2019–20 Application

WGEA Employer of Choice for Gender Equality

Charles Sturt University

Introduction

The EOCGE citation is the Workplace Gender Equality Agency's (Agency) leading practice recognition program. The citation aims to promote and improve gender equality for women and men, while recognising the historically disadvantaged position of women in the workplace. It is a voluntary program, open to all compliant employers covered under the Workplace Gender Equality Act (Act).

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

Being awarded the EOCGE citation provides recipients with significant differentiation in a competitive marketplace. The citation provides public recognition of an organisation's focus on gender equality, which supports its ability to attract and retain the best possible talent to build a high-performance workforce.

While EOCGE citation holders must meet a rigorous set of criteria, the citation does not certify that organisations have achieved equal outcomes between women and men. The citation recognises organisations that are taking significant action towards improving gender equality outcomes in their workplaces. The process of investigating whether an organisation complies with the citation criteria can also be an excellent driver of change.

As part of the Agency's commitment to continually improving the standard of leading practice in workplace gender equality, every five years the Agency reviews the citation to ensure it continues to reflect best practice and remains relevant and accessible to employers. In 2017, the Agency commissioned a strategic review of the EOCGE citation. This revised citation, effective from 2019-20, reflects findings from the latest academic research into drivers of improved gender equality outcomes, and consultation with gender equality experts and practitioners, industry groups, and employers.

> **This document is a record of the responses your organisation has provided in your WGEA Employer of Choice for Gender Equality citation application and the related responses from your compliance report for 2018-19.**

Focus Areas

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.

Notes:	• To assess whether you meet all prerequisites, we strongly advise that you review the EOCGE Guide to citation document PRIOR to answering the citation questions. • IMPORTANT: view "MORE INFORMATION" for details on what will need to be provided in subsequent applications. • Please submit your EOCGE application BEFORE you submit your application payment. • Please list all the organisations covered in this application below. By providing the names of these organisations, you are confirming that all responses contained within this application apply to them all: Charles Sturt University
Certificate	• Please enter the name of the organisation that you would like to appear on your EOCGE certificate below, should your organisation's EOCGE application be successful. Charles Sturt University

1.1	1.1. Your organisation must have a strategy in place aimed at achieving gender equality in ALL the following areas:

1.1. Your organisation must have a strategy in place aimed at achieving gender equality in ALL the following areas:

• gender balance in leadership

• gender balance across the organisation

• gender pay equity at a like-for-like and an organisation-wide basis

• flexible work and support available for employees at all levels, including those with caring responsibilities.

Please confirm the following:

☒ Yes, we have a strategy that supports gender equality in all the above areas.

1.2. Your organisation must have a policy/policies in place supporting gender equality that covers ALL the following:

• promotions

• performance review processes

• recruitment – internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process

• restructures and significant operational changes including planned redundancies

• employment and engagement of casuals

• engagement of independent contractors

Please confirm the following (NB: please read "More information" for future requirements in this area).

☒ Yes, we have a policy/policies in place supporting gender equality in all the above areas.

1.3	1.3. Your organisation's gender equality strategy must include clear objectives and measures, and an evaluation process that occurs at least every two years.

Please provide an outline of the objectives, measures and evaluation process specified in your gender equality strategy. (NB: please read "More information" for future requirements in this area).

The guiding principles for the Workplace Gender Equity Strategy 2018-2022 are the Charles Sturt values;

Insightful - The strategies listed within this section recognise that often the barriers relating to gender equity are due to cultural beliefs, values and norms. As an institution, we must challenge the status quo through awareness, training, education, and capacity building. We must identify on all levels the various factors that influence our progress towards full equity, by ensuring an appropriate level of insight by all parties

Inclusive - The strategies within this section relate to the current gender pay gap, and the emphasis placed on flexibility. There are a range of complex causes for the current pay gap of 14.21%. The actions are to build upon the existing reporting mechanisms in order to identify the factors contributing to this, and to be more transparent about the University's status in relation to the gender pay gap. According to WGEA, "work and career flexibility are drivers and enablers of equality, diversity and inclusion", and we need to ensure that flexibility is promoted, utilised and tailored to individual circumstances, regardless of gender or lifestyle stage.

Impactful - The strategies within this section aim to understand the unique position Charles Sturt is in as an influential presence within regional and rural communities. Changes within the institution impact the outside environment and the communities in which we study, work, and live. Commitment and buy in from the senior level is imperative, as role models whose actions and decisions shape the internal and external impact that the University has in the promotion of equity and diversity.

Inspiring - At Charles Sturt, we aim to ensure visible representation of gender diversity in all areas of the University, to inspire those around us. In order to achieve this, appropriate tools, resources and opportunities are required, as set out in this Strategy. Inspiration comes in many forms, and we seek to highlight the many examples within our University that transcend ordinary experiences and limitations so others can understand and celebrate what is possible.

These values form the core of the Workplace Gender Equity Strategy (2018 - 2022), to ensure we provide a safe and equitable work and learning environment. The Strategy aims to improve areas such as flexible employment, unconscious bias, communication, transparency and advocacy. The Strategy works in conjunction with the Athena SWAN action plan.

Regular updates on the progress of the Strategy are provided to the Charles Sturt Equity and Diversity Committee relating to key milestones, outcomes and further measures of success. These updates are also provided to the University community via the HR newsletter outlined within the Strategy.

During 2021, an evaluation will be undertaken on the success and effectiveness of the Strategy. This evaluation report will be made available to various stakeholders. It will identify areas that require further refinement, attention and focus.and will form the basis of the next Workplace Gender Equity Strategy (2023-2027) and

1.4	1.4. Your gender equality strategy must be incorporated into your broader business strategy and planning process, and endorsed by your governing bodies/boards.
	Please confirm the following:
	☒ Yes, our gender equality strategy is incorporated into our broader business strategy and planning process, and is endorsed by our governing body/board
	☒ Evidence of the governing body's endorsement (e.g. extract of governing body/board minutes) has been/will be emailed to WGEA when the EOCGE application is submitted

1.5	1.5. Your organisation must evaluate its progress against its gender equality strategy by 1) tracking the metrics below and 2) reporting progress to the following stakeholder groups in your organisation/s at least every year.

Please select all the boxes below to confirm this has occurred:

1.5 a). For all your workforce (including Partners in Partnership structures):

☒ gender composition of your workforce by manager and non-manager categories

☒ promotions by gender and manager and non-manager categories

☒ recruitment and exit (voluntary and involuntary) numbers by gender

☒ graduate programs and paid or unpaid internships (where applicable)

☒ utilisation of formal flexible working arrangements (including part-time) for women and men by manager and non-manager categories

☒ utilisation of, and return from, parental leave (paid and unpaid), of women and men

1.5 b). For key management personnel AND your governing body/board (1.5 c) also applies to these stakeholders):

☒ ALL of the areas listed in 1.5 a)

☒ the results of your gender remuneration gap analysis, including pay equity metrics and actions taken

☒ progress on narrowing your organisation-wide gender pay gap

☒ all results from your EOCGE employee survey questions (refer section "Lived experience – Employee Survey")

1.5 c). For key management personnel AND your governing body/board

All the following metrics on gender-based harassment and discrimination and sexual harassment complaints must also be reported to these stakeholders:

☒ number and nature of complaints received

☒ process for responding to the complaint

☒ time taken to resolve complaint (e.g. complaint made in February, resolved in July)

☒ outcomes for complainant and respondent, including whether a complaint was settled

☒ any organisational change following the complaint

☒ complainant and respondent turnover

1.5 d). Your organisation must provide evidence (e.g. extract of governing body/board minutes) that all the areas covered in questions 1.5 a), 1.5 b) and 1.5 c) have been reported to the governing body/board.

Please confirm that this has been/will be emailed to WGEA:

☒ Yes, evidence that progress on all the above areas has been reported to the governing body/board has been/will be emailed to WGEA

1.6	1.6. Where gender discrepancies exist for any areas listed under questions 1.5 a), b) and c), your organisation must analyse systems and processes to identify gender bias in decision making, and take actions to address issues identified.

Please confirm this has occurred:

☐ Not applicable - no gender discrepancies exist for any areas listed under questions 1.5 a), b) and c)

☒ Yes, gender discrepancies were found and systems and processes were analysed to identify gender bias in decision making

1.6 a). Your organisation must take action to eliminate gender biases identified in the analysis of your systems and processes.

Please outline the gender biases identified, and use examples to describe actions that were taken to address these issues:

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.

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.

From 2020, it will be a requirement for staff who sit on the promotion panel to undertake Unconscious Bias and Inclusivity training.

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. |
| **1.7** | 1.7. Your governing body must be provided with a copy of your completed EOCGE application once submitted.

Please confirm this will occur:

☒ Yes, the governing body will be provided with a copy of this EOCGE application. Please provide a date when this will occur:

12th November 2019 |

1.8	1.8. Your CEO/head of business must be a visible champion of gender equality in the following areas.
	Please provide information in the questions below to confirm each requirement has been met.
	1.8 a). Your CEO/head of business must have communicated your organisation's business case for improving gender equality, to all workers (and Partners in Partnership structures) in the last 12 months, and every year thereafter.
	Please provide the statement, how it was communicated and the date of the communication below:
	On the 12th December 2018, Vice-Chancellor Andrew Vann communicated the successful Athena SWAN Bronze Institution to all staff through the internal staff intranet:
	"I am thrilled to announce that our commitment to gender equity in the workplace was recognised by Science in Australia Gender Equity (Sage) with an ATHENA SWAN Bronze Institution Award on Wednesday 5 December in Canberra.
	Athena SWAN is an accreditation framework that provides a roadmap for institutions to address gender equity in science, technology, engineering, mathematics and medicine disciplines (STEMM) in higher education and research.
	To be recognised with an Athena SWAN Bronze Institution Award, an institution must demonstrate commitment to advancing the careers of women, trans and gender diverse individuals in STEMM disciplines in Higher Education and Research and provide evidence across five key criteria.
	I am committed to CSU leading in the development of inclusive working arrangements for our staff in STEMM and in all areas across the University. When we encourage diversity and develop the working arrangements to support such a commitment, we all benefit immensely – our staff, our students and the positive educational impact of diversity in teaching and research.
	This year we have taken action to achieve genuine change with alterations to our Enterprise Agreement and the launch of the Workplace Gender Equity Strategy through to 2022. Alongside this, we have reaffirmed our target to achieve gender equity for positions by 2022.
	The recognition of the Bronze Institution Award is the culmination of two years' work by the University to devise and implement the changes needed to achieve gender equity across the six campuses. A big thank you to all those involved in achieving this important award.
	Over the next four years we have committed to 66 actions that would not only reduce inequity in STEMM but across the entire institution. These actions address issues identified in recruitment and induction; career progression and promotion; the gender pay gap; research; leave and flexible work arrangements; unconscious bias and inclusivity training; and embedding the Athena SWAN principles within the University.
	Athena SWAN awards are granted for four years following an independent peer review. After four years institutions must re-apply for accreditation based on demonstrated progress against actions identified within the initial application.
	Achieving gender equity is the responsibility of everyone at CSU. To find out more and learn how to get involved, have a look at our Athena SWAN webpage where you can read our new quarterly Gender Equity @CSU newsletter: https://www.csu.edu.au/division/hr/our-ethos/respect-equity-and-diversity/gender-equity/athena-swan
	To find out more about the Athena SWAN framework and hear details of the actions planned for the next four years, join the webinar next Wednesday 12 December from 1-2pm: https://connect.csu.edu.au/athena_swan/
	Congratulations and thank you again to all those involved."
	On the 25th February 2019, Vice-Chancellor Andrew Vann communicated the successful outcome of the WGEA EOC Citation through an all-staff email which contained the following:
	"Good Morning All
	I am very pleased to announce that today Charles Sturt University has been awarded an Employer of Choice for Gender Equality citation (EOCGE) from the Workplace Gender Equality Agency

(WGEA).

