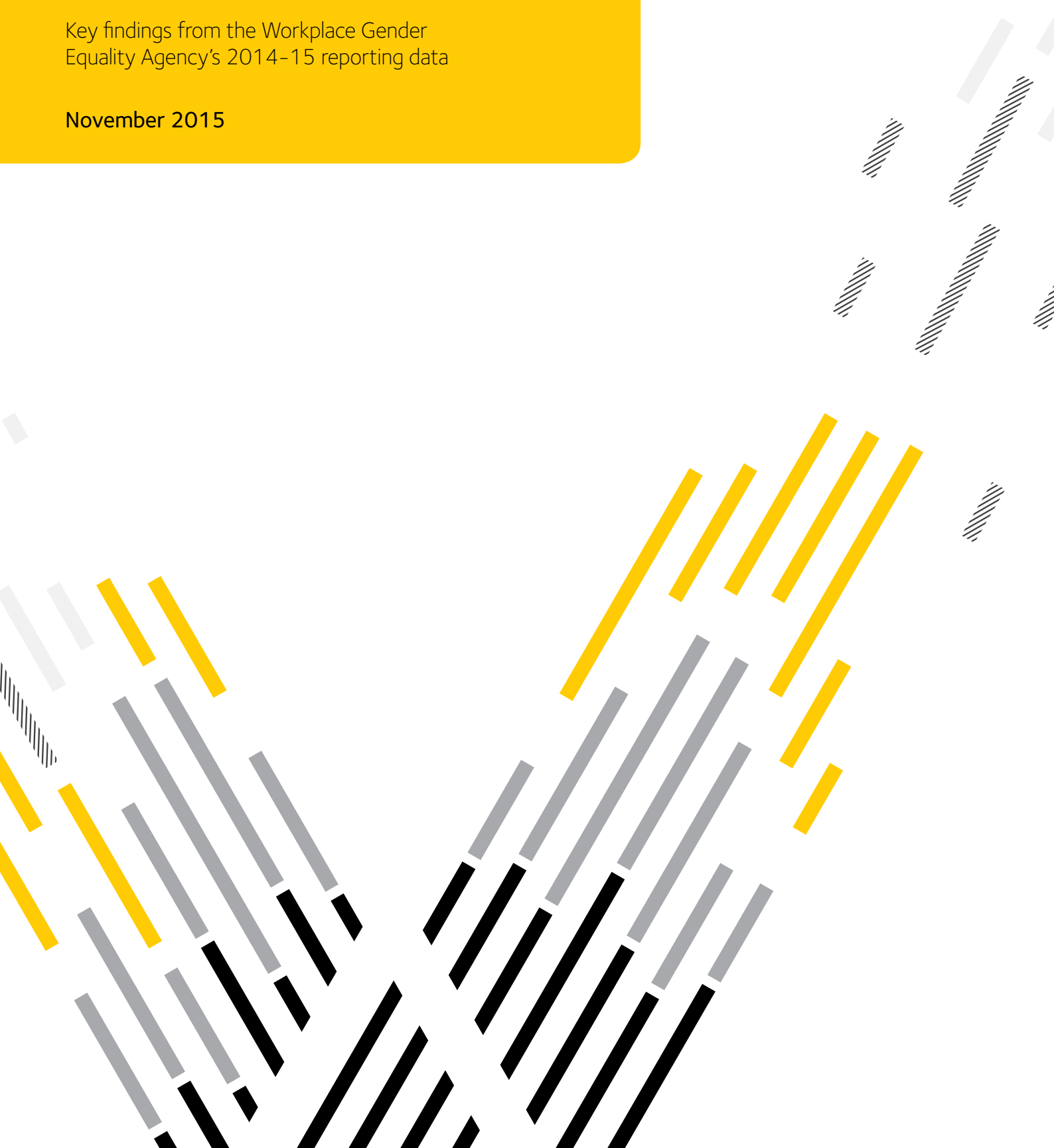




# Australia's gender equality scorecard

Key findings from the Workplace Gender Equality Agency's 2014-15 reporting data

November 2015



WGEA dataset

4 million  
employees

12,000+  
employers

4,670  
reports



# Introduction

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## Small steps, in the right direction

The release of the 2014-15 data is a milestone for the Workplace Gender Equality Agency. It represents the second year of reporting under the *Workplace Gender Equality Act 2012* and the first comprehensive 'time-series' data on the status of gender equality in Australian workplaces.

Last year's data was the yardstick; from this year onwards we can track progress and performance against key gender equality indicators.

There is good news, bad news and plenty of interesting insights in the 2014-15 data.

Let's start with the bad news. Our data, covering 12,229 employers and nearly four million employees – over 40% of Australia's employees – that there is still a gender pay gap across all industries and management levels and the concentration of women in lower-paying occupations and industries.

“  
**Our data confirms there is still a pay gap across all industries and management levels.**  
”

In good news, the data also shows progress. It is slow. Women's representation in leadership roles has inched higher, gender pay gaps have inched lower and growing numbers of employers are taking action to support gender equality in their own workplaces. These are all small steps in the right direction.

As for interesting insights, our data can pinpoint where employers are taking action and where things have slowed. We can see the growth in employers analysing and correcting the pay gaps in their organisations; which industries have the biggest gender pay gaps and in which parts of the economy pay imbalances are either shrinking or growing.

We can also see the changing landscape of the workforce, as jobs in traditionally male-dominated areas like mining and

construction decline and jobs in traditionally female-dominated industries like health care and social assistance grow.

This report is just a sample of the detail the 2014-15 data provides. You can search in more detail on industry profiles, workforce composition, employer actions and pay gaps using our Data Explorer at [data.wgea.gov.au](http://data.wgea.gov.au).

This data is a valuable resource for understanding gender issues at work. It helps us articulate and understand the

“  
**Growing numbers of employers are taking action to support gender equality in their own workplaces.**  
”

challenges in achieving workplace gender equality. The real value is in promoting change.

