

GENDER EQUALITY PLAN

2024 - 2026

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FOREWORD BY THE CHAIR OF THE BOARD

I am proud to launch the Monash University European Research Foundation's Gender Equality Action Plan 2024-2026. This first Plan builds on Monash University's longstanding commitment to gender equality. It sets out a range of tangible goals, measures, and indicators to address opportunities identified in Monash's gender equality audit and implement them across all the areas in which the Foundation operates.

Monash University's focus on gender equity and gender equality spans more than three decades. This long history of the University's unwavering support for advancing gender equality has led to the development of many best practice policies and programs that have established a solid foundation. As a recently established not-for-profit research foundation, the Monash University European Research Foundation (MUERF) has the unique opportunity to build on this bedrock and embed from the start an intersectional approach that motivates a more nuanced understanding of underrepresentation and strategies to address gender disparities.

In MUERF's strategy and vision, equality and inclusion are central to our pursuit of excellence. Our approach to achieving gender equality is multifaceted and includes:

- inclusive recruitment (which recognises the value of diversity);
- tackling unconscious bias;
- making sure our promotion and career development opportunities are equitable;
- continued promotion of workplace flexibility, and support for parents and those experiencing family violence;
- targeted initiatives to improve workplace culture, reduce bias and promote zero tolerance of unacceptable behaviour; and
- growing inclusive leadership capabilities and setting leadership accountabilities for gender equality outcomes.

We aspire to mitigate gender imbalances that continue to persist in the international research and higher education sector across leadership, senior academic roles and areas where female participation has been historically low. We also seek to lift the visibility and achievements of all women, including those from diverse backgrounds, sexualities or faiths, women with disabilities, and those who are underrepresented in their fields.

To achieve positive change, we are taking active steps to address systemic and cultural barriers and to achieve a more inclusive MUERF community for all. I strongly endorse this Gender Equality Action Plan.



Prof. Rebekah Ruth Brown
Chair of the Board of Directors, Monash University European Research Foundation ETS

INTRODUCTION

The Monash University European Research Foundation (MUERF) is a not-for-profit independent research foundation established in Prato, Italy in June 2022. MUERF was founded by Monash University with the vision of expanding and deepening our connections with European universities and networks for research collaboration on the global challenge areas, the Sustainable Development Goals, and issues of contemporary relevance to the region, including by leveraging Monash's Indo-Pacific presence and networks.

The mission of MUERF is to:

- Provide new knowledge and extend understanding through collaborative and transdisciplinary research programs that address the key global challenges of our age;
- Develop research and educational programs with European and global partners to understand and provide solutions to key global challenges;
- Enhance European and international networks and alliances of academic and industry partners;
- Ensure diversified research and staff populations to encourage international perspectives and cultures in our research, education and services;
- Support research and educational platforms and access to data that encourage collaboration on and development of new research knowledge and techniques;
- Ensure the commitment to international benchmarks in relation to quality, sustainability and impact are reflected in our research and services.

While MUERF is a young research institution, it draws from the expertise, resources and commitment of its founder Monash University to advance gender equity within this new environment. The long history of Monash University's unwavering support for advancing gender equality has led to the development of many best practice policies and programs that have established a solid foundation for MUERF to build upon.

PURPOSE

The Gender Equality Action Plan 2024-2026 supports MUERF's vision and mission, emphasising our focus and effort to lead progress on the social issues of gender equity and inclusion.

MUERF is dedicated to gender equality and respect for diversity in both the content of its research projects and in providing equal opportunities for career development to all its collaborators. Through the implementation of its Gender Equality Plan, MUERF seeks to identify established good practices and areas for improvement, setting mid- and long-term goals for further gender equality measures. MUERF commits to allocating appropriate resources to these activities, overseen and supported by a Gender Equality Working Group, which will comprise administrative and research staff from various departments and career stages.

Objectives of the Gender Equality Action Plan seek to address gender inequities for all staff, eliminate the systemic barriers to professional development, and career advancement, and to achieve gender and salary parity in senior roles, as well as towards a deep and broad inclusiveness across MUERF. The Action Plan further supports MUERF's commitment to ensure that our organisation's anti-discrimination and harassment policies are modelled on best practice.

The Gender Equality Plan of MUERF is grounded in the principle of gender equality, recognized as a core value of the European Union and a key goal within the United Nations' Sustainable Development agenda. Additionally, it is motivated by the objectives outlined in the [European Commission's Gender Equality Strategy 2020-2025](#). The Action Plan sets out tangible goals, measures, and indicators across seven priority areas. We recognise that promoting gender equality in a workplace builds better environments in which staff of all genders are supported to fulfil their potential and can access the same rewards, resources and opportunities. We recognise that special measures may be necessary to achieve gender equality and that promoting gender equality goes well beyond compliance with relevant legislation. MUERF aspires to be recognised as the leader in gender equity and inclusion in the Research and Higher Education sectors in Europe and internationally.

MUERF shares the commitment of Monash University to the United Nations Sustainable Development Goals. Monash University was ranked 10th in the world on gender equality by the 2021 Times Higher Education Impact Rankings. Monash University's impact in the field of gender equality includes the dedicated work of the [Monash Gender and Family Violence Prevention Centre](#) to contribute to transformative social change aimed at ending family violence, and the tireless efforts of the [Monash Gender, Peace and Security Centre](#) to deliver peace and security globally through gender-inclusive research evidence.

As a progressive and socially responsible Foundation, we are continually working towards a more equitable, diverse and inclusive MUERF:

- We promote an inclusive workplace culture where diversity is valued and viewed as a key to innovation and excellence.
- We support our colleagues in their professional development, foster accessible and flexible work and provide a culturally safe environment where our Indigenous communities and people from all cultural backgrounds are respected and included.
- We embrace new ideas and initiatives that advance equity, foster diversity and promote inclusion.
- We encourage our colleagues to become champions for diversity and inclusion by providing training, and time and allocating resources for them to do so.

CASE FOR CHANGE

Gender equality is a human right and precondition to social justice and social inclusion. Everyone is affected by gender inequality although not everyone experiences inequality in the same way. Notwithstanding progress to date, we recognise that a lot more must be done. It's time to be bold. To achieve positive change, we are taking proactive steps to address systemic and cultural barriers to women's under-representation and towards a more inclusive MUERF for all people.

