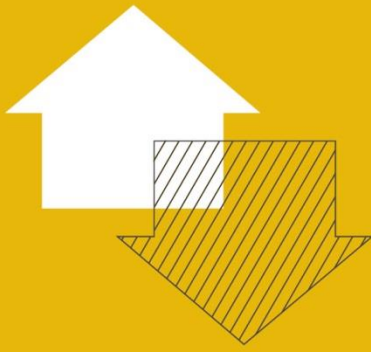


Gender Equality Competitor Analysis Benchmark Reports Technical user manual

November 2017





Contents

Introduction	3
Who reports to the WGEA?	3
About Competitor Analysis Benchmark Reports	3
About this manual	7
Abbreviations	7
Data capture	7
Confidentiality	9
The WGEA Dataset	10
Data checking	12
Data limitations	17
Data interpretation	18
Definitions	20
Definitions of key terms in the workplace profile	20
Definitions of key terms in the Competitor Analysis Benchmark Report and Technical User Manual	24
Calculations	26
GEI 1: Gender composition of the workplace	26
GEI 2: Gender composition of governing bodies/boards	29
GEI 3: Equal remuneration between women and men	32
GEI 4: Flexible working arrangements and working arrangements supporting carers	37
GEI 5: Consultation on gender equality	40
GEI 6: Sex-based harassment and discrimination	41

Introduction

The Workplace Gender Equality Agency ('the Agency') is an Australian Government statutory authority charged with promoting and improving gender equality in Australian workplaces. Under the [*Workplace Gender Equality Act 2012 \(Act\)*](#), relevant employers are required to submit annual compliance reports to the Agency. 2016-17 is the fourth year of full reporting under the Act.

The annual compliance reports contain standardised data on a range of reporting matters grouped under six gender equality indicators (GEIs):

- 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 working arrangements supporting employees with family or caring responsibilities
- GEI 5: Consultation with employees on issues concerning gender equality in the workplace
- GEI 6: Any other matters specified by the Minister: Sex-based harassment and discrimination prevention.

The data collected in compliance reports feed into the confidential customised Competitor Analysis Benchmark Reports provided by the WGEA.

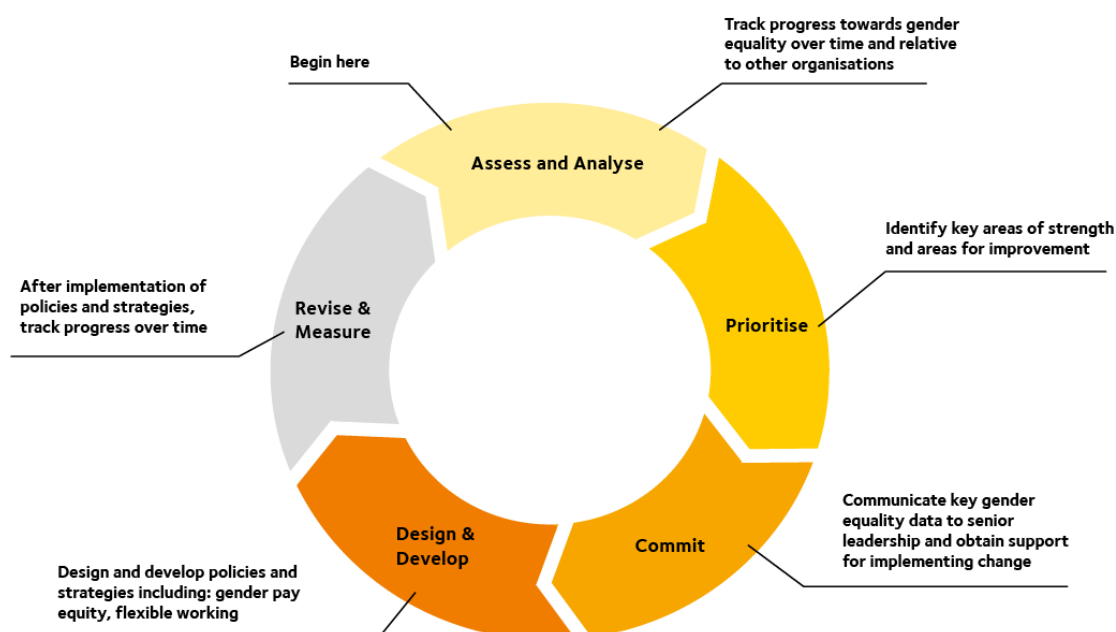
Who reports to the WGEA?

- A relevant employer is a non-public sector employer with 100 or more employees in Australia for any six months or more of a reporting period. The six months do not have to be consecutive. All employees (headcount, not full-time equivalent) should be counted. This includes full-time, part-time, casual and temporary employees of the employer (including all of its subsidiaries that employ people in Australia).
- For employers that are part of a corporate group, the threshold of 100 or more employees is applied to the combined total of employees in Australia for the parent corporation plus the employees of any subsidiaries.
- If a relevant employer's total number of employees then falls below 100, it must continue to report until its total number of employees falls below 80 for six months or more of the particular reporting period. The six months do not have to be consecutive.
- There are some organisations in the benchmarks dataset that legitimately have less than 100 employees because they belong to a corporate structure where the total number of employees in the group is 100 or more.
- Some very small organisations were excluded from the benchmarks dataset as their data do not allow meaningful gender equality comparisons to be made.

About Competitor Analysis Benchmark Reports

Customised confidential Competitor Analysis Benchmark Reports represent unique and unprecedented sources of information about gender equality in Australian workplaces. The gender equality benchmark reports provided by the Agency give individual organisations the opportunity to compare their performance against groups of other organisations. Measuring an organisation's performance against comparison groups allows them to identify areas of strength, along with opportunities to further improve overall performance against each of the six GEIs.

Leveraging your Competitor Analysis Benchmark Reports



For more information visit: www.wgea.gov.au

Organisations are able to use their WGEA Competitor Analysis Benchmark Reports to track performance over time, compare performance against other groups of organisations, understand and learn from trends and develop strategies to improve gender equality performance over time. Leading employers are making use of their Competitor Analysis Benchmark Reports to create a competitive edge in attracting talent to their organisations.

The benchmarks presented in the reports were developed in consultation with employers through the Agency's User Working Group and Implementation Consultative Group in late 2013 and tested with a group of employers in October 2014. New benchmarks were introduced in 2015 and 2016 to provide a time-series view of gender equality performance and align with new questions in the reporting questionnaire. Educational resources such as webinars are available to all employers.

Accessing Competitor Analysis Benchmark Reports

If an organisation has submitted an annual compliance report for the 2013-14, 2014-15, 2015-16 or 2016-17 reporting period on time, it will have access to customised Competitor Analysis Benchmark Reports. These are accessible through the online portal¹ via the WGEA corporate website. Multiple reports are available to reporting organisations and provide benchmarks with comparison information against groups of other organisations by industry and/or size.

Types of Competitor Analysis Benchmark Reports

An organisation can choose to download individual reports with the following comparison groups:

- all reporting organisations
- industry division
- industry subdivision
- industry group
- industry class
- employee size category (five categories)
- industry division and employee size category
- industry subdivision and employee size category
- industry group and employee size category
- industry class and employee size category.

If an organisation has 5000+ employees, they will have the choice of two additional reports:²

- all organisations in the 5000+ employee size category
- organisations in their industry division and in the 5000+ employee size category.

Comparison data is only produced for comparisons groups with at least five organisations in the group.

Given the extent of the data available, the Agency recommends that organisations take their time going through each report to determine which ones will work best for that organisation.

¹ Details of any exceptions to this can be found under the section titled, "Excluded Reports".

² Organisations will not be able to choose a report of 5000+ with industry subdivision, group and class.

What do different reports show?

- **Comparisons to all other reporting organisations:** this report compares an organisation to all other reporting organisations, regardless of industry or size. The number of organisations in the comparison group is shown under the header “sample size” on the Performance tab.
- **Industry reports:** these reports compare an organisation to a more specific comparison group. Industry division represents the broadest comparison group in an industry, and industry class represents the narrowest comparison group. Industries are coded according to the [Australian and New Zealand Standard Industrial Classification \(ANZSIC\) 2006 system](#) developed by the Australian Bureau of Statistics (ABS). This is the national framework for classifying industries according to the primary activities of organisations and is commonly used for assigning organisations to an industry for classification purposes such as in the Australian Business Register. The WGEA Competitor Analysis Benchmark Reports uses the ANZSIC code provided by each organisation when they reported to the WGEA (see later section titled ANZSIC).
- **Organisation size reports:** these reports compare an organisation with others of similar workforce sizes, giving a more focused view of the data.
- **Industry reports filtered by organisation size:** these reports combine industry sector and organisation size in one report.

A specific Competitor Analysis Benchmark Report will only appear if there are more than five organisations in the comparison group. For example:

- a university might like to view the comparison group which shows class level ‘8102 Higher Education’ plus organisation size ‘0-249’, however, there may be only two organisations in this comparison group
- a general hospital might consider the most relevant comparison group to be at the industry class level ‘8401 Hospitals (Except Psychiatric Hospitals)’, which excludes psychiatric hospitals. However, a psychiatric hospital would not have access to a detailed report at the industry class level because there are fewer than five organisations in the comparison group selected.

Why different Competitor Analysis Benchmark Reports?

Through consultation with Competitor Analysis Benchmark Report users, the WGEA found that most organisations preferred to obtain data that allowed them to compare their performance to groups of organisations as similar as possible to their own.

For this reason, the Competitor Analysis Benchmark delivery system was designed to give employers the flexibility to choose their most relevant comparison group. For example, universities were keen to compare their gender performance with other universities, while the largest retailers were keen to compare themselves with other large-scale employers, regardless of the industry in which these organisations operated.

Richer detail about an organisation’s performance on these gender equality benchmarks can be obtained by looking at different types of comparison groups, and the Agency encourages organisations to consider downloading multiple reports to provide a more comprehensive overview of your relative gender equality performance.

The Agency is interested in feedback on which reports organisations find most useful and why. There is a link to a short feedback form available from the benchmarks tab of the portal where feedback can be submitted.

About this manual

This manual has been developed to provide users of the confidential customised Competitor Analysis Benchmark Reports with technical information that can assist in the interpretation of benchmark results. In this manual, users will find:

- information about the data and how it was collected
- data checking processes and limitations
- notes on the coverage and reliability of the submitted data
- definitions of standardised terms and common statistical terminology
- details about how calculations were formulated and details of specific statistical treatments
- technical information about interpreting the results.