Organisation-specific reporting and benchmarking, and the Agency's efforts along with many others to support employers to improve in key areas like pay equity, are delivering improvements that contribute to company performance, productivity and fairness.

It is encouraging that so many employers are moving beyond compliance with reporting requirements to embrace the opportunity to prioritise workplace gender equality and build inclusive, successful businesses.

# Data snapshot

## Women earn less than men



# 24.0%

gender pay gap  
full-time total remuneration

The overall **gender pay gap** across the WGEA dataset still remains high at **19.1%** (full-time base salary) and **24%** (full-time total remuneration). This equates to an average annual **base salary difference of \$17,243**; growing to **\$27,254** on total remuneration which includes bonuses and superannuation.

## Growing recognition of domestic violence as a workplace issue



# 34.9%

of organisations have a domestic violence policy or strategy

Employers are slowly acknowledging their role in supporting employees experiencing domestic violence, with **34.9% of organisations having a domestic violence policy or strategy** implemented, up from 32.2% last year.

## Fewer full-time jobs in male-dominated industries



# 25,478

fewer full-time permanent jobs in mining and construction

The number of permanent full-time jobs in male-dominated industries of **mining** (down **16,482 full-time permanent jobs**) and **construction** (down **8,996 full-time permanent jobs**) have declined, reflecting broader cyclical economic change. Overall, there has been a decline in permanent full-time jobs with growth in part-time, contract and casual work.

## Slight growth in women's management representation



# 27.4%

of KMP positions are held by women

The top levels of management remain heavily male-dominated, with just **15.4% of CEO positions** and **27.4% of key management personnel (KMP) positions held by women**. Across all management levels, the proportion of women managers has grown from 35.9% to 36.5%.

## Part-time work dominated by women



# 3 in 4

part-time positions held by women

Part-time work has grown for both women and men, but **women still work part-time at three times the rate of men**. While women make up nearly half (48.8%) of the workforce in our dataset, full-time women only comprise one in five employees (20.3%). 6.3% of management positions are part-time.

## More employers take a strategic approach



# 20.6%

of employers have a gender equality strategy

The percentage of employers with a **gender equality strategy has grown from 18.3% to 20.6%** between 2013-14 and 2014-15, reflecting growing awareness of the need for a whole-of-organisation approach.

## Growing action on pay equity



# 26.3%

of employers conducted a gender pay gap analysis

More employers are conducting a **gender pay gap analysis** to detect and address any like-for-like gaps (26.3%, up from 24.0%) but few (9.7%) are reporting to the board on the issue.

## Flexibility on the rise, but informal and lacking strategy



# 60.2%

of employers have a flexible working policy and/or strategy

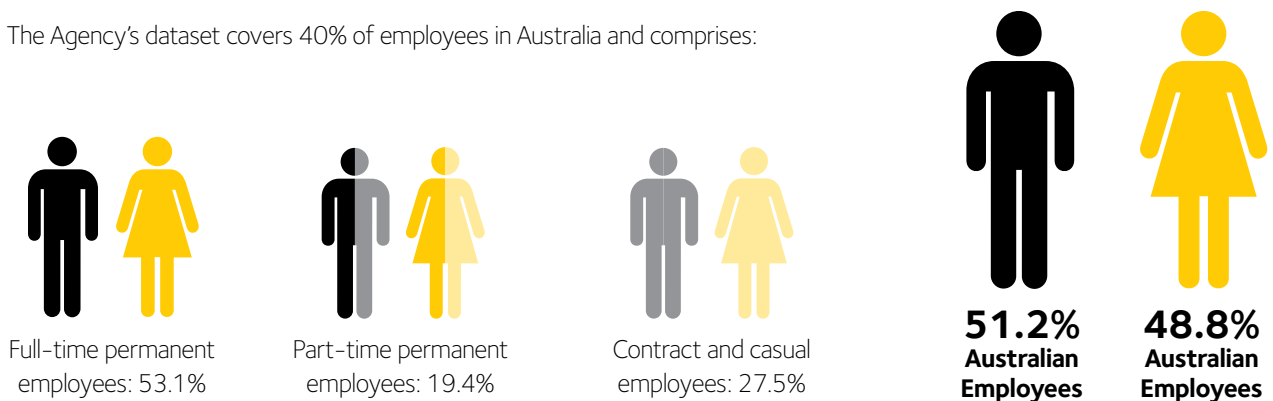
More employers are introducing **policies and/or strategies for flexible working**, 60.2% compared with 57.5% last year. However most are relying on policies and informal arrangements rather than taking a strategic approach. Half offer flexible working arrangements within a policy with just 14.6% having a strategy in place.