This is recognition of the hard work we have put in and the great things we do at Charles Sturt to promote gender equality. We achieved this through meeting criteria related to 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.

As a Values-based organisation, centred on inclusive, impactful, inspiring and insightful behaviours, we aim to be leaders in gender equity in our sector and the regions in which our campuses are located.

In 2018, the University released its Workplace Gender Equity Strategy 2018 - 2022 and we were also among the first Australian higher education institutions to be awarded the Athena SWAN Bronze Institution Award.

Receiving the WGEA EOCGE reaffirms our commitment to gender equality and is an exciting step forward.

We are committed to making the necessary changes in attitudes and policy to ensure gender equity at the University. All organisations must re-apply annually to retain a WGEA EOCGE citation. This is an ongoing, rigorous, self-reflective and action-oriented process.

I would like to take this opportunity to thank the Equity and Diversity team in Division of Human Resources for their ongoing commitment and support to deliver such important initiatives for the Charles Sturt University community.

I encourage you to use the WGEA EOCGE logo in your own email signatures in addition to the Athena SWAN Bronze Award as per the example below.

Andy

Professor Andrew Vann

Vice-Chancellor

Charles Sturt University

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For International Women's Day, 8th March 2019, Vice-Chancellor Andrew Vann communicated the following to all staff through the internal staff internet:

"Today marks International Women's Day (IWD).

Starting in 1911, this day celebrates the social, economic, cultural and political achievements of women.

At Charles Sturt University, we have many women who have contributed significantly, both internally and externally to the University. You will see stories celebrating achievements on our social media and news channels today. I encourage you to explore our stories.

IWD is also about a call for gender parity, with this year's theme #BalanceforBetter. Balance drives a better working world; balance in senior leadership positions, on boards, on panels, in media coverage, in all aspects of our lives.

We have had many successes in the gender equity space over the last year, however, there is still more to be done and I am committed to continuing to act in the space.

Happy International Women's Day.

Andy"

Vice-Chancellor Andrew Vann provided a foreword to the 'A trade of one's own' report released this year. The report is available on the University website. He stated: "Congratulations from the Vice-Chancellor and President, Charles Sturt University. As the Vice-Chancellor of Charles Sturt

University, I am very pleased to support this vital report. The sustainability and skills of regional New South Wales are very important for not only the regions, but the entire country. The university provides vital research to identify issues and propose practical solutions to ensure our regions thrive into the future. Alongside this, the issues of gender equity and gender participation are relevant to every profession. As a university we have successfully gained Employer of Choice for Gender Equality status. Championing this for the regions and supporting other industries to strive for inclusion is a really important deliverable as a key driver of intellectual capital in regional NSW. I would like to congratulate the staff who have contributed to this key piece of research."

In an all staff Vice-Chancellor Update communicated on the 27th September 2019, Vice-Chancellor Andrew Vann said the following:

"Workplace Gender Equity Strategy 2018-2022 update

The Workplace Gender Equity Strategy is progressing well and we are on track with timeframes and are submitting the Workplace Gender Equality Agency Employer of Choice Citation for 2019/2020 period.

Over the last 12 months, a few notable achievements are:

•   The first round of Unconscious Bias and Inclusivity training has been completed, with favourable results from the 160 participants.

•   Deputy Vice-Chancellor (Students) Jenny Roberts announced as a White Ribbon Advocate

•   Quarterly gender equity newsletters

•   A reduction of the gender pay gap by 1.1%

The priorities over the next year will be:

•   Beginning the 18 month process to become a White Ribbon Accredited Workplace

•   Continue to roll out the Unconscious Bias and Inclusivity training to staff across the University

•   Conduct a thorough gender pay gap analysis

•   A VCLT member to apply to become a White Ribbon Ambassador

We have had many successes in the gender equity space over the last year, however, further progress and initiatives in the gender equity space are required to ensure further productivity, growth and increased organisational performance.

Being a diverse and inclusive workplace aligns directly with our values as a University, improves our ability to attract talent and retain employees and enhances of our reputation.

The Gender Equity Strategy is available online. For further information or to subscribe to the gender equity newsletter email genderequity@csu.edu.au. "

1.8 b). Your CEO/head of business must have communicated their commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying to all employees (including Partners in Partnership structures), in the last 12 months and every year thereafter.

Please provide the statement, how it was communicated and the date of the communication:

Released on the 6th December 2018 to mark the 16 Days of Activism, Vice-Chancellor Andrew Vann communicated the following to all staff through the internal staff intranet:

"The annual UN 16 Days of Activism campaign runs from the International Day for the Elimination of Violence against Women on 25 November, to International Human Rights Day on 10 December. The global campaign draws attention to the gendered drivers of family violence and significant impacts it has on women and children in particular.

At Charles Sturt University (CSU), we continue to be alarmed by the statistics we see today:

•   One in three women worldwide experience gender-based violence (UN Women);

•   On average, one woman a week is murdered by her current or former partner (Our

Watch);

- One in four Australian women has experienced emotional abuse by a current or former partner (Our Watch);

- One in two women has experienced sexual harassment during her lifetime (White Ribbon).

Work has already been done in this area, particularly since the release of the Australian Human Rights Commission's, Change the course: National report on sexual assault and sexual harassment at Australian universities, survey. But as a University, we must continue to do more.

CSU's Enterprise Agreement has been lodged with the Fair Work Commission and is currently awaiting approval. I have decided to bring forward the operation of the new provisions relating to Domestic Violence Leave and they have been implemented effective 1 December 2018.

An employee experiencing domestic violence or an employee supporting a member of their immediate family experiencing domestic violence may access up to fifteen days of domestic violence leave per annum to attend medical, legal and support services as necessary. A further five days may be granted in special circumstances.

Too often, victims are blamed and questioned for their role in causing the abuse, and it is stigmas like these that we need to call out and change. We are proud of these new provisions, and the role they play in challenging the stigmas of family violence by providing support for those who need it, when they need it the most.

We will do more. We have a number of initiatives underway and planned into the future to ensure our staff feel safe and to ensure our community are informed enough to respond and address this issue, including targeted training and awareness raising across the campuses.

Historically family violence has been treated as a private issue, yet research is showing more and more that the underlying cause of most domestic violence is attitudes towards women. Through our ongoing gender equity initiatives, CSU is committed to changing this situation and creating a safe and equal workplace for all. Stopping domestic violence is something we all need to contribute to.

Please take a few minutes out of your day to watch these relevant videos, created by Our Watch:

- Change the story (DV starts with gender equality) - https://youtu.be/fLUVWZvVZXw

- Doing nothing does harm - https://www.youtube.com/watch?v=h_WCoSqvUOw

For support, please find more information on our Employee Assistance Program here:

https://www.csu.edu.au/division/hr/current-staff/my-wellbeing/psychological-wellbeing/counselling or call 1300 361 008.

On the 31/07/2018, Vice-Chancellor Andrew Vann sent an all-staff email saying:

"Sexual assault is a crime. It is not acceptable. It has no place at CSU.

Tomorrow marks 12 months since the release of the Australian Human Rights Commission, Change the course: National report on sexual assault and sexual harassment at Australian universities, survey. In that time, we have implemented a comprehensive plan to address sexual violence.

We have adopted all recommendations from the Australian Human Rights Commission and the Universities Australia 10 Point Plan to ensure we consider all aspects of awareness and prevention, improving support, reviewing progress and, training and education in residences.

In summary, we have:

Established a Respect. Now. Always. Working Party to provide ongoing action planning and implementation of the recommendations reporting to the Vice-Chancellor.

Developed resources for staff responding to student disclosures.

Provided training to staff responding to disclosures of sexual violence. Over 800 staff have been trained in assisting students in distress including responding to disclosures of sexual violence and effective reporting.

Rolled out Consent Matters training to all student leaders.

Developed and rolled out Playing Right, an award winning program, designed to prevent sexual

assault and sexual harassment by educating students living in CSU residences. This program will continue to expand in 2019.

Over 2000 students have completed Consent Matters or the Playing Right program.

Ensured all frontline student facing staff were trained in responding to disclosures of sexual violence and provided information regarding support services and reporting processes to survivors.

Established a dedicated hotline (1800 961 991) for students that is operated by CSU Student Counsellors. After hours this number diverts to the NSW Rape Crisis Centre.

Established the Sexual Assault Resource Group (SARG), a group of staff across all main campuses trained to support other staff regarding reports of sexual violence.

An independent review of residences is currently underway to assess culture, support services including Student Counselling, approaches where an allegation of sexual assault has been made and procedures and responses in residences. It will also review support for students not living on campus or studying online, and to clubs, societies and associations.

We will do more. We are already planning our expanded efforts in 2019 to ensure our students feel safe, survivors feel supported and people are informed to respond and report.

To assist any survivors or students in distress, please refer to the step-by-step guide for responding to disclosures of sexual violence.

Staff are reminded to enrol and complete the Responding to Sexual Violence ELMO module. Steps to enrol:

Log-in to ELMO Learning.

Select the "Learning" menu, then Course Catalogue.

Search "Respect" and select "Respect. Now. Always. - Responding to Disclosures of Sexual Violence".

Click "Enrol".

In an emergency, call 000 and contact campus security on ext. 400, or 1800 931 633, or by using CSU Safe.

Sexual assault is a crime. It is not acceptable. It has no place at CSU.

Professor Andrew Vann

Vice-Chancellor

Charles Sturt University

"

Released on the 26 July 2017 is a Youtube video on the topic of Respect. Now. Always. The video features Vice-Chancellor Andrew Vann discussing his commitment and the University's commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying to all employees. The video can be found here: https://www.youtube.com/watch?time_continue=16&v=z0qX4ymbZI4

1.8 c). Your CEO/head of business must have communicated the organisation's overall gender equality strategy, priorities and progress, to all employees (and Partners in Partnership structures), in the last 12 months and every year thereafter.