In addition to this technical user manual, there is also a [*Competitor Analysis Benchmark Report Insights Guide*](#) that provides guidance on the interpretation of benchmarks, along with key insights and actions.

Abbreviations

- | | |
|------------------------|--|
| → Act | - Workplace Gender Equality Act 2012 |
| → ABS | - Australian Bureau of Statistics |
| → CEO | - Chief Executive Officer |
| → GEI | - Gender equality indicator |
| → GPG | - Gender pay gap |
| → KMP | - Key management personnel |
| → N/A | - Not applicable |
| → No. | - Number |
| → Orgs | - Organisations |
| → The WGEA or "Agency" | - the Workplace Gender Equality Agency |

Data capture

Reporting period

When organisations report to the Agency, they provide a "snapshot in time" of their workforce during the reporting period. For the benchmark dataset, employers choose one day in the reporting period 1 April to 31 March each year upon which to base their data, referable to the 12 months prior. For ease of computation, some organisations used the end of the financial year that falls in that reporting period as their "snapshot in time".

Reports are due to be submitted between 1 April and 31 May annually for each reporting period.

Australian and New Zealand Standard Industrial Classification (ANZSIC)

Industries are coded according to the Australian and New Zealand Standard Industrial Classification (ANZSIC) 2006 system developed by the Australian Bureau of Statistics (ABS). It is the national framework for classifying business entities based on their primary activity. Primary activities of the organisation are based upon economic value added, or on the sales of goods and services, wages, number of employees or primary function of the organisation. For example, if the organisation had 90% of their staff working in one section of the business, the day-to-day business duties of this area would be considered their primary activity.

The ANZSIC system has a four-level hierarchical coding structure. This begins with a broad industry classification denoted by a letter (industry division). This is followed by three further classification levels, represented by a two-digit code (industry subdivision), a three-digit code (industry group) and a four-digit code (industry class), each differing in their level of detail.

For example, Organisation X, a health insurance company, is classified under the following industry categories:

- Division K - Financial and insurance services
- Subdivision 63 - Insurance and superannuation funds
- Group 632 - Health and general insurance
- Class 6322 - Health insurance

When reporting to the WGEA, each new employer provides an ANZSIC code at the class (four-digit) level. A relevant employer is only able to report on other organisations in its corporate structure that belong to the same ANZSIC division (for example Mining or Manufacturing), unless the number of employees in any of these entities is less than 80. Where a relevant employer within a corporate structure individually employs less than 80 employees, it can be reported on by another organisation in that corporate structure, regardless of their ANZSIC division.

Where there are several entities in a corporate structure that operate within the same industry division they have the choice of submitting one combined report or alternatively, each entity may submit its own separate report. WGEA prefers that organisations report separately in this instance - particularly if the overall business spans several different industry classes or groups.

The [ABS website](#) provides specific definitions and a list of primary activities and exclusions for each industry class to assist in determining the correct industry classification. For further information, please refer to the ABS reference guide.

Reporting

For the past two years, organisations reported to the WGEA using a secure online reporting system. To report or access confidential Competitor Analysis Benchmark Reports via the online portal, relevant employers need an AUSKey. This AUSKey is a single identifier and password for secure login to, and submission of, information via a wide variety of government online services. For example, most organisations already have an AUSKey for communicating with the Australian Taxation Office.

As noted above, relevant employers are required to report against a set of six standardised GEIs. The precise reporting matters under each GEI are set by the relevant Minister in a legislative instrument before the commencement of the reporting period.

The reporting process involves uploading a workplace profile in a spreadsheet format and completing an online reporting questionnaire. Reporting organisations had the option to supply the workplace profile in aggregated or unit level form. A copy of the [questionnaire](#) and an accompanying [reference guide](#) are available on the WGEA website.

Data delivery

The data cut-off for the 2016-17 reporting period was implemented on 12 September 2017. Only reports with valid data submitted prior to this date are included in the WGEA dataset.

The data for Competitor Analysis Benchmark Reports is configured using a customised version of IBM Cognos Business Intelligence software.

An aggregated dataset without any remuneration or gender pay gap data is available via <http://data.gov.au/dataset> - an online service designed to provide the public with easy access to government data in useful formats and under open licences. The Agency's data visualisation program (the [Data Explorer](#)) also offers an easy way for public visitors to the WGEA website to explore the public data and aggregate gender pay gaps.

Data storage

Once an organisation submits their report online through the WGEA secure portal, the data is stored in a secure data warehouse. The security of the Agency's Information Communication and Technology (ICT) systems is managed in accordance with the Australian Government Protective Security Framework and the Information Security Manual.

Data submitted to the Agency is managed in accordance with the Agency's [Data Governance Framework](#) and associated [policies](#).

Only authorised Agency personnel have access to any of the remuneration data and section 14 of the [Workplace Gender Equality Act 2012](#) provides strict controls over the dissemination of this information.

Confidentiality

As per the [Workplace Gender Equality Act 2012](#), the Agency must ensure that all remuneration data provided to the WGEA is kept strictly confidential. Aggregated remuneration and gender pay gap data may be published so long as it does not disclose information about a specific employer or person.

The Agency has created a secure portal for the collection of confidential reporting data and also for the delivery of the Competitor Analysis Benchmark Reports. Only personnel from a relevant organisation with a current AUSkey can access the online portal and download their confidential Competitor Analysis Benchmark Report/s.

The WGEA has employed several methods to ensure that no remuneration data for any individual or organisation is identifiable. These include:

- The results of gender pay gap calculations are presented only as percentages in the Competitor Analysis Benchmark Reports (that is, no salary information is disclosed).
- The number of organisations in the comparison group is always at least five for any Competitor Analysis Benchmark Report. This reduces the risk of identifying an individual, employee or organisation from the data presented in a Competitor Analysis Benchmark Report. This treatment is in line with ABS guidelines for confidentialising datasets for public use. The ABS guidelines recommend a minimum group size of three to five cases.
- CEO remuneration data is not presented in any of the benchmarks. Usually there is only one CEO in an organisation, so it is not sensible to calculate an organisation-level gender pay gap for CEOs.

Data showing workforce composition and the responses of organisations to the reporting questionnaire are presented in each organisation's 'public report' (available on the WGEA website) and are not considered confidential.

The WGEA Dataset

The 2017 WGEA benchmark dataset includes data from 4,621 reporting organisations that submitted reports prior to the data cut-off date. The data covers more than 4 million non-public sector employees across Australia, equating to approximately 40% of Australian employees.

The following table indicates the proportion of Australian employees in each industry that are included in the WGEA dataset.

Table 1: The WGEA dataset - coverage of all Australian employees

Industry (ANZSIC Division)	Employees in the workforce - (ABS Labour Force Survey)	Employees in the WGEA dataset 2016-17 (relevant employers)	The WGEA coverage of total employees in Australia 2016-17
	('000)	('000)	(%)
Accommodation and food services	781.7	202.9	26.0%
Administrative and support services ³	277.6	276.7	99.7%
Agriculture, forestry and fishing	142.8	27.7	19.4%
Arts and recreation services	177.9	87.6	49.3%
Construction	699.4	121.1	17.3%
Education and training	917.3	408.0	44.5%
Electricity, gas, water and waste services	114.8	42.4	36.9%
Financial and insurance services	380.3	272.8	71.7%
Health care and social assistance	1,446.3	627.7	43.4%
Information media and telecommunications	191.4	128.7	67.2%
Manufacturing	791.1	338.6	42.8%
Mining	221.0	136.5	61.8%
Other services	342.4	62.0	18.1%
Professional, scientific and technical services	763.7	276.9	36.3%
Public administration and safety	781.5	22.7	2.9%
Rental, hiring and real estate services	162.4	41.8	25.7%
Retail trade	1,085.0	666.3	61.4%
Transport, postal and warehousing	505.3	195.6	38.7%
Wholesale trade	344.4	116.0	33.7%
Total	10,126	4,052	40.0%

External sources ABS (2017) 6291.0.55.003 - *Labour Force, Australia, Detailed - Electronic Delivery*, Sep 2017. Result cited is for May 2017, available in data cube EQ05

³ Note: WGEA reporting guidelines require organisations involved in labour hire functions to capture their contracted staff within their WGEA report – this can lead to inconsistency in the capture of these employees between the WGEA and ABS.

Based on a comparison of employees within the WGEA reporting organisations and the Australian workforce, by industry:

- The dataset provides the best coverage in administrative and support services, financial and insurance services, and information media and communications.
- The dataset has lower coverage in public administration and safety (where the public sector is a dominant employer), other services (where small businesses dominate) and agriculture, forestry and fishing and construction (where small to medium businesses are common).

[Australia's gender equality scorecard](#) is available on the WGEA website and contains the top-level results for the four reporting periods to 2016-17.

Data checking

The WGEA dataset that feeds into the benchmarks has been compiled from the individual reports of employers. Extensive Agency resources have been applied to educate employers on what data needs to be provided.

Data follow-up processes

This year, the Agency enhanced the data checking process to include a wider range of error types as well as automated identification of these errors. The Agency individually reviewed each data quality anomaly and the reason provided by the organisation and decided if this was a legitimate anomaly or an actual error.

Organisations with potential errors were followed up via email with a request to correct the data and resubmit their reports or contact the Agency. Table 2 displays all of the data quality anomalies that were flagged by the system.

Table 2: Data quality anomalies

Data quality check	Explanation of data quality anomaly provided to reporting organisations
Total remuneration is lower than expected given the base salary entered and superannuation requirements	The data entered into the 'Total remuneration' column of your aggregate workplace profile is lower than expected when taking into account the base salary entered and superannuation requirements. You may have calculated additional payments (beyond base salary) incorrectly.
Base salary is low	The data entered into the 'Base salary' column in your aggregate workplace profile suggests that those salaries may not have been converted to annualised and full-time equivalent amounts. This has been flagged as a possible error because base salaries cannot fall below \$35,000, the minimum adult full-time equivalent base salary, or \$13,000, the minimum non-adult full-time equivalent base wage.
Total remuneration is high	The data entered into the 'Total remuneration' column of your aggregate workplace profile is considerably higher than other employees' remuneration in this occupational category. You may have calculated additional payments incorrectly, or provided the TOTAL remuneration of all employees in a category instead of the AVERAGE remuneration paid to employees in that category.
Part-time base salary remuneration is less than full-time remuneration	The data entered into the 'Base salary' column for part-time employees in the aggregate workplace profile suggests that those salaries have not been converted to annualised and full-time equivalent amounts, as they are considerably less than the average full-time base salary for that occupation.
Part-time total remuneration is less than full-time remuneration	The data entered into the 'Total remuneration' column for part-time employees in the aggregate workplace profile suggests that those salaries have not been converted to annualised and full-time equivalent amounts. The current figures are considerably less than the average full-time remuneration for that occupation.
Casual base salary remuneration is less than full-time remuneration	The data entered into the 'Base salary' column for casual employees in the aggregate workplace profile suggests that those salaries have not been converted to annualised and full-time equivalent amounts, as they are considerably less than the average full-time base salary for that occupation.