# Key findings

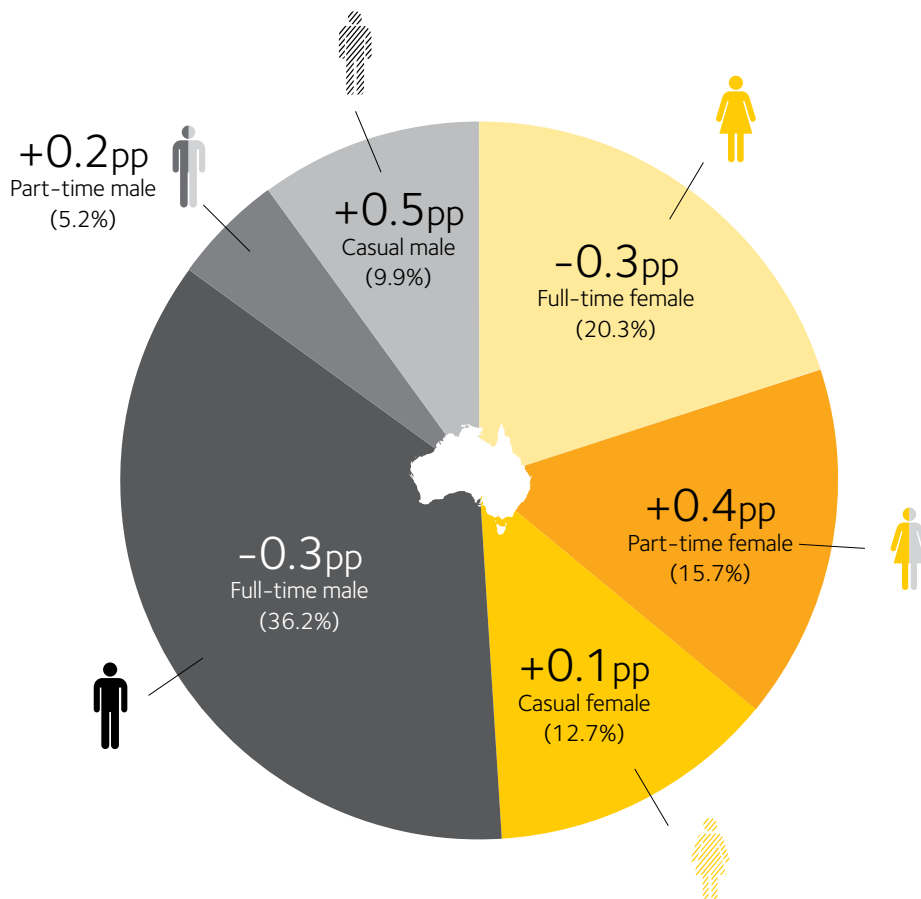
## Gender composition

### Composition by employment status

The Agency's dataset covers 40% of employees in Australia and comprises:



### Changes in the last 12 months in percentage points (pp)



## Gender composition by industry

### The Australian workforce is highly gender segregated

The Agency's dataset is almost evenly balanced between women and men, however many industries are dominated by employees of one gender. 'Blue-collar' industries including mining, construction and manufacturing are male-dominated, while women are concentrated in health, education and retail. Gender segregation is one contributing factor to the overall gender pay gap, with female-dominated industries traditionally offering lower pay than male-dominated industries.

Table 1: Gender composition by industry 2014-15, ranked by representation of women

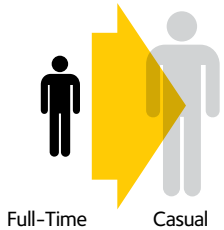
Industry	% women	% men	no. women	no. men
Health Care and Social Assistance	80.4	19.6	449,635	109,453
Education and Training	62.6	37.4	247,871	148,288
Retail Trade	58.3	41.7	381,101	272,072
Financial and Insurance Services	56.0	44.0	154,264	121,055
Accommodation and Food Services	51.3	48.7	90,956	86,184
Arts and Recreation Services	50.7	49.3	47,415	46,045
Other Services	46.4	53.6	27,407	31,673
Administrative and Support Services	44.4	55.6	93,936	117,799
Rental, Hiring and Real Estate Services	43.5	56.5	15,852	20,598
Information Media and Telecommunications	39.2	60.8	51,642	80,156
Professional, Scientific and Technical Services	39.0	61.0	113,782	177,749
Wholesale Trade	35.8	64.2	38,048	68,283
Agriculture, Forestry and Fishing	34.4	65.6	8,625	16,457
Manufacturing	26.6	73.4	97,228	268,883
Transport, Postal and Warehousing	26.0	74.0	54,366	154,632
Electricity, Gas, Water and Waste Services	25.5	74.5	12,131	35,515
Public Administration and Safety*	20.2	79.8	5,090	20,157
Construction	16.2	83.8	21,504	111,301
Mining	16.0	84.0	28,343	149,296
<b>All industries</b>	<b>48.8</b>	<b>51.2</b>	<b>1,939,196</b>	<b>2,035,596</b>

\*Note: The Agency's dataset has low coverage of this industry category.

## Changes in workforce characteristics

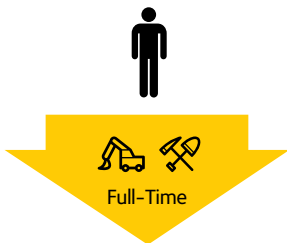
### Full-time work gives way to contract, part-time and casual – especially for men

Between 2013-14 and 2014-15, Agency data has recorded the following changes:



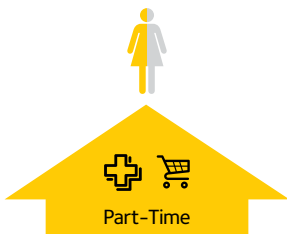
#### Fewer men in full-time permanent positions, more men in contract and casual positions

- ➔ Decrease in permanent full-time male positions (-9,312), but increase in full-time contract positions (+4,924), part-time contract positions (+2,556) and casual positions (+24,348) for men



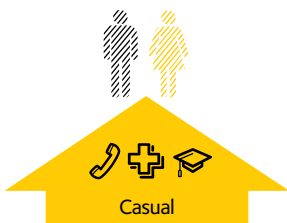
#### Decrease in full-time permanent roles in male-dominated industries:

- ➔ Mining (-16,482 full-time permanent overall: -14,865 full-time permanent males, and -1,617 full-time permanent females)
- ➔ Construction (- 8,996 full-time permanent overall: -7,851 full-time permanent males and -1,145 full-time permanent females)



#### Growth in permanent part-time roles in female-dominated industries:

- ➔ Health Care and Social Assistance (+28,317 overall: +23,698 part-time permanent females, and +4,619 part-time permanent males)
- ➔ Retail Trade (+10,580 overall: +6,615 part-time permanent females, and +3,965 part-time permanent males)



#### Growth in casual roles:

- ➔ Administration and Support Services: (+17,182 overall growth, +2,934 women, +14,248 men)
- ➔ Health Care and Social Assistance (+8,813 overall, +6,395 women, +2,418 men)
- ➔ Education and Training (+8,732 overall, : +5,617 women, +3,115 men)

*Note: These changes reflect broader economic change and cyclical adjustments occurring with the decrease in commodity prices, among other changes. They broadly align with recent results of the Labour Force Survey by Australian Bureau of Statistics.*

