



2022 - 2025

Gender Equality Action Plan

RMIT University Diversity and Inclusion





Introduction

RMIT is a global University of sustainable technology, design, and enterprise. We enable people and communities to adapt, thrive and create impact through education and research.

Today and always, our commitment to diversity and inclusion is unwavering. This Gender Equality Action plan is part of the broader Diversity and Inclusion Framework for RMIT which is being developed in 2022.

At RMIT we recognise and value the diversity of our workforce and we are committed to ensuring our people are not limited by gender stereotypes, gender roles or prejudices.

Our pursuit of genuine gender equality means we acknowledge that everyone is impacted by gender roles in different ways and to different degrees.

When we address barriers caused by gendered expectations the workplace experience is better for everyone and we can attract and retain the best people.

The purpose of this plan is to give us a structured approach to make RMIT a more equitable workplace and to ensure it remains that way.

Today and always, our commitment to diversity and inclusion is unwavering.

This plan directly reflects RMIT's values, so it is everyone's responsibility to bring it to life.

The accountabilities outlined extend to every member of our staff community and all staff are expected to participate.

Building on the themes of the Athena SWAN Action Plan, the Gender Equality Action Plan identifies six broad areas of focus:

- Intersectional gender inequality
- Strengthening foundations and leading local action
- Building the pipeline
- Career fulfilment
- Engaging moments of transition
- Safety, wellness, inclusion, and respect.

Students are as much a part of our community as staff. We will work with relevant experts across RMIT to create a dedicated student plan that builds on the significant work already done to ensure a diverse and inclusive learning community.

Context

RMIT's Gender Equality Action Plan 2022-2025 builds on the organisational framework and cultural conditions for identifying and addressing barriers to gender equality.

Since RMIT endorsed its first Gender Equality Action Plan 2015-2021 we have made significant progress. We acknowledge that institutional wide commitments to promote gender equity at RMIT have led to gains for women in leadership, but not always for those whose identities include diverse attributes, including indigeneity and cultural and linguistic diversity. This plan addresses the barriers to gender equality at RMIT.

There is emerging evidence that COVID-19 has had a disproportionate impact on gender equality at work and in the domestic sphere. We must recognise the need for a gender-equal approach to pandemic recovery. This plan installs measures to monitor for this.

RMIT has an important role to play in the social and economic recovery required in the communities we serve. This must include a structured approach to tackle the disproportionate impact of COVID-19 on gender equity and to create a more equitable future. This plan is purposeful in its approach to this.

The leaders of RMIT are committed to embedding this plan, devoting appropriate resources to its implementation and monitoring, evaluating, and reporting on our progress to achieve the goals it sets out.

Subject matter experts will support these leaders to develop and implement operational actions to realise our goals.

We are also accountable for our gender equality initiatives through key social responsibility commitments. The Victorian Gender Equality Act 2020, [gender equality principles](#), workplace audit and consultation all informed the strategies and measures in this plan.

Regular reports on the participation and experience of our staff will encourage evidence-based decision making at every level and an Annual Operating Plan will isolate existing and emerging priorities.



Clear priorities

RMIT will accept nothing less than gender equality.

To generate progress, we will:

- Recognise that intersectionality plays a critical role in gender inequality as it allows the University to understand how gender inequality may be compounded by other forms of disadvantage or discrimination.
- Strive to represent the community we serve at senior leadership levels and all levels in the institution. Our leadership and staff profile should reflect the community we serve as an educational institution.
- Seek to achieve gender diversity in composition of governing bodies and committees, as this fosters diverse participation, voice and perspectives in decision making and encourages innovative ways of thinking.
- Ensure equal remuneration for work of equal or comparable value across all levels of RMIT, irrespective of gender.
- Embed inclusive hiring and decision-making practices as part of targeted candidate sourcing and promotion practices.
- Enable career pathways and progression that supports, recognises, and rewards diverse types of work and contributions.
- Prevent and respond to sexual harm and violence (including discrimination, everyday sexism, and bullying).
- Develop and communicate terms, conditions and practices relating to family violence support.
- Encourage and innovate working arrangements supporting our staff with outside work commitments and family or caring responsibilities.
- Support our leaders to enact local changes in partnership with a network of gender equality allies and from all genders and backgrounds.
- Address gender segregation (greater than 60% of one gender) within the workplace and occupations at RMIT and reduce the impact gender stereotypes and discrimination can have on the value of work, e.g., within STEMM.

Gender equality for all communities

Understanding gender

RMIT recognises that gender is part of a person's personal and social identity, and that a person's sex and gender may not necessarily be the same.

Some people may identify as a different gender to their birth sex and some people may identify as neither exclusively male nor female.

The ways in which we understand sex and gender are subject to norms and expectations that dominate our society and culture at a particular time, and RMIT recognises that the conversation around sex and gender is continuously evolving.

Recently, and through the work of trans* and gender diverse people with lived experience, gender is understood as existing beyond the binary of women and men, to include diverse genders.

We understand gender as including a wide variety of identities such as trans* or transgender, queer, gender fluid, gender queer, bi-gender or non-binary, meaning that people do not always identify as either men or women.

RMIT acknowledges and respects expansive LGBT communities and recognises that LGBT knowledges and languages continue to grow and evolve. At RMIT, we seek to affirm the use of Diverse Genders Sexes and Sexualities 'DGSS', in identification and representation to be inclusive of our community.

This plan will lead to sustained behavioural change to address attitudes, biases, discrimination, and cumulative systemic barriers, to reduce the gap between our strategic intent as an institution and the lived experience of the RMIT community. This can create significant social impact within and beyond our institution.

Beyond the binary conceptions of gender to be inclusive of all

Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes (Section 6(8) of the Victorian Gender Equality Act 2020).

The Victorian Gender Equality Commission refers to this concept as 'intersectional gender inequality'. This plan acknowledges the impact of intersectional gender inequality and seeks to remove all barriers to gender equity in the RMIT community.

Systemic barriers to achievement result in a lack of representation of particular social groups and exacerbate existing inequities in the workplace.