Benefits of gender equality are well documented with measurable gains, including improved staff wellbeing, increased organisational performance, greater innovation, better decision making and positive workplace culture. Gender-balanced leadership is better equipped to lead MUERF's diverse community. A diverse workforce and varied perspectives of diverse teams achieve greater innovation, generate more creative solutions and are more likely to identify and challenge biases in decision-making. Pursuing and achieving gender equality is a shared responsibility and an ambition for everyone in the MUERF community - leaders, managers, academic and professional colleagues, and stakeholders.

Where possible, our workplace gender audit and consultation activities considered intersectional gender inequalities. We recognise that different aspects of a person's identity such as gender, gender identity, sexual orientation, race, ethnicity, economic status, national origin, disability, and other aspects, can expose them to overlapping forms of discrimination and marginalisation, and that attitudes, systems and structures in society and organisations can interact to create and/or deepen inequality and result in exclusion.

DATA COLLECTION AND MONITORING OF GENDER EQUALITY AT MUERF

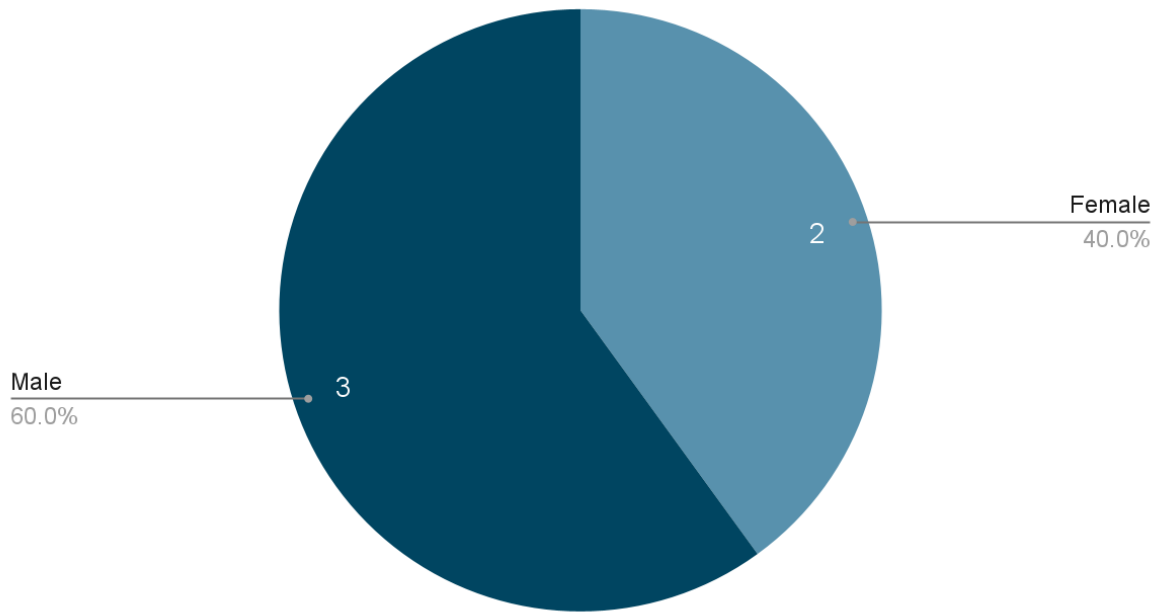
A population overview has been established, based on all workforce data as of 31 December 2022. As a newly established entity, MUERF does not have a workforce large enough to provide significant data for the development of GEP objectives. Still, the following gender-related topics have been taken into account to support ongoing data collection and monitoring of relevant criteria as MUERF expands its workforce over the lifecycle of the current GEP:

- Subdivision by job title (position) with a focus on executive positions, positions with personnel responsibility, research and administrative staff.

- Type of engagement (open-ended/fixed-term)
- Flexibility (part-time/full-time)

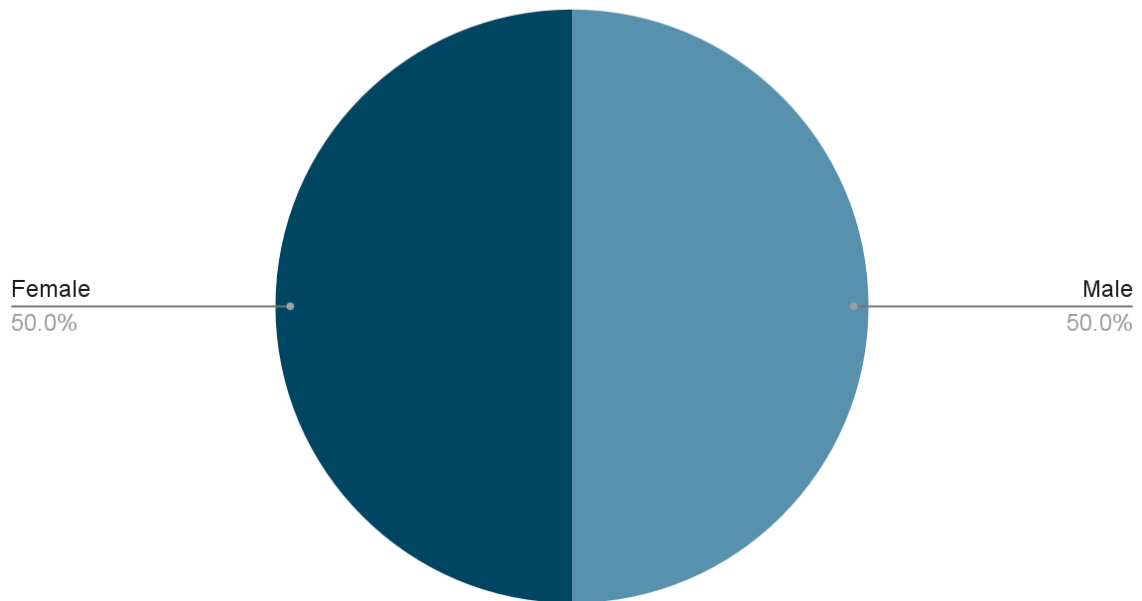
MUERF BOARD OF DIRECTORS GENDER COMPOSITION

Board of Directors by Gender (N). Overall members: 5.



