



THE UNIVERSITY OF
SYDNEY

Women in STEM Decadal Plan

University of Sydney
Response

29 August 2019



Responses on the six opportunities of the Decadal Plan



Leadership

Commitments to gender equity that you or your organisational leaders have demonstrated:

Gender balance is a key component of the University's 2016–2020 Strategic Plan. To achieve gender balance, the Women's Career Acceleration and Leadership Strategy (WCALS) has been designed to help increase female representation at leadership levels across the University.

Our Vice-Chancellor and Principal, Dr Michael Spence, AC has personally supported and championed gender equity including:

- joining the inaugural member group of the Male Champions of Change (MCC) in 2014 and continuing to support and sponsor MCC activities, for example hosting a series of Lunch and Learn sessions with small, diverse groups of University staff to discuss their experiences of the workplace
- setting targets for 2020 for academic staff of 50% female at Level C, 45% female at Level D and 40% at Level E and for senior professional staff of 50% female
- sponsoring a program since 2016 to advance careers of women from culturally and linguistically diverse backgrounds with over 50 participants completing the program
- leading the **Panel Pledge** campaign in 2018, where staff agree to use their influence to encourage better gender balance on panels and forums, which now has over 260 signatories
- conducting his own Leadership Shadow analysis as well as supporting some of his key male leadership team members to complete theirs
- supporting the Sydney Women's Mentoring Program for professional and academic staff and programs that provide strategic support for academic staff.

Senior University leadership have demonstrated their support for gender equity actions by committing to the **SAGE initiative** and have allocated strategic funding of \$500,000 per year to support continuation of the SAGE recommendations within the University and beyond.

The Vice-Chancellor has made a personal commitment to accelerate our childcare agenda over the life of the SAGE Action Plan. He has assigned the Vice-Principal Operations and Deputy Vice-Chancellor (Education) to champion and lead a working group to develop and deliver a childcare strategy to make real and lasting improvements for our staff and students.

Key areas of focus highlighted in the SAGE Action Plan also include:

- increasing targeted recruitment of women and underrepresented groups at senior academic levels
- continuing our work towards a fair, equitable and transparent promotions process
- building on the excellent foundation of parental leave available to staff to remove remaining barriers to access and flexibility
- continuing our focus on improving workplace behaviours and institutional culture.

We have recently launched the Women at Sydney Network with Executive Sponsor - Deputy Vice-Chancellor Indigenous Strategy and Services - Professor Lisa Jackson-Pulver AC.

We have also recently reached equal gender representation in all three of our governing bodies - the University Senate, University Executive and Senior Leadership Team.

Partnerships formed to advance gender equity:

We believe that diverse institutions can learn a great deal from each other so that the collective impact is greater including in the gender equity space. Through SAGE, we have formed close relationships with our fellow NSW Regional Network members and will be looking for opportunities to collaborate and partner with them to advance gender equity across our institutions and the STEMM sector more broadly. We will also be looking for opportunities to form connections with corporate institutions and civil society and to collaborate with other Decadal Plan Champions.



Future activities planned to promote gender equity by leaders:

Our SAGE Action Plan contains an extensive suite of actions, activities and initiatives to promote gender equity including:

- Creating gender benchmarks for STEMM disciplines to be utilised in recruitment to ensure gender proportions of appointments matches or exceeds STEMM discipline pools. These benchmarks will be published on the staff intranet and we will share best practice via our internal Staff News channels. Our SAGE Action Plan has set a goal that the percentage of female appointments in STEMM disciplines will meet/exceed the benchmarks by end of 2022
- Providing targeted activities for male staff to inform them about the SAGE process and how it relates to them and to increase male engagement with gender equity more broadly.



Evaluation

Strategies you use to evaluate your gender equity activities, including but not limited to participation in accreditation to gender equity programs, e.g. Science in Australia Gender Equity (SAGE), or reporting to Workplace Gender Employment Agency (WGEA):

Our senior leadership have committed to support our 4-year SAGE Action Plan and we have commenced implementation (irrespective of the Bronze Award results).

We have committed to increasing transparency and reporting of the University's gender pay gap and will:

- provide staff with an annual pay equity report on the average pay levels for academic and professional staff by gender and level
- develop and communicate a revised Allowances, Loading and Bonuses (ALB's) allocation policy to reduce the impact of ALBs on the gender pay gap.