As an institution we are fortunate to be strengthened by the journey of reconciliation, both community-wide and as individuals. These journeys reflect our commitment to realising the aspirations of Aboriginal and Torres Strait Islander Peoples and understanding, respecting, and safeguarding our rich Aboriginal and Torres Strait Islander cultural heritage.

We recognise that racism, sexism and ableism diminish staff resilience and wellbeing and amplify inequality in the workplace. This plan has mechanisms to identify and address those intersectional impacts on gender equality.

Action Area 1: Intersectional Gender Inequality

Objective: RMIT commits to an intersectional perspective on gender equality and gender discrimination and embraces intersectionality frameworks at an institutional level—so that systemic, structural, and policy processes are inclusive of all.

Key Impact Measures

- 80% completion rate
 - Report on % increase
 - Improve RMIT staff survey result audits and staff engagement surveys
- Executive personal information profile data
 Staff sharing personal information each year for the life of the Plan
 Improve RMIT staff survey results across key indicators of intersectional gender inequality identified through gender

Action	Responsibility	Strategy and Impact	Timeline
1.1 Ensure we accurately and progressively understand diversity within gender and our broader workforce profile	Lead: VCE COO CPO University Communications	<ul style="list-style-type: none"> • Embed action plans for diverse identities and groups identified through gender audits and staff engagement results as priority areas. These action plans outline the University’s key priorities and objectives to remove barriers and to build an open and accessible institution that is dedicated to engaging with staff, students, and community. • Revise RMIT’s Diversity and Inclusion Framework and review how it can include an intersectional framework to ensure its focus includes transforming organisational behaviour and culture to improve gender equality at RMIT. 	Q2 2022
		<ul style="list-style-type: none"> • Apply an intersectional lens to understanding the lived experience of women whose identities intersect. RMIT will focus on resolving data gaps on the key challenges that women with intersectional identity factors face in the workplace and through their career. • Build understanding of our staff profile through campaigns to encourage sharing of demographic/identity information in surveys and each staff member’s profile in Workday, encouraging trust and supporting staff sharing of personal information on an opt in basis. • Report on the increase in sharing personal information University-wide. • Analyse data to understand intersectional differences in staff representation, distribution across RMIT, experience, progression, and outcomes. 	Ongoing to Q1 2023
		<ul style="list-style-type: none"> • Provide professional development and training for staff, including leaders and those most closely involved in driving gender equality work to embed awareness of various aspects of identity and the impacts of intersectional discrimination or disadvantage. 	Q4 2022

1.2 Continue commitment to inclusion of all Diverse Genders Sexes and Sexualities	Lead: DGSS Leaders VCE COO CPO	<ul style="list-style-type: none"> Continue workforce analysis and reporting to inform decision-making and planning to improve the DGSS leadership and staff experience. Capture data to provide deep insight into how staff may experience overlapping forms of discrimination and disadvantage. Engage and support the community of the DGSS Network and working groups. 	Ongoing to Q4 2025
		<ul style="list-style-type: none"> Promote and support the continued work of the DGSS Research Network (a three-year project led by RMIT) to create a national network of academic researchers. 	2021 to 2023
		<ul style="list-style-type: none"> Mainstream the RMIT ally program by increasing ally participation in under-represented areas such as in STEMM fields and development of extension programs for RMIT allies. Foster psychological safety and transition allies into other areas of inclusion and gender equality. 	Ongoing to Q4 2025
1.3 Remove barriers to cultural inclusion impacting career advancement and representation	Lead: Leaders of culturally, ethnically, and linguistically diverse backgrounds VCE COO CPO All Executives	<ul style="list-style-type: none"> Implement a program of activities, informed by analysis of causative factors for low staff representation in career pipeline and at senior levels. Review staff experience in challenging inappropriate behaviour (including measuring pace of progression, career opportunities and safety). Measure impact of these strategies on gender equality. 	Ongoing to Q4 2025
1.4 Prioritise support and promotion of the Aboriginal and Torres Strait Islander Employment Strategy and Workforce Plans	Lead: Aboriginal and Torres Strait Islander Leadership VCE DVCs CPO All Executives	<ul style="list-style-type: none"> Implement Aboriginal and Torres Strait Islander Employment Plan and strategies. Deliver key employment success indicators and targets in the University and local Workforce Plan(s). Focus on strategic and targeted recruitment (all roles open to Indigenous talent), development, retention, and cultural safety and wellbeing for our Aboriginal and Torres Strait Islander workforce. Commit to grow our career pathways for our Aboriginal and Torres Strait Islander workforce. Measure impact of these strategies on gender equality. 	Ongoing to Q4 2025
1.5 Identify and implement inclusive employment practices that promote gender equality, inclusive of people with a disability	Lead: Leaders who identify with a disability VCE, COO, CP All Executives	<ul style="list-style-type: none"> Create an accessible environment through mainstreaming flexible workplace practices and personalisation of work that supports work adjustment for people with a disability, and access to work options for staff to thrive. Report on staff experience and work adjustment and flexibility through intersectional lenses. Measure impact of these strategies on gender equality. 	Ongoing to Q4 2025

Action Area 2: Strengthening Foundations and Leading Local Action

Objective: Future proofing RMIT through inclusive governance and leadership.

- Continue embedding gender equality (including an intersectional lens) at RMIT by effectively managing, implementing, and monitoring this Action Plan
- Ensure all actions are appropriately sequenced, resourced and embraced over the four years and beyond.
- Enable managers to lead effective change locally and build an inclusive culture through everyday decisions and actions.