Data quality check	Explanation of data quality anomaly provided to reporting organisations
Casual total remuneration is less than full-time remuneration	The data entered into the 'Total remuneration' column for casual employees in the aggregate workplace profile suggests that those salaries have not been converted to annualised and full-time equivalent amounts. The current figures are considerably less than the average full-time remuneration for that occupation.
Reporting levels from CEO are not consecutive	Your workplace profile contains gaps in the number of reporting levels to the CEO. The reporting levels should be consecutive, e.g. -1,-2,-3, NOT e.g. -1,-3,-4 where -2 is missing. Please see page 25 of the Reference Guide for more detail.
All manager categories report to someone higher than CEO	All of your managers have been allocated a reporting level to the CEO of "+1". This reporting level is only to be used for those individuals who are based overseas and who are more senior than the CEO. This usually applies to only a few individuals in global organisations.
Multiple CEOs	Your workplace profile has multiple CEOs. This may be because other categories of managers have been incorrectly classified as CEOs. Managers need to be grouped into the five standardised management categories according to definitions provided in the Reference Guide. Please see page 21 of the Reference Guide for more detail.
100 percent of workforce is one gender	Your workplace profile shows that 100 percent of your workforce is one gender.
One or more CEO and no other managers	Your workplace profile contains no data for manager categories other than CEO. This means your company has one or more CEOs but no managers. If this is an error remember managers need to be grouped into the five standardised management categories according to the definitions provided in the Reference Guide, then their reporting level to the CEO indicated.
More than 20 percent of non-managers are classified in the 'other' occupational category	20% or more non-managers have been categorised as being employed in the occupational category of "Other". This appears to be an error as it means a significant portion of your employees do not fit into the standard occupation categories for non-managers.
More than 20% of non-managers are classified as graduates	You have categorised 20 percent or more non-managers as being employed as 'graduates'. This appears to be an error as it means at least one in five non-manager employees are on a formal graduate program.
Workforce does not contain any managers	Your workplace profile contains no managers. Managers need to be grouped into the five standardised management categories according to definitions provided in the Reference Guide, then the reporting level to the CEO indicated.
Organisation does not have a CEO/Head of Business	Your workplace profile does not include a CEO. You do not need to include salary data, however you must include the gender and employment status of your CEO.
No directors on the governing body/board	Your response to Q2.1 of the reporting questionnaire shows that you have no board chairs or members for at least one of your governing bodies.
Too many board members for orgs	Your response to Q2.1 of the questionnaire shows the number of board members is more than 20 for one or more of your governing bodies.
Too many chairs for orgs	Your response to Q2.1 of the questionnaire shows that at least one of your governing bodies has more than two chairs.
The target set for the governing body is less than or equal to the representation of women on the board. The target has already been reached.	Your response to Q2.1 in the reporting questionnaire shows that the target set for one or more of your governing bodies is less than or equal to the representation of women on your board.

Data quality check	Explanation of data quality anomaly provided to reporting organisations
Primary Carers Leave - high number of weeks	Your response to Q5.1 of the questionnaire shows the number of weeks offered for primary carer's leave is more than one year (52 weeks). That may be an error as it is an unusually large amount of leave.
Secondary Carers Leave - high number of days	Your response to Q6.1 of the questionnaire shows the number of days offered for secondary carer's leave is more than six months (approximately 180 days). That may be an error as it is an unusually large amount of leave.
0 weeks of paid primary carer's leave has been entered, despite the organisation indicating that it does offer primary carer's leave.	Your response to Q5.1 of the reporting questionnaire shows that you offer 0 weeks of primary carer's leave, despite your organisation indicating it does offer paid primary carer's leave.
0 days of paid secondary carer's leave has been entered, despite the organisation indicating that it does offer secondary carer's leave.	Your response to Q6.1 of the reporting questionnaire shows that you offer 0 days of secondary carer's leave, despite your organisation indicating it does offer paid secondary carer's leave.
Number of resignations while on parental leave is greater than the number of employees on parental leave	Your responses to Q7 and Q8 of the reporting questionnaire show the number of female manager resignations while on parental leave is considerably larger than the total number of female managers who utilised parental leave
Number of promotions is greater than the number of appointments.	Your response to Q1.11 in the reporting questionnaire shows the number of promotions is larger than the total number of appointed, however the number of appointments should also include the number of promotions.

Thresholds were applied so that organisations with a very low incidence of some data anomaly types were not followed up (depending on the size of the employer, if less than 5% or 10% of employees were affected by the error, they were not followed up). The rationale for this treatment was that low incidence errors would have a very limited impact on the benchmark data.

Additionally, data input validations were used wherever possible to ensure that the information submitted was screened for correct formats and ranges as it was being uploaded. If users attempted to upload data of an incorrect type (for example, text where a number was required), or outside an expected range (for example, above 100 per cent), they received an error message which asked them to correct their data and resubmit.

The Agency also followed up organisations, via email or telephone, on a range of other data related queries to ensure that data provided to the Agency is an accurate reflection of the characteristics of reporting organisations

Excluded reports

As at the data cut-off date in 2017, 43 organisations were considered to have anomalous data that was not necessarily erroneous. These reports were excluded from the benchmark dataset and these organisations will not receive a Competitor Analysis Benchmark Report this year. It was not possible to include the data from partially completed reports in benchmarks. These excluded reports are profiled below.

Table 3: Industry breakdown of 43 reports excluded from the WGEA benchmarks' dataset

Division	Number of reports excluded from benchmark dataset	Number of reports included in benchmark dataset	Proportion of reports excluded from benchmarks
Accommodation and Food Services	7	233	2.92%
Administrative and Support Services	4	253	1.56%
Agriculture, Forestry and Fishing	0	47	0.00%
Arts and Recreation Services	0	100	0.00%
Construction	2	202	0.98%
Education and Training	4	512	0.78%
Electricity, Gas, Water and Waste Services	0	47	0.00%
Financial and Insurance Services	2	238	0.83%
Health Care and Social Assistance	3	652	0.46%
Information Media and Telecommunications	2	132	1.49%
Manufacturing	4	613	0.65%
Mining	0	135	0.00%
Other Services	3	142	2.07%
Professional, Scientific and Technical Services	3	513	0.58%
Public Administration and Safety	0	17	0.00%
Rental, Hiring and Real Estate Services	1	76	1.30%
Retail Trade	3	294	1.01%
Transport, Postal and Warehousing	3	186	1.59%
Wholesale Trade	1	229	0.43%
Total	43	4,621	0.92%

Non-compliant organisations

For the 2016–17 reporting period and onwards, a relevant employer will comply with the Act if it:

- lodges a report containing required information each year on time
- complies with the notification and access requirements
- meets minimum standards or, if a minimum standard is not met, makes improvements against it by the end of two further reporting periods
- has the report signed by the chief executive officer (CEO)
- if asked, gives the Agency information for the purpose of reviewing compliance
- does not give false or misleading information in a report, or when providing information as requested by the Agency for the purpose of reviewing compliance with the Act.

Non-compliant organisations are named in the WGEA annual report and are available on the [Agency website](#).

Comparisons against external data sources

The Agency is committed to comparing its data against external data sources where applicable, and has worked with academics and the ABS to better understand the comparability between its data and various other data sets. Primarily using ABS labour statistics, the following items were compared against the WGEA dataset:

- average salaries for women and men by full-time and part-time status, industry and occupation
- wage growth of workers by contract type, industry and occupation
- composition of women and men by industry and occupation
- movements in the labour force over the reporting periods by industry and occupation.

Some difference between ABS results and WGEA results are observed but most were found to be explainable. The reasons for variations between the ABS data set and the WGEA data set can be explained by these factors:

- Different scope of the datasets. WGEA does not collect data on the public sector or businesses with less than 100 employees. In most cases ABS collections do include these groups
- Different definitions under which data is collected. For example, the ABS average weekly earnings sample businesses whereas the ABS employee earnings and hours samples employees within a business
- Different reference periods for collection. Employers reporting to WGEA provide data at a point in time between 1 April and 31 May, whereas ABS surveys collect data at a specific reference period, i.e. quarterly for a two-week time period.

In instances where differences were not easily explained due to the above reasons, further investigation was undertaken by drilling down into the datasets to better understand the underlying data. In some instances, another reference period or dataset was used to compare instead. For example, when comparing movements in the labour force, comparisons against the May and August releases of the ABS Labour Force were needed to accurately compare against the WGEA dataset. Overall, the WGEA dataset aligns well with the other data sources.

Data limitations

ANZSIC

The industry data in the Competitor Analysis Benchmark Reports dataset is based on employers providing ANZSIC codes at the industry class, or four-digit, level. For diverse organisations, particularly those with complex business structures, it can be difficult to identify their primary activity, and providing an industry class level ANZSIC code can be problematic.

For example, a large employer might have five subsidiaries; an aged-care centre, a psychiatric hospital, three private hospitals and a medical training centre. When they report to the WGEA they are required to provide a four-digit ANZSIC code (class) that best describes their primary business preferably on the basis of total value added, or if that measurement is not known, on total sales, total wages or number of employees (see the [ABS website](#) for more on this)⁴.

In the example above, the employer might choose Hospitals (except psychiatric hospitals) (class 8401), even though they do operate an aged care facility and a psychiatric hospital (both of which have separate industry class codes). The medical training centre they also operate actually falls under an entirely separate industry - Education and training. If reporting correctly, this employer should submit a separate report for that subsidiary (particularly if the organisation employs more than 80 employees).

The Agency relies on employers supplying an accurate ANZSIC industry class code but few audits were conducted this year. ANZSIC codes were only followed-up where there was an obvious mismatch based on knowledge about an employer and the industry in which they operate. If organisations had missing ANZSIC codes or entered only two or three-digit codes they were contacted and asked to supply a four-digit class code.

This means that when an employer generates a Competitor Analysis Benchmark Report at the three- or four-digit industry levels, they need to keep in mind that the data may not be *solely* representing all the industries in which the organisation operates.

