



UNSW
SYDNEY

Gender Equity Strategy 2024–2028



UNSW Sydney
Division of
Equity Diversity & Inclusion

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Vision

The *UNSW Gender Equity Strategy 2024–2028* enshrines inclusive practice, enabling staff of all genders to feel valued, respected and able to be their authentic selves.

UNSW will continue to be an institution that encourages diverse perspectives and experience, acknowledging that experiences of gender are shaped by a complex interplay of various identities and social factors. Women and gender-diverse staff will be represented and recognised, with access to the tools and support to succeed at all levels of employment.

We are defined by our people

Professor Attila Brungs

The *UNSW Gender Equity Strategy 2024–2028*, our first such strategy, is an important marker of our University's progress. It comes at an extraordinary time in the history of UNSW, as we prepare to celebrate our 75th anniversary.



UNSW is, and always has been, a university defined by our people.

When the University was established in 1949, its legislated purpose was to serve the people of New South Wales and the nation, providing education, skills and research to drive a prosperous future. Importantly, it was tasked with breaking the exclusivity and discrimination in the university system at the time and to drive accessibility and equity, including for staff.

Now as then, our students and staff are our heart, propelling us forward and truing our course as we strive to anticipate and meet society's evolving needs.

Equity, diversity and inclusion are fundamental values at UNSW. We value a diversity of experiences, perspectives and identities: all are crucial parts of our collective knowledge and capability, and each is invaluable in our University culture as well as our ability to understand and achieve our vision for positive societal impact.

The *Gender Equity Strategy* is an expression of our University's evolution. The strategy promotes inclusive practice for people of all genders, building on commitments and programs already in place for women and gender-diverse people, and setting new, measurable objectives for our continuing progress.

I am proud to reaffirm my commitment to gender equity at UNSW and to fostering an environment in which people of all genders can be their authentic selves and realise their full potential.

I ask that everyone at UNSW joins me in striving to achieve the objectives of the progressive, vital *UNSW Gender Equity Strategy 2024–2028*.



**Professor
Attila Brungs**

(he/him)

**Vice-
Chancellor
and President**

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An ongoing narrative of change

Dr Caitlyn McLoughlin



**Dr Caitlyn
McLoughlin**

(she/her)

**Manager,
Diversity
& Inclusion,
Division of
Equity Diversity
& Inclusion**

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The UNSW Gender Equity Strategy is the result of significant consultation, the consideration of multiple perspectives and applications, and critical engagement with a multitude of qualitative and quantitative evidence.

Throughout history and cultures, conceptions of gender have undergone constant re-evaluation and reinterpretation, requiring an ever-present and nuanced understanding of, and engagement with, perceived norms, and an acknowledgement of the rich spectrum of identities that exist beyond the binary.

The Strategy acknowledges at its core the transformative power of past movements and the evolving nature of societal expectations. It addresses current challenges and also lays the groundwork for a future where gender equity is not just an aspiration but an inherent aspect of our collective identity.

With this Strategy, we aim to foster an environment that reflects the evolving nature of gender dynamics, where everyone can thrive, contribute and participate in shaping a more equitable future.

A collective vision

Shaun Williams

I am honoured to be partnering with the Division of Equity Diversity and Inclusion (EDI) on UNSW's Gender Equity Strategy – a pivotal initiative and a groundbreaking first for the University.

This comprehensive Strategy aligns efforts across Human Resources, EDI, and the faculties and divisions, to drive institutional change that supports gender equity. It reflects our collective vision and, as a blueprint for action across the institution, allows us to cohesively communicate our ambitions and goals. The UNSW Gender Equity Strategy represents the University's resolute commitment to creating an inclusive and forward-thinking future.

The advancement of gender equity and the development of a revised definition of gender positions UNSW as a workplace that values gender equity and that invests in targeted programs to deliver against our strategic intent. The new Strategy supports the prioritisation of gender equity as critical to UNSW's future state and emerging strategic priorities beyond 2025.



Shaun Williams

(he/him)

**Head of Talent
and Recruitment,
Human Resources**

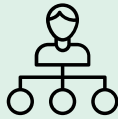
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Pathway

Gender equity advocacy is a key part of the UNSW Strategy, which understands Social Impact as multifaceted and intersectional.

