

Science in Australia Gender Equity (SAGE) Ltd  
PO Box 7050  
Greenway ACT 2900

ACT Office for Women  
GPO Box 158  
Canberra ACT 2601

2 March 2023

To Whom It May Concern,

**RE: Submission - Achieving equity for women and girls in the ACT, Consultation on the third and final action plan to deliver on the goals of the 10-year ACT Women's Plan 2016-26**

On 28 November 2022, the ACT Office for Women opened [community consultation on the Third Action Plan under the ACT Women's Plan 2016-2026](#).

Please find attached a submission, written with a specific focus on the **Leadership and workforce participation** priority area, on behalf of Science in Australia Gender Equity (SAGE) Ltd.

SAGE is the only transformational gender equity, diversity and inclusion program of its kind in Australia. It enables institutions to achieve meaningful systemic, structural and cultural change through the internationally recognised Athena Swan accreditation and awards framework.

We consent to this submission being shared publicly online.

If you have any questions about this submission, you are welcome to contact me on [sage@sciencegenderequity.org.au](mailto:sage@sciencegenderequity.org.au).

Sincerely,  
**Dr Janin Bredehoeft**  
Chief Executive Officer  
SAGE Ltd

# Submission to the consultation on the third and final action plan to deliver on the goals of the 10-year ACT Women's Plan 2016-26

## About Science in Australia Gender Equity (SAGE) Ltd

SAGE is the only transformational gender equity, diversity and inclusion program of its kind in Australia. We enable organisations to achieve meaningful systemic, structural and cultural change by:

- accrediting and granting awards for gender equity, diversity and inclusion. We are the only Australian organisation licensed to grant awards under the internationally recognised Athena Swan Charter;
- raising awareness of and building capacity to improve gender equity, diversity and inclusion; and
- collaborating with like-minded organisations to support initiatives aimed at addressing systemic barriers to gender equity, diversity and inclusion.

SAGE was founded in 2014 as a partnership between the Australian Academy of Science and the Australian Academy of Technology and Engineering to advance the careers of women, trans and gender diverse people in Science, Technology, Engineering, Mathematics and Medicine (STEMM). We became a fully independent entity in 2020 and expanded our remit beyond STEMM disciplines.

As of 2 March 2023, SAGE has 43 subscribers from universities, medical research institutions and publicly funded research agencies across Australia. SAGE subscriber organisations with a presence in the ACT are Geoscience Australia, CSIRO, Defence Science and Technology Group, the Australian National University, the University of Canberra, the University of New South Wales, Australian Catholic University and Charles Sturt University.

Although the SAGE framework began in the higher education and research sector, its flexible, evidence-informed approach makes it applicable to a broad range of workplaces.

## Summary

As experts in embedding change to advance gender equity, diversity and inclusion in organisations, our submission focuses exclusively on the consultation’s **Leadership and workforce participation** priority area.

From our work with organisations, and from the literature, we know that actions to improve women’s participation in the workforce and their representation in leadership positions must:

- focus on systemic change
- remove barriers to attraction, retention and progression
- be evidence-informed
- include monitoring and evaluation for continuous improvement
- consider intersectional disadvantage and exclusion

We recommend three actions to align the Third Action Plan with the principles above.

	Systemic	Attract, retain and progress	Evidence-informed	Monitoring and evaluation	Intersectional
1. Strengthen commitment to gender-responsive procurement practices.	✓	✓	✓		
2. Collect and analyse all data through an intersectional lens.			✓	✓	✓
3. Evaluate all initiatives undertaken under the ACT Women’s Plan and publish the evaluations to grow the evidence base of what works to improve leadership and workforce participation.		✓	✓	✓	

## Women in the ACT

Gender equality is essential to achieve economic equality between women and men.