Please provide the statement, how it was communicated and the date of the communication:

In an all staff Vice-Chancellor Update communicated on the 23rd September 2019, Vice-Chancellor Andrew Vann said the following:

"Workplace Gender Equity Strategy 2018-2022 update

I am happy to report that the Workplace Gender Equity Strategy is progressing well and we are on track with timeframes.

Over the last 12 months, a few notable achievements are:

•   The first round of Unconscious Bias & Inclusivity training has been completed, with

favourable results from the 160 participants.

- Deputy Vice-Chancellor (Students) Jenny Roberts was announced as a White Ribbon Advocate

- Quarterly gender equity newsletters

- A reduction of the gender pay gap by 1.1%

The priorities over the next year will be:

- Beginning the 18 month process to become a White Ribbon Accredited Workplace

- Continue to roll out the Unconscious Bias & Inclusivity training to staff across the University

- Conduct a thorough gender pay gap analysis

- A VCLT member to apply to become a White Ribbon Ambassador

I encourage you to view the Strategy here. I would also like to use this opportunity to let you know that we are once again submitting the Workplace Gender Equality Agency Employer of Choice Citation for 2019/2020.

We have had many successes in the gender equity space over the last year, however, further progress and initiatives in the gender equity space are required to ensure further productivity and growth and increased organisational performance. Being a diverse and inclusive workplace aligns directly with our values as a University, improves our ability to attract talent and retain employees and enhances of our reputation."

1.8 d). Your CEO/head of business must have communicated the organisation's commitment to gender pay equity to all employees (and Partners in Partnership structures) in the last 12 months and every year thereafter.

Please provide the statement, how it was communicated and the date of the communication:

Released on the 28th August 2019 to mark Equal Pay Day, Vice-Chancellor Andrew Vann communicated the following to all staff through the internal staff internet:

"Equal Pay Day falls today, marking the 59 additional days from the end of the previous financial year that women have to work to earn the same pay as men.

I am proud of my role as a Pay Equity Ambassador for the Workplace Gender Equality Agency and pleased that we have made inroads into closing the gender pay gap at Charles Sturt.

The gender pay gap at Charles Sturt is 12.9 per cent, and is 1.1 per cent smaller than the national average of 14 per cent.

Using the latest data from the Australian Bureau of Statistics, the federal Workplace Gender Equality Agency (WGEA) calculated the national gender pay gap - the difference between women's and men's average weekly full-time base salary earnings - at 14 per cent for full-time employees.

It's encouraging to see the gap at the University dropping, just as it is heartening to see it reduced across Australia in the last 12 months. But it remains too high across the board, and as long as there is any difference whatsoever in men's and women's earnings we must pursue any and all avenues to correct the imbalance.

Among the policies and programs we have instituted are dedicated working groups and forums to support women and gender equity. We have also developed and have begun implementing a three hour training package on Unconscious Bias and Inclusivity to key management personnel at the University.

https://youtu.be/FH6pDSBuXrc

We have undertaken a commitment to communicate employee rights and responsibilities through regular webinars and quarterly newsletters to all staff. An annual report is also provided to senior leadership on the pay equity metrics for consideration and deliberation.

While the University's pay gap was 1.3 per cent lower than last year - I am determined to continue to eradicate the gap all together by advancing gender equity at Charles Sturt, revising current processes, and instituting policies and programs.

Andy"

1.9	1.9. 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. Please confirm this is in place: ☒ Yes 1.9 a). Please provide the job title of the Chair of this group/committee/council: Vice Chancellor and President of Charles Sturt University

| **1.10** | 1.10. Your CEO/head of business must have direct involvement with your organisation's gender equality initiatives. |

Please list what your CEO/head of business does in this regard:

The Vice-Chancellor oversees the progress of the University Strategy, which is broken down into three areas; Our Students, Our Communities and Our Internal Capabilities. Gender equality initiatives occur in all three areas, however, the Internal Capabilities area is responsible for respect, equity and diversity. This is the area which has oversight of the Workplace Gender Equity Strategy 2018-2022, Unconscious Bias & Inclusivity Training, Leadership Development for Women, amongst others. These numbers are referred to in question 2.3 of this application.

The Vice-Chancellor also oversees the progress of the Workplace Gender Equity Strategy 2018-2022 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. It is currently chaired by Deputy Vice-Chancellor (Students), Jenny Roberts.

The Vice-Chancellor also provided the foreword to the Athena SWAN Bronze Institutional award submission, and oversees the progress of the action plan through regular reports from the Equity and Diversity Committee. Through the Athena SWAN submission, the Vice-Chancellor undertook the Male Champions of Change 'Leadership Shadow' exercise and was able to reflect critically on his leadership, particularly in the context of gender equity, based on feedback from those around him. The Vice-Chancellor also attended the awards ceremony in December last year.

The Vice-Chancellor is also a sponsor for the Leadership Development for Women Program, attends (where possible) the Leadership Development for Women conference and Induction, as well as promotes and supports the projects the teams undertake as part of the program. The Vice-Chancellor also receives quarterly updates from the LDW steering committee through the Equity & Diversity Committee. The Vice-Chancellor also received and noted the outcome of the independent report conducted on the LDW program over the last three years.

The Vice-Chancellor and the Vice-Chancellor's Leadership Team were amongst the first cohort to undertake the Unconscious Bias and Inclusivity training, and participated in the promotional video by being interviewed.

| **1.11** | 1.11. Your organisation must ensure that women and men can access opportunities that are considered career-enhancing, equitably. |

Using typical examples in your organisation, please explain how you ensure this occurs for women and men (maximum 500 words).

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. Statistics around the uptake of these programs relating to gender and employment status is tracked. These numbers are referred to in question 2.3 of this application.

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.

Through both the academic promotions panel and the job reclassification process, equal employment opportunity considerations are given, particularly in relation to merit on the basis of 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.

In addition, we regularly review our policies, procedures and schemes to ensure that they are equitable. We have ensured that the initiatives such as study leave, Indigenous 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.

| **1.12** | 1.12. You must hold your managers accountable for contributing to the implementation of your gender equality strategy. |

Please outline how managers are held accountable e.g. describe KPIs (up to 500 words).

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.

One of these KPI's is: Achieve gender equality by 2022 (relating to 50% proposition of senior staff identifying as female). Senior staff is defined as Level 10>, Academic D,E, DVC's, VC.

Managers as a result must abide by the Staff Recruitment Guidelines – Targeting Women for Senior Positions when advertising.

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.

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.

2.1	2.1. Your organisation must have a policy or strategy that includes learning and development (including leadership and/or career development training) for women and men. Please confirm what is in place: ☒ Formal policy ☒ Formal strategy
2.2	2.2. Your organisation must have learning and development plans for all your permanent workforce and long-term casuals. Please confirm this is in place: ☒ Yes

2.3

2.3. Each year, your organisation must track how many women and men, full-time and part-time, have participated in FORMAL leadership development programs. Please indicate the types of programs you have in place:

☐ Formal sponsorship program

☒ Formal mentoring program

☒ Formal succession plan

☒ Formal leadership networks

☒ Other

2.3 b). Please complete the table below with the numbers of participants in this program. All cells must be completed, please enter "0" where there were no participants.

	Women		Men	
	Full-time	Part-time	Full-time	Part-time
Formal mentoring program	19	1	14	4

2.3 c). Please complete the table below with the numbers of participants in this program. All cells must be completed, please enter "0" where there were no participants.

	Women		Men	
	Full-time	Part-time	Full-time	Part-time
Formal succession program	51	2	32	2

2.3 d). Please complete the table below with the numbers of participants in this program. All cells must be completed, please enter "0" where there were no participants.

	Women		Men	
	Full-time	Part-time	Full-time	Part-time
Formal leadership program	78	17	43	6

2.3 e). For the other formal leadership development programs in place, please complete the table below, entering the name of the program, and number of participants in the program for each category.

	Program type	Women		Men	
		Full-time	Part-time	Full-time	Part-time
1	Leadership Development for Women	14	6	0	0
2	Graduate Certification of University Leadership and Management (GCULM)	9	2	4	0

| 3 | LAMP (Emerging Leaders and Manager Program) | 11 | 5 | 4 | 2 |
| 4 | Change Leaders | 131 | 22 | 81 | 5 |

| 2.4 | 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%. Progress against manager targets must also be tracked.

Please confirm this has occurred below. (NB: please read "More information" for future requirements in this area).

☐ Yes, targets have been set for every level of management where the representation of women is less than 40%, and targets are tracked

☒ Targets are not required as the representation of women across all levels of management is at least 40%. Please provide details below:

  All managers (females) – 55.3% |

| 2.5 | 2.5. Your organisation must set gender targets for internal and external recruitment shortlists where the representation of women at any level of management is less than 40%.

Please confirm this has occurred:

☐ Yes, targets for internal and external recruitment shortlists have been set

☒ Targets are not required as the representation of women across all levels of management is at least 40%. Please provide details:

  All managers (females) – 55.3% |

| 2.6 | 2.6. If your organisation has set targets to improve the representation of WOMEN in any non-manager occupational category where their representation is less than 40%, please indicate below:

(NB: this will become a requirement in 2021-22, so if no targets have been set, please proceed to the next question.)

☐ Yes, targets have been set for every non-manager occupational category where the representation of WOMEN is less than 40%

☒ Targets are not required as the representation of women across all non-manager occupational categories is at least 40%. Please provide details:

  Non-managers (females) - 66.5% |

2.7	2.7. If your organisation has set targets to improve the representation of MEN in any non-manager occupational category where their representation is less than 40%, please indicate below: (NB: this will become a requirement in 2021-22, so if no targets have been set, please proceed to the next question). ☐ Yes, targets have been set for every non-manager occupational category where the representation of MEN is less than 40% ☐ Targets are not required as the representation of men across all levels of management is at least 40%. Please provide details:

2.8	2.8. The following questions relate to governing body appointments.

2.8 a). Does your organisation have control over governing body appointments of ALL the organisations covered in this application (as listed at the beginning)?

☒ Yes

☐ No, it has control only over SOME of the organisations included in this application. Please 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?

2.8 a.i). Your organisation must have in place a formal selection policy or a formal selection strategy designed to promote gender equality for all governing bodies/boards where you have control over appointments.

Please confirm which are in place:

☐ Formal policy

☒ Formal strategy

2.8 a.ii). Your organisation must set numerical targets (with timeframes) to improve the representation of women on governing bodies/boards over which you have control of appointments and where the representation of women is less than 40%.

Please confirm these are in place below (NB: please read "More information" for future requirements in this area):

☐ Yes, targets have been set for governing bodies where the representation of women is less than 40%. Please provide the name, the target (%) and the year to be reached for each organisation.

☒ Targets are not required as the representation of women in all these governing bodies is at least 40%.

2.8 b). Does your organisation have control over OTHER governing bodies/boards not included in this application, AND have control over appointments to those governing bodies?

