Australian Government

Workplace Gender Equality Agency

Gender Equality

Competitor Analysis Benchmark Reports

Insights Guide

Understanding the Competitor Analysis Benchmark Reports

November 2017

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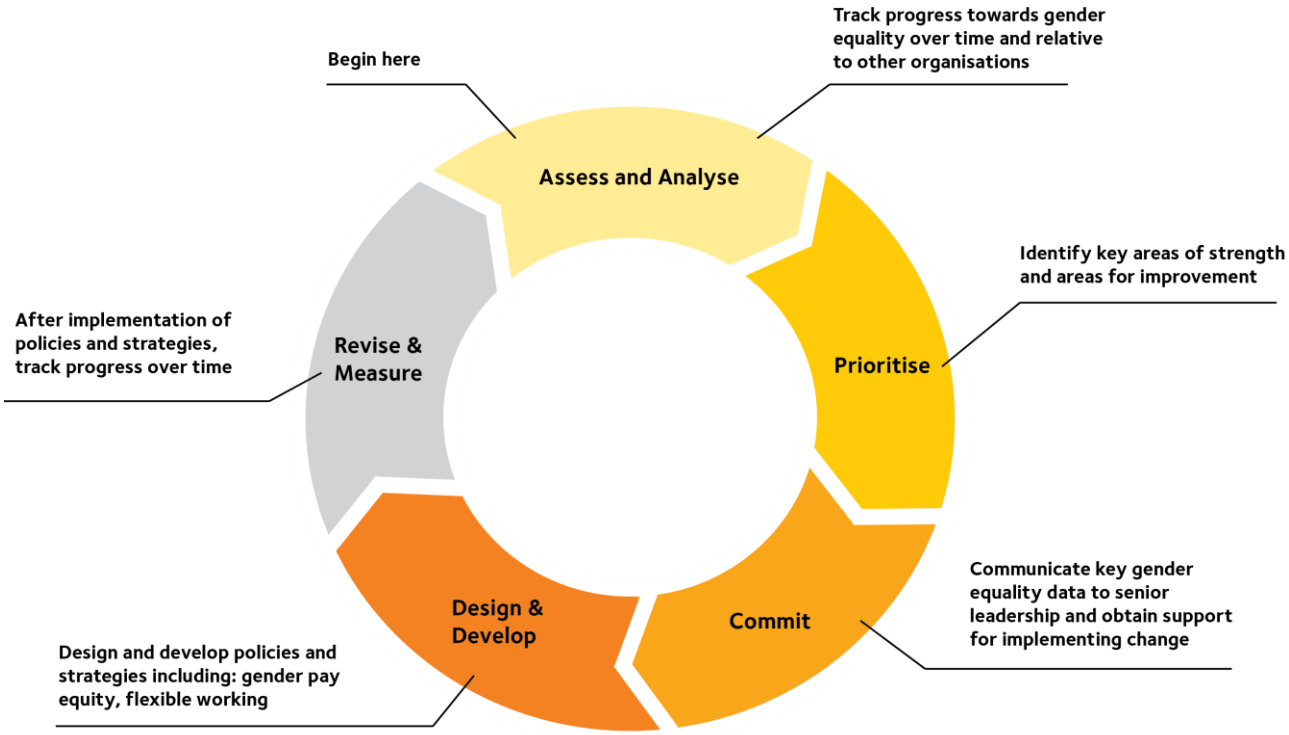
Introduction

The Insights Guide helps organisations to understand the Competitor Analysis Benchmark Reports provided by the *Workplace Gender Equality Agency* ('the WGEA' or 'the Agency'). This Guide:

- provides information about how to interpret the benchmarks,
- suggests some key actions to improve performance for each Gender Equality Indicator (GEI).

About Competitor Analysis Benchmark Reports

Competitor Analysis Benchmark Reports are a powerful business tool, enabling employers to compare their gender performance to that of their competitors, including Australian industry overall (all reporting organisations), organisations within the same industry, and organisations of the same size, or a combination of these groups.



The customised reports identify:

- areas of strength,
- areas for improvement,
- track performance over a four year time-series (since 2013-14), and
- track the effectiveness of organisations' gender equality strategy over time.

Throughout the Competitor Analysis Benchmark Reports organisational data is colour coded in yellow and the comparison group data is colour coded in grey.

Note: The Technical User Manual provides users of the benchmark reports with a more in-depth understanding of the data collection and analysis processes.

Competitor Analysis Benchmark Reports and gender equality

Gender equality in the organisation starts with a performance diagnosis before designing a comprehensive gender equality strategy.

Competitor Analysis Benchmark Reports are a tool to diagnose 'where the organisation is at'. The following questions need to be considered when reviewing the organisation's performance on each benchmark:

- How is the organisation positioned against its competitors?
- Are the organisation's benchmark results above or below the comparison group average?
- How has the organisation's performance improved or changed since last year?
- Where could the organisation's performance be?
- What actions can improve performance against each benchmark in the organisation?

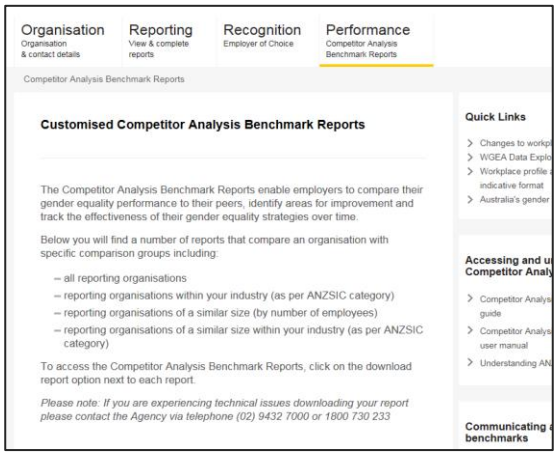
The answers to these questions could point to possible areas of improvement, enabling the design of the best gender equality strategy for the organisation.

The customised Competitor Analysis Benchmark Reports also track changes over time in the key areas for gender equality.

Organisational performance can then be monitored as the organisation continues to report to the WGEA.

How to access Competitor Analysis Benchmark Reports

The Competitor Analysis Benchmark Reports are available to download from the WGEA reporting portal. To maintain confidentiality of the Reports employers must log into the portal using an AUSkey.