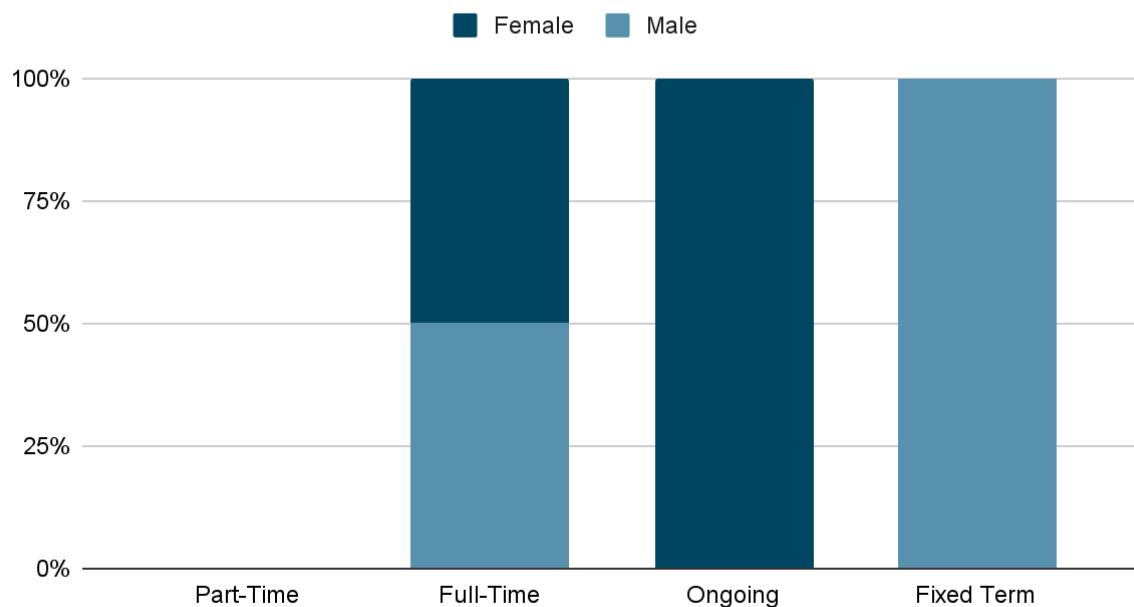
MUERF SENIOR MANAGEMENT GENDER COMPOSITION

Senior Management by Gender (N). Overall members: 2.



TYPE OF CONTRACT BY GENDER (%)

Type of contract by Gender (%)



OUR VISION

PRIORITY AREA	WHERE WE ARE NOW	OUR VISION FOR 2026
Recruitment	To attract top talent in the increasingly discerning job marketplace, MUERF needs	We will recruit talented staff irrespective of any protected personal

PRIORITY AREA	WHERE WE ARE NOW	OUR VISION FOR 2026
	to establish a strong position as an inclusive employer of choice. However, gender-coded job ads, bias and stereotyping can create inequalities in hiring decisions.	characteristic, including gender, sexuality, disability, ethnicity, race, religion or socio-economic disadvantage.
Career progression, promotion and development	Unconscious bias is recognised as a major contributing factor to inequitable decision-making. As a newly established entity, MUERF needs to tackle this by developing inclusivity training and continuous professional development programs, and by supporting access to them across all work areas.	The promotion process will be recognised by staff as fair and transparent; staff will report equal opportunities in accessing career development opportunities. Fostering a culture of continuous learning and growth will create an environment where academic and professional staff succeed and thrive.
Gender composition at all levels of our workforce	While women's overall representation at MUERF is strong and senior professional roles have already reached gender parity, MUERF recognises that gender parity in senior academic roles is still low across the international Higher Education sector.	MUERF's intensified focus on eliminating systemic barriers to professional and academic advancement will ensure we maintain gender parity in senior professional roles and achieve 40% of women in academic and senior academic roles.
Gendered work segregation	Gendered work segregation in the Higher Education and research sectors is evidenced by women's under-representation in STEMM fields.	We will improve gender diversity in fields and areas of research where women have been historically underrepresented.
Workplace support, leave and flexibility.	The impact of the Covid pandemic has been acutely felt by all but working parents and carers have been impacted with an unprecedented intensity, which continues to have a ripple effect on their mental health and well-being. Staff appreciate increased flexibility in balancing work and family commitment but application of flexible work policies is not always uniform.	Leaders and managers will foster accessible and flexible work environments, promote, as well as equitably enact relevant flexible work and leave policies for staff. Parents, carers, staff with disability as well as those who are experiencing family violence, or caring for those who are experiencing family violence, will be supported.
Workplace culture, leadership and diversity	MUERF needs to support and promote good workplace culture with the creation of solid policies. Reporting mechanisms need to be put in place to ensure that unacceptable behaviours are dealt with appropriately.	We will prevent discrimination, vilification, harassment and any other unlawful behaviour. Senior leadership will foster a culture of inclusion and integrity, where staff diversity is valued and respected. Staff will have access to peer-to-peer connection activities, mentoring and wellbeing programs.
Gender pay equity	As a newly established entity, MUERF needs to ensure that disparity in remuneration, and the gender pay gap is addressed from the very beginning. This requires cultural change to remove the barriers to women's equal participation in the workforce, tackling bias in hiring and pay decisions and building a culture of zero tolerance of bullying and sexual harassment in the workplace.	We will identify and address the leading causes of the gender pay gap through targeted initiatives to achieve and maintain salary parity across MUERF.

OUR GOALS AND IMPLEMENTATION STRATEGY

Through the data collected during the auditing process and extensive discussions with internal stakeholders, MUERF has identified several primary objectives and actions for their achievement. MUERF is committed to upholding gender equality, and non-discrimination principles, and endeavours to advance the equal rights and opportunities of its workforce.

MUERF will allocate the necessary resources to execute these actions, particularly by assigning staff to the Gender Equality Working Group. Plans also include expanding training programs with external experts and conducting regular surveys.