☐ Yes, the names of these organisations are:

☒ No, this organisation does not have control over OTHER governing bodies/boards

☐ No, this organisation does not have control over appointments to other governing bodies it controls. Please explain why, and whether there are other actions taken to improve gender balance on those governing body/boards

| 2.9 | 2.9. Your organisation must identify and address gender segregation challenges relevant in your organisation and/or industry, for example (but not limited to) under-representation of women or men in caring, administrative, technical, trades or senior roles. |

Please provide a written response using the structure below to outline a summary of key details (maximum 750 words):

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

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

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

Gender segregation has been highlighted as an issue within the Education and Training sector by WGEA, listing the number of female employees in 2018 as 73.2%. Although the gender representation at Charles Sturt is 65.7% female which is significantly less than the average sector, we are still female-dominated. 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 10% 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.

In regards to the measures that have been implemented to improve gender balance at Charles Sturt, they are:

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, who have recently changed their name to reflect the growth from an assessment team to an action group. The group is now called Gender Equity and Intersectionality @ Charles Sturt.

Charles Sturt also released 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.

The Unconscious Bias and Inclusivity training has been received well, demonstrating progress in challenging the status quo and mitigating unconscious biases that manifest within the organisation. Of significance is a refocus on the types of marketing campaigns we provide externally, especially those targeted at prospective students, and ensure a gender balance is considered, particularly for courses that are known to be impacted by gender segregation (childcare, social work, nursing).

3.   Gender pay equity

This focus area recognises an organisation's commitment to gender pay equity. It assesses the policies and strategies in place to address gender pay equity and the steps taken to improve identified gender pay gaps.

Gender pay gaps can occur at a like-for-like, level-by-level, and on an overall organisation-wide basis.

3.1	3.1. Your organisation must have a formal remuneration policy and formal remuneration strategy that contains specific gender pay equity objectives.
	Please confirm this is in place:
	☐ Yes, we have a formal remuneration policy that contains gender pay equity objectives
	☐ Yes, we have a formal remuneration strategy that contains gender pay equity objectives
	☒ Our gender pay equity objectives are contained within our award/industrial or workplace agreement
	3.1 a). Gender pay equity objectives must be included in your formal policy, formal strategy or award/industrial or workplace agreement.
	Please indicate which objectives are included in your policy/strategy:
	☒ To achieve gender pay equity
	☒ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and/or performance pay reviews)
	☒ To be transparent about pay scales and/or salary bands
	☐ To ensure managers are held accountable for pay equity outcomes
	☐ To implement and/or maintain a transparent and rigorous performance assessment process
	☒ Other (provide details):
	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.

3.2	3.2. Your organisation must undertake a gender pay gap analysis of its workforce on a like-for-like and organisation-wide basis each year on what is listed below.

Please select all items to confirm this has occurred:

☒ A gender pay gap analysis has been conducted on our workforce covering all the items below at a like-for-like AND organisation-wide basis in the past year

☒ Base salary

☒ Total remuneration (i.e. including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation)

☒ Performance pay

☒ Starting salaries

☒ Annual salary increases

☒ Salaries on promotion

3.3	3.3. Where gender pay gaps are identified from your analysis, your organisation must set targets and take other actions to reduce any like-for-like and organisation-wide gender pay gaps.

Please confirm whether targets have been set (NB: please read "More information" for future requirements in this area):

☒ Yes, targets have been set to reduce gender pay gaps

☐ No targets are required as no unexplainable or unjustifiable gaps were identified in our analysis of like-for-like and organisation-wide gender pay gaps

3.3 a). In the table below, please enter the targets and timeframes that have been set for closing gender pay gaps.

	Details of area where targets were set to reduce the gender pay gap (e.g. like for like for engineers, organisation–wide etc)	% Target?	Year target to be reached?
1	Senior staff trained in unconscious bias and inclusivity	100	2020
2	Proportion of senior staff to identify as female	50	2022
3	Increase of females within STEMM disciplines	5	2020
4			

3.4	3.4. Women and men on primary carer's leave must be included in your organisation's annual reviews of salaries and annual bonus payments. Please confirm this occurs: ☒ Yes
3.5	3.5. Your organisation must analyse and compare the results of performance reviews by gender. Please confirm this occurs: ☒ Yes

4 and 5. Support for caring; Mainstreaming flexible working

Focus area 4 assesses an organisation's initiatives and programs to support employees 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 employees with elder or disability care responsibilities.

Focus area 5 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.

4.1	4.1. Your organisation must have a formal policy AND formal strategy to support its workforce (including Partners in Partnership structures) who have family or caring responsibilities as below. Please confirm these are in place (NB: please read "More information" for future requirements in this area). ☒ Yes there is a formal policy AND strategy supporting those with family or caring responsibilities ☒ Yes the policy and/or strategy covers support for those who return to work from parental leave, and for parents at all stages of children's lives.

4.2	4.2. At least eight weeks of employer-funded paid parental leave at full pay, plus superannuation, must be provided to primary carers who are permanent employees (and Partners in Partnership structures). All of the following must also be in place in relation to this employer-funded paid parental leave. Please tick all the boxes below to confirm they are all in place (NB: please read "More information" for future requirements in this area): ☒ our scheme is paid in addition to the government scheme (not just topping up the government funded scheme) ☒ it is available under any circumstances where there is a new baby e.g: adoption, same-sex couple, surrogacy. This must be available for parents of a stillborn baby. ☒ there is no requirement for anyone to repay any portion if they do not return to work ☒ it is available to women AND men who are primary carers ☒ there is flexibility in how this can be taken (e.g. part-time for part of the paid duration)

4.3	4.3. At least two weeks of employer-funded paid parental leave at full pay must be provided to all secondary carers who are permanent employees (and Partners in Partnership structures).
	Please tick all the boxes below to confirm they are all in place (NB: please read "More information" for future requirements in this area).
	☒ our scheme is paid in addition to the government scheme (not just topping up the government funded scheme)
	☒ it is available under any circumstances where there is a new baby e.g: adoption, same-sex couple, surrogacy. This must be available for parents of a stillborn baby.
	☒ there is no requirement for anyone to repay any portion if they do not return to work
	☒ it is available to women AND men who are secondary carers
	☒ there is flexibility in how this can be taken (e.g. part-time for part of the paid duration)

4.4	4.4. Please confirm that the maximum eligibility period to access employer-funded paid parental leave is 12 months or less. (NB: please read "More information" for future requirements in this area).
	☒ Yes

4.5	4.5. Your organisation must actively encourage men to take parental leave.

Please provide examples on how this has been done in the past year:

One of the key actions within the Workplace Gender Equity Strategy 2018-2022 and the Athena SWAN Action Plan is to "encourage men to utilise primary carers leave". We have included information and resources to staff in the June 2019 newsletter, where the hot topic was men taking primary carers leave with a link to the Catalyst webinar titled 'This Is How You Dad: "Maternity" Leave for Men". In the September 2019 newsletter, a section was dedicated to Father's Day, highlighting key information available to males on flexible work and primary carers leave.

On the website relating to parental leave, it is reiterated several times that the designation of primary and secondary carer roles is not defined by gender.

For Men's Health Week, on the 19th June 2019, Charles Sturt held a webinar focusing on The Challenges and Successes of Life as a Male Academic which featured content relating to parental leave for men.

Our Vice-Chancellor Andrew Vann also communicated this message to mark Father's Day 2019 to all staff through the internal staff intranet:

"Father's Day was celebrated all across Australia yesterday on 1 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.

As a father of three, I understand very clearly the impacts of travel and work on family life. I also understand and recognise how important it is to try to achieve a work/life balance.

Charles Sturt is committed to providing a flexible, supportive and accessible work and study environment for staff and students with family or caring responsibilities.

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 work arrangements can be found on the Division of Human Resources webpage.

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 extremely low; with no males at the University taking primary carers leave during the 2018/19 WGEA reporting period.

This decline from the 2017/18 period is concerning, as equality between genders will not occur unless we encourage and enable men to take on a greater share of parenting responsibilities. I would like everyone to think about the flexibility that is available to parents.

Please consider the options open for parental leave,

Regards

Andy"

4.6	4.6. Your organisation must track the following metrics relating to paid parental leave.

Please tick all the boxes to confirm these metrics are tracked:

☒ utilisation of parental leave by women and men (manager and non-manager)

☒ return to work of women and men following parental leave

☒ promotions during parental leave

☒ voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave

4.7	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.

Please tick all boxes to confirm these are in place:

☒ keep-in-touch program while on parental leave

☒ on-boarding support

☒ 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.

4.8	4.8. Your organisation must have support mechanisms in place, other than leave, for those with family or caring responsibilities, including elder- and disability-care.

Please provide details of these support mechanisms:

Charles Sturt offers on-site childcare on some sites, breastfeeding facilities, information packs to support new parents and/or those with caring responsibilities, as well as targeted communication mechanisms via our internal intranet and forums such as Yammer.

Charles Sturt also has generous flexible working arrangements to suit the individual needs of those with family and/or caring responsibilities. These include, but are not limited to, compressed working weeks, telecommuting, and job sharing.

Referrals to the Employee Assistance Program are provided to employees with family and/or caring responsibilities.

*Family and/or caring responsibilities includes aged parents and family members with a disability.

4.9	4.9. Your organisation must have a policy or strategy to support those who are experiencing family or domestic violence.

Please confirm what is in place:

☒ Formal policy

☐ Formal strategy

4.9 a). Please provide details of the support available for those experiencing family or domestic violence:

☒ paid or unpaid leave

☒ employee assistance program

☒ training of key staff

☒ domestic violence clause in enterprise agreement or equivalent

☒ referral to domestic violence support services for expert advice

☒ other – please provide details:

Charles Sturt has developed a partnership with Lifeline to run tailored sessions relating to domestic violence awareness. These sessions vary from 2 hour sessions to 2 day sessions, with basic knowledge and understanding provided, to 2-day identified streams such as Indigenous as well as Disability.

Contained within the Workplace Gender Equity Strategy 2018-2022 is an action that Charles Sturt is a registered and recognised White Ribbon Accredited Workplace and a minimum of one VCLT member registered as a White Ribbon Ambassador and one VCLT member registered as a White Ribbon Advocate.

Jenny Roberts, Deputy Vice-Chancellor (Students) was announced as a White Ribbon Advocate in May 2019.

Charles Sturt also have a representative on the Family Violence Community Action Network, which is organising Reclaim the Night in Bathurst.

5.1

5.1. Your organisation must have a flexible working policy AND flexible working strategy that includes the following.

Please confirm the following are included by selecting all the boxes below:

☒ a business case for flexible working endorsed at the leadership level is communicated to all our workforce (including Partners in Partnership structures)

☒ manager accountability for flexible working is in place (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons)

☒ where relevant, our organisation's approach to flexibility is integrated into client/customer interactions (e.g. having a conversation with a client about their account manager working flexibly and meeting contract requirements)

5.1 a). 5.1 a) Where relevant, in the box below please describe how you have worked with clients/customers to challenge assumptions that the work cannot be done flexibly and what the outcome was (if not relevant, please enter NA):

N/A

5.2   5.2. Flexible working must be promoted throughout the organisation, to women and men regardless of caring responsibilities, and to prospective employees.