As conceptions and expressions of gender continue to expand and shift, UNSW commits to a position of leadership in the higher education sector when it comes to fostering acceptance and equity that is attuned to the identified needs of its community.

This Strategy recommits to initiatives and programs already in place, while also offering actions that will enable further



Leadership and responsibility

- University leaders remain committed to and active in progressing gender equity at a University-wide level and demonstrate knowledge of barriers to gender equity and the complexity of the human experience
- Benchmark and bolster reputation and accountability mechanisms in gender equity by engaging in accreditation and recognition programs



Institutional governance and local engagement

- Policy, procedural documentation, and trainings are gender inclusive and current, reflecting a progressive approach to shifting conceptions and expressions of gender
- Faculties, divisions, and all local/school bodies adopt the UNSW Gender Equity Strategy and input to its iterative and ongoing development
- Faculties are supported to progress and develop programs and initiatives that promote gender equity

access and support to women and gender-diverse people. The Strategy will serve as an organising framework by which to bring together the gender equity work already being done across the University in order to affirm broad strategic investment and

dedication to meaningful impact. Organising initiatives, programs, and actions related to gender equity in a unified, cohesive strategy allows for better oversight in evaluating impact and understanding the identified needs of the UNSW community.

While this iteration of the Strategy focuses on UNSW staff initiatives, future versions will include initiatives focused on students.

The Strategy is organised around four key focus areas with corresponding objectives:



People and employment

- Drive recruitment across academic and professional employment with gender equitable hiring strategies
- Implement practices at all levels of the University to enable the career development and retention of women and non-binary people
- Support the aspirations of our staff and students and exemplify gender inclusivity through representation of diverse lived experiences and backgrounds in leadership and management positions

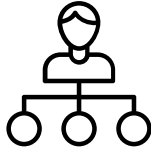
These areas encompass some of the current key barriers to gender equity at UNSW, while considering future additions and foci.



Culture and inclusive practice

- Ensure inclusive language and practice across all communications, including procedural, governance and reporting documentation, events and spaces, adapting to emerging diversity and gender equity perspectives
- Data and digital systems accurately reflect the diversity of gender at UNSW
- Staff of all genders, recognising intersectionality, are supported to successfully combine their work and personal priorities

A table of actions, which details objectives, actions, and impact indicators, follows.



Leadership and responsibility

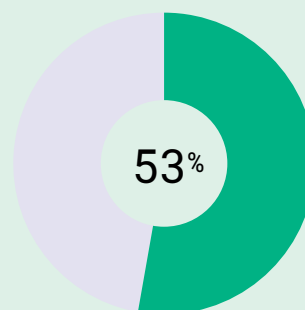
Effective and informed leadership underpins organisational change. Our leaders will be supported and guided to be responsible within their roles to advocate for gender equity, to demonstrate inclusive and appropriate workplace behaviour, and to shape organisational culture by example.

This can be reviewed and captured within MyCareer conversations. Taking responsibility for gender equity is essential to effective leadership and is a shared responsibility. Diversity of thought and perspective is core to UNSW values, driving innovation and excellence. Further, this diversity must be reflected in University leadership, ensuring that a broad range of experiences, ideas and talents are considered, thereby enriching the quality of decision-making and problem-solving.

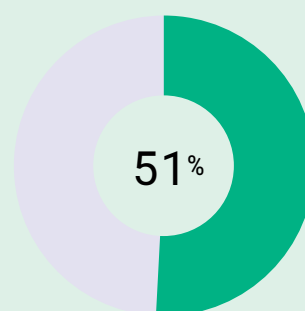
While UNSW is committed to enacting gender equity internally in leadership, we are also committed to external accountability. Accordingly, UNSW participates in several reporting and benchmarking frameworks that promote and advance gender equity and equal opportunity. UNSW's 2018 SAGE Athena SWAN Bronze Institutional Award evidences our ongoing commitment to advancing gender equity and diversity in STEMM disciplines in higher education and research and will be further supported by achieving a total of five Cygnet Awards by 2025 and the Silver Award by 2027. Each award includes its own set of actions and recommendations for achieving gender equity at UNSW, but by incorporating the Athena SWAN initiatives into this Strategy, UNSW solidifies its commitment to advancing gender equity in STEMM.