If an employer has concerns about the results that appear in their Competitor Analysis Benchmark Reports, for instance, if the workforce composition shown is different in the industry class (four-digit code) than is believed to be the case, then they are advised to choose a comparison group that is less specifically defined, for example, industry subdivision (two-digit code) or industry group (three-digit code). Employers are invited to provide feedback on the data that they see in their Competitor Analysis Benchmark Reports via the link on the benchmarks download tab of the portal.

Remuneration data

Known limitations of the benchmarks remuneration data provided by employers are summarised below:

- 0.2% of employee salaries are below \$11,000, which is the minimum wage for 15 year olds. Most of these salaries are legitimate as some employees are under 15 years of age or on a disability scheme payment in this dataset. There are legitimate cases where an employee has no salary (for example, in some religious organisations; and when an employee works on commission only).
- It is possible that salaries of some part-time or casual employees have not been annualised and/or converted to full-time equivalent amounts.
- The data for casual employees includes a 'casual loading' and cannot be compared to non-casual employee remuneration data.
- Some non-executive board directors have been incorrectly inputted as key management personnel in the workplace profile, which means that some salaries are particularly low for this category.
- Approximately 0.2% of employers reported the same base salary and total remuneration amounts for some employees (noting that this situation can be legitimate under certain circumstances – for example, employees who do not receive employer superannuation contributions as they are under 18 and work less than 30 hours a week, or employees that earn less than \$450 a month).

⁴ The ABS use the concept of Economic Value Added as defined in the Australian System of National Accounts: Concepts, Sources and Methods of Employment).

Governing body/board

Any registered business in Australia must have a governing body and therefore all organisations should provide its gender composition. The types of governing bodies relevant for different organisational structures are outlined below:

- Company: would have a board of director/s (even if it is a sole director)
- Trust: the trustee is the governing body
- Partnership: the governing body would be a board comprising partners
- A Board: it would be the parent entity's governing body (in Q2.1, organisations would enter the details of your parent entity's board in the table).

Non-manager categories

There are eight non-manager categories against which organisations can provide employee data. Seven of these categories align with the ABS ANZSCO definitions for non-managers at the major group level (1 digit level; see definitions section below). An additional category 'others' was provided to classify roles that are highly specialised and unable to be classified under the other non-manager occupational categories, such as a sleep study assistant, chess instructor or a stunt supervisor.

Data interpretation

Annualised and full-time equivalent salary data

Employers are required to annualise their salary data and convert it to full-time equivalent amounts. This means that if a person was employed for only part of the year, or employed on a part-time or casual basis, their salary data was presented as *if* they had worked full-time for the full year. Therefore, differences between men's and women's earnings cannot be attributed to women being more likely to work part-time.

Changes over time

Several reasons/factors can explain the irregularities in the longitudinal data set from 2013-14 to 2016-17:

- The overall size of the comparison group may have changed from last year. Although the most recent year-on-year change was minimal, with an overall decrease of 76 reporting organisations, the composition of the comparison group may be affected (Table 4).
- Organisations may have changed size due to restructure or downsizing (Table 5).
- Organisations may have modified their ownership structure.
- Organisations may have chosen to report in a different way this year (e.g. as a collective last year and as separate subsidiaries this year).
- Particular types of reporting errors were targeted for follow-up by the Agency.
- New response options have been added to the questionnaire. This may change the way businesses have answered the questions.

Table 4: Industry breakdown of reporting organisations in WGEA's benchmark dataset over time

Division	2013-14	2014-15	2015-16	2016-17
Accommodation and food services	248	258	260	233
Administrative and support services	227	239	253	253
Agriculture, forestry and fishing	42	46	47	47
Arts and recreation services	98	98	106	100
Construction	192	203	195	202
Education and training	491	520	526	512
Electricity, gas, water and waste	51	53	52	47
Financial and insurance services	225	238	232	238
Health care and social assistance	539	613	652	652
Information media and	119	125	134	132
Manufacturing	633	663	636	613
Mining	162	169	154	135
Other services	130	149	142	142
Professional, scientific and technical	433	472	488	513
Public administration and safety	19	19	22	17
Rental, hiring and real estate services	63	72	80	76
Retail trade	293	315	303	294
Transport, postal and warehousing	181	196	190	186
Wholesale trade	208	222	225	229
Total	4,354	4,670	4,697	4,621

Table 5: Organisation size breakdown of reporting organisations in WGEA's benchmark dataset over time

Organisation size category (number of employees)	2013-14	2014-15	2015-16	2016-17
0-249	1,962	2,181	2,163	2,096
250-499	1,032	1,091	1,125	1,125
500-999	644	656	648	648
1000-4999	716	742	632	615
5000+	131	127	129	129
Total	4,354	4,670	4,697	4,621

Definitions

Definitions of key terms in the workplace profile

Employment status

Employment status refers to the nature of employment: full-time, part-time, permanent, contract, or casual.

The table below provides definitions for each of these terms.

Employment status	Definition
Full-time	→ Employees who are engaged to work a minimum number of hours per week defined as full-time by your specific organisation. Hours are reasonably predictable with a guaranteed number of hours of work per week.
Part-time	→ Employees who are engaged to work an average number of hours per week, that is, less than what constitutes full-time hours in your specific organisation. These are reasonably predictable hours with a guaranteed number of hours of work.
Permanent	→ These are employees engaged on a permanent basis either in a full-time or part-time capacity with access to permanent employment benefits and entitlements.
Contract	→ An individual employed on a fixed-term contract of service in either a full-time or part-time capacity for the purposes of paragraph (a) of the definition of 'employer' under the Act. → This also includes an individual employed as an independent contractor (contracted for services) where she or he is doing the work normally undertaken by the employer and where the organisation has the capacity to give direction regarding what work is to be done and, if required, how it should be done.
Casual	→ An employee that works on an irregular and unsystematic basis, and has little or no expectation of the continuation of work or guaranteed income and has the ability to accept and reject work as they see fit.

Standardised occupational categories of managers and non-managers

To facilitate the standardisation of data, relevant employers are required to classify and report on managers and non-managers against standardised occupational categories. These definitions are provided below for each category of manager and non-manager.

Managers

Category	Definition
CEO (or equivalent)	<ul style="list-style-type: none"> → The Chief Executive Officer (CEO) (or equivalent, however named) is the highest ranking corporate officer (executive) or an administrator in charge of management of an organisation. The CEO (or equivalent) is reported on separately to other key management personnel. Examples of the CEO could (depending upon the nature of the organisation) also be the managing director, general manager, managing partner, principal or vice chancellor.
Key management personnel (KMP)	<ul style="list-style-type: none"> → Have authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124. → The KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO.
Other executives/general managers	<ul style="list-style-type: none"> → An 'other executive/general manager' holds primary responsibility for the equivalent of a department or a business unit. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO.
Senior managers	<ul style="list-style-type: none"> → 'Senior managers' are charged with one or more defined function, department or outcome. They are more likely to be involved in a balance of strategic and operational aspects of management. Some decision making at this level would require approval from the management levels above it. → 'Senior managers' are responsible for resourcing, a budget and assets (capital expenditure).
Other managers	<ul style="list-style-type: none"> → 'Other managers' plan, organise, direct, control and coordinate an operational function. They usually oversee day to day operations, working within and enforcing defined company parameters. → An 'other manager' is accountable for a defined business outcome which usually involves the management of resources that also includes time management, coordination of different functions or people, financial resources, and other assets (for example facilities or IT infrastructure). → Line managers would be included in this category.

Non-managers

Category	Definition
Professionals	→ Perform analytical, conceptual and creative tasks through the application of theoretical knowledge and experience in the fields of the arts, media, business, design, engineering, the physical and life sciences, transport, education, health, information and communication technology, the law, social sciences and social welfare.
Technicians and trades employees	→ Perform a variety of skilled tasks, applying broad or in-depth technical, trade or industry specific knowledge, often in support of scientific, engineering, building and manufacturing activities.
Community and personal service employees	→ Assist health professionals in the provision of patient care, provide information and support on a range of social welfare matters, and provide other services in the areas of aged care and childcare, education support, hospitality, defence, policing and emergency services, security, travel and tourism, fitness, sports and personal services.
Clerical and administrative employees	→ Provide support to managers, professionals and organisations by organising, storing, manipulating and retrieving information.
Sales employees	→ Sell goods, services and property, and provide sales support in areas such as operating cash registers and displaying and demonstrating goods.
Machinery operators and drivers	→ Operate machines, plant, vehicles and other equipment to perform a range of agricultural, manufacturing and construction functions, and move materials.
Labourers	→ Perform a variety of routine and repetitive physical tasks using hand and power tools, and machines either as an individual or as part of a team assisting more skilled workers such as Trades Workers, and Machinery Operators and Drivers.
Other	→ Employees whose work is not defined by above categories.
Graduate	→ Any person employed/recruited by an employer as a graduate (for example a graduate lawyer, graduate accountant etcetera). This does not refer to employees who may have a degree but who are not employed specifically as a graduate.
Apprentice	→ Any person employed by an employer as an apprentice. A trainee is not considered an apprentice so should not be included in this category.

Remuneration

Relevant employers must provide accurate remuneration data in the workplace profile.

Category	Definition
Annualised full-time equivalent base salary	→ The annual salary before tax, including salary sacrificed items, but excluding allowances, superannuation and any other additional payments.
Annualised full-time equivalent total remuneration	→ Includes base salary plus any additional benefits whether payable directly or indirectly, whether in cash or in a form other than cash. Includes bonus payments (including performance pay), superannuation, discretionary pay, overtime, other allowances and other (for example share allocations).
Bonus/performance pay (annualised full-time equivalent)	→ A payment in addition to base salary that is usually communicated with the employee at the beginning of a period, for example an annual target incentive, is performance related and based on a performance management process. Payment is usually made on an annual basis.
Superannuation (annualised full-time equivalent)	→ A payment to an employee's regulated benefit fund available for her/him in retirement. → Employers are required by law to pay a proportion of an employee's salaries and wages into a superannuation fund.
Discretionary pay (annualised full-time equivalent)	→ Is a payment that is over and above the requirements of the position and is not part of the performance pay system. Sometimes referred to as "ad-hoc", it is not normally quantified in advance and is usually paid after the event.
Overtime	→ A payment in addition to base salary made to employees when they are required to work more than the ordinary hours of work or outside the ordinary spread of hours.
Other allowances (annualised full-time equivalent)	→ Other payments in addition to base salary. Examples include first-aid, meals, clothing, vehicle, and living away from home allowances.

Definitions of key terms in the Competitor Analysis Benchmark Report and Technical User Manual

Statistical terminology

Statistical methods and definitions used in calculating the various benchmarks.