Women in the ACT have lower workforce participation rates and work fewer hours compared to men (Table 1). They are also more likely to work in precarious, part-time or casual jobs. This is the result of barriers they face at work and at home,<sup>1</sup> such as:

- unequal sharing of unpaid work and care, which is disproportionately borne by women
- inaccessible and unaffordable childcare
- unequal access to flexible work for women and men
- workplaces that are not inclusive and safe
- equal access to occupations and industries, including leadership
- gender norms surrounding what is viewed as women's and men's work.

Table 1. Labour force statistics by sex in the Australian Capital Territory, January 2023.

	Males	Females
Participation rate <sup>2</sup>	77.2%	66.6%
Employment to population ratio <sup>3</sup>	73.6%	64.9%
Total employed <sup>4</sup>	132,700	124,300
Hours actually worked in all jobs <sup>5</sup>	2,814,700	2,440,100

Over time, these setbacks to employment, career advancement, income and superannuation puts women at greater risk of poverty in later life.<sup>6</sup>

---

<sup>1</sup> Office for Women (n.d.) [Women's economic equality](#), Department of the Prime Minister and Cabinet website, accessed 2 March 2023.

<sup>2</sup> Australian Bureau of Statistics (January 2023) 'Table 02. Labour force status by state, territory, greater capital city, rest of state (ASGS) and sex' [time series spreadsheet], [Labour Force, Australia, Detailed](#), accessed 27 February 2023.

<sup>3</sup> Australian Bureau of Statistics (January 2023) 'Table 02. Labour force status by state, territory, greater capital city, rest of state (ASGS) and sex' [time series spreadsheet], [Labour Force, Australia, Detailed](#), accessed 27 February 2023.

<sup>4</sup> Australian Bureau of Statistics (January 2023) 'Table 02. Labour force status by state, territory, greater capital city, rest of state (ASGS) and sex' [time series spreadsheet], [Labour Force, Australia, Detailed](#), accessed 27 February 2023.

<sup>5</sup> Australian Bureau of Statistics (January 2023) 'EM6a. Employed persons by hours actually worked in all jobs, sex, status in employment of main job, and state, January 1991 onwards' [time series spreadsheet], [Labour Force, Australia, Detailed](#), accessed 27 February 2023.

<sup>6</sup> Patterson K, Proft K and Maxwell J (2019) [Older women's risk of homelessness: background paper](#), Australian Human Rights Commission, Sydney, Australia.

## Recommendation 1:

### Strengthen commitment to gender-responsive procurement practices.

Responsive procurement means that goods and services are sought from businesses that promote the participation of historically disadvantaged or marginalised groups and/or target groups such as small to medium businesses, or women-owned businesses.

Many organisations in the private and public sectors, including the ACT Government, have used responsive procurement to improve economic outcomes for Aboriginal and Torres Strait Islander people. Indigenous procurement policies have boosted income and opportunities for Indigenous businesses, which in turn provides Indigenous Australians with more opportunities to participate in the economy. For example, since 2015, Commonwealth Indigenous procurement has generated over \$5.3 billion in contracting opportunities for more than 2,140 Indigenous businesses.<sup>7</sup>

Despite ongoing challenges in accessing financial, social and symbolic capital, the Indigenous business sector is growing.<sup>8</sup> This suggests that responsive procurement has reduced some barriers to entry for Indigenous businesses, although researchers caution that more robust data and evaluation are needed to ensure that policy outcomes have been met.

Similarly, gender-responsive procurement practice can be a powerful tool to foster gender equity, diversity and inclusion. The UN and other organisations endorse gender-responsive procurement as a critical part of the solution for gender equality and women's empowerment.<sup>9</sup> For example, the Workplace Gender Equality Agency's insight paper for gender-responsive procurement models summarises existing national and international approaches to procurement.<sup>10</sup>

In Australia, state and territory governments have started using these practices to promote gender equity in organisations and supply chains while improving women's economic and employment outcomes (Table 2).