Key Impact Measures

- While improving intersectional representation:
 - Increase women’s representation in all senior roles 33% (2015) 45% (2021), target 50% by 2025
 - Increase women’s representation in academic senior roles 36% (2021) target (45% by 2025), STEMM 33% (2021) target (40% by 2025)
- Close the pay gap total remuneration 10.1% (2015) 6.2% (2021), target (5% by 2023) (4% by 2025)
- Close the pay gap in STEMM (9%) compared to non-STEMM (6.2%)
- Increase the representation of men in women-dominated levels non-manager (HEW 5-7) 68%/32% (2021), target (60/40 by 2025)
- Improve RMIT staff survey result My immediate manager genuinely supports equality between genders 84% (fav) ^

Action	Responsibility	Strategy and Impact	Timeline
2.1 Sustain leadership commitment to gender equality	Lead: Council VCE CPO University Communications	<ul style="list-style-type: none"> • Council to formally endorse RMIT’s commitment to gender equality and its role in improving the performance of the University • Vice-Chancellor and President and members of the Executive to formally communicate, resource and endorse RMIT’s commitment to gender equality and its role in improving the performance of the University, to all staff and to the external community. • Refer to gender equality at RMIT as a priority in all key University strategies and annual reports. 	Ongoing to Q4 2025
2.2 Continue to review and support existing and emerging gender equality governance working, groups, committees, and networks	Lead: VCE CPO All Executives	<ul style="list-style-type: none"> • Redevelop a gender equality governance model aligning with existing or emerging governance structures that support our inclusion and social sustainability goals. 	Q1 2022
		<ul style="list-style-type: none"> • Facilitate the gender equality governance model through the People Team, Athena SWAN, VC Advisory Committee on Gender-based violence, Women’s Research Network and provide reports to Council, Vice-Chancellor’s Executive Committee, and Diversity and Inclusion Groups and Networks, Academic Board, and the Sustainability Committee at RMIT as required. 	Ongoing to Q4 2025

		<ul style="list-style-type: none"> Establish and support local Diversity and Inclusion Advisors in each school, college, and global campus (extending the Athena SWAN model). These roles take responsibility for planning, implementing, communicating, and reporting on activities within their own area in partnership with their senior leader. 	Q2 2022 to 2025
		<ul style="list-style-type: none"> Invite men at all levels of the University to actively collaborate in gender equality, increasing the participation of this cohort in decision and governance activities and projects related to gender equality. 	Q2 2022 to 2025
2.3 Provide transparent gender equality reporting	Lead: VCE COO All Executives	<ul style="list-style-type: none"> Continue annual gender equality reporting to VCE, Council and Academic Board as part of our Victorian, National, Higher Education and Global Equality commitments. Benchmark reporting to provide comprehensive workforce data by genders. 	Q1 2021
2.4 Participate and contribute to external benchmarking	Lead: VCE CPO	<ul style="list-style-type: none"> Benchmark RMIT's gender equality initiatives and impact through key measures and legal commitments to identify and address remaining barriers to gender equality. 	Ongoing to Q4 2025
2.5 Develop revised gender equality targets to support gender composition at all levels of RMIT	Lead: Council VCE CPO University Communications	<ul style="list-style-type: none"> Recognise and actively encourage gender equality at all levels of governance, management, leadership, and the talent pipeline. RMIT acknowledges the gains of senior women in leadership from 33% in 2015 to 44% in 2021, have not always addressed intersectional gender inequality across RMIT. RMIT will continue to: <ul style="list-style-type: none"> Maintain University-wide and college/portfolio targets for senior women's representation at Academic Level D, Level E, HEW 10, Vocational Senior Educator 3, and Executive staff. Prioritise actions towards Academic Senior Level Representation from 36% in 2021 to parity by 2025 and maintain areas of senior gender representation where parity has been reached (Executive, VE, Professional/Council). Focus on identifying and addressing any negative impacts to occupational gender segregation (greater than 60% of one gender) and lack intersectional representation i.e., of cultural diversity. Continue to reinforce the contribution and value of work in occupations and the contribution of women, removing gendered bias. Review and target setting for non-managers to seek improved gender representation (levels HEW, 5-7). 	Q3 2022

2.6 Achieve gender equality pay gap targets	Lead: Council VCE CPO University Communications	<ul style="list-style-type: none"> • Ensure women/men pay gap targets continue to be reached and publicly reported to WGEA, VGEA and as part of our sustainability development goals commitment. Noting RMIT's total remuneration pay gap has reduced from 10.1% (2015) to 6.2% (2021) and the sector median is 10.5% (2020). • RMIT's commitments include: <ul style="list-style-type: none"> ○ Monitoring for year-on-year improvement. ○ Achieving RMIT pay gap targets between women and men: (5% by 2023) (4% by 2025). ○ Intersectional Pay Gap Report created by 2024 based on criteria identified through the gender audit or otherwise identified by RMIT. ○ Closing the pay gap in STEMM equivalent to non-STEMM. ○ Examining additional benefits, including loadings. ○ Addressing all pay gap hotspots identified through the gender audit or otherwise identified by RMIT. 	Q4 2021
		<ul style="list-style-type: none"> • Communicate pay gap transparently throughout RMIT. Sustained workforce analysis through our business intelligence tools and Workday will be undertaken. 	Ongoing to Q4 2025
2.7 Align planning activities and develop localised interventions	Lead: VCE Policy Strategy and Impact People Team Equity & Inclusion Students Group All Executives	<ul style="list-style-type: none"> • Consolidate, and translate all RMIT local and global group objectives, outcomes and targets with the Gender Equality Action Plan, and report annually. • Elevate RMIT Gender Equality priorities in RMIT's Annual Operation Plan. • Develop customised college and portfolio tailored interventions (including our entities Vietnam, RMIT Europe, RMIT Online and RMIT Training) in consultation with stakeholders regarding key barriers and actions in an ongoing capacity. 	Q4 2022
		<ul style="list-style-type: none"> • Embed Gender Impact Assessments as required by the Victorian Gender Equality Act 2020, in programs, services and policies that have a significant impact to the public (students) through integration with existing institutional planning and policy processes. 	Q3 2021 Pilot
		<ul style="list-style-type: none"> • Embed inclusive hiring and decision-making practices, i.e., improving access to data and insights in Workday, e.g., team-based pay gap measure, flex rate and promotion ratios • Increase leader development options and continued professional development to enable a gender inclusive and gender responsive culture. 	Q4 2022