Similarly, newly announced Workplace Gender Equality Agency (WGEA) reporting requirements around specific gender equality indicators have been incorporated into the commitments of the Strategy and will articulate UNSW's plans to address workforce and governing bodies gender composition, remuneration, flexible working arrangements and support for family and caring responsibilities, employee consultation on gender equity in the workplace and sexual harassment. And UNSW will further commit to advancing LGBTQIA+ inclusion (which includes critical intersections with gender equity) by ensuring that we maintain Australian Workplace Equality Index (AWEI) Gold Award status and ultimately progress to Platinum. Continued participation in the Diversity Council Australia (DCA) Inclusive Employer Index will enable impact measurement, as well as provide critical insights into staff feelings of belonging and wellbeing.

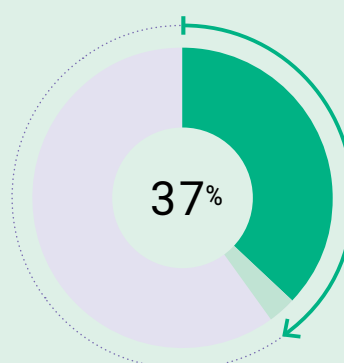
By instilling a commitment to gender equity at leadership levels and approaching reporting and benchmarking frameworks as opportunities to action inclusion, UNSW demonstrates its understanding of gender equity as not simply a matter of social impact, but also a strategic imperative for effective leadership that will ultimately empower all of UNSW to foster a more inclusive, innovative, and equitable society for all.



female
professional
staff at level
10+



female
professional
staff at level
11+



female academic
staff at levels
D & E combined
Target: 40% by 2025



Athena SWAN
Bronze
Institution Award
from Science in
Australia Gender
Equity (SAGE).



Gold status on
the Australian
Workplace
Equality Index
(AWEI).



Institutional governance and local engagement

To ensure gender equity at all levels at UNSW, its governing structures and regulative systems must be guided by inclusive principles.

Additionally, policy and procedure must remain flexible and reflect a progressive approach to shifting conceptions and expressions of gender. By actively embedding gender equity into our governance, we ensure a more just and equitable environment for people of all genders.

As the Policy Transformation Project seeks to update and condense policy across the University, the UNSW Gender Equity Strategy ensures that the approach and resulting outputs will be gender inclusive and current. Most critically, the Strategy will ensure that gender equity is built into the University's overarching Code of Conduct, guaranteeing the progression and support of gender equity across the University and outlining clear expectations and guidelines for gender-inclusive practices and behaviours. This will guide policy development and resulting administration. It is crucial that UNSW's governance structures provide representation for people of all genders to ensure that the unique perspectives and needs of women and gender-diverse individuals are taken into account when shaping policies and strategies.

As part of UNSW's 2025 Strategy, the gender equity KPIs were set at 50% female employment in HEW 10 and above professional roles and 40% female employment in Level D & E academic roles by 2025. Current numbers reflect over 50% female employment in HEW 10 and above professional roles, and at 36% for academic women levels D and E. Noting that women are often underrepresented in leadership roles and overrepresented in lower-level roles, and considering shifts in the professional makeup of staff, the UNSW Gender Equity Strategy includes updates to the gender equity KPIs and ensures their inclusion in the next iteration of the UNSW Strategy.

While embedded inclusion at an institutional level is critical to advancements in gender equity, local governance and engagement has a similarly important part to play. Faculties and divisions must adopt the UNSW Gender Equity Strategy and input to its iterative and ongoing development. This includes aligning EDI Faculty Plans to the outcomes articulated in the action plan and monitoring and reporting on progress. This further ensures that initiatives and programs are responding to the actual needs of those they are aimed at.





People and employment

Promoting gender equity in employment is a strategic imperative for fostering a more inclusive, innovative, and prosperous environment.

While this is supported by key KPIs as well as leadership buy-in and governance structures, targeted actions that aim to level the playing field and include women and gender-diverse people where they have been previously excluded is also essential. This Strategy ensures that opportunities for growth and advancement are accessible to everyone, irrespective of their gender identity.

Equal pay is a fundamental component to gender equity in employment and one that this strategy commits to achieving via WGEA requirements. Implementing practices that eradicate discrimination, promote work-life balance, acknowledge family and caring responsibilities, and address unconscious bias are also essential steps to achieving parity.

