

SAGE CYGNET AWARD APPLICATION



SAGE Cygnet Award Application

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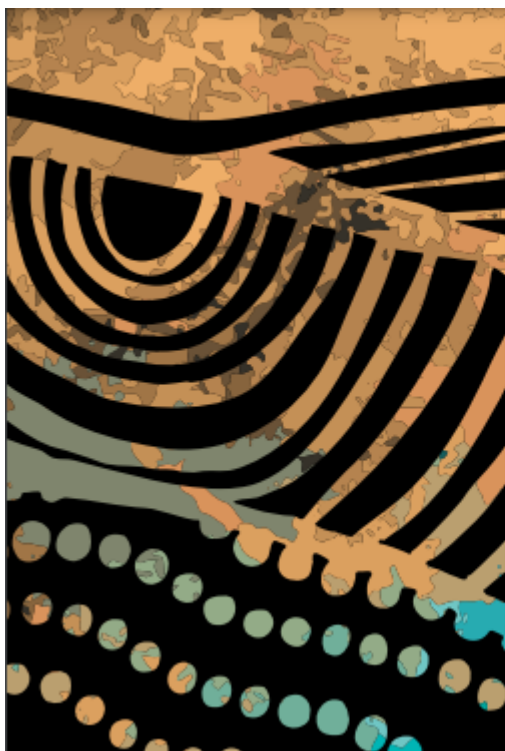
Flinders University

SAGE CYGNET #4

Word limit – 2500 words (excluding the action plan)

	✓ Current Cygnet	Barrier • List the Barrier addressed in this Cygnet • List the Barrier for Cygnets already submitted
[Mandatory] Institution-wide barrier	✓	Parental support before during and after leave.
[Mandatory] Sub-group barrier	✓	Aboriginal and/or Torres Strait Islander staff.
Sub-group barrier	✓	Aboriginal and/or Torres Strait Islander students.
[Please select] Institution-wide/Sub-group barrier		Culture – sub-group staff at a particular level – mid – late career.
[Please select] Institution-wide/Sub-group barrier		

ACKNOWLEDGEMENT OF COUNTRY



Flinders University acknowledges the Traditional Owners of the lands on which its campuses are located, these are the Traditional Lands of the Arrernte, Dagoman, First Nations of the Southeast, First Peoples of the River Murray and Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu people. We honour their Elders and Custodians past, present and emerging.

We also acknowledge and pay respect to the Aboriginal and/or Torres Strait Islander nations from which our students, staff and community are from.



Artwork credit

Elizabeth Yanyi Close
Pitjantjatjara/Yankunytjatjara, 2020

The artwork both explores Connection to Country and speaks to the Landscape around Flinders University, but it also deeply explores and speaks to the concept of many Aboriginal and Torres Strait Islander people travelling to undertake their studies bringing with them knowledge, wisdom and understanding of their own Language Groups and standing together as one.

Gendered Data Statement

Flinders University acknowledges the diversity of gender identities and expressions and recognises that the binary terms 'male' and 'female' refer to biological sex, while 'men' and 'women' refer to gender. Due to current data system limitations, gendered data in this report is presented as 'male' and 'female' where that is how it was originally collected and reported.

We also recognise that people of all gender identities—including transgender, non-binary, and gender-diverse individuals—may experience menopause. While the average age of menopause is 51, it can occur earlier due to surgery, illness, or other factors.

For the purpose of this report:

- Gendered data is used to identify gaps, inform actions, and assess impact.
- References to menopause encompass the full spectrum of experiences, including the stages of perimenopause, menopause, and postmenopause.

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ACRONYMS

ANZ Uni	Australian & New Zealand Universities
ASBA	Athena Swan Bronze Award
ASBAP	Athena Swan Bronze Action Plan
CBGL	College of Business, Government and Law
CEPSW	College of Education, Psychology and Social Work
CHASS	College of Humanities, Arts and Social Sciences
CMPH	College of Medicine and Public Health
CNHS	College of Nursing and Health Sciences
CSE	College of Science and Engineering
DAS	Data and Analytical Services
D&I	Diversity and Inclusion
FLIP	Flinders Intelligence Portal
GIDE	Gender, Inclusion, Diversity and Equity
IRU	Innovative Research Universities
MFA	Menopause Friendly Australia
OD&D	Organisational Development and Diversity
P&C	People and Culture
SET	Senior Executive Team
YVS	Your Voice Survey
VC	Vice-Chancellor
VPED	Vice-President and Executive Dean

EVIDENCE OF BARRIER

Flinders University is committed to fostering an inclusive and supportive workplace where all staff feel valued and empowered throughout every stage of their career. This commitment recognises that employee needs evolve over time and that the barriers to participation and wellbeing can vary across different life stages.

Following Bronze accreditation—and as detailed in our third Cygnet submission—a range of targeted initiatives were introduced to support staff with parental and caring responsibilities, with early to mid-career staff being most often impacted. Evaluation and staff feedback confirmed these actions had a measurable impact on engagement and overall wellbeing for this cohort.

Building on this momentum and aligned with our ongoing commitment to equity, diversity and inclusion, the development and launch of a suite of university-wide initiatives to support staff wellbeing across the entire employment lifecycle commenced.

As this work progressed, and through deeper analysis of institutional workforce data, Your Voice Survey (YVS) results and national employment trends, menopause emerged as a previously under-recognised, gendered and age-related barrier to workplace participation and wellbeing. Impacting a significant portion of our staff - particularly women in mid-to-late career stages.

Although not identified in the original Bronze Action Plan, this realisation shaped the direction of our wellbeing efforts and led to a targeted focus on menopause as a critical area for action and institutional support.

Menopause: An emerging Workplace Equity and Wellbeing Issue.

Flinders recognises that menopause is a natural biological transition, and that mounting evidence—including external research and the 2024 Senate Inquiry into menopause and perimenopause—shows that a lack of institutional awareness, open dialogue, and visible support can contribute to a culture of silence and stigma.¹

These gaps in workplace practice can have significant impacts on staff wellbeing, leading to increased absenteeism, reduced opportunities for career progression, diminished superannuation accumulation, and higher attrition—particularly among women and gender-diverse staff.

In 2021 a study of 700 women found that 83% of women experiencing menopause were affected at work, but only 70% would feel comfortable speaking with their manager about it.²

Research quoted by *Menopause Friendly Australia*³ further highlights these impacts:

- 1 in 4 have considered leaving work during their menopause transition.
- 1 in 10 women have left a job due to menopausal symptoms
- 14% have gone part-time.

¹The Senate Community Affairs References Committee, *Issues Related to Menopause and Perimenopause* (Canberra: Commonwealth of Australia, 2023), https://parlinfo.aph.gov.au/parlInfo/download/committees/reportsen/RB000290/toc_pdf/Issuesrelatedtomenopauseandperimenopause.pdf

² Circle In, *Driving the Change: Menopause and the Workplace* (30 March 2021), <https://www.circlein.com>.

³ Research from the 2022 Fawcett Society report “Menopause and the Workplace” is quoted in *Menopause Friendly Australia*, Manager Information Pack.

- 8% have not applied for a promotion.

These findings underscore the need for organisations to undertake proactive steps during this key life stage.

Institutional Data Insights:

At the time of analysis in 2024, Flinders internal workforce demographics⁴ highlighted that a substantial proportion of staff **(55%) were women in the age range (41- 60)** where menopause symptoms and workplace related impacts are most commonly experienced:

- 66% (n=1,706) of continuing and fixed-term staff identify as women.
- Of these, 29% (n=491) are aged 41–50 and 26% (n=440) are aged 51–60.
- In total, 55% (n=931) of all women at Flinders are aged 41–60.

These figures also reflected available national higher education trends, with Department of Education data confirming high representation of women aged 40-59 across the sector (see Figure 1).

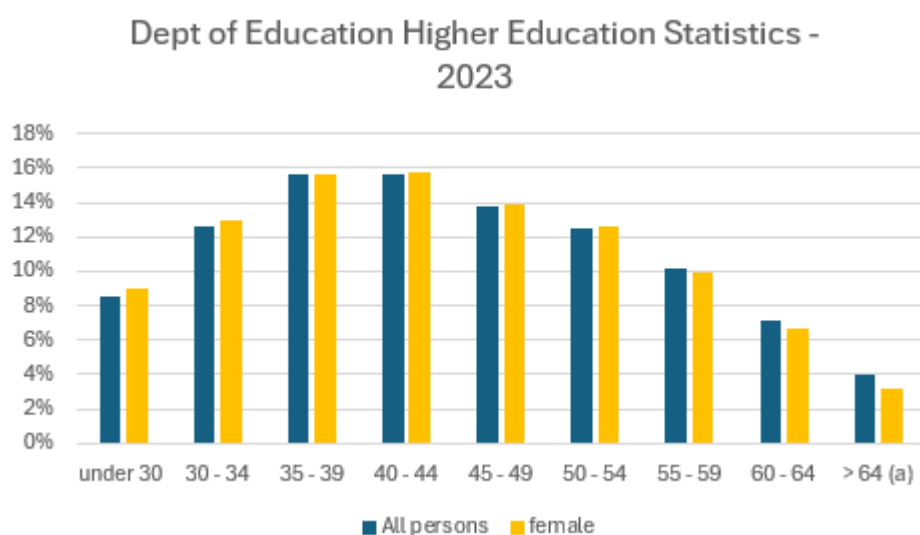


Figure 1: 2023 Department of Education Higher Education data used to reflect comparison of number of females employed in Higher Education Institutions by gender and age in comparison to all persons

Note: (a) includes a few staff whose ages are unknown.