2.8 Strengthen diversity in governance and decision-making	Lead: University Secretariat	<ul style="list-style-type: none"> • Continue to improve the representation and support of women on decision-making committees to enable greater diversity with the aim of achieving representation which is reflective of the Australian community at all levels. • Ensure hiring and promotion panel composition reflects gender and diversity representation. 	Ongoing to Q4 2025
2.9 Achieve STEMM Athena SWAN Silver Application and Cygnet Awards	Lead: DVC STEM College Dean STEMM Diversity and Inclusion	<ul style="list-style-type: none"> • Progress RMIT's Athena SWAN Action Plan and silver award application. Building on the 2019 bronze award, RMIT will continue a pathway to silver by 2025, comprising five cygnet awards and a full silver action plan which all relate to addressing inequity in STEMM. • Each cygnet will address a key barrier to either the attraction, progression, retention, or success of women in STEMM and provide evidence of demonstrated progress and impact. 	From Q1 2022 to 2024
2.10. Contribute to the UN Sustainable Development Goals (SDGs), particularly SDG 5, gender equality	Lead: COO RMIT Sustainability Committee/Team	<ul style="list-style-type: none"> • Demonstrate RMIT's direct contribution to the achievement of specific SDG targets and indicators (SDG 5 and 10). • Provide evidence of RMIT's capabilities and leadership in the gender equality space and use it to deliver improved outcomes for the RMIT community and wider society. 	Ongoing to Q4 2025

Action Area 3: Building the Pipeline

Objective: Increase the proportion of professional, vocational, and academic women at RMIT at all levels and address identified barriers that prevent more women from seeking opportunities and progressing their careers.

Key Impact Measures

While improving intersectional representation:

- Increase hiring appointments for women 54.7% (2021), target to 60% (2021/2022 benchmark) only in areas of under representation
- Maintain overall Promotion Rates Women 60.8%/ Non-managers 61.6% (2021 benchmark)
- Improve RMIT staff survey result People from all backgrounds have equitable opportunities to succeed at RMIT: 73% (fav) ^
- Improve RMIT staff survey result Aboriginal and Torres Strait Islander (63%), Gender RMIT (63%), sexual orientation (76%), cultural background (67%), age (58%), disability (62%) are not a barrier to success at RMIT 2021 benchmark: 2021 benchmark *

Action	Responsibility	Strategy and Impact	Timeline
3.1 Increase attraction and recruitment of women and under-represented genders	Lead: VCE CPO All Executives	<ul style="list-style-type: none"> • Enact special measures which are within the purposes of the Equal Opportunity Act 2010 and Race Discrimination Act 1975. <ul style="list-style-type: none"> ○ Special measures will support advertising and sourcing roles to women, people who are Indigenous, and people who identify as trans and gender diverse, along with other specific initiatives build and maintain a diverse and adaptable workforce. ○ STEMM women made up 21% of all external applicants (2015-2018), 2020 (34%), (2021 Pending). Target 40% 2025. ○ RMIT will continue to support special measures to remove gender equity barriers in recruitment for roles with less than 40% representation of women in targeted disciplines/areas. ○ Transparent reporting/approvals in Workday on direct appointments including gendered impacts and promoting inclusive employment practices. ○ Maintain and continue to review shortlisting targets (40%), protocols and sourcing activities that support active engagement of diverse talent pools. ○ Ensure Vice-Chancellor's Research Fellowship and other like programs are focused on measures to remove barriers to gender equality in recruitment and appropriate use of Achievement Relative to Opportunity (ARtO). 	Ongoing to Q4 2025

<p>3.2 Acknowledge and enable student pipeline through engagement outreach and employment</p>	<p>Lead: VCE DVC Education</p>	<ul style="list-style-type: none"> • Develop a Student Gender Equality Action Plan in alignment with the staff Gender Equality Action Plan. It will draw on the existing focus on high school and RMIT women in STEMM through the Athena SWAN Action Plan and Vocational Education College commitment. • Develop action plans (e.g., Student Gender Equity Plan) to be inclusive of students from marginalised genders/communities to ensure removal of barriers to equitable and inclusive outcomes into disciplines and careers including at RMIT. Marginalised communities are those who may be underrepresented or excluded from mainstream social, economic, educational, and/or cultural life and may include women, cisgender women, transgender men, non-binary individuals. 	<p>Q3 2022</p>
<p>3.3 Build capability in Inclusive Hiring and Decision Making, through the full employee lifecycle and career pathways</p>	<p>Lead: VCE CPO All Executives</p>	<ul style="list-style-type: none"> • Support capability development for RMIT managers and people leaders in relation to Inclusive Hiring and Decision Making. <ul style="list-style-type: none"> ○ Embed RMIT's ARtO model throughout the employee lifecycle (recruitment, performance review, career planning and progression). ○ Provide training for hiring managers and panel members regarding Achievement Relative to Opportunity and the use of special measures to reduce barriers to gender equality in hiring and decision making. ○ Continue to reinforce diversity and gender equality information and awareness to Chairs of RMIT selection panels in internal and external selection processes. ○ Demonstrate transparency, e.g., reporting of academic promotion application and success rates including gendered and, where data is available, intersectional trends. 	<p>Ongoing to Q4 2025</p>

Action Area 4: Career Fulfilment

Objective: Increase proportion, participation, and career fulfilment of women, and ensure representation including but not limited to Aboriginal and Torres Strait Islander Women, culturally and linguistically diverse women, women identifying within the spectrum of diverse gender and sexualities, women who identify with a disability: "If I can see it; I can be it"

Key Impact Measures

- Reduce resignation rates of women managers 59.1% (2021) – 55% (2025)
- Increase representation in leadership Progression and participation of women from cultural and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander women Above average ATN standards all genders
- Maintain application and success rates of women in academic promotion
- % Increase of applications and promotion of Women to level D Higher than the average ATN rates for all genders (for 2021, these rates are 10% and 6% for RMIT respectively)
- 10% Improvement RMIT staff survey result In my workgroup, work is allocated fairly, regardless of gender 68% (fav)* 2021
- Maintain 80%+ threshold RMIT staff survey result I have the flexibility I need to manage work and other commitments. 81% (fav) women 77% (fav)^ men