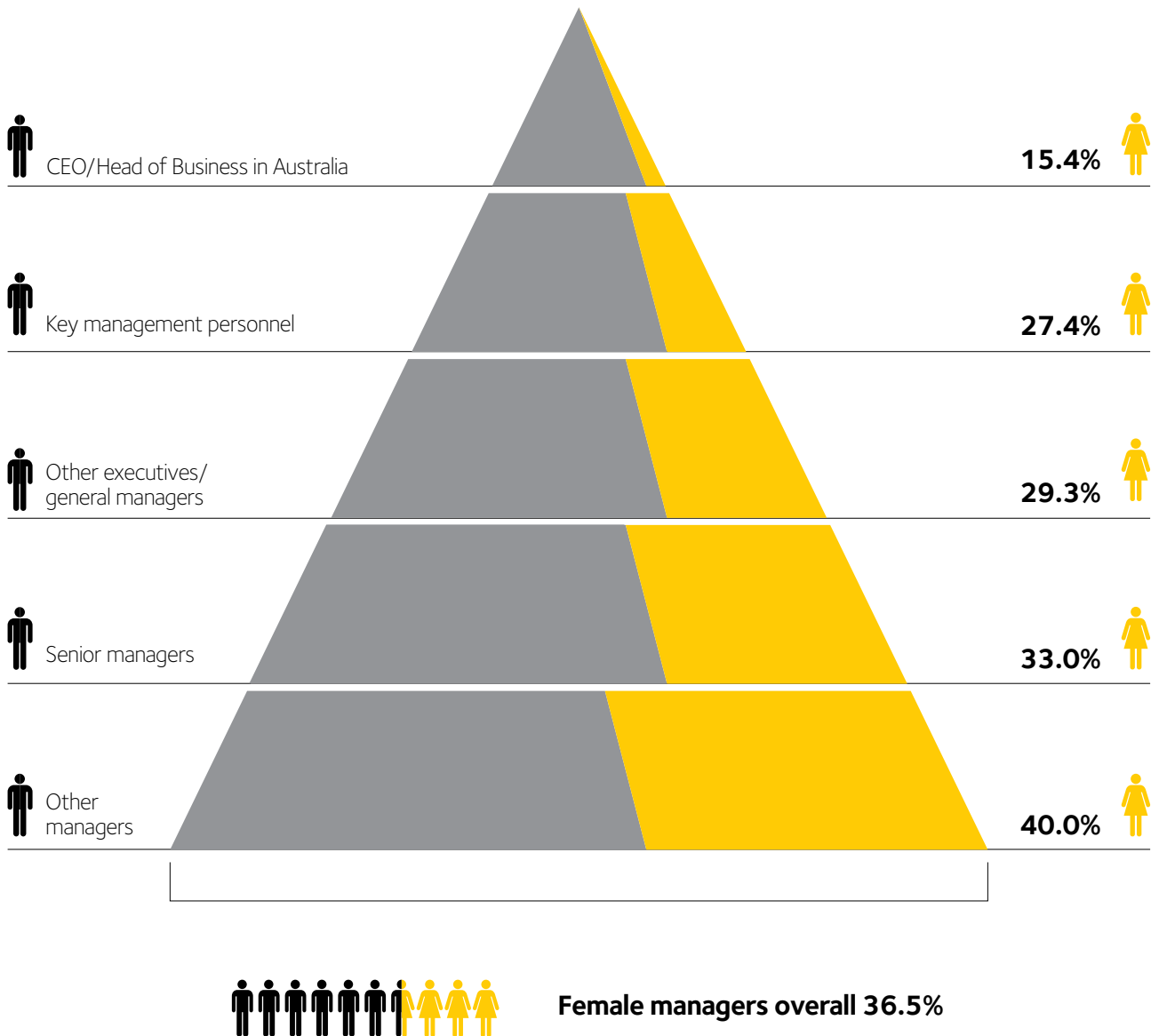


## Women in management

### The most senior levels of management are heavily male-dominated

The representation of women declines steadily with seniority. This year's data shows that women make up 40% of 'other managers' – the lowest level of management – but just 15.4% of CEOs or Heads of Business in Australia.

