

## Better practice examples provided by Administering Institutions against the seven NHMRC gender equity requirements.

<p><b>1. An institutional strategy that addresses the underrepresentation of women in senior positions in relevant strategic/corporate plans. This strategy should be reviewed frequently to ensure that it is effective and relevant.</b></p> <p>Administering Institutions that excelled against this criterion demonstrated a commitment to increasing the proportion of women in senior positions by setting targets, tracking impact of initiatives and reporting on outcomes.</p>	
Curtin University (WA)	<p>In 2014 and 2015, Curtin University was awarded the Employer of Choice for Gender Equality Citation and received a notification of compliance from the Workplace Gender Equity Agency.</p> <p>Curtin's <i>Equal Employment Opportunity Management Plan 2015-2017</i> contains Equity KPIs (targets) for the participation of women in senior positions. Key measures include:</p> <ul style="list-style-type: none"> <li>• development and implementation of both a <i>Women in Leadership Program</i> and a <i>Women in Research Network</i></li> <li>• undertaking a biennial <i>Gender Pay Equity Audit</i> and addressing identified issues</li> <li>• reviewing <i>Advancing Women Strategy</i> and implementing updated <i>Gender Equality Strategy</i>, and</li> <li>• publicising flexible work practices for all staff and managers.</li> </ul> <p>All Policy documents are reviewed within three years from creation or last approval, or earlier as needed.</p>
Flinders University (SA)	<p>The University's <i>2012-2016 Strategic Plan</i> contained a key strategic priority to increase the number of women in senior leadership positions by setting a target to achieve a 10% relative increase in number of women in senior positions (from a base of 8 of 36 in 2012).</p> <p>The new <i>Strategic Plan</i> calls for staff to "Champion diversity and create a vibrant, inclusive and values based community". Following a University restructure, as at 1st July 2017, we have a 50:50 gender ratio across 30 senior leadership positions with 7 currently remaining to be filled.</p>
Queensland University of Technology (QLD)	<p>A key performance indicator set in the University's strategic plan (<i>Blueprint 4</i>) is that 40% of senior staff to be female by 2016 – senior being defined as levels D and E plus above higher education worker level 10. This target was achieved in 2015 with 41.9% of senior staff being female. <i>Blueprint 4</i> also has a focus on increasing the numbers of women in research at senior levels.</p>
<p><b>2. Mentoring and skills training strategies that promote and seek to increase women's participation.</b></p> <p>Administering Institutions that excelled against this criterion had specific programs targeting women, as well as highly developed general access training and mentoring opportunities.</p>	
University of South Australia (SA)	<p>The <i>Women's Development Program</i> provides learning opportunities for academic women seeking promotion into senior leadership roles.</p>

