as well as the Unconscious Bias and Inclusivity Training, are several different case-studies referencing part-time employees and flexible work arrangements.

5.6 The following questions relate to whether your organisation needs to set a target for men working flexibly. It is based on the survey results of the second question in the “Lived experience check / Employee Survey” section of the EOCGE criteria (“I have the flexibility I need to manage work and other commitments”). *

Requirement: If the agree/strongly agree scores for female managers and/or non-managers in the question above is more than 5% greater than the equivalent scores for men, you need to set a target to increase the agreement scores of men in that category. If the difference is 5% or less, no target needs to be set.

For example, if 85% of female managers agree and strongly agree they have the flexibility they need to manage their work and other commitments, the agree and strongly agree score for men would need to be no less than 81% (i.e. 85% minus 5%). If the score for men is less than 81%, then a target would need to be set to increase their score to 81% or greater.

Proceed to questions 5.6.1 and 5.6.2 to answer questions related to this requirement. *

* **ALERT:** if a target has not been able to be set due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)

☐ Yes

5.6.1 For non-managers:

Using the survey results from question 9.0 in this year's application, (“I have the flexibility I need to manage work and other commitments”), indicate if the score for males are lower than the equivalent score for females, and whether a target has been set:

a. What is the combined agree + strongly agree % score for women?

77%

b. What is the combined agree + strongly agree % score for men?

78%

c. Is the difference between these two scores greater than 5%? Tick your response (✓) below:

☐

Yes

☒

No (NB: if the difference is less than 5% a target does not need to be set)

d. If Yes, confirm whether a target has been set to increase male agreement scores on this question:

☐

Yes

☐

No *

i. What is the % target?

ii. What year is the target to be reached?

5.6.2 For managers:

Using the survey results from question 9.0 in this year's application, (*"I have the flexibility I need to manage work and other commitments"*), indicate if the score for males are lower than the equivalent score for females, and whether a target has been set:

d. What is the combined agree + strongly agree % score for women?

60%

e. What is the combined agree + strongly agree % score for men?

44%

f. Is the difference between these two scores greater than 5%? Tick (✓) below:

☒

Yes

☐

No (NB: if the difference is less than 5% a target does not need to be set)

g. If yes, confirm if a target has been set to increase male agreement scores on this question?

☒

Yes

☐

No *

i. What is the % target?

55% (< 5% difference
between male/female)

ii. What year is the target to be reached?

2023

5.7 If you have additional information in relation to any of the areas in Focus Area 5, please provide in the text box below:

Each manager receives a breakdown of the Your Voice survey results (bi-annual employee all staff survey) and is required to share these results with their teams, identify key areas for improvement, and put action plans in place. If an area scores low in the work/life balance section, as an example, promotion and embedment of flexible work arrangements are an action item. All managers are held accountable for the agreed plans, with consolidated plans reported to the Vice-Chancellor's Leadership Team and University Council, and progress against the plans monitored and reported regularly.

We regularly do pulse surveys of our staff to spot check issues of concern, which identifies areas of concern for staff and managers including workloads and flexible working conditions.

This year we have committed to working parties on both academic and general/professional staff workloads. There will be university wide consultation through surveys, as well as broad representation across the university on the actual working parties. A key issue in this project will be ensuring that staff have manageable workloads, appropriate work/life balance and access to flexible working conditions. The survey results will be analysed by attributes such as management level and gender. As the risk of COVID continues to reduce in Q1 of 2022, a detailed review of the effectiveness and psychosocial considerations of working from home is currently underway. This will be considered closely by the Executive Leadership Team in Q2 of 2022.

Focus Area 6: Preventing sexual harassment, gender-based harassment and discrimination, and bullying

This focus area assesses the way an organisation builds a culture where gender-based harassment and discrimination, sexual harassment and bullying are not tolerated.