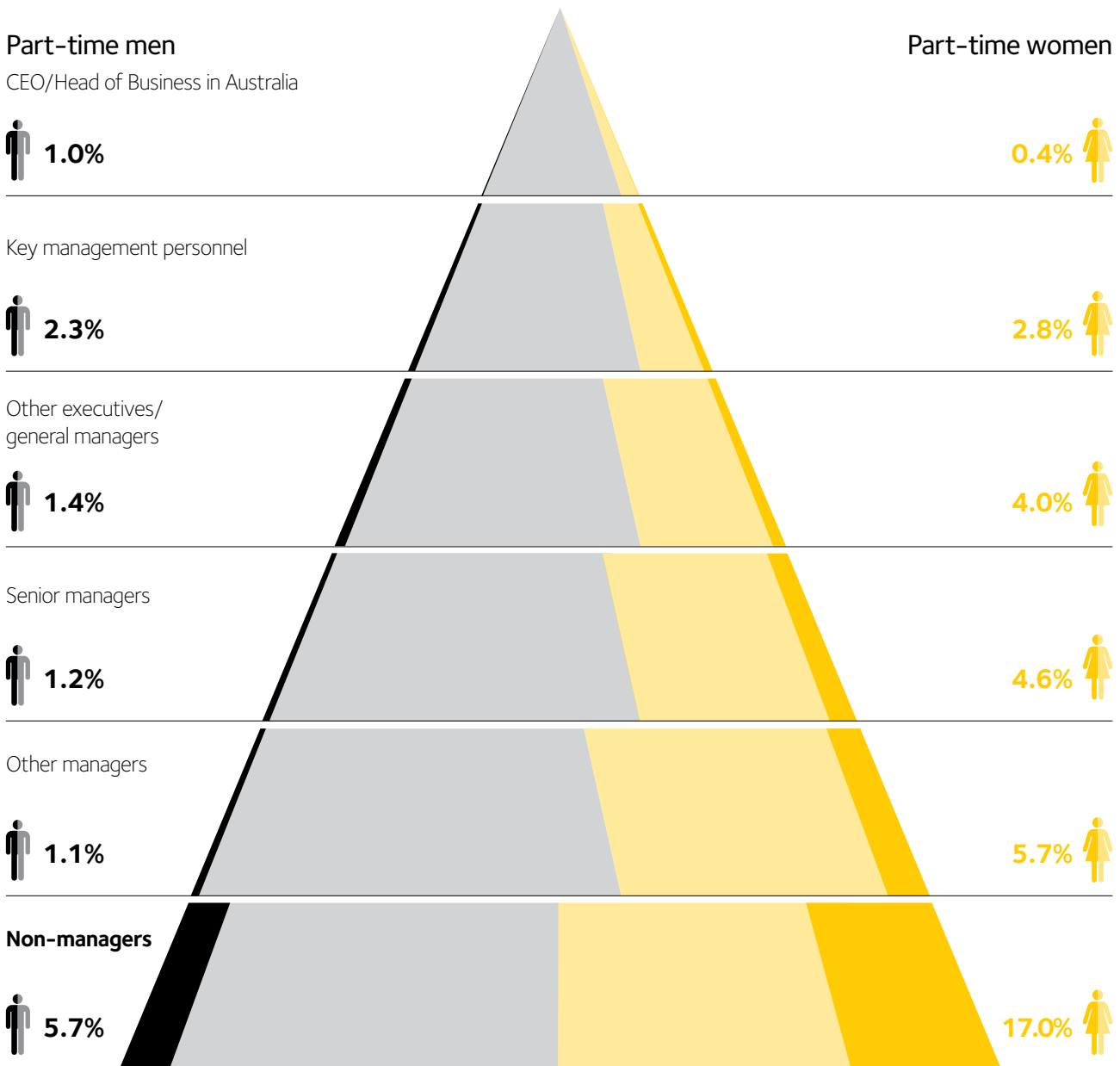
Chart 1: Proportion of women by management category in 2014-15



## Part-timers excluded from management roles

The percentage of part-time managers by gender highlights the lack of part-time management positions. Part-time work is significantly higher in non-management categories and is dominated by women.

Chart 2: Proportion of part-time women and men by management category



**Part-time managers overall 6.3%**



## Changes in management representation

### Proportion of women in management grows

While still low, the proportion of women in all manager categories except CEO has grown in the last 12 months. The proportion of all managers who are women has increased from 35.9% in 2013-14 to 36.5% in 2014-15. The proportion of women in the top three levels of management has grown from 26.2% to 27.5%.

Table 2: Change in proportion of women by manager category

	Proportion of managers who are women (%)		
	2013-14	2014-15	Difference (pp)
CEO/Head of Business in Australia	15.7*	15.4	-0.3
Key management personnel	26.1	27.4	+1.3
Other executives/general managers	27.8	29.3	+1.5
Senior managers	31.7	33.0	+1.3
Other managers	39.8	40.0	+0.2
<b>Top 3 levels of management**</b>	<b>26.2</b>	<b>27.5</b>	<b>+1.3</b>
<b>Managers overall</b>	<b>35.9</b>	<b>36.5</b>	<b>+0.6</b>

\* This percentage for 2013-14 has been adjusted slightly to correct for an anomaly in last year's dataset.

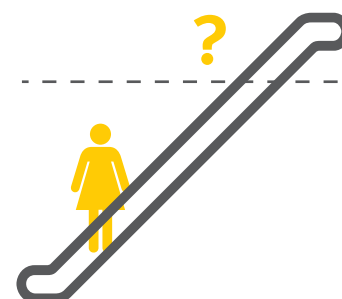
\*\* CEO, KMP and other executives/general managers

### Industries with the biggest increases in proportion of women in management:

- ➔ Electricity, Gas, Water and Waste Services (up 1.7 percentage points)
- ➔ Wholesale Trade (up 1.5 percentage points)
- ➔ Arts and Recreation Services (up 1.3 percentage points)

### Progress, but women missing from many top management teams\*

- ➔ A quarter (25.1%) of organisations have no female KMPs.
- ➔ One in five (19.4%) organisations have no 'other executives/general managers' who are women.
- ➔ In contrast, 4.2% of organisations have no male KMPs and 3.9% of organisations have no male 'other executives/general managers'.



\* These figures are calculated on organisations that have the relevant management level in their organisational structure.

## Women’s representation on governing bodies



The proportion of organisations setting targets for composition of the board was 16.1% in 2014-15.

- ➔ The proportion of organisations with a female chair has risen from 12% to 14.2% between 2013-14 and 2014-15.
- ➔ The overall proportion of female directors was similar, 23.7% in 2013-14 and 23.6% in 2014-15.

## Women’s representation in non-management occupations

Women make up 50.2% of all non-manager roles covered by the Agency’s dataset and are concentrated in traditionally female occupations including community and personal services and clerical and administrative occupations.

Table 3: Percentage of women in non-management occupations in 2014-15

Occupation	% women
Clerical and administrative	74.6
Community and personal service	71.7
Sales	59.2
Professionals	52.5
Other	42.7
Labourers	31.1
Technicians and trade	11.7
Machinery operators and drivers	11.3

- 76-100% female
- 61-75% female
- 40-60% male/female
- 61-75% male
- 76-100% male

## Gender pay gaps

### Overall gender pay gap

The overall gender pay gap reflects a range of complex, inter-related factors including the concentration of women in low paying roles and industries and the concentration of men in the highest paying roles and industries. Furthermore, the gap reflects the lack of flexible and part-time senior roles which suggests there may be a gender bias.

