# Organisation and contact details

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<td></td>
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</tr>
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<td>DEAKIN UNIVERSITY VIC 3220</td>
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<tr>
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<tr>
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<tr>
<td>Number of employees</td>
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<td>Other organisations</td>
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## Workplace profile

### Manager

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<th>Manager occupational categories</th>
<th>Reporting level to CEO</th>
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<th>No. of employees</th>
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<td></td>
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<td>Full-time permanent</td>
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<tr>
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<td></td>
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<td>Part-time permanent</td>
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<td>Part-time contract</td>
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## Non-manager

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<td></td>
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<td>Non-manager occupational categories</td>
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<td>No. of graduates (if applicable)</td>
<td>No. of apprentices (if applicable)</td>
<td>Total employees</td>
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<td>M</td>
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<td>3,089</td>
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</tbody>
</table>
Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1. Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.2 Retention?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.3 Performance management processes?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.4 Promotions?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority
1.5 Talent identification/identification of high potentials?
   ❌ Yes (you can select policy and/or strategy options)
   - Standalone policy
   - Policy is contained within another policy
   - Standalone strategy
   - Strategy is contained within another strategy
   □ No
   □ No, currently under development
   □ No, insufficient human resources staff
   □ No, don't have expertise
   □ No, not a priority

1.6 Succession planning?
   ❌ Yes (you can select policy and/or strategy options)
   - Standalone policy
   - Policy is contained within another policy
   - Standalone strategy
   - Strategy is contained within another strategy
   □ No
   □ No, currently under development
   □ No, insufficient human resources staff
   □ No, don't have expertise
   □ No, not a priority

1.7 Training and development?
   ❌ Yes (you can select policy and/or strategy options)
   - Standalone policy
   - Policy is contained within another policy
   - Standalone strategy
   - Strategy is contained within another strategy
   □ No
   □ No, currently under development
   □ No, insufficient human resources staff
   □ No, don't have expertise
   □ No, not a priority

1.8 Resignations?
   ❌ Yes (you can select policy and/or strategy options)
   - Standalone policy
   - Policy is contained within another policy
   - Standalone strategy
   - Strategy is contained within another strategy
   □ No
   □ No, currently under development
   □ No, insufficient human resources staff
   □ No, don't have expertise
   □ No, not a priority

1.9 Key performance indicators for managers relating to gender equality?
   ❌ Yes (you can select policy and/or strategy options)
   - Standalone policy
   - Policy is contained within another policy
   - Standalone strategy
   - Strategy is contained within another strategy
   □ No
   □ No, currently under development
   □ No, insufficient human resources staff
   □ No, don't have expertise
   □ No, not a priority
1.10 Gender equality overall?
☒ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☐ Policy is contained within another policy
☒ Standalone strategy
☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:
The Deakin University Gender Equity Plan (2012-2015) focuses on three key areas which are also incorporated in the University’s Workforce Management Plan (2013-2020).
• Employment practices - ensuring employment policies and practices are inclusive by reducing barriers and strengthening career opportunities for women.
• Workplace culture - developing gender inclusive workplaces, fair and equitable organisational structures, and heightened awareness of gender equity in decision making.
• Leadership and management - ensuring gender equity initiatives are championed by senior leaders.
Deakin is currently reviewing its Human Resources policy suite and exploring opportunities to include specific reference to advancing gender equity and diversity in the revised policies and procedures.

1.12 Should you wish to provide additional information on any of your responses under Gender equality indicator 1, please do so below:
The establishment of gender KPIs for each of the Senior Executive (now in its fourth year), has significantly increased the focus, accountability and responsibility of executives to implement tailored strategies in collaboration with Equity and Diversity and the Human Resources Division, to improve the representation of women at senior academic and professional levels, reduce the gender pay gap in their respective work areas and create a more inclusive culture.

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board?
☒ Yes
☐ No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a date in the format of YYYY in the 'Year to be reached' column.
<table>
<thead>
<tr>
<th>Organisation name</th>
<th>Gender and NUMBER (NOT percentage) of chairperson/s F</th>
<th>M</th>
<th>Gender and NUMBER (NOT percentage) of other board members F</th>
<th>M</th>
<th>% target for representation of women on each board (enter a percentage number from 0-100)</th>
<th>Year to be reached (in YYYY format; if no target has been set, leave blank)</th>
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<td>Deakin University Council</td>
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<td>7</td>
<td>9</td>
<td>0</td>
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<tr>
<td>Organisation name</td>
<td>Gender and NUMBER (NOT percentage) of chairperson/s</td>
<td>Gender and NUMBER (NOT percentage) of other board members</td>
<td>% target for representation of women on each board</td>
<td>Year to be reached</td>
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<td>-------------------</td>
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<td>----------------------------------------------------------</td>
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<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>(enter a percentage number from 0-100)</td>
<td>(in YYYY format; if no target has been set, leave blank)</td>
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<tr>
<td>25</td>
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</table>

2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

- Governing body has gender balance (e.g. 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don’t have expertise
- Do not have control over board appointments (provide details why):

- Not a priority
- Other (provide details):

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

Yes

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

No

- No, in place for some governing bodies
- No, currently under development
- No, insufficient human resources staff
- No, do not have control over board appointments (provide details why):

- No, don't have expertise
- No, not a priority
- No, other (provide details):
2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.

