

GENDER EQUALITY AND GENDER EQUITY

ACTION PLAN 2018 – 2021

Monash University is working to ensure we are a destination of choice for staff and students irrespective of their gender, by creating a fair and equitable workplace and study environment. Staff diversity is a key to excellence and innovation and we celebrate the strength that difference creates.

Our focus on gender equality and equity spans more than three decades, beginning with the formal appointment of our first Equal Opportunity Coordinator in 1987. Over the years we have implemented innovative policies and programs to promote equal opportunity and to increase the participation of women in senior roles. Recently we participated in the Athena SWAN Charter, which allowed us to conduct a reflective assessment of our gender equity policies, practices and programs.

The Gender Equality and Gender Equity Action Plan provides a framework for implementing initiatives designed to drive improvements toward gender equality in a number of ways. This Action Plan is formed around four focus areas:

1. [Leadership and Governance](#)
2. [Access and Participation](#)
3. [Culture and Success](#)
4. [Innovation and Collaboration](#)



1. LEADERSHIP AND GOVERNANCE

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
1.1 Institutional commitment to gender equality	Students and staff	a. University-wide commitment to gender inclusivity, including institutional policies and practices that support gender equality	Deputy Vice-Chancellor & Vice-President (Education)	- Increase in positive responses to benchmark questions in (i) Staff Equity Survey (2019; 2021) and (ii) Staff Engagement Survey (2020) about gender inclusivity, equal opportunity and fairness	- Ongoing
			Chief Human Resources Officer	- Gender equity practices, programs, initiatives and outcomes are included in the Monash University Annual report	- Annually
				- Monash has a gender remuneration strategy in place containing explicit pay equity goals	- Ongoing
	Students and staff	b. Senior leaders at Monash are actively engaged in the University's gender equality strategy, programs, events and initiatives	President and Vice-Chancellor	- Senior leaders actively communicate their support for gender equality to both internal and external audiences	- Ongoing
			Deputy Vice-Chancellor & Vice-President (Education)	- Senior leaders endorse the University's applications for external recognition programs in gender equality, including submissions for example i) Workplace Gender Equality Agency Employer of Choice for Gender Equality award, and ii) Athena SWAN Award	- Ongoing
			Provost and Senior Vice-President	- Senior leaders play active roles in promoting and participating in gender equality initiatives and events	- Ongoing
		- Senior leaders are recognised as visible advocates of gender equality, as measured by Staff Equity Survey (uplift from 2017)	- Dec 2019, 2021		
1.2 Leadership and practice informed by data and evidence	Staff	a. Collect and analyse data to inform gender equity goals, programs and initiatives	Chief Human Resources Officer	- Staff Engagement Survey results are reported by gender and relevant demographic variables	- Dec 2020
				- Workforce data inform the development of gender equity targets for academic staff in STEMM	- Ongoing
				- Pay equity reporting framework is developed	- Dec 2019

2. ACCESS AND RECRUITMENT

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
2.1 Increase demand from talented staff and students	Staff	a. Ensure Monash is recognised as an exemplar employer for women	Chief Human Resources Officer	- Employer of Choice for Gender Equality citation is maintained and success promoted both internally and externally	- Ongoing
			Chief Marketing Officer	- Athena SWAN award is achieved and success promoted internally and externally	- Ongoing
				- Monash's commitment to gender equality is visibly promoted in recruitment/advertising channels as well as more broadly through Monash media	- Ongoing
	Students	b. Attract and retain female students in STEM related courses	Dean of Engineering	- Scholarships are available to encourage women to study Engineering and Information Technology courses	- Ongoing
		Dean of IT	- Monash supports women in STEM through outreach programs	- Ongoing	
		Dean of Science			
2.2 Select for talent and equity	Staff	a. Equip hiring managers with knowledge of equal opportunity principles, training on unconscious bias and inclusive leadership practices	Chief Human Resources Officer	- Chairs and members of selection panels are knowledgeable of equal opportunity principles and trained in unconscious bias and inclusive practices	- Ongoing