Using Staff Voice to Identify Gaps

Our 2022 Your Voice Survey (YVS) results⁵ also provided additional insight into **wellbeing** disparities for women aged 40 – 59.

In the Your Voice Survey, overall wellbeing is calculated based on staff responses to a series of questions related to mental, physical, and emotional health, with the percentage of "favourable"

⁴ Data as at t 1.1.2024

⁵ Most current staff survey results at the time of analysis

responses reflecting the percentage of people who selected positive options (such as "agree" or "strongly agree")—indicating satisfaction or a positive perception of their wellbeing at work.

Of 1,224 respondents in the 2022 survey, 763 identified as women. While their overall wellbeing score (61%) was slightly above the all-staff average (60%), women aged 40 - 49 reported less favourable outcomes (see figure 2):

- Women under 30: 72% favourable (44 respondents)
- Women aged 30–39: 64% favourable (204 respondents)
- **Women aged 40–49: 58% favourable (247 respondents)**
- **Women aged 50–59: 58% favourable (174 respondents)**
- Women aged 60 and over: 63% favourable (90 respondents)

2022 YVS Results – Women and Wellbeing

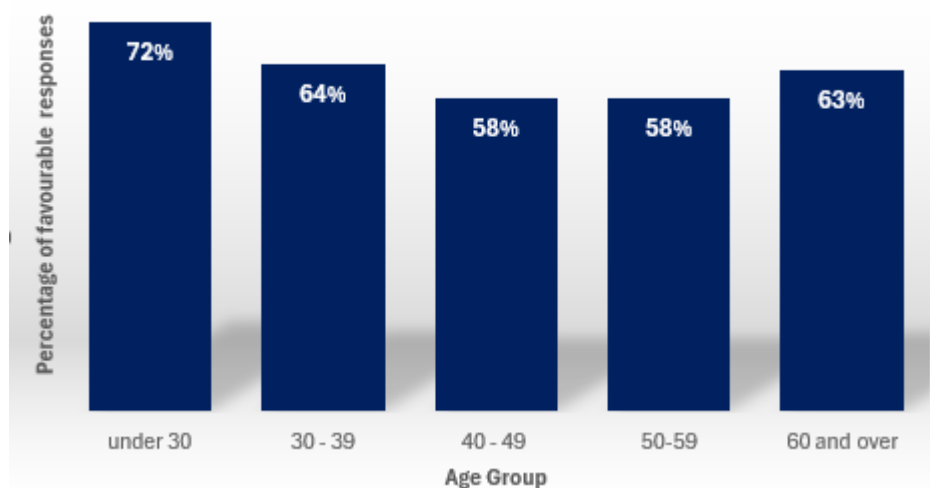


Figure 2: Percentage of Positive Wellbeing Outcomes from the 2022 Your Voice Survey –by Gender (Women) and Age Group

Women with disability reported even lower wellbeing:

- Only **44% favourable**, compared to **51% for all staff with disability**.
- With results **15% lower** than the IRU benchmark and **16% lower** than the ANZ university average.⁶

⁶ This has been identified as an area for future action (see Future Action Plan point 4).

Opportunity for Impact and Leadership

These data insights—paired with the notable lack of menopause visibility at Flinders and the momentum of national and sector-wide conversations—underscored an urgent and compelling need to better support staff through this significant life stage. This also created a clear pathway for Flinders to take a leadership role in advancing the broader cultural shift around menopause awareness.

Just as we had previously championed initiatives around parenting and caring, this presented a timely moment to **elevate visibility, enhance awareness, and strengthen access to support**. As a result, menopause naturally became the next focus in our evolving wellbeing strategy.



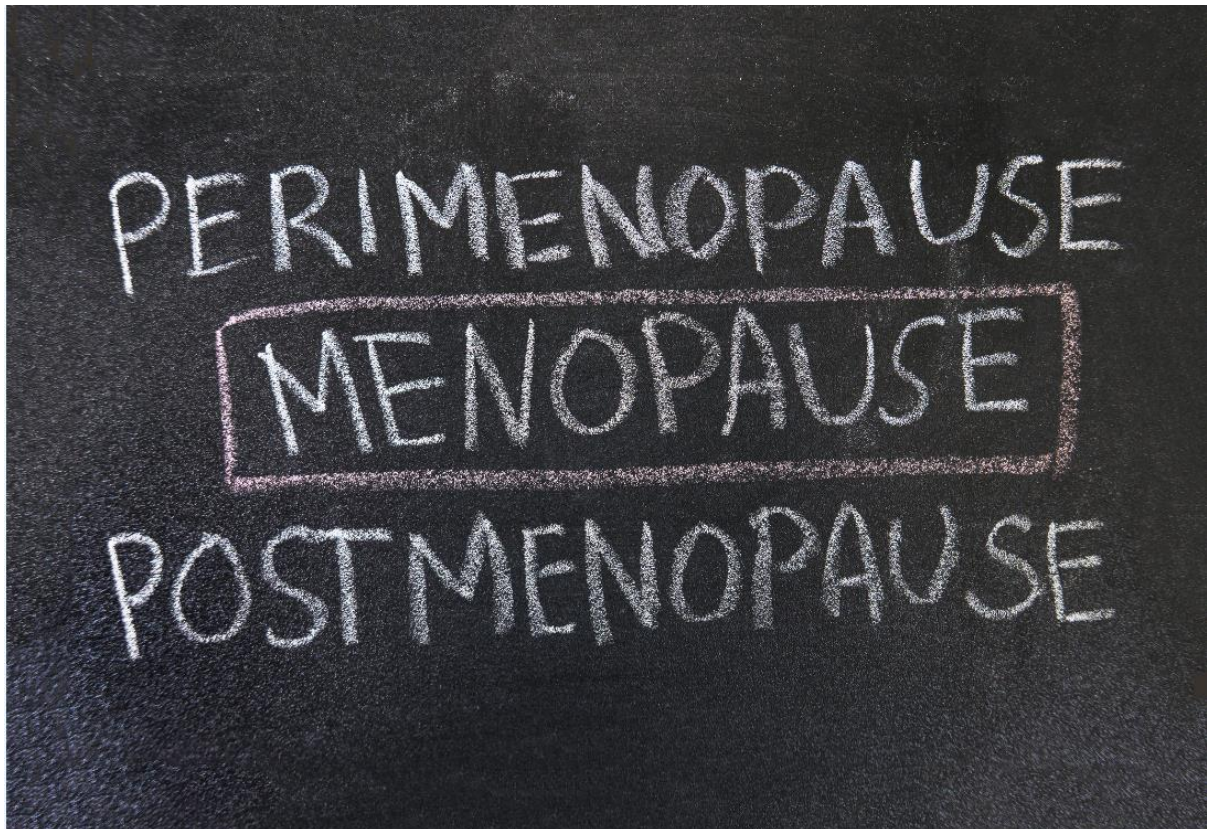
Source: Getty Images

ACTIVITIES & OUTPUTS

In 2023, Flinders University began developing a suite of institution-wide health and wellbeing initiatives aimed at supporting a culture of care, inclusion, and proactive engagement with staff wellbeing.

Key actions included enhancing internal communications, introducing the *Thriving@Flinders* wellbeing program, creating a dedicated webpage and newsletter, and expanding events and information sessions to promote a healthy, inclusive workplace.

While these broad initiatives established a strong foundation for a more supportive organisational environment, this Cygnet application will focus specifically on the journey we have undertaken to raise awareness of Menopause and create a menopause friendly culture to improve equity for staff experiencing menopausal symptoms at work.



Source: Getty Images

Menopause Awareness and Support

Table 1 below summarises the actions and outputs undertaken to raise awareness, build supervisor capability, encourage open conversations, and embed menopause into our organisational culture. The accompanying case study explores this journey in more detail.