SAGE commends the ACT Government's existing efforts to promote gender equity through its procurement practices. However, the ACT Government can further leverage its purchasing power and role as an investor to build on these successes by:

- requiring organisations applying for ACT Government grants to provide information on their policies and practices to support gender equity (similar to the 'Diversity in

---

<sup>7</sup> National Indigenous Australians Agency (n.d.) [Indigenous procurement policy](#), NIAA website, accessed 28 February 2023.

<sup>8</sup> Evans M and Polidano C (16 June 2022) [First Nations businesses: progress, challenges and opportunities](#), Reserve Bank of Australia website, accessed 2 March 2023.

<sup>9</sup> UN Women (n.d.) [Gender-responsive procurement](#), UN Women website, accessed 1 March 2023.

<sup>10</sup> Oxenbridge S and Galea N (2020) [Gender equitable procurement: insight paper and guide](#), Workplace Gender Equality Agency, Sydney, Australia.

the workplace' section of the Labour Relations, Training and Workplace Equity Plan that tenderers must complete)

- requiring suppliers and grant recipients to be compliant with the *Workplace Gender Equality Act 2012*
- requiring suppliers and/or grant recipients to have action plans and targets for increasing women in leadership
- setting targets for addressable spend on women-owned and women-led businesses.

Research shows that female-founded firms with at least one female chief hire 6 times more women than teams with male-only founders and chiefs.<sup>11</sup> Thus, buying from women-owned and women-led businesses will not only support women who are already in leadership positions, but also create more jobs for women.

- giving preference to suppliers and grant applicants who participate in schemes that support women's participation and progression in the workforce.

For example, this may include SAGE/Athena Swan accreditation,<sup>12</sup> White Ribbon accreditation,<sup>13</sup> Breastfeeding Friendly Workplace accreditation,<sup>14</sup> Family Friendly Workplace accreditation<sup>15</sup> and the WGEA Employer of Choice for Gender Equality citation.<sup>16</sup>

While most Australian state and territory governments have started to use responsive procurement practices, none have instituted a government-wide target for gender-responsive procurement.

This could be an opportunity for the ACT Government to become the first territory to set a target for gender responsive procurement, firmly establishing itself as a leader in gender equity in the public sector.

---

<sup>11</sup> West C and Sundaramurthy G (17 October 2019) [Startups with at least 1 female founder hire 2.5x more women](#), Kauffman Fellows website, accessed 1 March 2023.

<sup>12</sup> Science in Australia Gender Equity (n.d.) [SAGE pathway to Athena Swan](#), SAGE website, accessed 1 March 2023.

<sup>13</sup> White Ribbon Australia (n.d.) [Workplace accreditation](#), White Ribbon Australia website, accessed 1 March 2023.

<sup>14</sup> Australian Breastfeeding Association (n.d.) [Breastfeeding friendly workplaces](#), Australian Breastfeeding Association website, accessed 1 March 2023.

<sup>15</sup> Family Friendly Workplaces | Certification

<sup>16</sup> Workplace Gender Equality Agency (n.d.) [WGEA Employer of Choice for Gender Equality applications](#), WGEA website, accessed 1 March 2023.

Table 2. Overview of gender-responsive procurement practices in the Australian public sector.

State or territory government	Procurement initiative
Western Australia	<p>From the 1 July 2022, a clause relating to gender equality will be included in certain procurement documents for 15 participating agencies on Tenders WA.<sup>17</sup></p> <ul style="list-style-type: none"> <li>• Potential suppliers with 100 or more employees will be asked to provide confirmation of compliance with reporting requirements under the Workplace Gender Equality Act 2012 (Cth).</li> <li>• Potential suppliers with fewer than 100 employees will be asked whether they have certain policies or initiatives in place to support gender equality.</li> </ul>
Queensland	<p>The Queensland Government has committed to using its purchasing power to drive increased gender equality in the private sector, and encourage businesses and community organisations to do the same.<sup>18</sup></p> <p>The Queensland Procurement Policy outlines a commitment to take into account workplace policies and practices aimed at ending domestic and family violence as part of supplier evaluation and selection.<sup>19</sup></p>
New South Wales	<p>The 2022–23 NSW State Budget allocates \$3.7 million to monitor the proportion of women-led businesses in government procurement and promote equitable practices in businesses.<sup>20</sup></p> <p>The NSW Treasury Gender Equality Action Plan 2022–25 includes an action to investigate how NSW Government procurement can be used as a lever to further support women's economic participation.<sup>21</sup></p>
South Australia	<p>The newly elected South Australian Government has committed to:</p> <ul style="list-style-type: none"> <li>• Introduce an Equality Bill to encourage public and private sector organisations to achieve equality and to adjust procurement and grants processes to ensure funding supports equity.</li> <li>• Require all grants and procurement processes to increase gender equity.</li> </ul>