Action	Responsibility	Strategy and Impact	Timeline
4.1 Remove barriers to career opportunities and promote active sponsorship	Lead: DVC Education DVC R&I DVC Colleges	<ul style="list-style-type: none"> • Produce additional resources/support on how to conduct career development and sponsorship activities that take into account gender equality. • Continue to review career structures in VE to support increased progression in under-represented areas. • Support professional staff careers with enhanced internal career mobility/ secondments. • Academic leaders to review effects of long-term sector significant disruptions and develop strategies for mitigating any gender inequity that may arise, for instance in relation to COVID-19. • Prepare, support, and encourage academics who are women to develop readiness for promotion. • Foster the appointment of academic affiliates who represent the gender diversity of our students, workforce, and community. 	Ongoing to Q4 2025
4.2 Review Academic Promotion, progression, reward, and recognition	Lead: DVC Education DVC R&I	<ul style="list-style-type: none"> • Continue to support and recognise pastoral care work in performance, workload, reward, and promotion. • Work with schools to further refine discipline statements (that were developed in 2021 for Promotion Committees) and ensure these are regularly updated and accessible. • Review and develop strategies to address any identified intersectional impacts for women in Academic promotion (e.g., CALD). • Increase success rate for women applying for academic promotion from STEMM disciplines in line with average success rate for those from non-STEMM. 	Annually to Q4 2025

4.3 Support and review transitioning career opportunities, including into secure careers	Lead: VCE COO CPO	<ul style="list-style-type: none"> • Continue to review casual/sessional arrangements for gendered impacts and barriers to economic security and employment considering reduction of RMIT's workforce impacted our sessional staff. • Targeted mentoring programs for Professional Vocational and Academic women including staff who work seasonally and on casual contracts. 	Ongoing to Q4 2025
4.4 Review gendered impacts of workload management	Lead: VCE CPO DVC Education DVC R&I DVC colleges	<ul style="list-style-type: none"> • Review academic, vocational, and professional workload allocations annually for gendered impacts. • Examine support options for academics who are women at risk of negative career impacts following significant disruptions such as COVID-19, to facilitate support in research activities, e.g., financial research workload assistance, reduced teaching load, identifying the impact of barriers to access campus facilities. • Understand any systemic gendered participation, e.g., in pastoral care impacts, during the pandemic and broader trends of "additional" collegial work that may not be counted in the official workload models (such as peer review). • Review of gendered impacts on teaching workload between men and women. 	Ongoing to Q4 2025
4.5 Reduce gendered impacts on flexible and hybrid working	Lead: VCE COO CPO	<ul style="list-style-type: none"> • Address any emerging patterns that suggest potential gender bias impacts or variances, including part-time work, flexible working conditions, return to work from parental/carers leave or absence, and on and off campus work. All positions to be advertised highlighting availability of flexible working practices. • Enhance informed timetabling to enable flexibility for carers. • Provide development to people leaders on encouraging flexible work arrangements. • Regularly monitor and publish trends of RMIT gendered impacts that relate to hybrid working, COVID-19 disruption and sector including career recovery. 	Ongoing to Q4 2025
4.6 Remove barriers impacting visibility and participation of women	Lead: University Communications and Events Executives	<ul style="list-style-type: none"> • Underrepresented people with diverse characteristics and in a range of positions, including leadership positions, are included in RMIT communications, events, meetings, conferences, and panels. • Continue to communicate expectations on gender and diverse gender balance, and representation from diverse cultural backgrounds for internal and invited external speaking opportunities. • Support managers to enhance visibility of role models and raise awareness of gender equality and inclusion. 	Ongoing to Q4 2025
4.7 Increase access to leadership programs and talent identification, sponsorship, and development	Lead: VCE CPO	<ul style="list-style-type: none"> • Refresh RMIT's leadership development programs to ensure an ongoing and specific inclusion of gender equality and its intersections. • Implement a research-based capability and talent management framework to further remove bias in talent identification and development. 	Q4 2023

Action Area 5: Engaging Moments of Transition

Objective: Support gender equality in caring responsibilities and career progression for all carers improving management of career disruptions and transitions.

Key Impact Measures

- Increase access to secondary carers leave by women 3.3% (202) to 6% (2025)
- Increase access to primary carers leave by men 7.2% (2021) to 12% (2025)
- Maintain and improve the rate of return from primary carers leave 93.3% (2020) to 95% (2025)
- Improve success rates for academic promotion applicants identifying with as parents/carers responsibility on par with overall success rates of non-carers
- Improve the formal flex rate utilisation of managers who are women above Australian average of 6.1% (2021)

Action	Responsibility	Strategy and Impact	Timeline
5.1 Focus on induction, advancement, and retention, in moments of transition	Lead: VCE DVC R&I	<ul style="list-style-type: none"> • Continue to provide comprehensive additional research support and/or coaching for new employees or returning employees, e.g., Re-Ignite Program. • As part of the workload management review, understand the different approaches/areas across the University and how they impact gender equality, e.g., extra research and reduced teaching workload allocation during their first 2 years (up to 12 months after career break). • Understand and audit existing localised interventions (e.g., job sharing). 	Ongoing to Q4 2025
5.2 Improve parental leave utilisation, resources and supports	Lead: VCE CPO	<ul style="list-style-type: none"> • Lead from senior levels, implement core hours guidelines to ensure that required meetings, committee meetings and governance are outside of school drop-off and pick up times where possible. 	Q4 2022
	Lead: VCE CPO	<ul style="list-style-type: none"> • Explore flexibility regarding the return-to-work bonus and create a clear procedure on options available to utilise this entitlement e.g., introduction of grants from schools to support research/ return to work transition. 	2021 to 2023
5.3 Improve caring resources/ communication	Lead: VCE CPO	<ul style="list-style-type: none"> • Create resources and implement supports for people with caring responsibilities for elderly relatives and/or people with disability and/or illness, broaden our understanding of kinship models and our definition of family and household. • Communicate flexible and special leave options for people caring for family members who are elderly or live with disability and/or illness. 	Q2 2022

