Employer of Choice Application

Criterion 1 - Leadership, accountability and focus

1. This prerequisite relates to question 1 in your compliance report which you have already answered so no additional response is required.

2. Are all managers required to entrench flexible working for their employees?
   - Yes
   - No
   
   2.1 Please provide details on how this occurs:
   Flexibility Clauses are contained in the Enterprise Agreement EO Policy promotes "equal access to employment and education for staff and students regardless of their family responsibilities" and states that managers are responsible for implementing the policy. HR website lists the Flexibility options and provides the process for implementing these and where to get assistance if required. Work Planning and Performance Review documentation includes a section on where items such as work arrangements, career, leave etc are discussed. Reasonable Accommodation and Flexible Work Arrangements are being incorporated into EO training which is mandatory for all staff.

3. Your organisation must have a group, committee or council responsible for the implementation and oversight of your organisation's formal gender equality strategy or policies that support gender equality, with representation from senior management level or above? Please confirm this is in place.
   - Yes - please provide the name of the group/committee/council:
     Planning and Management Committee

   3.1 Please provide the job title of the Chair of this group/committee/council:
     Vice-Chancellor (CEO)

   3.2 Please list the job titles of all members (other than the Chair) of this group/committee/council:
     Provost and Deputy Vice-Chancellor
     Deputy Vice-Chancellor, Education
     Deputy Vice-Chancellor, Research and Development
     Deputy Vice-Chancellor, International
     Vice-President, Corporate Services
     Vice-President, Corporate Relations and Development
     Pro Vice-Chancellor, Curtin Business School
     Pro Vice-Chancellor, Health Sciences
     Pro Vice-Chancellor, Humanities
     Pro Vice-Chancellor, Science and Engineering
     Pro Vice-Chancellor, Curtin Sarawak
     Pro Vice-Chancellor, Curtin Singapore
     Chief Financial Officer
     Chief Strategy Officer
     Chair, Academic Board

4. Your organisation's CEO (or equivalent) must be a visible champion of gender equality in the following areas. By providing information as requested, you are confirming each requirement has been met.

   4.1 Your CEO must have communicated your formal gender equality strategy or policies that support gender equality outlined in question 1, to all workers in the last 12 months. Please confirm this has taken place and provide details on how it occurred:
VC Note to Staff-All staff email 10 March 2014 (Deborah Terry) "I am delighted to learn that Curtin's Equal Opportunity Management Plan has been acknowledged by the Office of Equal Employment Opportunity (Western Australia) as best practice and that the University was awarded the Employer of Choice for Women in 2002 and has received it every year since. Other achievements in this area include the Advancing Women Strategy and the Women's Executive Development Program, both of which aim to improve the representation of women in senior roles and to address barriers to entry into employment and higher degrees. I encourage you to celebrate the achievements women have made and reflect on the issues that still require action".

4.2 Your CEO (or equivalent) must have made a statement to all workers confirming she/he is committed to achieving gender equality in your workplace in the last 12 months. Please provide the statement and information on how it was made: Meeting of staff 16 May 2013 (Jeanette Hacket) "Regardless of Curtin's comparative position on these measures, annual increases in the number of people from Diversity groups in employment at Curtin have been small...to achieve real change in our demographic profile, it is essential that we increase the rate of change for the employment of these groups... Women at Senior Classifications (ALE and HEW10&10+), Women in Management... Meeting of Staff 7 March 2014 (Deborah Terry) "As Curtin's new Vice-Chancellor, I would like to emphasise my personal commitment to improving equality and gender equity within the University." VC Note to Staff-All staff email 10 March 2014 (Deborah Terry) "I am delighted to learn that Curtin's Equal Opportunity Management Plan has been acknowledged by the Office of Equal Employment Opportunity (Western Australia) as best practice and that the University was awarded the Employer of Choice for Women in 2002 and has received it every year since. Other achievements in this area include the Advancing Women Strategy and the Women's Executive Development Program, both of which aim to improve the representation of women in senior roles and to address barriers to entry into employment and higher degrees. I encourage you to celebrate the achievements women have made and reflect on the issues that still require action" VC Note to Staff-All staff email 21 March 2014 (Deborah Terry) "Curtin is committed to the application of ethical principles and social justice throughout all aspects of the University...Curtin's Equal Employment Opportunity Management Plan is designed to enable the University to build on and improve its performance in establishing and maintaining a diverse and broadly representative workforce..."