3. CULTURE AND SUCCESS

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
3.1 Women in leadership	Staff	a. Deliver programs to support women's career progression and prepare them for future leadership roles	Chief Human Resources Officer	<ul style="list-style-type: none"> - Successful delivery of flagship gender equity programs with increased participation (eg. Women's Mentoring Program, Senior Women's Shadowing Program) - Increased proportion of academic women in leadership roles - Proportion of women in senior leadership roles is greater than 40% (with annual improvements achieved towards parity) 	<ul style="list-style-type: none"> - Ongoing - Ongoing - Ongoing
	Staff	b. Develop talent identification and succession planning strategy	Chief Human Resources Officer	<ul style="list-style-type: none"> - Sustainably improved gender balance of talent pipeline, lead researchers, decision-making committees 	<ul style="list-style-type: none"> - Ongoing
3.2 Gender equity in STEM	Staff	a. Implementation of the University's Athena SWAN Action Plan (2018-2021)	Athena SWAN Committee Chair	<ul style="list-style-type: none"> - Progress towards Athena SWAN Action Plan is monitored and reported 	<ul style="list-style-type: none"> - Ongoing
			Chief Human Resources Officer	<ul style="list-style-type: none"> - Improvements in the representation of academic women in STEM 	<ul style="list-style-type: none"> - Ongoing
3.3 Foster a culture where diversity is valued	Staff and students	a. Celebrate and promote the inclusive culture at Monash focusing on gender equality	Chief Human Resources Officer	<ul style="list-style-type: none"> - Monash hosts and participates in initiatives and events that champion progress towards gender equality including celebration of days of significance 	<ul style="list-style-type: none"> - Ongoing
			Executive Director, Campus Community Division	<ul style="list-style-type: none"> - The Vice-Chancellor's Diversity and Inclusion Awards program recognises practices designed to advance gender equality 	<ul style="list-style-type: none"> - Annually
			Chief Marketing Officer	<ul style="list-style-type: none"> - Monash's achievements in gender equality are publicised through a range of communication channels 	<ul style="list-style-type: none"> - Ongoing
	Students and staff	b. Promote a safe and respectful community for women free from discrimination and harassment	Chief Human Resources Officer	<ul style="list-style-type: none"> - Increased awareness of support services and reporting process 	<ul style="list-style-type: none"> - Ongoing
			Executive Director, Campus Community Division	<ul style="list-style-type: none"> - Respect. Now. Always. recommended initiatives are implemented 	<ul style="list-style-type: none"> - Ongoing
			Monash's student associations	<ul style="list-style-type: none"> - Monash student associations have appointed women's representation 	<ul style="list-style-type: none"> - Ongoing
3.4 Support for parents and carers	Staff	a. Offer and promote flexible work options at Monash	Chief Human Resources Officer	<ul style="list-style-type: none"> - Flexible Work Guidelines accompanying relevant HR procedures are periodically reviewed to ensure best practice 	<ul style="list-style-type: none"> - Ongoing

			<ul style="list-style-type: none"> - Supervisors are supported in the management of flexible work requests - Staff report greater satisfaction regarding their access to flexible work options, as measured by Staff Equity Survey (2019) and Staff Engagement Survey (2020) - Job satisfaction is measured separately for staff who work flexibly and reported as part of Staff Engagement Survey results 	<ul style="list-style-type: none"> - Ongoing - Dec 2019, 2021 - Ongoing
Staff	b. Offer and promote parental leave entitlements, caregiver policies and relevant programs	Chief Human Resources Officer	<ul style="list-style-type: none"> - A guide for expectant and new parents is periodically updated, promoted and sent to all staff applying for any type of parental leave - A greater proportion of staff are knowledgeable about available support for parents and carers, as measured by Staff Equity Survey (uplift from 2017) - Increased uptake of paid primary caregiver leave 	<ul style="list-style-type: none"> - Ongoing - Dec 2019, 2021 - Ongoing
Staff	c. Deliver and promote tailored programs for staff with parental and caring responsibilities to help them to successfully integrate their professional and personal lives	Chief Human Resources Officer	<ul style="list-style-type: none"> - Qualitative feedback from staff participating in relevant programs demonstrates value and informs future delivery of programs 	<ul style="list-style-type: none"> - Ongoing
Staff and students	d. Support breastfeeding, along with staff, students and on-campus visitors with young children through the provision of relevant policies, high standard parenting facilities and mobile mother's kits	Chief Human Resources Officer Executive Director, Campus Community Division Executive Director, Buildings and Property Division	<ul style="list-style-type: none"> - Breastfeeding procedure reflects best practice and is promoted - All Monash campuses have parenting facilities equipped in line with the main recommendations by the Australian Breastfeeding Association (Clayton, Caulfield, Peninsula) - The inclusion of parenting facilities is considered in all future development plans - Children-friendly spaces are available on campuses for staff and students to use (Clayton, Caulfield, Peninsula) 	<ul style="list-style-type: none"> - Ongoing - Aug 2019 - Ongoing - Dec 2019
Staff	e. Reduce the impact of career breaks on academic success of staff with caregiving responsibilities	Chief Human Resources Officer	<ul style="list-style-type: none"> - Principles of assessing performance relative to opportunity are incorporated in all relevant HR policies and procedures, with effective guidelines supporting them - Continued delivery of 'Advancing Women's Research Success Grant' - Academic promotion information session for staff with caregiving responsibilities (irrespective of gender) is hosted 	<ul style="list-style-type: none"> - Ongoing - Ongoing - Aug 2019

4. INNOVATION AND COLLABORATION

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
4.1 Commitment to innovation and excellence	Students and staff	a. Commit resources for continuous research, evaluation, development and innovation of Monash programs and initiatives aimed at achieving gender equality	Deputy Vice-Chancellor and Vice President (Education) Chief Human Resources Officer	- Ongoing research and evaluation informing the development of programs and initiatives aiming for gender equality	- Ongoing
	Students and staff	b. Provide leadership and promote inclusive practices to business and other education providers	Vice-Chancellor and President	- Monash is recognised as a leader in gender equity - Monash staff engage in external forums to promote the University's achievement in gender equality and setting leading practice	- Ongoing - Ongoing
	Students and staff	c. Contribute to academic knowledge on gender equity and to improve community understanding and enhance inclusive practices	Senior Vice-Provost and Vice-Provost (Research)	- Ongoing research into gender equity that is used to inform future inclusive practices	- Ongoing
	Students and staff	d. Contribute to local and global academic knowledge on gender in society to improve life experiences and outcomes for women and girls.	Senior Vice-Provost and Vice-Provost (Research)	- Ongoing research and publications on gender and society in Australia and across the globe.	- Ongoing

ⁱ Lack of flexibility has been shown as one of the primary barriers to greater workforce participation of women (WGEA, Workplace Flexibility Strategy)