Benchmarks in the portal

Once logged into the portal with the personal AUSkey, click on the **Performance** tab located on the main navigation banner.

This page shows the most recent four reporting periods for which the organisation reported. Click on the desired reporting period.

Below the reporting periods is an overview of the various reports available to each organisation, broken down into sections: 'All Organisations', 'Industry', 'Organisation size' and 'Industry and Organisation size'.

Further Information

- The Gender strategy toolkit supports the organisation when building a tailored strategy to improve gender equality performance.
- The Setting gender targets section provides resources that can help organisations to set gender targets in the workplace.
- The Addressing pay equity section offers a broad range of resources that can assist organisations to understand and improve pay equity.
- The Strategic approach to flexibility section provides organisations with a tactical approach to engaging their workplace in the provision and utilisation of flexibility at work.

Interpreting benchmarks

This section provides insights to understand and interpret organisational gender equality performance benchmarks. It also provides ideas and key insights that can be drawn from the benchmarks.

Examples of common benchmark graphs and tables are included for each gender equality indicator (GEI) and are accompanied by a short description and explanation.

GEI 1: Gender composition of the workforce

The 12 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.

To understand the dynamics of gender composition, organisations need to track and influence the inflows and outflows of female and male talent at each organisational level. It is not a static issue. Modelling of these dynamics provides the basis for the design and implementation of challenging but achievable gender targets that an organisation could put in place to help drive change.

Gender balance at senior leadership, executive and board levels is particularly important, because it improves the quality of strategic decision-making and problem solving.

Building a robust, gender-balanced talent pipeline, especially to leadership levels, is the key to sustainable gender equality.

The benchmarks under GEI 1 are calculated using data from the workplace profile completed by the organisation in addition to relevant questions in the reporting questionnaire.

Insights into benchmarks 1.1-1.6

The benchmarks in this group provide information about the proportion of women and men in different management and non-management categories as well as by employment status in an organisation and a comparison group.

The data is indicative of the organisation's performance with regards to the gender balance as well as the talent pipeline. For example, increasing women in the lowest levels of leadership may result in more women at all levels of the organisational hierarchy in the future.

Women's greater participation in part-time work often reflects their greater caring responsibilities. The benchmarks relating to the percentage of part-time employees in general and by management category, as well as by gender, may highlight a lack of part-time management positions.

The benchmarks over time also enable organisations to assess whether their gender equality strategies and policies improve the gender composition of the workforce.

Benchmark 1.1 Gender composition of the workforce

Benchmark 1.1 displays two pyramids depicting the percentages of women and men at each category in the organisational structure and comparison group.

For example, the pyramids for this organisation show that the proportion of women exceeds the comparison group proportions for non-managers and every management category.

Benchmark 1.2 Gender composition by management category and employment status

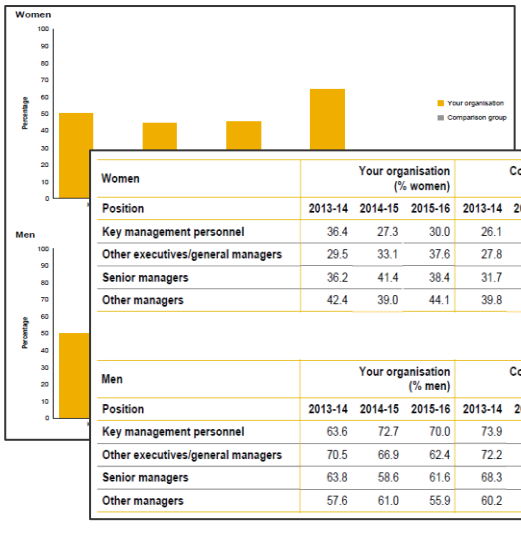
Women	Your organisation (% women)				Comparison group (% women)			
Position	Full-time	Part-time	Casual	Total	Full-time	Part-time	Casual	Total
Key management personnel	40.0	100.0	N/A	50.0	41.7	50.0	N/A	42.1
Other executives/general managers	42.9	50.0	N/A	44.4	22.0	60.0	N/A	24.0
Senior managers	45.5	N/A	N/A	45.5	29.7	87.5	N/A	32.0
Other managers	64.3	N/A	N/A	64.3	38.1	75.0	N/A	39.1

Men	Your organisation (% men)				Comparison group (% men)			
Position	Full-time	Part-time	Casual	Total	Full-time	Part-time	Casual	Total
Key management personnel	60.0	0.0	N/A	50.0	58.3	50.0	N/A	57.9
Other executives/general managers	57.1	50.0	N/A	55.6	78.0	40.0	N/A	76.0
Senior managers	54.5	N/A	N/A	54.5	70.3	12.5	N/A	68.0
Other managers	35.7	N/A	N/A	35.7	61.9	25.0	N/A	60.9

Benchmark 1.2 shows the percentages of women and men in the managerial workforce broken down by management category and employment status (full-time, part-time and casual) for the organisation and comparison group.

The table indicates whether management positions are available in a part-time capacity, which is the case for this organisation.

Benchmarks 1.3 and 1.3.1 Gender composition of managerial employees by management category and over time



Women	Your organisation (% women)			Comparison group (% women)		
Position	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Key management personnel	36.4	27.3	30.0	26.1	27.4	28.5
Other executives/general managers	29.5	33.1	37.6	27.8	29.3	30.1
Senior managers	36.2	41.4	38.4	31.7	33.0	34.1
Other managers	42.4	39.0	44.1	39.8	40.0	40.8

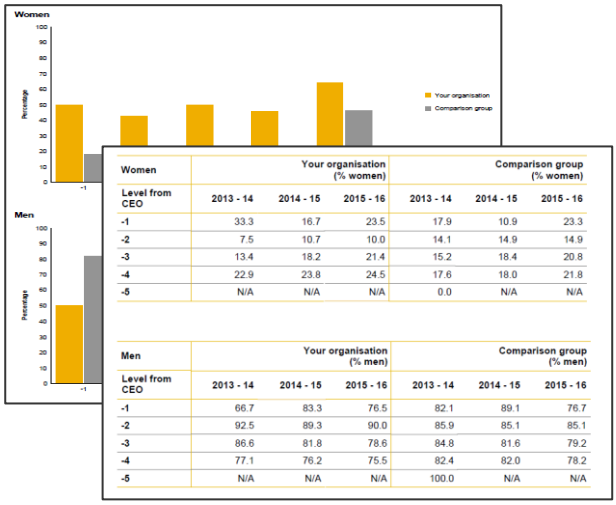
Men	Your organisation (% men)			Comparison group (% men)		
Position	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Key management personnel	63.6	72.7	70.0	73.9	72.6	71.5
Other executives/general managers	70.5	66.9	62.4	72.2	70.7	69.9
Senior managers	63.8	58.6	61.6	68.3	67.0	65.9
Other managers	57.6	61.0	55.9	60.2	60.0	59.2

Benchmark 1.3 shows the leadership pipeline for women and men by displaying the gender composition of each management category in the organisation and comparison group.