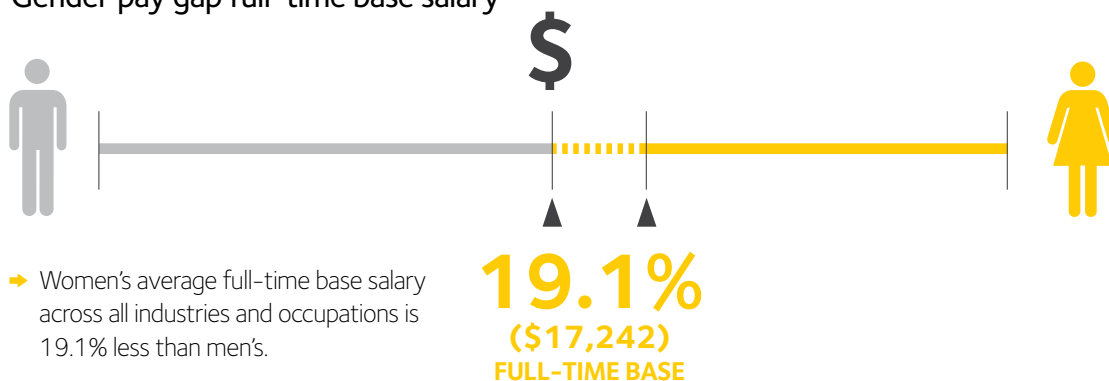
We calculate gender pay gaps across the dataset by industry and by management and non-management categories, excluding CEO salaries. The Agency's gender pay gap data does not reflect comparisons of women and men in the same roles (that is, like-for-like gaps). Our data shows a gender pay gap in favour of men in every industry.

While our data does not reflect like-for like pay gaps, the Agency's CEO Pay Equity Ambassadors tell us that gender bias can impact pay and related decisions to create instances where women are paid less than men doing the same jobs at the same performance standard. That's why conducting a gender pay gap analysis and taking action is essential to ensure pay equity. More information on employer action on pay equity is on page 14.

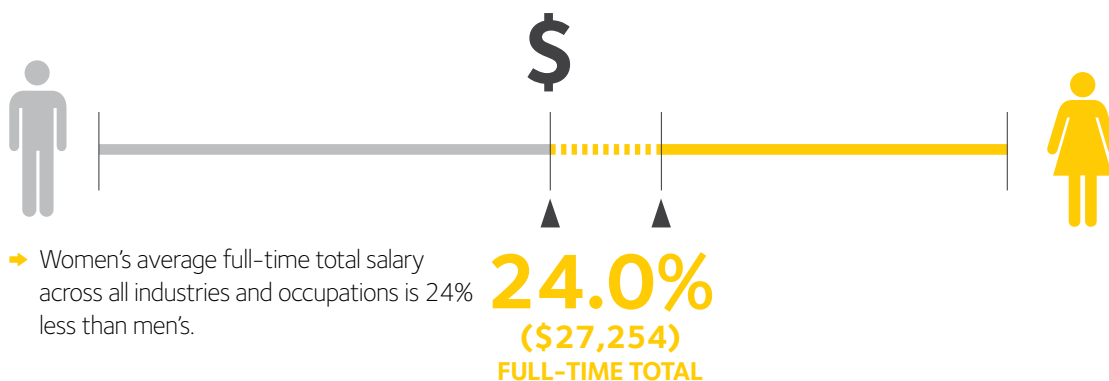


**A gender pay gap is the difference between the average male full-time earnings and average female full-time earnings expressed as a percentage of male earnings.**

### Gender pay gap full-time base salary



### Gender pay gap full-time total remuneration



*Base salary includes salary sacrificed items, but excludes allowances, superannuation and any other additional payments.*

*Total remuneration is base salary plus additional benefits whether payable directly or indirectly, including bonus payments, superannuation, discretionary pay, overtime and other allowances.*

- ➔ There was a small decrease in overall base salary (-0.8 pp) and total remuneration (-0.7 pp) gender pay gaps between 2013-14 and 2014-15. In dollar terms this represents the \$27,570 gender pay gap on total remuneration of last year closing slightly to \$27,254.

## Gender pay gaps by manager category

### Management gender pay gaps high, but inching downward

Gender pay gaps become more significant at higher levels of management, however there have been improvements in the gender pay gap across most levels of management since 2013-14.

The gender pay gap in total remuneration for key management personnel of 29% reflects the role of non-salary benefits, including bonuses, in exacerbating the pay gap in favour of men at the most senior levels of organisations.

However there has been some improvement for 'other executives/general managers' gender pay gaps, with the difference between base salary gender pay gap (down 2.1 pp) and total remuneration gender pay gap dropping slightly (down 2.5 pp).

Table 4: Change in gender pay gaps by management level

Managers	Full-time base salary GPG %	Change since 2013-14 (pp)	Full-time total remuneration GPG %	Change since 2013-14 (pp)
Key management personnel	24.0	-0.4	29.0	0.1
Other executives/general managers	19.7	-2.1	25.0	-2.5
Senior managers	18.5	-1.1	22.8	-0.7
Other managers	21.4	-0.6	24.2	-0.4
Managers (excluding CEOs) overall*	24.7	-1.1	28.8	-1.0

\*Gender pay gaps are calculated on full-time employees only, excluding CEOs

## Gender pay gap for non-managers

### Pay gap lower for non-manager employees

In addition to slight improvements across most manager categories, the gender pay gap has improved for non-managers. Gender pay gaps are traditionally lower in non-manager categories due to less discretionary pay and greater reliance on awards and collective agreements.

Table 5: Change in gender pay gaps for non-managers

	2013-14	2014-15	Difference (pp)
Full-time base salary (GPG %)	16.6	15.8	-0.8
Full-time total remuneration (GPG %)	21.6	20.9	-0.7

## Gender pay gaps by industry

### Some industries still have persistently high gender pay gaps, but most have improved

- Financial and Insurance Services remains the industry with the highest base salary (27.3%) and total remuneration (35.0%) gender pay gaps.
- Other industries improved slightly, with Administrative and Support Services (down 2.3 pp) and Information Media and Telecommunications (down 2.1 pp) gender pay gaps decreasing.