4.3 Your CEO (or equivalent), or a member of your governing body/board, has made a public EXTERNAL statement demonstrating her/his commitment to achieving gender equality. Please provide the statement and information on how it was made: Presentation to GE Oil and Gas (Jeanette Hacket) "What's SEX got to do with Productivity?" Cite Magazine Winter 2013 (Jeanette Hacket) "Mature-aged women are underrepresented in the workforce, where a labour shortage is already looming... Multidisciplinary research from Curtin is addressing this issue..." Cite Magazine Summer 2013 (Colin Stirling) "It fits with our desire to live our values and demonstrate our commitment and openness to people of diverse sexuality and gender identity. If our people succeed, our University succeeds. And our people can only succeed if they can bring their whole selves to work. Anything less would compromise their contribution and Curtin would have failed to live up to its values". Independent New for the Western Australian Public Service Ed no 235 3 June 2014 (Deborah Terry) "This is a great achievement for the University and the LGBTI community which it supports. Curtin is proud to promote fairness and equal opportunity for all".

4.4 Your CEO (or equivalent) must have made a statement to all workers within the organisation declaring her/his commitment to gender pay equity. Please provide the statement and information on how it was made: Meeting of Staff 7 March 2014 (Deborah Terry) "We have conducted two Gender Pay Equity Audits and are committed to reducing the gender pay gap in our University"

4.5 Your CEO (or equivalent) must proactively promote flexible working arrangements. Please provide details on how she/he does this: The Vice-Chancellor has spoken publically of how she was treated when she announced her first pregnancy, and about her family and juggling family and work. She has talked about the fact that women more typically experience broken or non-linear careers, the impact of this and
how organisations need to respond to this. She has quoted David Morgan (Banking CEO) as follows: "The company that helps give women control over their own lives and helps them with the things that are not working for them by providing more flexibility, more networking opportunities, a better work environment and more challenging work will see more women stay. It's not a compliance issue. It's not a diversity issue. Yes it's the right thing to do, but it's also the strategic thing to do." She then said: "This very much accords with my own view...to my new Curtin colleagues, I would like to emphasise my personal commitment to equality and gender equity within the University".

4.6 Please provide details on how your CEO (or equivalent) role models flexible working within the organisation:
Staff have observed that the Vice-Chancellor models flexible working arrangements by taking time to balance her family and work responsibilities when needed.

4.7 Your CEO (or equivalent) must either chair the group, committee or council responsible for the implementation and oversight of your organisation's formal gender equality strategy or policies that support gender equality as outlined in question 1, OR has direct involvement with your organisation's gender equality programs. Please provide details on what she/he does in this regard.
The Vice-Chancellor (CEO) chairs Planning and Management Committee (Corporate Executive) which is responsible for the implementation and oversight of Curtin's EEO Management Plan, Advancing Women Strategy, Pay Equity Plan, EO Policy, Diversity Policy and related Procedures.

4.8 Please provide details on whether your CEO (or equivalent) participates in external knowledge sharing and public advocacy on gender equality and include details of that participation. If your CEO (or equivalent) does not participate in these types of forums/advocacy, please explain why:
Presentation to GE Oil and Gas (Jeannette Hacket) "What's SEX got to do with Productivity?"

4.9 Please confirm the following:
☒ Your CEO (or equivalent) will participate in a 15 minute telephone interview with a senior advisor from WGEA.
☒ Your CEO (or equivalent) has/will advise all staff that your organisation is applying for the EOCGE citation

4.10 If there are other ways in which your CEO (or equivalent) demonstrates her/his commitment to gender equality, please provide details:
The Vice-Chancellor attends WEXDEV networking events and Women in Research networking events

5 Is your gender equality strategy incorporated into your broader business strategy and planning process?
☒ Yes
☐ No

6 Does your organisation evaluate its progress against your gender equality strategy at least every two years by (select one option):
☐ Tracking progress internally?
☐ Tracking progress internally AND reporting internally to the governing body/board (if in place) and key management personnel?
☒ Tracking progress internally AND reporting internally to the governing body/board (if in place) and key management personnel and workforce, and reporting externally?
☐ None of the above

7 This prerequisite relates to questions 2 and 2.3 in your compliance report which you have already answered so no additional response is required.