Harassment and discrimination strategy and policy

6.1 Your organisation must have a policy on, or an award/industrial or workplace agreement which covers the prevention of gender-based harassment and discrimination and sexual harassment and bullying. Confirm this is in place by ticking (✓) Yes:

☒ Yes

6.2 Your organisation must have both of the following in place. Tick (✓) both boxes to confirm they are in place:

☒ A formal grievance process relating to gender-based harassment and discrimination

☒ A formal grievance process relating to sexual harassment and bullying

Training

6.3 All your workforce must have completed training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying in the following ways. Tick (✓) all boxes below to confirm this has occurred:

☒ Yes, this has occurred with all the workforce including all managers, non-managers, contract and casual staff, and Partners in Partnership structures as per the timeframes in the options below:

☒ At induction

☒ At least every two years

6.4 The training in 6.3 must include all the following. Tick (✓) all options to confirm they are included:

☒ A legislative definition of gender-based harassment and discrimination, sexual harassment, and bullying

☒ Definition of a workplace, rights, and responsibilities of all the workforce

- ☒ Details of the grievance/complaints procedure
- ☒ Details of the internal and external contact support resources
- ☒ Clear explanation of organisational expectations around conduct and consequences for respondents

6.5 Relating to the training in 6.3, what are the training delivery methods? Tick (✓) all options to confirm they are included:

- ☒ Face to face
- ☒ Online
- ☒ Management meetings
- ☐ Video presentations
- ☐ Other - provide details:

6.6 Has your organisation had a judgment or adverse final order made against it by a court or other tribunal relating to gender-based harassment or discrimination and sexual harassment in the last three years? Tick (✓) relevant box below:

- ☒ Yes ☐ No

6.7 If you have additional information in relation to any of the areas in Focus Area 6, please provide in the text box below:

Focus Area 7: Driving change beyond your workplace

This focus area recognises the efforts of leading employers in driving change outside their organisation's boundaries. It assesses the external advocacy work of leaders and the policies or plans in place to ensure procurement, supply chain and employment practices actively support gender equality objectives.

Leadership commitment

7.1 Your CEO or a member of your governing body, must have made at least one external/public statement regarding their commitment to gender equality overall for each of the two years since you last applied. Confirm this has occurred by ticking (✓) Yes below:

☒ Yes

7.1.a Did the same person make the statement in both years? Tick (✓) relevant box below:

☐ Yes ☒ No

If yes:

7.1.b Provide the name and job title of the person who made these statements:

7.1.c What date was the communication made?

7.1.d How were the statements communicated?

7.1.e Provide the statement made in 2019-20:

7.1.f Provide the statement made in 2020-21:

If no to 7.1.a “...did the same person make the statement in both years?”:

7.1.a Provide the name and job title of the person who made the statements in 2019-20:

Vice-Chancellor Professor Andrew Vann

7.1.b Provide the name and job title of the person who made the statements in 2020-21:

Acting/Interim Vice-Chancellor Professor John Germov

7.1.c What dates were the communications made?

February 2020

November 2020

7.1.d How were the statements communicated?

Media release

via the Australian Academy of Science STEM Women Portal as part of our Women in STEM Decadal Plan Champion Response document

This is an external statement.

7.1.e Provide the statement made in 2019-20:

Charles Sturt Vice-Chancellor Professor Andrew Vann said the citation is a fitting acknowledgement for the exhaustive policies the University has put in place to ensure gender equity.

“Charles Sturt University is an institution where all staff have the same access to enable them to achieve,” Professor Vann said.

“Over the course of many years, the University has been committed to making the necessary changes in attitudes and policies to ensure gender equity is a given.

“As a values-based organisation, centred on being inclusive, impactful, inspiring and insightful, Charles Sturt University is driven to be a leader in gender equity in our sector and the regions where our campuses are located.”

Organisations must re-apply annually to retain their ECGE citation, with criteria covering leadership, learning and development, gender remuneration gaps, flexible working and other initiatives to support family responsibilities, employee consultation, preventing sex-based harassment and discrimination, and targets for improving gender equality outcomes.

Professor Vann said the citation is recognition of the University’s Workplace Gender Equity Strategy (2018-2022), which contains policies and plans to ensure:

- 100 per cent of senior staff are trained in unconscious bias and inclusivity by the end of 2020
- the complete removal of unnecessary gendered terms in policy and procedures by the end of 2022
- ongoing communication regarding the rights and responsibilities of our staff, and ensuring the University’s workforce is fully informed in areas such as flexible working conditions and leave entitlements
- a 100 per cent increase in men using primary carers leave by the end of 2021
- all male members of the Vice-Chancellor’s Leadership Team will become Male Champions of Change by the end of 2021
- the University will be a White Ribbon Accredited Workplace by the end of 2021

Charles Sturt was among the first Australian higher education institutions to be awarded the Athena SWAN Bronze Institution Award, an accreditation framework which provides a roadmap for institutions to address gender equity in science, technology, engineering, mathematics and medicine disciplines in higher education and research.