University of Western Australia (WA)	Initiated in 1994, the University has offered the Leadership Development for Women (LDW) program to all female staff, both academic and professional. The LDW program is of one year duration and combines a broad perspective on leadership and management and provides personal, professional and skills development and networking opportunities. The LDW program was reviewed in 2015 with a revised format delivered in 2016, building on the past success and opening access to all current and future University leaders of all genders.
University of Sydney (NSW)	<p>There are a number of career development programs to support and promote women's academic careers, including:</p> <ul style="list-style-type: none"> <li>• Sydney Medical School has a research development program that focuses on accelerating the careers of Early and Mid-Career Researchers (EMCRs)</li> <li>• the Faculty of Science provides support to cover childcare expenses to allow staff to attend conferences and return to work fellowships for staff that have been on parental leave, and</li> <li>• the Faculty of Science has a <i>Visiting Scholar Scheme</i> for women and the <i>Women in Science Project</i> offering public lectures, networking events and promotion support.</li> </ul> <p>The <i>Strategic Promotions Advice and Mentoring</i> (SPAM) scheme targets women at Level D in the Faculties of Science, Veterinary Science and the Sydney Medical School to support their applications for promotion to Level E.</p>
<p><b>3. The provision of parental/maternity leave and carers leave, as well as transitional support to encourage return to work.</b></p> <p>All Administering Institutions met this requirement, offering maternity leave and the provision for part-time work.</p> <p>Many Institutions also offered partner leave as well as adoption leave and some internal grants allowed for part-time employment options.</p>	
Victoria University (VIC)	The University provides a <i>Return to Work Bonus</i> and <i>Parental Leave Research Grant Fund</i> to assist with transition back to work by funding research activities before, during or immediately after this leave.
University of Canberra (ACT)	<p>Key provisions under the <i>Universities 2015-2018 Enterprise Agreement</i> include:</p> <ul style="list-style-type: none"> <li>• 26 weeks full pay parental leave provision - also counts as service</li> <li>• paid partner parental leave of 10 days</li> <li>• up to 10 days miscellaneous leave or more provided in consultation with Director of Human Resources</li> <li>• individual flexibility in working arrangements at supervisor discretion</li> <li>• entitlement to apply to resume work on a part-time basis</li> <li>• entitlement of employees returning to full-time work entitled to up to 7 hours (one day) paid miscellaneous leave per week before child's first birthday, for child-related post-natal arrangements</li> <li>• Provision of parenting facilities including Breastfeeding Rooms, and</li> <li>• Up to 12 weeks paid leave for Surrogate Mothers.</li> </ul> <p>The University of Canberra also encourages employees to participate in staying in touch days whilst on parental leave; this allows an employee to remain connected to their workplace and also helps them to transition back into work.</p>

University of Western Australia (WA)	All paid parental and partner leave is paid from central University funds to avoid leave provisions becoming a financial burden on Faculty and Divisional budgets. This is to avoid unconscious bias against the recruitment/retention of female staff of child bearing age in work areas that are highly feminised.
<p><b>4. Working arrangements that cater for individuals with caring responsibilities.</b></p> <p>Administering Institutions that excelled against this criterion offered staff part-time opportunities and flexible working hours. Policies also supported working from home arrangements and family friendly meeting times.</p> <p>Other Administering Institutions met this criterion by providing on-site parenting rooms.</p>	
Macquarie University (NSW)	<p>Staff with carer responsibilities are provided with flexible work options for periods of up to three years. Options include transitioning from full-time to part-time work, job sharing, home based work arrangements, variable working hours, or other arrangements. In addition, Macquarie has generous personal leave provisions available to staff with caring responsibilities.</p> <p>The University is a nationally accredited Breastfeeding Friendly Workplace with dedicated rooms on campus.</p>
Menzies School of Health Research (NT)	<p>A number of policies have been established to allow flexible work practices, including:</p> <ul style="list-style-type: none"> <li>• <i>Working from Home Policy</i>, and</li> <li>• <i>Children of staff on Menzies Premises and Field Trips Policy</i> allowing children to accompany their parent to work in specific circumstances (e.g. breast-fed child).</li> </ul>
Floreys Institute of Neuroscience and Mental Health (VIC)	<p>There are a number of initiatives under the <i>Flexibility at Work Policy</i>, including:</p> <ul style="list-style-type: none"> <li>• flexible work hours</li> <li>• part-time positions</li> <li>• carers/family, and parental leave options</li> <li>• flexibility for employees with family and household responsibilities</li> <li>• 48/52 working year, and</li> <li>• family-friendly meeting times.</li> </ul>
<p><b>5. Remuneration equity between men and women with the same responsibilities.</b></p> <p>Administering Institutions that excelled against this criterion stated their commitment to pay equity in Institutional policy and provided mechanisms to track and report on progress.</p>	
Australian Catholic University (ACT)	As stated in the Institution's <i>Gender Equality Strategy</i> , a general pay equity analysis to identify and address any inequities is conducted annually.
Australian Hearing (National)	Analysis from 2017 remuneration review showed that both men and women employees were paid commensurately. The review will be conducted biennially.
Western Sydney University (NSW)	The <i>Vice-Chancellor's Gender Equality Committee</i> has undertaken a pay equity review of staff receiving an extra allowance and/or loading supplemental to their annual salary. Strategies will be implemented to ensure that men and women in positions of equal responsibility are paid equitably.