8 Where your organisation has control over other governing bodies/boards (and where it has control over appointments to those governing bodies/boards), it must have in place a
formal selection policy or strategy that is designed to promote gender equality. Please confirm by selecting one of the following:

- Yes
- Not applicable because this organisation does not have control over other governing bodies/boards
- Not applicable because this organisation does not have control over governing body/board appointments of the other governing bodies/boards over which it has control

9 Please indicate whether any of the following are included in your (or other governing bodies/boards over which your organisation has control) formal selection policy or strategy (if your organisation does not have a governing body/board or it does not have control over the governing body/board's appointments, please select 'Not applicable'):

| Identifying a potential female talent pool from which new members can be selected | Yes | No | Not applicable |
| A targeted succession plan | Yes | No | Not applicable |

9.1 Please provide details of any other inclusions in your formal selection policy or strategy that are designed to promote gender equality:

Engaging a Search Consultant to identify a pool of potential nominees

10 Does your organisation have a procurement plan or policy that requires suppliers to have a policy or strategy which includes gender equality principles?

- Yes
- No

11 Your organisation must analyse its systems and processes to identify gender bias in decision making in relation to recruitment, training and development, and promotions. Please confirm this occurs in all these areas:

- Yes

11.1 Does your organisation analyse its systems and processes to identify gender bias in decision making in any of the following areas?

| Talent identification/identification of high potentials | Yes | No |
| Succession planning | Yes | No |

11.2 Provide details below of any other areas where your organisation analyses its systems to identify gender bias in decision making:

Higher Duties
Committee Membership

A succession planning process is currently being established which will also provide for talent identification - data will be analysed to ensure gender equity is achieved

12 Your organisation must take action to eliminate gender biases identified in the analysis of your systems and processes and monitor and measure improvements and progress. Please provide details of actions taken:

Training of selection panel chairs and panel members
Academic Promotions Affirmative Action Search, inclusion of EEO statement in application, training of committee members
Feedback to University committee chairs about diversity of representation on their committee
Encouraging staff from groups under-represented in training and development to participate in
developmental opportunities

13 Does your organisation analyse and compare the results of performance appraisals by gender?
☐ Yes ☐ No

14 Does your organisation analyse its promotions data by gender to compare how many
female and male managers and non-managers, part-time and full-time, were promoted in the
last 12 months?
☐ Yes ☐ No

15 Does your organisation analyse the number of resignations by gender to compare
how many female and male managers and non-managers, part-time and full-time, resigned in
the last 12 months?
☐ Yes ☐ No

15.1 Please indicate if, in your analysis of resignations by gender, you have:

| Assessed whether females and males are leaving your organisation at comparable rates | ☒ Yes ☐ No |
| Assessed whether there are any differences between why females and males leave your organisation | ☒ Yes ☐ No |
| Taken actions to address issues identified | ☒ Yes ☐ No |

16 Is remuneration linked to gender equality outcomes for:
☐ Key management personnel only?
☐ All managers (including key management personnel)?

Criterion 2 - Learning and development

17 Your organisation must have a policy or strategy that includes learning and
development (including leadership and/or career development training) for women and men.
Please confirm this is in place:
☐ Yes

18 Your organisation must include learning and development in the annual performance
and development plans of all workers. Please confirm this is included:
☐ Yes

19 Your organisation must track how many women and men have participated in the
following forms of learning and development in the past 12 months to ensure there is gender
equality in accessing learning and development. Please confirm this has occurred:
☐ leadership development training/education
☐ career development training/education
19.1 Does your organisation track how many women and men have participated in the following forms of learning and development in the past 12 months to ensure there is gender equality in accessing training and development?

<table>
<thead>
<tr>
<th>Form</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal sponsorship or mentoring program</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>Informal networks</td>
<td></td>
<td>☒</td>
</tr>
<tr>
<td>Formal succession plan</td>
<td></td>
<td>☒</td>
</tr>
<tr>
<td>Women's leadership networks</td>
<td>☒</td>
<td></td>
</tr>
</tbody>
</table>

19.2 Please provide details of any other form of learning and development where your organisation tracks the number of women and men who have participated:

20 Please indicate if your organisation provides training/awareness programs on gender equality to:
- Managers only
- ☒ All workers (including managers)
- Other

Criterion 3 - Gender remuneration gap analysis

21 This prerequisite relates to questions 3 and 3.1 in your compliance report which you have already answered so no additional response is required

22 Your organisation must have undertaken a gender remuneration gap analysis of its workforce at least in the last two years. In your organisation's compliance report, you have confirmed this has taken place. This analysis must have been undertaken on a level-by-level and at an overall organisation-wide basis. Please confirm this has occurred OR you have received approval for an extension to this question from WGEA because you have confirmed plans are in place to meet this pre-requisite in 2015: (Note: an extension request for one only of either Q22 or Q25 or Q33 must be approved by WGEA before submitting your application).
- ☒ Yes