<sup>17</sup> Government of Western Australia (30 June 2022) [Gender equality in procurement – WA public sector pilot](#), WA government website, accessed 2 March 2023.

<sup>18</sup> State of Queensland (2022) [Queensland Women's Strategy 2022–27](#), Queensland Government website, accessed 28 February 2023.

<sup>19</sup> State of Queensland (Department of Energy and Public Works) (2021) [Queensland procurement policy 2021](#), accessed 1 March 2023. See also State of Queensland (Department of Energy and Public Works) (2021) [Ending domestic and family violence: guidance for government buyers](#), accessed 1 March 2023.

<sup>20</sup> New South Wales Government (2022) [NSW budget puts women at the heart of investment with \\$16.5 billion in support](#), NSW Government website, accessed 28 February 2023.

<sup>21</sup> NSW Treasury (2022) [NSW Treasury gender equality action plan](#), NSW Treasury website, accessed 28 February 2023.

State or territory government	Procurement initiative
Victoria	Women's equality and safety is one of the Victorian Government's social procurement objectives. <sup>22</sup> Their Social Procurement Framework outlines a scalable approach for encouraging suppliers to adopt family violence leave and practices that support gender equality.
Northern Territory <sup>23</sup>	The Northern Territory Government has committed to: <ul style="list-style-type: none"> <li>• improving the collection, reporting and publishing of gender-disaggregated data from government procurement activities</li> <li>• promoting the inclusion of gender in the development and implementation of government procurement</li> <li>• auditing and increasing the use of gender-neutral references in government procurement documents, tender specifications and conditions of contracts.</li> </ul>

## Promoting gender equity programs that support workplaces to drive systemic change

By giving preference to suppliers and grant applicants that are accredited in gender equitable practices, the ACT Government will incentivise more organisations to participate in programs that help them create workplaces where everyone can thrive.

Importantly, these accreditation programs must be evidence-based and not tick-box exercises. The most effective programs will help workplaces collect and analyse workforce data to:

- 1) identify barriers to women's workforce participation and progression to leadership positions;
- 2) design appropriate initiatives to remove these barriers;
- 3) set realistic, relevant targets for improvement; and
- 4) monitor their progress towards achieving desired outcomes.

This goes beyond analysing human resources data, which is necessary but not sufficient to understand the issues. Consultation with employees is vital to understanding the barriers to full workforce participation.<sup>24</sup>

<sup>22</sup> Victorian Government (2018) [Victoria's social procurement framework](#), Victorian Government website, accessed 28 February 2023.

<sup>23</sup> Northern Territory Government (n.d.) [Northern Territory gender equality action plan 2022-2025](#), NT Government website, accessed 28 February 2023.

<sup>24</sup> Ryan MK (2022) '[Addressing workplace gender inequality: Using evidence to avoid common pitfalls](#)', *British Journal of Social Psychology*, 62(1):1-11.



For example, the SAGE framework<sup>25</sup> guides organisations to:

- understand their current state of gender equity, diversity and inclusion;
- understand the structural, systemic and cultural barriers contributing to inequity and a lack of diversity and inclusion; and
- create and implement an action plan targeting these barriers.