Menopause Awareness and support - key activities and outputs

Actions	Activities/Outputs
Increasing visibility and awareness of Information and available supports.	• “Menopause” webpage launched • Partnered with <i>Menopause Friendly Australia</i> and committed to being a menopause friendly employer. • Promoted Menopause events through Newsletters, Thriving@Flinders, College Committees and intranets. • Promoted external <i>Menopause Friendly Australia</i> Workplace series event “Men and Menopause” • Delivered College of Medicine and Public Health (CMPH), College led information session “Women’s Mental health – Hormones and Trauma” • Promoted <i>Menopause Friendly Australia</i> support guides for staff. • Developed Flinders focussed Support guide for staff and supervisors. • Developed Flinders focused conversation guide for staff. • Resources allocated to obtain Menopause Friendly accreditation. • Partnered with <i>Menopause Friendly Australia</i> to deliver 2 x Menopause awareness sessions for all staff. • Menopause Awareness training embedded into annual calendar.
Building supervisor capability	• Developed Flinders focussed conversation guide for supervisors. • Provided access to and promoted Menopause Australia guides for supervisors. • Bespoke training delivered to Senior Executive Team by CEO Menopause Australia • Partnered with <i>Menopause Friendly Australia</i> to deliver 2 x Menopause awareness sessions for supervisors • Microsoft Teams site for supervisors launched
Encouraging inclusive conversations to reduce stigma and normalise the topic	• Dedicated <i>MenopauseAwareness@Flinders</i> Teams site for staff launched • Targeted and active messaging to Colleges and Portfolios from Senior Leaders • Posters displayed highlighting our commitment to being a “Menopause friendly employer”
Embedding menopause awareness into institutional, culture, and practices	• Launched Menopause Champions program • Partnered with UniSuper to offer staff and their family’s access to 360Health which includes a dedicated Menopause Support Service – “360Health Menopause Support Service”

Table 1: Increasing Menopause Awareness and Support Key Actions

Case study: Menopause awareness and support

Creating a Menopause-Friendly Culture

Flinders Menopause journey began in late 2023, when work was being undertaken by the People and Culture (P&C) team to develop and implement refreshed health and wellbeing initiatives for staff. Around the same time, national conversations about menopause and its impact in the workplace were gaining momentum, including the Senate Committee inquiry into issues related to menopause and perimenopause. This emerging discourse drew the attention of the team to the potential relevance of menopause within our own institutional context.

As outlined in the *Evidence of Barrier* section, analysis revealed that due to our workforce demographic, 55% of our workforce were likely to be experiencing symptoms of menopause at any one time. As there was no visible promotion or conversation of menopause at Flinders at that time, we recognised embedding menopause within the broader staff wellbeing agenda would be beneficial. By doing so, we could raise awareness, reduce stigma, and enhance support—not just for individuals experiencing menopause, but also for supervisors and colleagues to better understand and respond to its effects in the workplace.

This proactive and inclusive approach aligned with our commitment to equity, diversity, and inclusion. It also provided an exciting opportunity for Flinders to take a leadership role in addressing this important gendered and age-related barrier to workplace participation and inclusion.

TARGET 1: RAISING AWARENESS

Menopause Webinar

Flinders first interactive 75-minute menopause webinar “Menopause: why it’s everyone’s business”, was offered in February 2023. The session received 122 registrations (118 women, 3 men, and 1 participant for whom data was not able to be collected).⁷

Featuring external Wellbeing and Productivity Coach Thea O’Connor, it discussed why it’s important to talk about menopause at work, how menopause can affect a person’s work, and how work can affect menopause symptoms.

The following resources were emailed to participants after the session:

- Helpful Menopause Resources
- What Workplaces need to know
- How to Treat - (Perimenopausal depression)

“Menopause at Work” Webpage (Launched 2024)

In August 2024 a central hub of information was launched to increase visibility, raise awareness of menopause and demonstrate Flinders recognition and commitment to support menopause in the workplace. Initial information included:

⁷ As data was not collected at the time, gender information was obtained by cross-referencing with existing HR systems. The participant was not listed in the HR system and therefore may have been a contractor.

- Flinders' approach to menopause in the workplace
- Information and resources for staff experiencing symptoms
- Practical guidance for managers
- Links to external expert resources

As our journey continued, updates to these pages included internal and external menopause guides for staff and supervisors - discussed further within this case study.

Building Partnerships and Piloting Awareness Activities

As internal momentum around menopause awareness grew, P&C undertook research and engagement to identify an external partner who could provide evidence-based awareness training and help guide us on this journey.

To further inform our approach, gain additional insights and identify best-practice opportunities, the Associate Director, OD&D, also attended an external event focussing on menopause in the workplace.

These actions led to Flinders formally partnering with *Menopause Friendly Australia*, confirming our commitment to being a *Menopause Friendly Employer*, and commencing the process to achieve formal accreditation.



Figure 3: Poster promoting Flinders commitment to being a menopause friendly employer.

Pilot Information Sessions (2024)

While it was identified that institutionally there was a gap in visibility of menopause at Flinders and a significant number of our staff were likely to be impacted by symptoms, it was also essential to assess staff interest and readiness to engage with this topic.

To test engagement and begin normalising the conversation, two pilot information sessions were delivered online in 2024 through our partner, *Menopause Friendly Australia*. One session was open to all staff interested in learning more about menopause and perimenopause, and the other targeted managers to help them understand how to better support staff navigating this transition. Promoted through a university-wide email from the Director of P&C, both sessions were positively received and laid the foundation for ongoing training.⁸

- *Menopause Awareness for Managers* (14 October 2024): 53 attendees (47 Women and 6 Men).
- *Menopause Awareness for Staff* (23 October 2024): 140 attendees (128 Women, 8 Men and 4 participants for whom data was unavailable).⁹

Ongoing Training (2025)

Menopause awareness training is now embedded into Flinders University's annual training calendar, and accessible to all staff through the Staff Learning Portal. Promotion of these sessions is supported through a range of communication channels, including *Thriving@Flinders*, *Flinders In Touch* and College newsletters, as well as targeted communications to supervisors and P&C Business Partners to drive awareness and engagement.

Key sessions scheduled for 2025 include:

- *Menopause Awareness for Managers* (31 March 2025): 33 Attendees (27 women and 6 men).
- *Staff Awareness Session 1* (20 June 2025): 52 attendees (49 women and 3 men).
- *Staff Awareness Session 2* (3 September 2025).¹⁰

Additional specialised training opportunities and College-led seminars are also being promoted and delivered to deepen menopause awareness and strengthen support across the University. These include:

- **CMPH College Seminar – Women's Mental Health: Hormones and Trauma**, hosted by the College GIDE Committee, attracted 69 attendees (66 women, 2 men, and 1 participant for

⁸ Age-disaggregated data was not collected during the initial rollout of menopause initiatives, as the primary focus was on raising awareness across the whole University community. Future activities will incorporate age-disaggregated data collection to better understand engagement trends and to inform targeted support strategies.

⁹ As data was not collected at the time, gender information was obtained by cross-referencing existing HR systems. However, if participants joined via a server other than Flinders or used a non-Flinders email address, their details were not available for cross-checking.

¹⁰ Participation data was not available at the time of writing this Cygnet.

whom data was unavailable),¹¹ and provided valuable insights into the intersection of hormonal health and mental wellbeing.

- **Men and Menopause** – External training opportunities have also been promoted internally to encourage broader understanding and engagement across all staff, including male colleagues and leaders.¹²

These activities reinforce a whole-of-University approach to building a supportive and informed workplace culture around menopause.

Menopause Support guides and toolkits (2025)

A suite of Flinders-specific menopause support guides and conversation toolkits, to complement resources provided by *Menopause Friendly Australia*, were developed by our P&C team. These tools were designed to raise awareness, promote inclusive conversations, and equip both staff and supervisors with practical guidance to access and provide appropriate support. Development was informed by consultation with the University's Diversity and Inclusion Committee and College-based Equity, Diversity and Inclusion Committees, with feedback incorporated into the final resources launched in 2025 (see Table 2 for a detailed overview).

Overview of Flinders Menopause Support Guides

Tool	Overview
Menopause Support Guide	A comprehensive resource outlining the tools, services, and supports available at Flinders to assist both staff and supervisors in navigating menopause in the workplace.
Conversation Toolkit for Staff	Designed to help staff reflect on their needs and prepare for supportive conversations with their manager. Includes guidance on: • Understanding menopause and its personal impacts • Preparing for conversations with a manager • Exploring relevant workplace support options
Conversation Toolkit for Supervisors	Developed to equip supervisors with the knowledge and tools to support staff empathetically and effectively. Includes: • Practical advice and resource links • Information on the workplace impacts of menopause • Guidance on fostering inclusive, respectful conversations • Strategies for implementing adjustments, promoting available supports, and encouraging use of training, flexible work, and leave provisions at Flinders
Consultation	• University Diversity and Inclusion Committee • CMPH GIDE Committee and CSE EDI Committee.
Promotion	• All-staff email from the Director of People and Culture • Thriving@Flinders newsletter • Targeted messaging via training channels and College communications

Table 2: Overview of Flinders University's Menopause Support Guides: Purpose, Content, Consultation, and Promotion

¹¹ Gender-disaggregated data is not available for 1 participant, as they may have joined via a server other than Flinders or used a non-Flinders email address, making their details unavailable for cross-checking.

¹² Gender/age disaggregated data is not available as this was an externally run session.

TARGET 2: PROMOTING AN INCLUSIVE CULTURE



Source: Getty Images

Menopause Champions:

In 2025, staff were invited to self-nominate as **Menopause Champions**. These roles have been developed to raise awareness, connect colleagues with relevant resources, and contribute to events and initiatives that support menopause in the workplace.

The initiative, limited to 20 participants, required applicants to outline their suitability and commit to quarterly meetings. The opportunity was promoted through awareness sessions, targeted emails, staff newsletters, and the Menopause webpage.

At the time of writing this Cygnet, applications were still open and scheduled to close in June; however, nine submissions had already been received, all from women. This early interest suggests the initiative may reach its 20-participant cap. Should the number of male applicants remain low, it will underscore the need to further engage men in workplace conversations about menopause. Specialised training for the inaugural cohort, delivered by *Menopause Friendly Australia*, is planned for August 2025.