23 Please indicate if your organisation's gender remuneration gap analysis includes any of the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base salary by gender</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>Starting salaries by gender</td>
<td></td>
<td>☒</td>
</tr>
<tr>
<td>Components of total remuneration additional to base salary by gender</td>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
</tr>
<tr>
<td>Annual salary increases by gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries on promotion by gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23.1 If your remuneration gap analysis includes areas not covered in question 23, please provide details:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24 This prerequisite relates to question 4.1 in your compliance report which you have already answered so no addition response is required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.1 Has your organisation taken any of the following additional actions to address any gender remuneration gaps identified through your analysis?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set a target to reduce any level-by-level and overall organisation-wide gender pay gap</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Conducted leadership and/or career development training</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>25 Women and men on primary carer’s leave must be included in your organisation's annual reviews of salaries and annual bonus payments. Please confirm this occurs OR you have received approval for an extension to this question from WGEA because you have confirmed plans are in place to meet this pre-requisite in 2015: (Note: an extension request for one only of either Q22 or Q25 or Q33 must be approved by WGEA before submitting your application).</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>26 Does your organisation make superannuation contributions to workers on paid primary carer’s leave?</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>27 Has your organisation conducted a formal gender inclusive job evaluation and grading process to ensure jobs are fully and fairly described without gender bias?</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td>28 Has your organisation undertaken a skills evaluation of award-based occupations in your organisation in the last three years, using a formal process such as the &quot;Spotlight tool for job evaluation&quot;?</td>
<td>☐</td>
<td>☒</td>
</tr>
<tr>
<td></td>
<td>☐</td>
<td>☒</td>
</tr>
</tbody>
</table>
Criteron 4 - Flexible working arrangements and other initiatives aimed at supporting women and men including for those with family or caring responsibilities

29 This prerequisite relates to question 10 in your compliance report which you have already answered so no additional response is required.

30 This prerequisite relates to questions 5 and 5.1 in your compliance report which you have already answered so no additional response is required.

31 The eligibility period to access your employer funded paid parental leave for primary and secondary carers must be 12 months or less. Please confirm this is the case:
   ✔ Yes, provide details on what is the eligibility period:
   12 months

32 Does your organisation require workers to return from parental leave to access any component for the employer funded parental leave payment?:
   ✔ Yes
   □ No

33 There must be no requirement for a worker to reimburse any portion of their employer funded paid parental leave regardless of whether or not they return from parental leave. Please confirm this is the case OR you have received approval for an extension to this question from WGEA because you have confirmed plans are in place to meet this prerequisite in 2015: (Note: an extension request for one only of either Q22 or Q25 or Q33 must be approved by WGEA before submitting your application).
   ✔ Yes

34 Your organisation must actively encourage men to take parental leave. Please provide details on what is done in this regard:
   The Staff website directs staff to a list of benefits which include parental leave
   The New Staff website directs staff to a list of benefits which include parental leave
   Parental leave statistics show men and women access both Primary and Secondary Carers Leave

35 This prerequisite relates to question 7 in your compliance report which you have already answered so no additional response is required.

36 This prerequisite relates to questions 11 through to 11.3 in your compliance report which you have already answered so no additional response is required.

37 Your organisation must have a keep-in-touch program or process in place for workers on paid and unpaid parental leave. Please confirm this is in place:
   ✔ Yes

38 Your organisation must have on-boarding support for workers returning from primary carer’s leave. Please confirm this is in place:
   ✔ Yes

39 Does your organisation track the number of women and men returning from parental leave?
   ✔ Yes
   □ No

40 Your organisation must consider workers on parental leave (paid and unpaid) for promotion. Please confirm this occurs:
   ✔ Yes

40.1 Does your organisation track the number of women and men promoted during parental leave (paid and unpaid)?
   □ Yes
41 Your organisation must track the number of women and men exiting the organisation during parental leave. Please confirm this occurs:

[ ] Yes

41.1 Does your organisation track the number of women and men exiting your organisation within one year after returning from parental leave?

[ ] Yes

[ ] No

41.2 Does your organisation track the number of women and men exiting your organisation one to two years after returning from parental leave?