5.4 Improve access to Fertility and Gender-Based Health Care leave	Lead: VCE CPO	<ul style="list-style-type: none"> • Communicate support available for people who experience miscarriage or stillbirth, including the 2021 change of leave entitlement within compassionate leave provisions. 	Ongoing to Q4 2025
		<ul style="list-style-type: none"> • Explore opportunities and promote access to additional leave and flexibility for sex and gender-related health care, including for IVF treatment, fertility treatment, menopause, menstrual health, gender affirmation. 	Q2 2023
5.5 Support workforce participation and transition into retirement	Lead: VCE CPO	<ul style="list-style-type: none"> • Work with superannuation partners to share information on preparing for retirement, review any gendered impacts to financial decision or impacts on career breaks. 	Q1 2023
		<ul style="list-style-type: none"> • Undertake annual review of all exit data and exit survey results to inform ongoing review and adjustment, and to support retention. • Proactively minimise talent loss through career management and stay conversations. • Reduce attrition rates of underrepresented genders/sexes, particularly at leadership levels where resigning (59.1%) is slightly higher than RMIT's population - lose the gap of gendered disparities. • Improve retention of women through minimising academic attrition (17.5%) at RMIT across all levels below ATN Average 16.8% • Improve and prepare pathways to retirement to support people to work flexibly as they transition into retirement. • Review gendered and diverse participation and improvement of access to honorary roles. • 	Ongoing to Q4 2025

Action Area 6: Safety, Wellness Inclusion and Respect

Objective: Grow RMIT’s inclusive, respectful culture supporting diversity and gender equity through enterprise-wide action and local leadership.

Key Impact Measures

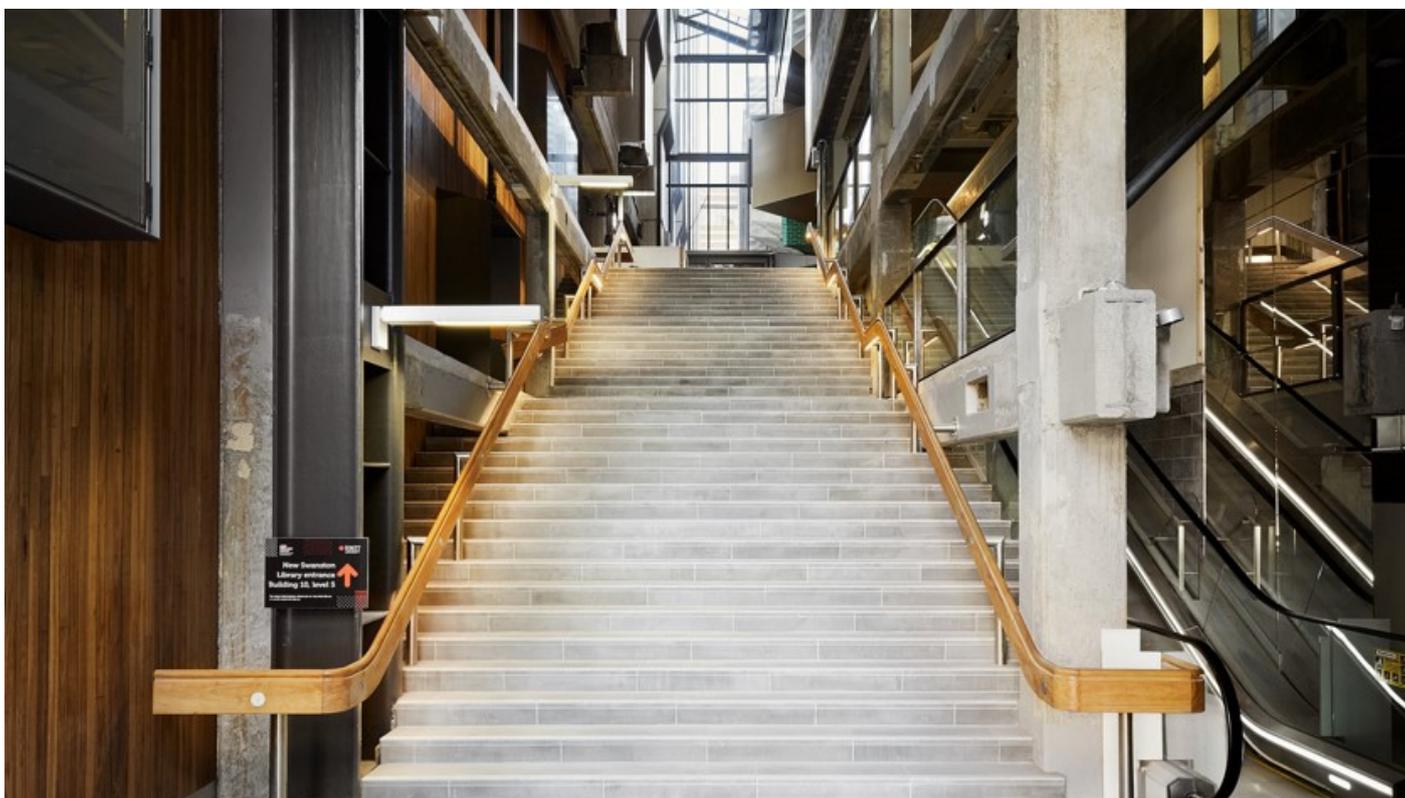
- Improve RMIT staff survey result
- Improve RMIT staff survey result
- Improve RMIT staff survey result

In my organisation gender-based harassment and sexual harassment is not tolerated 87% (fav) ^
 I feel safe to challenge inappropriate behaviour at work 58% (fav) 15% improvement required *
 Measure and instigate improvements of staff to encourage seeking assistance through RMIT’s reporting and complaint processes,
 Primary reason not to escalate a complaint or concern –“I believed there would be negative consequences for my reputation/ career/ the process would not make a difference”.