Through the accreditation process, organisations demonstrate their commitment to gender equity, diversity and inclusion, which in turn allows them to recruit diverse talent. By identifying and removing systemic barriers within the organisation, they can retain this talent (see Case Study 1).

#### CASE STUDY 1:

By embedding inclusive workplace behaviours throughout the organisation as part of their SAGE work, **Geoscience Australia** raised women's representation from:

- 25% to **50%** in their senior leadership team
- 31% to **37.8%** in STEM roles

LGBTQIA+ staff said they felt free to talk about their challenges and experiences with colleagues.

*"I've felt the particular benefits of Geoscience Australia's inclusive working environment where I am able to bring my best self to the workplace." – Staff member*

Staff showed greater trust and confidence in complaints processes, evidenced by an increase in sexual harassment reports from none in 2020–21 to 9 in 2021–2022.



Impact data show that the SAGE framework works: SAGE-accredited organisations outperform their non-accredited counterparts on key metrics for gender equity (see Appendix).<sup>26</sup>

*"Athena Swan is one of best frameworks for GE and organisational change. The framework provides flexibility to tailor to priority strategic areas – other frameworks often involve 'tick box' exercises." – Independent evaluation of SAGE accreditation 2022*

Taking this approach also minimises administrative burden for the ACT Government, as the work of assessing suppliers'/grant applicants' policies and practices is conducted by trusted expert organisations such as SAGE.

<sup>25</sup> SAGE (Science in Australia Gender Equity Ltd) (2022) [SAGE pathway to Athena Swan](#), SAGE website, accessed 9 February 2023.

<sup>26</sup> SAGE (2023) [SAGE Impact Statement 2022 \[PDF 2.87 MB\]](#)

Supporting programs that focus on removing the barriers to the retention and progression of women in the workforce

Women, particularly those in traditionally male-dominated fields, face barriers at all levels of the career progression pipeline, from schooling to senior management levels. The Women in STEM Decadal Plan<sup>27</sup> outlines many of the barriers that women encounter throughout their careers, which results in their attrition from the workplace (Figure 1). Many of these barriers also apply to non-STEM careers.