[ ] Yes

[ ] No

42 Your organisation must seek to understand the reasons why workers do not return from parental leave and whether the reasons are related to any of the gender equality indicators. Please confirm this occurs:

[ ] Yes

43 Your organisation must track the reasons women and men who return from parental leave do not return to their original role and to which role they return. Please confirm this occurs:

[ ] Yes

44 This prerequisite relates to question 9 in your compliance report which you have already answered so no additional response is required.

45 This prerequisite relates to question 14 in your compliance report which you have already answered so no additional response is required.

46 Your organisation must actively promote flexible working arrangements to both women and men. Please provide details of how this is done:

Flexibility Clauses are contained in the Enterprise Agreement. EO Policy promotes "equal access to employment and education for staff and students regardless of their family responsibilities" and states that managers are responsible for implementing the policy. HR website lists the Flexibility options and provides the process for implementing these and where to get assistance if required. Work Planning and Performance Review documentation includes a section on where items such as work arrangements, career, leave etc are discussed. Reasonable Accommodation and Flexible Work Arrangements are being incorporated into EO training which is mandatory for all staff.

47 Your organisation must support managers in how to manage flexible working arrangements by at least providing educational materials. Please provide details of the educational materials your organisation makes available to support managers:

Flexibility Clauses are contained in the Enterprise Agreement. EO Policy promotes "equal access to employment and education for staff and students regardless of their family responsibilities" and states that managers are responsible for implementing the policy. HR website lists the Flexibility options and provides the process for implementing these and where to get assistance if required. Work Planning and Performance Review documentation includes a section on where items such as work arrangements, career, leave etc are discussed. Reasonable Accommodation and Flexible Work Arrangements are being incorporated into EO training which is mandatory for all staff.

47.1 Does your organisation provide training for all managers to support them in how to manage flexible working arrangements?

[ ] Yes

[ ] No
47.2 Please provide details of any other way your organisation supports managers in how to manage flexible working arrangements:
Reasonable Accommodation and Flexible Work Arrangements are being incorporated into EO training which is mandatory for all staff and will address these from the perspective of the manager.

48 This prerequisite relates to question 12 in your compliance report which you have already answered so no additional response is required.

Criterion 5 - Employee consultation

49 This prerequisite relates to questions 15 and 15.1 in your compliance report which you have already answered so no additional response is required.

50 Has your organisation taken any action/s to address gender equality issues identified through the employee consultation process?
☑ Yes
☐ No

50.1 Please provide details of any actions taken, or if no actions have been taken, explain why:
The Annual Report and Employer of Choice deadlines for Universities fall on the same day 31 July 2014. The Annual Report was lodged on Friday 25 July 2014 and Staff and Unions Notified Tuesday 29 July 2013 hence there has been little time to receive and act on feedback in relation to the Annual Report. One contact has been received in relation to the employment status of a particular group of staff. HR have been notified and information has been provided to staff as to how to progress this matter.

Curtin has consulted with staff in relation to the Advancing Women Strategy and the WEXDEV Program both of which are being updated. Initiatives to address issues identified during the consultation will be incorporated into these programs.

51 Has your organisation made the EOCGE citation application (minus confidential remuneration data) available to all your workers?
☑ Yes
☐ No

Criterion 6 - Preventing sex-based harassment and discrimination

52 This prerequisite relates to question 16 in your compliance report which you have already answered so no additional response is required.

53 This prerequisite relates to question 16.1 in your compliance report which you have already answered so no additional response is required.

54 This prerequisite relates to question 17 in your compliance report which you have already answered so no additional response is required.

54.1 Please indicate the way/s in which this sex-based harassment prevention training for managers is conducted in your organisation:

<table>
<thead>
<tr>
<th>Online</th>
<th>☑ Yes</th>
<th>☐ No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to face</td>
<td>☐ Yes</td>
<td>☑ No</td>
</tr>
</tbody>
</table>
Management meetings  ☑ Yes  ☐ No

Video presentations  ☐ Yes  ☑ No

54.2 If you have answered ‘No’ to the training options in question 54.1, please provide details on the way/s in which sex-based harassment prevention training for all managers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is not considered to be training):

55 Your organisation must provide workplace training for all workers on sex-based harassment and discrimination prevention, including contract and casual staff, at induction and at least every two years. (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is NOT considered to be training.) Please confirm this occurs:
  ☑ Yes

55.1 Please indicate the way/s in which this sex-based harassment prevention training is conducted for all workers in your organisation:

<table>
<thead>
<tr>
<th>Training Method</th>
<th>☑ Yes</th>
<th>☐ No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Face to face</td>
<td>☐ Yes</td>
<td>☑ No</td>
</tr>
<tr>
<td>Video presentations</td>
<td>☐ Yes</td>
<td>☑ No</td>
</tr>
</tbody>
</table>