Action	Responsibility	Strategy and Impact	Timeline
6.1 Advance and promote gender equality and the prevention of gender-based violence in its structures, strategies, and policies	Lead: Vice-Chancellor VC Advisory on Gender-based Violence Group People Team	<ul style="list-style-type: none"> • Progress systemic inclusion, through a pledge by RMIT leaders and management to prevent gender-based violence, acknowledging that gender inequity is a precondition for violence against women and gender-queer persons. • Pledge commitment, as a University, to respond to gender-based violence in a way that is trauma informed, victim centric, intersectional and perpetrator focused. • Use forums, training opportunities, guest speakers and internal communication to promote an awareness of: <ul style="list-style-type: none"> ○ Gendered violence (prevention and response). ○ The availability of Family Violence Leave entitlements in accordance with the Enterprise Agreement. ○ Sex discrimination, harassment, and harm (including technology facilitated abuse) and actions to prevent and respond within the University community and beyond. 	Ongoing to Q4 2025
6.2 Prevention of, and response to sexual harm and violence (including discrimination, everyday sexism, and bullying)	Lead: Vice-Chancellor VC Advisory on Gender-based Violence Group People Team	<ul style="list-style-type: none"> • Continue to resource and prioritise the deliverables in the Prevention of Gender-based Violence Workplan, as agreed by the Vice-Chancellor’s Advisory Group on the Prevention of Gender-based Violence. (Action items are detailed in two yearly commitments). 	2021 to 2022 2023 to 2024 2025 to 2026

		<ul style="list-style-type: none"> Implement TEQSA's nine principles for managing sexual assault and harassment across the domains of governance, prevention, and response. (This body of work aligns to the VC Prevention of Gender-based Violence Workplan). 	Ongoing to Q4 2025
		<ul style="list-style-type: none"> Ensure that policies and procedures related to sexual harm and violence are comprehensive, continuously reviewed and are victim centric, trauma-informed, perpetrator focused and intersectional in approach. Revision and development of: <ul style="list-style-type: none"> Responding to Sexual Harm Policy/Procedure. Family and Domestic Violence Policy/Procedure. Child Safety Policy/Procedure. 	Ongoing to Q4 2025
		<ul style="list-style-type: none"> Ensure that data management, reporting and record keeping for sexual harm and violence are fit for purpose and continuously reviewed. This includes the design and implementation of a new case management system. 	2021 to 2022
	Lead: CPO	<ul style="list-style-type: none"> Ensure that incident reporting options and responses to reports of sexual harm and violence are fair, timely and effective. Enable a clear end-to-end process for staff and students to seek support (Safer Community) and to report sexual harm, bullying and discrimination through an improved system that is trauma informed, victim centric and intersectional in its approach. 	Ongoing to Q4 2025
6.3 Support for staff impacted by domestic and family violence	Lead: Vice-Chancellor VC Advisory on Gender-based Violence Group People Team	<ul style="list-style-type: none"> Investigate and review the feasibility of the development of a specialist agency able to investigate, case-manage and respond appropriately to reports of sexual harm and violence, in line with emerging, contemporary best practice. 	By Q4 2022
		<ul style="list-style-type: none"> Work to engage men in building accountability and allies in the prevention of gendered violence. RMIT will work across three domains – community engagement, learning and development (staff and students) and support (staff and students) to ensure a whole of community approach to prevention. 	Q1 2022 to Q4 2023
		<ul style="list-style-type: none"> Develop organisational awareness, raising communications and training opportunities about the foundations and causes of gender inequality, sexism, discrimination and abuse, unconscious gender bias and respectful relationships. Include the development and promotion of training modules such as: Healthy Workplace and Learning Behaviours, Respectful Behaviour and Consent, Bystander Intervention, Responding to Disclosures of Sexual Harm, E-safety for Universities. 	Ongoing to Q4 2025

<p>6.4 Advance gender equality and the elimination of gendered violence as a shared responsibility</p>	<p>Lead: VCE CPO People Team</p>	<ul style="list-style-type: none"> • Deliver a policy on Domestic and Family Violence that recognises the complexity and long-term impacts of this violence on staff, students, and their families. The policy will include detail on paid and unpaid leave, on financial assistance and support (counselling, safety planning, flexible work arrangements) available to staff and students experiencing family and domestic violence. • Develop and deliver an awareness campaign on domestic and family violence leave provisions and support services within and external to RMIT. • Provide training to all RMIT People Leaders to sensitively respond to disclosures of Domestic and Family Violence and to assist staff to select work options that support individual circumstances. 	<p>Q1 2022 to Q4 2022</p>
<p>6.5 Prioritise elimination of gendered violence in partnership and in support of our wider sector and community</p>	<p>Lead: VCE Vice-Chancellor VC Advisory on Gender-based Violence Group People Team</p>	<p>Prioritise work with the broader national university community, and Victorian community to promote the prevention of gendered violence. This will include the participation in the Universities Australia National Student Safety survey in support of understanding, and responding to, the prevalence of gendered violence within RMIT and the broader university context.</p>	<p>Ongoing to Q4 2025</p>
<p>6.6 Improve access and resources to mental health support, including trauma/sexual violence support</p>	<p>Lead: VCE CPO</p>	<ul style="list-style-type: none"> • Diversify avenues for mental health support in recognition of the diverse preferences for help seeking, e.g., establishment of a Peer Support Program, promotion of Safer Communities as a trusted avenue for seeking support. • Collaborate with Women’s Research Network on staff impacted by the pandemic or other significant disruptions, to identify and support ‘at risk’ staff, specifically stress on women, including career impacts and mental health stemming from juggling caring, home schooling etc. • Collaborate with staff of diverse genders, sexes, and sexualities to undertake a review to identify existing barriers for all genders accessing mental health support at RMIT and enhance equitable access to resources and support. • Establish targeted strategies to enhance awareness and inclusion of Trans and Gender Diverse people at RMIT including access to Trans and Gender Diverse mental health services for both RMIT staff and students. 	<p>Q1 2022 to Q4 2023</p>