Table 6: Total remuneration gender pay gap, ranked from highest to lowest

Gender pay gap ■ 30%+ ■ 20-30% ■ 15-20% ■ 10-15% ■ 0-10%

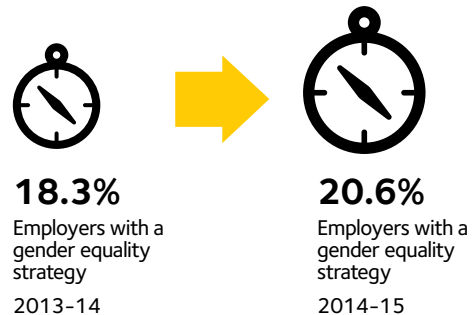
	2013-14	2014-15	Difference (pp)
Financial and Insurance Services	36.1	35.0	-1.1
Rental, Hiring and Real Estate Services	25.6	28.4	2.8
Professional, Scientific and Technical Services	28.0	27.3	-0.7
Construction	25.4	26.3	0.9
Information Media and Telecommunications	25.4	23.3	-2.1
Electricity, Gas, Water and Waste Services	19.3	21.5	2.2
Transport, Postal and Warehousing	22.6	21.4	-1.2
Arts and Recreation Services	22.8	21.0	-1.8
Agriculture, Forestry and Fishing	21.6	20.9	-0.7
Administrative and Support Services	23.0	20.7	-2.3
Other Services	17.3	18.2	0.9
Health Care and Social Assistance	16.4	18.1	1.7
Mining	17.2	17.6	0.4
Retail Trade	17.6	15.5	-2.1
Manufacturing	14.9	14.1	-0.8
Accommodation and Food Services	11.7	10.9	-0.8
Wholesale Trade	11.6	10.5	-1.1
Education and Training	9.6	9.3	-0.3
Public Administration and Safety*	9.1	8.7	-0.4
<b>All industries</b>	<b>24.7</b>	<b>24.0</b>	<b>-0.7</b>

\*Note: The WGEA dataset has low coverage in this industry.

# Employer action on gender equality

## The data suggests improvements in employer action on workplace gender equality on a number of fronts

Encouragingly, there has been an increase in the proportion of organisations with a gender equality strategy from 18.3% in 2013-14 to 20.6% in 2014-15.



## Action on pay equity

### More employers are checking their pay data, but few are reporting on pay equity to the board

There has been an increase in the number of employers conducting a gender gap after pay analysis to detect and correct any unexplainable or unjustifiable imbalances.

- ➔ 26.3% of employers reported a gender pay gap analysis had been conducted – a measurable increase on 2014 (24.0%).
- ➔ Of the 1,229 organisations that conducted a gender pay gap analysis in 2015, more than half took action (51%, up from 46% in 2013-2014).
- ➔ While half of those organisations that conducted a gender pay gap analysis also took action, those that took action represent only 13.3% of all reporting organisations.
- ➔ Identifying causes of the gaps, reviewing remuneration decision-making processes and reporting pay equity metrics to the executive were the most common actions taken.
- ➔ Of those organisations who undertook a gender pay gap analysis, less than 10% reported to the board on pay equity, 7.4% trained people managers in addressing gender bias, and 15.6% analyse performance pay to ensure there's no gender bias, suggesting employers are not recognising pay equity as an important business and governance issue.
- ➔ For more information on employer action on pay equity, see the Agency's 2015 pay equity report card.

Workplace  Flexibility

## Flexible working arrangements and support for employees with family or caring responsibilities

### Flexibility is on the rise but few organisations are taking a strategic approach

Flexible working reflects a substantial change around how, where and when work is done, how individuals and teams are managed, and how performance is assessed.

More employers are introducing policies and/or strategies for flexible working but the majority are relying on policies rather than implementing strategies to support the transition. Analysis of Agency data shows that formal flexibility arrangements are more likely than informal arrangements to drive gender equality in management positions.



- ➔ 60.2% of organisations had a policy or strategy for flexible working arrangements, up from 57.5% in 2013-14. However, the majority of organisations are offering flexible working arrangements within a policy (50.0%) rather than a strategy (14.6%).
- ➔ Organisations were more likely to offer formal arrangements around: part-time, job-sharing and leave; but informal arrangements for flexible hours, time-in-lieu and telecommuting.
- ➔ Larger employers are more likely to offer a flexible working arrangement policy or strategy:
 

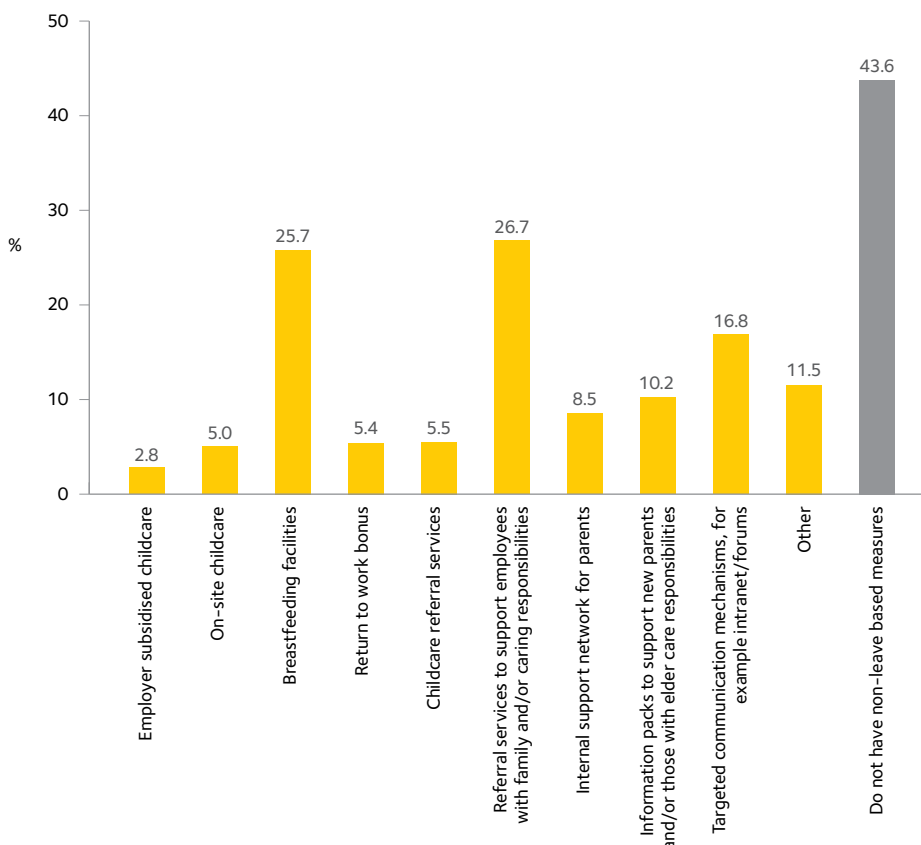
0-249 employees:	54.1%
250-499 employees:	58.1%
500-999 employees:	68.4%
1000-4999 employees:	71.5%
5000 + employees:	85.8%