55.2 If you have answered ‘No’ to the training options in question 55.1, please provide details on the ways in which sex-based harassment prevention training for all workers is conducted in your organisation (NB: an email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination, is not considered to be training):

56 Your organisation must not have had a judgment or adverse final order made against it by a court or other tribunal relating to sex-based harassment or discrimination in the last three years. Please confirm this is the case:
  ☑ Yes

Criterion 7 - Targets for improving gender equality outcomes

57 This prerequisite relates to questions 2 through to 2.2 in your compliance report which you have already answered so no additional response is required.

58 Your organisation must have either set numerical targets to improve the representation of women in management, or plans are in place for targets to be set by 31 July 2015. Please confirm this has occurred:
  ☑ Yes, targets have been set
  ☐ Yes, plans are in place for targets to be set by 31 July 2015

58.1 Please indicate the targets that have been set in the table below:
<table>
<thead>
<tr>
<th>Management level where target is set, eg KMP?</th>
<th>% Target?</th>
<th>Year to be reached?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation rate of Women in Management (Tiers 1 to 4)</td>
<td>46</td>
<td>2014</td>
</tr>
<tr>
<td>Participation rate of Women in Management (Tiers 1 to 4)</td>
<td>47</td>
<td>2015</td>
</tr>
<tr>
<td>Participation rate of Women in Management (Tiers 1 to 4)</td>
<td>48</td>
<td>2016</td>
</tr>
<tr>
<td>Participation rate of Women in Management (Tiers 1 to 4)</td>
<td>49</td>
<td>2017</td>
</tr>
</tbody>
</table>

59 Does your organisation evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management by any of the following (select one option):
- [ ] Tracking progress internally?
- [ ] Tracking progress and reporting internally to governing body/board (if in place) and key management personnel?
- [x] Tracking progress and reporting internally to governing body/board (if in place), key management personnel and workforce, and reporting externally?

60 In addition to setting targets for the representation of women in management, has your organisation set targets for the gender composition of areas within your organisation where there is an under-representation of women?
- [x] Yes
- [ ] No

60.1 Please indicate the targets that have been set in the table below:

<table>
<thead>
<tr>
<th>Area where target set, eg truck drivers?</th>
<th>% Target?</th>
<th>Year target is to be reached?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALE</td>
<td>23</td>
<td>2014</td>
</tr>
<tr>
<td>ALE</td>
<td>25</td>
<td>2015</td>
</tr>
<tr>
<td>ALE</td>
<td>27</td>
<td>2016</td>
</tr>
<tr>
<td>ALE</td>
<td>29</td>
<td>2017</td>
</tr>
<tr>
<td>HEW10 and above</td>
<td>40</td>
<td>2014</td>
</tr>
<tr>
<td>HEW10 and above</td>
<td>42</td>
<td>2015</td>
</tr>
<tr>
<td>HEW10 and above</td>
<td>44</td>
<td>2016</td>
</tr>
<tr>
<td>HEW10 and above</td>
<td>46</td>
<td>2017</td>
</tr>
</tbody>
</table>

61 Has your organisation set gender representation targets for the following (please note the % target field is mandatory, if you do not have a target please enter the number 0):

<table>
<thead>
<tr>
<th>Internal recruitment short-lists</th>
<th>% Target?</th>
<th>Year Target to be reached?</th>
</tr>
</thead>
<tbody>
<tr>
<td>External recruitment short-lists</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Talent identification lists</td>
<td></td>
<td></td>
</tr>
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</table>
Succession plans |  
| Career development and leadership training |  
| Retention |  

61.1 Please provide details of any other gender representation targets that your organisation has set:

62 WGEA invites you to voluntarily provide information on any outstanding and innovative initiatives in advancing gender equality that have been implemented in your workplace in the past two years. The type of information provided could include a description of: the workplace gender equality issue/s; the strategy/ies or plans to address the issue/s; the actions or activities that were implemented; the time-frame/s for achieving change, and the outcomes.

In 2013/14 Curtin reviewed and renewed its Values. The updated Values are Integrity, Respect, Courage, Excellence and Impact. Four Signature Behaviours designed to maintain and build on those things Curtin does well, and to promote a shift from current state to desired future state for those things Curtin would like to do better are listed under each Value. One of the Signature Behaviours which evidences the Value of Respect is "Value diversity and promote equity and inclusion".