As such, this Strategy lays out actions for expanding existing mentoring and leadership development opportunities, as well as establishing new programs that acknowledge diversity in gender identity and intersectional experiences of marginalisation.

While significant progress has been made in reducing gender imbalances at universities broadly and UNSW specifically, challenges persist. Achieving substantive gender equity in higher education requires ongoing efforts to address institutional bias, stereotypes, and other barriers that can affect women, gender-diverse staff, and other marginalised groups in academia. Several initiatives put forward in this Strategy aim to better attract, retain and promote women to high-level positions, which is a particular area of focus at UNSW. These initiatives will additionally support Faculties to do the same at local levels.

As we pursue gender equity in employment, we acknowledge the value of dismantling the barriers faced by gender-diverse individuals, and that while strategies to address this may overlap with those monitored and reported under Athena SWAN and WGEA they are not always easily or directly transferable. Our Strategy is rooted in the belief that, by empowering all members of our workforce, we drive progress, innovation and social wellbeing.



Culture and inclusive practice

While the *UNSW Gender Equity Strategy 2024–2028* addresses policy, procedure, reporting and institutional governance, the Strategy also recognises that building and fostering a culture of inclusion and diversity is essential in achieving gender equity.

UNSW is committed to an intersectional approach to gender equity, and as such includes actions that help us to better understand and respond to the specific needs of our community. This includes development in data and reporting on staff demographics, via continued improvements to the EDI Data Dashboards and their broader application, as well as through updates to PiMS, Unihire, and the statistical profile. Training that better equips both academic and professional staff to support various members of the UNSW community will also continue to be offered and improved. Additionally, flexible work and the support of employees with family and/or caring responsibilities is recognised as an important driver for attracting, retaining and progressing careers of a diverse cohort of employees across the University and is a key enabler of equity amongst genders. UNSW will continue its commitment to fostering a workplace culture of flexibility where staff of all genders, ethnicities, faiths, heritages, abilities, sexual orientation, age, religious and cultural backgrounds are supported to successfully combine their work and personal priorities.

UNSW is committed to a Gender Equity Strategy that goes beyond the binary and actively promotes inclusion for trans and gender-diverse individuals. Planned updates to data capture and monitoring reflect this, as do continued promotion, improvements, and training around inclusive language and practice.



“UNSW is committed to a Gender Equity Strategy that goes beyond the binary and actively promotes inclusion for trans and gender-diverse individuals.”

Context and data

The initiatives and actions communicated in the Strategy have been informed by a number of sources, including:

- DCA Inclusive Employer Index survey data
- Insight survey data
- EDI Dashboard data
- Athena SWAN research, including focus group and gender modelling data
- Academic Women Retention and Attraction Project turnover and hiring data, and interviews

The following groups have been consulted in the development of the Strategy and the accompanying objectives and actions:

- Gender Equity Strategy Working Group
- Cross-Faculty and Division EDI Group
- SAGE Athena SWAN Self-Assessment Team
- EDI Staff Consultative Group



Key focus area 1: Leadership and responsibility

Objective	Action	Outcome/Impact Measures
University leaders exhibit active commitment to progressing gender equity amongst staff and ensuring a consistent approach to gender equity across the University	<ul style="list-style-type: none"> - University leaders actively engage in gender equity focused events, training, and programs - Leaders and managers at all levels demonstrate an understanding of appropriate gender inclusive practices - Leaders demonstrate support for gender equity by progressing relevant proposals and initiatives 	<ul style="list-style-type: none"> - Number of senior leaders complete Ally training - ULT endorsement of gender equity related initiatives - Data on workplace inclusion and wellbeing from the DCA and Insight surveys
Benchmark and bolster reputation in gender equity by engaging in accreditation and recognition programs	<ul style="list-style-type: none"> - Maintain AWEI Gold Award status; secure Platinum status - Secure and maintain WGEA Employer of Choice status - Progress UNSW's application for SAGE Athena SWAN Silver Award and accompanying Cygnet Awards - Secure and maintain DCA Inclusive Employer status - Maintain Australian Breastfeeding Association Best Practice Employer status 	<ul style="list-style-type: none"> - Achieve Gold Awards (2024 and 2025) - Achieve Platinum Award (2026) - Achieve WGEA Employer of Choice (2025) - Achieve 3 remaining Cygnet Awards (by 2025) - Achieve Athena SWAN Silver Award (2027) - Achieve Inclusive Employer status (2024)