<table>
<thead>
<tr>
<th></th>
<th>Full-time females</th>
<th>Part-time females</th>
<th>Full-time males</th>
<th>Part-time males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity partners who are NOT key management personnel (KMPs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

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

☐ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don’t have expertise
☐ No, salaries set by awards or industrial agreements
☐ No, non-award employees paid market rate
☐ No, not a priority
☐ No, other (provide details):

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

☐ Yes (provide details in questions 3.2 and/or 3.3 below)
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, salaries set by awards or industrial agreements
☐ No, non-award employees are paid market rate
☐ No, not a priority
☐ No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

☐ To achieve gender pay equity
☐ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at salary, out-of-cycle pay reviews, and performance pay reviews)
To be transparent about pay scales and/or salary bands
To ensure managers are held accountable for pay equity outcomes
To implement and/or maintain a transparent and rigorous performance assessment process
Other (details provided in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:

The Vice-Chancellor approved the following gender equity performance objective and standard (KPI) for each member of the Executive in 2012. These are still in place and performance against the objective below is evaluated at the end of each year through a formal Performance, Planning and Review Process.

Objective: Identify gender equity pay gaps in the portfolio/Faculty and develop strategy and action plans to redress any imbalance.

Measure: Report on progress against action plans, including actions taken to attract female staff to leadership, management and supervisory roles.

There are relevant actions outlined in the University's Workforce Management Plan (2013-2020), a functional plan that underpins and supports the delivery of the University's Strategic Plan. These include increasing the number of women in senior positions and reducing the pay gap between men and women.

4 Has a gender remuneration gap analysis been undertaken?

Yes. When was the most recent gender remuneration gap analysis undertaken?

☐ Within last 12 months
☐ Within last 1-2 years
☐ More than 2 years ago but less than 4 years ago
☐ Other (provide details):

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
☐ No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
☐ No, non-award employees are paid market rate
☐ No, not a priority
☐ No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below:

The pay gap between men and women (base and total remuneration) is calculated for the entire organization, at each classification level and in the format required in the Workplace Profile section of this report. Deakin University also conducts the same analysis for its twelve Senior Executive portfolios.

4.1 Were any actions taken as a result of your gender remuneration gap analysis?

Yes - please indicate what actions were taken (more than one option can be selected):

☐ Created a pay equity strategy or action plan
☐ Identified cause/s of the gaps
☐ Reviewed remuneration decision-making processes
☐ Analysed commencement salaries by gender to ensure there are no pay gaps
☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
Analysed performance pay to ensure there is no gender bias (including unconscious bias)

☑ Trained people-managers in addressing gender bias (including unconscious bias)
☑ Set targets to reduce any like-for-like gaps
☑ Set targets to reduce any organisation-wide gaps
☑ Reported pay equity metrics to the board
☑ Reported pay equity metrics to the executive
☑ Corrected like-for-like gaps
☑ Conducted a gender-based job evaluation process

☑ Implemented other changes (provide details):

☐ No
☐ No unexplainable or unjustifiable gaps identified
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, salaries set by awards or industrial agreements
☐ No, non-award employees are paid market rate
☐ No, unable to address cause/s of gaps (provide details why):

☐ No, not a priority
☐ No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:

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

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

☑ Yes
☐ No
☐ No, currently being considered
☐ No, insufficient human resources staff
☐ No, government scheme is sufficient
☐ No, don’t know how to implement
☐ No, not a priority
☐ No, other (provide details):

5.1 Please indicate the number of weeks of employer funded parental leave that are provided for primary carers.

22

5.2 How is employer funded paid parental leave provided to the primary carer?
☐ By paying the gap between the employee’s salary and the government’s paid parental leave scheme
☑ By paying the employee’s full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

☑ Yes, one week or greater
Yes, less than one week
No
No, currently being considered
No, insufficient human resources staff
No, government scheme is sufficient
No, don’t know how to implement
No, not a priority
No, other (provide details):

6.1 Please indicate the number of weeks of employer funded parental leave that are provided for secondary carers.

2

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period?

<table>
<thead>
<tr>
<th></th>
<th>Primary carer’s leave</th>
<th>Secondary carer’s leave</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Managers</td>
<td>16</td>
<td>0</td>
</tr>
<tr>
<td>Non-managers</td>
<td>143</td>
<td>0</td>
</tr>
</tbody>
</table>

8 What proportion of your total workforce has access to employer funded paid parental leave?

<table>
<thead>
<tr>
<th></th>
<th>Primary carer’s leave</th>
<th>Secondary carer’s leave</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td>41</td>
<td>41</td>
</tr>
</tbody>
</table>

9 Do you have a formal policy or formal strategy on flexible working arrangements?
Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don’t have expertise
☐ No, don’t offer flexible arrangements
☐ No, not a priority
☐ No, other (provide details):

10 Do you have a formal policy or formal strategy to support employees with family and caring responsibilities?
Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don’t have expertise
☐ No, don’t offer flexible arrangements
☐ No, not a priority
☐ No, other (provide details):
11. Do you have any non-leave based measures to support employees with family and caring responsibilities?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11.1 To understand where these measures are available, do you have other worksites in addition to your head office?