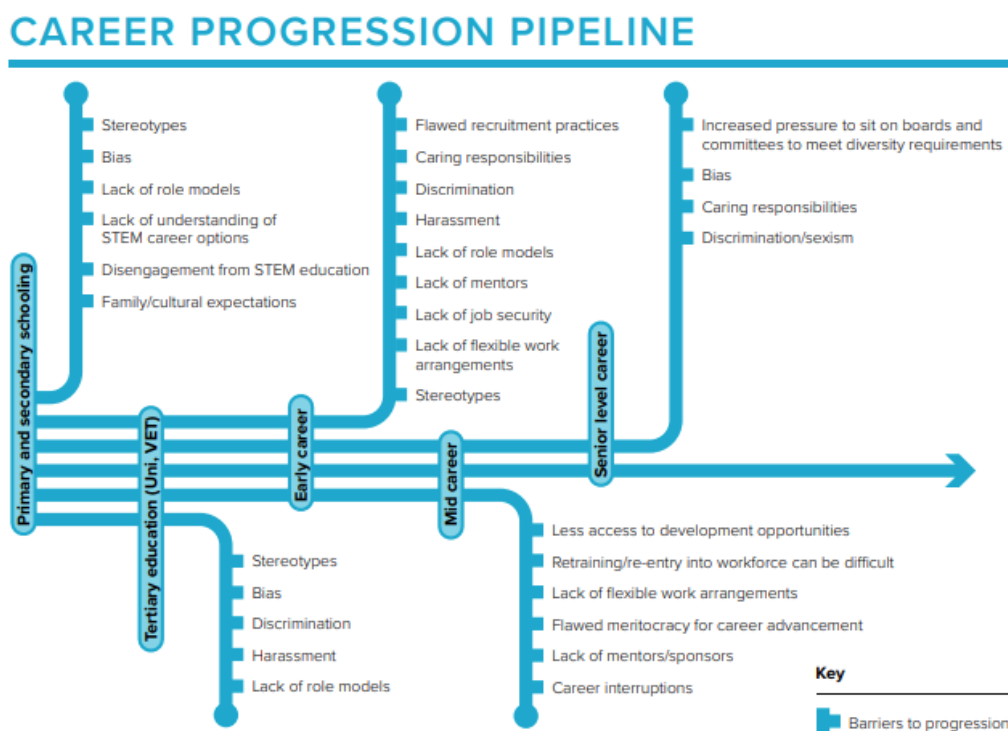


Figure 1. Barriers to women’s progression throughout the STEM career pipeline. Source: Women in STEM Decadal Plan (2019).

On its own, increasing numbers at the start of the pipeline will not translate to more women staying in the workforce or obtaining leadership positions. For example, while women represented 53% of undergraduates in STEMM fields in 2019, they accounted for only 41% of mid-level academics and only 29% at senior academic levels.<sup>28</sup>

Gender equity initiatives must therefore focus not only on attraction, but also support the **retention** of women in the workforce and their **progression** into positions of leadership.

<sup>27</sup> Australian Academy of Science (2019) [Women in STEM Decadal Plan](#), AAS, accessed 9 February 2023.

<sup>28</sup> SAGE (Science in Australia Gender Equity Ltd) (2021) [Gender equity in higher education](#), SAGE, accessed 9 February 2023.

The ACT Government already has many excellent programs for attracting women into male-dominated industries. These programs can be complemented by procurement practices that set expectations for suppliers/grant applicants to provide gender-inclusive workplaces.

The 2019 National Working Families Report<sup>29</sup> found that one in four employees were actively considering leaving their job due to difficulties combining work and family life. Supporting workplaces to embed and promote best practice policies and practices, for example through Family Friendly Workplace<sup>30</sup> or Breastfeeding Friendly Workplace<sup>31</sup> certification, reduces attrition and enable women's full participation in the workforce.

Access to flexible work for people of all genders is known to improve employee retention and performance.<sup>32</sup> A pilot of team-based flexible working in the NSW Public Sector<sup>33</sup> showed that teams could build a culture of flexibility, and still maintain, or improve, individual, team and customer outcomes. Assisting ACT employers to implement flexible work practices will help attract and retain women in key roles.

Safe, respectful and inclusive environments are also important to retain and advance women into positions of leadership. The 2022 Time for Respect Report<sup>34</sup> shows that sexual harassment is still common in Australian workplaces, with one in three workers experiencing sexual harassment in the last 5 years. All workplaces must be supported to implement a holistic approach to preventing, responding to and reporting on workplace sexual harassment, as outlined in the Respect@Work Report.<sup>35</sup> In the ACT, YWCA Canberra already delivers Active Bystander Intervention Workshops<sup>36</sup>, and auspices the National Women's Safety Alliance, and is thus well positioned to drive such work.

Organisational efforts to retain and progress women require the support of upper and middle management. The role of leadership accountability for advancing gender equity, diversity and inclusion is well recognised. For example, action area #1 of the Australian Public Service Gender Equality Strategy 2021-26 is Leadership and Accountability.

---

<sup>29</sup> Parents At Work (2019) [National Working Families Report 2019](#), Parents At Work, accessed 23 February 2023.

<sup>30</sup> Parents At Work (2023) [Family Friendly Workplaces](#), Parents At Work, accessed 23 February 2023.

<sup>31</sup> Australian Breastfeeding Association (n.d.) [Breastfeeding Friendly Workplaces](#), ABA, accessed 23 February 2023.

<sup>32</sup> Workplace Gender Equality Agency (2022) [Media Release: Rise in flexible work good for gender equality, but employers cautioned not to just 'set and forget'](#), WGEA, accessed 23 February 2023.