Category	Definition
Percentage	→ Parts per 100. A portion of a whole expressed as a number rather than a fraction.
Numerator	→ In a percentage calculation, this is the top number of the calculation. → It shows the number of parts that are in the calculation and is divided by the total number of parts.
Denominator	→ In a percentage calculation, this is the bottom part of the calculation. → It is used to divide the numerator and shows the total number of parts.
Median	→ The middle value in an ordered sequence of numbers. When split in half, half the data will fall below the median and the other half will fall above the median.
Quartile	→ Splitting an ordered sequence of numbers into equal quarters. → There are 3 quartiles, that split the data into 4 quarters: <ul style="list-style-type: none"> ○ Quartile 1 = lower quartile = 25th percentile ○ Quartile 2 = Median = 50th percentile ○ Quartile 3 = upper quartile = 75th percentile
Percentile	→ In an ordered sequence of numbers, the n th percentile indicates the value where n% are below it. → The 25 th percentile is the same as to the 1 st quartile.
Average	→ A measure of the central tendency of a data set. → In this document, average will refer to the mean, which is calculated by summing each individual unit and dividing by the total number of units.
Mean	→ Another term for 'average' (see above).
Weighted average	→ An average resulting from the adjustment of each component by a factor (weight) reflecting its importance or prevalence. → A weighted average is used when an average needs to be calculated from a set of averages.

Other definitions

Category	Definition
Gender	→ Gender is defined as female or male as per the Act.
Gender pay gap (GPG)	→ Represents the difference between women's and men's average annualised full-time equivalent earnings, expressed as a percentage of men's earnings. A positive gender pay gap indicates higher earnings for men and a negative gender pay gap indicates higher earnings for women.
Employee appointments	→ Includes all appointments regardless of how they were made, for example through recruitment exercises, cold canvassing or previously-submitted resumes. Employers should include appointments from both internal and external sources. That is, if an existing employee is appointed to another role within the organisation (promotion or not), they would be included. Full-equity partners in professional services firms that operate as a partnership are considered to be appointments.
Employee promotions	<p>→ 'Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis, or a fixed term contract where the employee will not be returning to their previous substantive role (i.e. the promotion is not a temporary arrangement.) (This includes employees promoted from one manager position to another manager position.)</p> <p>→ Promotions do not typically include movement within a salary band or when an employee gains a salary increment within a band or level due to satisfactory service, unless there is a move to a higher office or rank.</p>
Employee resignations	→ Refers to employees who have given up their employment voluntarily. You would not include employees who are the subject of employer-initiated terminations or redundancies. For contract staff (fixed-term contract), this refers to where the employee has ended their contract earlier than the contracted end-date. (Please note: Full-equity partners in professional services firms that operate as a partnership are not to be considered as a resignation.)

Calculations

This section explains how the WGEA calculates benchmarks. Throughout the report the Agency uses percentage calculations to express portions of a whole. This enables comparisons between different size variables, such as different industry categories.

GEI 1: Gender composition of the workplace



The benchmarks under GEI 1 establish the workforce composition of manager and non-manager categories by gender. They cover a range of workforce characteristics including occupation, classification and employment status. These benchmarks are calculated using data from the workplace profile in addition to relevant questions in the reporting questionnaire. The structure and meaning of the benchmarks are described in more detail below.

Benchmarks 1.1 – 1.6: Gender composition of the workplace

Women



Men



This benchmark shows the distribution of women and men by management level or occupational category and employment status. The benchmark results have been calculated using data from the workplace profile as per the explanation below.

Your organisation's results

To calculate the percentage for each gender the number of employees of the specific gender are divided by the total number of employees.

For example, the formula for an occupation or management category is:

$$\text{Female percentage} = \frac{(y_1 + y_2 + y_3 + y_4 + y_5)}{(n_1 + n_2 + n_3 + n_4 + n_5)}$$

Where y = number of female employees in category

n = total number of employees in category

Category:

- 1 = permanent full-time
- 2 = permanent part-time
- 3 = contract full-time
- 4 = contract part-time
- 5 = casual

The table below provides an example of female senior managers by employment status.

Organisation A

	Senior managers	Number of females (f)	Total employees (n)	Proportion female f/n (%)
1	Permanent full-time	25	60	41.6
2	Permanent part-time	15	25	60.0
3	Contract full-time	12	27	44.4
4	Contract part-time	6	9	66.6
5	Casual	2	4	50.0
	Total	60	125	48.0

The number of females and the total number of employees are summed to provide column totals. Next, the total number of females is divided by the total number of employees to obtain the percentage of female senior managers, which is 48.0% in this particular organisation.

Comparison group results

The benchmark for the comparison group is calculated similarly to the calculation of the gender composition of the individual organisation. For example, to calculate the percentage of females in the comparison group, the total numbers of females are summed and divided by the total number of employees in the comparison group, as per the table below.

Organisation	Number of females (f)	Total employees (n)	Proportion female f/n (%)
Org A	25	125	20.0
Org B	48	120	40.0
Org C	75	125	60.0
Org D	360	480	75.0
Org E	117	145	80.7
Total	850	1420	59.9

This benchmark calculation is disaggregated by gender and shows the total proportion of employees in a comparison group. This method enables to assess how an individual organisation aligns with the comparison group. The Agency uses this statistical methodology in its fact sheets and statistical tools.

Benchmark 1.6 shows the percentage of women and men in each non-manager occupational category. The occupational category 'other' has not been included in this benchmark as a comparison is problematic. This is because there is not a standardised definition that categorises the occupational qualifications or skills in this group.

Benchmark 1.7: Formal policies or strategies to support gender equality

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 human resources staff	No, don't have expertise	No, not a priority
Recruitment	30.3%	40.1%	10.5%	4.6%	7.7%	6.3%	13.5%
Retention	12.1%	10.8%	40.4%	14.7%	2.9%	15.4%	8.6%
Performance management processes	12.1%	10.8%	40.4%	14.7%	2.9%	15.4%	8.6%
Promotions	14.5%	13.0%	48.5%	17.6%	3.5%	18.5%	10.3%
Talent identification/identification of high potentials	11.6%	10.4%	38.8%	14.1%	2.8%	14.8%	8.3%
Succession planning	13.9%	12.4%	46.5%	16.9%	3.3%	17.7%	9.9%
Training and development	12.5%	11.2%	41.9%	15.2%	3.0%	16.0%	8.9%
Resignations	17.6%	15.7%	58.6%	21.3%	4.2%	22.4%	12.5%
Key performance indicators for managers relating to gender equality	21.1%	18.8%	70.4%	25.6%	5.1%	26.8%	15.0%
Gender equality overall	25.3%	22.6%	84.4%	30.7%	6.1%	32.2%	18.0%

This benchmark shows whether organisations have a formal policy or strategy to support gender equality in relation to a number of workplace matters. It also shows the proportion of organisations that do not have a policy or strategy and the reasons for this.

The benchmark table, displays different types of policies or strategies in the rows and “Yes” and “No” options in the column headings.

The category “Yes, has a policy” includes both the “Standalone policy” and the “Policy within another policy” category. Similarly, the category “Yes, has a strategy” includes both the “Standalone strategy” and the “Strategy within another strategy” category.

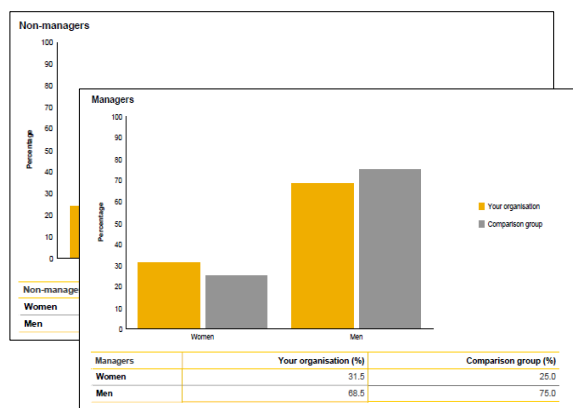
To calculate the percentage of organisations with a policy, for example, WGEA applied the following calculation:

$$\frac{\text{No. of organisations responding 'Yes, have a policy'}}{\text{All organisations in the comparison group}} \times 100$$

An organisation can select more than one response, therefore the percentages in the row may not equal 100.

The policies and/or strategies that have been implemented by this organisation are highlighted in yellow.

Benchmarks 1.8 -1.10 Gender composition of appointments, promotions and resignations by managers and non-managers



The graphs and tables for Benchmarks 1.8-1.10 show the gender composition of managerial and non-managerial appointments, promotions and resignations for your organisation and comparison group.

To calculate the percentage of female managers who resigned, for example, WGEA applied the following calculation:

$$\frac{\text{No. of female managers who resigned}}{\text{All managers who resigned}} \times 100$$

GEI 2: Gender composition of governing bodies/boards



Reporting under GEI 2 provides information about the gender composition of governing bodies/boards in a standardised format. The term 'governing body' includes a board of directors, committee of management, council, trustees or other governing authority of the employer. Governing bodies/boards represent the highest level of decision-making responsibility in organisations, and inclusive boards add value to the quality of the decision-making process. The benchmarks under GEI 2 are calculated using the sections in the reporting questionnaire relating to:

- the existence of governing bodies/boards.
- the gender composition of the governing bodies/boards and any gender targets

Benchmark 2.1: Gender composition of the governing bodies/boards

	Your organisation (%)	Comparison group (%)
Female chair/s	100.0	7.1
Female director/s	50.0	23.3
Male chair/s	0.0	92.9
Male director/s	50.0	78.7

This benchmark shows the distribution of women and men in chair and director positions. The percentages enable direct comparison with other organisations of similar size or function.

To calculate the percentage of female directors, for example, WGEA applied the following calculation:

$$\frac{\text{No. of female directors}}{\text{Total no. of directors}} \times 100$$

Further explanation of this calculation is provided below.

Your organisation's results

Chair

For an organisation that only has one governing body or board, the results for the chair will display as 100%, depending on the gender of the chair. For example if your organisation had a female chair your results in the table would look like this:

	Your organisation (%)	Comparison group (%)
Female chair/s	100.0	2.5
Male chair/s	0.0	97.5

For an organisation that has listed more than one governing body/board the results for the chair will be calculated as a percentage of all the chairs listed in the report. For example, if your organisation had five governing bodies/boards and two of these bodies/boards had a female chair and three had a male chair, your results in the table would look like this:

	Your organisation (%)	Comparison group (%)
Female chair/s	40.0	2.5
Male chair/s	60.0	97.5

Directors

The percentage of directors combines the number of chairs by gender and the number of other governing body/board members by gender to calculate the proportion of directors by gender on the governing bodies/boards. For example, if your organisation had one board with four females (one chair and three board members) and six males, the percentage of female and male directors would be 40% and 60%, respectively.