While the Gender Equality Plan's objectives and actions traditionally adhere to a binary male-female framework, MUERF acknowledges that gender identities are multifaceted and extends its commitment to fostering a culture of equal opportunities and non-discrimination for all gender identities. MUERF plans to oversee and implement the following measures.

1. RECRUITMENT

MUERF's commitment to fair and inclusive recruitment practices is critical to ensuring progress towards our ambitious gender equality goals and fostering diversity and inclusion.

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
1.1 Seek talented staff irrespective of gender, sexuality, race, ethnicity, disability, cultural background	1.1.1 Promote MUERF's commitment to equity, diversity and inclusion in job advertising. 1.1.2 Reduce gender bias in job advertising. 1.1.3 Promote a fair and equitable application experience for candidates of all genders, including Indigenous applicants, people with disability, trans and gender diverse applicants. 1.1.4 Continue to facilitate equitable selection processes through the implementation of assessment of 'Achievement Relative to Opportunity', with focus on academic applicants.	<ul style="list-style-type: none"> ● Number of job postings that include language promoting equity, diversity, and inclusion. ● Percentage increase in diverse applicants (e.g., gender, ethnicity, disability status) compared to previous recruitment cycles. ● Feedback from applicants on the inclusivity of job advertisements. ● Incorporation of 'Achievement Relative to Opportunity' assessments into the selection process for academic applicants. ● Evaluation of selection outcomes for academic positions to ensure equitable representation across diverse backgrounds. ● Feedback from selection panel members on the effectiveness of the assessment criteria in promoting equity. 	Ongoing
1.2 Enhance MUERF reputation as an exemplar and inclusive employer of choice	1.2.1 Visibly promote MUERF as an inclusive workplace for all staff. 1.2.2 Participate in external recognition and accreditation programs such as the EC HR Excellence in Research Award to enhance MUERF reputation as an inclusive employer of choice.	<ul style="list-style-type: none"> ● Participation rates in events or initiatives promoting inclusivity within the workplace. ● Number of external recognition and accreditation programs participated in by MUERF. ● Awards or certifications received from external programs recognizing MUERF's inclusivity efforts. 	Planned
1.3 Promote inclusive selection and hiring practices	1.3.1 Ensure recruitment guidelines for hiring managers are contemporary and modelled on leading practice. 1.3.2 Equip hiring managers with skills to mitigate unconscious bias in selection.	<ul style="list-style-type: none"> ● Regular review frequency of recruitment guidelines to ensure alignment with leading practices. ● Percentage of hiring managers who have undergone unconscious bias training. ● Inclusion of GEP and Diversity and Inclusion content in onboarding 	Ongoing

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
	<p>1.3.3 Embed GEP and Diversity and Inclusion content into on-boarding information.</p> <p>1.3.4 Remove barriers for under-represented groups through enhancements to recruitment processes and improved application experience.</p>	<p>materials.</p> <ul style="list-style-type: none"> ● Implementation of enhancements to recruitment processes based on identified barriers. 	
1.4 Conduct targeted recruitment	<p>1.4.1 Revise a recruitment resource on how to conduct targeted searchers to address under-representation in specific fields of work areas (women; Indigenous peoples; cultural diversity).</p> <p>1.4.2 Encourage shortlisting gender targets in work areas that do not attract gender balance or diversity in applications.</p>	<ul style="list-style-type: none"> ● Percentage increase in the utilization of targeted search strategies for underrepresented groups in recruitment processes following the revision of the recruitment resource. ● Percentage increase in the number of gender targets shortlisted for positions in work areas lacking gender balance or diversity in applications, compared to previous recruitment cycles. 	Ongoing
1.5 Data analysis and reporting	<p>1.5.1 Develop gender equity recruitment dashboards to monitor and report on the gender composition of applicants, shortlists and appointments, including data on applicants who identify as with disability, from diverse communities.</p> <p>1.5.2 Monitor data on gender composition of recruitment selection committees.</p>	<ul style="list-style-type: none"> ● Percentage increase in the accuracy and completeness of gender and diversity data collected in recruitment processes following the implementation of gender equity recruitment dashboards. ● Regular tracking of the gender composition of recruitment selection committees, including the percentage of female representation compared to the overall composition. 	Planned

2. CAREER PROGRESSION, PROMOTION, AND DEVELOPMENT

MUERF's commitment to developing and retaining the talents of our staff is underpinned by a culture of continuous learning and growth. It seeks to provide an environment where academic and professional staff will thrive, respond to and support our ambitions. We take proactive steps in removing the barriers to career development, addressing gender bias in decision-making, improving access to staff development and providing a range of diversity and inclusion training