7.1.f Provide the statement made in 2020-21:

Women in STEM Decadal Plan Champion

Foreword

Acting Vice-Chancellor Professor John Germov

I am immensely proud to present Charles Sturt University's Response to the Women in STEM Decadal Plan. Together with our SAGE Athena SWAN Bronze Award, and our Gender Equity Strategy, becoming a Decadal Plan Champion is another important way in which we can reaffirm our commitment to improving equity outcomes for women and girls in the STEM disciplines and industries.

As Acting Vice-Chancellor, I am committed to gender equity as a key element of our core University values – Inclusive, Insightful, Impactful and Inspiring. You will note from the Plan that I am the University's Executive Sponsor of our Athena SWAN action plan. I am also proud to lead the six-person senior executive team comprising four women.

Our Decadal Plan Response outlines some of the gains we have made to date, and our goals for the future. Some highlights from our work so far include, implementing a pilot 'Return to Research Scheme' to encourage STEM academics back into research after a career break, and piloting a 'Gender Parity of Presenters Guideline' in the Faculty of Science to ensure we have equal visibility of men and women. In addition to my appointment to Athena SWAN as Executive Sponsor, we have recently appoint an Executive Champion, Dean of Science, Professor Megan Smith, which will see our STEM equity work embedded in our leadership and structures across the university.

While I am proud of the improvements we are making, I acknowledge there is always much work to do. I am committed to staying the course and doing all I can to ensure Charles Sturt continues to remove barriers that may limit the opportunities and contributions of female staff. On behalf of Charles Sturt, I welcome the opportunity to become a Champion of the Women in STEM Decadal Plan and look forward to working with the Australian Academy of Science and the Australian Academy of Engineering and Technology to help deliver on its promises.

Professor John Germov Acting Vice-Chancellor

Procurement

7.2 Your organisation must have procurement guidelines in place that encourage gender equality across its supply chain. Confirm these are in place by ticking (✓) Yes below:



Yes

7.2.1 Provide details about the guidelines that are in place:

University values and corporate social responsibilities

The expenditure of University funds will:

a. be in line with the University's values (Inclusive, Impactful, Inspiring, Insightful). In particular, all procurement activity must endeavour to take into account and address the University's commitments to:

- i. engagement with and consideration of local community interests,
- ii. environmental and sustainability issues, and
- iii. objectives identified in the University's reconciliation action plans, and
- iv. gender equality

b. be compliant with the University's corporate social responsibilities, taking into account:

- i. health and safety, human rights,
- ii. ethical production processes, modern slavery,
- iii. fair trade, diversity, and
- iv. other social impacts of procurement processes in the selection of goods and services.

Last year, work was undertaken in the procurement policy and procedure in supply lines, focused on First Nations. As there was a limited timeframe on the policy/procedure review, it was agreed that it would be appropriate to create and endorse guidelines to inform the preferred supplier and tendering processes, which is a priority for 2022. In these guidelines, we will incorporate items such as:

- compliance with the WGE Act 2012
- suppliers having a gender equality policy
- purchasing from female-led and/or female-owned businesses

Industry and community action

7.3 Your organisation's CEO is required to be ACTIVELY involved in at least one external event focused on gender equality in each of the two years since your last application. With the impact of COVID-19 on external gatherings, some CEOs have done this using online platforms. *

** ALERT: if this has not happened since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)*

☒

Yes

Confirm by ticking (✓) below whether your CEO has been actively involved in an external event in the past two years.

☐

Yes, our CEO has been actively involved in an external event/s

☒

No, our organisation was unable to take action due to the impact of COVID-19

7.3.1 If yes, provide details of the external event/s in 2019-20:

Event/s:

a. What was the date of this event?

b. Describe the details of the event:

c. What was the role of your CEO at the event?