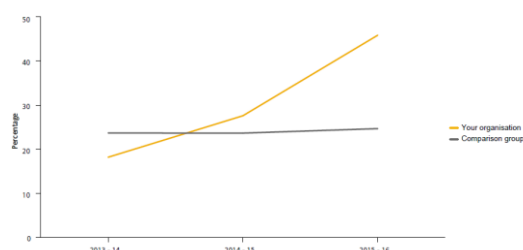
For organisations that have reported more than one governing body/board, WGEA summed each governing body's or board's gender composition to provide an overall percentage for each gender.

Comparison group results

The gender composition of the comparison group is calculated in a similar way to organisations that have reported on multiple governing bodies/boards. The number of chairs and board members by gender will be summed across all organisations in the comparison group. This provides the figures to calculate the percentage of female or male chairs and directors. An example is displayed below.

	Number of females	Number of males	Total	Female (%)
Chair/s	1	40	41	2.4
Board members	65	200	265	24.5
Directors	66	240	306	21.6

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

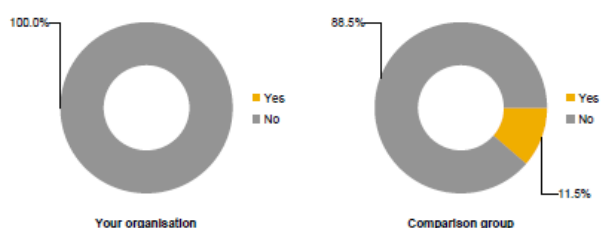


This benchmark shows the trend of women on governing bodies/boards over time.

This has been calculated using the director calculations for your organisation and the comparison group as outlined above.

In this example, the percentage of women on the governing board/board has increased since 2013-14 and is nearly 50% in 2015-16, which is well above the comparison group.

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



This benchmark shows two donut charts representing whether organisations have set targets for the gender composition of their governing bodies/boards. It does not indicate the nature of any targets.

If your organisation has only one governing body/board, and replied "Yes" indicating that it does have a target set for gender composition, the chart displaying "Your organisation" on the left side will appear in yellow and the label will indicate 100%. Alternatively, if your organisation has only one governing body/board and replied "No" to indicate that it does not have a target set for gender composition, it will appear in grey for "No" with a 100% label.

If your organisation has multiple governing bodies, the chart on the left will show the proportion of those governing bodies that have a target set for gender composition in yellow, and the proportion that do not have a target set in grey. To calculate the percentage of governing bodies that do have a target set, WGEA applied the following calculation:

$$\frac{\text{Number of governing bodies that have a target}}{\text{Total number of governing bodies}} \times 100$$

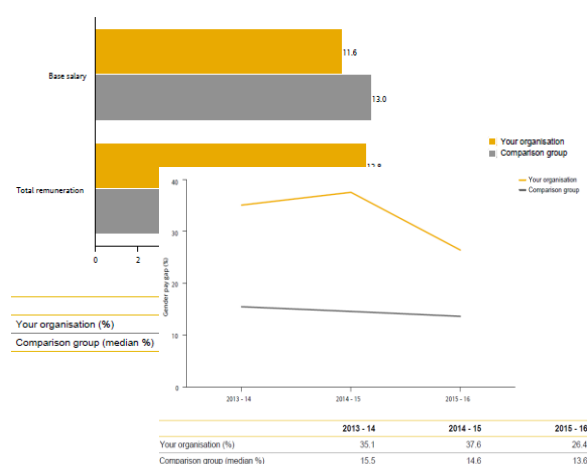
GEI 3: Equal remuneration between women and men



Reporting under GEI 3 provides information about the remuneration of women and men in a standardised format. In addition to salary data collected as part of the workplace profile, relevant questions in the reporting questionnaire relate to:

- the existence of a formal policy or formal strategy on remuneration
- the inclusion and nature of gender pay equity objectives in formal remuneration policies or strategies
- whether any gender remuneration gap analysis has been undertaken
- any action taken as a result of a gender remuneration gap analysis.

Benchmarks 3.1 – 3.9: The gender pay gap



To show the gender pay gap, the difference in remuneration between women and men across manager categories and non-manager occupations, employment status and salary type is used to enable direct comparisons with other organisations of similar size or industry.

This series of benchmarks also shows gender pay gap results over time for your organisation and the comparison group. These results have been taken from workplace profiles and a detailed explanation of the relevant calculations applied by the WGEA is provided below.

Your organisation's results

The gender pay gap for an organisation is the difference between women's and men's average earnings, expressed as a percentage of men's earnings. The gender pay gap is presented at the total organisation level, as well as for managerial categories and non-manager groups.

To calculate the average salary for a group of employees, the weighted average of salary data is taken across each category within that group, where the salary data is weighted against the number of women or men in the specific category. This measure is used as some organisations submit their organisation's average salary data by category in their aggregated workplace profile. Weighting is used to ensure that we are not incorrectly averaging an average.

For example, the formula for the average base salary of a professional female is:

$$\text{Weighted average base salary} = ((x_1 * y_1) + (x_2 * y_2) + (x_3 * y_3) + (x_4 * y_4) + (x_5 * y_5)) / (y_1 + y_2 + y_3 + y_4 + y_5)$$

Where x = average base salary of professional females in category

y = number of professional females in category

Category:

1 = permanent full-time

2 = permanent part-time

- 3 = contract full-time
- 4 = contract part-time
- 5 = casual

For example:

#	Occupation	Employment status	Average full-time equivalent base salary (x)	Number of females (y)	x * y
1	Professional	Permanent full-time	\$85,000	20	\$1,700,000.00
2	Professional	Permanent part-time	\$83,500	10	\$835,000.00
3	Professional	Contract full-time	\$92,350	5	\$461,750.00
4	Professional	Contract part-time	\$91,100	5	\$455,500.00
5	Professional	Casual	\$76,000	2	\$152,000.00
Total				42	\$3,604,250.00
Weighted average			\$85,815.48		

The average base salary in each row is multiplied by the number of females in that row to calculate the figures in the final column (x * y). These individual calculations are summed together to obtain the total. The final step is to divide the total in column x * y by the total number of females, which gives \$3,604,250/42 = \$85,815.48.

Once the weighted average salary has been calculated for a group of employees, the gender pay gap is calculated as the difference between the weighted average salary of all female and the weighted average salary of all male earnings, expressed as a percentage of male earnings.

To continue the example above, if the weighted average salary for a male professional in this organisation is \$92,346.56, then the gender pay gap for professionals would be:

$$1 - (\$85,815.48 / \$92,346.56) = 7.1\%$$

This example focuses on deriving the gender pay gap for an occupation class. The organisation level gender pay gap is then calculated by deriving the weighted average female salary across *all* manager categories and non-manager classes and comparing this to the weighted average male salary across *all* manager categories and non-manager classes.

The gender pay gap has been calculated for a number of different categories to show how it may vary across different employment statuses, levels of management, and occupational categories.

In some instances, the "gender pay gap for your organisation" result for one of the manager categories or occupation classes will be a very large positive or negative value. In this case, there may be low levels of males or females in a certain category, with varying skill levels. For example, if your workplace has only a couple of male employees who are school based apprentices or on a supported/disability payment and a number of female employees who have range of responsibilities, from apprentice up to senior officers in the same category, then the gender pay gap will reflect the difference in the skill levels of the gender.

The occupational category 'other' has not been included in Benchmarks 3.6 – 3.7.1 as there is no indication of the skills, qualifications or experiences needed to be a member of this category. It would therefore be problematic to compare their results in this category with other organisations.

Comparison group results

Each organisation in the comparison group has their gender pay gaps for each manager/non-manager category calculated in the same way.

The benchmark value displayed for the comparison group is the median, which is where the middle gender pay gap sits in the distribution. To determine the median, the organisations in the comparison group are

ranked from the organisation with the largest gender pay gap to the one with the smallest. The gender pay gap of the organisation at the middle point is the median. The table below shows a worked example.

	Average full-time equivalent base salary (female)	Average full-time equivalent base salary (male)	Gender pay gap
Org F	\$45,700	\$150,000	69.5%
Org C	\$65,500	\$70,000	6.4%
Org H	\$46,000	\$48,900	5.9%
Org I	\$45,600	\$48,000	5.0%
Org D	\$52,300	\$55,000	4.9%
Org A	\$54,200	\$56,700	4.4%
Org G	\$58,700	\$61,000	3.8%
Org B	\$43,500	\$45,000	3.3%
Org E	\$56,000	\$57,800	3.1%

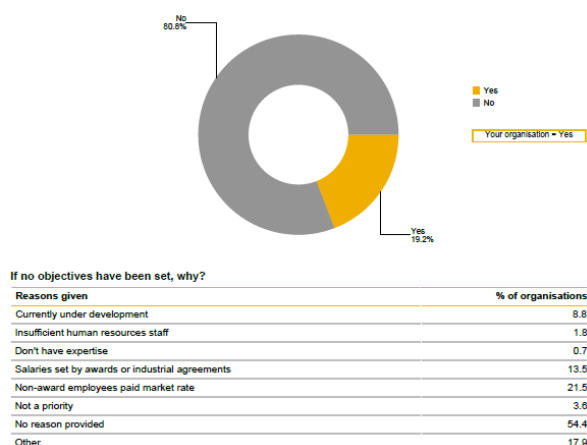
Organisations are arranged in descending order of the size of their gender pay gaps. Because there are an odd number of organisations, the middle or fifth gender pay gap can be taken as the median gender pay gap for the comparison group (4.9%). Note that if the comparison group has an even number of organisations, the median gender pay gap is taken as the lower of the two most central gender pay gaps (GPG) in a range.

The median is used as the benchmark measure rather than the mean (or average) because a single organisation's gender pay gap has the potential to have extreme values, for example *Org F*, which can have an undue influence on the mean. However, the median is not affected by skewed or extreme values.

Also, consider that all relevant organisations are required to report to the Agency. This means the most appropriate types of statistical methods to use are those relating to populations rather than samples. The mean (as opposed to the median) is often used because it is a more "efficient" estimate of the population average. Since the relevant organisations here comprise the whole of the population, the result is not an estimate. For this reason, the relative efficiency between the mean and median does not apply and neither the mean nor the median is a more efficient estimator.