Key focus area 2: Institutional governance and local engagement

Objective	Action	Outcome/Impact Measures
Policy, procedural documentation and trainings are gender inclusive and current, reflecting a progressive approach to shifting conceptions and expressions of gender	<ul style="list-style-type: none"> - Review and revise gender equity KPIs for 2025-35 strategic plan - Review and update 'Representation on UNSW Committees and Decision-Making Bodies Procedure' to move away from binary representation of gender - Review and update existing policy for inclusive language - Ensure inclusive language review as part of new policy development procedure - Ensure cultural and behavioural expectations about gender equity are included in any newly developed mandatory trainings 	<ul style="list-style-type: none"> - Progress against revised gender equity KPIs - Procedure update - Representation of gender diversity on committees and in decision-making bodies - Number of policies, procedures, and codes reviewed - Evaluation data from trainings
Faculties, divisions, and all local bodies adopt the UNSW Gender Equity Strategy and input to its iterative and ongoing development	<ul style="list-style-type: none"> - Establish the Gender Equity Strategy Implementation Group with representation from across the University to drive action - Establish a reporting mechanism to oversee and drive the implementation of the Strategy - Communicate reports against action items transparently university-wide 	<ul style="list-style-type: none"> - Number of completed actions from the UNSW Gender Equity Strategy - Reports submitted to EDI Board and ULT - Robust consultation with Faculties, Divisions, and SMEs on new strategy iterations
Faculties and Divisions are supported to progress and develop programs and initiatives that promote gender equity	<ul style="list-style-type: none"> - EDI Faculty Action plans include improvements to gender equity for academic and professional staff and students, including providing support to Faculties and Divisions - Complete workforce gender equity data models for the Faculties of Medicine & Health, Law & Justice, Business, and Arts, Design & Architecture - Expand the EDI Cross-Faculty and Division Group to include Divisional representation in order to expand and progress gender equity and other EDI-related initiatives - Gender Equity Strategy aligns to and supports the Gendered Violence Strategy 	<ul style="list-style-type: none"> - Progress against EDI Faculty Plan actions - Completion of workforce gender equity data models - Initiatives from EDI Cross-Faculty Group - Divisional representation on EDI Cross-Faculty Group

Key focus area 3: People and employment

Objective	Action	Outcome/Impact Measures
Gender equitable hiring strategies drive recruitment across academic and professional employment	<ul style="list-style-type: none"> - Run targeted women-only advertising for identified schools, centres and positions - Develop toolkit for inclusive hiring including guidelines, FAQs for women-only advertising, and templates for inclusive language in advertising materials - Refresh advertising material and position description templates to use more inclusive language and include references to flexible work - Develop unconscious bias training for hiring managers - Align Recruitment and Talent Strategy to the UNSW Gender Equity Strategy 	<ul style="list-style-type: none"> - Attraction rates of academic women and non-binary people, including long lists, short lists, offers and hiring data - Click-through and download rate of toolkit - HR Managers and Recruitment Staff participation in training
Implement practices at the University and local levels to enable the career development of academic women and non-binary people	<ul style="list-style-type: none"> - Expand Carina and Orion Leadership Programs to support development to enhance capability at mid-career level - Establish University-wide mentoring schemes that allow ECRs and lower level academics to connect with senior academics in leadership positions - Introduce quarterly agenda item at Faculty leadership meetings on academic turnover data, exit survey data, and Insight survey data, presented by EDI and HR in collaboration - Establish leadership and mentoring program to support LGBTQIA+ and gender-diverse academic and professional staff 	<ul style="list-style-type: none"> - Participation rates and evaluation data from Carina - Participation rates and evaluation data from mentoring program - Participation rates and evaluation data from LGBTQIA+ and gender-diverse mentoring program
Support the aspirations of our staff and students and exemplify gender inclusivity through representation of diverse lived experiences and backgrounds in leadership and management positions	<ul style="list-style-type: none"> - Scope the development of a fellowship program providing research and mentoring support to academic women - Review and improve academic promotion pathway to streamline and simplify the process, including ROPE - Refine exit survey questions, process, and data to inform improved strategies for retention of women and gender-diverse academic and professional staff 	<ul style="list-style-type: none"> - Research outputs and/or Social Impact outputs (including non-traditional outputs) from fellowship program - Number of academic women applying for and securing promotion - Exit survey completion rates and data