Please provide examples of how this is done.

Fact sheets regarding various types of flexible arrangements, how to apply, and information for managers are available on the Human Resources 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 Vice-Chancellor regularly communicates to staff in a variety of different ways targeting both women and men, actively encouraging them to undertake flexible working conditions.

The HR 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, HR 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.

5.3	5.3. ALL people managers must complete training on how to manage flexible working. (From 2020-21, this training must include addressing gender stereotypes that prevent men from requesting flexible working arrangements.)
	Please confirm that this has occurred:
	☒ Yes, all people managers have completed training on how to manage flexible working
	5.3 a). Please provide an outline of the training provided such as topics covered and ways in which training is provided.
	Charles Sturt has a specific section with the Human Resources website for Managers – Managing @ CSU which provides details and information that address the specific issues associated with managing flexibility, and how to address and overcome these. In addition, the HR Service Centre is available and regularly receives queries from managers regarding specific requests relating to flexibility.
	Contained within the Equal Opportunity Online Training (Module 2 for Managers) is information relating to reasonable adjustments for people with carers' responsibilities and how to undertake this. This training is mandatory for all new managers.
	If requested, training can be conducted by the Service Centre on this topic.

5.4	5.4. Managers, including the CEO/head of business, must be VISIBLE role models of flexible working.

Please provide details, using examples, on how managers (including the CEO/head of business) personally role model flexible working within the organisation.

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.

Our Vice-Chancellor Andrew Vann also communicated this message to mark Mother's Day 2019 to all staff through the internal staff intranet:

"Yesterday marked Mother's Day, an important part of Australian culture, a day our nation acknowledges, celebrates and shows our appreciation for the achievements and efforts of mothers and mother figures both at home and in the workplace.

At Charles Sturt University, we recognise, support and value the contribution of women in the workplace. This is demonstrated through our recent achievements in attaining the Athena SWAN Bronze Institutional Award and becoming an accredited Workplace Gender Equality Agency Employer of Choice.

We have a range of initiatives in place to assist parents and parents-to-be in overcoming some of the obstacles that balancing work and parenthood can bring. The University offers leave at a rate significantly higher than the national legislation, and contained within our Enterprise Agreement are generous flexible working arrangements, parental leave, carers leave and domestic violence provisions. 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.

Charles Sturt University ensures that we have an organisational culture that supports both women and men to work flexibly, by encouraging and enabling men to take on a greater share of parenting responsibilities in order to enable women's careers. This is an important step in achieving gender equity.

These resources from the Division of Human Resources can provide you with more information:

*Leave Manual

*Balancing Work and Study with Family and Caring Responsibilities Policy

*Flexible Hours of Work Scheme Guidelines

*Breastfeeding Policy

*Travel Policy (Part D) - Dependent Care Support

To view these and more, visit: https://www.csu.edu.au/division/hr/current-staff/my-employment/leave/parental-leave

Andy"

Our Vice-Chancellor Andrew Vann also communicated this message to mark Father's Day 2019 to all staff through the internal staff intranet:

"Father's Day was celebrated all across Australia yesterday on 1 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.

As a father of three, I understand very clearly the impacts of travel and work on family life. I also understand and recognise how important it is to try to achieve a work/life balance.

Charles Sturt is committed to providing a flexible, supportive and accessible work and study environment for staff and students with family or caring responsibilities.

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 work arrangements can be found on the Division of Human Resources webpage.

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 extremely low; with no males at the University taking primary carers leave during the 2018/19 WGEA reporting period.

This decline from the 2017/18 period is concerning, as equality between genders will not occur unless we encourage and enable men to take on a greater share of parenting responsibilities. I would like everyone to think about the flexibility that is available to parents.

Please consider the options open for parental leave,

Regards

Andy"

5.5	5.5. At least four of the following options must be available to women AND men in your workplace.

• flexible hours of work

• compressed working weeks

• time-in-lieu

• telecommuting

• part-time work

• job sharing

• carer's leave

• purchased leave

• unpaid leave

• self-rostering

Please confirm these are in place:
☒ Yes

5.5 a). In addition to the previous question's options, if other flexible working arrangements are in place in your organisation, please provide details on them below:
N/A |
| **5.6** | 5.6. How does your organisation support part-time / reduced hours in manager roles?

Outline your organisation's approach, including how you address real or perceived barriers, to requesting reduced hours in senior roles (maximum 500 words).

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. |

6. Preventing gender-based harassment and discrimination, sexual harassment 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.

6.1	6.1. Your organisation must have a policy on the prevention of gender-based harassment and discrimination, sexual harassment and bullying. Please confirm that a policy is in place which includes the above by selecting either the first two options, or the third option below: ☒ prevention of gender-based harassment and discrimination ☒ prevention of sexual harassment and bullying ☐ prevention of gender-based harassment and discrimination, sexual harassment and bulling, is covered in our award/industrial or workplace agreement 6.1 a). A formal grievance process relating to gender-based harassment and discrimination, sexual harassment and bullying (GbHD, SH&B), must be in place in your organisation. Please confirm this is in place: ☒ Yes, a formal GbHD, SH&B grievance process is in place

6.2	6.2. All of your workforce* must have completed training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying at induction and at least every two years.

* This must include all managers, non-managers, contract and casual staff, and Partners in Partnership structures.

The training must include:

• 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.

Please tick all boxes below to confirm the above is in place:

☒ Yes, training covers all points itemised above

☒ Yes, as defined above, everyone in our organisation receives this training

☒ Yes, the training is completed at induction and at least every two years.

6.2 a). Please indicate the way/s in which this gender-based harassment and discrimination, sexual harassment and bullying training is conducted in your organisation:

Online	☒ Yes ☐ No
Face to face	☒ Yes ☐ No
Management meetings	☒ Yes ☐ No
Video presentations	☐ Yes ☒ No

	6.2 b). If you have answered 'No' to ALL the training options in question 6.2 a), please provide details on the way/s in which gender-based harassment and discrimination, sexual harassment and bullying training for all managers is conducted in your organisation (an email with an attached policy and/or advising rights and responsibilities relating to gender-based harassment and discrimination, sexual harassment and bullying is NOT considered to be training): N/A	

6.3	6.3. Your organisation must have had no 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. Please confirm this is the case: ☒ No judgment or adverse final order has been made against the organisations covered in this application relating to gender-based harassment or discrimination and sexual harassment in the last three years

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.

7.1	7.1. In the last 12 months your CEO/head of business, or a member of your governing body, must have made at least one external statement regarding their commitment to gender equality overall (each year for subsequent applications).
	Please provide the statement, how it was communicated and the date of the communication, below:
	Vice-Chancellor Andrew Vann issued a media release regarding the 2017/18 Scorecard on the 14/11/18. It can be accessed here: https://news.csu.edu.au/latest-news/society/csu-leading-on-workplace-gender-equality
	Vice-Chancellor Andrew Vann issued a media release regarding the new Domestic Violence Leave provisions on the 03/12/18. It can be accessed here: https://news.csu.edu.au/latest-news/charles-sturt-university/csu-implements-further-support-for-employees-experiencing-domestic-violence
	Vice-Chancellor Andrew Vann issued a media release regarding Charles Sturt being awarded the Athena SWAN Bronze Institutional Award on the 06/12/18. It can be accessed here: https://news.csu.edu.au/latest-news/charles-sturt-university/csu-wins-sage-athena-swan-bronze-institution-award?D8gpAExXyh3G4LtG.99
	Vice-Chancellor Andrew Vann issued a media release regarding the WGEA Employer of Choice annoucement on the 25/02/19. It can be accessed here: https://news.csu.edu.au/latest-news/charles-sturt-university/csu-is-a-wgea-employer-of-choice-for-gender-equality
	Deputy Vice-Chancellor (Students) Jenny Roberts issued a media release regarding International Women's Day on the 08/03/2019. It can be accessed here: https://news.csu.edu.au/latest-news/charles-sturt-university/balance-for-better-reflecting-on-international-womens-day
	Deputy Vice-Chancellor (Students) Jenny Roberts issued a media release about becoming a White Ribbon Advocate on the 05/07/2019. It can be accessed here: https://news.csu.edu.au/latest-news/charles-sturt-joins-white-ribbon-advocate-program
	Deputy Vice-Chancellor (Students) Jenny Roberts issued a media release about being selected for judging panel of Women's Agenda Leadership Awards on the 19/07/2019. It can be accessed here: https://news.csu.edu.au/latest-news/charles-sturts-deputy-vice-chancellor-students-breaking-down-gender-barriers
	Vice-Chancellor Andrew Vann issued a media release reaffirming the University's commitment to closing the gender pay gap on the 27/08/19. It can be accessed here: https://news.csu.edu.au/latest-news/vice-chancellor-reaffirms-charles-sturts-commitment-to-closing-gender-pay-gap

7.2	7.2. Does your organisation have procurement guidelines that encourage gender equality across your supply chain? ☐ Yes ☒ No

7.3	7.3. Each year, your CEO/head of business must be actively involved in at least one external event focused on gender equality. Please provide details of the gender equality external event/s your CEO/head of business has been involved in this past year. Vice-Chancellor Andrew Vann participated in the Athena SWAN SAGE Symposium 2018, held in Canberra on the 5th December. He participated in the plenary session panel discussion on gender equity strategies – what works and why. Program: https://www.sciencegenderequity.org.au/wp-content/uploads/2018/05/SAGE-Symposium-ProgramV3_28Nov2018-003.pdf On the 13th September 2019, Vice-Chancellor Andrew Vann presented at a seminar hosted by Baker Heart & Diabetes Institute. The presentation was titled 'Gender Equity – How I learned To Step Up and Why You Should Too'. The Vice-Chancellor also met with members of the Baker Institute's Gender Equity and Diversity Committee. Vice-Chancellor Andrew Vann is Deputy Chair of the Universities Australia Board which is overseeing the Respect Now Always project, including information about the next survey where Charles Sturt is the pilot institution with ANU.

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

Please describe the program and explain how it is addressing gender equality issues in your industry or community.

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.

'A trade of one's own' - Regional NSW stakeholder findings – barriers and proposed solutions for women in the manual trades

The aims of the Charles Sturt "Women in Trades" study are to investigate areas that are fundamental to understanding how women, in regional New South Wales particularly, achieve sustainable careers in the manual trades. It explores why and how women are recruited and retained in such occupations, how they contribute to productivity in the workplace and how these factors promote longevity and career satisfaction. Report can be found here: https://cdn.csu.edu.au/__data/assets/pdf_file/0011/3256328/A-Trade-of-Ones-Own-Report-2019.pdf

Media release can be found here: https://news.csu.edu.au/latest-news/charles-sturt-academics-uncover-the-barriers-faced-by-tradeswomen-in-australia

Girls in Cyber Security Advancing

Girls in Cyber Security Advancing (GiCSA) is a project aimed at getting year 9 and 10 girls interested in and involved with cyber security. Cyber security is a field suffering from a shortage of women, and GiCSA is working towards changing that. Only 11% of all information security jobs are held by women, and more than half of those are admin or non-managerial positions.