The term ‘talent pipeline’ or leadership pipeline’ refers to the management categories employees must progress through to reach the top of the organisation.

The data for benchmark 1.3.1 displays whether there has been a change in the managerial composition over time. It indicates whether women and men progress through the leadership pipeline at a similar pace.

Benchmarks 1.4 and 1.4.1 Gender composition of the workforce by reporting level to the CEO and over time



Women	Your organisation (% women)			Comparison group (% women)		
Level from CEO	2013 - 14	2014 - 15	2015 - 16	2013 - 14	2014 - 15	2015 - 16
-1	33.3	16.7	23.5	17.9	10.9	23.3
-2	7.5	10.7	10.0	14.1	14.9	14.9
-3	13.4	18.2	21.4	15.2	18.4	20.8
-4	22.9	23.8	24.5	17.6	18.0	21.8
-5	N/A	N/A	N/A	0.0	N/A	N/A

Men	Your organisation (% men)			Comparison group (% men)		
Level from CEO	2013 - 14	2014 - 15	2015 - 16	2013 - 14	2014 - 15	2015 - 16
-1	66.7	83.3	76.5	82.1	89.1	76.7
-2	92.5	89.3	90.0	85.9	85.1	85.1
-3	86.6	81.8	78.6	84.8	81.6	79.2
-4	77.1	76.2	75.5	82.4	82.0	78.2
-5	N/A	N/A	N/A	100.0	N/A	N/A

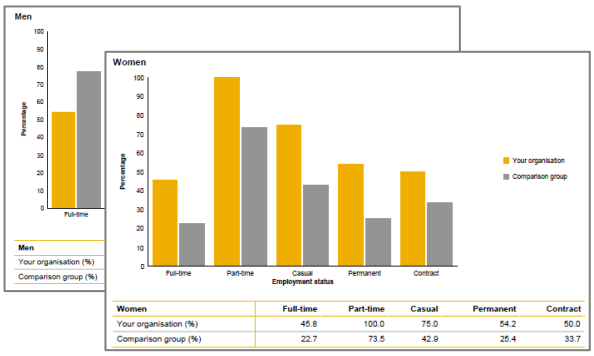
Benchmark 1.4 displays the percentages of women and men at different levels of reporting to the CEO for the organisation and the comparison group. Employees in category '-1' report directly to the CEO; employees in category '-2' report through another person to the CEO, and so on.

The graph shows the gender composition of the leadership pipeline by reporting levels to the CEO.

Benchmark 1.4.1 tracks whether organisational gender equality policies and strategies have the intended effect on the leadership pipeline.

Note: This benchmark is only displayed in Competitor Analysis Benchmark Reports that are defined using the organisation size category.

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

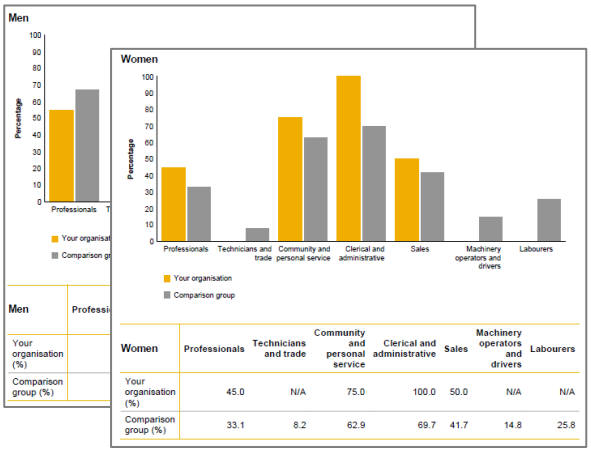


Women	Full-time	Part-time	Casual	Permanent	Contract
Your organisation (%)	45.8	100.0	75.0	54.2	50.0
Comparison group (%)	22.7	73.5	42.9	25.4	33.7

Benchmark 1.5 shows the percentages of women and men in non-managerial roles by employment status (full-time, part-time, casual, permanent and contract).

The benchmark tracks, for example, the gender equality strategy in the area of flexible working arrangements by assessing whether women and men are utilising part-time work.

Benchmark 1.6 Gender composition of non-managerial employees by occupation



Women	Professionals	Technicians and trade	Community and personal service	Clerical and administrative	Sales	Machinery operators and drivers	Labourers
Your organisation (%)	45.0	N/A	75.0	100.0	50.0	N/A	N/A
Comparison group (%)	33.1	8.2	62.9	69.7	41.7	14.8	25.8

Benchmark 1.6 shows the percentages of women and men in non-managerial roles, broken down into standardised occupational categories.

This allows organisations to assess whether occupations in the organisation are segregated by gender or whether they are close to gender-balanced. In addition, it evaluates the organisation's performance against the comparison group.

Insights into benchmark 1.7

Having gender equality policies and/or strategies in place demonstrates organisational commitment to gender equality and shows that it is an important business priority. An overall strategy to address gender equality in the long-term will help ensure that individual policies and strategies will have positive effects on gender equality in the workplace.

This benchmark shows whether the organisation's gender equality strategies and/or policies address specific areas of interest from a gender equality perspective. It also highlights whether the leadership team is committed to analysing, managing and improving gender equality, and has committed to gender-neutral talent management, succession planning, and performance management or promotion procedures.