Key focus area 4: Culture and inclusive practice

Objective	Action	Outcome/Impact Measures
<p>Ensure inclusive language and practice across communications, events and spaces, adapting to emerging diversity and gender equity perspectives</p>	<ul style="list-style-type: none"> - Explore the needs for and possibility of targeted educational campaigns around language, such as gendered pronouns and inclusive language - Establish procedure for inclusive language review of internal and external comms – including standardised wording across all organisation-wide data collection (including staff surveys, projects, etc.) to ensure consistent data collection - Maintain improvements to facilities so that they are inclusive, safe, welcoming, and respectful of all genders and backgrounds (including cultural backgrounds, disability, and caring responsibilities) 	<ul style="list-style-type: none"> - Data related to belonging and wellbeing in DCA Inclusive Employer Index Survey and Insight Survey - Number of converted and new gender inclusive toilets - Number of parental and breastfeeding rooms
<p>Data and digital systems accurately reflect the diversity of gender at UNSW</p>	<ul style="list-style-type: none"> - Questions in UniHire and the statistical profile are regularly reviewed and updated to reflect best practice data gathering advice regarding gender identity, sexuality, disability, caring responsibilities, and cultural background - Planned updates to data management systems include mechanisms that accurately represent transgender and gender-diverse people - Review and scope ways of tracking and monitoring different types of flexible work arrangements 	<ul style="list-style-type: none"> - Completion rates for statistical profile - Capture of data on non-binary and gender-fluid staff - Data on flexible work arrangements

Objective	Action	Outcome/Impact Measures
<p>Staff of all genders, ethnicities, faiths, heritages, abilities, religious and cultural backgrounds are supported to successfully combine their work and personal priorities</p>	<ul style="list-style-type: none"> - Collate and promote information for and support available to staff with parenting and/or caring responsibilities in an online information hub - Maintain expansion of the Carers' Support Fund - Review requirements and accessibility of the Career Advancement Fund - Expand the Culturally Inclusive Calendar to better reflect the breadth of diverse backgrounds - Update Insight survey questions to continue to better understand benefits and challenges of flexible working and to ensure that data collection includes the option to nominate multiple caring responsibilities 	<ul style="list-style-type: none"> - Number of Carers' Support Fund applications granted - Rate of access to the Career Advancement Fund - Data collection from Insight survey
<p>Gender-diverse and trans staff feel supported and enabled to be their authentic selves at work</p>	<ul style="list-style-type: none"> - Expand unconscious bias material in trainings and resources - Maintain gender affirmation guidelines for staff so that they reflect the most recent updates and support available to trans and gender-diverse staff - Support the Community of Practice for Inclusive Research on Queer, Trans and Intersex (CoPQTI) people to advise, research and enable UNSW to create a more inclusive workplace for gender-diverse and trans staff 	<ul style="list-style-type: none"> - DCA survey results - Access rates to gender affirmation guidelines - HR data on gender affirmation leave - Number of consultations to CoPQTI



Acronym List

AEI Access, Equity & Inclusion

AWEI Australian Workplace
Equality Index

CoPQTI Community of
Practice for Inclusive
Research on Queer, Trans and
Intersex

DCA Diversity Council
Australia

EDI Equity Diversity & Inclusion

HEW Higher Education Worker

LGBTQIA+ Lesbian, Gay,
Bisexual, Transgender, Queer
(Questioning), Intersex, and
Asexual

PiMS People Information
Management System

SAGE Science in Australia
Gender Equity

ULT University Leadership
Team

WGEA Workplace Gender
Equality Agency



Acknowledgement of Country

UNSW is located on the unceded territory of the Bedegal (Kensington campus), Gadigal (City and Paddington campuses) and Ngunnawal peoples (Canberra) who are the Traditional Owners of the lands where each campus of UNSW is situated.

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