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
2.1 Support women's academic success	<p>2.1.1 Host promotion information sessions for women and gender diverse people to encourage their applications, with a particular focus on intersectionality and addressing under-representation.</p> <p>2.1.2 Develop initiatives designed to reduce the impact of caregiving responsibilities, and other gender structures, on academic success.</p>	<ul style="list-style-type: none"> ● Attendance rate at promotion information sessions by women and gender-diverse individuals, with a specific focus on those from underrepresented groups and diverse backgrounds. ● Participation rate in caregiving support initiatives among academic staff, particularly among women and those with caregiving responsibilities. ● Number of enabling opportunities, sponsorship, and mentoring programs implemented and participation rates among academic staff at various career stages, with a focus on women and 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
	<p>2.1.3 Provide enabling opportunities, sponsorship and mentoring at all stages of career development.</p> <p>2.1.4 Provide grant writing support to early-mid career academic women.</p> <p>2.1.5 Maintain an active network of academic women in STEM and beyond, to foster peer connections and help them thrive.</p>	<p>gender-diverse individuals.</p> <ul style="list-style-type: none"> ● Number of early-mid career academic women who received grant writing support and the success rate of their grant applications post-support. ● Participation rate in networking events and activities among academic women in STEM and beyond, as well as feedback on the perceived effectiveness of the network in fostering peer connections and support. 	
2.2 Promote equitable decision-making	<p>2.2.1 Consolidate and publish internal resources on unconscious bias, equal opportunity and the importance of diversity on decision-making bodies.</p> <p>2.2.2 Revise and implement Gender Representation on Decision-making Bodies Procedure with specific attention to other facets of diversity.</p> <p>2.2.3 Develop and implement training for decision-makers on Achievement Relative to Opportunity.</p> <p>2.2.4 Further build staff understanding of Achievement Relative to Opportunity principles through information sessions and case studies.</p> <p>2.2.5 Ensure fair and transparent allocation of research, teaching and enabling tasks</p> <p>2.2.6 Provide a more detailed and constructive feedback approach to unsuccessful promotion applicants</p>	<ul style="list-style-type: none"> ● Percentage completion of actions related to consolidating internal resources, revising procedures, developing training, conducting information sessions, and providing feedback approaches, aimed at promoting equity, diversity, transparency, and fairness in decision-making bodies and staff allocations within the organization. 	Planned
2.3 Improve access to professional development	<p>2.3.1 Conduct a review of staff participation in professional development to identify any barriers to access training and development.</p> <p>2.3.2 Support and fund professional development training for those who may experience intersectional exclusion such as LGBTIQ+, women in STEM, Indigenous colleagues, and parents.</p> <p>2.3.3 Provide leadership training to women and gender-diverse people in early to mid-career</p>	<ul style="list-style-type: none"> ● Percentage completion of the review of staff participation in professional development, including identification of any barriers or disparities in access among different demographic groups. ● Percentage of eligible staff from intersectionally excluded groups who receive support and funding for professional development training. ● Completion rate of leadership training programs provided to women and gender-diverse individuals in the early to mid-career stages within the 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
	stages.	specified timeframe.	
2.4 Provide Diversity and Inclusion training	<p>2.4.1 Introduce Disability in the Workplace training for managers and team leaders.</p> <p>2.4.2 Introduce and promote Intersectionality training.</p> <p>2.4.3 Promote the wide array of equity, diversity and inclusion training for staff available.</p> <p>2.4.4 Continue to enhance and refine training and educational resources to ensure intersectionality is embedded throughout.</p>	<ul style="list-style-type: none"> Percentage of managers and team leaders who complete the Disability in the Workplace training within a specified timeframe. Increase in the number of staff members participating in Intersectionality training sessions compared to the previous period. Increase in the overall utilization rate of equity, diversity, and inclusion training modules by staff members. Assessment of training and educational resources to measure the level of intersectionality integration and improvement made over time. 	Planned
2.5 Data analysis and reporting	<p>2.5.1 Analyse and report on promotion outcomes by part-time status, cultural diversity and whether staff completed a case to enable 'relative to opportunity' principles in decision-making.</p> <p>2.5.2 Analyse and report on the uptake of Diversity and Inclusion training and evaluate outcomes.</p> <p>2.5.3 Evaluate the effectiveness of women's leadership programs</p>	<ul style="list-style-type: none"> Percentage of promotions achieved by part-time staff compared to full-time staff, disaggregated by cultural diversity. Number of promotions where a case enabling 'relative to opportunity' principles was completed, along with the outcomes of those promotions. Percentage of staff who completed Diversity and Inclusion training modules, disaggregated by demographic characteristics (e.g., gender, ethnicity). Evaluation of training outcomes, including changes in attitudes, behaviours, and organizational culture as measured by pre-and post-training surveys. Participant satisfaction rates with women's leadership programs, as measured by post-program surveys. Assessment of leadership program outcomes, such as career progression, leadership skills development, and job satisfaction among program participants. 	Planned

3. GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

MUERG values the strength of staff diversity and takes proactive measures to achieve gender-balanced and gender-diverse leadership. We closely monitor the gender composition of our workforce, committees and governing body, and aspire to achieve gender parity in senior academic and senior professional roles. In addition to our objective to increase the participation of women in leadership roles, we seek to lift the visibility of women in decision-making roles who are from culturally and linguistically diverse backgrounds, are Indigenous, LGBTIQ+ or have disability.

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
3.1 Increase the representation of women in leadership roles	3.1.1. Identify and support emerging women leaders through targeted programs and leadership development opportunities across all areas.	<ul style="list-style-type: none"> Percentage increase in the participation of women in leadership development programs compared to the previous year. Number of initiatives implemented to increase the visibility of women leaders, 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
	<p>3.1.3 Increase the visibility of women leaders at MUERF and seek to highlight their intersectional attributes.</p> <p>3.1.4 Support the emergence of gender-diverse leaders through targeted programs.</p> <p>3.1.5 Develop 2026 gender equity targets for women in senior roles, including 'senior academic women', 'women professors' and 'senior professional women' across all areas.</p>	<p>such as featuring them in internal communications, conferences, or panels.</p> <ul style="list-style-type: none"> • Number of gender-diverse leaders who participate in targeted leadership development programs or initiatives. • Completion of the development process for gender equity targets, including specific numerical targets and associated strategies for achieving them. 	
3.2 Data analysis and reporting	<p>3.2.1. Investigate ways in which intersectional data can be collected to capture and report on the diversity of leadership.</p> <p>3.2.2. Develop gender equity data dashboards to help monitor gender composition at all levels across the organisation.</p> <p>3.2.3. Monitor and Report regularly to the MUERF Board on progress against key gender equity indicators.</p>	<ul style="list-style-type: none"> • Completion of the investigation process, including the identification of methods and tools for collecting intersectional data on leadership diversity within the organization. • Implementation rate of gender equity data dashboards, including the creation and deployment of dashboards to monitor gender composition across different organizational levels. • Frequency and timeliness of regular reports to the MUERF Board on progress against key gender equity indicators, including the submission of reports within specified reporting periods. 	Planned

4. GENDERED WORK SEGREGATION

MUERF is committed to addressing gendered work segregation evidenced by women's under-representation in STEMM and in other academic fields, and to removing barriers to career advancement and success that are based on sex, gender and other forms of intersectional discrimination. The attraction and retention of women remains a challenge, with multi-faceted structural and cultural barriers cited as leading causes of women's ongoing under-representation in STEMM careers as well as in other academic fields. Advancing women's careers in STEMM is at the forefront of MUERF gender equity strategy and MUERF will invest resources to address gender disparities in these areas.