The customised confidential Competitor Analysis Benchmark Reports are intended to allow reliable comparisons between the gender equality performance of one organisation and groups of other organisations. The best method of presenting central tendency for a group of organisations was investigated, including seeking expert advice from a professional consulting firm, who confirmed the median as the most appropriate measure of central tendency in this case.

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



This benchmark shows whether organisations have a policy or strategy that includes specific gender pay equity objectives. It also shows the reasons for not having such objectives.

The benchmark is reported in two sections. The first is a donut chart that shows the percentage of organisations that have formal policies and strategies that include specific gender pay equity objectives. It is calculated as follows (where 'orgs' = organisations):

$$\frac{\text{No. of orgs with policies or strategies including pay equity objectives}}{\text{Total number of orgs with a general remuneration policy or strategy}} \times 100$$

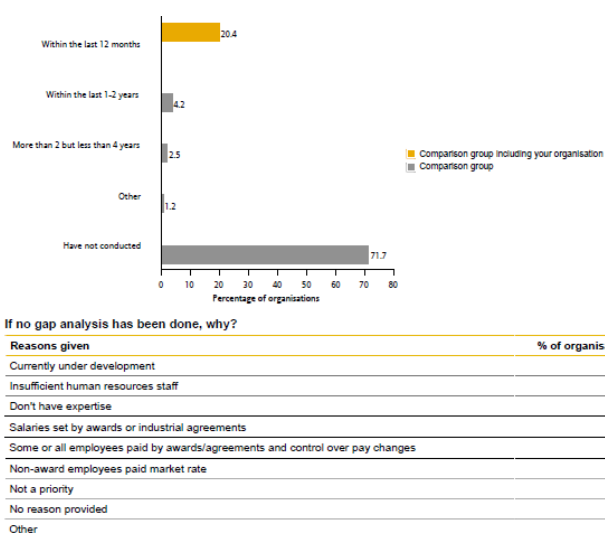
If an organisation does not have a policy or strategy on remuneration in general, it is not included in this calculation.

The second section comprises a table of the reasons selected by organisations for not including specific gender pay equity objectives in their remuneration policies or strategies. The percentages for each reason are calculated as follows:

$$\frac{\text{No. of orgs that selected the reason}}{\text{Total orgs without policies or strategies including pay equity objectives}} \times 100$$

Organisations can select more than one reason so this percentage may not equal 100. Where an organisation responded "No", their results have been counted in the "No reason provided" category.

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



This benchmark shows whether organisations have conducted a gender remuneration gap analysis, when it was conducted, and the reasons for not having conducted one.

The bar chart shows the percentage of organisations that have conducted a gender remuneration gap analysis by the length of time since it was conducted, which is calculated as follows:

$$\frac{\text{No. of orgs that selected that particular timeframe}}{\text{All organisations in the comparison group}} \times 100$$

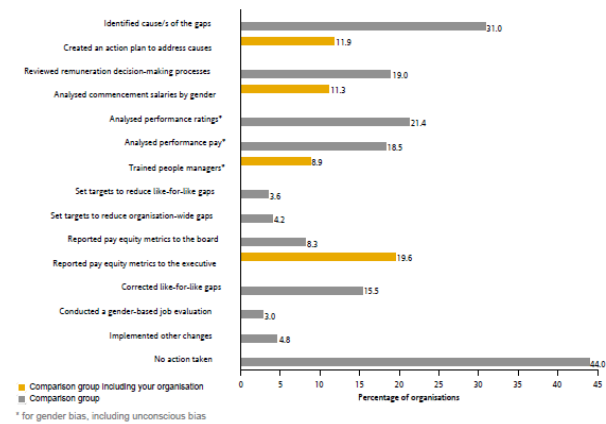
The table shows the reasons for not conducting an analysis, with percentages calculated as follows:

$$\frac{\text{No. of orgs that selected that particular reason}}{\text{No. of orgs that did not conduct a remuneration gap analysis}} \times 100$$

Organisations can provide more than one reason, so this percentage may not equal 100. Where an organisation responded "No", their results have been counted in the "No reason provided" category.

The timeframe during which this organisation conducted a gender remuneration gap analysis is highlighted in yellow.

Benchmarks 3.12: Actions taken as a result of gender remuneration gap analysis



If no action taken, why not?

Reasons given	% of organisations
No gaps identified	48.8
Currently under development	10.8
Insufficient human resources staff	1.4
Don't have expertise	0
Salaries set by awards or industrial agreements	10.8
Non-award employees paid market rate	16.2
Unable to address causes of gaps	0
Not a priority	1.4
No reason provided	17.6
Other	10.8

The benchmark shows the actions taken as a result of conducting a gender remuneration gap analysis and reasons provided for not taking action.

The bar chart shows the percentage of organisations that have taken action, with the percentages calculated as follows:

$$\frac{\text{No. of orgs that selected that particular action}}{\text{No. of orgs that conducted a remuneration gap analysis}} \times 100$$

The table shows the standardised reasons given for not taking any action on the results of a gender remuneration analysis. The percentages in this table are calculated as follows:

$$\frac{\text{No. of orgs that selected that particular reason}}{\text{No. of orgs that did not action a remuneration gap analysis}} \times 100$$

An organisation can provide more than one reason so this percentage may not equal 100. Where an organisation responded “No”, their results have been counted in the ‘No reason provided’ category of the table.

The actions taken by this organisation as a result of a gender remuneration gap analysis are highlighted in yellow.

GEI 4: Flexible working arrangements and working arrangements supporting carers



Reporting under GEI 4 provides information about the 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.

Relevant questions in the reporting questionnaire relate to:

- the existence of formal policies or formal strategies on flexible working arrangements and to support employees with family and caring responsibilities
- the availability of non-leave based measures to support employees with families and caring responsibilities
- Paid parental leave, and family and domestic violence support, are not presented in the benchmarks reports but the aggregate results are available through the WGEA data explorer on the wgea.gov.au website.

Benchmarks 4.1 – 4.2 Formal policies or strategies on flexible working arrangements or to support employees with family and caring responsibilities

Policy or strategy	% of organisations
Policy	58.3
Strategy	20.8
No, because:	25.0
Currently under development	16.7
Insufficient human resources staff	16.7
Included in workplace agreement	0
Don't have expertise	0
Don't offer flexible work arrangements	0
Not a priority	16.7
No reason provided	50.0
Other	50.0

These benchmarks show the percentage of organisations in your comparison group with formal policies and/or strategies on flexible working arrangements or to support employees with family or caring responsibilities respectively. Some categories have been combined to create those in the table. For example, two responses to the type of policy available - “Standalone policy” and “Policy within another policy” – were combined to create the single category “Policy”. The percentages in the first three rows are calculated as follows:

$$\frac{\text{No. of orgs that selected that particular option}}{\text{All organisations in the comparison group}} \times 100$$

As the organisation may select that they have both a policy and a strategy, these percentage may not total to 100.

The reasons given by those organisations without such policies or strategies are also provided, with their percentages calculated as follows:

$$\frac{\text{No. of orgs that selected that particular reason}}{\text{All organisations without a formal policy or strategy}} \times 100$$

Where an organisation responded “No”, their results have been converted into the “No reason provided” category of the table. An organisation can provide more than one reason so this percentage may not equal 100.

The presence of a policy and strategy for this organisation are highlighted in yellow.

Benchmarks 4.3 – 4.4 Percentage of organisations that have formal and informal flexible working arrangements (by type) available to managers and non-managers

	Female (%)		Male (%)	
	Formal	Informal	Formal	Informal
Flexible hours of work	58.3	70.8	58.3	70.8
Compressed working week	12.5	20.8	12.5	20.8
Time-in-lieu	25.0	62.5	25.0	62.5
Telecommuting	37.5	58.3	37.5	58.3
Part-time work	79.2	20.8	75.0	20.8
Job sharing	33.3	12.5	33.3	12.5
Carer's leave	95.8	16.7	95.8	16.7
Purchased leave	25.0	8.3	25.0	8.3
Unpaid leave	54.2	50.0	54.2	50.0

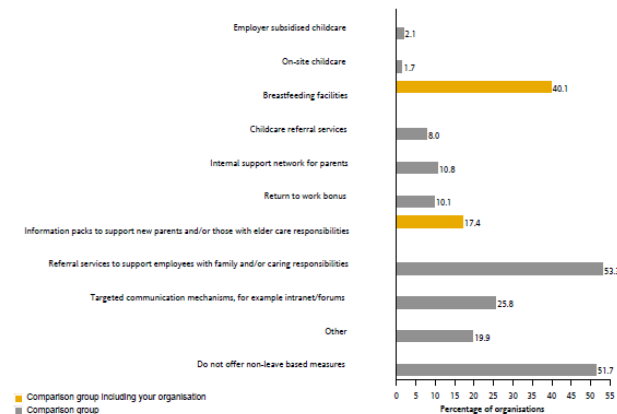
These benchmarks show the percentage of organisations in your comparison group with formal and informal flexible working arrangements (by type) available to non-managers and managers (by gender). The percentages are calculated as follows:

$$\frac{\text{No. of orgs that offer that particular arrangement}}{\text{All organisations in the comparison group}} \times 100$$

For example, if there were 40 organisations in the comparison group and 30 of these organisations offered time-in-lieu to their non-managers, the percentage of organisations that offered this particular flexible working arrangement would be shown as 75.0%.

The available flexible working arrangements for this organisation are highlighted in yellow.

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



This benchmark shows the percentage of organisations in your comparison group with non-leave based measures (by type) to support employees with family or caring responsibilities. The percentages for each non-leave based measure are calculated as follows:

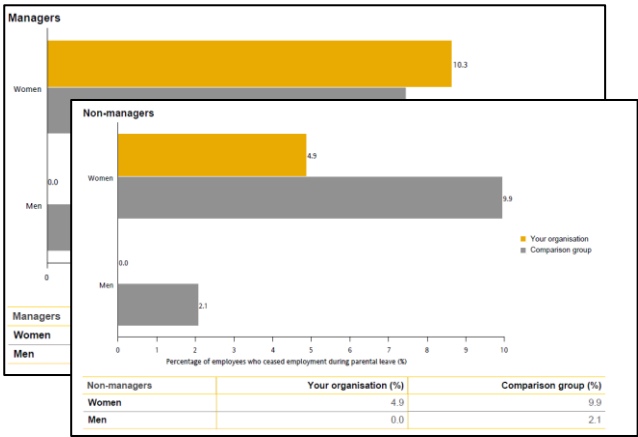
$$\frac{\text{No. of orgs that offer that particular measure}}{\text{All organisations in the comparison group}} \times 100$$

The percentage of organisations that do not offer any non-leave based measures is calculated as follows:

$$\frac{\text{No. of orgs that selected at least one "No" option}}{\text{All organisations in the comparison group}} \times 100$$

The available non-leave based measures to support employees with family and caring responsibilities for this organisation are highlighted in yellow.