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	66.7%	16.7%	4.2%	16.7%	4.2%	0.0%	0.0%
Retention	41.7%	25.0%	25.0%	4.2%	8.3%	0.0%	8.3%
Performance management processes	45.8%	33.3%	16.7%	4.2%	8.3%	0.0%	0.0%
Promotions	45.8%	37.5%	12.5%	4.2%	8.3%	0.0%	0.0%
Talent identification/identification of high potentials	29.2%	62.5%	8.3%	4.2%	8.3%	0.0%	0.0%
Succession planning	29.2%	58.3%	8.3%	4.2%	12.5%	0.0%	0.0%
Training and development	50.0%	29.2%	16.7%	4.2%	8.3%	0.0%	0.0%
Resignations	29.2%	25.0%	45.8%	0.0%	8.3%	0.0%	4.2%
Key performance indicators for managers relating to gender equality	20.8%	8.3%	58.3%	0.0%	8.3%	0.0%	16.7%
Gender equality overall	41.7%	29.2%	25.0%	0.0%	8.3%	0.0%	0.0%

Benchmark 1.7 shows the percentages of organisations in the comparison group that responded to each of the 10 options related to formal policies or strategies to support gender equality.

A selection of possible responses indicates the percentage of organisations that responded 'yes' to having a policy and/or a strategy in relation to each option, and the reason for not having a policy and/or strategy where that is the case.

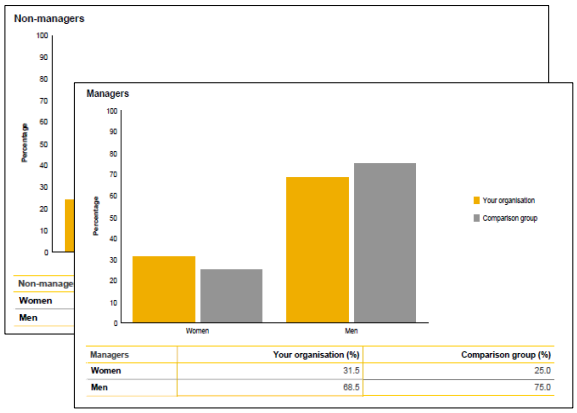
***Note**: It is best practice for an organisation to have both a policy and a strategy that support gender equality.*

Insights into benchmarks 1.8-1.10

The benchmarks in this category show the gender composition of promotions, appointments and resignations in the organisation and the comparison group. A gender balance in recruitments, appointments and promotions is critical to women's workforce participation.

This identifies potential 'hot spots' of gender inequality as it highlights whether the organisation's promotions and appointments are gender balanced, particularly in leadership roles. For instance, an organisation's benchmark could show gender balance in appointments which could indicate that the gender strategies are successful. If the organisation's benchmarks show a gender imbalance, it may require a greater gender balance on recruitment shortlists and promotion lists.

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



Managers	Your organisation (%)	Comparison group (%)
Women	31.5	25.0
Men	68.5	75.0

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

This data can help uncover the drivers of unbalanced gender outcomes in the organisation.

Key actions to improve performance in GEI 1

Establish a gender equality policy and strategy, communicate it to all employees and undertake regular policy reviews to keep pace with changing expectations and norms around work and family roles for women and men. Other options to consider include:

- review recruitment, development and promotion processes, for example gender sensitive recruitment
- implement flexible working options for all employees across every level of the organisation
- ensure that employees on parental leave are considered for promotion
- establish a mentoring and a sponsorship program to assist women to progress through to senior leadership
- ensure that unconscious bias is addressed in the workplace, for example, by reviewing recruitment processes.

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. Inclusive boards add value to the quality of the decision-making process. The three benchmarks under GEI 2 are calculated using data from the reporting questionnaire.

Insights into benchmarks 2.1-2.2

These benchmarks provide insight into the gender diversity of the organisation’s governing bodies/boards. Men are generally well represented in leadership and management levels, while women are poorly represented.

Organisations with voluntary targets are better able to set goals which are realistic and take into account their particular circumstances. Setting targets is already common business practice and organisations can set gender targets to achieve sustainable improvement.

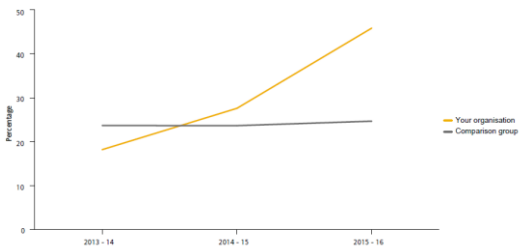
Benchmark 2.1 Gender composition of governing bodies/boards

	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	76.7

Benchmark 2.1 shows the percentages of women and men who occupy positions on the governing bodies or boards for the organisation and comparison group.

Note: 'Directors' includes chairs and other governing body/ board members.

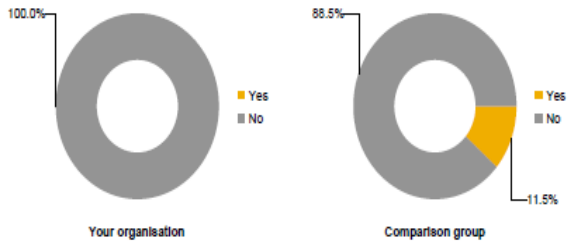
Benchmark 2.1.1 Percentage of women on the governing body/board over time



Benchmark 2.1.1 shows the percentage of women on the governing bodies/boards over time for the organisation and comparison group.

In this example, the percentage of women on the governing board/board has increased since 2013-14 and is nearly 50% in 2016-172016-17, which is well above the comparison group.

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



Benchmark 2.2: the left chart reflects whether the organisation has set a target for its governing bodies/boards. The chart on the right shows the percentage of organisations in the comparison group that have set a target for gender equality on their governing bodies/boards.

In this example, this organisation has not set a target for any of its governing bodies and boards, so the chart on the left is entirely grey.

Key actions on GEI 2

- Develop a formal selection policy and/or strategy for members of governing bodies and boards, as per the ASX Corporate Governance Principles and Recommendations.
- Consider setting a target for equal representation of women and men on governing bodies and boards, using the Agency's target-setting resources.

GEI 3: Equal remuneration between women and men

The 18 benchmarks under GEI 3 provide information about remuneration of women and men in a standardised format. The benchmarks under GEI 3 are calculated using data from the workplace profile in addition to relevant questions in the reporting questionnaire.