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
4.1 Raise awareness of gendered segregation of occupations within the workplace	<p>4.1.1 Disseminate findings from analyses of gendered segregation of occupations, including women in STEMM, IT and infrastructure related roles.</p> <p>4.1.2 Challenge gender stereotypes by profiling diverse groups in promotion material, on MUERF websites and at events.</p> <p>4.1.3 Feature inspiring stories and contributions of staff who represent minorities in their fields. Equip staff with an understanding of intersectionality</p>	<ul style="list-style-type: none"> • Number of dissemination channels utilized (e.g., reports, presentations, workshops) to share findings from analyses. • Engagement metrics (e.g., views, downloads, attendance) for each dissemination channel. • Percentage increase in the representation of diverse groups in promotion material, website content, and event speakers compared to the previous period. • Feedback from stakeholders on the impact of diverse profiling initiatives on challenging gender stereotypes. • Number of inspiring stories and contributions of staff from minority groups featured in internal and external communication channels. 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
		<ul style="list-style-type: none"> ● Feedback from staff and stakeholders on the visibility and impact of featured stories in promoting diversity and inclusion. ● Percentage of staff who have participated in intersectionality training sessions or workshops. ● Pre- and post-training surveys to assess changes in staff understanding of intersectionality concepts. 	
4.2 Engage all colleagues in the collective effort to challenge gender stereotypes	<p>4.2.1 Foster greater diversity of speakers at MUERF events, conferences and panels.</p> <p>4.2.2 Educate event organisers at MUERF on the importance of seeking diversity of speakers and presenters, through the development of relevant resources and material .</p>	<ul style="list-style-type: none"> ● Percentage increase in the representation of diverse speakers (e.g., gender, ethnicity, background) at MUERF events, conferences, and panels compared to previous events. ● Feedback from attendees regarding the diversity and inclusivity of speakers at MUERF events. ● Completion rate of the development and dissemination of educational resources and materials on the importance of diversity in speaker selection. ● Number of event organizers who have completed training or workshops on diversity in speaker selection. 	Planned
4.3 Leadership support to redress gendered segregation	<p>4.3.1 Provide targeted support to Chief Investigators in areas where gender imbalance is the most pronounced.</p> <p>4.3.2 Provide targeted training for Chief Investigators in disciplines where gender imbalance is significant (unconscious bias; equity, diversity and inclusion; cultural safety).</p>	<ul style="list-style-type: none"> ● Number of Chief Investigators receiving targeted support in areas with significant gender imbalance, such as mentoring, coaching, or resources tailored to address specific challenges. ● Completion rate of targeted training programs for Chief Investigators in disciplines with significant gender imbalance. ● Pre- and post-training assessments to measure changes in Chief Investigators' knowledge and awareness of unconscious bias, equity, diversity, inclusion, and cultural safety. 	Planned
4.4 Data analysis and reporting	<p>4.4.1 Conduct annual data analysis of gendered segregation within the workforce .</p> <p>4.4.2 Report annually on changes to women's representation in STEMM fields, their retention, promotion applications and success rates as well as exits.</p> <p>4.4.3 Seek to understand staff experiences in areas that have a significant under-representation of women, through surveys and focus groups</p>	<ul style="list-style-type: none"> ● Conduct annual data analysis of gendered segregation within the workforce: ● Completion rate of the annual data analysis of gendered segregation within the workforce, including the identification of trends and disparities across different departments or job roles. ● Timeliness and completeness of the annual report on changes to women's representation in STEMM fields, retention rates, promotion applications, success rates, and exits. ● Action items or strategies identified in the report to address any disparities or challenges identified. ● Participation rate in surveys and focus groups among staff members in areas with significant under-representation of women. ● Analysis of survey and focus group feedback to identify common themes, 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
		challenges, and opportunities for improvement in supporting women's representation and experiences.	

5. WORKPLACE SUPPORT, LEAVE, AND FLEXIBILITY

Workplace flexibility is a key enabler of gender equality, and a foundation in the attraction and retention of talent. MUERF's ambitions to address the challenges of the age begins with our commitment to supporting our workforce to thrive as they contribute to excellent and transformative education and research. We're committed to fostering a workplace culture of flexibility where staff of all genders, ethnicities, faiths, heritages, abilities, religious and cultural backgrounds are supported to successfully combine their work commitments and personal priorities.

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
5.1 Promote flexible work within the workforce	5.1.1 Senior leaders to actively promote flexible work options. 5.1.2 Seek to ensure that MUERF policies are enacted consistently across all areas. 5.1.3 Invite staff to share their feedback and experiences of accessing flexible work arrangements.	<ul style="list-style-type: none"> Percentage of senior leaders who actively promote and advocate for flexible work options among their teams. Feedback from staff regarding the effectiveness of senior leaders in promoting and supporting flexible work arrangements. Compliance rate with MUERF policies related to flexible work arrangements across different departments or areas. Regular audits or assessments to evaluate the consistency of policy implementation across the organization. Participation rate in feedback mechanisms (e.g., surveys, focus groups) designed to gather staff experiences and feedback on accessing flexible work arrangements. Analysis of feedback received to identify common themes, challenges, and areas for improvement in the implementation of flexible work options. 	Planned
5.2 Equip supervisors with relevant knowledge of available support	5.2.1 Support supervisors through targeted training on how to successfully support and manage teams that are working flexibly and remotely. 5.2.2 Disseminate relevant resources to supervisors on how to support staff with diverse lived experiences and needs, including (but not limited to) staff with disability, staff who are expectant and new parents. 5.2.3 Ensure that supervisors are equipped with understanding and awareness of support available to staff who are experiencing family violence or provide care for those experiencing family violence.	<ul style="list-style-type: none"> Completion rate of targeted training sessions for supervisors on supporting and managing remote and flexible teams. Distribution rate of relevant resources to supervisors on supporting staff with diverse lived experiences and needs. Completion rate of training sessions or awareness programs for supervisors on supporting staff experiencing family violence or providing care for those experiencing family violence. 	Planned
5.3 Support parents and carers	5.3.1 Communicate available support and leave entitlements through targeted communication to staff. 5.3.2 Review primary and secondary carer leave for partners,	<ul style="list-style-type: none"> Engagement metrics (e.g., open rates, click-through rates) for targeted communications regarding available support and leave entitlements. Completion rate of the review process for 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
	<p>benchmarked against the sector and leading practice.</p> <p>5.3.3 Explore the feasibility of introducing paid leave entitlement for eligible staff who become foster carers.</p>	<p>primary and secondary carer leave policies, including benchmarking against sector standards and leading practices.</p> <ul style="list-style-type: none"> Completion rate of the feasibility study or exploration process for introducing paid leave entitlements for eligible staff who become foster carers. 	
5.4 Support for staff who experience family violence, and staff who provide care for those experiencing family violence	5.4.1 Communicate available support and leave entitlements for staff who experience family violence and who provide care for those experiencing family violence.	<ul style="list-style-type: none"> Evaluation of the effectiveness of communication efforts through staff surveys or feedback mechanisms, assessing staff awareness and understanding of available support and leave entitlements for those experiencing family violence and providing care in such situations. 	Planned
5.5 Data analysis and reporting	<p>5.5.1 Uptake of flexible work options, parental and carer's leave is monitored by gender.</p> <p>5.5.2 Survey responses to questions about flexible work as well as support for parents are analysed and reported by gender and intersectional characteristics.</p> <p>5.5.3 Uptake of relevant training for supervisors and people leaders is monitored, and feedback sought.</p>	<ul style="list-style-type: none"> Percentage breakdown of uptake of flexible work options, parental leave, and carer's leave by gender, with regular monitoring to identify any disparities or trends. Analysis of survey responses regarding flexible work options and support for parents, disaggregated by gender and intersectional characteristics (e.g., ethnicity, disability status), with reports produced to identify any disparities or areas for improvement. Completion rate of relevant training sessions for supervisors and people leaders on topics such as flexible work support and parental/carer support, with feedback collected from participants to assess the effectiveness and relevance of the training. 	Planned