The GiCSA program will run in six NSW regional towns where CSU campuses are located: Albury-Wodonga, Bathurst, Dubbo, Orange, Port-Macquarie, and Wagga Wagga. The project will involve: • Cyber security awareness and training workshops over three days at your closest CSU campus.

• Participation in an online cyber security challenge to work in teams of 4. Training and mentoring will be provided.

• Four best performing teams will be invited to participate in a Leadership and Entrepreneurship workshop to be held in Wagga Wagga for three days. Travel cost to attend the workshop will be paid for.

• The leadership workshop will provide an opportunity to learn what it's like to develop a cyber security start-up and interact with some very successful women in cyber security.

• The best performing team will also be awarded complimentary attendance to the Australian Information Security Association (AISA) National Conference 2020 to be held in one of the major cities, likely to be in Sydney or Melbourne.

• All participants will receive a certificate of participation in the GiCSA project.

Media release 19/11/18: https://news.csu.edu.au/latest-news/it-and-computing/the-gicsa-project-

inspiring-girls-into-cyber-security-careers

Media release 24/06/19: https://www.westernadvocate.com.au/story/6237056/csu-program-encouraging-women-towards-a-career-in-cyber-security/?cs=115&fbclid=IwAR0vH8yLy5d-_bb8X0sTYylV1btr0lHtwBz06ln8eyltt2fRk-sYFc1KNrg

Media release 03/07/19: https://www.portnews.com.au/story/6255387/girls-explore-future-in-the-cyber-security-industry/

Bathurst video on the program:
https://www.facebook.com/GiCSAproject/videos/442668139674639/

On 6th September 2019 the Charles Sturt Girls in Cyber Security Advancing project won the Best Education Program for Young Ladies in Security at the 2019 Cyber Security Online Women in Security Awards. Media release can be found here: https://news.csu.edu.au/latest-news/charles-sturt-girls-in-cyber-security-advancing-project-takes-out-award

Charles Sturt researcher Dr Joanna Gambetta was named a finalist in the 2019 Australian Women in Wine Awards. This celebrates and rewards the work of women in the Australian wine community. Media release can be found here: https://news.csu.edu.au/latest-news/national-recognition-for-charles-sturt-wine-researcher

Charles Sturt ran a Girls Day Out in STEM 2019 at the Port Macquarie campus. The day attempted to break down the barriers in the fields of science, technology, engineering and maths. Media release can be found here: https://www.portnews.com.au/story/6321628/bright-minds-inspired-at-inaugural-girls-day-out-in-stem/

Charles Sturt offered a UniSuper Seminar specifically targeted towards Super for Women. The seminar was held on July 23rd 2019. Research shows that women face unique challenges when it comes to retirement savings. They tend to have less super than men for many different reasons, including career breaks and time out of the workforce to raise families.

The session was suitable for women who would like to develop a better understanding of financial matters and be more active in managing their retirement savings. The seminar covered issues such as:

• how men and women view money

• understanding the retirement gap and the factors that contribute to it

• longevity and the double-edged sword

• ways to boost your super; including taking advantage of government incentives

Charles Sturt University launched the CSU Women in Engineering Network on the 7th March 2019. This initiative particularly benefits women in regional Australia and was created as engineering is an industry that is lacking in gender equality. Media release can be found here: https://news.csu.edu.au/latest-news/business-and-commerce/new-csu-network-to-benefit-regional-female-engineers

Charles Sturt academic, Dr Lihong Zheng received the Academia Award in the Women in IT Awards program at the 2019 Cisco Live conference in Melbourne on the 7th March 2019. This was in recognition for providing exceptional leadership, mentorship and inspiring students to pursue careers in STEM fields. Media release can be found here: https://news.csu.edu.au/latest-news/women-in-it-award-for-csu-academic

Charles Sturt sponsored the 2019 Women's Agenda Mentee's Manifesto, featuring tips and strategies to empower individuals to enhance their leadership capabilities. This can be found here: https://womensagenda.com.au/mentees-manifesto/introducing-the-womens-agenda-mentees-

manifesto-2019/

Women's Agenda is one of Charles Sturt's key publishing partners. In addition to the Mentee's Manifesto, Charles Sturt is once again the Diamond Partner for the Leadership Awards with our Deputy Vice-Chancellor (Students) Jenny Roberts on the judging panel.

Charles Sturt has a partnership with Business Chicks. Business Chicks is a community for career women and their focus is on supporting and uplifting women. They are all about connecting women, sharing inspiring stories, and mentoring women to be their best. They have a quarterly magazine which shares stories and offers tips, Online Webinars, events where attendees can network and learn from others, and they have a jobs board. More about them: https://businesschicks.com/about-us/

This partnership includes:
-     Event Sponsorship – Julie Bishop Sydney and Melbourne.
-     9 to Thrive Activation Space
-     Online Content Series titled "Entrepreneurs of the Future"
-     Magazine ads x4
-     Business Chicks Memberships x5

7.5	7.5. Your CEO/head of business must aim to achieve gender balance on internal / external speaking panels, by taking action in the following ways:

This involves:

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

• insisting that as a condition of acceptance, you expect women to participate in a meaningful way

• 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 from within your organisation or network and if helpful, point them to resources for support in finding women.

☒ Yes, the CEO has taken these actions.

☐ Not applicable as the CEO has not participated on any internal or external speaking panels.

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.

8. Your CEO/head of business must participate in a 15-20 minute telephone interview with a WGEA representative regarding their leadership and commitment to gender equality.

This is applicable for first time applications, or existing citation holders where your CEO is new to your organisation.

Please confirm whether the CEO/head of business needs to be interviewed as part of the assessment of this EOCGE application.

☐ Our organisation's current CEO/head of business has not been interviewed previously for the EOCGE citation and will participate in a 15-minute telephone interview with a representative from WGEA.

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

15th November 2018

9. Employee consultation on your EOCGE 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. At a minimum, all the requirements below must be met, please tick all the boxes to confirm this occurs.

☒ The group or committee responsible for the implementation and oversight of our gender equality strategy (identified at Q1.9) has been consulted in the development of our EOCGE application

☒ All the workforce (including Partners in Partnership structures) has been informed that the organisation is applying for the citation

☒ Our completed EOCGE application (minus any confidential remuneration data) will be formally available to all workers (and Partners in Partnership structures) before, or upon successful granting, of the citation

10.	Your organisation must consult with its workforce, including casuals, and Partners in Partnership structures, on issues concerning gender equality in the workplace by means of a survey and this must have been undertaken in the past two years. Please confirm this has occurred: ☒ Yes, this organisation's survey was conducted on (provide the month and year): May-June 2019

10.1	10.1. Please confirm that the survey you used facilitated anonymous participation: ☒ Yes

10.2	10.2. Please confirm that the survey used a FIVE-POINT SCALE and the questions were either the three below or alternatives that were comparable to, and aligned with, the intent of these questions.(If you wish to use alternative questions, you must obtain written approval from WGEA before administering your survey, to ensure your questions are aligned). Survey questions: Question 1: "My immediate supervisor/manager genuinely supports equality between genders." Question 2: "I have the flexibility I need to manage work and other commitments." Question 3: "In my organisation gender-based harassment and sexual harassment is not tolerated." Please confirm: ☒ Yes, the above three questions, using a five-point scale, were included in this organisation's employee survey ☐ Alternative questions, using a five-point scale, were used in this organisation's employee survey and approval was given by WGEA for their use.

10.3	10.3. SURVEY METHOD: What survey method did your organisation use? ☐ A pulse survey ☐ The questions were incorporated into an existing survey (eg a biennial employee engagement survey) ☒ The survey questions were asked as part of an existing process, for example via other confidential feedback mechanisms (provide details): Biannual Your Voice Survey to gauge employee satisfaction. The questions were included within a 124 question survey.

☐ Other (provide details):

10.4	10.4. SAMPLE SIZE: Please confirm either of the following: ☒ All workers were given an opportunity to complete the survey ☐ The survey was administered to a statistically significant and representative sample of workers

10.5	10.5. RESPONSE RATES: Your organisation's survey sample is considered representative if you have either: i) obtained 400 or more responses, OR ii) where samples of less than 400 are collected, you have achieved a response rate of 60% of your workforce, and the sample is comparable to your employee profile for age and gender distributions. Please indicate below which response rate option applies to your organisation: ☒ 400 or more survey responses were received ☐ Less than 400 survey responses were received, but a response rate of at least 60% of our workforce was obtained, and the sample is comparable (within 2.5 percentage points above or below) to the employee profile by gender and age of our organisation ☐ This organisation, despite following the required methodology as stated above, was unable to achieve the desired response rate

10.6	10.6. ANALYSIS: Please confirm that your organisation has analysed its survey responses by gender: ☒ Yes

| 10.7 | 10.7. RESULTS: Your organisation must have analysed ALL responses to its employee survey (including 'not sure' or equivalent) and achieved the thresholds below. |

Indicate what agreement threshold was achieved:

☒ an agreement threshold of at least 70% 'agree' or 'strongly agree' was achieved on the first two questions above

☒ an agreement threshold of at least 80% 'agree' or 'strongly agree' was achieved on the third question regarding gender-based harassment and sexual harassment

☐ one or more of the above threshold requirements were not reached. We have contacted WGEA to discuss why these thresholds were not achieved and have been advised that we remain eligible to apply for the EOCGE citation

☐ one or more of the above threshold requirements were not reached BUT an agreement threshold above the industry norm for an externally-validated survey tool used was achieved (i.e. not just that survey software was used)

| 10.8 | 10.8. RESULTS: Please provide the following results of your survey below: |

• total number of survey responses received by gender

• combined number of 'agree' and 'strongly agree' responses for each of the three questions asked

What was the total number of female responses?	915
What was the total number of male responses?	495
Total number of responses (male plus female)?	1410

10.8 a). Please complete the following table:

	Total NUMBER of 'agree' and 'strongly agree' (male plus female)	% agreement threshold reached
Survey question 1	1241	88
Survey question 2	980	79
Survey question 3	1241	88

10.9	10.9. Where gender equality issues have been identified through the employee consultation process your organisation must take action/s to address these issues.

Please confirm this has occurred:

☒ Yes

☐ No gender equality issues were identified in our consultation process

10.9 a). Please provide details of actions that were taken to address gender equality issues identified through your consultation process.

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. |
| **11.** | Outstanding initiative - we encourage you to provide information on any outstanding or innovative initiatives in advancing gender equality that have been implemented in your workplace in the past two years.

Please provide the following information: |
| **11.1** | 11.1. What was the gender equality challenge?