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

The gender pay gap is derived as the difference between women's and men's average weekly full-time equivalent earnings, expressed as a percentage of men's earnings.

$$GPG = 100\% * \frac{Male\ Average\ Earnings - Female\ Average\ Earnings}{Male\ Average\ Earnings}$$

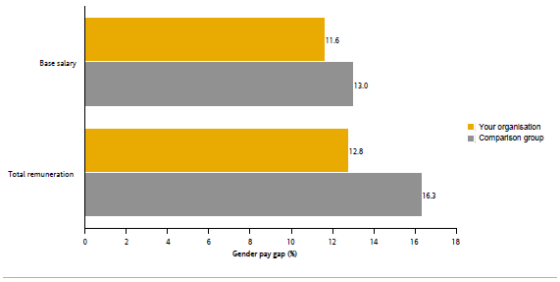
The Competitor Analysis Benchmark Reports provide benchmarks on both organisation-wide and level-by-level gaps, as well as benchmarks on pay equity policies and strategies, pay gap analysis and actions taken to address any pay gaps.

Organisations are encouraged to conduct additional analysis to identify and investigate like-for-like gender pay gaps.

Insights into benchmarks 3.1-3.1.2

These benchmarks show organisation-wide gender pay gaps. Organisation-wide pay gaps may be caused by a larger proportion of women working at lower levels of the organisation and receiving the lowest salaries, with senior roles filled mainly by men who are remunerated at the highest levels.

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



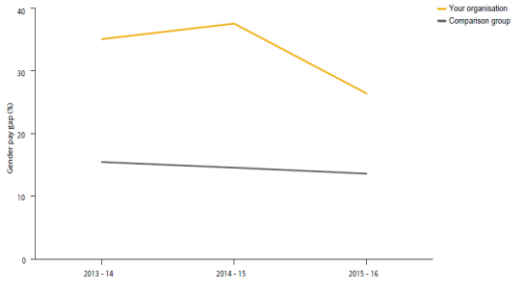
	Base salary	Total remuneration
Your organisation (%)	11.6	12.8
Comparison group (median %)	13.0	16.3

Benchmark 3.1 shows the annualised average results for the gender pay gap in the organisation and comparison group.

This benchmark shows how the gender pay gap identified in the organisation aligns with the median gender pay gap in the comparison group.

For example, a gender pay gap of 11.6% in base salaries in the organisation means the average of all base salary payments to women in the organisation is 11.6% lower than the average of all base salary payments to men in the organisation.

Benchmarks 3.1.1-3.1.2 Overall organisation-wide gender pay gap for base salary and total remuneration over time



	2013 - 14	2014 - 15	2015 - 16
Your organisation (%)	35.1	37.6	26.4
Comparison group (median %)	15.5	14.6	13.6

Benchmarks 3.1.1 and 3.1.2 show the gender pay gap in base salaries and total remuneration respectively for the organisation and comparison group over time.

In this example, the gender pay gap in the organisation declined substantially. A reduction in the gender pay gap for remuneration could indicate that development and promotion processes are successfully supporting pay equity for women and men.

Insights into benchmarks 3.2-3.9

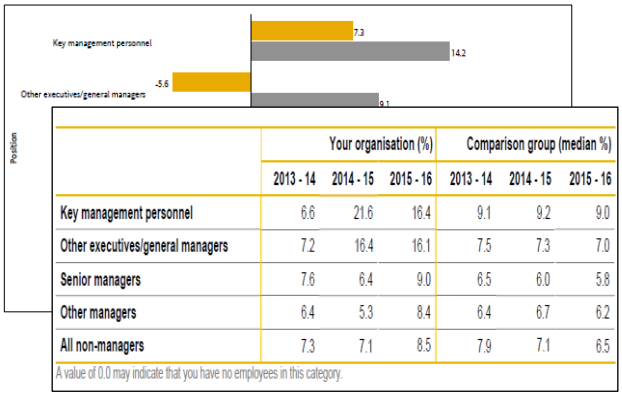
The following benchmarks show level-by-level gender pay gaps for base salaries and total remuneration in the organisation and comparison group by managers and non-managers.

These pay gaps are between women and men doing the same or comparable work, for example, individuals within groupings of levels such as key management personnel, professionals or labourers.

The gender pay gap in total remuneration is usually largest when additional payments such as bonuses, commissions or overtime are included in the calculation. The level-by-level gender pay gaps can be indicative of unconscious and direct bias where, for example, men may tend to get preferential treatment in promotions and recruitment. In this circumstance, the data could suggest that it is harder for women to access promotions and pay increases, and to progress into leadership roles.

Level-by-level gender pay gaps by employment status could reflect a lack of access to career development activities for part-time employees.

Benchmarks 3.2 – 3.2.1 Level-by-level gender pay gap for base salary for managers and non-managers, and over time



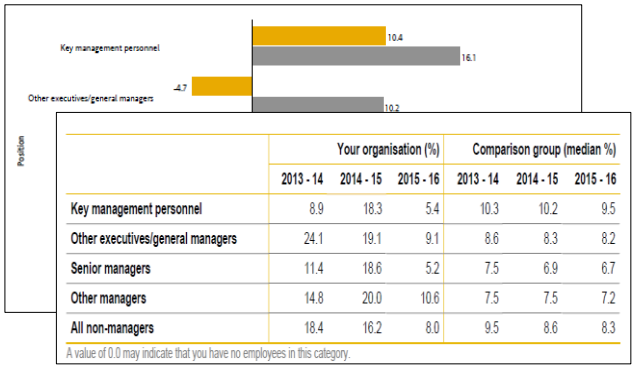
	Your organisation (%)			Comparison group (median %)		
	2013 - 14	2014 - 15	2015 - 16	2013 - 14	2014 - 15	2015 - 16
Key management personnel	6.6	21.6	16.4	9.1	9.2	9.0
Other executives/general managers	7.2	16.4	16.1	7.5	7.3	7.0
Senior managers	7.6	6.4	9.0	6.5	6.0	5.8
Other managers	6.4	5.3	8.4	6.4	6.7	6.2
All non-managers	7.3	7.1	8.5	7.9	7.1	6.5

A value of 0.0 may indicate that you have no employees in this category.

Results for benchmark 3.2 and 3.2.1 show the gender pay gap for base salaries in each management category and for non-managers in the organisation and comparison group, and also show change over time.

These benchmarks track the base salary gender pay gap in the organisation and comparison group, and indicate whether pay gaps across management categories have improved in the organisation.