- Yes
- No

11.2 Please indicate what measures are in place and in which worksites they are available (if you do not have multiple worksites, you would select 'Head office only'):

- Employer subsidised childcare
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office

- On-site childcare
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office

- Breastfeeding facilities
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office

- Childcare referral services
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office

- Internal support network for parents
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office

- Return to work bonus
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office

- Information packs to support new parents and/or those with elder care responsibilities
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office

- Referral services to support employees with family and/or caring responsibilities
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
Targeted communication mechanisms, for example intranet/forums
- Head office only
- Other worksites only
- Head office and some other worksites
- All worksites including head office

None of the above, please complete question 11.3 below

11.3 Please provide details of any other non-leave based measures that are in place and at which worksites they are available:

Internal support network for parents is being developed in 2015.

12 Do you have a formal policy or formal strategy to support employees who are experiencing family or domestic violence?
- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy

- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, not aware of the need
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?
- Yes - please indicate the type of measures in place (more than one option can be selected):
  - Employee assistance program
  - Access to leave
  - Training of human resources (or other) staff
  - Referral to support services
  - Other (provide details):

- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, not aware of the need
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female Informal</td>
<td>Male Formal Informal</td>
</tr>
<tr>
<td>Flexible hours of work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compressed working weeks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time-in-lieu</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommuting</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managers</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>----------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td>Formal</td>
<td>Informal</td>
</tr>
<tr>
<td>Part-time work</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Job sharing</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Carer's leave</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Purchased leave</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Unpaid leave</td>
<td>✗</td>
<td>✗</td>
</tr>
</tbody>
</table>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:
Please see following websites:
Deakin Benefits and Work/Life
Deakin Flexible Working Arrangements

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:
- [ ] Currently under development
- [ ] Insufficient human resources staff
- [ ] Don't have expertise
- [ ] Not a priority
- [ ] Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 4, please do so below:

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

15 Have you consulted with employees on issues concerning gender equality in your workplace?
- ✗ Yes
- [ ] No
- [ ] No, not needed (provide details why):
  - [ ] No, insufficient human resources staff
  - [ ] No, don't have expertise
  - [ ] No, not a priority
  - [ ] No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?
- ✗ Survey
Consultative committee or group
Focus groups
Exit interviews
Performance discussions
Other (provide details):
Update on gender equity activities and initiatives to formal networks, such as Faculty equity committees, social inclusion networks, contact officer network, ally network, eliminating violence against women working party, invitation to seminars and events in relation to gender, and communication from the Vice-Chancellor.

15.2 What categories of employees did you consult?
☒ All staff
☒ Women only
☐ Men only
☐ Human resources managers
☐ Management
☐ Employee representative group(s)
☐ Diversity committee or equivalent
☐ Women and men who have resigned while on parental leave
☐ Other (provide details):

15.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy or formal strategy on sex-based harassment and discrimination prevention?
☒ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy or strategy?
☒ Yes
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?
Yes - please indicate how often this training is provided (‘At induction’ AND one of the other options can be selected):

- At induction
- At least annually
- Every one-to-two years
- Every three years or more
- Varies across business units
- Other (provide details):

No
- No, currently under development
- No, insufficient human resources staff
- No, don’t have expertise
- No, not a priority
- No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

Deakin University was awarded the inaugural ‘Employer of Choice for Gender Equality’ citation by the Workplace Gender Equality Agency on 12 November 2014, and has been recognised as an ‘Employer of Choice for Women’ for the previous seven years.

Deakin has a longstanding commitment to valuing diversity, enabling access and promoting inclusion. Our Gender Equity Strategy (2012-2015) has been a key tool for translating this commitment into action. The strategy provides a framework to assist the University in developing and implementing effective strategies around employment practices, workplace culture, leadership and management to improve gender equity performance according to specific faculty or portfolio needs.

The establishment of gender KPIs for each of the Senior Executive (now in its fourth year), has significantly increased the focus, accountability and responsibility of executives to implement tailored strategies in collaboration with Equity and Diversity and the Human Resources Division, to improve the representation of women at senior academic and professional levels, reduce the gender pay gap in their respective work areas and create a more inclusive culture.

Since the last reporting cycle, Deakin has seen a significant improvement in its overall gender performance, including an increased representation of women in the professoriate, successful promotion outcomes and a reduction in the gender pay gap.

The Vice-Chancellor, Professor Jane den Hollander, is a visible champion in gender equality at Deakin University. She continues to ensure that gender equality is at the forefront of our strategic planning and delivery.
## Notification and access

<table>
<thead>
<tr>
<th>List of employee organisations</th>
<th>Deakin University</th>
</tr>
</thead>
</table>

## CEO sign off confirmation

<table>
<thead>
<tr>
<th>Name of CEO or equivalent</th>
<th>Jane den Hollander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmation CEO has signed the report</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CEO Signature:**

[Signature]

**Date:** 7 July 2015