**6. Employment strategies that encourage the recruitment, retention and progression of women in health and medical research.**

Administering Institutions that excelled against this criterion had novel strategies which, while including merit selection, went beyond this to articulate practical strategies to support women's career progression.

University of Tasmania (TAS)	<p>The University offers programs where staff can apply for additional funds for:</p> <ul style="list-style-type: none"> <li>• travel support so that a child and a carer can travel with the researcher/staff member to national and/or international meetings, and</li> <li>• a part-time research assistant to maintain research outputs whilst on parental leave.</li> </ul>
Monash University (VIC)	<p>Targeted strategies (driven by senior management) to recruit, retain and progress women at the University include:</p> <ul style="list-style-type: none"> <li>• addressing the role of unconscious bias</li> <li>• providing Deans of STEMM* Faculties with targeted Human Resources support for recruiting, retaining and promoting women</li> <li>• setting gender equity targets, and</li> <li>• launching <i>STEMM and Gender Equity</i> recruitment campaign.</li> </ul> <p>* Science, Technology, Engineering, Mathematics, and Medicine</p>
Centenary Institute of Cancer Medicine and Cell Biology (NSW)	<p>The Institute has committed both external and internal funding to support several <i>Women-In-Science Awards</i>, including:</p> <ul style="list-style-type: none"> <li>• Carer travel award – covers costs for spouse to travel with applicant to assist with childcare, or alternatively to cover additional childcare costs for duration of conference</li> <li>• Childcare support award – assists with childcare costs by boosting applicants salary, allowing them to increase their full-time equivalent, and</li> <li>• Maternity leave research continuation award – funds a research assistant for the period of maternity leave to bridge the gap in the research work, allowing some of the work to continue in the absence of the researcher.</li> </ul>

**7. Strategies to address the need for the provision of support for childcare.**

Administering Institutions that excelled against this criterion provided on-site childcare facilities or support packages to assist with out-of-pocket childcare costs plus financial support for women to attend research conferences.

Walter and Eliza Hall Institute of Medical Research (VIC)	<p>Supportive strategies include entitlement for female postdoctoral fellows and laboratory heads with pre-school-age children to apply for:</p> <ul style="list-style-type: none"> <li>• up to \$15,000 p.a. childcare support package to assist with out-of-pocket cost of childcare for pre-school-age children, and</li> <li>• meeting and travel support to participate in peer-review committees, conference attendance and other academic activities.</li> </ul> <p>Family centre, comprising office space, play area and toilet, for parents to care for children away from laboratories.</p> <p>Construction commenced in May 2017 for 5-level, 92 place Early Childhood Education and Care facility at the Parkville campus.</p>
---	--

James Cook University (QLD)	<p>The Townsville campus has two on-site early learning centres plus three parenting rooms. The Cairns campus also has a centrally located parent-specific space.</p> <p>Staff and supervisors have the ability to establish <i>Individual Flexibility Agreements</i> under the current <i>Enterprise Agreement</i> for ongoing arrangements and the University has a <i>Children on Campus</i> policy.</p>
Cancer Council Queensland (QLD)	<p>The organisation provides ongoing support to staff by:</p> <ul style="list-style-type: none"> <li>• providing women in their last trimester of pregnancy with on-site parking</li> <li>• scheduling of meetings to accommodate part-time staff, and</li> <li>• providing flexibility to attend medical appointments.</li> </ul> <p>Women on maternity leave receive regular information updates via the Staying Connected program and are specifically invited to attend team briefings and functions.</p>