Benchmarks 3.3 – 3.3.1 Level-by-level gender pay gap for total remuneration for managers and non-managers, and over time



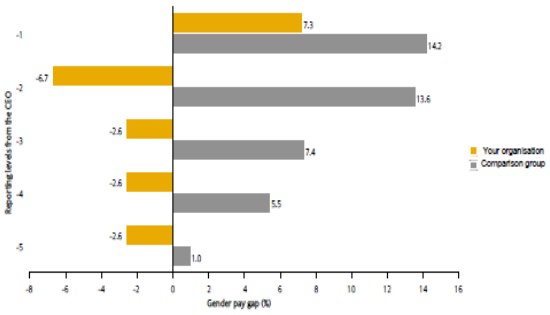
	Your organisation (%)			Comparison group (median %)		
	2013 - 14	2014 - 15	2015 - 16	2013 - 14	2014 - 15	2015 - 16
Key management personnel	8.9	18.3	5.4	10.3	10.2	9.5
Other executives/general managers	24.1	19.1	9.1	8.6	8.3	8.2
Senior managers	11.4	18.6	5.2	7.5	6.9	6.7
Other managers	14.8	20.0	10.6	7.5	7.5	7.2
All non-managers	18.4	16.2	8.0	9.5	8.6	8.3

A value of 0.0 may indicate that you have no employees in this category.

Results for benchmarks 3.3 and 3.3.1 show the gender pay gap for total remuneration in each management category and for non-managers in the organisation and comparison group, and over time.

These benchmarks track the total remuneration gender pay gap in the organisation and comparison group over time. In addition, the benchmarks identify areas for improvement.

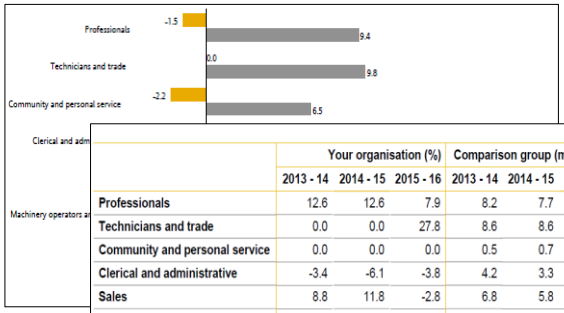
Benchmarks 3.4 and 3.5 Level-by-level gender pay gap for base salary and total remuneration by reporting levels to the CEO



Results for benchmarks 3.4 and 3.5 show the gender pay gap for base salaries and total remuneration at each of the reporting levels to the CEO for the organisation and comparison group.

Note: These benchmarks are only displayed in Competitor Analysis Benchmark Reports that are defined using the organisation size category.

Benchmarks 3.6 – 3.7.1 Level-by-level gender pay gap for base salary and total remuneration by occupation for non-managers, and over time



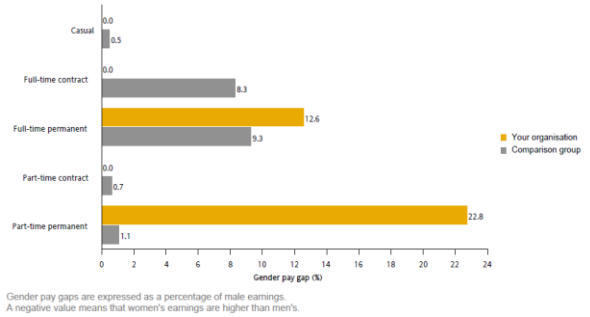
	Your organisation (%)			Comparison group (median %)		
	2013 - 14	2014 - 15	2015 - 16	2013 - 14	2014 - 15	2015 - 16
Professionals	12.6	12.6	7.9	8.2	7.7	7.4
Technicians and trade	0.0	0.0	27.8	8.6	8.6	8.3
Community and personal service	0.0	0.0	0.0	0.5	0.7	0.6
Clerical and administrative	-3.4	-6.1	-3.8	4.2	3.3	3.1
Sales	8.8	11.8	-2.8	6.8	5.8	5.8
Machinery operators and drivers	0.0	0.0	0.0	4.2	4.2	4.3
Labourers	0.0	0.0	0	3.1	2.9	3.1

A value of 0.0 may indicate that you have no employees in this category.

Benchmarks 3.6 – 3.7.1 show the gender pay gap for base salaries and remuneration by occupation for non-managers in the organisation and comparison group, and over time.

The benchmarks track changes to the gender pay gap over time and identify areas for improvement in the organisation.

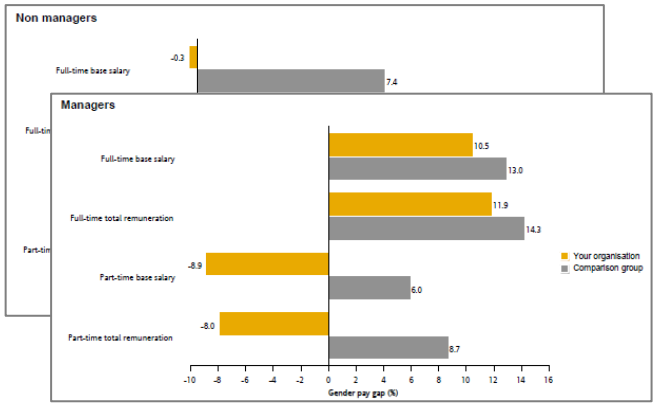
Benchmark 3.8 Gender pay gap for total remuneration by employment status of non-managers



This benchmark shows the gender pay gap for total remuneration by employment status of non-managers for the organisation and comparison group.

For example, a large gender pay gap in part-time employment could indicate a lack of access to career development programs.

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



This benchmark shows the gender pay gap by full-time and part-time status for managers and non-managers in the organisation against the comparison group.

A negative gender pay gap in part-time employment indicates that women are paid more than men. However, a further disaggregation through a pay gap analysis might show that the negative pay gap is occupation-specific.

Insights into benchmarks 3.10 – 3.12

Benchmarks 3.10 - 3.12 show whether the organisation has policies and /or strategies in place to analyse gender pay gaps. The benchmarks identify and analyse the causes of level-by-level gender pay gaps.