7.3.2 If yes, provide details of the external event/s in 2020-21:

Event/s:

9 What was the date of this event?

10 Describe the details of the event:

11 What was the role of your CEO at the event?

7.4 Your organisation must be involved in a program or initiative to address gender equality issues in its industry or community. *

** ALERT: if this has not been completed since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick (✓) Yes below)*

☐ Yes

7.4.1 Confirm by ticking (✓) below whether your organisation has been involved in a program or initiative to address gender equality issues in the past two years:

☒ Yes

☐ No, our organisation was unable to meet this criterion due to the impact of COVID-19

7.4.2 If Yes, how is the program addressing gender equality issues in your organisation's industry or community? Describe the program or initiative, including timeframes:

As outlined in our WGEAEOC Application in 2019-2020, Charles Sturt is proud of the work we are doing with the Unconscious Bias and Inclusivity training package. The training aims to improve behaviour and attitudes by challenging beliefs (both conscious and unconscious) on gender, cultural and informal practices in relation to gender.

In addition to delivering the training internally, Charles Sturt has been approached by external organisations to deliver the training to their staff. This is part of the University's efforts to create an inclusive community. In 2019, we delivered the training to Wagga Wagga City Council. In March 2020, we delivered the training to the Western NSW HARP service in Dubbo. NSW Health is very keen to have the training delivered to other leadership groups in the Local Health District. In February 2021, we delivered the training to the Office of the Official Secretary to the Governor General. News article - <https://news.csu.edu.au/latest-news/governor-generals-office-invites-charles-sturt-to-deliver-staff-training>

The data from both sessions shows it is on par with the results from those delivered internally to Charles Sturt. Future sessions with these external stakeholders, as well as others, is currently on hold due to COVID-19.

In 2020, Charles Sturt also developed an online Unconscious Bias and Inclusivity training module for students and student leaders, in STRIVE, the student leadership program. This was launched in September and builds upon both the existing Diversity and Equity module, as well as the new First Nations module.

Athena SWAN and Regional Network

Athena SWAN is an accreditation framework to address gender equity and gender segregation in science, technology, engineering, mathematics and medicine disciplines (STEMM) in higher education and research. Established in the UK in 2005, Athena SWAN has a proven reputation for creating a gender inclusive workplace. In Australia, Athena SWAN is run by Science in Australia Gender Equity (SAGE), a partnership between the Australian Academy of Science and the Australian Academy of Technology and Engineering. Charles Sturt was awarded an Athena SWAN Bronze Institutional Award in December 2018, and is one of the first Australian universities to receive this prestigious award.

Charles Sturt is an active member of the SAGE Regional Network for ACT, which involves industry institutions such as CSIRO, ANU, University of Canberra and Geoscience working towards addressing gender equality in the STEMM disciplines.

Share the Dignity Memorandum of Understanding

In 2021, Charles Sturt University signed a MOU with Share The Dignity, to install Dignity Vending Machines on each of our regional campuses. Share the Dignity is a women's charity in Australia, that works to make a real difference in the lives of those experiencing homelessness, fleeing domestic violence, or doing it tough. We distribute period products to women, girls, and anyone who menstruates who needs support.

The Dignity Vending Machine is a world-first innovation that dispenses a free period pack, known as a #PinkBox, with six tampons and two pads at the push of a button. Installation is currently underway and the vending machines will be operational as students return to campus in 2022.

Gender and Feminist Studies Network (GaFS)

In 2021, Charles Sturt launched the Gender and Feminist Studies Network (GaFS), a new and emerging initiative at Charles Sturt. GaFS are inclusive of the divisions and are tri-faculty, embrace all staff, academics & professionals, as well as HDR students. The central idea that drives the GaFS Network is that gender and feminist studies need to be more prominent and visible at Charles Sturt. Therefore, the GaFS Network seeks to advance and promote scholarship, research and activities carried out by staff. Our mandate is to enhance opportunities and promote new work in this research space. The GaFS Network focus is on the interrelated and overlapping areas of gender studies and feminist studies. Both areas are underpinned by feminist theory and include investigations, critical analysis and activism related to gender equality/equity, identity and sexuality. GaFS are interdisciplinary and transdisciplinary and aim to be a nationally and internationally recognised network that shares knowledge, collaborates on research projects and provides leadership in gender and feminist studies. News article - <https://news.csu.edu.au/latest-news/gender-and-feminist-studies-advances-at-charles-sturt>