Improving behaviour and attitudes by challenging beliefs (both conscious and unconscious) on gender, cultural and informal practices in relation to gender |

11.2

11.2. What was the initiative?

Research shows that greater diversity within workplaces leads to stronger teams, better outcomes and greater happiness at work. However, our unconscious bias can limit acceptance of diversity and unwittingly set up non-inclusive practices. One of the best ways to overcome this is by gaining insight into our own bias and employing some simple strategies to create a more inclusive workplace.

We are rolling out Unconscious Bias and Inclusivity training across all Charles Sturt University campuses to assist staff in learning these strategies and increasing their awareness. This training is one of the key initiatives under both the Workplace Gender Equity Strategy, endorsed by the Vice-Chancellor in September 2018 and the Athena SWAN action plan which resulted in achieving an Athena SWAN Bronze Institution Award in December 2018.

The 3-hour interactive session covers:

•   Why we need to address unconscious bias and inclusivity, including organisational benefits and legislation

•   What is unconscious bias?

•   Understanding privilege, including the Privilege Walk and how to check our own privilege

•   How exclusion and unconscious bias negatively impacts behaviour and decisions

•   Case studies and examples of behaviours and their underlying assumptions

•   Equity vs Equality

•   Strategies for overcoming exclusion, including bystander interventions and the characteristics of being supportive

11.3

11.3. Who was involved in the initiative?

Those that contributed to the development of this training:

•   Kirsty Smith (Project Manager, Athena SWAN),

•   Nicholas Steepe (Project Manager, Equity & Diversity),

•   Rachel Richardson (Sub Dean, Learning and Teaching, Faculty of Arts and Education),

•   Kerry Silverson (Coordinator – Student Leadership Program),

•   Kylie Bennett (HR Business Partner),

•   Lauren Darley-Bentley (Assistant Manager, Compliance and Policy),

•   Janelle Thomas (Research Officer, Athena SWAN Project Officer),

•   Denise Wood (Deputy Director, Learning Design Unit),

•   Craig Hinley (Manager, Equity & Diversity),

•   Cate Thomas (Associate Dean (Academic), Faculty of Science and Athena SWAN Convenor).

11.4	11.4. What were the outcomes?

The first round of training delivered to staff consisted of 10 sessions across February and March 2019. During the first round a total of 160 staff completed the training. Those in attendance were a mix of professional and academic staff of various levels across the University. Overall, the training was well received by staff with favourable results shown in both the data and written responses.

An evaluation report based on the feedback gathered from the open-ended questions asked in the post training survey has been written. The report included a summary of the common themes and reflections from the Project Manager, Equity & Diversity. The report concludes with the identified outcomes as a result of the evaluation.

The report can be found here:
https://cdn.csu.edu.au/__data/assets/pdf_file/0005/3250868/Unconscious-Bias-and-Inclusivity-Training-Evaluation-Report-Round-1.pdf

A facilitator manual and train-the-trainer session will be held for the training to be continued to be rolled out across the University.

Charles Sturt is also in discussions with Wagga Wagga City Council to run the training externally to Wagga Wagga City Council staff by the end of 2019.

11.5	11.5. Other information:

A promotional video featuring Vice-Chancellor Andrew Vann, Deputy Vice-Chancellor (Students) Jenny Roberts, Chief Financial Officer Paul Dowler, Executive Dean Tracey Green was released on Equal Pay Day 2019. The video can be accessed here:
https://www.youtube.com/watch?time_continue=2&v=FH6pDSBuXrc

Next Steps

Please use the following as a checklist to ensure all steps are actioned:

1) Submit this QUESTIONNAIRE (click the "Submit" button – on bottom right of any page).

2) Download and print the draft application for review and CEO sign off.

3) Submit your APPLICATION (click green "Submit" button on the Recognition page).

4) Complete your payment form AFTER submitting your application (see hyperlink near green "Submit" button on the Recognition page).

5) Email supporting documentation to EOCGE@wgea.gov.au:

   a. page containing the CEO's signature approving submission of application,

   b. 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 (question 1.4), and

   c. evidence that progress on key metrics listed in questions 1.5 a), b) and c) have been reported to your governing body/board.

CEO Sign-Off

I confirm the content of the 2019-20 WGEA Employer of Choice for Gender Equality application is accurate and approve its submission to WGEA.

Name of CEO/head of business: _____Andrew Vann_____

CEO/head of business signature: _____

Appendix 1

Copy of 2018-19 public report

Organisation and contact details

Submitting organisation details	**Legal name**	Charles Sturt University
	ABN	83878708551
	ANZSIC	P Education and Training 8102 Higher Education
	Business/trading name/s	
	ASX code (if applicable)	
	Postal address	Panorama Avenue BATHURST NSW 2795 AUSTRALIA
	Organisation phone number	63384555
Reporting structure	**Number of employees covered by this report**	3,106

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	0	0
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	0	0
		Full-time contract	2	3	5
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	0	0	0
		Full-time contract	6	5	11
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-1	Full-time permanent	0	0	0
		Full-time contract	1	1	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	0	0	0
		Full-time contract	6	6	12
		Part-time permanent	0	0	0
		Part-time contract	1	0	1
		Casual	0	0	0
	-3	Full-time permanent	1	1	2

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Full-time contract	8	13	21
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	0	0
		Full-time contract	8	13	21
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-1	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	5	2	7
		Full-time contract	1	2	3
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-3	Full-time permanent	23	15	38
		Full-time contract	0	1	1
		Part-time permanent	0	1	1
		Part-time contract	1	0	1
		Casual	0	0	0
	-4	Full-time permanent	37	21	58
		Full-time contract	8	2	10
		Part-time permanent	1	0	1
		Part-time contract	2	0	2
		Casual	0	0	0
	-5	Full-time permanent	6	6	12
		Full-time contract	0	1	1

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	1	2	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			119	96	215

Workplace profile

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	359	352	0	0	0	0	711
	Full-time contract	189	144	0	0	0	0	333
	Part-time permanent	108	33	0	0	0	0	141
	Part-time contract	98	42	0	0	0	0	140
	Casual	219	102	0	0	0	0	321
Technicians and trade	Full-time permanent	33	52	0	0	0	0	85
	Full-time contract	5	5	0	0	0	0	10
	Part-time permanent	11	2	0	0	0	0	13
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	14	5	0	0	0	0	19
	Full-time contract	0	1	0	0	0	0	1
	Part-time permanent	7	0	0	0	0	0	7
	Part-time contract	2	0	0	0	0	0	2
	Casual	31	0	0	0	0	0	31
Clerical and administrative	Full-time permanent	230	34	0	0	0	0	264
	Full-time contract	41	16	0	0	0	0	57
	Part-time permanent	104	7	0	0	0	0	111
	Part-time contract	43	3	0	0	0	0	46
	Casual	391	141	0	0	0	0	532
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	19	27	0	0	0	0	46
	Full-time contract	0	1	0	0	0	0	1
	Part-time permanent	16	2	0	0	0	0	18
	Part-time contract	0	0	0	0	0	0	0
	Casual	2	0	0	0	0	0	2
Grand total: all non-managers		1,922	969	0	0	0	0	2,891

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

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

NB. **IMPORTANT:**

• References to the Act mean the Workplace Gender Equality Act 2012.

• A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.

• Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).

• Answers need to reflect ALL organisations covered in this report.

• If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

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

    1.1 **Recruitment**

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

    1.2 **Retention**

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

1.3   Performance management processes

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

1.4   Promotions

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

1.5   Talent identification/identification of high potentials

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

1.6   Succession planning

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

1.7   Training and development

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

1.8   Key performance indicators for managers relating to gender equality

☒ Yes (select all applicable answers)

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

1.9   Gender equality overall

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

1.10   How many employees were promoted during the reporting period against each category below?

IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	0	0	19	17
Permanent/ongoing part-time employees	0	0	1	0
Fixed-term contract full-time employees	0	0	3	4
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

1.11   How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?

IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	37	25
Number of appointments made to NON-MANAGER roles (including promotions)	359	164

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	12	2	60	42
Permanent/ongoing part-time employees	1	0	26	2
Fixed-term contract full-time employees	13	6	43	34
Fixed-term contract part-time employees	2	0	43	13
Casual employees	0	0	0	0

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

CSU has various policies on Balancing Work, Study and Caring Responsibilities; Breastfeeding; Childcare on Campus; Children in the Workplace; Communicating Without Bias; Family Related Leave; Remote Work; Flexible Working; Allowance for Dependent Care Expenses While travelling on University Business and Recruitment for Targeting Women to Senior positions. In addition, CSU has a range of programs targeting at gender equity, including, but not limited to, Leadership Development for Women and the bi-annual Leadership Development for Women Conference, with a specific presentation stream for the Senior Women's Forum. In December 2018, CSU was successful in achieving the Athena SWAN Bronze Institutional Award, via involvement in the Australian Science in Australia Gender Equity (SAGE) Pilot, with a focus on enhancing gender equity in the areas of science, technology, engineering, mathematics and medicine (STEMM). Also, in September 2018, the Workplace Gender Equity Strategy 2018-2022 was developed and endorsed by Vice-Chancellor Andrew Vann which has a range of actions to improve gender equity at CSU, and is closely aligned with the Athena SWAN Action Plan.

Gender equality indicator 2: Gender composition of governing bodies

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

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

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

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

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

2.1a.1 Organisation name?

Charles Sturt University

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

	Female	Male
Number	1	0

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

	Female	Male
Number	7	6

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

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

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

☐ Yes
☒ No

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

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

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

☐ Yes
☒ No

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

Gender equality indicator 3: Equal remuneration between women and men

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

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

☒ Yes (select all applicable answers)

    ☒ Policy

    ☐ Strategy

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

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

    ☐ Insufficient resources/expertise

    ☐ Salaries set by awards/industrial or workplace agreements

    ☐ Non-award employees paid market rate

    ☐ Not a priority

    ☐ Other (provide details):

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

☒ Yes (provide details in question 3.2 below)

☐ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)

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

    ☐ Salaries set by awards/industrial or workplace agreements

    ☐ Insufficient resources/expertise

    ☐ Non-award employees paid market rate

    ☐ Not a priority

    ☐ Other (provide details):

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

☒ To achieve gender pay equity

☒ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)

☐ To be transparent about pay scales and/or salary bands

☐ To ensure managers are held accountable for pay equity outcomes

☐ To implement and/or maintain a transparent and rigorous performance assessment process

☒ Other (provide details):

Remuneration is set by the Enterprise Agreement based on a specific classification system. Job evaluation processes are non-discriminatory (applied the position not the incumbent). Salary progression through increments is automatic unless performance is unsatisfactory (managed by another specific process). Academic Promotion procedures and outcomes are reviewed regularly for gender bias with the inclusion of merit relative to opportunity principles. Analysis of gender salary differentials is undertaken annually and strategies are introduced to address the pay equity gap (such as leadership development for women programs, search plan aimed at attracting qualified women to apply for vacant senior positions).