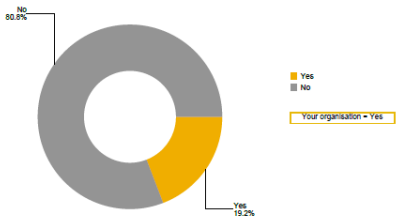
It is common for organisations to include gender pay equity objectives in policies and/or strategies related to remuneration. If remuneration is part of an organisation's enterprise agreement (EA) the objectives may also be included there.

The critical step in taking action to address and improve pay equity in the organisation is to review the data and understand what is driving the different gender pay gaps. The more detailed the pay gap analysis, the more the strategy and action plan can be tailored to address the organisation's specific issues.

To conduct the remuneration pay gap analysis, also at a like-for-like level obtain the relevant pay data as well as other data such as location, performance rating and tenure. The analysis of how different variables relate to pay can be useful in isolating whether a pay gap is related to gender.

After conducting a remuneration pay gap analysis, implement realistic and achievable goals for the organisation. Achieving gender pay equity is a process that takes time. While some organisations may choose to eliminate like-for-like gaps immediately, sustainable change will come from addressing the root causes of gender pay gaps. This often requires longer timeframes and a change management plan to assist with changes to processes, systems and workforce composition. Once the pay gap in the organisation has been identified, addressed and then closed, it is essential that pay is continuously monitored to ensure a gap does not creep back.

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



If no objectives have been set, why?

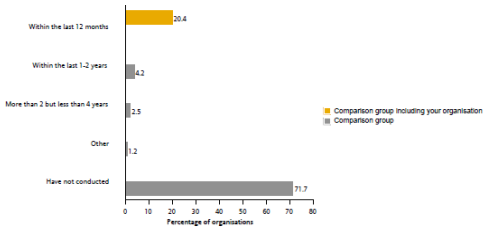
Reasons given	% of organisations
Currently under development	8.8
Insufficient human resources staff	1.8
Don't have expertise	0.7
Salaries set by awards or industrial agreements	13.5
Non-award employees paid market rate	21.5
Not a priority	3.6
No reason provided	54.4
Other	17.9

Benchmark 3.10 shows the percentage of organisations in the comparison group which have formal policies and/or strategies that include specific gender pay equity objectives.

The table below the figure shows the reasons for not having specific gender pay equity objectives in formal policies and/or strategies.

If an organisation does not have gender pay equity objectives included in a policy and/or strategy, it should consider implementing these.

Benchmark 3.11 Organisations that have conducted a gender remuneration gap analysis



If no gap analysis has been done, why?

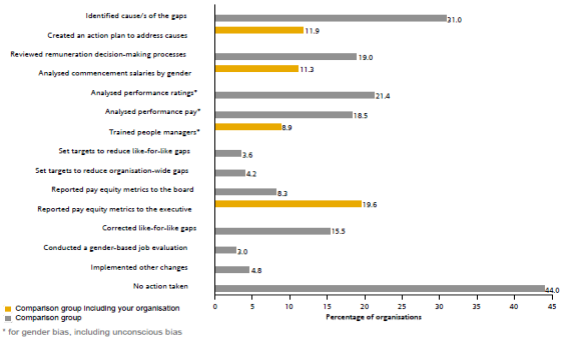
Reasons given	% of organisations
Currently under development	7.7
Insufficient human resources staff	5.9
Don't have expertise	1.2
Salaries set by awards or industrial agreements	1.4
Some or all employees paid by awards/agreements and control over pay changes	20.4
Non-award employees paid market rate	20.9
Not a priority	3.8
No reason provided	44.1
Other	8.5

Benchmark 3.11 shows the percentage of organisations in the comparison group that have conducted a gender remuneration gap analysis.

The yellow bar shows whether, and when, the organisation has conducted a pay gap analysis and whether it is time to conduct this analysis again.

The table shows the reasons for not having conducted an analysis.

Benchmark 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	48.6
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

Benchmark 3.12 shows several actions taken as a result of the gender remuneration gap analysis and the percentage of organisations in the comparison group that selected each action.

The accompanying table shows the reason for not taking any action in response to the gender remuneration gap analysis.

In combination, this table and the organisation's gender pay gap over time indicate whether the actions taken to close the gap are leading to the intended results.

Key actions on GEI 3

Developing a gender pay equity strategy and a leadership team that is committed to addressing gender pay gaps are essential to reducing any gaps. The following are actions that can be taken:

- conduct a pay gap analysis to identify organisation-wide, level-by-level and like-for-like gender pay gaps
- develop an overall pay equity strategy and action plan, which includes:
  - a gender-based analysis of base salaries and total remuneration at all levels
  - a review of performance ratings by gender at all levels and between comparable roles
  - criteria for making managers accountable to justify their performance ratings
  - training for managers in how to conduct performance appraisals that are both gender neutral and evidence-based
  - consider setting targets to increase recruitment of women into traditionally male roles, including senior management
  - review the availability of workplace flexibility for all employees at all levels of the organisation, including senior leadership.

GEI 4: Flexible work arrangements and support for employees with family or caring responsibilities

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.

Flexible working arrangements include changing:

- hours of work (e.g. working fewer hours or changing start or finish times)
- patterns of work (e.g. working ‘split shifts’ or job sharing)
- the place of work (e.g. working from home).

The six benchmarks under GEI 4 are calculated using data from the reporting questionnaire.

Insights into benchmarks 4.1-4.6

Organisations that have a formal, rather than an informal, policy and/or strategy on flexible working arrangements and that also provide support for employees with family or caring responsibilities show that they take flexible working arrangements and support for employees seriously.

A formal strategy documents how the company plans to integrate and implement flexible working arrangements within the business.

Organisations with successful formal policies and/or strategies on flexible working arrangements have the support from the entire leadership team. Difficulties with flexible working may be alleviated when managers are trained to embrace flexible working arrangements as best practice or made the decision taken out of their hands with an “if not, why not” policy.

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

Benchmarks 4.1 and 4.2 show the percentage of organisations in the comparison group with formal policies and/or strategies on flexible working arrangements or on arrangements to support employees with family or caring responsibilities respectively. The reasons given by those organisations without such policies or strategies are also provided.

Organisations without a policy or strategy may want to consider implementing one.