The Gender and Feminist Studies Network addressing gender equality in several areas including:

- Violence against women
- Workplace sexual harassment
- Everyday sexism at work
- Gender and power – gender bias in the institutional arena, in:
 - o Religious institutions, government, the media, in sport, in the university, at an industry level in the military, aviation, construction and building industries, the health system
- Gender bias and the silencing of women in the historical record

The network encourages, supports and facilitates gender equality projects, activities, scholarship and research within the network.

During 2021 the GaFS network engaged in several new projects to advance the equality of women. All of the projects listed below were new at CSU and for many of the collaborators. Collaborations were designed to open up space for new directions and new initiatives in the area of gender and sexuality studies, particularly the issue of gender inequality. Early career academics, PhD students, honours degree students and professional staff have all been provided with support. We have addressed geographic dispersion by providing support across multicampus locations.

Initiatives to encourage, support and facilitate studies and activities to address women's inequality include:

- A weekly writers group that encouraged discussion, debate and analysing issues and supported and facilitated collaborations and advancing research and scholarship
- A Routledge anthology bringing together book chapters by members and their collaborators nationally and internationally – the book has a focus on inequality, and will be available to the sector.

Community based and inclusive initiatives included:

- 'Violence against women in regional and rural areas' workshop/webinar. Hosted by the Gender and Feminist Studies Network in association with Gender Equity and ATHENA Swan. This initiative included community members and front line workers in the regions as well as academics and community workers across Australia.

Projects: to advance gender equality in 2022:

- Gender issues in paramedicine: workplace sexual harassment – grant application and book chapter
- Women's subjugation in the church – two book chapters
- First Nation women's inequality in the historical record – book chapter and webinar
- Casualisation of women academic staff in Australian universities – book chapter

Gender specific scholarships

Charles Sturt currently offers scholarships which only female-identifying individuals are eligible for:

<i>Daphne Saxby Taylor Memorial Scholarship</i>	Established in memory of Daphne Saxby Taylor, this scholarship aims to assist mature aged women to enter / re-enter or progress in the workforce by gaining the qualifications required to expand their profession and/or career opportunities.
<i>ZONTA - Jill Salter Memorial - Women in Rural Health Scholarship</i>	The Jill Salter Memorial Scholarship was set up by the Zonta Club of Orange in memory of a friend and member. Jill was a radiographer who worked and trained in Sydney and then moved to Orange to be near family. Jill worked at Dudley Private Hospital where she managed the X-Ray department and was part of the executive team. Jill worked closely with all the surgeons which consisted of Orthopedics, urology and general surgery. Jill was greatly respected in her field by all her peers and built her department from one person to three. Student must be female and undertaking study full time. Student must have completed the majority of their schooling in a rural / remote area.
<i>Women in Engineering Scholarship</i>	The merit-based scholarships valued at \$3,000 each are funded by the CSU Engineering program to support high potential women as they commence as student engineers in Bathurst.

7.5 Your organisation's CEO (regardless of gender) must have taken the following actions to achieve gender balance on internal / external speaking panels in the past two years. Tick (✓) the relevant box below:

☐ Yes

☒ No, our CEO has not participated on any speaking panels during the past two years but will take the actions below when on a panel in the future.

If Yes, please select each option below:

☐ Insisting that as a condition of acceptance, you expect women/men to participate in a meaningful way

☐ Requesting confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved

☐ Reserving the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised

☐ Offering names of women/men from within your organisation or network and if helpful, point them to resources for support in finding women/men

☐ Other – provide details:

7.6 If you have additional information in relation to any of the areas in Focus Area 7, please provide in the text box below:

In 2020, we piloted a 'Gender Parity of Presenters Guideline' in the Faculty of Science at major events across the year. The Guideline, used by event organisers, requires events to have gender parity at best-practice ratio of 40:40:20 and encourages organisers to think about diversity, inclusivity and accessibility when putting together events, keynote speakers and panels. The organising team for CSU EdX trialled the guideline, the biggest event it was piloted at. We will now incorporate the feedback and learning and refine the guideline ready to implement.