Commitment to workplace equality

The Gender Equality Action Plan will sustain RMIT's commitments to:

- A shared future with Aboriginal and Torres Strait Islander peoples, knowledges, and cultures.
- The Bundjil Statement - 'do not harm the land, and do not harm the children', in all our communities.
- RMIT's Aboriginal and Torres Strait Islander Employment Plan and Aboriginal and Torres Strait Islander Future Workforce Strategy.
- SAGE Athena SWAN STEMM Bronze Award and SAGE Silver Award Application including 5 Cygnet Awards.
- The WGEA Employer of Choice conditions.
- The prevention of sexual harm.
- Our Mental Health and Wellness Strategy.
- Diverse gender sexes and sexualities inclusion.
- Access and inclusion for all.
- The Victorian Gender Equality Act 2020.
- Workplace Gender Equality Act 2012 (Cth).
- Victorian Charter of Human Rights and Responsibilities 2006.
- Victorian Equal Opportunity Act 2020.
- Sex Discrimination Act 1984.
- Other related or emerging policy reporting requirements.

Consultation

We thank the RMIT Community for their contribution to the development of this plan.

The Gender Equality Action Plan 2022-2025 has been developed in consultation with RMIT workforce, student, and staff representatives, along with diversity and inclusion working groups, networks (e.g., RMIT's Women Research Network) and other committees and stakeholders.

Our consultation adheres to the Victorian Gender Equality Act 2020 consultation requirements and incorporates the values, lived experience and academic research that our community brings to the co-design process.

Feedback was obtained through various formats, including the Equity, Safety and Inclusion Survey, open staff forums, GE web portal for additional commentary, and consultation draft(s) being made available for all staff to review and provide iterative feedback.

RMIT will continue to engage with our staff community and support a transparent, inclusive, and collaborative process in shaping RMIT's future direction in Gender Equity both internally and externally.

Victorian Gender Equality Agency will publish our Gender Equality Action Plan and related metrics post Council endorsement.

Note: *

- *The Equity, Safety and Inclusion (Victorian Gender Equality Act 2020) Survey was administered in June 2021 and promoted to all staff. Baseline measures identified through The Equity, Safety and Inclusion Survey June 2021 reported externally 2024 to the Victorian Gender Equality Commission.*
- *523 employees participated in this survey, covering diverse identities of gender, gender diversity, cultural background, experience with disability, age, caring responsibility, and seniority level.*
- *As it was a voluntary survey representing a small percentage of our staff (6.3%), we should be mindful that the responses provided may not accurately represent the broader staff population and that many of the responses grouped by sub-demographic represent a very small number of staff.*
- *RMIT will seek to improve response rate in future survey administrations.*
- *Staff Survey Indicators: favourable % response (agree or strongly agree).*
- *Reconnect RMIT Staff Survey Dec 2020 is also referenced via ^ symbol 3080 staff participated in the survey (%)*

RMIT Gender Equality Action Plan:

Key Action Areas:

Intersectional gender inequality

- 1.1 Ensure we accurately and progressively understand diversity within gender and our broader workforce profile
- 1.2 Continue commitment to the inclusion of all Diverse Genders Sexes and Sexualities
- 1.3 Remove barriers to cultural inclusion impacting career advancement and representation
- 1.4 Prioritise support and promotion of the Aboriginal and Torres Strait Islander Employment Strategy and Workforce Plans
- 1.5 Identify and implement inclusive employment practices that promote gender equality, inclusive of people with a disability

Strengthening Foundations and Leading Local Action

- 2.1 Sustain our leadership commitment to gender equality
- 2.2 Continue to review and support existing and emerging gender equality governance working groups, committees, and networks
- 2.3 Provide transparent gender equality reporting
- 2.4 Participate and contribute to external benchmarking
- 2.5 Develop revised gender equality targets to support gender composition at all levels of RMIT
- 2.6 Achieve gender equality pay gap targets
- 2.7 Align planning activities and develop localised interventions
- 2.8 Strengthen diversity in governance and decision-making
- 2.9 Achieve STEM Athena SWAN Silver Application and Cygnet Awards
- 2.10 Contribute to the UN Sustainable Development Goals (SDGs), particularly SDG 5, gender equality

Building the Pipeline

- 3.1 Increase attraction and recruitment of women and under-represented genders
- 3.2 Acknowledge and enable student pipeline through engagement outreach and employment
- 3.3 Build capability in Inclusive Hiring and Decision Making, through the full employee lifecycle and career pathways

Career Fulfilment

- 4.1 Remove barriers to career opportunities and promote active sponsorship
- 4.2 Review Academic Promotion, including progression, reward, and recognition
- 4.3 Support and review transitioning career opportunities, including into secure careers
- 4.4 Review gendered impacts of workload management
- 4.5 Reduce gendered impacts on flexible and hybrid working
- 4.6 Remove barriers impacting visibility and participation of women
- 4.7 Increase access to leadership programs and talent identification, sponsorship, and development

Engaging Moments of Transition

- 5.1 Focus on induction, advancement, and retention, in moments of transition
- 5.2 Improve parental leave utilisation, resources and supports
- 5.3 Improve caring resources and communication
- 5.4 Improve access to Fertility and Gender-Based Health Care leave
- 5.5 Support workforce participation and transition into retirement

Safety, Wellness, Inclusion and Respect

- 6.1 Advance and promote gender equality and the prevention of gender-based violence in its structures, strategies, and policies
- 6.2 Prevention of, and response to sexual harm and violence (inc. discrimination, everyday sexism, and bullying)
- 6.3 Support for staff impacted by domestic and family violence
- 6.4 Advance gender equality and the elimination of gendered violence as a shared responsibility
- 6.5 Prioritise elimination of gendered violence in partnership and in support of our wider sector and community
- 6.6 Improve access and resources to mental health support, including trauma/sexual violence support