Menopause Awareness @ Flinders – Microsoft Teams Site (2025)

A Teams site was launched in 2025 to provide updates, events and resources helping to build community and capture staff lived experiences to inform future support. The Teams site is open to all staff and now hosts 130 members (126 women and 4 men).

Menopause Awareness@Flinders – Microsoft Team site - Leaders Resource (2025)

A dedicated leadership site was also launched simultaneously to provide supervisors with additional resources and peer insights. The Teams site is open to all supervisors and now hosts 17 members (15 women and 2 men).

MetLife 360 Virtual Health (2024 – 2025)

In 2024, Flinders University partnered with UniSuper to launch MetLife 360 Virtual Health—a free virtual healthcare service available to UniSuper members and their families. The service provides access to a range of health professionals, including nutritionists, exercise physiologists, medical Q&A support, and expert second opinions, all aimed at supporting general health and wellbeing. These services can also be used to help manage menopause-related symptoms. In 2025, a dedicated 360Health Menopause Support Service was added, offering tailored support for individuals experiencing menopause symptoms.¹³

Engaging Leadership - Senior Executive Team (SET) Leadership Training (2025)

In March 2025, a 90 minute bespoke training session for the Senior Executive Team (SET) was delivered by the CEO of *Menopause Friendly Australia*. The session was designed to increase awareness, strengthen leadership capability in destigmatising menopause, foster a culture of support and awareness, and empower senior leaders to champion local and university-wide initiatives.¹⁴

After the session, the following key actions were undertaken:

- Executive leaders shared key insights with their respective teams.
- A communication template was used to help SET members cascade consistent messaging across Colleges and Portfolios.
- Senior leaders actively promoted upcoming menopause awareness sessions.

Conclusion

At Flinders we recognise that menopause is a new area of wellbeing and equity focus, and we are proud of the progress and engagement we have achieved to date. Focussing on menopause as part of our overall wellbeing journey has enabled Flinders to cultivate a workplace where all staff feel seen, supported, and empowered – regardless of age or life stage, supporting our commitment to equity diversity, and inclusion for all staff.

¹³ Gender/age disaggregated data was not collected and is not available.

¹⁴ Gender and age-disaggregated data is not provided, as this action relates specifically to the engagement of members of the established Senior Leadership Team in relation to their roles.

OUTCOMES

Early indicators—including participation rates, interactive Slido feedback, and anecdotal responses—are encouraging. These results reflect positive reception to our universal approach, which aims to normalise conversations and strengthen awareness and understanding of menopause across the University community. Starting from a low baseline, the data suggests we are making meaningful progress, particularly in reducing participation barriers for mid-career women.

Your Voice Survey Results

As detailed in the timeline below (Figure 4), the 2024 YVS was conducted shortly after the launch of our menopause-focussed wellbeing initiatives and therefore could not yet reflect their full impact on staff wellbeing. However, the 2026 YVS will offer a more accurate measure of outcomes.

Timeline – YVS and Wellbeing Initiatives

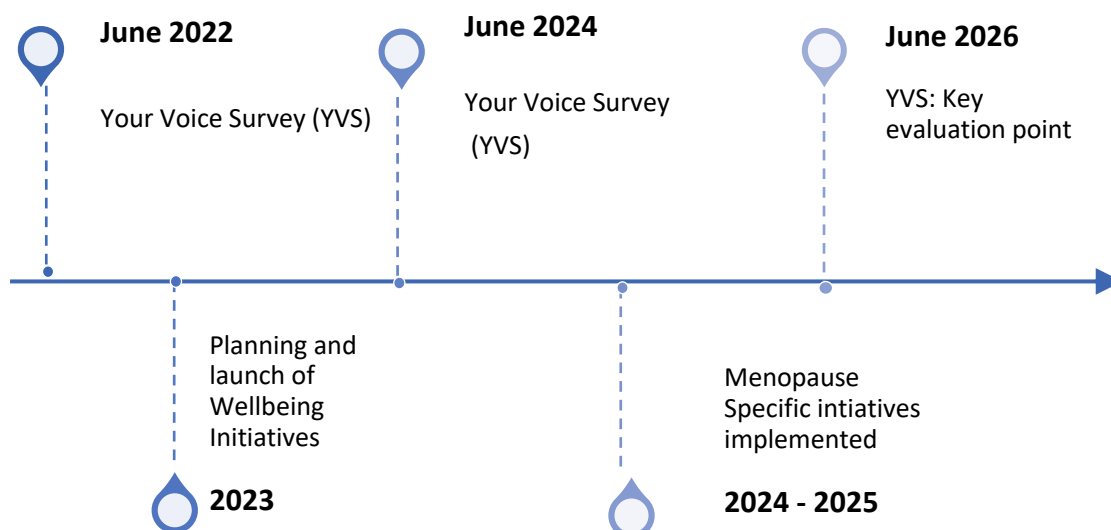


Figure 4: Timeline of Wellbeing and Menopause Initiatives in relation to Your Voice Survey dates

To support this, we are also enhancing the 2026 survey with additional wellbeing questions. This will allow us to analyse responses by both age and gender, providing valuable insights into the broader effectiveness of our health and wellbeing efforts.

TARGET 1: RAISING AWARENESS

While it is too early to measure the full wellbeing impact of our menopause initiatives, early engagement data is strong. Between 2023 and 2025, **469 staff attendances** were recorded across **six menopause awareness and education sessions** (see Table 3).¹⁵ These participation rates reflect growing interest and align with our universal approach to increase menopause awareness and support across the University.

Menopause Awareness and Information Sessions participation (2023 – 2025):

Program	Engagement/attendance
“Menopause: why it’s everyone’s business”	February 2023, 122 attendees: 118 women, 3 men (data unavailable for 1 attendee).
“Women’s Mental health – Hormones and Trauma”	February 2025, 69 Attendees: 66 women, 2 men (data unavailable for 1 attendee)
Menopause Awareness for Managers	October 2024, 53 attendees: 47 women, 6 men March 2025, 33 attendees: 27 women, 6 men
Menopause awareness for staff	October 2024, 140 attendees: 128 women, 8 men (data unavailable for 4 attendees). June 2025, 52 attendees: 49 women, 3 men 3 September 2025, data unavailable at the time of submission

Table 3: Menopause Awareness programs registration rates 2024 – 2025

However, it is recognised that attendance numbers remain relatively modest when viewed in the context of the broader staff population. This indicates that further work is needed to increase visibility, reduce stigma, and encourage greater participation—particularly among men and senior leaders. Future efforts will focus on strengthening communication strategies, embedding key messages within existing wellbeing and leadership channels, and tailoring content to broaden engagement and reach.

Staff Awareness

To assess knowledge gains, interactive **Slido polling** was embedded into Menopause awareness sessions. These real-time questions—posed before and after each session—offered clear insights into the sessions’ effectiveness in increasing awareness.

For example, During the October 2024 Staff Menopause Awareness Session, Slido polling was used to assess participants’ knowledge before and after the session. Of the 140 attendees, 101 responded at the beginning of the session to the question, “How much do you know about menopause?” At that point, 21% (n=22) reported having good knowledge, while 69% (n=70) indicated some knowledge.

By the end of the session, although the number of respondents had decreased from 101 to 61, the proportion reporting good knowledge rose from 21% (n= 22) to 64% (n=39), demonstrating a clear

¹⁵ Age-disaggregated data was not collected during the initial rollout of menopause initiatives, as the primary focus was on raising awareness across the whole University community. Future activities will incorporate age-disaggregated data collection to better understand engagement trends and to inform targeted support strategies.

improvement in understanding. Additionally, 100% of post-session respondents (n=62) stated they would recommend the training.

These results (see Figures 5 and 6) demonstrate the training's initial impact in building awareness and reinforcing the value of education on menopause in the workplace.

Slido Responses Staff Awareness Training

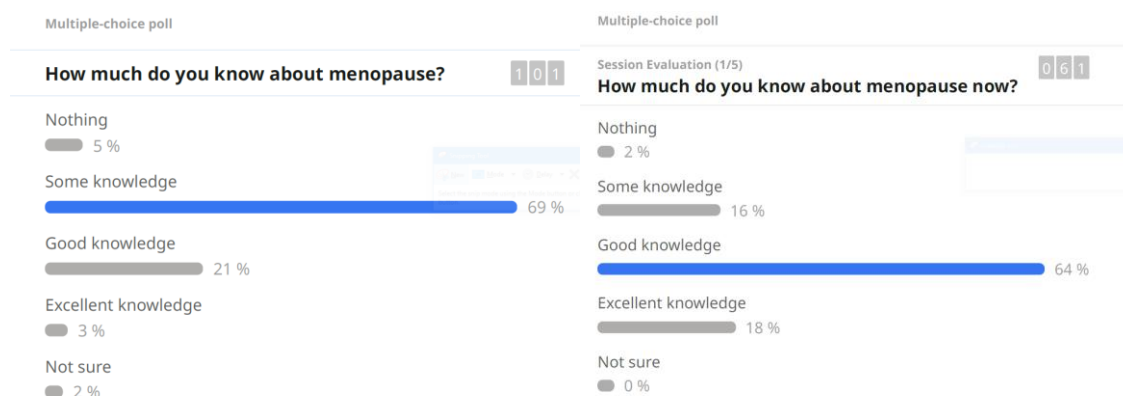


Figure 5: Slido responses (staff) to the question "How much do you know about menopause?" at the beginning and end of the session (October 2024).

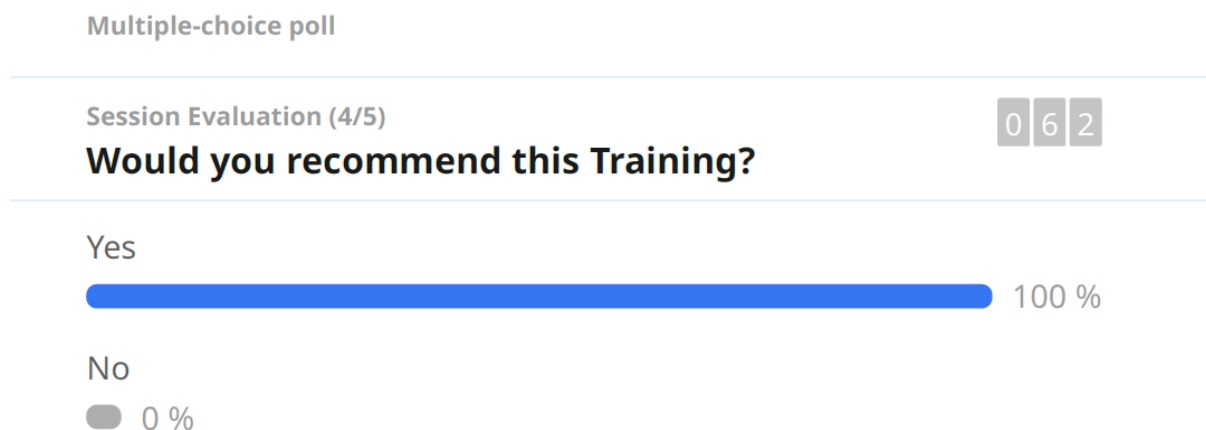


Figure 6: Slido responses (staff) to "Would you recommend this Training?" (October 2024)

Supervisor Awareness

Feedback obtained via Slido in the tailored supervisor awareness sessions also provided encouraging evidence of progress in both knowledge and confidence around menopause support.

In the October 2024 session, attended by 53 supervisors, 36 participants responded to the pre-session question, "How much do you know about menopause?" Of these, 58% (n=21) reported having *some* knowledge, while 28% (n=10) indicated *good* knowledge.

By the end of the session, although the number of responses had decreased from 36 to 22, supervisors reporting they had *good* knowledge, had increased from 28% (n=10) to 82% (n=18). These results (see Figure 7) indicate the effectiveness of the training in equipping supervisors with the knowledge needed to create a more informed and supportive workplace.

Additional evidence of impact was also gained from the March 2025 session (see Figure 8), where 100% of respondents (n=13) said they felt more confident having conversations about menopause at work. This unanimous result reflects growing confidence among leaders and signals a positive cultural shift in how menopause is addressed in the workplace.

Slido Responses Manager Awareness Training

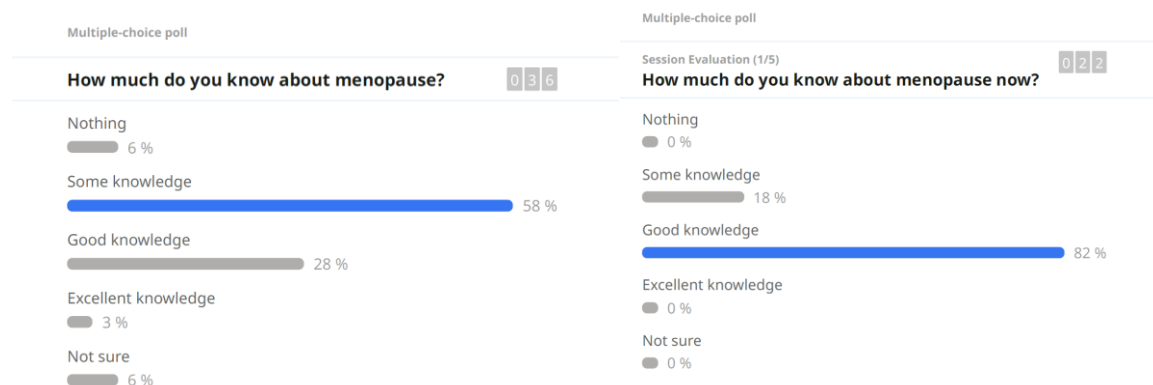


Figure 7: Slido responses (supervisors) to the question “How much do you know about menopause now?” pre and post session (March 2025)

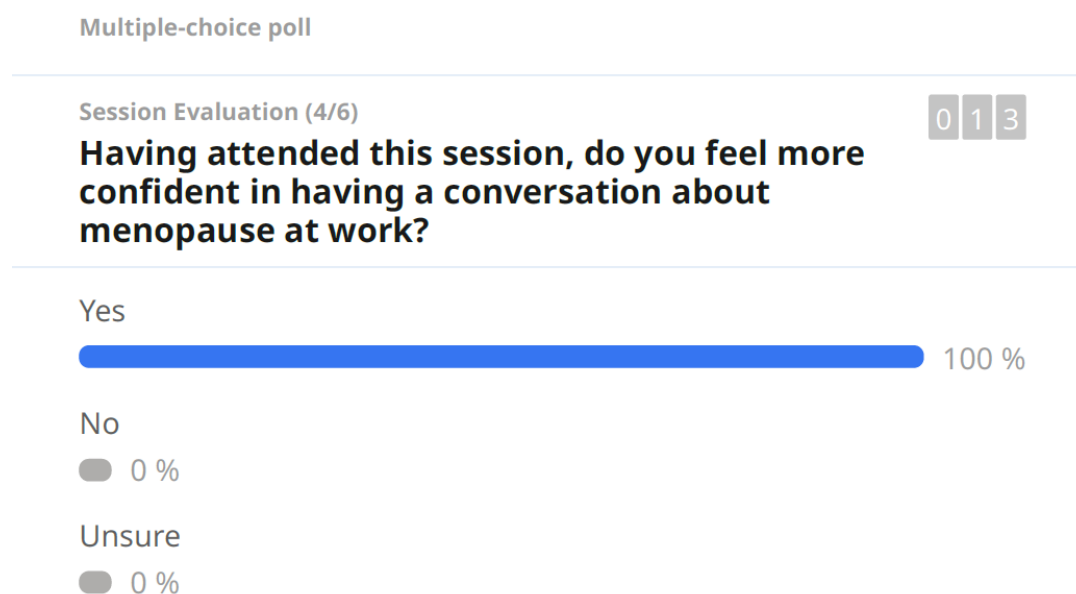


Figure 8: Slido responses (supervisors) to the question “Do you feel more confident having a conversation about menopause at work?” (March 2025 session)

Taken together, these outcomes demonstrate that supervisor sessions play a critical role in creating a more inclusive environment—reducing stigma, encouraging open dialogue, and embedding menopause awareness into everyday leadership practices.

Given the high proportion of our workforce impacted by menopause and the limited baseline of awareness, a universal approach was taken to raise visibility and understanding across the University.

Supervisor awareness sessions have been a strong first step; however, engagement data reveals a noticeable gender gap. In the October session, only 11% (n=6) of the 53 attendees were men. By the March session, attendance rates were lower at 33, but the proportion of men participants rose slightly to 18% (n=6).

While these sessions are helping to normalise conversations, the low and static number of male attendees highlights the need to monitor gender engagement more closely. Future actions will include tracking men’s participation and identifying any gaps to ensure that awareness and inclusivity efforts reach all leaders, regardless of gender.

TARGET 2: PROMOTING AN INCLUSIVE CULTURE

Digital Engagement and Awareness

Alongside live events, digital engagement is also showing encouraging results of developing conversations and community.

Teams Site

Our dedicated *Menopause Awareness@Flinders* Microsoft Teams site currently hosts 130 members, as detailed in Table 4 below. Membership comprises 126 women and 4 men, with 88% (n= 111) of women members aged between 40 and 59—the life stage most commonly impacted by menopause.

Menopause Awareness and Teams site engagement (2025):

Program	Engagement/attendance
Menopause Awareness Microsoft Teams Site	130 members (126 women and 4 men)
Menopause Leaders Resource (Teams site)	17 members (15 women and 2 men)

Table 4: Menopause Awareness Teams site membership numbers May 2025.

This strong representation from the most affected demographic reflects meaningful engagement and provides valuable insight into staff needs and lived experiences. The lower participation of men and younger staff presents an opportunity to increase awareness across the broader university community and foster greater allyship and intergenerational understanding.

In addition to this usage spikes also aligned with internal campaigns and newsletter promotions.

Staff engagement with the Menopause Teams site (Feb–May 2025)

As shown in Figure 9, the site experienced noticeable spikes in activity between 12 February and 12 May 2025. These peaks align closely with a series of targeted communications and events, including:

- The monthly release of *Thriving@Flinders* wellbeing newsletters
- The 6 February newsletter promoting the 13 February CMPH awareness session
- The delivery of the CMPH awareness session on 13 February
- A staff menopause awareness session held in March
- The March *Thriving@Flinders* newsletter, which promoted a recruitment campaign for the Teams site and the 360Health Menopause Support webinar

In contrast, the April newsletter—which did not promote an upcoming event—resulted in a brief uptick in activity, followed by a noticeable decline.

This pattern highlights the connections between targeted communication, event promotion, and user engagement. While the Teams site is still in its early stages, these trends point to the value of strategic promotion and signal promising potential for sustained community engagement through continued awareness campaigns.

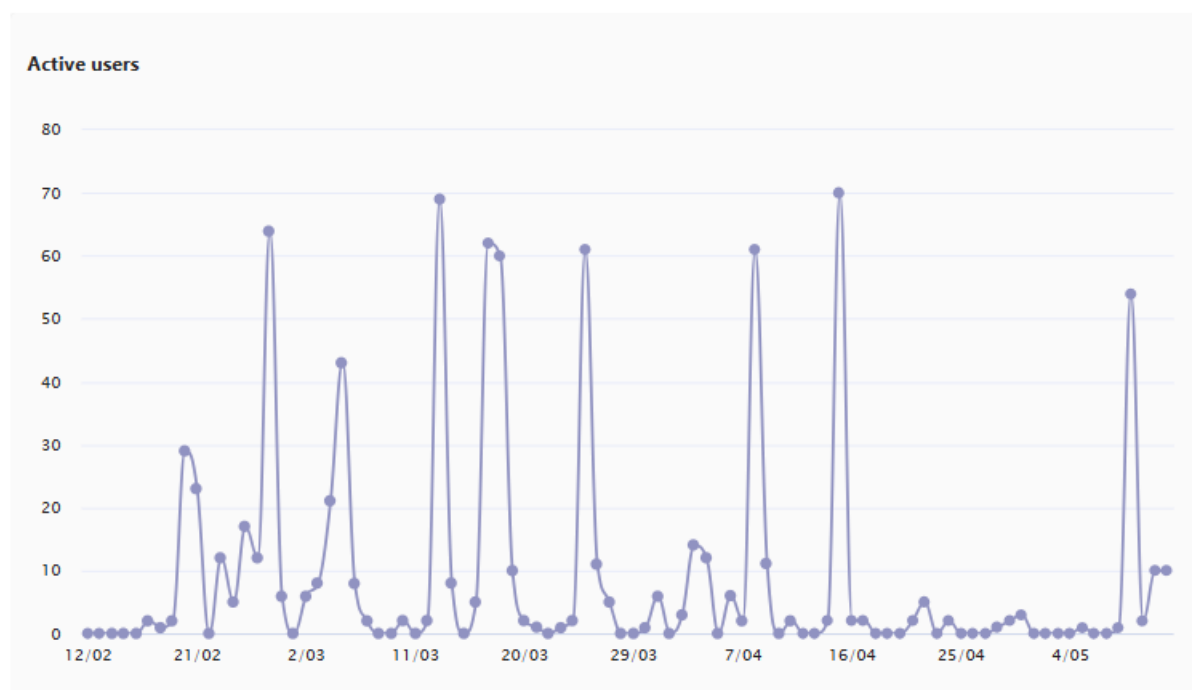


Figure 9: Staff access to the Menopause Teams site (Feb–May 2025), with spikes aligned to awareness campaigns and newsletter promotions

Thriving@Flinders – Wellbeing Newsletter

With an average of 3,749 reads within the first week of each issue (Figure 10), the *Thriving@Flinders* wellbeing newsletter has proven to be a powerful digital tool—sparking interest, guiding staff to key resources, and encouraging participation in menopause-related initiatives.

A significant milestone came in October 2024 (see Figure 11), when targeted menopause content was featured for the first time. This edition linked to the Flinders University Menopause webpage, generating 169 click-throughs, and promoted the *Embrace Wellness: Menopause 360Health* webinar, resulting in 72 registrations.

As the conversation continued into 2025, the February edition showcased the CMPH event “*Women’s Mental Health – Hormones and Trauma*,” attracting 253 clicks, alongside 239 clicks to MetLife’s 360Health resources. This suggests there is growing engagement with women’s health topics (see Table 5 for campaign data).

Overall, this sustained engagement demonstrates the newsletter’s role in normalising menopause discussions at Flinders. By directing staff to relevant support and driving participation in key events, the platform is helping shape a culture where menopause is openly addressed as part of holistic workplace wellbeing.



Figure 10: Number of reads within the first 7 days of the monthly *Thriving@Flinders* wellbeing newsletter publication.



October is a hub of activity and events at Flinders, with opportunities to raise awareness and understand more about menopause, celebrate World Menopause Day and World Mental Health Day, and even volunteer to get involved at the staff end of year event!

Menopause

You may have seen that the conversation around menopause has gained momentum in recent months with the release of the Parliamentary Inquiry report.



This is timely given the work that was already underway at Flinders University. Back in August, Flinders launched a dedicated staff [Menopause webpage](#) and information sessions.

The purpose of this webpage is to increase awareness about menopause and provide access to a range of resources, both as an individual, and for those who are leaders. Learn more about how Flinders is embracing this important conversation and providing access to information and resources [here](#).

Menopause Information Sessions

This month, we are proud to be offering two dedicated menopause awareness training sessions hosted by Menopause Friendly Australia.

Figure 11: Thriving@Flinders Newsletter extract (October 2024)

Thriving@Flinders edition	Click throughs
October 2024	- Flinders University Menopause webpage (169 clicks) - Registration for Embrace Wellness: Menopause 360Health Support Service Webinar registration (72 clicks)
November 2024	- No menopause promotion
December 2024	- OD&D wellbeing page (363 clicks)
February 2025	- CMPH "Women's Mental Health – Hormones and Trauma" (253 clicks) - Metlife 360 Health (239 clicks)
March 2025	- Menopause Awareness@Flinders Teams site (65 clicks) - 360 Health menopause support service (96 clicks)
April 2025	- 360 Health data unavailable

Table 5: Thriving@Flinders -Menopause campaign data highlighting click-through data to menopause-and wellbeing related content for deeper insight into connectivity between programs.

Women and Wellbeing

Targeted wellbeing initiatives implemented since 2022 have had a demonstrably positive impact on women staff, particularly those in mid-to-late career stages.

In the 2022 Your Voice Survey (YVS), overall wellbeing outcomes for women were slightly below the all-staff average (61% favourable for women vs 60% all-staff average). Notably, women aged 40–59 reported the lowest wellbeing outcomes across all age groups. In contrast, younger women reported significantly higher levels of wellbeing (e.g., 72% favourable for women under 30).

As detailed in Figure 12, the 2024 results show a different picture. The overall wellbeing score for women rose by 3 percentage points, with 1034 women respondents. Most significantly, women in mid-to-late career stages reported marked improvements:

- Women aged **40–49** reported a **6 percentage point increase** in wellbeing scores compared to 2022.
- Women aged **50–59** reported a **3 percentage point increase** in wellbeing scores compared to 2022.
- Women **60 and over** reported an **11 percentage point increase** in wellbeing scores compared to 2022.

Meanwhile, younger cohorts saw slight declines, with women under 30 showing a 7% drop and women aged 30–39 reporting a 2% decrease in favourable scores.

These improvements among women aged 40 and above suggest that targeted health and wellbeing strategies—including those focused on menopause awareness, flexible work, and mid-career support—are effectively addressing previously identified gaps. This shift underscores the positive impact of our sustained and intentional efforts to support women’s wellbeing through life transitions. Deeper analysis will follow in the 2026 YVS.

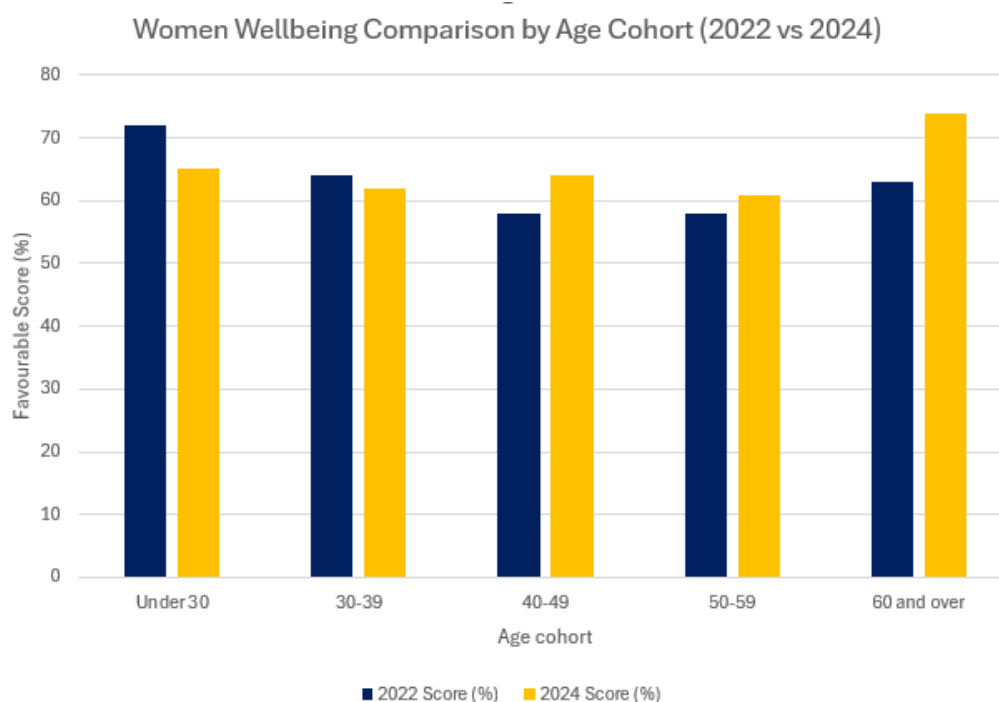


Figure 12: Comparison of Your Voice Survey Results (2022 vs 2024): Women’s Wellbeing Scores by Age Group

IMPACT

Measuring Impact and Cultural Shift

Since launching Flinders University's menopause journey, we have undertaken a universal approach—introducing a range of initiatives supported by dedicated resources and strong institutional commitment to support staff experiencing menopause. These efforts lay important groundwork for long-term cultural change. Starting from a baseline where menopause had little visibility, this progress marks significant and positive impact for those impacted by menopause in the workplace.

At our first menopause awareness session for staff held on 23 October 2024, there were 140 attendees: 91% (n=128) women; 6% (n=8) men and 3% (n=4) unknown.¹⁶ More than half of the attendees (76 of 140) shared feedback, via Slido, identifying what workplace supports would be most helpful. As shown in Table 6, their responses highlighted the need to raise awareness, reduce stigma, and foster open conversations about menopause to create an inclusive workplace culture.

Directly aligning with and drawing from this feedback a range of actions were undertaken, including expanding the awareness sessions, creating practical guides, enhancing wellbeing programs, and developing dedicated online resources. This alignment confirms that by increasing awareness our approach is having an impact and is working towards building a more inclusive and supportive workplace where menopause is recognised and openly addressed as part of staff wellbeing conversations for session participants.

¹⁶ As noted, data was not collected at the time, and gender information was obtained by cross-referencing existing HR systems. However, if participants joined via a server other than Flinders or used a non-Flinders email address, their details were not available for cross-checking.

Open Text Poll – Menopause Awareness for Staff session

“What support do you think would be helpful at work” (76 responses)

Action	Sample of Feedback informing actions
Menopause Friendly Culture	“Normalising Not shaming” “Talk openly.” “Made to not feel stupid due to brain fog” “Flexibility and no judgement” “Open conversations with colleagues” “Disclosure without fear of repercussions” “Not being discriminated against because you are experiencing the symptoms” “Understanding” “Conversations about it” “Open discussions without any taboo or judgement”
Build community	“Support/group/community of Practice” “Support group within work where women can discuss their experiences” “Support group”
Build understanding of role as supervisors	“Supervisor Education.” “...Supervisors that understand and don’t dismiss even if early...” “Managers undertaking learning about menopause do they understand what people are going through.” “Understanding and informed bosses!”
Build awareness, communication	“More information about it. More communication” “Awareness” “Education and Support” “More education”
Increase Support - Metlife 360 – Health appointments	“The free health appointments have been good...” “...A specialist available onsite for appointments or online...”

Table 6: Sample of responses from respondents in Menopause Awareness for Staff Session (October 2024) Slido Survey results

Increasing Awareness

Staff attending the same session outlined above were also invited to provide feedback, via Slido, on their “biggest takeaway” from the session (see Table 7). The Slido prompt had a 27% response rate (38 out of 140). Although the response rate was modest, the feedback offered valuable insights, confirming that the sessions are effectively raising awareness, reducing stigma, and encouraging open conversation for session participants.

Open Text Poll – Menopause Awareness for Staff session

“Please share feedback and biggest takeaway from today’s session” (38 responses)

Support	Feedback
Increased awareness	“A greater awareness of the range of symptoms. The positive message they brought...” “Awareness, there was so much I didn’t know. New understanding for some of the people I work with as well as myself. Thank you so much” “Symptom awareness and what to do if/when need support (GP and at work)” “Support is available”
Reducing stigma, Enabling open conversations	“Supportive, inclusive training and I love that men were welcomed at the beginning to include them in this important conversation” “Great to see how many others at work are feeling the same way and that Flinders have started this conversation. Fantastic session, thank you facilitation!” “Fabulous that Flinders is leading the way in addressing the impacts of menopause in the workplace...how many colleagues have been or are going through similar things as me!” “That my symptoms are widespread amongst this crew today” “I am glad that it is becoming a normal conversation. Thank you for all your help today”

Table 7: Sample of responses from interactive Slido Poll – Menopause Awareness Session for Staff (October 2024).

Engaging Leadership

Building inclusive, informed leadership

Of the 33 supervisors who attended the October 2024 *Menopause Awareness for Supervisors* session, 14 responded to the Slido open-text prompt asking for their “biggest takeaway”. While the response rate for this prompt was less than 50%, the feedback highlighted the critical role of leadership in driving cultural change (see Table 8). Common themes across “takeways” included increased confidence, a deeper understanding of menopause in the workplace, and a strong recognition of the need for compassionate and informed leadership.

These initial findings reinforce the value of supervisor-led conversations and help shape future actions, including the continued delivery of targeted sessions and resources that equip leaders to foster a supportive and inclusive environment. This feedback confirms we are moving in the right direction and underscores the importance of maintaining momentum in leadership engagement.

Open Text Poll – Menopause Awareness for Supervisors– 14 responses

“Please share feedback and biggest takeaway from today’s session”

Support	Feedback
Increase awareness, de-stigmatise and increase conversation	“It was really good and will be so useful for our whole team and to start a new conversation to the ones we are already having. Giving us the links to sites where staff can monitor and education themselves is great. Thank you so much for today 😊” “...gaining more insight into my own journey will help me to be more empathetic within my team. I definitely feel more empowered to have these discussions with my team Thank you” “This session is a good starting point” “The information on how to have the conversation was useful”
Build understanding of role as supervisor	“Importance of supporting our workforce going through menopause” “Importance of changing workplace culture” “It is important this is openly discussed, and the employee feels nurtured and supported at work”

Table 8: Sample of responses from respondents in Menopause Awareness for Supervisors Session (October 2024) Slido Survey results

Fostering Community

Creating spaces for connection and shared learning

Feedback from both the *Menopause Awareness for Supervisors* and general *Staff Awareness* sessions in 2024 highlight the broader cultural impact of our menopause initiatives. Responses—gathered through interactive Slido polls and open-text prompts during live sessions—indicate that these conversations and resources were not only valuable for those experiencing menopause but also empowering for younger women (see Table 9).

This reflects a growing cultural shift toward supporting all staff in understanding and navigating menopause, regardless of age or experience. These findings build on earlier insights and reinforce a key message: while increasing men’s participation remains a priority, the positive impact of these initiatives clearly extends beyond the core demographic.

Looking ahead, this feedback will inform future engagement strategies. In addition to analysing participation by gender, we will also explore age-based trends to ensure our initiatives remain inclusive, relevant, and responsive to the needs of our diverse workforce.

Feedback indicating impact with early- career women.

Action	Feedback informing
Supervisor Awareness Session	“Very interesting and informative for a woman in their mid-30’s that has not had children. Childbirth and menopause are the two very big life stages that can cause massive changes to your body. Having not gone through either, it’s nice to hear about the lived experiences”
Staff Awareness Session	“I’m 25 y/o (have not yet reached peri-menopause) and only recently came across content that made me consider how important it is to educate myself and understand what to expect from peri-menopause (28ish days later – BBC podcast). It’s so lovely to have this timely training, and very encouraging to have this open the door to so many conversations normalising this in my workplace. I’m feeling empowered to start more conversations with people in my life, and to consider this in all future work I do. Also want to note that the point around menopause being experienced by diverse gender groups, and also affecting everyone were really important points. The presenters did a fabulous job and great to hear from women about their experiences. Thank you to the presenters and organisers!” “As a younger woman, this session was very informative. Thank you. Women supporting women is empowering!”

Table 9: Sample of responses from respondents in Menopause Awareness for Supervisors and Staff Session (October 2024) Slido Survey results

Targeted Feedback

In recognition that the qualitative impact data gathered above was narrowly focused on staff and supervisors who attended awareness sessions, further evidence was sought to understand the broader, more holistic impact of Flinders' menopause-related work on staff with lived experience of menopause. To support this, a number of staff members who had previously indicated—through feedback or direct interaction with the team—that they had lived experience were invited to contribute further.

Initial contact was made via phone by the Senior Diversity and Inclusion Consultant to gauge their willingness to share testimonies on how the awareness and support initiatives had impacted them. This was followed by an email request. Of the six individuals contacted, all six provided responses.

Their lived-experience feedback demonstrates that the initiatives have increased institutional awareness and visibility, fostering more open and frequent dialogue for the people most directly impacted by menopause. In some cases, this has directly contributed to a reduction in the stigma previously experienced by the respondent.

While five of the six testimonials were from professional staff and described positive impacts, the sixth testimonial was from an academic staff member based in a rural location (see Table 10). This testimony notes that, although the increased resources and shared experiences were helpful, they

had not yet observed any change in organisational practice or a reduction in stigma. This suggests that further investigation may be needed to determine whether additional work is required to support staff in academic and rural/remote contexts.

Feedback indicating impact from staff with lived experience.

Respondents	"Lived Experience" - Feedback
Respondent 1 – (Professional Staff member)	"My perimenopause journey started relatively early and I spent years in a wilderness of confusion, misinformation, <i>lack of</i> information, medical appointments and self-doubt. I felt very alone, as no one around me – not my girlfriends, and certainly not my work colleagues – were in the same boat, or if they were, they were not talking about it. I had no one to hold my hand. The recent shift in conversation has been radical and refreshing. To hear women talk openly about menopause symptoms, share resources, jokes, and reassurance, was exactly what I was missing in my early days of perimenopause. Workplace initiatives such as 'Menopause Awareness' sessions, a dedicated website with resources including support guides and conversation toolkits, and having 'Menopause Champions', has helped demystify and destigmatise menopause, and gave me the confidence to speak to my manager about how my symptoms impact me at work. I am on a mission to normalise losing train of thought, memory loss and brain fog, which are symptoms that I find especially challenging. I put my hand up to be a Menopause Champion to help continue the destigmatisation and hold the hand of women feeling lost in the wilderness."
Respondent 2 – (Professional Staff member)	"As someone with lived experience of menopause, I was heartened to see Flinders actively engaging with this important aspect of workplace wellbeing. After attending one of the online staff awareness sessions, I felt both seen and supported—and inspired to take further action. I've since become a Menopause Champion and am looking forward to the upcoming training sessions to help me support others more effectively. With a strong network across the university, I hope to play a meaningful role in fostering understanding and openness. Flinders is positioning itself as a leader in cultural change around menopause, and I'm proud to be part of an organisation that's tackling stigma and creating space for honest, supportive conversations."
Respondent 3 - (Professional Staff member)	"Over 35+ years I have worked in the public sector [overseas and at another Australian university] and not once did I come across anyone having a conversation about menopause. Having only worked at Flinders University for 18 months, I am delighted to see the work being done to raise awareness on this important topic. I know that discussions are taking place at senior executive level and trust that Flinders are taking this topic seriously and ensuring all levels of staff are made aware of the effects menopause can have.

	Only last week, in the office kitchen area, I had an engaging conversation with a male senior executive about some of the of the symptoms of perimenopause and menopause. This is a major step in the right direction that staff members should feel comfortable and open to discuss this without the stigma or embarrassment that usually surrounds this topic...”
Respondent 4 - (Professional Staff Member)	“When I first began my lived experience with perimenopause symptoms it was at an age where I thought I was too young. It wasn’t like all the literature I had read on what to expect (hot flushes and trouble sleeping etc) but it was a subtle but significant impact on my anxiety and emotional levels. At the time, my supervisor approached the subject in a very impersonal and uncomfortable way, directly asking if I was going through menopause simply because I seemed too emotional. I was taken aback and felt misunderstood. Since that experience, I’ve moved to a different team, and my current supervisor has been incredibly supportive and understanding. I truly believe this positive change is due to the menopause awareness training being rolled out by Flinders. It has made a real difference in how conversations around menopause are approached — with empathy, respect, and awareness.”
Respondent 5 (Professional Staff Member)-	“As a female, professional staff member at Flinders I am pleased to say that awareness of Peri/Menopause in the workplace has very much increased in the last 18 months. This is very timely for me at my age and stage having suffered some debilitating symptoms about 3 years ago, which I did not recognise as being caused by the depletion of my hormones. For others who may be experiencing symptoms they can access information, hear from our Menopause Champions and feel included in the wider discussion about wellbeing. It feels like a no ‘brain-fog’ brainer (!) that this should be a priority in a workplace where there are many women and we will all experience this, and by association so will our partners, family and friends...”
Respondent 6 – (Academic Staff member)	“I am a balanced academic in a rural location. She/her. I have experienced an increase in available webinars and resources re menopause, which are helpful in that I realise I am not alone in what I am experiencing and hearing other staff share their experiences / challenges around menopause and work is less isolating. I am yet to experience this translating into a change in organisational practice or a decrease in stigma in the workplace.”

Table 10: Sample of responses from staff with lived experience on the impact of initiatives to increase awareness

Unintentional Feedback

Supporting Attraction and Employer Reputation

In addition to the structured feedback gathered through sessions and surveys, we also received unintentional yet powerful insight during internal onboarding conversations. A new member of the P&C team shared that Flinders' visible commitment to staff wellbeing—particularly its menopause-friendly initiatives—was a key factor in their decision to join the University.

This anecdotal feedback, detailed in Table 11, highlights an important secondary outcome: while these initiatives are primarily designed to support the wellbeing of current staff, they are also enhancing Flinders' reputation as an inclusive, progressive, and values-driven employer. This example demonstrates the broader cultural and strategic value of embedding menopause awareness in our workplace practices—not just for retention, but also for attracting new talent.

Creating a Menopause Friendly Culture – Increasing attraction.

Alicia joined Flinders in May 2025 and shared that the University's visible commitment to menopause support was a key factor in her decision to apply—reflecting our reputation as an inclusive employer supporting staff at all life stages.

Action	Feedback
Increased Attraction 	"I am a mother of two young adults and recently began working at Flinders University. One of the reasons I was drawn to Flinders was discovering one of their health and wellbeing initiatives focused on menopause, featured on their website. I learned that approximately 65% of Flinders' continuing and fixed-term workforce identify as female, with around 55% aged between 41 and 60. As someone in this age group, I felt encouraged that Flinders values mid-career applicants and would not overlook someone at my stage of life. I'm excited to be part of a workplace that actively supports women's health and provides resources to assist during this transitional phase. I never imagined I'd feel comfortable discussing menopause openly in a professional setting - but at Flinders, I do".

Table 11: Sample of responses from respondents in Menopause Awareness for Supervisors and Staff Session (October 2024) Slido Survey results

FUTURE ACTIONS

Looking Ahead: Embedding Inclusive Wellbeing Strategies

Supporting staff through menopause is a key step in building a workplace that is inclusive, equitable, and responsive to staff at all life stages.

While sector-wide evidence on menopause support in higher education is still emerging, Flinders remains committed to evaluating the impact of its approach through staff feedback, engagement data, and wellbeing outcomes.

As highlighted here and in Cygnet 3, our initiatives around life transitions are showing positive results. However, challenges persist—particularly in ensuring equitable support for staff with intersecting identities. Deeper analysis of the 2026 Your Voice Survey and other data will help us better understand how our programs are meeting the needs of women with disability and those with caring responsibilities.

Looking forward, we will continue to focus on visibility, awareness, and action—aligned with our strategic goals—as outlined in the table below.

Reference	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired Outcomes/ Targets/ Success Indicators
1.	Continue to increase awareness of the full range of supports available for Health and Wellbeing.	Launch of Thriving @Flinders wellbeing website	2025	Organisational Development and Diversity	Director People and Culture (P&C)	Provide one stop shop for important sources of wellbeing information for staff.
2.	Continue to develop and deliver targeted events and campaigns that promote staff Health and Wellbeing.	Develop and launch 2026 Wellbeing Calender	2026	Organisational Development and Diversity	Director People and Culture	Calender Launched.
		Wellbeing focus group convened to monitor ongoing engagement and help inform the development of future actions	May 2025	Organisational Development and Diversity	Director People and Culture	Feedback gathered, collated and reported to D&I and Wellbeing Committee's and SET.
3.	Embed Menopause Champions role to promote awareness and provide access to support and information	Promote and embed Menopause Champions.	Ongoing 2025	Colleges and Portfolio's and Organisational Development and Diversity	Director People and Culture and Vice-President Executive Deans	Continued promotion in Newsletter, Webpages, Team sites and forums.

Reference	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired Outcomes/ Targets/ Success Indicators
4.	Increase promotion of Menopause Friendly Culture	Continuing to promote Community of practice via Teams, webpages, newsletter articles and forums.	Ongoing	VPED's/P&C Business Partners/OD&D	Director People and Culture and Vice-President Executive Deans	Continued increase in levels of awareness.
5.	Deliver menopause awareness training.	Menopause awareness training for staff	June and September 2025	Organisational Development and Diversity	Director People and Culture	Training delivered and engagement metrics captured.
		Menopause awareness training for Supervisors	2026	Organisational Development and Diversity	Director People and Culture	Training delivered and engagement metrics captured
		Explore micro-learning opportunities to increase awareness	2025	Organisational Development and Diversity	Director People and Culture	Training delivered and engagement metrics captured.

Reference	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired Outcomes/ Targets/ Success Indicators
6.	Increase data capture and reporting capabilities	Explore opportunities to enhance the Exit Survey by including questions related to menopause awareness and support, to better capture data on inclusion and staff experiences.	2025	OD&D	Director P&C	Exit surveys expanded annual reporting developed.
		Explore enhanced data collection in Workday to better track leave taken in relation to menopause-related reasons	2025	OD&D and Business Improvement Team	Director P&C	Fields updated in Workday – report developed.
7.	Continue to measure impact of Wellbeing strategies on intersecting groups	Your Voice Survey 2026- analyse wellbeing data by intersecting demographics	2026	P&C	Director P&C	Survey complete data analysed.
		Investigate opportunity to expand data capture in surveys/forms to help identify systemic barriers experienced by staff with disability and intersecting identities.	ongoing	VPED's/ Director P&C	VPED's/Director P&C	Expanded demographic data capture in surveys.