<sup>33</sup> NSW Government (2020) [Team-based Flexible Working: Pilot Evaluation](#), NSW Government, accessed 23 February 2023.

<sup>34</sup> Australian Human Rights Commission (2022) [Time for Respect: Fifth national survey on sexual harassment in Australian workplaces](#), AHRC, accessed 23 February 2023.

<sup>35</sup> Australian Human Rights Commission (2020) [Respect@Work: Sexual Harassment National Inquiry Report \(2020\)](#), AHRC, accessed 23 February 2023.

<sup>36</sup> YWCA Canberra (n.d.) [Preventing Gender-based Violence](#), YWCA Canberra, accessed 23 February 2023.

Yet, the literature and SAGE awardees' Bronze Award applications show that middle managers' knowledge and implementation of policies designed to advance gender equity is variable. The mismatch between policy and practice negatively impacts women's workplace experiences, retention and progression.

To encourage employers to address the policy–practice gap, the ACT Government could ask suppliers and grant applicants to demonstrate how they support middle managers to:

- implement gender equity in their routine working practices, for example through making recruitment processes more inclusive, or assisting them to develop team-based approaches to workplace flexibility
- lead everyday conversations around gender equity, e.g. how to respond in situations where people are being resistant to gender equity and how to use inclusive language
- understand intersectionality and systemic change in the workplace, for example through the Intersectionality Walk (see Case Study 2)

#### **CASE STUDY 2:**

SAGE subscribers in the ACT co-created the **Intersectionality Walk**, a popular workshop for understanding how people from different backgrounds experience the workplace.

Since 2020, more than 400 people from over 50 organisations worldwide have completed the Walk. The Walk has been further developed as part of the Graduate Certificate in Intersectionality, Diversity and Inclusion, delivered via Charles Sturt University.

Here's what participants said about the Walk:

*"Such an insightful, fun and gentle workshop – I'll be recommending it whenever possible."*

*"I was immersed in the experience of a persona whose life I cannot fully comprehend, but tried my best to! Empathising is such an efficient way to propel change."*



## **Recommendation 2:**

### **Collect and analyse all data through an intersectional lens.**

Policies and practices to improve gender equity, diversity and inclusion rarely account for the ways in which various aspects of a person's identity interact with systems and structures to manifest and compound disadvantage and amplify inequity. As such, initiatives to address the needs of a particular group often only exist as a subset of the group.<sup>37</sup>

To meet the needs of *all* women, gender equity initiatives must take an intersectional approach. Organisations must engage with people with diverse lived experiences to remove barriers to attraction, retention and progression and to create safe and inclusive workplace environments for all.

The ACT Government is leading the way by making intersectionality a key guiding principle and priority area in the ACT Women's Plan 2021–26. This approach has already yielded many impactful initiatives for Indigenous women, CALD and migrant women, as well as women with disability.

The ACT Government can build on this work by ensuring that evaluation data for *all* its gender equity initiatives (not just those targeted at specific marginalised groups) is consistently collected and analysed through an intersectional lens. Any gaps in data collection processes and systems should be identified and addressed.

---

<sup>37</sup> Ryan MK (2022) ['Addressing workplace gender inequality: Using evidence to avoid common pitfalls'](#), *British Journal of Social Psychology*, 62(1):1-11.

### **Recommendation 3:**

Evaluate all initiatives undertaken under the ACT Women's Plan and publish the evaluations to grow the evidence base of what works to improve leadership and workforce participation.

As well as using evidence to identify barriers and design initiatives, it must also be used to monitor implementation and evaluate the success of these initiatives.

Evaluation is the systematic assessment of the practice or program, and it enables continuous improvement. However, research shows that few gender equity initiatives are evaluated, fewer still make evaluation reports publicly available, and even fewer evaluate outcomes and impact.<sup>38,39</sup>

Publishing evaluation reports<sup>40</sup> encourages others to adopt initiatives that work and steers them away from those that do not. This is especially valuable for smaller organisations seeking good practice guidelines on attracting, retaining and progressing women in their workforce.