We have also implemented the Executive Remuneration Policy and as a result executed pay gap corrections following a like-for-like comparison and will now move to senior management.

We report annually to WGEA.

Are these findings publicly available?

Yes, the University's WGEA Report is publicly available and SAGE Application and Action will be publicly available via the SAGE National website once Cohort 2 Bronze Award results have been announced on 23 September 2019.

Workplace culture

Specific workplace or employment practices in your organisation that aim to improve gender equity and create an inclusive and respectful workplace (e.g. recruitment and promotion practices, paid parental and carer's leave, or discrimination, harassment and bullying policies):

Strategic Promotion Advice and Mentoring (SPAM) is a practical mentoring program that encourages and supports women to apply for promotion. Senior academics (male and female) provide practical and constructive mentoring to applicants (female) who receive feedback on readiness for promotion and on their applications, participate in a mock promotion interview and receive constructive feedback to improve their interview performance.

Through our Enterprise Agreement, we have adopted a 'reason neutral' approach to flexibility and we are continually building the capability of our managers to promote, leverage and manage teams who work flexibly.

Our parental leave options include 14 weeks maternity/adoption leave as well as 22 weeks primary carers leave. We provide flexibility in how staff can access parental leave, as well as in their return to work, so that they are able to strike a balance between their career interests and their family commitments.

We are committed to providing a safe and supportive workplace for those experiencing domestic and family violence and affected employees are entitled to up to 20 days paid leave each year.



We aim to provide an environment free of bullying, harassment and discrimination that respects the rights of all staff and students to be treated with dignity. Our policies and procedures are designed so that staff can feel confident in reporting workplace bullying in a timely and confidential manner.

What activities have made the biggest difference?

As part of the University's participation in the SAGE Pilot we have undergone a 3-year process of evaluating our current state and developing a 90+ part Action Plan to work towards gender equity with a STEMM-focus.

We have also recently revised our parental leave provisions to ensure that men have the ability to also play an active role in the first year of their child's life.

We are improving our recruitment procedures with each panel member: required to complete an online unconscious bias training prior to interview; provided with information on how unconscious bias plays out in the interview process; and, discussing unconscious bias prior to the commencement of the interview.

Since the introduction of SPAM in the Faculties of Science and Medicine and Health (since 2014), applications for promotion to Level E from women in STEMM have doubled from 35 (2010-13) to 67 (2014-7), increasing the proportion of applications from 33%-46% female.

Future activities to address gender equity in the workplace:

Our SAGE Action Plan demonstrates a commitment to fostering a collective, inclusive and collegial culture by:

- Understanding the diversity demographics of staff and their experiences of workplace culture including the impact of parental leave, caring responsibilities, career breaks and part-time/flexible working via Culture Surveys and targeted staff consultation
- Increasing transparency and reporting of recruitment and promotion data
- Requiring inclusive actions training for recruitment and promotion panel members
- Improving access, availability and prioritising career development opportunities
- Promoting an inclusive work environment via equitable workload models, core-hours guidelines, committee membership, appropriate valuing and recognition of outreach
- Understanding and preventing everyday sexism including workplace bullying and harassment.

Visibility

Describe any current activities, or those planned, that increase and promote the visibility of women in STEM, within or outside your organization:

Our SAGE Action Plan demonstrates a commitment to ensuring the diversity of our staff and students is represented to internal and external audiences, including:

- The Panel Pledge initiative to increase the visibility and participation of women in public forums within the University
- Promoting and auditing the use of inclusive language and imagery guidelines for internal and external webpages and publications
- Increasing the representation of women and diverse groups in University portraiture and imagery.





Education

Describe any ways you or your organisation support or encourage the teaching and learning of STEM for girls and women:

Our SAGE Action Plan demonstrates a commitment to identifying and promoting outreach opportunities which are targeted at recruiting more female students to STEMM faculties.

Our Faculty of Science [Partner Outreach and Engagement team](#) provide a wide range of events and activities including public talks, HSC revision and school activities and teaching resources.

Industry action

If you are not a SME, do you provide any advice, resources or incentives to SMEs to attract and support diverse workforces?

We will work with the SAGE NSW Regional Network to identify collective actions to promote Athena SWAN principles and look for opportunities to support the STEMM sector and SMEs to implement diversity and inclusion program.

sage@sydney.edu.au
annie.fenwicke@sydney.edu.au
renae.ryan@sydney.edu.au
sarah.abbott@sydney.edu.au

sydney.edu.au



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