Future certification changes

By ticking (✓) the boxes below, the applicant acknowledges that this requirement in Focus Area 7 is in place for subsequent applications:

- ☒ External public statements need to be made at least every 12 months.
- ☒ Your CEO must be ACTIVELY involved in at least one external event focused on gender equality every 12 months.
- ☒ Your organisation must be involved in a program or initiative to address gender equality issues in your industry or community every 12 months, unless it is a larger initiative (e.g. research project that spans several years).

Lived experience check

These measures aim to verify leadership commitment to gender equality and ensure that the above focus areas translate into employees' lived experience of a workplace culture that is leading practice in actively promoting and supporting gender equality.

Employee contribution to application

To promote transparency around the citation process, employees must have an opportunity to contribute to the application and be given access to the final submission.

8.1 Your organisation must provide employees with an opportunity to contribute to the application and access to the final submission in the following ways. Confirm this has occurred by ticking (✓) in all the boxes below:	
a. The group or committee responsible for the implementation and oversight of our gender equality strategy has been consulted in the development of our EOCGE application	✓
b. All the workforce (including Partners in Partnership structures) has been informed that our organisation is applying for the citation	✓
c. The completed EOCGE application, plus any supplementary information (minus any confidential remuneration data), will be formally available to all workers (and Partners in Partnership structures) upon successful granting of the citation	✓

Employee Survey

Organisations must consult with all employees, including casuals, and Partners in Partnership structures, on gender equality via an anonymous survey at least every two years and report those results in their EOCGE application.

Prior to administering your survey, please read all the sections below to ensure all survey requirements are met.

9.1 Your organisation must have conducted an employee survey on issues concerning gender equality in the workplace in the past two years and met the following requirements. Provide details about your survey against each question below:	
9.1.a When was the most recent survey conducted?	
<div>October 2021</div>	
9.1.b Select which survey method your organisation used by ticking (✓) below:	
<div><input checked="" type="checkbox"/> A pulse survey</div>	

- ☐ The questions were incorporated into an existing survey (e.g. biennial employee engagement survey)
- ☐ The questions were asked as part of an existing process, for example via other confidential feedback mechanisms
- ☐ Other – provide details:

9.1.c Tick (✓) all options below to confirm the methodology used in your survey:

- ☒ All workers, including casuals and Partners in Partnership structures, were given an opportunity to complete the survey
- ☒ It facilitated anonymous participation
- ☒ Survey responses were analysed by gender
- ☒ It used a five-point or six-point scale
- ☒ The WGEA prescribed questions or WGEA approved alternative questions were included
- ☒ The survey was administered to a statistically significant and representative sample of workers - provide details of how you ensured your survey sample was statistically significant and representative:

The survey was provided randomly to staff at Charles Sturt. However, the results are broken down by employment status, employment basis, gender, work area and age to ensure statistical significance and representation in the results.

9.1.d Which question was used for question 1? Tick (✓) below:

- ☒ WGEA prescribed Question 1: "My immediate supervisor/manager genuinely supports *equality between genders*."
- ☐ Approved alternative question - please provide below:

9.1.e Which question was used for question 2? Tick (✓) below:

- ☒ WGEA prescribed Question 2: "*I have the flexibility I need to manage work and other commitments.*"
- ☐ Approved alternative question - please provide below:

9.1.f Which question was used for question 3? Tick (✓) below:

☒ WGEA prescribed Question 3: *"In my organisation gender-based harassment and sexual harassment is not tolerated"*

☐ Approved alternative question - please provide below:

Survey analysis

NB: Your organization'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

11.2 What was the response rate to your organisation's employee survey? Tick (✓) below:

☒ 400 or more survey responses were received

☐ Less than 400 survey responses were received but a response rate of at least 60% of our workforce was obtained, and the sample is comparable (within 2.5 percentage points above or below) to the employee profile by gender and age of our organisation

☐ This organisation, despite following the required methodology as stated above, was unable to achieve the desired response rate. Please explain below why your organisation was unable to achieve the desired response rate:

9.3 Provide the total number of survey responses achieved by gender in the table below:

Total number of female respondents:	323
Total number of male respondents:	145
Total number of respondents (male plus female):	468

9.4 Your organisation must analyse ALL responses to its employee survey, including 'not sure' or equivalent. Confirm this occurs by ticking (✓) Yes:

☒ Yes

9.5 Confirm by ticking (✓) below what agreement thresholds were achieved (you must select either the first two boxes, OR the third box only, OR the fourth box only):

☒ An agreement threshold of at least 70% "agree" and/or "strongly agree" was achieved on the first and second questions in the employee survey

☒ An agreement threshold of at least 80% "agree" and/or "strongly agree" was achieved on the third question in the employee survey

- ☐ No, but we contacted WGEA to discuss why these thresholds were not achieved and were advised that we remain eligible to apply for the EOCGE citation
- ☐ No, but an agreement threshold above the industry norm for an externally validated survey tool used was achieved (this option is not to be selected where you have just used survey software)

a. What was the name of the externally validated survey tool used?

b. What were the survey tool's industry norms for each of the three questions?

a. Provide the following results from your survey:

	Total NUMBER of 'agree' and 'strongly agree' responses	Total percentage of 'agree' and 'strongly agree' responses (agreement threshold)
Survey question 1	358	77%
Survey question 2	354	76%
Survey question 3	372	80%

Action on results

b. Your organisation must take action against gender equality issues identified. Did your organisation identify gender equality issues through the consultation process in the past two years? Tick (✓) the relevant box below:

☒ Yes ☐ No

If Yes, what issues were identified, and what actions were taken?

Although Charles Sturt scored quite high in the areas of gender equality within the consultation process, there are identified areas for improvements. The action taken to address the areas for improvements are the development, endorsement and implementation of the Workplace Gender Equity Strategy (2018-2022). The Strategy aims to improve areas such as flexible employment, unconscious bias, communication, transparency and advocacy. The Strategy includes and guides other gender equity initiatives in the University such as Athena SWAN. In addition, each division and team will review the feedback thoroughly and complete reflection activities and action plans based on these discussions. The pulse survey is a new format for Charles Sturt University, a regular 'spot checking' around key areas, included the three WGEA EOC questions, in order to track and monitor and implement initiatives more consistently, as opposed to bi-annually.

CEO interview

For first time applicants, or for existing citation holders where the CEO is new to your organisation, your CEO must participate in a 15-20-minute telephone interview with a WGEA representative regarding their leadership and commitment to gender equality. CEOs that have previously been interviewed may be randomly selected for a follow up interview thereafter.

10.7 Has your organisation's CEO been interviewed previously for the EOCGE citation? Tick (✓) the relevant box below:

☐

Yes

☒

No

i. When was the last time your CEO was interviewed?

15th November 2018

Outstanding initiatives

We encourage you to provide information below on any outstanding or innovative initiatives or outcomes in advancing gender equality that have been implemented in your workplace in the past two years.



By ticking (✓) this box, I acknowledge that the Workplace Gender Equality Agency may use this initiative in a de-identified way in their own external communications about gender equality best practice.

a. What was your gender equality challenge?

The Australian Human Rights Commission reports that 1 in 5 Australian university students are sexually harassed or assaulted at university.

As the university that believes It's what we do that matters most, Charles Sturt took further action to change this unacceptable statistic.

b. What was the initiative and who was involved?

Subject Zero

Working closely with leading academics, we created a new university subject designed to put the university's zero-tolerance policy into practice: Subject Zero. This was a whole University wide approach, driven by the Office for Student Safety and Wellbeing in conjunction with an external partner DWM Dentsu.

Interactive tutorial posters and bar coasters distributed across all six Charles Sturt campuses directly linked 45,000 students to essential information and actions – ensuring they were educated and empowered to report sexual misconduct, start a confidential conversation with a specialist counsellor, be safe on campus, get consent from a sexual partner, and call out harassment.

Launched at O Week 2021 (officially re-named Zero Week), Subject Zero brought education beyond the classroom to the places where sexual misconduct is statistically most likely to occur: dorms, public spaces, corridors, bathrooms, and bars.