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

☒ Yes - the most recent gender remuneration gap analysis was undertaken:

    ☒ Within last 12 months

    ☐ Within last 1-2 years

    ☐ More than 2 years ago but less than 4 years ago

    ☐ Other (provide details):

☐ No (you may specify why you have not analysed your payroll for gender remuneration gaps)

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

    ☐ Insufficient resources/expertise

    ☐ Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)

☐ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)

☐ Non-award employees paid market rate

☐ Not a priority

☐ Other (provide details):

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

Organisation-wide

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

☒ Yes – indicate what actions were taken (select all applicable answers)

☐ Created a pay equity strategy or action plan

☐ Identified cause/s of the gaps

☐ Reviewed remuneration decision-making processes

☐ Analysed commencement salaries by gender to ensure there are no pay gaps

☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)

☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias)

☒ Trained people-managers in addressing gender bias (including unconscious bias)

☐ Set targets to reduce any like-for-like gaps

☐ Set targets to reduce any organisation-wide gaps

☒ Reported pay equity metrics (including gender pay gaps) to the governing body

☒ Reported pay equity metrics (including gender pay gaps) to the executive

☒ Reported pay equity metrics (including gender pay gaps) to all employees

☒ Reported pay equity metrics (including gender pay gaps) externally

☐ Corrected like-for-like gaps

☐ Conducted a gender-based job evaluation process

☒ Implemented other changes (provide details):

Continued to implement strategies such as Leadership Development for Women Program and strategies to increase the proportion of women in the applicant pool for senior management. A specific team within the Athena SWAN Self-Assessment Team 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.

☐ No (you may specify why no actions were taken resulting from your remuneration gap analysis)

☐ No unexplainable or unjustifiable gaps identified

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

☐ Insufficient resources/expertise

☐ Salaries set by awards/industrial or workplace agreements

☐ Non-award employees are paid market rate

☐ Unable to address cause/s of gaps (provide details why):

☐ Not a priority

☐ Other (provide details):

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

In March 2018, on International Women's Day, it was announced that our Vice Chancellor has become a Pay Equity Ambassador, affirming his commitment to addressing this issue. He continues to reaffirm this to staff on a regular basis.

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

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

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

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

   ☒ Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):

   ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme

   ☒ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

   ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

   ☐ No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):

   ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme

   ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

   ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

   ☐ No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):

   ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme

   ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

   ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

   ☐ No, not available (you may specify why this leave is not provided)

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

   ☐ Insufficient resources/expertise

   ☐ Government scheme is sufficient

   ☐ Not a priority

   ☐ Other (provide details):

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

      2

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

      Eligibility period is 40 weeks of continuous service immediately prior to the expected date of birth. Up to 26 weeks' paid leave is available as follows: 6 weeks' paid maternity leave (or 12 weeks at ½ pay) available only to an employee who gives birth to a child.20 weeks' paid primary carer leave (or 40 weeks at ½ pay) available to an employee who takes on the role of primary carer following the birth or adoption of a child.

5.2 **What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?**
 • **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

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

5.3 **Please indicate whether your employer funded paid parental leave for primary carers covers:**

☒ Adoption
☒ Surrogacy
☒ Stillbirth

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

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

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

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

10

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

Secondary carers are eligible for a total of 8 weeks (paid and unpaid) leave

6.2 **What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?**
 • **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

☐ <10%

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

6.3   Please indicate whether your employer funded paid parental leave for secondary carers covers:

☒ Adoption
☒ Surrogacy
☒ Stillbirth

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	2	0	0	1

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	55	0	2	10

8.   How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
•   Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
•   'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	0

8.1   How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
•   Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
•   'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	12	5

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

☒ Yes (select all applicable answers)
    ☒ Policy
    ☐ Strategy
☐ No (you may specify why no formal policy or formal strategy is in place)
    ☐ Currently under development, please enter date this is due to be completed
    ☐ Insufficient resources/expertise
    ☐ Don't offer flexible arrangements
    ☐ Not a priority
    ☐ Other (provide details):

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

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

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

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

11.1 **Please select what support mechanisms are in place and if they are available at all worksites.**
    • **Where only one worksite exists, for example a head-office, select "Available at all worksites".**

☐ Employer subsidised childcare
    ☐ Available at some worksites only
    ☐ Available at all worksites
☒ On-site childcare
    ☒ Available at some worksites only
    ☐ Available at all worksites
☒ Breastfeeding facilities
    ☒ Available at some worksites only
    ☐ Available at all worksites
☐ Childcare referral services
    ☐ Available at some worksites only

☐ Available at all worksites
☐ Internal support networks for parents
    ☐ Available at some worksites only
    ☐ Available at all worksites
☐ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
    ☐ Available at some worksites only
    ☐ Available at all worksites
☒ Information packs to support new parents and/or those with elder care responsibilities
    ☐ Available at some worksites only
    ☒ Available at all worksites
☒ Referral services to support employees with family and/or caring responsibilities
    ☐ Available at some worksites only
    ☒ Available at all worksites
☒ Targeted communication mechanisms, for example intranet/ forums
    ☐ Available at some worksites only
    ☒ Available at all worksites
☐ Support in securing school holiday care
    ☐ Available at some worksites only
    ☐ Available at all worksites
☐ Coaching for employees on returning to work from parental leave
    ☐ Available at some worksites only
    ☐ Available at all worksites
☐ Parenting workshops targeting mothers
    ☐ Available at some worksites only
    ☐ Available at all worksites
☐ Parenting workshops targeting fathers
    ☐ Available at some worksites only
    ☐ Available at all worksites
☐ None of the above, please complete question 11.2 below

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

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

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

☒ Yes (select all applicable answers)
    ☒ Employee assistance program (including access to a psychologist, chaplain or counsellor)
    ☒ Training of key personnel
    ☒ A domestic violence clause is in an enterprise agreement or workplace agreement
    ☐ Workplace safety planning
    ☒ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
    ☒ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

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

14. **Where any of the following options are available in your workplace, are those option/s available to both women AND men?**
- **flexible hours of work**
- **compressed working weeks**
- **time-in-lieu**
- **telecommuting**
- **part-time work**
- **job sharing**
- **carer's leave**
- **purchased leave**
- **unpaid leave.**

Options may be offered both formally and/or informally.
For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

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

14.1 **Which options from the list below are available? Please tick the related checkboxes.**
- **Unticked checkboxes mean this option is NOT available to your employees.**

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	☒	☒	☒	☐
Compressed working weeks	☒	☒	☒	☒
Time-in-lieu	☒	☒	☒	☐
Telecommuting	☒	☐	☒	☐
Part-time work	☒	☐	☒	☐
Job sharing	☒	☐	☒	☐
Carer's leave	☒	☐	☒	☐
Purchased leave	☒	☐	☒	☐
Unpaid leave	☒	☐	☒	☐

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

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

☐ Insufficient resources/expertise
☐ Not a priority
☐ Other (provide details):

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

The favourable results from the CSU Your Voice Staff Survey 2017 relating to flexibility were: CSU has enough flexible work arrangements to meet my needs - 78% I can change my working hours if I need to - 71%. The Your Voice Survey will run again from 20th May 2019 to 7th June 2019 with results being available mid-August.

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

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

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

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

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

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

15.2   **Who did you consult?**

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

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

The favourable results from the CSU Your Voice Staff Survey 2017 relating to gender equality were: My immediate supervisor genuinely supports gender equality - 86% / Sexual harassment is not tolerated at CSU - 88% / CSU has systems, programs and/or practices in place to prevent gender discrimination - 79% / Individuals of all genders are recognised equally for their contribution - 75% / CSU is committed to achieving a gender diverse workforce - 77%. The Your Voice Survey will run again from 20th May 2019 to 7th June 2019 with results available mid-August.

Gender equality indicator 6: Sex-based harassment and discrimination

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

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

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

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

☒ Yes
☐ No (you may specify why a grievance process is not included)
    ☐ Currently under development, please enter date this is due to be completed
    ☐ Insufficient resources/expertise
    ☐ Not a priority
    ☐ Other (provide details):

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

☒ Yes - please indicate how often this training is provided:
    ☒ At induction
    ☐ At least annually
    ☐ Every one-to-two years
    ☐ Every three years or more
    ☐ Varies across business units
    ☒ Other (provide details):
        The Division of Human Resources provides specific training on request around respectful and positive workplace behavior and communication. Included within this training is the legislation and organisational procedures for harassment and discrimination prevention.
☐ No (you may specify why this training is not provided)
    ☐ Currently under development, please enter date this is due to be completed
    ☐ Insufficient resources/expertise
    ☐ Not a priority
    ☐ Other (provide details):

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

Charles Sturt University has committed to adopting all the Human Rights Commission's recommendations based on the 'Change The Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities' released in August 2017.

Other

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

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

CSU is proud of its achievements in relation to gender equality, especially after the achievements during 2018. These include, but are not limited to: constant review of relevant policies and procedures to eliminate bias and ensure inclusiveness; Programs created and implemented aimed at reducing discrimination and promoting inclusivity, such as the Ally program, Racism: It Stops with Me, Courageous Conversations training and the Respect. Now. Always. Campaign; Successful application submitted for the Athena SWAN Bronze Institutional Award, via involvement in the Australian Science in Australia Gender Equity (SAGE) Pilot; Generous flexible working arrangements, parental leave, carers leave and domestic violence provisions included within the Enterprise Agreement; Continuous improvements made in the representation of senior women in the institution; Vice Chancellor becoming a Pay Equity Ambassador in March 2018; Successful application to become a Workplace Gender Equality Agency Employer of Choice; Endorsement of the Workplace Gender Equity Strategy 2018-2022; development and implementing of Unconscious Bias and Inclusivity Training; Domestic violence provision above the National standard contained within the Enterprise Agreement and further implementation of domestic violence training for staff. During 2019, CSU will continue to work on the 66 action items contained within the Workplace Gender Equity Strategy 2018-2022 and the Athena SWAN Action Plan.

Gender composition proportions in your workplace

Important notes:

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

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce
1. the gender composition of your workforce overall is 65.7% females and 34.3% males.

Promotions
2. 52.3% of employees awarded promotions were women and 47.7% were men
    i. 0.0% of all manager promotions were awarded to women
    ii. 52.3% of all non-manager promotions were awarded to women.

3. 15.6% of your workforce was part-time and 2.3% of promotions were awarded to part-time employees.

Resignations
4. 66.9% of employees who resigned were women and 33.1% were men
    i. 77.8% of all managers who resigned were women
    ii. 65.4% of all non-managers who resigned were women.
5. 15.6% of your workforce was part-time and 29.1% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave
    i. 20.3% of all women who utilised parental leave ceased employment before returning to work
    ii. 45.5% of all men who utilised parental leave ceased employment before returning to work
    iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
    iv. 70.6% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations:

CPSU, NTEU and United Voice

CEO sign off confirmation

Name of CEO or equivalent:

Vice Chancellor Professor Andrew Vann

Confirmation CEO has signed the report:

CEO signature:

Date: