



Gender Equality Competitor Analysis Benchmark Report

A confidential report customised for:

ABC SAMPLE Pty Ltd

2016 - 17

Comparison group selected:

Organisation size: ALL employees

Industry category: All Industries

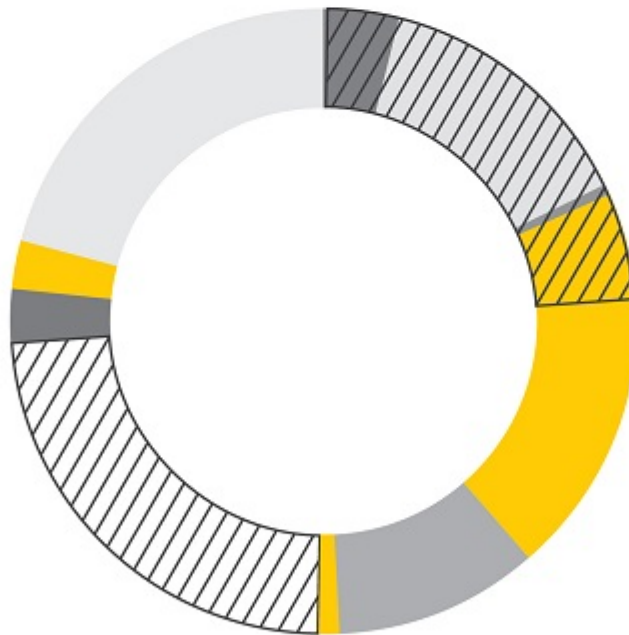




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About workplace gender equality

Workplace gender equality is achieved when people are able to access and enjoy the same rewards, resources and opportunities regardless of gender.

Along with many countries worldwide, Australia has made significant progress towards gender equality in recent decades, particularly in education, health and female workforce participation.

However, the gender gap in the Australian workforce is still prevalent; women continue to earn less than men, are less likely to advance their careers as far as men, and accumulate less retirement or superannuation savings. At the same time, men have less access to family-friendly policies such as parental leave or flexible working arrangements than women.

The aim of gender equality in the workplace is to achieve broadly equal outcomes for women and men, not necessarily outcomes that are exactly the same for all. To achieve this requires:

- workplaces to provide equal pay for work of equal or comparable value
- the removal of barriers to the full and equal participation of women in the workforce
- access to all occupations and industries, including leadership roles, regardless of gender
- the elimination of discrimination on the basis of gender, particularly in relation to family and caring responsibilities.

Achieving workplace gender equality is important not only because it is 'fair' and 'the right thing to do', but because it is also linked to a country's overall economic performance. Workplace gender equality is associated with:

- improved national productivity and economic growth
- increased organisational performance
- enhanced ability of companies to attract talent and retain employees
- enhanced organisational reputation.

For more information, download the [Business Case for Gender Equality](#).

GEI 1: Gender composition of the workforce

The benchmarks under gender equality indicator 1 (GEI 1) establish the gender composition of the workforce. They cover a range of workforce characteristics including occupation, classification and employment status.

The tables and graphs in this section show the following results for your organisation and comparison group:

Benchmark	Description	Section or question in compliance report
1.1	Gender composition of the workforce	Workplace Profile
1.2	Gender composition by management category and employment status	Workplace Profile
1.3	Gender composition of managerial employees by management category	Workplace Profile
1.3.1	Gender composition of managerial employees by management category over time	Workplace Profile
1.4	Gender composition of the workforce by reporting level from the CEO	Workplace Profile
1.4.1	Gender composition of the workforce by reporting level from the CEO over time	Workplace Profile
1.5	Gender composition of non-managerial employees by employment status	Workplace Profile
1.6	Gender composition of non-managerial employees by occupation	Workplace Profile
1.7	Formal policies or strategies to support gender equality	Q.1
1.8	Gender composition of appointments for managers and non-managers	Q.1.10
1.9	Gender composition of promotions for managers and non-managers	Q.1.11
1.10	Gender composition of resignations for managers and non-managers	Q.1.12

Using these benchmarks to drive change in workforce composition

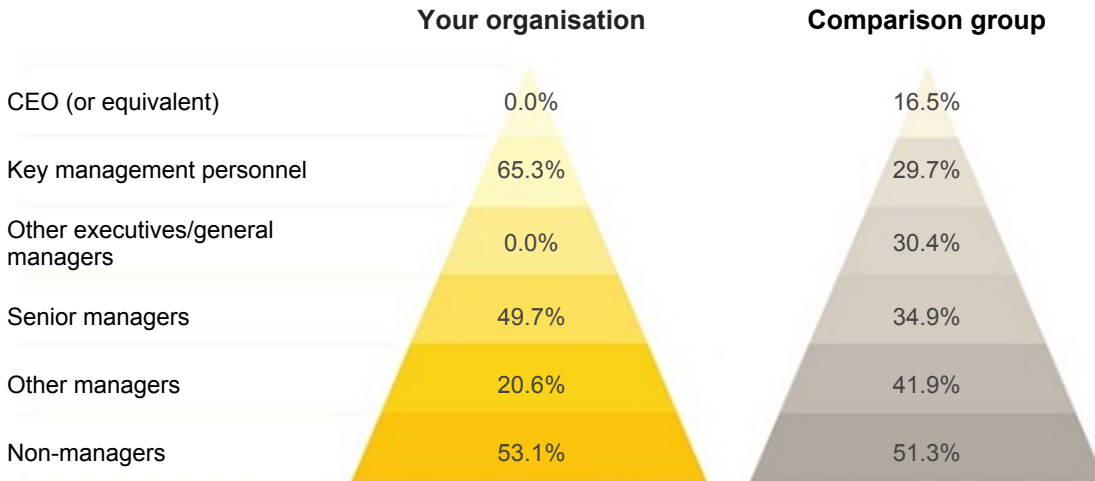
To understand the dynamics of gender composition, organisations need to track and influence the movement of female and male talent at each organisational level. It is not a static issue.

The benchmarks in this section are designed to assist you to:

- develop and implement challenging but achievable gender targets. To learn more about setting gender targets, download the Agency's [target-setting calculator and guidelines](#).
- establish a [gender equality policy and strategy](#), communicate it to all employees and undertake regular policy reviews to keep pace with changing expectations and norms around work and family roles for women and men
- implement [flexible working](#) options for all employees across every level of your organisation
- review recruitment, development and promotion processes. For example, address unconscious bias in the workplace, implement blind recruitment, and ensure that employees on parental leave are considered for promotion.
- establish a mentoring or sponsorship program to assist women to progress through to senior leadership. For an example see the Agency's case study on [developing female leaders](#).

Benchmark 1.1: Gender composition of the workforce

Women



Men



The figures above show the gender composition of the workforce in your organisation and comparison group for 2016-17, and inform your interpretation of many of the other benchmarks.

In terms of female representation among managers, no decline with seniority is evident as women account for 20.6% of other managers and 65.3% of key management personnel (KMP).

Benchmark 1.2: Gender composition by management category and employment status

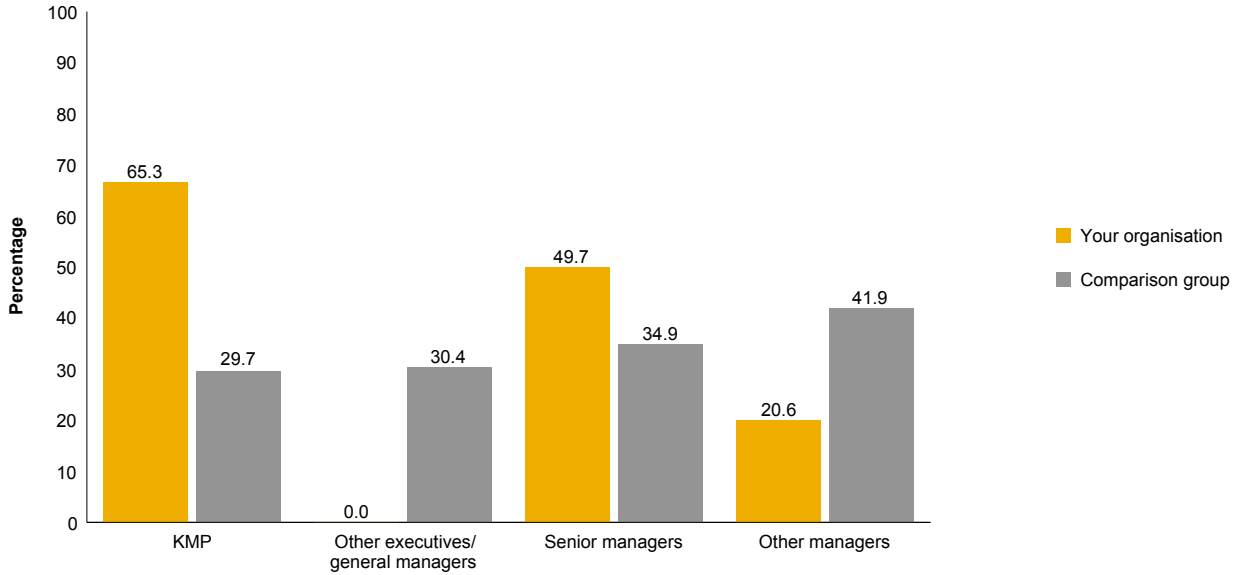
Women	Your organisation (% women)				Comparison group (% women)			
	Position	Full-time	Part-time	Casual	Total	Full-time	Part-time	Casual
Key management personnel	65.3	N/A	N/A	65.3	28.0	61.8	26.5	29.7
Other executives/general managers	0.0	N/A	N/A	0.0	28.0	73.8	27.0	30.4
Senior managers	49.7	N/A	N/A	49.7	32.1	78.7	31.3	34.9
Other managers	20.6	N/A	N/A	20.6	38.6	86.4	45.7	41.9

Men	Your organisation (% men)				Comparison group (% men)			
	Position	Full-time	Part-time	Casual	Total	Full-time	Part-time	Casual
Key management personnel	34.7	N/A	N/A	34.7	72.0	38.2	73.5	70.3
Other executives/general managers	100.0	N/A	N/A	100.0	72.0	26.2	73.0	69.6
Senior managers	50.3	N/A	N/A	50.3	67.9	21.3	68.7	65.1
Other managers	79.4	N/A	N/A	79.4	61.4	13.6	54.3	58.1

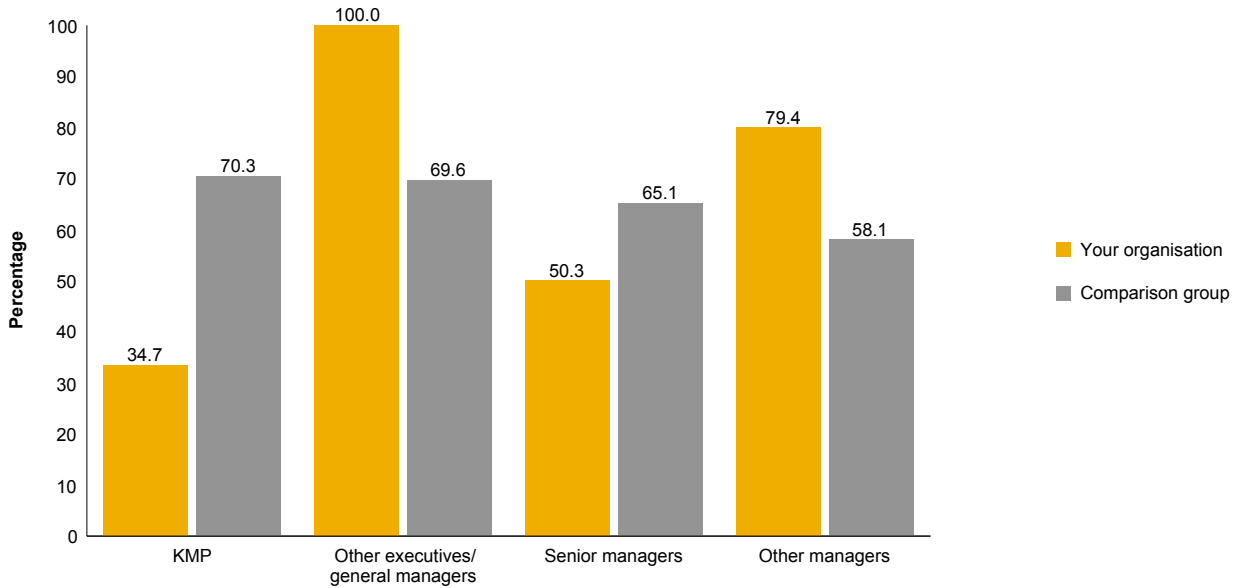
The tables above show the proportion of female and male managers by position and employment status (full-time, part-time and casual) in your organisation and the comparison group. Please note that the proportions are based on all employees with the same position level and employment status. That is, female full-time key management personnel account for 65.3% of all full-time key management personnel in your organisation and 28.0% in your comparison group.

Benchmark 1.3: Gender composition of managerial employees by management category

Women



Men



The graphs above visually convey the proportion of women and men by management category in your organisation and comparison group, as seen in the 'Total' column of the tables in Benchmark 1.2 (refer to the previous page).

Benchmark 1.3.1: Gender composition of managerial employees by management category

Women	Your organisation (% women)			Comparison group (% women)		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Position						
Key management personnel	74.0	74.0	65.3	27.4	28.5	29.7
Other executives/general managers	N/A	0.0	0.0	29.3	30.1	30.4
Senior managers	46.8	49.9	49.7	33.0	34.1	34.9
Other managers	70.5	70.1	20.6	40.0	40.8	41.9

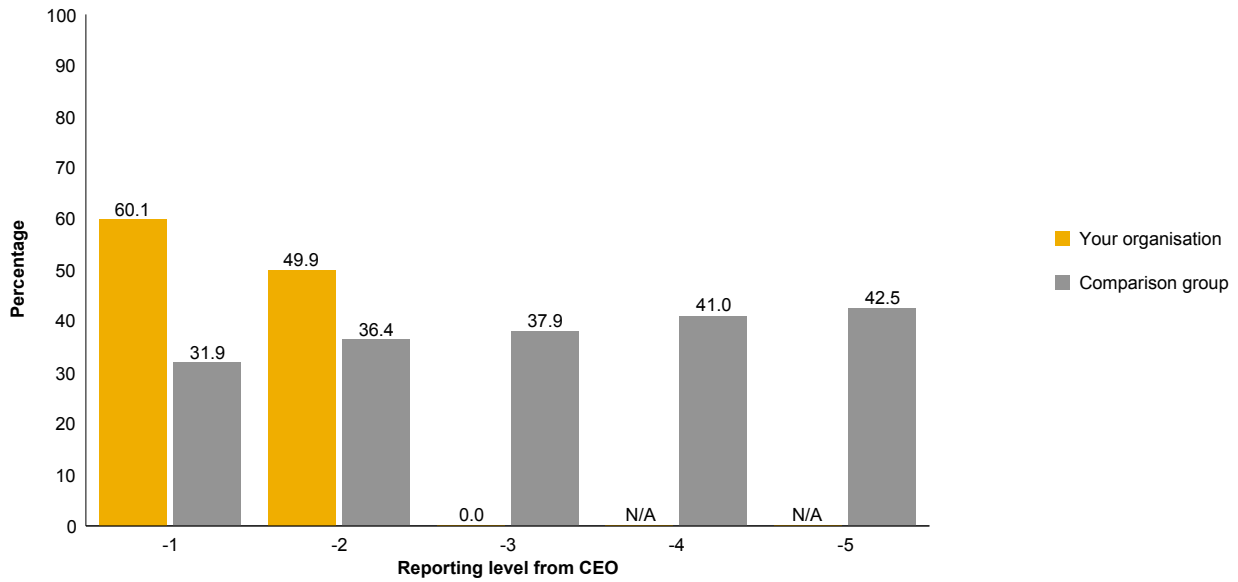
Men	Your organisation (% men)			Comparison group (% men)		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Position						
Key management personnel	26.0	26.0	34.7	72.6	71.5	70.3
Other executives/general managers	N/A	100.0	100.0	70.7	69.9	69.6
Senior managers	53.2	50.1	50.3	67.0	65.9	65.1
Other managers	29.5	29.9	79.4	60.0	59.2	58.1

These tables contain data for the last three years where available, and illustrate how the talent pipeline for women and men has changed over time in your organisation and comparison group. The term 'talent pipeline' or 'leadership pipeline' refers to the management categories that employees progress through to reach the top of your organisational hierarchy. The tables above show whether women and men progress through the talent pipeline at a similar pace.

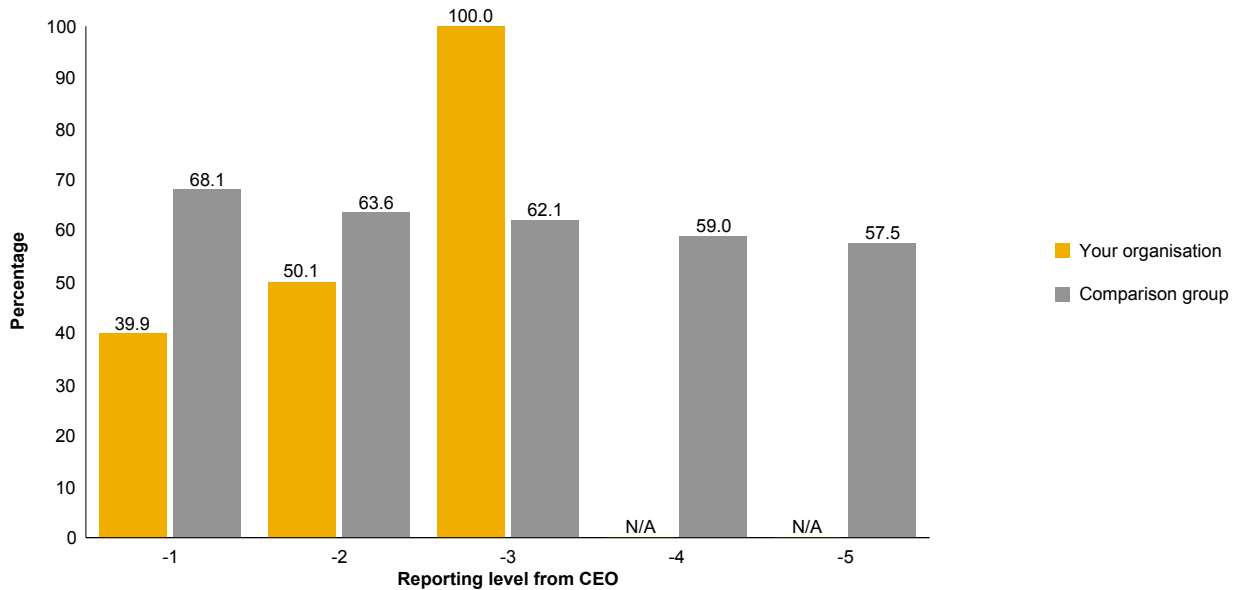
The comparison group data can be further examined using the [WGEA Data Explorer](#) and a case study is available on the WGEA website that illustrates how to achieve a gender-balanced talent pipeline by [developing female leaders](#).

Benchmark 1.4: Gender composition of the workforce by reporting level from the CEO

Women



Men



The graphs above display the gender composition of the workforce by reporting level from the CEO (or equivalent) for your organisation and comparison group. Employees in category '-1' report directly to the CEO, employees in category '-2' report through another person to the CEO, and so on. These graphs also show the pipeline trend through management levels to a CEO position.

Benchmark 1.4.1: Gender composition of the workforce by reporting level from the CEO over time

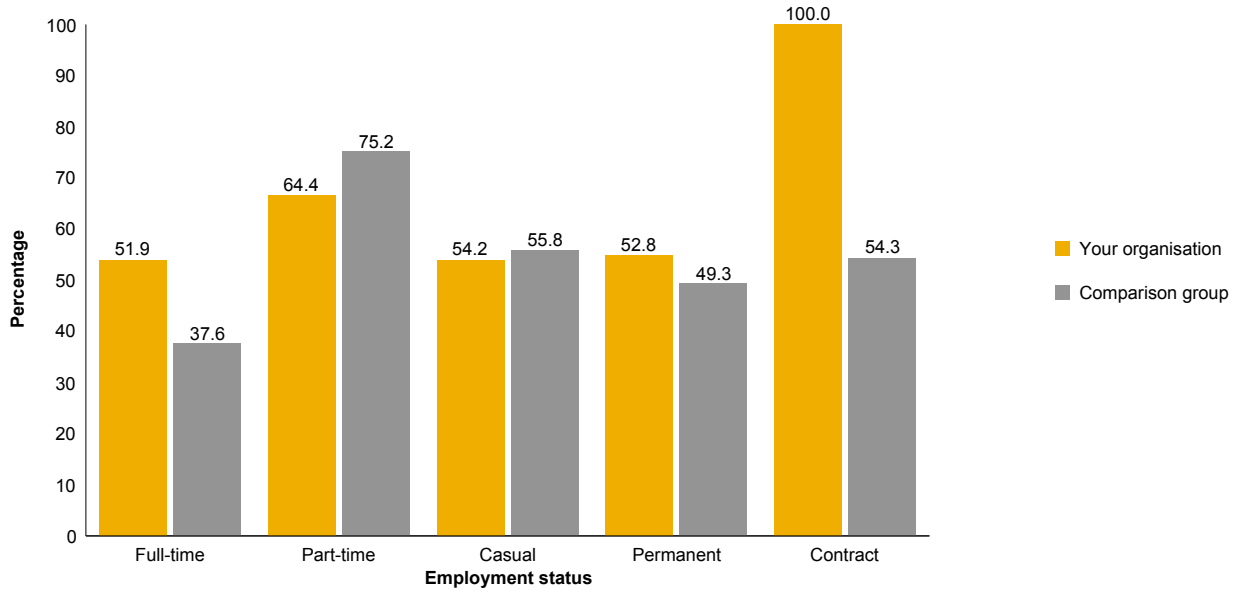
Women	Your organisation (% women)			Comparison group (% women)		
	2014-15	2015-16	2016 - 17	2014-15	2015-16	2016 - 17
Level from CEO						
-1	73.0	74.2	60.1	29.3	31.0	31.9
-2	41.8	52.6	49.9	35.0	36.3	36.4
-3	65.4	64.8	0.0	35.6	37.4	37.9
-4	N/A	N/A	N/A	39.0	39.7	41.0
-5	N/A	N/A	N/A	41.0	41.1	42.5

Men	Your organisation (% men)			Comparison group (% men)		
	2014-15	2015-16	2016 - 17	2014-15	2015-16	2016 - 17
Level from CEO						
-1	27.0	25.8	39.9	70.7	69.0	68.1
-2	59.2	47.4	50.1	65.0	63.7	63.6
-3	34.6	35.2	100.0	64.4	62.6	62.1
-4	N/A	N/A	N/A	61.0	60.3	59.0
-5	N/A	N/A	N/A	59.0	58.9	57.5

The tables above illustrate how the talent pipeline has changed over time in your organisation and the comparison group, by reporting level from the CEO (or equivalent).

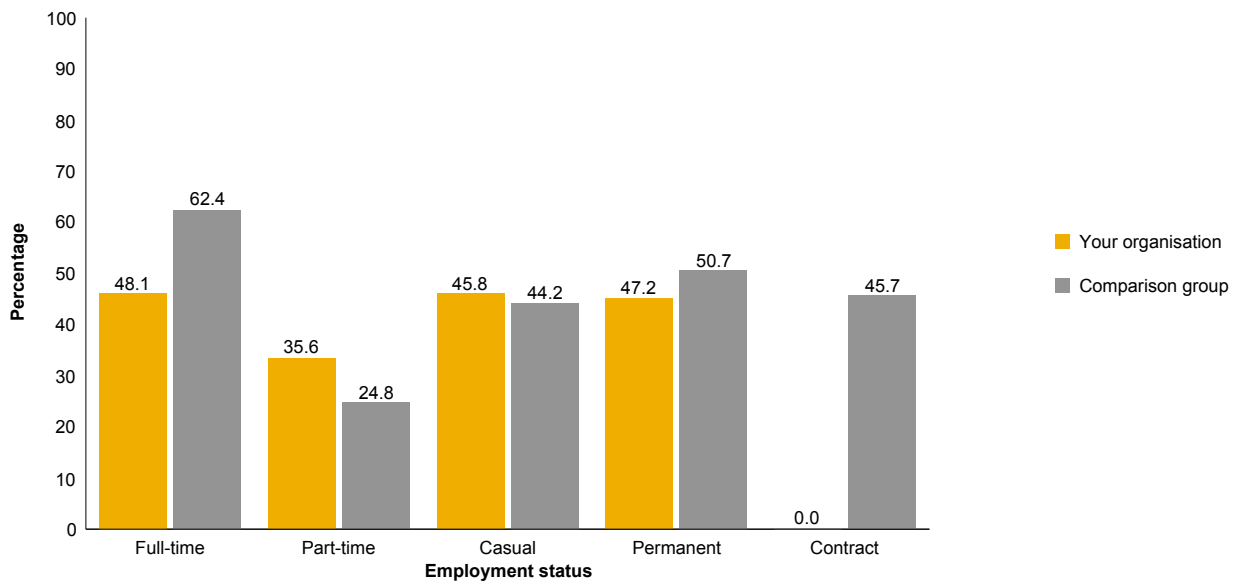
Benchmark 1.5: Gender composition of non-managerial employees by employment status

Women



Women	Full-time	Part-time	Casual	Permanent	Contract
Your organisation (%)	51.9	64.4	54.2	52.8	100.0
Comparison group (%)	37.6	75.2	55.8	49.3	54.3

Men

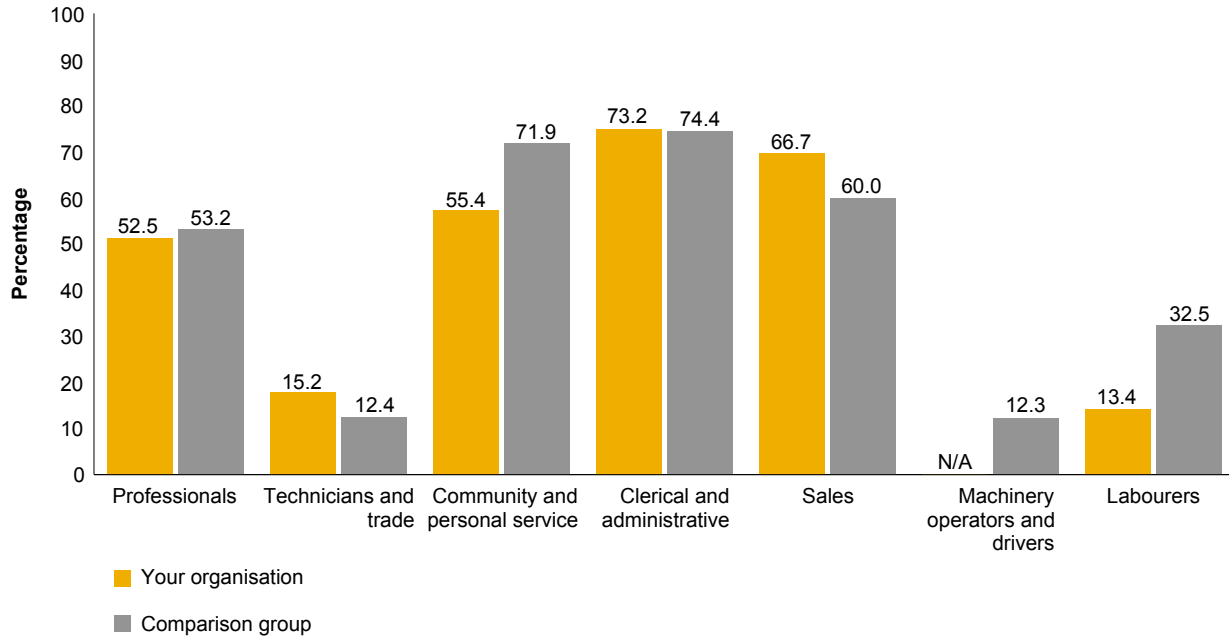


Men	Full-time	Part-time	Casual	Permanent	Contract
Your organisation (%)	48.1	35.6	45.8	47.2	0.0
Comparison group (%)	62.4	24.8	44.2	50.7	45.7

The graphs and tables above show the gender composition of non-managerial employees by employment status for your organisation and comparison group.

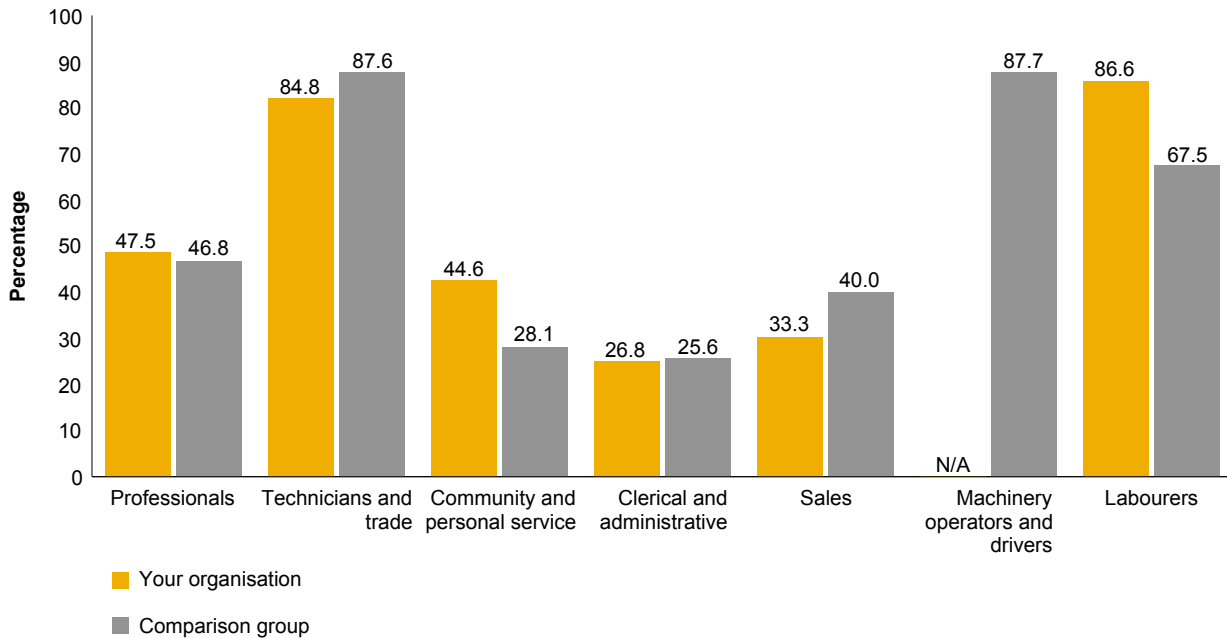
Benchmark 1.6: Gender composition of non-managerial employees by occupation

Women



Women	Professionals	Technicians and trade	Community and personal service	Clerical and administrative	Sales	Machinery operators and drivers	Labourers
Your organisation (%)	52.5	15.2	55.4	73.2	66.7	N/A	13.4
Comparison group (%)	53.2	12.4	71.9	74.4	60.0	12.3	32.5

Men



Men	Professionals	Technicians and trade	Community and personal service	Clerical and administrative	Sales	Machinery operators and drivers	Labourers
Your organisation (%)	47.5	84.8	44.6	26.8	33.3	N/A	86.6
Comparison group (%)	46.8	87.6	28.1	25.6	40.0	87.7	67.5

The graphs and tables above and on the previous page show the gender composition of non-managerial employees by standardised occupational categories for your organisation and comparison group (see the [Technical User Manual](#) for information about the occupational categories used).

This information allows you to assess whether occupations in your organisation are segregated by gender or whether they are approximately gender-balanced. In addition, it evaluates your organisation's performance against the comparison group. Particular attention should be paid to those categories where your organisation is gender-imbalanced but the broader comparison group is not, as this suggests organisation-specific barriers to achieving gender balance in your workplace.

Benchmark 1.7: Formal policies or strategies to support gender equality

	Yes, has a policy	Yes, has a strategy	No	No, currently under development	No, insufficient resources/expertise	No, not a priority
Recruitment	68.0%	26.6%	19.7%	3.1%	3.7%	5.1%
Retention	31.3%	36.4%	40.4%	4.8%	7.2%	11.5%
Performance management processes	55.6%	28.1%	28.4%	3.1%	4.5%	7.7%
Promotions	43.6%	32.3%	33.5%	3.9%	5.7%	9.2%
Talent identification/ identification of high potentials	25.1%	44.0%	38.8%	6.2%	7.1%	9.2%
Succession planning	22.7%	43.0%	41.6%	7.6%	7.3%	9.6%
Training and development	52.2%	35.6%	25.9%	3.1%	4.5%	6.2%
Key performance indicators for managers relating to gender equality	12.1%	20.0%	71.6%	7.7%	12.8%	21.6%
Gender equality overall	54.2%	29.8%	28.5%	3.7%	5.7%	7.6%

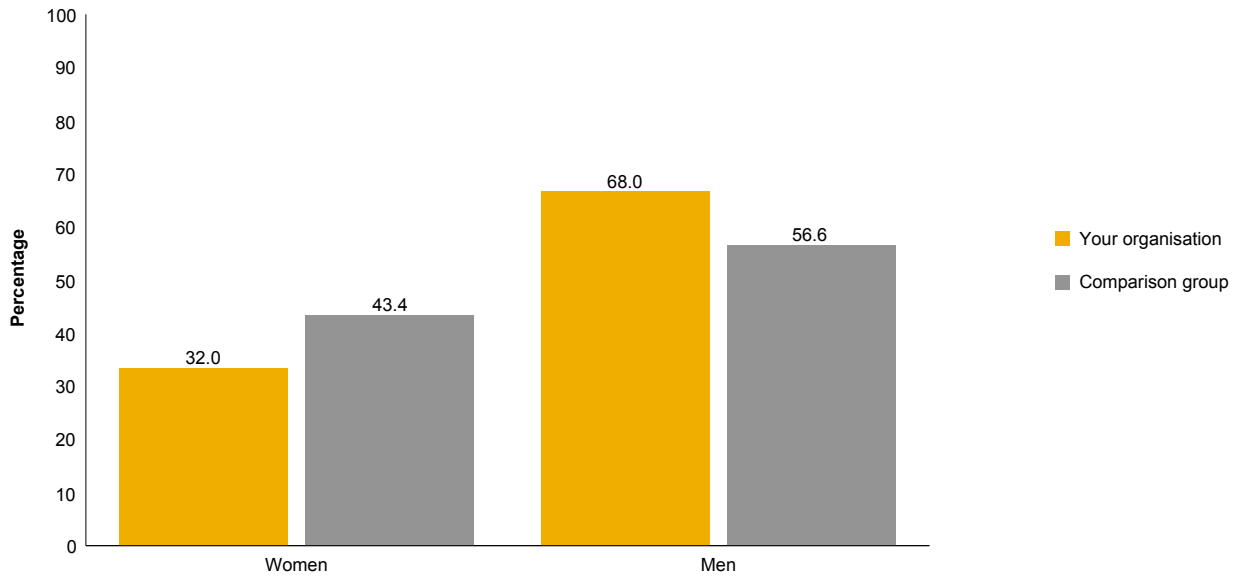
Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The table above shows the percentage of organisations in your comparison group that have policies and/or strategies to support gender equality. It also shows the percentage of organisations that do not have policies or strategies, and the reasons given for this.

Your organisation's results are highlighted in yellow. It is considered best practice for an organisation to have both a policy and a strategy that specifically supports gender equality in each of these areas.

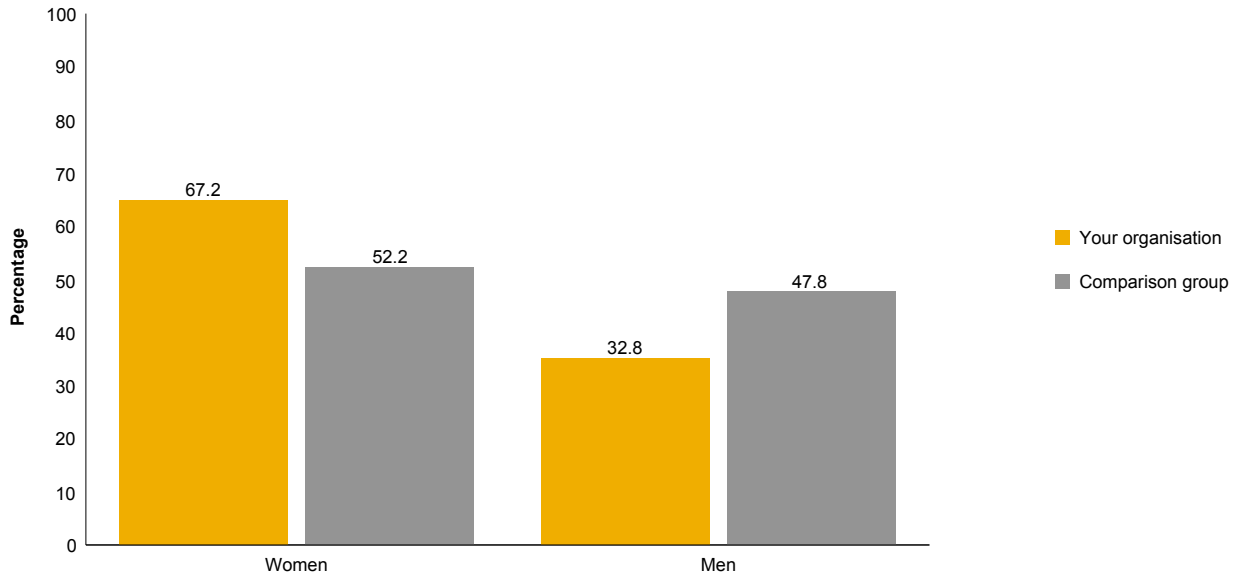
Benchmark 1.8: Gender composition of appointments by managers and non-managers

Managers



Managers	Your organisation (%)	Comparison group (%)
Women	32.0	43.4
Men	68.0	56.6

Non-managers

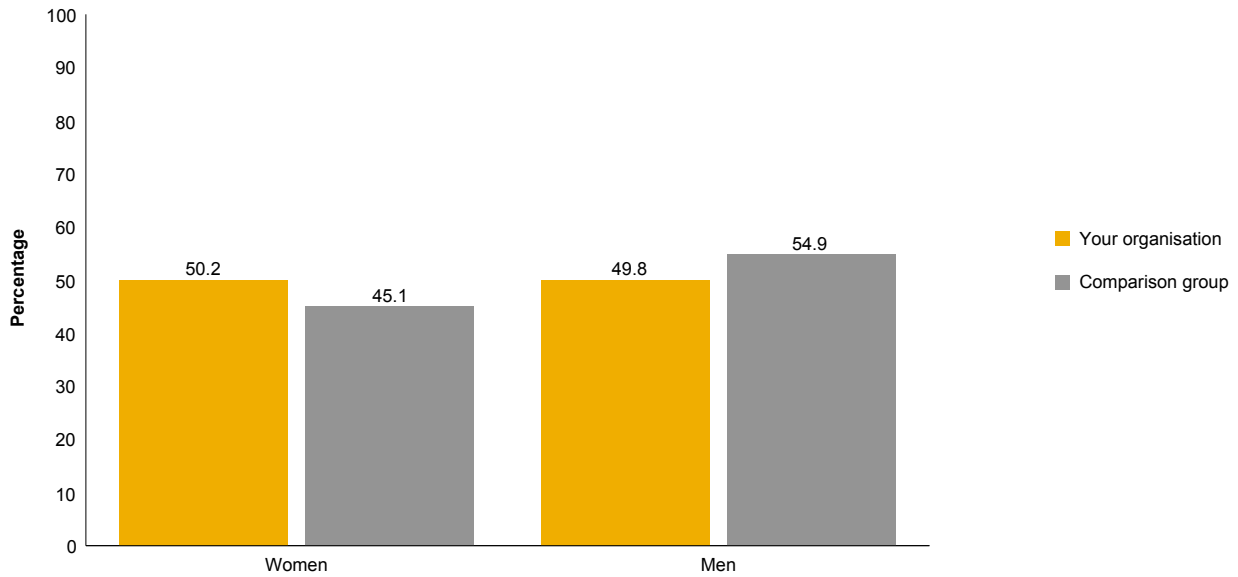


Non-managers	Your organisation (%)	Comparison group (%)
Women	67.2	52.2
Men	32.8	47.8

The graphs and tables above show the gender composition of managerial and non-managerial appointments for your organisation and comparison group. When combined with the information in Benchmarks 1.9 and 1.10, this can highlight any substantial differences in gender outcomes between your organisation and your competitors, or between managers and non-managers. For example, where appointments are skewed towards one gender in your organisation but not in the comparison group, it suggests that your organisation's current recruitment policy may not adequately support recruitment activities aimed at achieving a gender-balanced workplace.

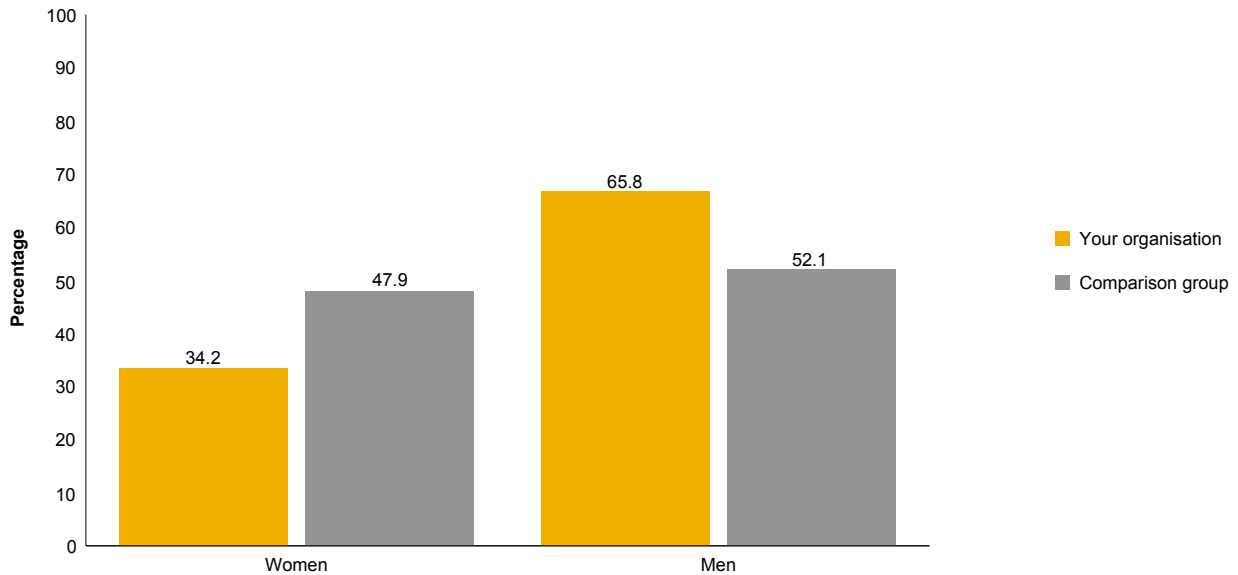
Benchmark 1.9: Gender composition of promotions by managers and non-managers

Managers



Managers	Your organisation (%)	Comparison group (%)
Women	50.2	45.1
Men	49.8	54.9

Non-managers

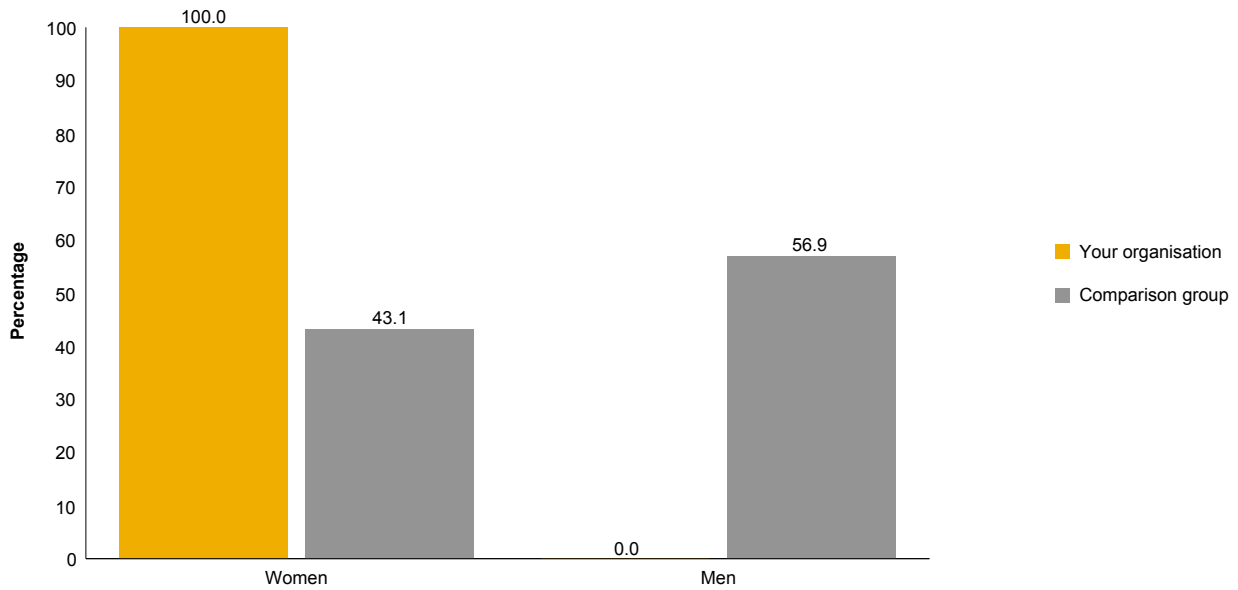


Non-managers	Your organisation (%)	Comparison group (%)
Women	34.2	47.9
Men	65.8	52.1

The graphs and tables show the gender composition of managerial and non-managerial promotions for your organisation and comparison group. Where a skew toward one gender is evident, it is worthwhile investigating whether unconscious bias or other factors are contributing to unequal representation on management promotion lists.

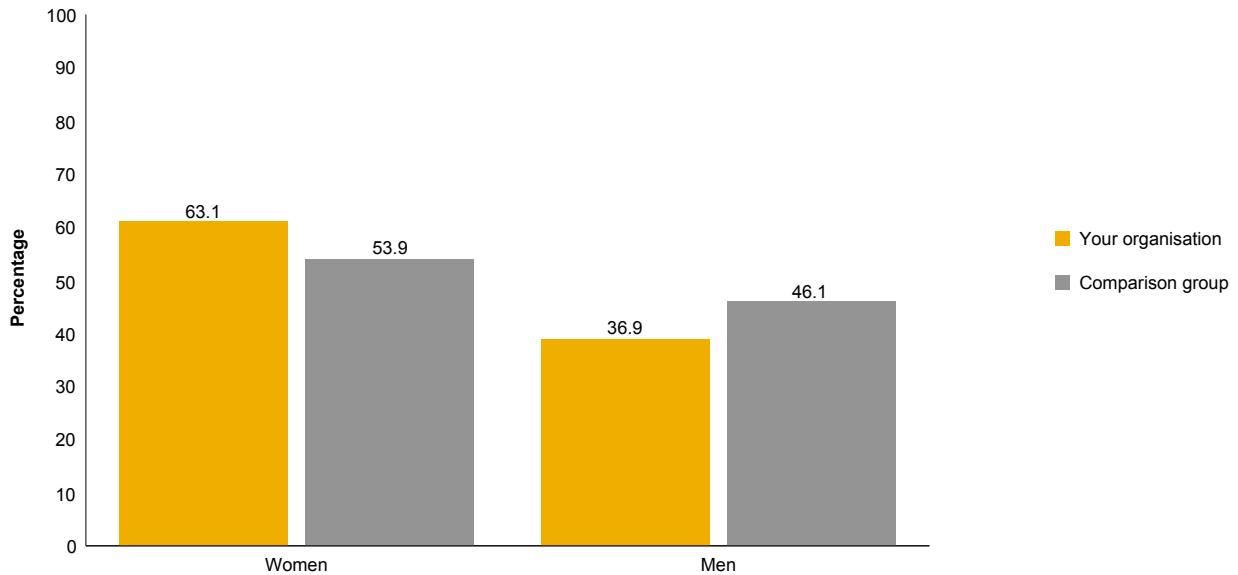
Benchmark 1.10: Gender composition of resignations by managers and non-managers

Managers



Managers	Your organisation (%)	Comparison group (%)
Women	100.0	43.1
Men	0.0	56.9

Non-managers



Non-managers	Your organisation (%)	Comparison group (%)
Women	63.1	53.9
Men	36.9	46.1

The graphs and tables above show the gender composition of managerial and non-managerial resignations for your organisation and comparison group. It is important to compare the proportion of resignations within the managerial positions, and then compare these results to those among non-managerial employees. Analysing your organisation's results side-by-side with the comparison group is also recommended. There are several ways to identify why employees are choosing to leave your organisation, such as exit interviews or surveys.

GEI 2: Gender composition of governing bodies/boards

Reporting under gender equality indicator 2 (GEI 2) provides information about the gender composition of the governing body in a standardised format. The term 'governing body' used in this indicator is broad, and means a board of directors, trustees, committee of management, council or other governing authority of the employer. Governing bodies represent the highest level of decision-making responsibility in organisations.

The tables and graphs presented in this section of the Competitor Analysis Benchmark Report show the results for your organisation and comparison group on a range of indicators, as follows:

Benchmark	Description	Section or question in compliance report
2.1	Gender composition of the governing bodies/boards	Q.2.1
2.1.1	Percentage of women on the governing bodies/boards over time	Q.2.1
2.2	Target set for gender composition of governing bodies/boards	Q.2.1

Using these benchmarks to drive change in governing body composition

The benchmarks in this section are designed to assist you to:

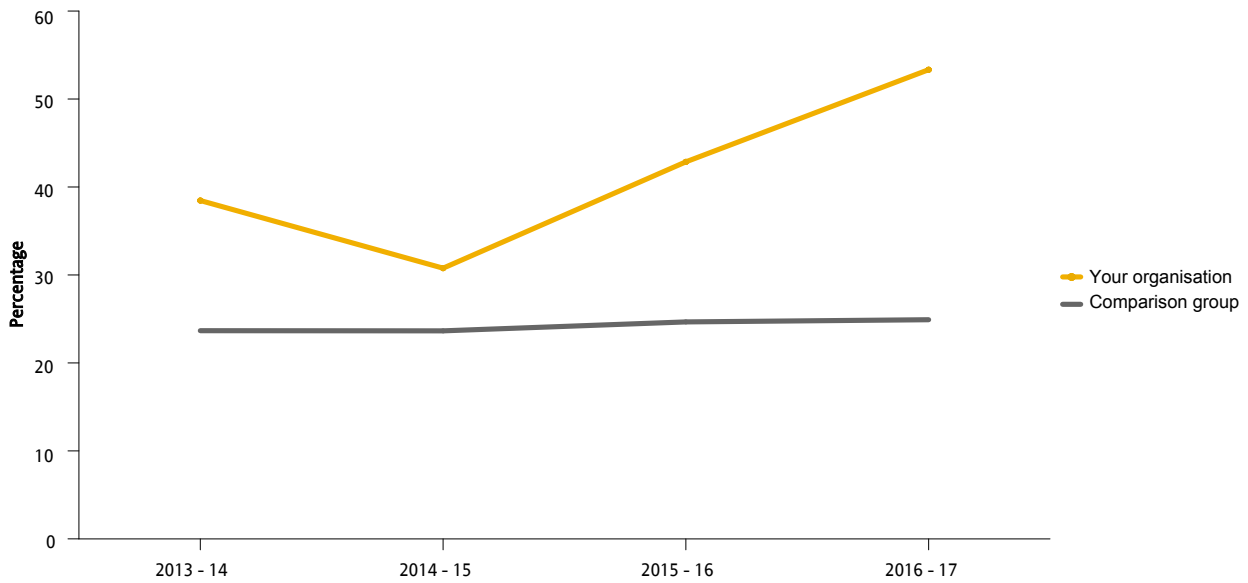
- develop a formal selection policy and/or strategy for members of governing bodies and boards. [The ASX Corporate Governance Principles and Recommendations](#) offers a good starting point for all organisations.
- set a target for equal representation of women and men on governing bodies and boards, which could be done using the Agency's [target-setting resources](#).

Benchmark 2.1: Gender composition of the governing bodies/boards

	Your organisation (%)	Comparison group (%)
Female chair/s	66.7	13.6
Female director/s	55.2	24.9
Male chair/s	33.3	86.4
Male director/s	44.8	75.1

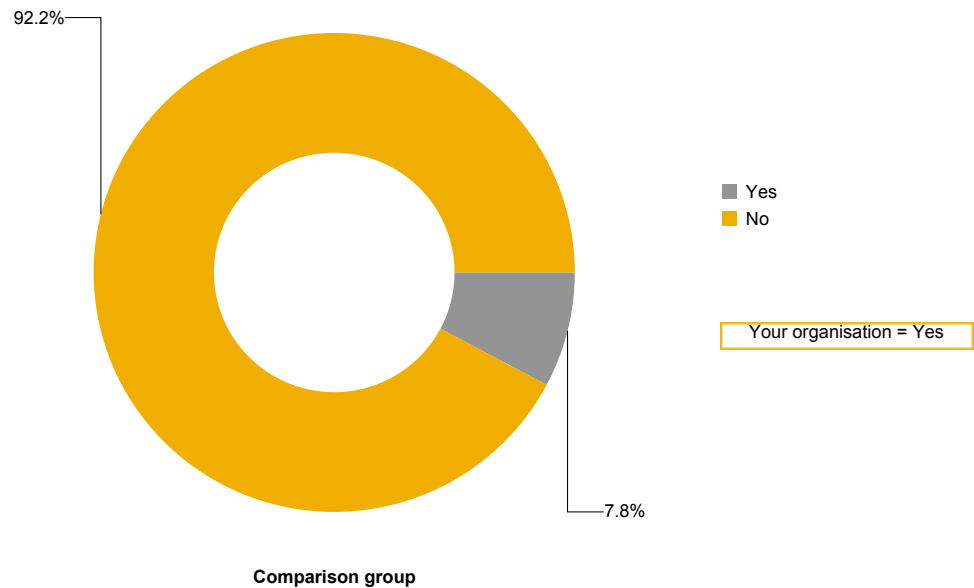
The table above shows the gender composition of the governing bodies/boards of your organisation and comparison group. The director categories include chair/s and board members.

Benchmark 2.1.1: Percentage of women on the governing bodies/boards over time



The graph above shows the percentage of women on the governing bodies/boards of your organisation and comparison group over time.

Benchmark 2.2: Target set for gender composition of governing bodies/boards



This chart shows the percentage of organisations in your comparison group that have set a target for gender equality on their governing bodies/boards. Your organisation's result is shown with a yellow border below the legend.

GEI 3: Equal remuneration between women and men

Reporting under gender equality indicator 3 (GEI 3) provides information about the remuneration of women and men in a standardised format.

Equal pay is achieved when women and men receive equal pay for work of equal or comparable value. Within organisations, there are three main types of gender pay gaps:

- organisation-wide
- level-by-level
- like-for-like.

The tables and graphs presented in this section of the Competitor Analysis Benchmark Report show the results for your organisation and comparison group on a range of organisation-wide and level-by-level indicators, as follows:

Benchmark	Description	Section or question in compliance report
3.1	Overall organisation-wide gender pay gap for base salary and total remuneration	Workplace Profile
3.1.1	Overall organisation-wide gender pay gap for base salaries over time	Workplace Profile
3.1.2	Overall organisation-wide gender pay gap for total remuneration over time	Workplace Profile
3.2	Level-by-level gender pay gap for base salaries for managers and non-managers	Workplace Profile
3.2.1	Level-by-level gender pay gap for base salaries by management category and non-managers over time	Workplace Profile
3.3	Level-by-level gender pay gap for total remuneration for managers and non-managers	Workplace Profile
3.3.1	Level-by-level gender pay gap for total remuneration by management level and non-managers over time	Workplace Profile
3.4	Level-by-level gender pay gap for base salaries by reporting levels from the CEO	Workplace Profile
3.5	Level-by-level gender pay gap for total remuneration by reporting levels from the CEO	Workplace Profile
3.6	Level-by-level gender pay gap for base salaries by occupation for non-managers	Workplace Profile
3.6.1	Level-by-level gender pay gap for base salaries by occupation for non-managers over time	Workplace Profile
3.7	Level-by-level gender pay gap for total remuneration by occupation for non-managers	Workplace Profile

Benchmark	Description	Section or question in compliance report
3.7.1	Level-by-level gender pay gap for total remuneration by occupation for non-managers over time	Workplace Profile
3.8	Gender pay gap for total remuneration by employment status of non-managers	Workplace Profile
3.9	Gender pay gap by full-time and part-time status for managers and non-managers	Workplace Profile
3.10	Policies and strategies that include specific gender pay equity objectives	Q.3.1
3.11	Organisations that have conducted a gender pay gap analysis	Q.4
3.12	Actions taken as a result of a gender pay gap analysis	Q.4.1

Please note: Gender pay gaps are calculated on averaged, annualised, full-time equivalent salaries. This means that all employees – full-time, part-time and casual – are included in the calculation and the salaries of those who are not full-time employees are converted to a full-time equivalent. As gender pay gaps are expressed as a percentage of men's earnings, a positive value means that men's earnings are higher than women's and a negative value means that women's earnings are higher than men's.

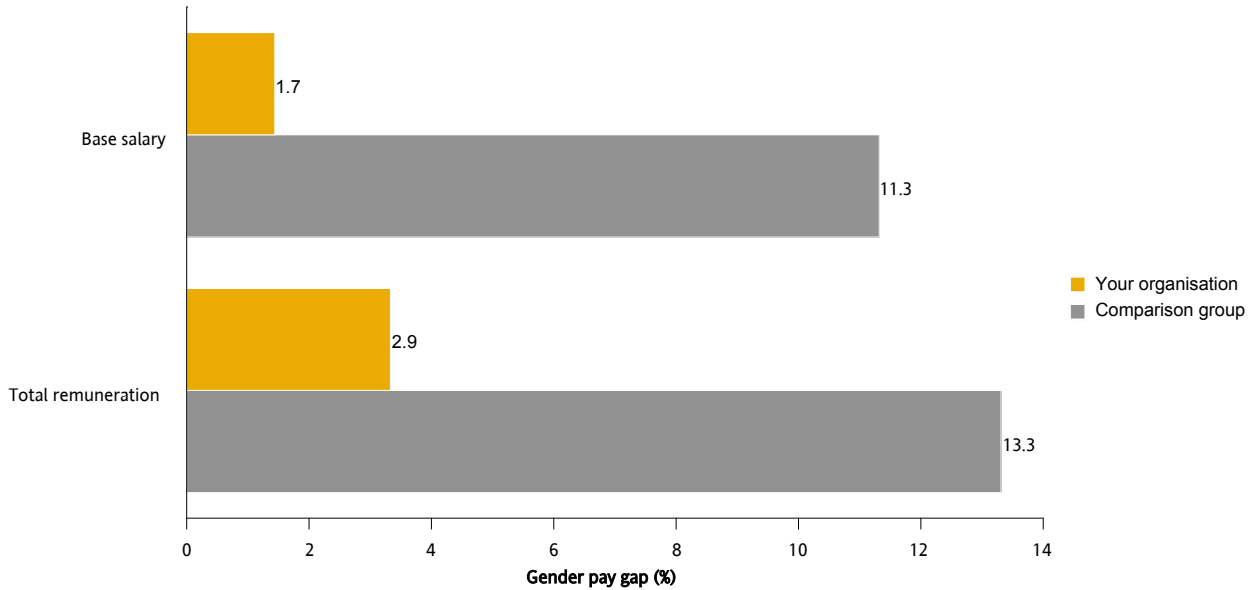
Level-by-level gender pay gaps may be higher or lower than the overall gender pay gap for your organisation. This can occur if your organisation has unequal representation of women and men across various occupations.

Using these benchmarks to drive change in gender pay equity

The benchmarks in this section are designed to assist you to identify opportunities to improve gender pay equity. It may be appropriate for your organisation to:

- conduct a [pay gap analysis](#) to identify organisation-wide, level-by-level and like-for-like gender pay gaps
- develop an overall [pay equity strategy](#) and action plan
- review the legal framework related to pay equity. A briefing note has been developed by the Agency in collaboration with Gadens which outlines key considerations for organisations in managing their [legal risk](#). Taking action to ensure equal remuneration between women and men is also an important step for organisations to proactively manage any associated legal risks.

Benchmark 3.1: Overall organisation-wide gender pay gap for base salary and total remuneration



	Base salary	Total remuneration
Your organisation (%)	1.7	2.9
Comparison group (median %)	11.3	13.3

The graph and table above show the annualised average results for the gender pay gap in your organisation and the median in the comparison group. Pay gaps that are further away from zero, in either direction, suggest that investigation is warranted.

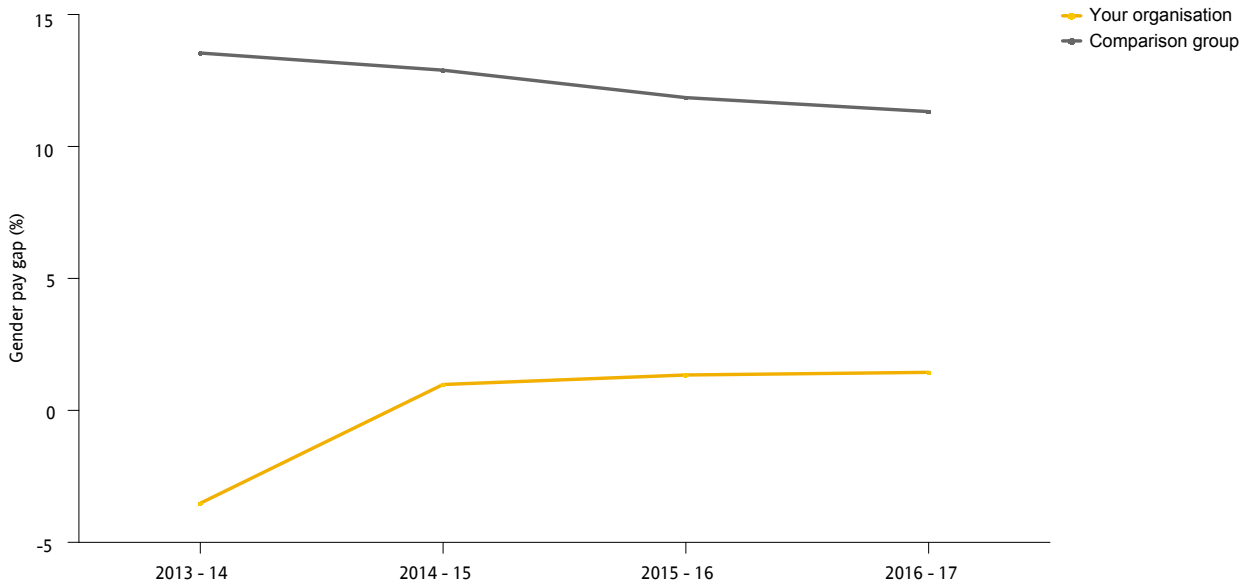
Your organisation has a smaller gender pay gap (2.9%) than the comparison group (13.3%) at the total remuneration level. However, there is still an opportunity to further narrow your organisation's pay gaps to achieve greater pay equity (i.e. a 0.0% gender pay gap across all roles). One way to remain focused on this issue is to participate in the Agency's Pay Equity Ambassador program which supports CEOs who want to take action and publicly commit to gender pay equity.

The Agency's website has many resources to assist you in identifying and resolving gender pay gaps. These include a [four-minute introductory video](#) on gender pay gaps and a [guide to gender pay equity](#) that outlines practical steps to address any inequities.

In the following pages, the organisation-wide gender pay gap is broken down by:

- base salary (benchmark 3.1.1)
- total remuneration (benchmark 3.1.2)
- managers and non-managers combined (benchmarks 3.2, 3.3)
- reporting level from the CEO or equivalent (benchmarks 3.4, 3.5)
- occupational categories (benchmarks 3.6, 3.7)
- employment status (benchmark 3.8, 3.9)

Benchmark 3.1.1: Overall organisation-wide gender pay gap for base salaries over time



Years with missing data are not displayed.

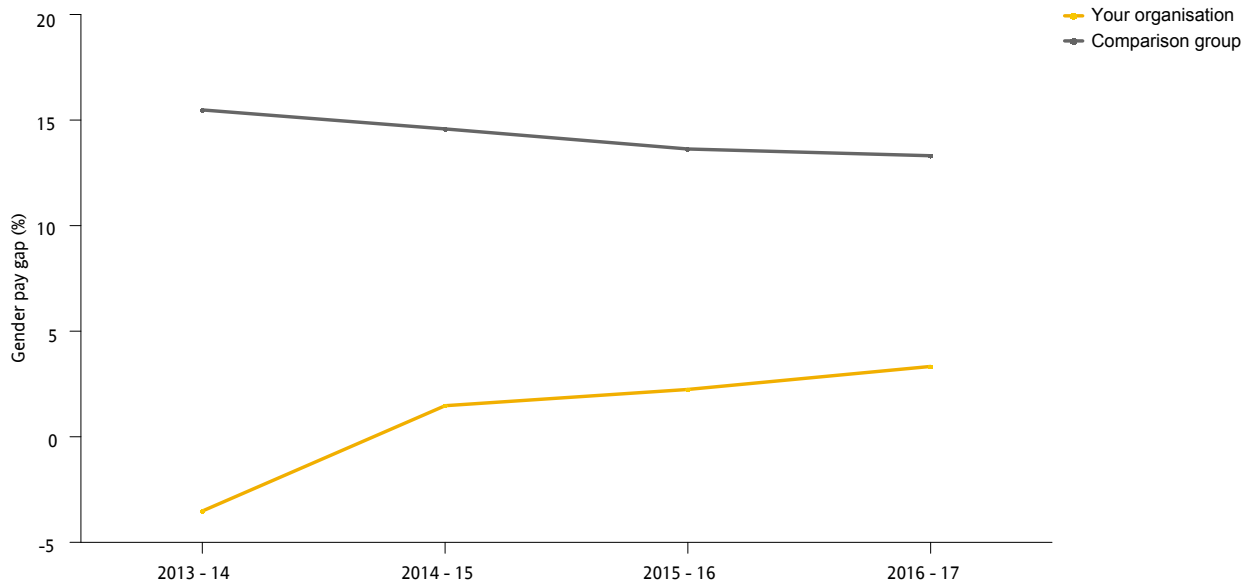
	2014 - 15	2015 - 16	2016 - 17
Your organisation (%)	1.6	1.8	2.0
Comparison group (median %)	12.9	11.9	11.3

The graph above shows the overall organisation-wide gender pay gap for base salaries for your organisation and the comparison group since 2013-14 where available. The table contains available data for the three most recent years only.

Compared to the previous year your organisation's pay gap has increased by 0.2 percentage points for base salaries.

To give you a broader perspective, the gap has narrowed for the overall comparison group by 0.6 percentage points over the same period.

Benchmark 3.1.2: Overall organisation-wide gender pay gap for total remuneration over time



Years with missing data are not displayed.

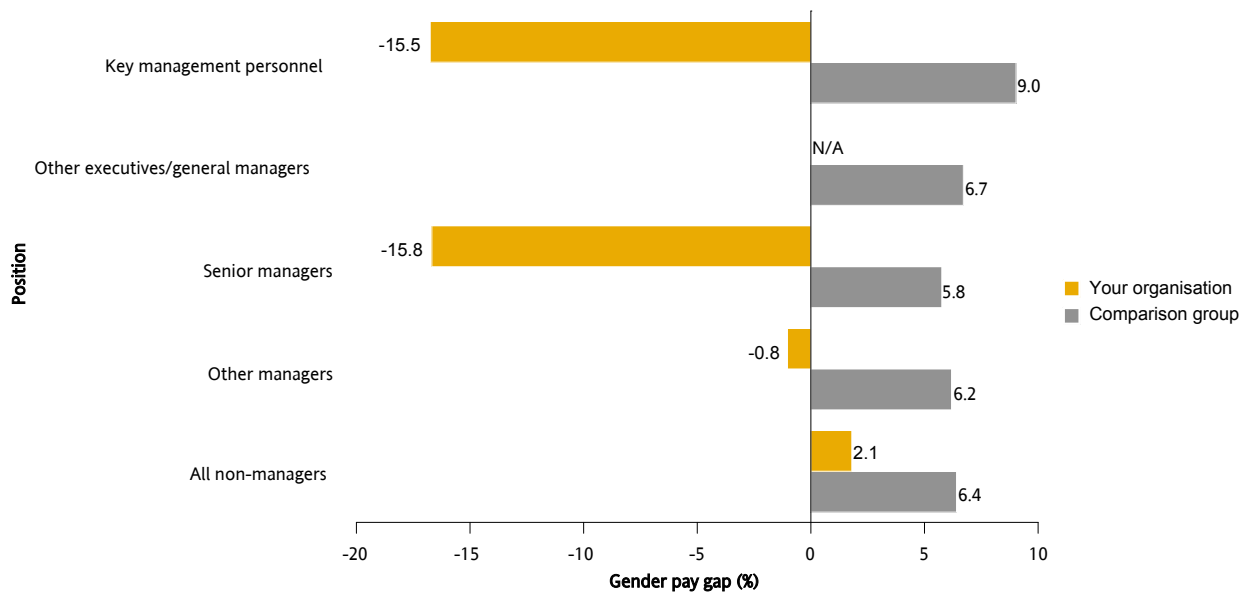
	2014 - 15	2015 - 16	2016 - 17
Your organisation (%)	2.5	2.7	3.1
Comparison group (median %)	14.6	13.6	13.3

The graph above shows the overall organisation-wide gender pay gap for total remuneration for your organisation and the comparison group since 2013-14 where available. The table contains available data for the three most recent years only. Total remuneration addresses the additional benefits employees receive beyond base salary such as bonus payments, superannuation, discretionary pay, overtime, allowances and any other additional payments in monetary or other forms. Each of these benefits can potentially increase the gender pay gap.

Compared to the previous year, your organisation's gender pay gap has increased by 0.4 percentage points for total remuneration.

To give you a broader perspective, the gap has narrowed for the broader comparison group by 0.3 percentage points over the same period.

Benchmark 3.2: Level-by-level gender pay gap for base salaries for managers and non managers



Gender pay gaps are expressed as a percentage of male earnings.
 A negative value means that women's earnings are higher than men's.
 A value of N/A indicates that you have insufficient employees in this category.

Benchmark 3.2.1: Level-by-level gender pay gap for base salaries by management category and non-managers over time

	Your organisation (%)			Comparison group (median %)		
	2014 - 15	2015 - 16	2016 - 17	2014 - 15	2015 - 16	2016 - 17
Key management personnel	-18.2	-16.6	-15.5	9.2	9.0	9.0
Other executives/general managers	N/A	N/A	N/A	7.3	7.0	6.7
Senior managers	-19.2	-14.2	-15.8	6.1	5.8	5.8
Other managers	4.1	2.3	-0.8	6.7	6.3	6.2
All non-managers	7.5	15.2	2.1	7.1	6.5	6.4

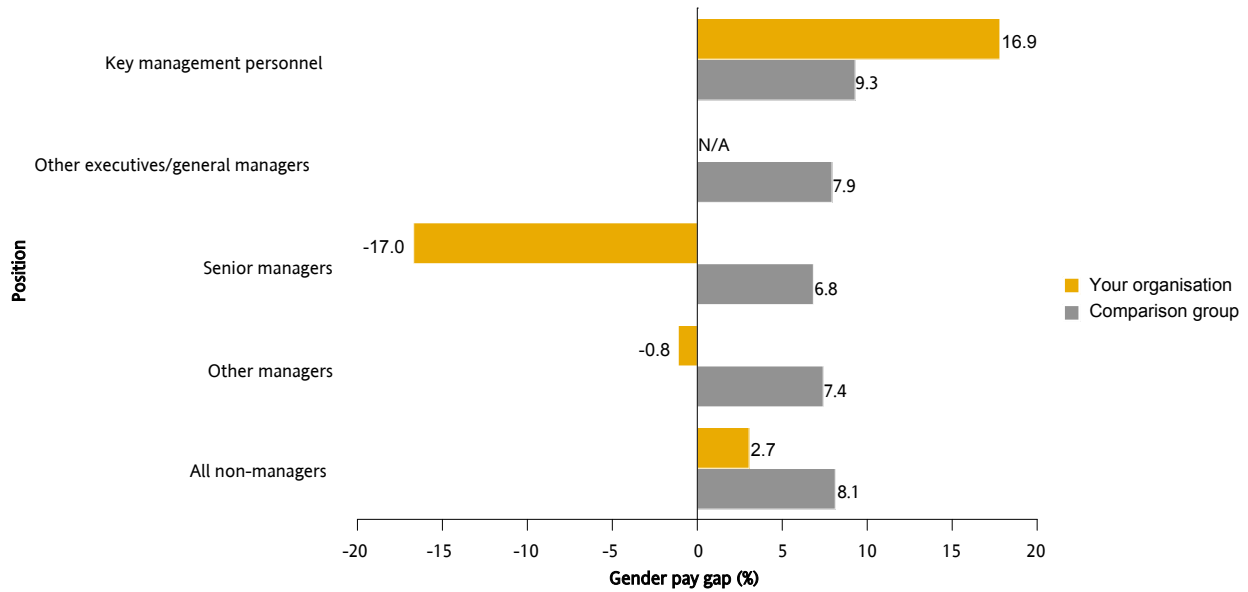
A value of N/A indicates that you have insufficient employees in this category.

The graph above shows the gender pay gap for base salaries for each management category and for non-managers in your organisation and the comparison group. The table contains available data for the three most recent years only.

Over the last year, the base salary gender pay gap has improved for the highest level of management in your organisation, moving from -16.6% to -15.5% among key management personnel.

It is also useful to evaluate your organisation's gender pay gap relative to the broader comparison group over several years.

Benchmark 3.3: Level-by-level gender pay gap for total remuneration for managers and non-managers



Gender pay gaps are expressed as a percentage of male earnings.
 A negative value means that women's earnings are higher than men's.
 A value of N/A indicates that you have insufficient employees in this category.

Benchmark 3.3.1: Level-by-level gender pay gap for total remuneration by management level and non-managers over time

	Your organisation (%)			Comparison group (median %)		
	2014 - 15	2015 - 16	2016 - 17	2014 - 15	2015 - 16	2016 - 17
Key management personnel	17.9	18.2	16.9	10.3	9.5	9.3
Other executives/general managers	N/A	N/A	N/A	8.3	8.2	7.9
Senior managers	-21.3	-19.2	-17.0	6.9	6.7	6.8
Other managers	-8.6	6.4	-0.8	7.5	7.3	7.4
All non-managers	8.0	6.3	2.7	8.6	8.3	8.1

A value of N/A indicates that you have insufficient employees in this category.

The graph above shows the gender pay gap for total remuneration by management category and non-managers for your organisation and comparison group. The table contains available data for the three most recent years only.

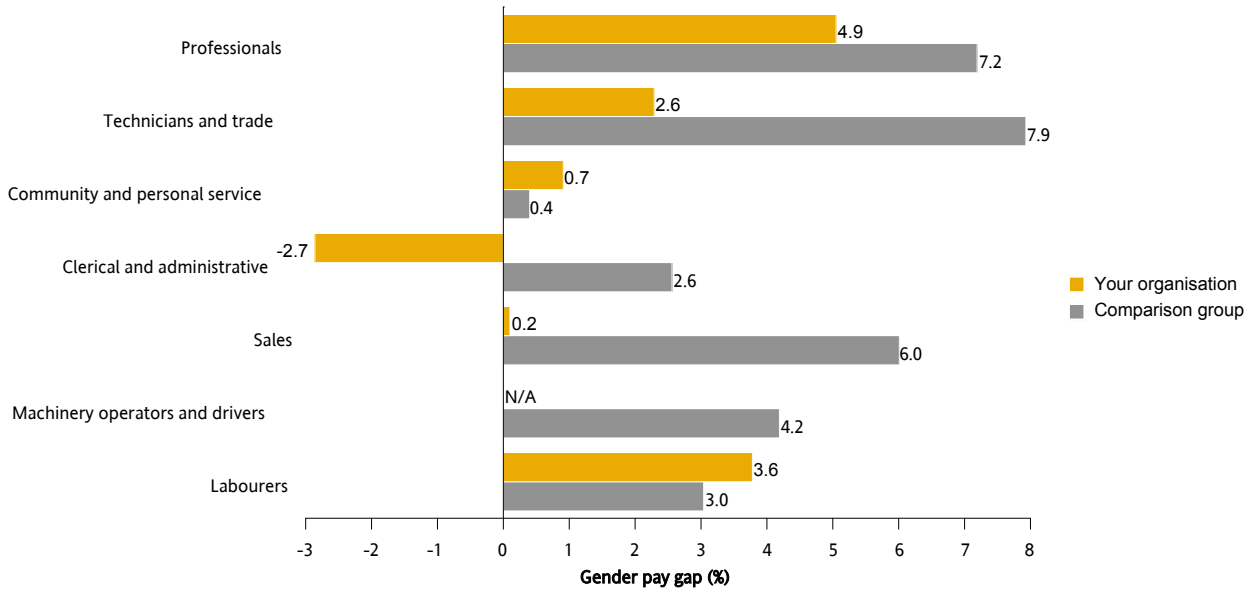
Benchmark 3.4: Level-by-level gender pay gap for base salaries by reporting levels from the CEO

This benchmark is not available in this report.

Benchmark 3.5: Level-by-level gender pay gap for total remuneration by reporting levels from the CEO

This benchmark is not available in this report.

Benchmark 3.6: Level-by-level gender pay gap for base salaries by occupation for non-managers



Gender pay gaps are expressed as a percentage of male earnings.
 A negative value means that women's earnings are higher than men's.
 A value of N/A indicates that you have insufficient employees in this category.

The graph above shows the base salary gender pay gap by non-managerial occupations in your organisation and the comparison group.

If your organisation has any gender pay gaps that are substantially higher than the comparison group's, the Agency recommends conducting a [pay gap analysis](#) to better understand the underlying causes.

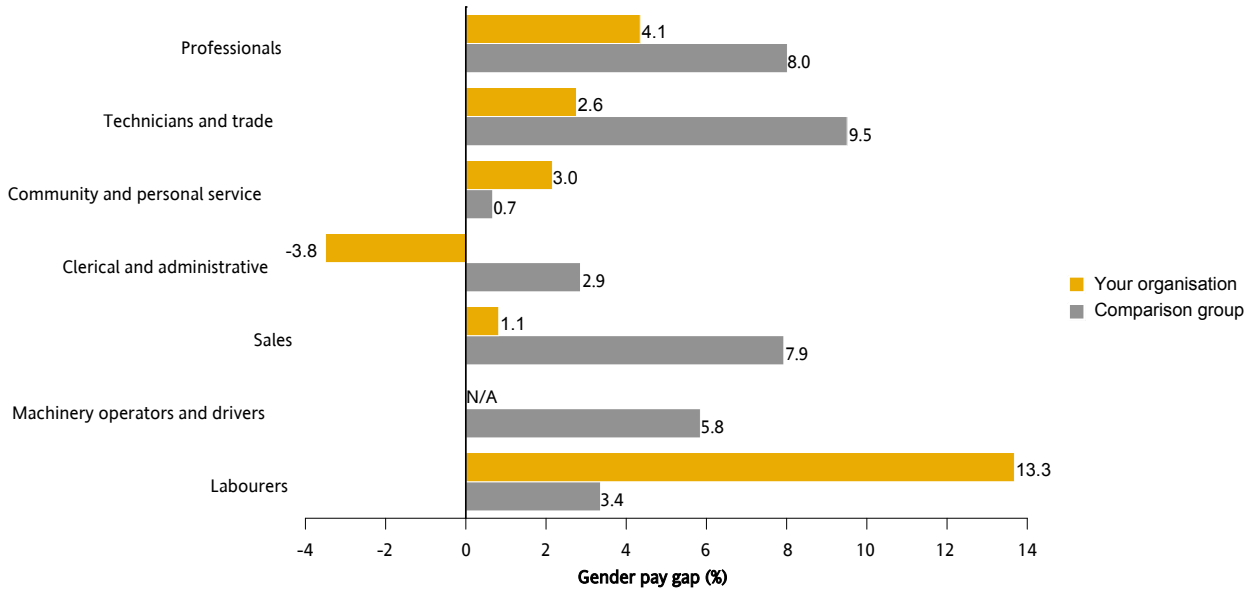
Benchmark 3.6.1: Level-by-level gender pay gap for base salaries by occupation for non-managers over time

	Your organisation (%)			Comparison group (median %)		
	2014 - 15	2015 - 16	2016 - 17	2014 - 15	2015 - 16	2016 - 17
Professionals	11.2	9.4	4.9	7.7	7.4	7.2
Technicians and trade	6.3	1.3	2.6	8.6	8.3	7.9
Community and personal service	-4.2	-2.0	0.7	0.7	0.6	0.4
Clerical and administrative	-1.8	-2.1	-2.7	3.3	3.1	2.6
Sales	9.1	8.6	0.2	5.8	5.8	6.0
Machinery operators and drivers	N/A	N/A	N/A	4.2	4.3	4.2
Labourers	-4.2	7.4	3.6	2.9	3.1	3.0

A value of N/A indicates that there are insufficient employees in this category.

The table above shows the gender pay gap for base salaries by non-managerial occupation in your organisation and the comparison group.

Benchmark 3.7: Level-by-level gender pay gap for total remuneration by occupation for non-managers



Gender pay gaps are expressed as a percentage of male earnings.
 A negative value means that women's earnings are higher than men's.
 A value of N/A indicates that you have insufficient employees in this category.

The graph above shows the gender pay gap for total remuneration by non-managerial occupation in your organisation and the comparison group.

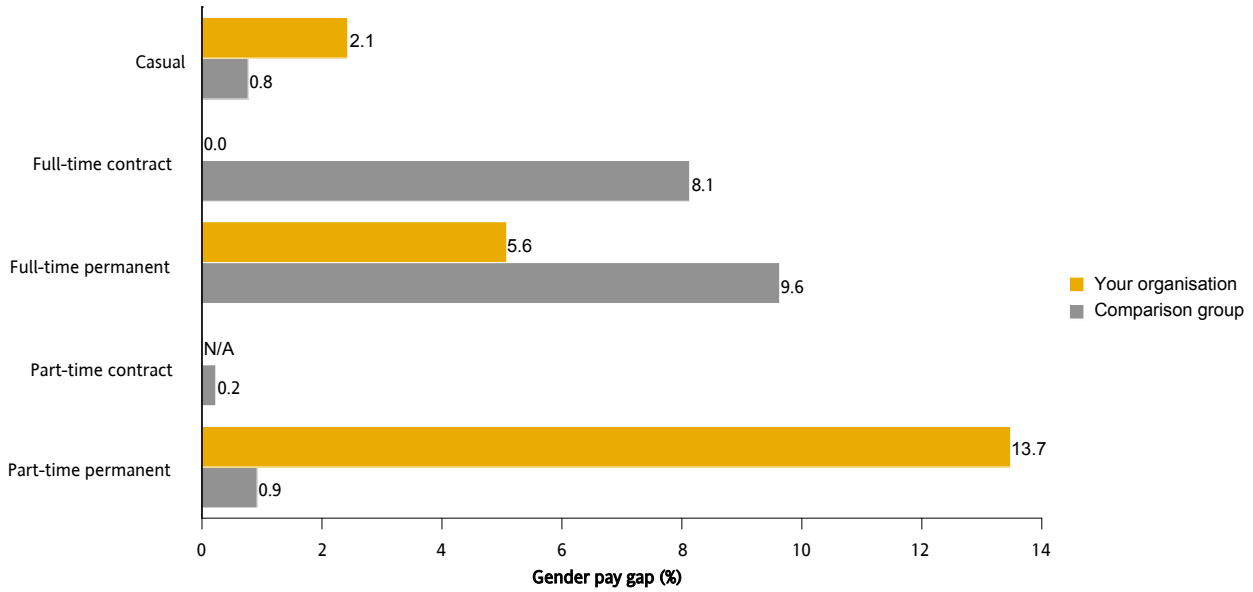
Benchmark 3.7.1: Level-by-level gender pay gap for total remuneration by occupation for non-managers over time

	Your organisation (%)			Comparison group (median %)		
	2014 - 15	2015 - 16	2016 - 17	2014 - 15	2015 - 16	2016 - 17
Professionals	8.8	11.2	4.1	8.3	8.0	8.0
Technicians and trade	7.4	6.4	2.6	9.6	9.7	9.5
Community and personal service	-0.9	-1.3	3.0	1.1	0.9	0.7
Clerical and administrative	-6.2	-3.2	-3.8	3.7	3.5	2.9
Sales	6.5	4.2	1.1	7.2	7.1	7.9
Machinery operators and drivers	N/A	N/A	N/A	5.7	5.8	5.9
Labourers	6.8	12.4	13.3	3.4	3.6	3.4

A value of N/A indicates that there are insufficient employees in this category.

The table above shows the gender pay gap for total remuneration by non-managerial occupation in your organisation and the comparison group.

Benchmark 3.8: Gender pay gap for total remuneration by employment status of non-managers

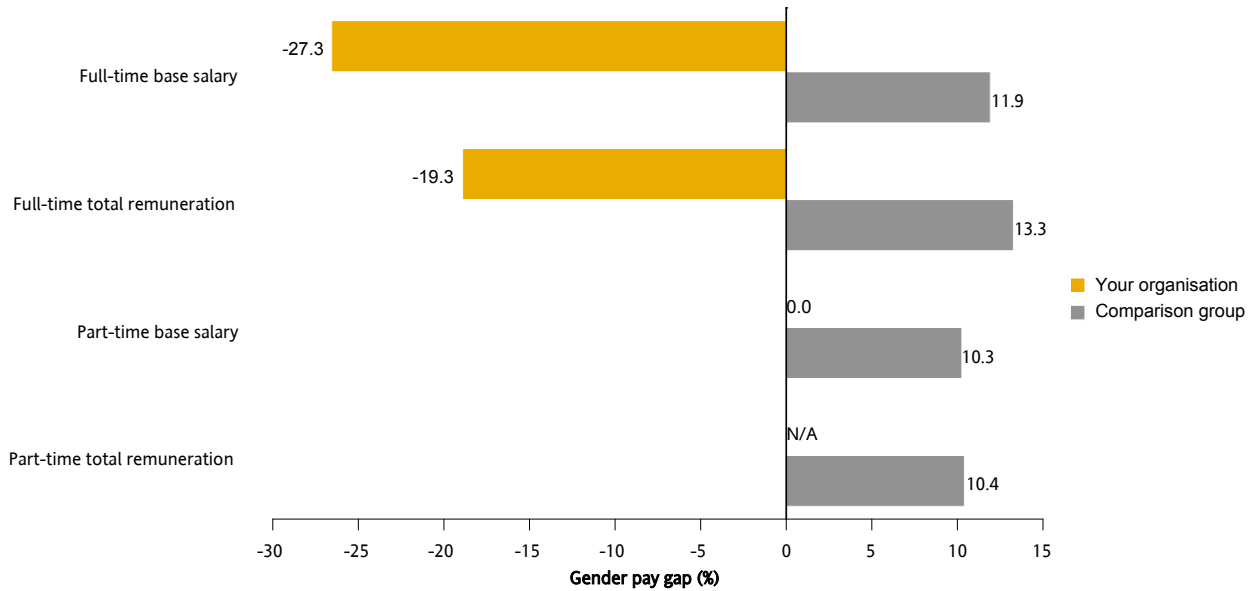


Gender pay gaps are expressed as a percentage of male earnings.
 A negative value means that women's earnings are higher than men's.
 A value of N/A indicates that you have insufficient employees in this category.

The graph above shows the total remuneration gender pay gap by employment status for non-managers in your organisation and the comparison group.

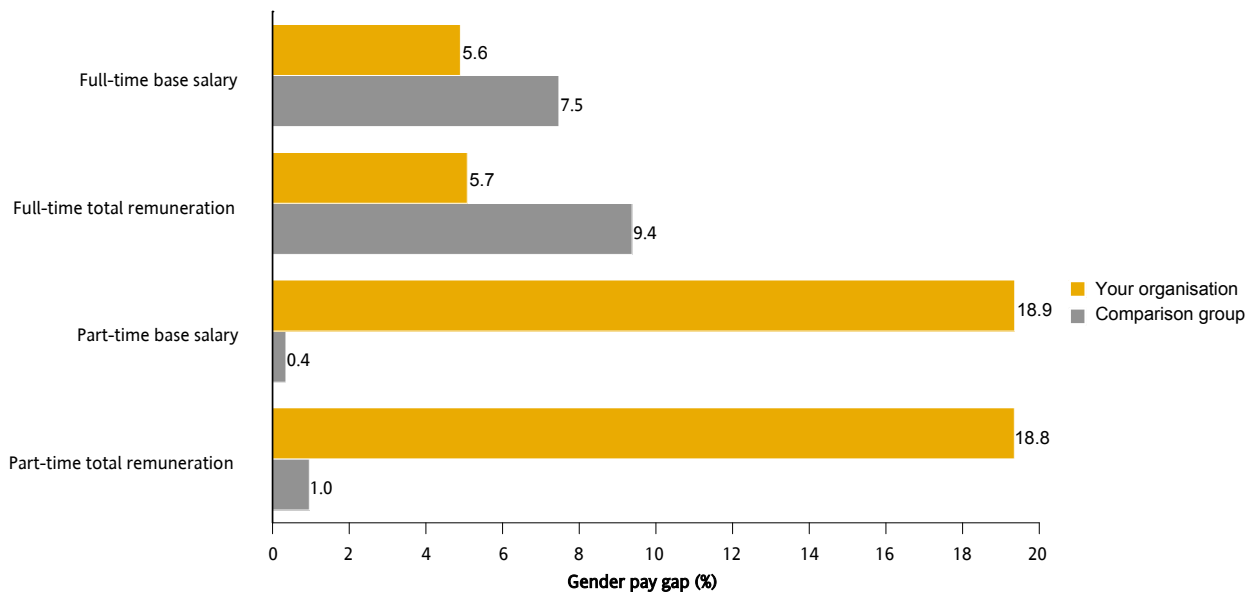
Benchmark 3.9: Gender pay gap by full-time and part-time status for managers and non-managers

Managers



A value of N/A indicates that you have insufficient employees in this category.

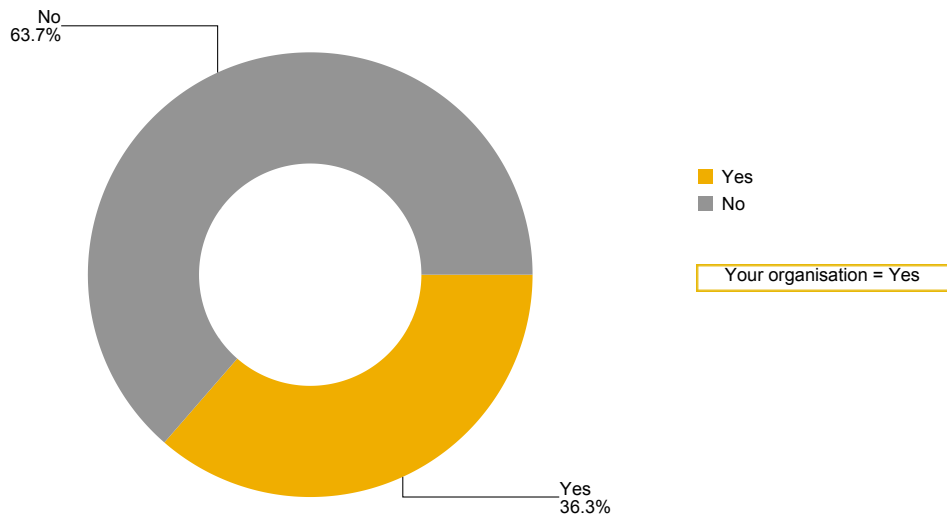
Non managers



A value of N/A indicates that you have insufficient employees in this category.

The graphs above show the gender pay gap for base salary and total remuneration, for managers and non-managers, by part-time and full-time status in your organisation and the comparison group.

Benchmark 3.10: Remuneration policies and strategies that include specific gender pay equity objectives



If no objectives have been set, why?

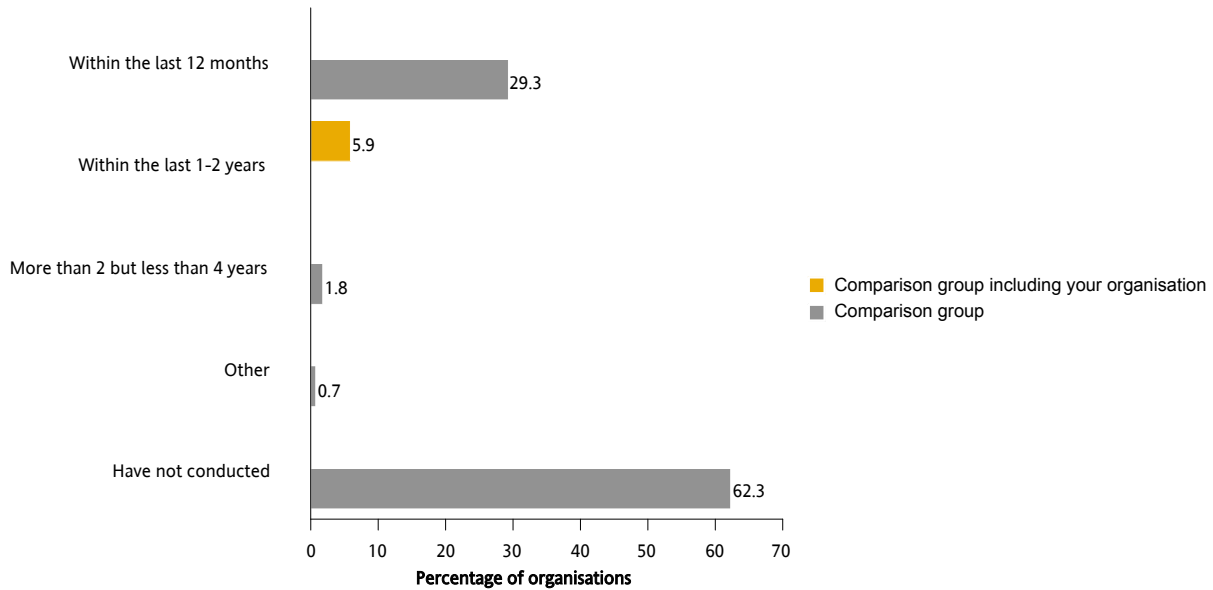
Reasons given	% of organisations
Currently under development	4.5
Insufficient resources/expertise	3.6
Salaries set by awards/industrial or workplace agreements	42.0
Non-award employees paid market rate	46.9
Not a priority	8.0
Other	19.6

Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The graph above shows the percentage of organisations in your comparison group that include specific pay objectives in their formal remuneration policies or strategies. The table above shows the reasons given for not including such objectives. Your organisation's results have been highlighted in yellow.

If your organisation does not have the necessary resources or expertise, please note that the Agency's website offers resources to help organisations considering including gender pay equity objectives in their remuneration policy. It provides expert advice about the benefits of [including gender objectives](#) and a list of features that can be included.

Benchmark 3.11: Organisations that have conducted a gender pay gap analysis



If no gap analysis has been done, why?

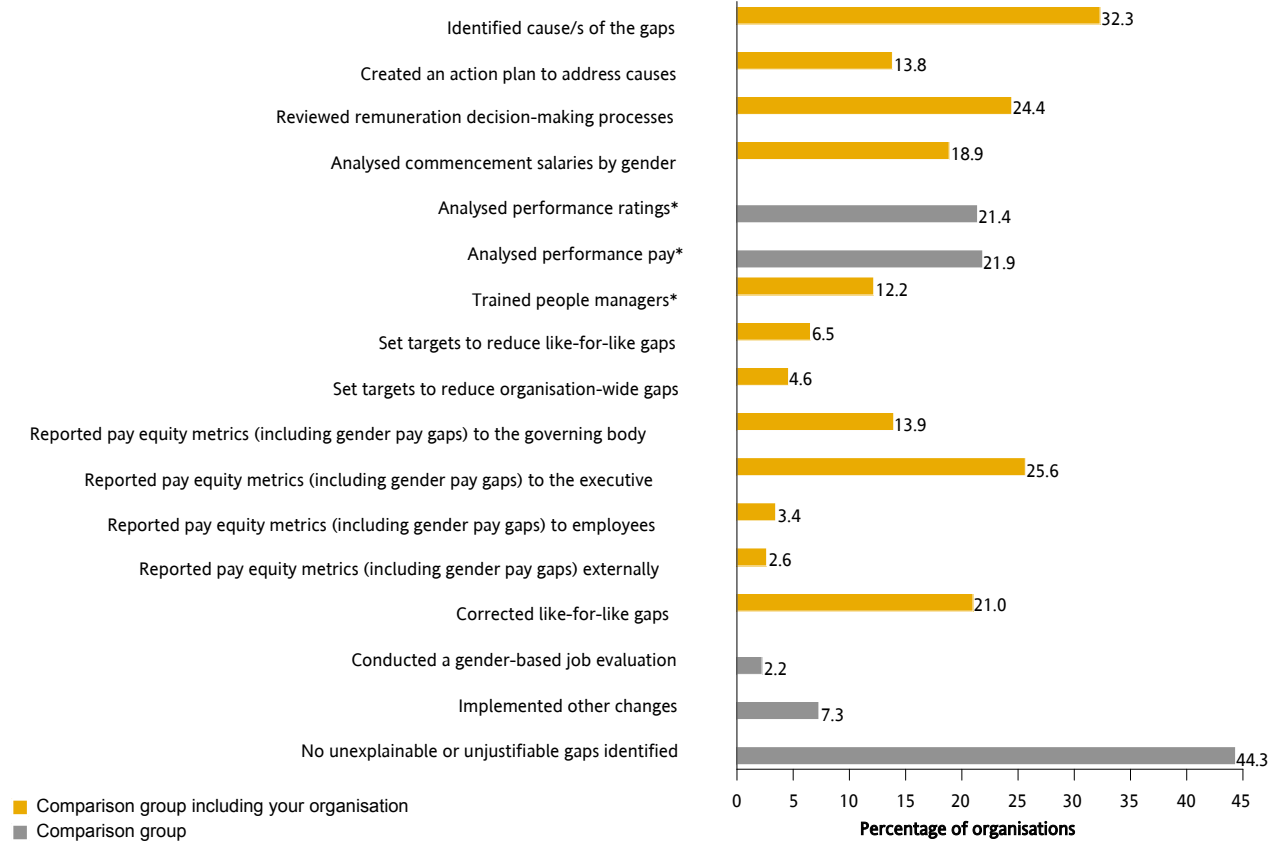
Reasons given	% of organisations
Currently under development	3.5
Insufficient resources/expertise	6.9
All salaries set by awards or industrial agreements with no room for discretion in pay changes	11.3
Some or all salaries set by awards or agreements with room for discretion in pay changes	42.6
Non-award employees paid market rate	30.4
Not a priority	4.7
Other	7.9

Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The graph above shows the percentage of organisations in your comparison group that have conducted a gender pay gap analysis within the last four years. The table shows the reasons given for not conducting one. The 'Other' category includes organisations that have conducted a gender pay gap analysis more than four years ago. Your organisation's results are highlighted in yellow where applicable.

It is recommended that all organisations conduct a gender pay gap analysis, preferably at least once every two years to ensure the accuracy and usefulness of the results. For further information on conducting a gender pay gap analysis please refer to the [case study](#) and [gender pay gap](#) calculator available on the Agency's website. An additional resource is available that highlights the importance of ensuring pay equity for employees whose [wages are set by awards or industrial agreements](#), and outlines what actions can be taken.

Benchmark 3.12: Actions taken as a result of a gender pay gap analysis



* for gender bias, including unconscious bias

If no action taken, why not?

Reasons given	% of organisations
No unexplainable or unjustifiable gaps identified	63.1
Currently under development	5.2
Insufficient resources/expertise	1.0
Salaries set by awards/industrial or workplace agreements	16.0
Non-award employees paid market rate	15.5
Unable to address causes of gaps	0.3
Not a priority	0.9
Other	5.3

Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The graph above shows the actions taken by organisations in your comparison group in response to the results of their gender pay gap analyses. The table shows the reasons given by organisations in your comparison group that are not taking any action in response to their gender pay gap analyses. Your organisation's results are highlighted in yellow where applicable.

As an indicator of best practice, the Agency's [Employer of Choice for Gender Equality \(EOCGE\)](#) citation requires that action be taken as a result of a gender remuneration gap analysis. These actions could include analysing commencement salaries by gender, correcting like-for-like gaps, or reporting pay equity metrics to employees and governing bodies.

GEI 4: Flexible working arrangements and working arrangements to support carers

Reporting under gender equality indicator 4 (GEI 4) provides information about the availability and utility of employment terms, conditions and practices relating to:

- flexible working arrangements for employees
- working arrangements to support employees with family or caring responsibilities.

Flexible working arrangements can benefit businesses by increasing staff retention, decreasing absenteeism and achieving greater productivity through increased job satisfaction. Your organisation may also be legally required to consider employee requests for flexible working arrangements under the *Fair Work Act 2009*. Visit the [Fair Work Ombudsman](#) website to find out more.

The tables and graphs presented in this section of the Competitor Analysis Benchmark Report show the results for your organisation and comparison group on a range of indicators, as follows:

Benchmark	Description	Section or question in compliance report
4.1	Formal policies or strategies on flexible working arrangements	Q.9
4.2	Formal policies or strategies to support employees with family and caring responsibilities	Q.10
4.3	Percentage of organisations that have formal and informal flexible working arrangements (by type) available to managers	Q.14
4.4	Percentage of organisations that have formal and informal flexible working arrangements (by type) available to non-managers	Q.14
4.5	Non-leave based measures to support employees with family and caring responsibilities	Q.11.2
4.6	Proportion of employees who ceased employment during parental leave	Q.8

Using these benchmarks to drive change in working arrangements that are flexible and/or support carers

The benchmarks in this section may assist you to explore different types of flexible working arrangements that might be effective in your organisation's circumstances. Your organisation may want to consider the following actions where relevant:

- establish a formal policy and/or [formal strategy on flexible working arrangements](#)
- establish a formal policy and/or formal strategy to support employees with family or caring responsibilities
- ensure that flexible working arrangements and support for employees with family or caring responsibilities are available to all employees at every level of your organisation
- offer training and guidance on how to manage employees with flexible working arrangements during the induction process
- actively encourage a culture of acceptance regarding flexible working arrangements for both women and men in your organisation
- implement an "if not, why not" policy to support employees requesting flexible working arrangements
- implement non-leave based measures to support employees with family or caring responsibilities, including services, programs and other support mechanisms that do not involve leave from work.

Benchmark 4.1: Formal policies or strategies on flexible working arrangements

Policy and/or strategy	% of organisations
Policy	54.2
Strategy	23.2
No, because:	31.7
Currently under development	8.9
Insufficient resources/expertise	6.9
Don't offer flexible work arrangements	2.2
Not a priority	9.2
Other	53.4

Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The table above shows the percentage of organisations in your comparison group that have formal policies and/or strategies regarding flexible working arrangements. It also shows the percentage of organisations that do not have such policies or strategies and the reasons given. Your organisation's results are highlighted in yellow.

The Agency's website has many resources to assist you to develop, implement and embed flexibility initiatives in your organisation, including a [two-minute introductory video](#) on workplace flexibility. If your organisation already has flexibility policies and strategies in place these resources can also help you to explore whether flexibility is a reality in your workplace.

Benchmark 4.2: Formal policies or strategies to support employees with family and caring responsibilities

Policy and/or strategy	% of organisations
Policy	49.5
Strategy	18.3
No, because:	38.0
Currently under development	5.1
Included in workplace agreement	23.8
Insufficient resources/expertise	8.7
Not a priority	8.9
Other	29.2

Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The table above shows the percentage of organisations in your comparison group that have formal policies or strategies to support employees with family and caring responsibilities. It also shows the percentage of organisations that do not have such policies or strategies and the reasons given. Your organisation's results are highlighted in yellow.

For further information about how your organisation can [support parents and carers](#) refer to the case study available on the Agency's website.

Benchmark 4.3: Percentage of organisations that have formal and informal flexible working arrangements (by type) available to managers

	Female (%)		Male (%)	
	Formal	Informal	Formal	Informal
Flexible hours of work	58.6	67.7	58.6	67.7
Compressed working week	25.5	35.2	25.5	35.2
Time-in-lieu	43.9	62.6	43.9	62.6
Telecommuting	30.3	53.5	30.3	53.5
Part-time work	76.6	28.5	76.6	28.5
Job sharing	35.2	26.2	35.2	26.1
Carer's leave	92.3	23.2	92.3	23.2
Purchased leave	32.2	13.4	32.2	13.4
Unpaid leave	81.3	33.5	81.3	33.5

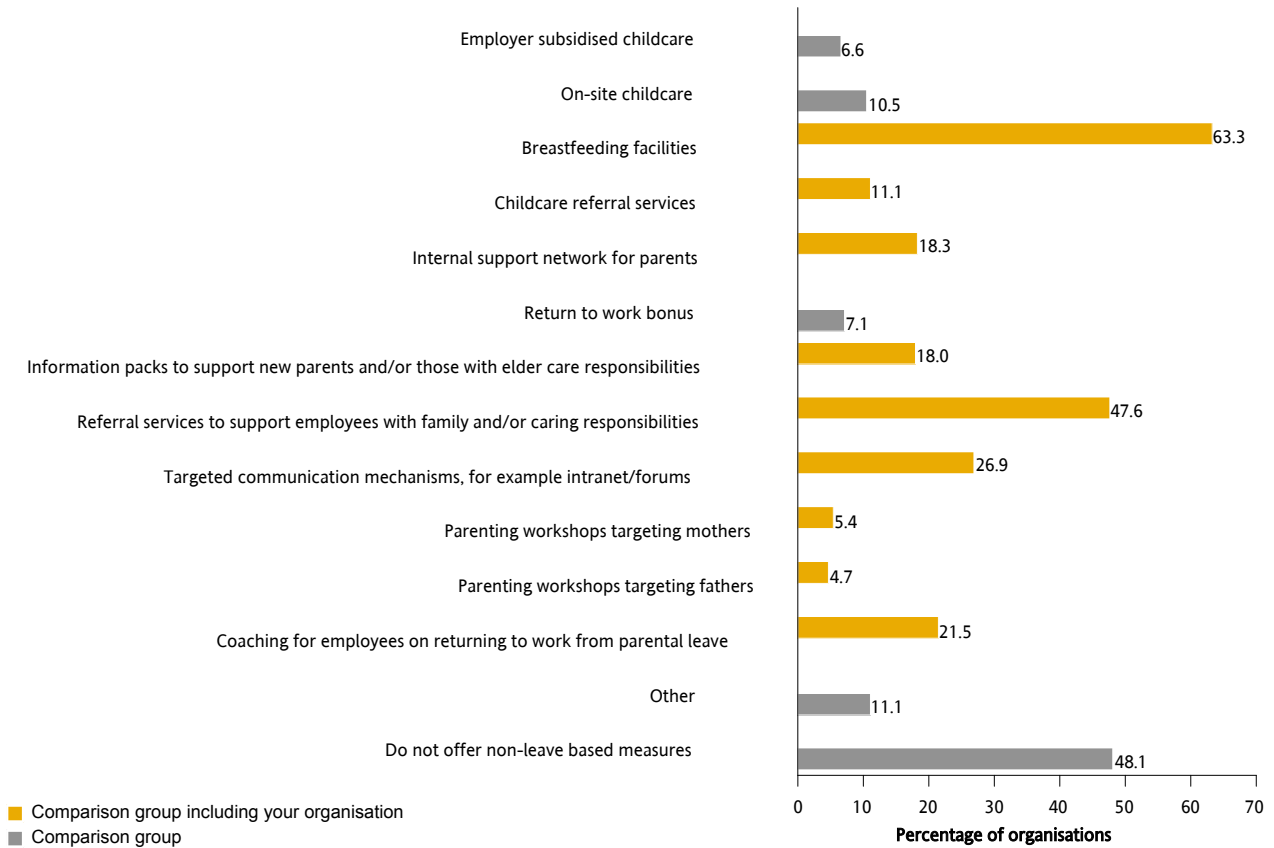
Benchmark 4.4: Percentage of organisations that have formal and informal flexible working arrangements (by type) available to non-managers

	Female (%)		Male (%)	
	Formal	Informal	Formal	Informal
Flexible hours of work	60.7	64.2	60.6	64.2
Compressed working week	28.3	33.4	28.2	33.4
Time-in-lieu	52.1	58.3	52.1	58.3
Telecommuting	28.7	46.2	28.6	46.1
Part-time work	82.7	29.8	82.6	29.8
Job sharing	42.8	30.0	42.7	29.9
Carer's leave	92.3	23.0	92.3	23.0
Purchased leave	32.7	13.1	32.7	13.1
Unpaid leave	81.7	33.2	81.7	33.2

The tables above show the percentage of organisations in your comparison group that offer formal and informal flexible working arrangements to women and men, broken down by manager (4.3) and non-manager (4.4), and the type of flexible work available. Your organisation's results are highlighted in yellow.

If access to flexible working arrangements differs between managers and non-managers in your organisation please refer to the [flexibility resources](#) available on the Agency's website. The resources are designed to help you understand why flexible working arrangements are more limited for managers or non-managers and provide guidance to address the issue. If female employees have better access to flexible working arrangements in your organisation than male employees, it would be beneficial to review the '[Challenging male stereotypes](#)' case study.

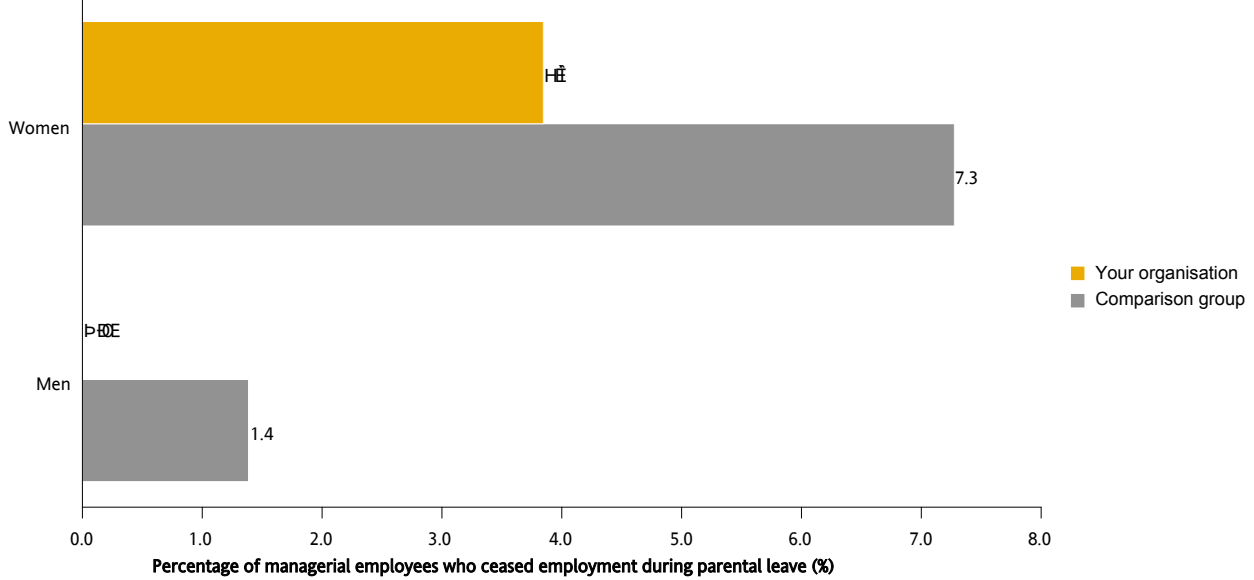
Benchmark 4.5: Non-leave based measures to support employees with family and caring responsibilities



The graph above shows the percentage of organisations in your comparison group that have non-leave based measures available to support employees with family and caring responsibilities. The measures your organisation provides are highlighted in yellow where applicable.

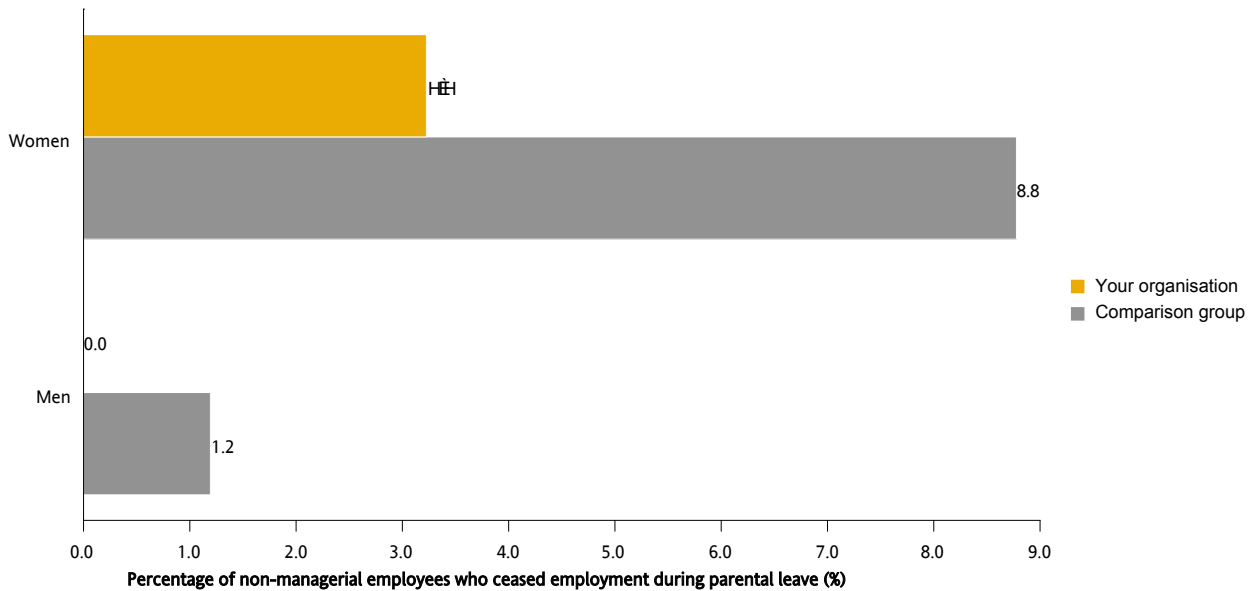
Benchmark 4.6: Proportion of employees who ceased employment during parental leave

Managers



Managers	Your organisation (%)	Comparison group (%)
Women	3.8	7.3
Men	N/A	1.4

Non-managers



Non-managers	Your organisation (%)	Comparison group (%)
Women	3.4	8.8
Men	0.0	1.2

The graphs and tables above show the proportion of women and men who ceased employment during, or at the end of, parental leave for your organisation and the comparison group. The term 'ceased employment' refers to anyone who has exited the organisation and includes resignations, redundancies and dismissals. It is worthwhile comparing your organisation's results with the comparison group to identify whether your competitors offer more attractive working conditions through better support of employees with family and caring responsibilities.

GEI 5: Consultation on gender equality

Reporting under gender equality indicator 5 (GEI 5) provides information about consultation that occurs between employers and employees on issues concerning gender equality in the workplace.

Consultation is a two-way communication with employees and provides employers with information about their employees' views on the workplace, including what is working well and what could be done better. It also serves to raise awareness of issues around gender equality and gives employees a forum to raise any concerns about gender equality.

The tables and graphs presented in this section of the Competitor Analysis Benchmark Report show the results for your organisation and comparison group on a range of indicators, as follows:

Benchmark	Description	Section or question in compliance report
5.1	Consultation with employees on gender equality in the workplace	Q.15
5.2	Mode of employee consultation	Q.15.1
5.3	Categories of employees consulted	Q.15.2

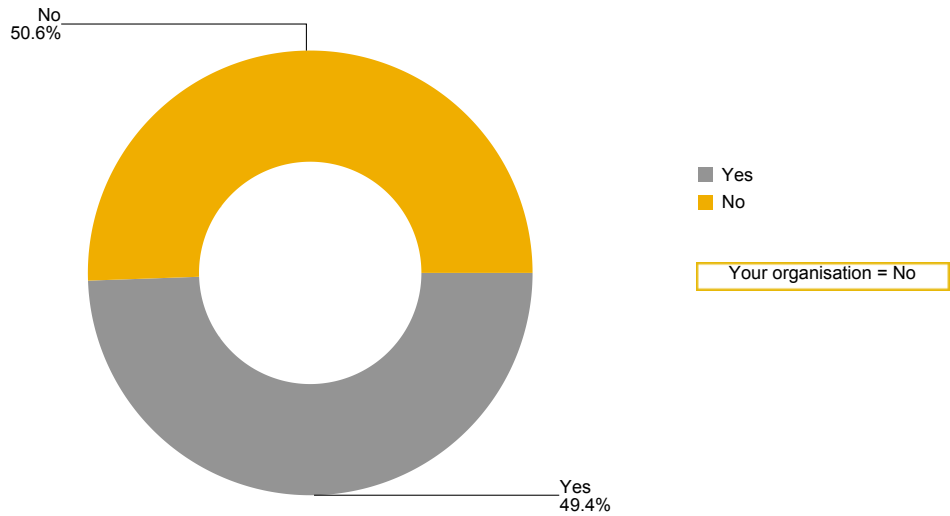
Using these benchmarks to drive change through employee consultation on gender equality

It's important to note that employee consultation needs to be a regular activity, and that employee feedback needs to be documented and actioned. The benchmarks in this section may help your organisation to implement or improve consultation so that it is recognised as an essential tool to assist with breaking down gender barriers.