Evaluation has been at the heart of the SAGE program from the beginning, and our success highlights the benefits of supporting institutions to evaluate the outcomes and impact of their initiatives to inform organisational change. All applications for SAGE accreditation are made publicly available,<sup>41</sup> giving everyone the opportunity to learn from our subscribers' work.

In addition, the SAGE program itself is continuously evaluated<sup>42,43</sup> and has been used as a model of good practice evaluation by Australia's Women in STEM Ambassador.<sup>44</sup>

---

<sup>39</sup> McKinnon M (2022) '[The absence of evidence of the effectiveness of Australian gender equity initiatives](#)', *Australian Journal of Social Issues*, 57(1):202-214

<sup>40</sup> For example on the [STEM Equity Evaluation Portal](#), developed by the Office of Australia's Women in STEM Ambassador.

<sup>41</sup> SAGE (2023) [Applications](#), SAGE, accessed 09 February 2023

<sup>42</sup> SAGE (n.d.) [Putting gender on your agenda](#), SAGE, accessed 09 February 2023

<sup>43</sup> SAGE (2020) [The Hartley Report: Evaluation of the SAGE peer review and accreditation process](#), SAGE, accessed 09 February 2023

<sup>44</sup> Kingsley I (2020) [Evaluating STEM equity programs: A guide to effective program evaluation](#), Women in STEM Ambassador, accessed 09 February 2023

## Appendix

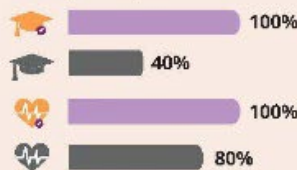
### SAGE-accredited institutions *outperform* non-accredited institutions on key WGEA gender equality indicators

SAGE-accredited institutions have a higher proportion of women in key leadership positions

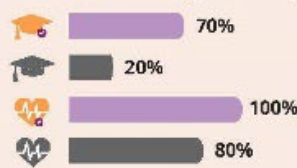
	Universities		Medical Research Institutes	
	SAGE awardees	non-awardee	SAGE awardees	non-awardee
Board members	49%	43%	40%	35%
Chairs	30%	0%	33%	24%
CEOs	27%	20%	50%	33%
Heads of Business	48%	0%	33%	25%

SAGE-accredited institutions are more likely to have a formal policy or strategy for gender equality and selection for their governing body

#### Gender equality

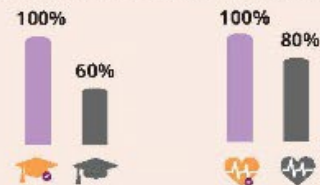


#### Selection for their governing body

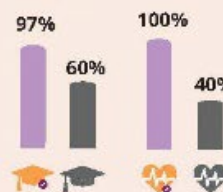


SAGE-accredited institutions are more likely to have taken action on gender equality

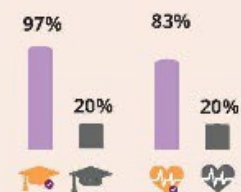
#### Consulted employees on gender equality issues



#### Conducted a pay gap analysis



#### Acted on their pay gap analysis



SAGE-accredited universities offer more support for parents, carers and flexible workers, compared to non-accredited universities



100%

Have a formal policy or strategy for flexible working arrangements



60%



87%

Established and endorsed flexible working at leadership level



60%



97%

Paid secondary carers full salary including super during parental leave



40%



93%

Have onsite childcare support mechanisms



80%

\*Data analysed by Workplace Gender Equality Agency 2020/21 provide available data for universities and Medical Research Institutions (MRIs). SAGE Awardees comprise 33 universities and 5 MRIs holding SAGE Athena Swan Bronze Awards, non-SAGE Awardees comprise 5 universities and 10 MRIs which have not participated in SAGE or were awarded the Athena Swan Bronze Award.