6. WORKPLACE CULTURE, LEADERSHIP, AND DIVERSITY

MUERF's commitment to fostering an inclusive workplace begins with our commitment to a MUERF community that recognises, respects and includes Indigenous peoples, cultures and knowledge by working with and celebrating Indigenous peoples.

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
6.1 Promote a safe, respectful and inclusive culture for staff free from discrimination and harassment	<p>6.1.1 Ensure that MUERF prevents discrimination, vilification, harassment, violence and any other unlawful behaviour.</p> <p>6.1.2 Enable staff to anonymously report instances of sexual harassment and other forms of discrimination in the workplace.</p> <p>6.1.3 Promote training and monitor uptake on how to respond to disclosures of sexual violence.</p> <p>6.1.4 Expand the capacity of all colleagues to respond to, and address harassment and discrimination at MUERF.</p> <p>6.1.5 Engage staff in programs and initiatives to further their knowledge and understanding of how to build a</p>	<ul style="list-style-type: none"> Compliance rate with MUERF policies and procedures related to preventing discrimination, vilification, harassment, violence, and other unlawful behavior, assessed through regular audits or assessments. Number of anonymous reports received regarding instances of sexual harassment and other forms of discrimination, tracked over time to assess the effectiveness of the reporting mechanism. Completion rate of training sessions on how to respond to disclosures of sexual violence among staff, with regular monitoring to ensure widespread uptake and participation. Assessment of colleagues' capacity to respond to and address harassment and 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
	safe, respectful and inclusive community.	<p>discrimination through surveys or feedback mechanisms, with action taken to address any identified gaps or areas for improvement.</p> <ul style="list-style-type: none"> Participation rate in programs and initiatives aimed at furthering staff knowledge and understanding of building a safe, respectful, and inclusive community, with regular monitoring to ensure broad engagement 	
6.2 Promote equal opportunity principles and understanding of ethical and respectful conduct	<p>6.2.1 Develop compliance training modules, including Equal Opportunity; Ethical Conduct, Respect at MUERF.</p> <p>6.2.2 Report completion of relevant training modules, including Equal Opportunity, Ethical Conduct and Respect at MUERF, by organisation units and employment details.</p>	<ul style="list-style-type: none"> Completion rate of the development process for compliance training modules, including Equal Opportunity, Ethical Conduct, and Respect at MUERF, tracked to ensure timely development and implementation. Percentage completion rate of relevant training modules (Equal Opportunity, Ethical Conduct, Respect at MUERF) by organization units, departments, or teams, with detailed breakdowns by employment details (e.g., full-time, part-time, contract). 	Ongoing
6.3 Develop inclusive leadership capabilities	<p>6.3.1 Equip our colleagues with understanding of the benefits of diversity, role of intersectionality, impact of unconscious bias, and importance of inclusive practices, through training, targeted events and other initiatives.</p> <p>6.3.2 Embed diversity and inclusion content, examples of inclusive practices, respectful behaviour and unconscious bias into existing training modules for leaders and managers.</p> <p>6.3.3 Enhance leadership capability to proactively and continuously build a positive culture of inclusion and respect, through role modelling, communication and promoting relevant training.</p>	<ul style="list-style-type: none"> Participation rate in diversity and inclusion training sessions, targeted events, and other initiatives among colleagues. Pre- and post-training surveys to assess changes in colleagues' understanding and attitudes towards diversity, intersectionality, unconscious bias, and inclusive practices. Integration rate of diversity and inclusion content, examples of inclusive practices, respectful behavior, and unconscious bias into existing training modules for leaders and managers. Feedback from leaders and managers on the effectiveness and relevance of the embedded diversity and inclusion content in the training modules. Evaluation of leadership capability in promoting a positive culture of inclusion and respect, measured through feedback from staff and stakeholders. Completion rate of relevant training sessions among leaders and managers focused on enhancing leadership capability in fostering diversity and inclusion. 	Planned
6.4 Support staff in building meaningful connections and sense of belonging at MUERF	6.4.1 Facilitate connections through the development of a Staff Mentoring Program and staff Networks.	<ul style="list-style-type: none"> Participation rate in the Staff Mentoring Program and staff Networks, tracked over time to assess the level of engagement and utilization. 	Planned
6.5 Data analysis and reporting	<p>6.5.1 Seek to understand staff experiences and how to effectively foster and advance an inclusive workplace culture through administering a biennial Staff Equity and Diversity survey.</p> <p>6.5.2 Analyse survey responses by socio-</p>	<ul style="list-style-type: none"> Participation rate in the biennial Staff Equity and Diversity survey, tracked to ensure a high level of engagement among staff members. Completion of the analysis of survey responses by socio-demographic details (e.g., gender, ethnicity, age) to gain insights 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
	<p>demographic details to understand intersectional perspectives on key benchmark questions.</p> <p>6.5.3 Report findings from the Staff Equity and Diversity Survey to senior leaders and the MUERF Board with the view to address identified gaps and opportunities.</p> <p>6.5.4 Review existing programs designed to foster connections and networking opportunities to assess their effectiveness and impact.</p> <p>6.5.5 Conduct annual analysis of Equal Opportunity and Ethical Conduct completion rates and report data by gender, staff type, work unit and supervisor status.</p> <p>6.5.6 Continued evaluation of relevant policies and programs to understand effectiveness and seek improvements.</p>	<p>into intersectional perspectives, with reports produced to highlight key findings.</p> <ul style="list-style-type: none"> ● Timeliness and completeness of the reporting process for the findings from the Staff Equity and Diversity Survey to senior leaders and the MUERF Board, with action plans developed to address identified gaps and opportunities. ● Evaluation of the effectiveness and impact of existing programs designed to foster connections and networking opportunities, with feedback collected from participants and stakeholders to inform program improvements. ● Completion rate analysis of Equal Opportunity and Ethical Conduct training modules, disaggregated by gender, staff type, work unit, and supervisor status, with reports generated to identify any disparities and areas for improvement. ● Regular evaluation of relevant policies and programs related to equity, diversity, and inclusion to assess effectiveness and identify opportunities for improvement, with feedback collected from staff members and stakeholders. 	