It may be appropriate for your organisation to:

- create a consultative committee or group, such as an equal opportunity or diversity committee
- conduct open forums where staff can raise issues in a safe environment
- conduct focus groups or surveys to better understand how gender equality in the workplace affects employees
- introduce gender equality discussions to team meetings and one-one-one meetings between managers and staff.

Benchmark 5.1: Consultation with employees on gender equality in the workplace



If employees have not been consulted, why not?

Reasons	% of organisations
Not needed	16.6
Insufficient resources/expertise	19.2
Not a priority	18.7
Other	14.3

Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The figure above shows the percentage of organisations in your comparison group that have consulted with employees about issues concerning gender equality in the workplace, while the table shows the reasons given by employers for not doing so. Your organisation's results are highlighted in yellow.

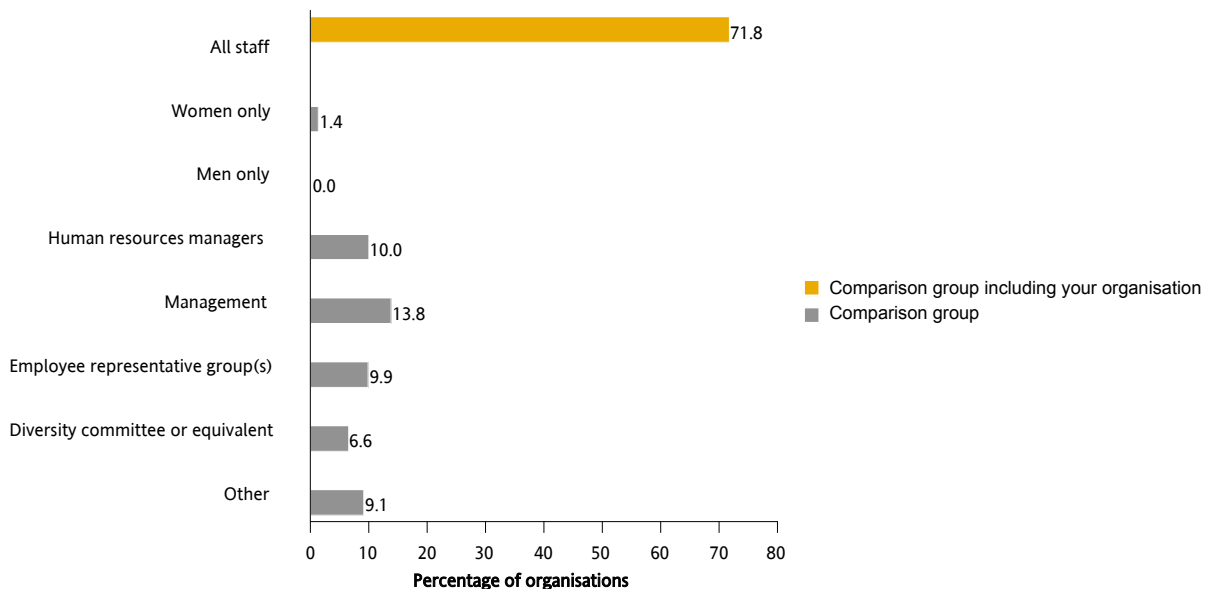
The Agency's website has several resources available to assist your organisation in developing or improving an employee consultation process. These include an [employee opinion survey template](#) which offers expert guidance around how to effectively consult your employees regarding workplace issues.

Benchmark 5.2: Mode of employee consultation

	Your organisation	% of organisations
Survey	Y	45.0
Consultative committee or group	Y	39.7
Focus groups	Y	24.7
Exit interviews	Y	50.5
Performance discussions	N	34.8
Other	N	30.2

The table above shows the percentage of organisations in your comparison group that have undertaken each mode of employee consultation. Your organisation's modes of consultation are highlighted in yellow.

Benchmark 5.3: Categories of employees consulted



The figure above shows the percentage of organisations in your comparison group that have consulted specific employee groups. Your organisation has consulted with the employee groups highlighted in yellow.

As an indicator of best practice, the Agency's '[Employer of Choice for Gender Equality](#)' citation requires organisations to consult with all staff at least once every two years.

GEI 6: Sex-based harassment and discrimination

Reporting under gender equality indicator 6 (GEI 6) provides information on an organisation's policies and/or strategies for preventing sex-based harassment and discrimination. Sex-based harassment can be non-sexual or sexually-related behaviour that offends, humiliates or intimidates and is not wanted or reciprocated.

The tables and graphs presented in this section of the Competitor Analysis Benchmark Report show the results for your organisation and comparison group on a range of indicators, as follows:

Benchmark	Description	Section or question in compliance report
6.1	Policies or strategies on sex-based harassment and discrimination prevention	Q.16
6.2	Grievance processes in sex-based harassment and discrimination prevention policies or strategies	Q.16.1
6.3	Provision of workplace training for managers on sex-based harassment and discrimination prevention	Q.17
6.3.1	Provision of workplace training for managers on sex-based harassment and discrimination prevention over time	Q.17
6.4	Frequency of workplace training for managers on sex-based harassment and discrimination prevention	Q.17

Using these benchmarks to drive a reduction in sex-based harassment and discrimination

The benchmarks in this section are designed to highlight issues and opportunities for improvement in this critical area.

It is recommended that organisations:

- ensure that any policy or strategy regarding sex-based harassment and discrimination prevention is gender neutral and readily available to all staff
- clarify what behaviour constitutes sex-based harassment and discrimination
- specify a grievance process for employees who feel they may be the victims of sex-based harassment and discrimination
- ensure there are designated discrimination contact officers, ideally of different genders, who can act as the first point of contact for employees who feel they may be the victims of sex-based harassment and discrimination
- include information sessions on the prevention of sex-based harassment and discrimination in all induction sessions, and ensure managers receive formal training on a regular basis
- embed discussions about sex-based harassment and discrimination into team and organisation-wide meetings so employees feel that they will be listened to if they do need to raise an issue.

Benchmark 6.1: Policies or strategies on sex-based harassment and discrimination prevention

Policy and/or strategy	% of organisations
Policy	95.8
Strategy	10.9
No, because:	2.3
Currently under development	22.4
Included in award/industrial or workplace agreement	17.8
Insufficient resources/expertise	19.6
Not a priority	7.5
Other	14.0

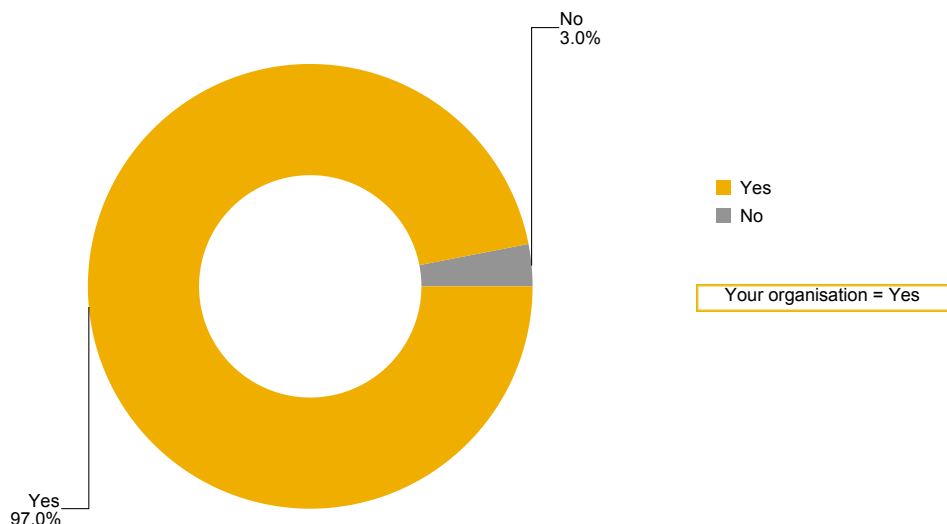
Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The table above shows the percentage of organisations in your comparison group that have policies or strategies on the prevention of sex-based harassment and discrimination and the reasons for not having such policies or strategies. Your organisation's results are highlighted in yellow.

Employers are ultimately responsible for ensuring the workplace is free of harassment and discrimination, therefore a policy and/or strategy to this effect should be considered a priority. A formal policy and/or strategy typically specifies the types of behaviour that constitute sex-based harassment and discrimination, and may include a statement that your organisation has zero tolerance for such behaviour. Details on employees' rights and obligations in this regard should also be included.

The Human Rights Commission offers a [workplace discrimination and harassment policy template](#) and a [guide to writing an effective sexual harassment policy](#) which you may find useful as a starting point or as a reference when reviewing an existing policy.

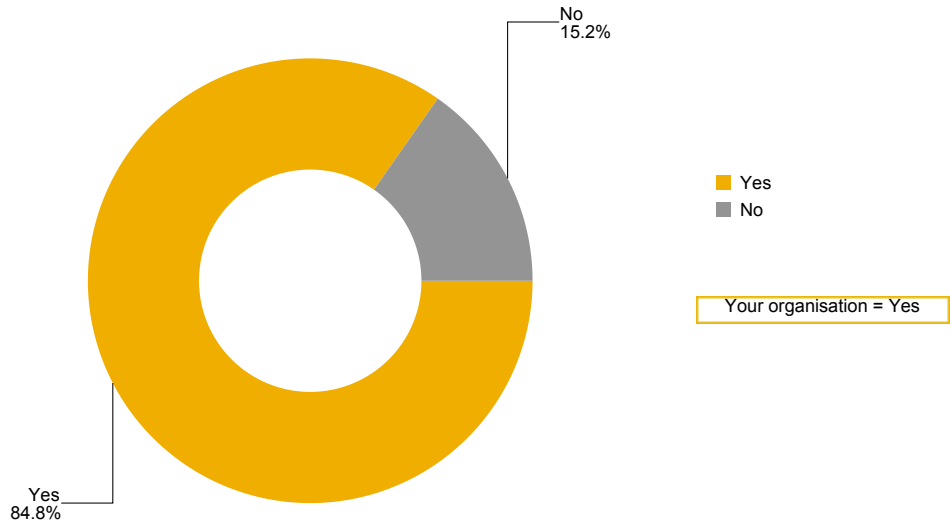
Benchmark 6.2: Grievance processes in sex-based harassment and discrimination prevention policies or strategies



The figure above shows the percentage of organisations in your comparison group that have a grievance process included in their formal sex-based harassment and discrimination prevention policies or strategies. Your organisation's results are highlighted in yellow.

A grievance process helps employees deal with workplace issues, and typically includes information about the organisation's harassment contact officers and how employees can raise the issue formally or informally without being penalised or disadvantaged as a result of lodging a grievance.

Benchmark 6.3: Provision of workplace training for managers on sex-based harassment and discrimination prevention



If training managers on the prevention of sex-based harassment and discrimination prevention is not provided, why not?

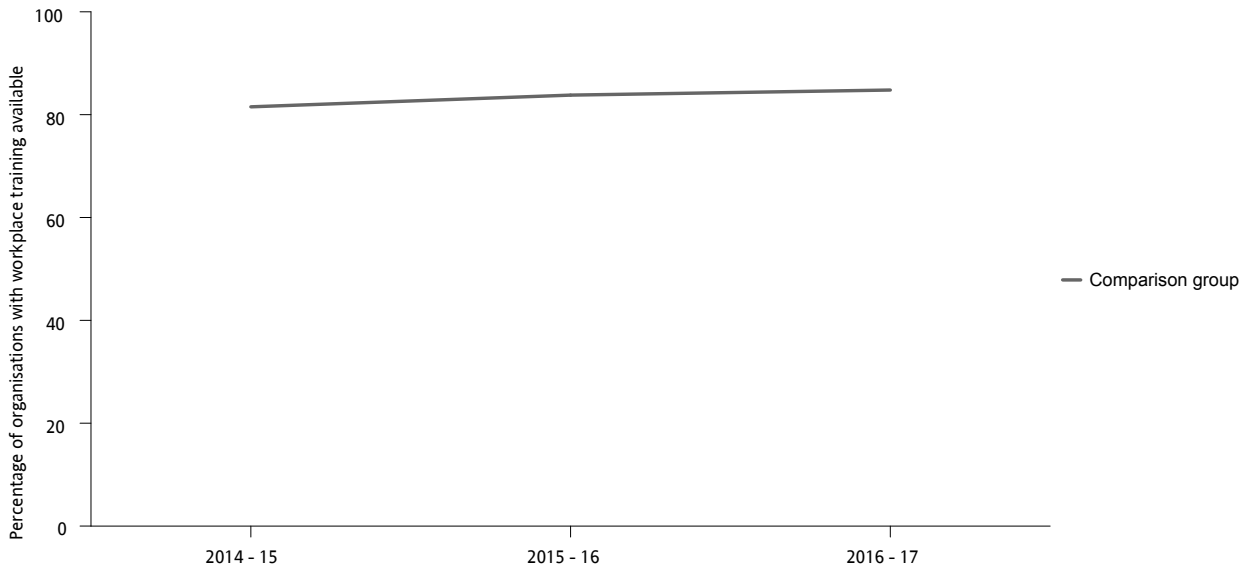
Reasons	% of organisations
Currently under development	21.9
Insufficient resources/expertise	27.7
Not a priority	8.8
Other	13.1

Note the percentages in this table may not add to 100% because multiple responses are allowable and responses are not mandatory.

The figure above shows the percentage of organisations in your comparison group that provide training for managers on the prevention of sex-based harassment and discrimination. The table shows the reasons given for not providing this training.

Ensuring managers and employees are trained in the prevention of sex-based harassment and discrimination is a protective mechanism for both employees and employers. The sooner that issues are identified and resolved, the less likelihood there is of lasting difficulties for the individuals or organisation. Prevention training could include workshops, online courses, e-learning modules with confirmation of completion, and discussion groups. Emailing a copy of the relevant policy to all staff or having it available on the intranet does not constitute training.

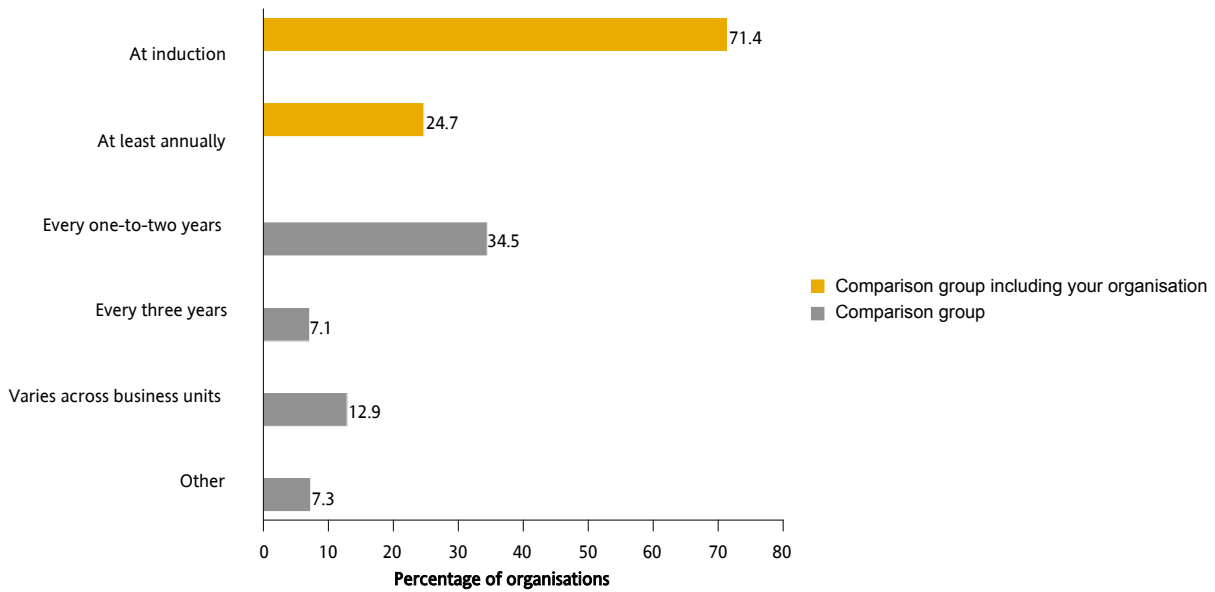
Benchmark 6.3.1: Provision of workplace training for managers on sex-based harassment and discrimination prevention over time



	2014 - 15	2015 - 16	2016 - 17
Your organisation	No	Yes	Yes
Comparison group (%)	81.5	83.8	84.8

The figure and table above show the percentage of organisations in your comparison group that have provided training for managers on the prevention of sex-based harassment and discrimination in recent years. Your organisation's results are shown in the table only.

Benchmark 6.4: Frequency of workplace training for managers on sex-based harassment and discrimination prevention



The figure above shows the frequency with which organisations in your comparison group provide training for managers on the prevention of sex-based harassment and discrimination. Your organisation's selections are highlighted in yellow. The Agency recommends that organisations provide workplace training for managers and all staff on sex-based harassment and discrimination prevention at induction and at least once every two years after that.