Benchmark 4.6 Proportion of employees who ceased employment during parental leave



Benchmark 4.6 shows the proportion of women and men who ceased employment during, or at the end of, parental leave for your organisation and comparison group. The percentages are calculated separately for managers and non-managers. For example, the proportion of female managers who ceased employment during or at the end of parental leave is calculated as follows:

$$\frac{\text{No. of female managers that ceased employment during parental leave}}{\text{All managers who took parental leave the comparison group}} \times 100$$

The proportion of employees who ceased employment during parental leave for this organisation is highlighted in yellow.

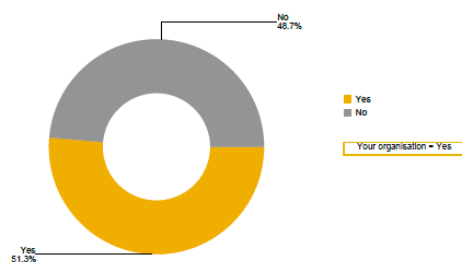
GEI 5: Consultation on gender equality



Reporting under GEI 5 provides information about consultation that occurs between employers and employees on issues concerning gender equality in the workplace. Relevant questions in the reporting questionnaire relate to:

- whether employee consultation around gender equality issues in the workplace has taken place
- the type of consultation that has taken place
- categories of employees consulted.

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	10.4
Insufficient human resources staff	14.2
Don't have expertise	1.7
Not a priority	12.8
No reason provided	61.2
Other	9.7

This benchmark shows whether organisations consult with employees on gender equality in the workplace and, if not, their reasons for not consulting. The benchmark is presented in two sections – a donut chart and an accompanying table.

The chart shows the percentage of organisations that have consulted with employees on gender equality in the workplace, which is calculated as follows:

$$\frac{\text{No. of orgs that consulted with employees}}{\text{All organisations in the comparison group}} \times 100$$

The table displays the percentage of organisations that selected each reason for not consulting with employees on gender equality in the workplace, which is calculated as follows:

$$\frac{\text{No. of orgs that selected that particular reason}}{\text{No. of orgs that did not consult with employees}} \times 100$$

An organisation can provide more than one reason so this percentage may not equal 100. Where an organisation responded “No”, their results have been converted into the “No reason provided” category of the table.

Benchmark 5.2: Mode of employee consultation

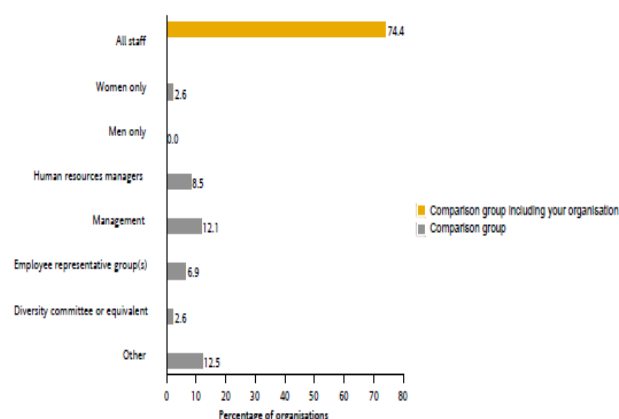
	Your organisation	% of organisations
Survey	Y	45.5
Consultative committee or group	N	27.3
Focus groups	N	27.3
Exit interviews	Y	45.5
Performance discussions	Y	45.5
Other	N	27.3

This benchmark shows the percentage of organisations that consulted with employees using each method of consultation. An organisation can use more than one method, such as surveys, exit interviews or focus groups, so the percentages may not total to 100. The percentages are calculated as follows:

$$\frac{\text{No. of orgs that selected that consultation mode}}{\text{No. of orgs that consulted with employees}} \times 100$$

The modes of employee consultation used by this organisation are highlighted in yellow.

Benchmark 5.3: Categories of employees consulted



This benchmark shows what categories of employees have been consulted by organisations about gender equality in the workplace. The percentages are calculated as follows:

$$\frac{\text{No. of orgs that selected that employee category}}{\text{No. of orgs that consulted with employees}} \times 100$$

More than one response is permitted, so the percentages may not sum to 100.

The categories of employees consulted by this organisation are highlighted in yellow.

GEI 6: Sex-based harassment and discrimination



Reporting under GEI 6 provides information on an organisation's policies or strategies for preventing sex-based harassment and discrimination.

Relevant questions in the reporting questionnaire relate to:

- the existence of a formal policy or formal strategy on sex-based harassment
- the existence of a grievance policy within a formal policy or strategy on sex-based harassment
- training for managers on preventing sex-based harassment and discrimination.

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

This benchmark shows the percentage of organisations in your comparison group that have formal policies and/or strategies on the prevention of sex-based harassment and discrimination.

Some categories have been combined to create those in the table. For example, the “Policy” category includes both the “Standalone policy” and “Policy is contained within another policy” categories. The percentages in the first three rows are calculated as follows:

$$\frac{\text{No. of orgs that selected that particular option}}{\text{All organisations in the comparison group}} \times 100$$

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

Policy or strategy	% of organisations
Policy	96.2
Strategy	8.2
No, because:	2.3
Currently under development	26.4
Insufficient human resources staff	9.4
Included in workplace agreement	10.4
Don't have expertise	0.9
Not a priority	1.9
No reason provided	37.7
Other	17.9

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

As the organisation may select that they have both some form of policy and some form of strategy, these percentages may not total 100.

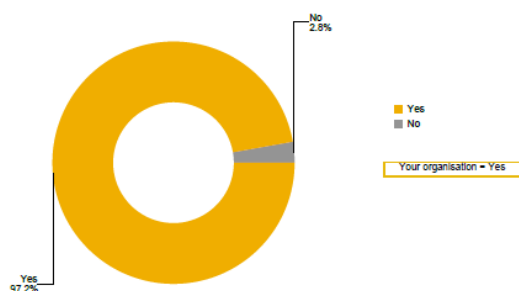
The table also shows the percentages of organisations that selected each of the reasons for not having a formal policy or strategy. The percentages are calculated as follows:

$$\frac{\text{No. of orgs that selected that particular reason}}{\text{All organisations without a formal policy or strategy}} \times 100$$

Where an organisation responded “No” without choosing a reason, their results have been counted in the “No reason provided” category of the table. An organisation can provide more than one reason so this percentage may not equal 100.

The presence of a policy for this organisation is highlighted in yellow.

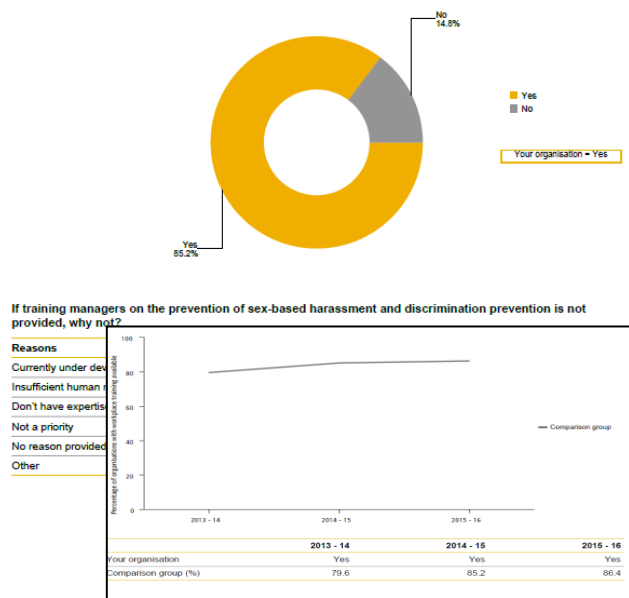
Benchmark 6.2: Grievance processes in sex-based harassment and discrimination prevention policies and strategies



This benchmark shows whether organisations’ policies or strategies on sex-based harassment and discrimination prevention include grievance processes. The percentages presented in the donut chart are calculated as follows:

$$\frac{\text{No. of orgs with grievance processes in the policies or strategies}}{\text{No. of orgs with such preventative policies or strategies}} \times 100$$

Benchmarks 6.3 – 6.3.1 Workplace training for managers on sex-based harassment and discrimination prevention and reasons given for not providing training



These benchmarks show the percentage of organisations in your comparison group that provide workplace training for managers on sex-based harassment and discrimination prevention, the reasons for not providing this training, and change over time. The chart shows the percentage of organisations in the comparison group that provide workplace training for managers on sex-based harassment and discrimination prevention. The denominator for this calculation is the number of organisations in the comparison group.

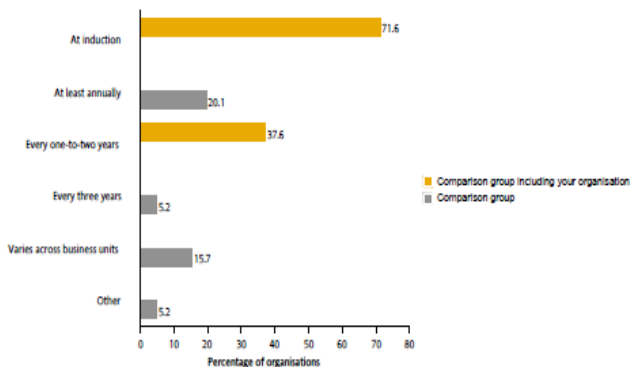
$$\frac{\text{No. of orgs that provide the relevant training}}{\text{All organisations in the comparison group}} \times 100$$

The table shows the percentage of organisations that selected each reason for not providing training. The percentages of organisations in this table are calculated as follows:

$$\frac{\text{No. of orgs that selected that particular reason}}{\text{No. of orgs that did not provide the relevant training}} \times 100$$

An organisation can select more than one reason so these percentages may not total 100. Where an organisation responded “No”, their results have been converted into the “No reason provided” category of the table.

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



This benchmark shows the frequency of workplace training for managers on sex-based harassment and discrimination prevention. The graph shows the percentage of organisations in your comparison group that provide training at different times and frequencies. The percentages are calculated as follows:

$$\frac{\text{No. of organisations offering this training in a specific time period}}{\text{All organisations offering this training}} \times 100$$

An organisation can provide more than one reason so these percentages may not total 100.

The frequency of workplace training for managers on sex-based harassment and discrimination prevention for this organisation is highlighted in yellow.