The most-enrolled subject ever offered by Charles Sturt university, Subject Zero lectures will be made compulsory for all residential students in 2022 – with zero tolerance for failure.

c. What were the outcomes of the initiative?

Development of resources to ensure our students are informed, supported and empowered in the university's mission from the very first day.

Tracking and regular reporting of page views for each of the 5 posters. Each area has a short survey which is regularly monitored to inform initiatives and campaigns relating to each question.

Learn how to report sexual misconduct (*Question 1: Charles Sturt encourages students to report sexual harassment, sexual assault, and any other inappropriate behaviours; Question 2: Students can only report sexual misconduct to the university once they've already reported it to the police; Question 3: How can Charles Sturt University make it easier to report sexual assault, harassment or misconduct?*)

Learn how to start a confidential conversation (*Question 1: Charles Sturt has counsellors ready to support any student affected by sexual assault or harassment; Question 2: Support is only available during campus office hours; Question 3: You have to make a formal report in order to access support; Question 4: What else could Charles Sturt University do to help support student?*)

Learn how to get consent (*Question 1: Consent can be rescinded or modified at any time, for any reason; Question 2: Consent is best clarified verbally if any confusion or ambiguity arises; Question 3: Things are heating up and you've asked someone if they want to have sex. Which of the following responses would indicate consent?*)

Learn how to call out harassment – Charles Sturt (*Question 1: Charles Sturt University doesn't have a problem with sexual harassment or sexual assault; Question 2: There's nothing that can be done to prevent sexual harassment or sexual assault; Question 3: How can Charles Sturt students help reduce the prevalence of sexual assault and sexual harassment?*)

Learn how to be safe on campus – Charles Sturt (*Question 1: Charles Sturt security are only available for emergencies; Question 2: Charles Sturt security can be contacted at any time of the day or night; Question 3: Only Charles Sturt staff can request a security escort across campus.*)

Charles Sturt (along with Australian National University) is participating in the National Student Safety Survey pilot. The pilot aims to find out how safe students feel on campus and in other parts of their university life and get an understanding of student experiences relating to sexual assault and sexual harassment.

Current enrolments in training:

- Consent Matters Student Training (45624 enrolments)
- Sexual Harassment and Sexual Assault: What are the drivers and how can staff respond to disclosures? (5215 enrolments)
- Being Well Living Well – Healthy Relationships (42921 enrolments)

Charles Sturt has also employed a Prevention and Support Specialist as part of Subject Zero. This role is a sexual assault specialist counsellor, registered psychologist to provide support and advocacy for students and engage and deliver prevention training and workshops to staff and Faculties at Charles Sturt.

Charles Sturt tracks and reports internally on students accessing our services, including counselling, relating to sexual assault, harassment and other inappropriate behaviours.

d. Provide other information, if relevant:

<https://about.csu.edu.au/our-university/subject-zero>
<https://about.csu.edu.au/our-university/subject-zero/misconduct>
<https://about.csu.edu.au/our-university/subject-zero/be-safe-on-campus>
<https://about.csu.edu.au/our-university/subject-zero/get-consent>
<https://about.csu.edu.au/our-university/subject-zero/start-conversation>
<https://about.csu.edu.au/our-university/subject-zero/call-out-harassment>

Next steps

Please use the following as a checklist:

- a. Login to the online platform and [enrol](#) in the 2021-23 EOCGE program (you can also take this step when you are ready to upload your completed application after Step 4).
- b. Download and print your completed application for review and CEO approval and sign-off.
- c. Once the CEO has signed the application, convert it to PDF.
- d. Complete the [payment form](#).
- e. Select the active “2021-23 EOCGE program” hyperlink. This will take you to the landing page where you can upload your application documents.
- f. Upload your PDF application, payment form and supporting documentation as below:
 - a. evidence that your governing body/board has endorsed your gender equality strategy and that it is incorporated into your broader business strategy and planning process (Q1.3), and,
 - b. evidence that progress on key metrics listed in question 1.5 and its sub-questions have been reported to your governing body/board.

CEO approval

I confirm the content of this 2021-23 WGEA Employer of Choice for Gender Equality application is accurate and approve its submission to WGEA.

Name of CEO: Prof Renée Leon

CEO signature: 