7. GENDER PAY EQUITY

As a newly established research foundation MUERF is committed to ensuring no gender pay-gap occurs through the implementation of targeted actions and initiatives, and reports on progress towards our gender equity and pay equity targets. We seek to understand the drivers of gender inequality and work to eliminate gender bias in pay decisions across the MUERF. To reduce gender pay gaps, we adopt a multi-faceted approach that addresses women's under-representation in senior roles, promotes workplace flexibility, provides parental and caregiving leave and other support, as well as implements strategies to mitigate the effects of unconscious bias.

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
7.1 Ensure no gender pay-gap occurs	<p>7.1.1 Identify leading international causes of the gender pay gap across different research areas and make recommendations to ensure no gender pay gap occurs.</p> <p>7.1.2 Report on the gender pay gap to the MUERF Board.</p> <p>7.1.3 Set a new pay equity target for 2026.</p>	<ul style="list-style-type: none"> ● Completion of a comprehensive analysis to identify the leading causes of the gender pay gap, including factors such as occupational segregation, discrimination, and unequal access to career advancement opportunities, with recommendations developed to address these factors and reduce the gap. ● Timely and comprehensive reporting to the MUERF Board on progress made towards narrowing the gender pay gap, including updates on key initiatives, interventions, and outcomes aimed at reducing the gap. ● Establishment of a specific and measurable pay equity target for 2026, with clear benchmarks and milestones to track progress towards achieving pay equity within the organization. 	Planned

OBJECTIVES	ACTIONS	MONITORING INDICATORS	STATUS
7.2 Visible leadership commitment to pay equity	<p>7.2.1 Recognise the EU's Equal Pay Day through internal communication channels and inform MUERF staff of the current gender pay gap and examples of actions designed to address the gap.</p> <p>7.2.2 Senior leaders share their commitment to pay equity and support initiatives designed to reduce the gender pay gap.</p>	<ul style="list-style-type: none"> • Timely dissemination of information about Equal Pay Day through internal communication channels, such as emails, newsletters, or intranet announcements. • Evaluation of the effectiveness of communication efforts by tracking staff engagement and awareness levels regarding the current gender pay gap and actions taken to address it. • Participation of senior leaders in public statements or internal communications expressing their commitment to pay equity and support for initiatives aimed at reducing the gender pay gap. • Feedback from staff regarding the perceived commitment and support of senior leaders towards pay equity initiatives. 	Planned
7.3 Data analysis and reporting	<p>7.3.1 Conduct organisation-wide gender pay gap analysis of base salaries and total remuneration, and report on findings</p> <p>7.3.2 Conduct benchmarking against other European research foundations.</p>	<ul style="list-style-type: none"> • Completion of the gender pay gap analysis for both base salaries and total remuneration across the organization, with a detailed report on the findings including the extent of the gap, factors contributing to it, and recommendations for addressing it. • Completion of benchmarking analysis comparing MUERF's gender pay gap with other European research foundations or similar organizations, with a report highlighting similarities, differences, and potential areas for improvement based on best practices observed. 	Planned

STRATEGIC RESOURCING PLAN

Accountability for the implementation of MUERF's Gender Equality Action Plan 2024-2026 rests with the MUERF General Director and the Chair of the Board of Directors.

To ensure a coordinated and collaborative approach to the implementation of the Action Plan, MUERF will first establish and support a GEP Implementation Working Group. The working group will be initially composed of senior leaders across different operational and research areas and it will expand to include the larger community of practice as new positions in the Foundation are activated over the lifecycle of the Gender Equality Plan.

The implementation plan will include clearly defined responsibilities, identifying the key priority areas amongst the actions outlined in the implementation strategy above, and setting up a regular schedule of meetings. A range of short-term and long-term success measures will also be identified based on the qualitative and quantitative monitoring indicators outlined in the implementation strategy.

Additional support, input and expertise will be provided by the founder of MUERF, Monash University. The Monash Staff Diversity and Inclusion team has a dedicated focus on leading and developing strategies designed to improve workplace gender equality, as well as advancing equity, inclusion and diversity initiatives more broadly, to foster an inclusive workplace culture for all staff. In addition to the support of the Staff Diversity and Inclusion team, the Offices of the Provost, Deputy Vice-Chancellor Education as well as the Campus Community Division will support

MUERF's ambitious gender equality goals, and provide advice on the strategies and measures captured in the Gender Equality Plan 2024-2026.

MUERF's progress towards fulfilling the goals of the Gender Equality Action Plan will be reported annually to the MUERF Board of Directors with monitoring updates from the GEP Implementation Working Group. Annual monitoring reports and updates on the GEP will also be published on the MUERF website.