## Support for employees with caring responsibilities grows

Creating working environments that recognise and support employees to manage their work demands, career ambitions and caring commitments is key for attracting and retaining talent, and achieving gender equality.

- ➔ 56.4% of employers offered non-leave based measures to support employees with caring responsibilities, up from 54.5% in 2013-14.
- ➔ Among those that offered non-leave based measures, support was strongest in provision of referral services and breastfeeding facilities.
- ➔ Investment in employer subsidised and on-site childcare is low.

Chart 3: Percentage of all employers offering non-leave based measures to support employees with caring responsibilities





## Domestic violence

With growing recognition of domestic violence as a workplace issue, employer support is growing

Employers are starting to acknowledge their role in supporting employees experiencing domestic violence.

- ➔ 34.9% of organisations have a domestic violence policy or strategy, up from 32.2% in 2013-14.
- ➔ Organisations are offering a range of other measures to support employees experiencing domestic violence (76.1%). The most common measures were employee assistance program (64.7%), access to leave (52.4%), and referral services (26.0%).
- ➔ 13.5% of organisations train human resource staff to handle cases where employees experience domestic violence.



## Sex-based harassment

Employer action to prevent sex-based harassment is strong and growing

There is widespread acceptance among Australian employers of the need to take measures to prevent sex-based harassment in the workplace.

- ➔ There has been a significant increase in the number of employers conducting management training on sex-based harassment, up from 77.6% in 2013-14 to 81.5% in 2014-15.
- ➔ 97% of employers have a policy and/or strategy on prevention of sex-based harassment.



## Parental leave

No movement on parental leave

There is a growing recognition of the importance of paid parental leave for supporting new parents to maintain income and connection to the workforce. However, this year's data suggests momentum on employer support for parental leave has stalled.

- ➔ Average of 11 weeks paid primary carers' leave offered, the same as 2013-14.
- ➔ Average of 8 days paid secondary carers' leave offered, the same as 2013-14.

## **Policy or strategy?**



### **Policy**

A policy on a particular area of employment includes relevant underlying principles and practices applied across the employment lifecycle to support and improve the desired outcomes in the workplace. It provides an overall framework for responsibility and accountability and may include measurable objectives.



### **Strategy**

A strategy defines a range of objectives in a particular area of endeavour and the underlying business rationale. Typically, it also indicates how these objectives will be realised, and provides an assessment of risks and success factors. Developing specific project plans for discrete initiatives also provides the detail of how the strategy is executed. Without a strategy, it is either difficult or impossible to gauge whether day-to-day activity and investment are helping the organisation effectively progress towards the desired end-goal.

# About

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## About the Workplace Gender Equality Agency and its data

The Workplace Gender Equality Agency is an Australian Government statutory agency charged with promoting and improving gender equality in Australian workplaces in accordance with the Workplace Gender Equality Act 2012 (the Act). The Agency's vision is for women and men to be equally represented, valued and rewarded in the workplace.

Under the Act, non-public sector employers with 100 or more employees must submit a report annually to the Agency against six gender equality indicators:

GEI 1: gender composition of the workforce

GEI 2: gender composition of governing bodies

GEI 3: equal remuneration between women and men

GEI 4: availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

GEI 5: consultation with employees on issues concerning gender equality in the workplace

GEI 6: sex-based harassment and discrimination.

The Agency's dataset is based on 4,670 reports submitted on behalf of 12,229 employers in accordance with the Act for reporting period 1 April 2014 to 31 March 2015. The dataset covers 3,974,792 employees – around 40% of all employees in Australia. Findings from the full dataset were released 26 November 2015.

### Notes

*All gender pay gaps presented in this Scorecard are based on full-time employees only, excluding CEOs.*

## Learn more

Visit [www.wgea.gov.au](http://www.wgea.gov.au) to explore the data contained in this summary report in more detail through a data visualisation. To access a comprehensive spreadsheet of our data, visit [data.gov.au](http://data.gov.au).

From the Agency's website, you can also view the public reports of reporting organisations.

Reporting organisations can access their customised confidential benchmark reports via [www.wgea.gov.au](http://www.wgea.gov.au) by logging into the online portal using their AUSkey, where they can choose up to 12 comparison groups with which to compare their organisation's performance. The *Benchmark insights guide* will help interpret the results in these benchmark reports and the *Benchmark technical user manual* contains details on the Agency dataset, how the data was collected, and how the calculations in benchmark reports have been made.



## WGEA Data Explorer

### Explore the data for yourself

WGEA data for 2014-15 covers 4 million employees in Australia.

You can explore the data across 19 industry divisions and compare gender pay gaps, workforce composition and employer action on gender equality.

Explore at [data.wgea.gov.au](http://data.wgea.gov.au)

# Advice and assistance

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### For further advice and assistance, please contact:

Workplace Gender Equality Agency Level 7, 309  
Kent Street  
Sydney NSW 2000

**T: 02 9432 7000 or 1800 730 233**

**E: [wgea@wgea.gov.au](mailto:wgea@wgea.gov.au)**

[www.wgea.gov.au](http://www.wgea.gov.au)

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