Note: *It is possible for an organisation to have both a policy and a strategy on flexible working arrangements.*

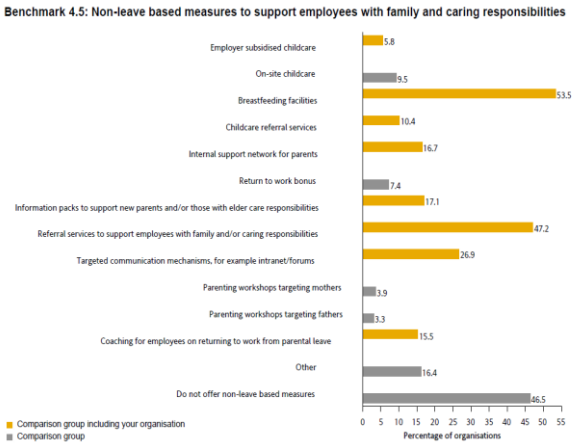
Benchmarks 4.3 – 4.4 Percentage of organisations that have formal and informal flexible working arrangements (by type) available to managers and non-managers

	Female (%)		Male (%)	
	Formal	Informal	Formal	Informal
Flexible hours of work	**58.3**	66.7	**58.3**	66.7
Compressed working week	**16.7**	25.0	**16.7**	25.0
Time-in-lieu	37.5	58.3	37.5	58.3
Telecommuting	**37.5**	54.2	**37.5**	54.2
Part-time work	**75.0**	16.7	**70.8**	16.7
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**	45.8	**54.2**	45.8

These benchmarks show the percentage of organisations in the comparison group with formal and informal flexible working arrangements (by type) available to non-managers and managers (by gender).

Organisations without particular types of flexible working arrangements can include these in their policy. For example, this organisation can consider offering purchased leave.

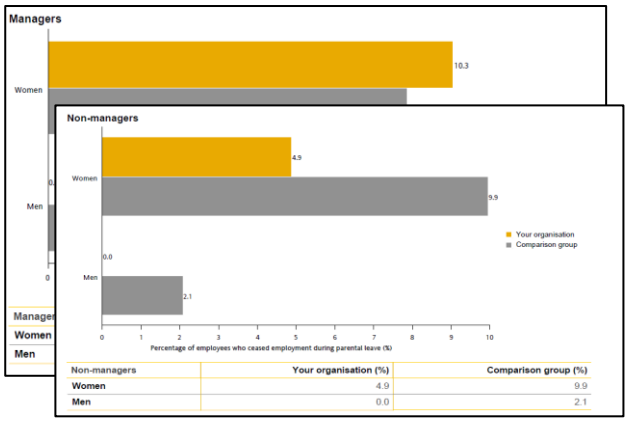
Benchmark 4.5 Non-leave based measures (by type) to support employees with family and caring responsibilities



Benchmark 4.5 shows the percentage of organisations in the comparison group with non-leave based measures (by type) to support employees with family or caring responsibilities.

For example, this organisation has targeted communication mechanisms but could consider introducing parenting workshops targeted to mothers and fathers.

Benchmark 4.6 Proportion of employees who ceased employment during parental leave



Non-managers	Your organisation (%)	Comparison group (%)
Women	4.9	9.9
Men	0.0	2.1

Benchmark 4.6 shows the proportion of women and men who ceased employment during, or at the end of parental leave in the organisation and comparison group.

This benchmark, for example, can provide an indication on whether the return to work programs for managers and non-managers are effective. For example, organisations can consider coaching employees on returning to work following parental leave.

Key actions on GEI 4

Explore different types of flexible working arrangements that might be more effective in the organisation's circumstances.

- establish a formal policy and/or formal strategy on flexible working arrangements:
  - ✓ ensure that flexible working arrangements are available to all employees at every level of the organisation
- establish a formal policy and/or formal strategy to support employees with family or caring responsibilities
- when providing induction and other training to managers, consider training and guidance on how to manage employees with flexible working arrangements
- take steps to ensure there is a culture of acceptance of flexible working arrangements for both women and men in the organisation
- consider implementing non-leave based measures to support employees with family or caring responsibilities, including services, programs and support that do not involve leave from work
- consider an "if not why not" policy to support employees requesting flexible working arrangements
- consider establishing non-leave based measures to support employees with family or caring responsibilities, including breastfeeding facilities, parenting workshops, support in securing school holiday care.

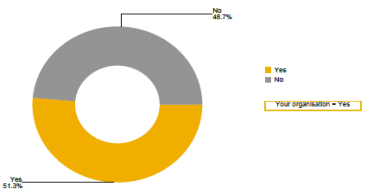
GEI 5: Consultation with employees on issues concerning gender equality in the workplace

Reporting under GEI 5 provides information about the type of consultation that takes place between employers and employees on gender equality in the workplace. The three benchmarks under GEI 5 are calculated using data from the reporting questionnaire.

Insights into benchmarks 5.1-5.3

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

Benchmark 5.1 Consultation with employees on workplace gender equality and reasons for not consulting



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

Benchmark 5.1 shows the percentage of organisations in the comparison group that have consulted with employees about issues concerning gender equality in the workplace. The accompanying table shows the reasons for not consulting with employees on these issues.

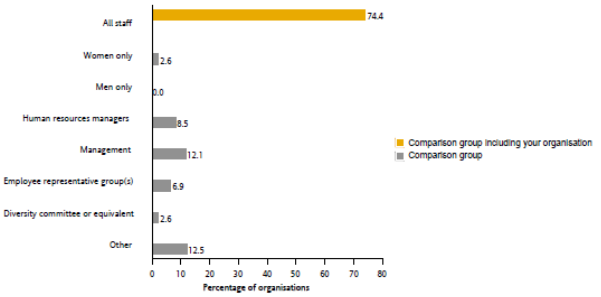
Organisations that do not consult with employees on workplace gender equality, should consider implementing consultation.

Benchmark 5.2 Mode of consultation with employees on workplace gender equality

	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

Benchmark 5.2 shows the percentage of organisations that consulted with employees using that particular type of consultation. An organisation can use more than one type of consultation, such as surveys, exit interviews or focus groups.

Benchmark 5.3 Categories of employees consulted



Benchmark 5.3 shows the percentage of organisations in the comparison group that consulted with different categories of employees.

For example, the graph shows that the organisation consults with all employees, which is the case for most organisations.

Key actions on GEI 5

Some ideas for employee consultation include scheduled meetings at which issues of gender equality in the workplace are raised and discussed. Gender equality could be covered on internal social media platforms as well as in team meetings. Some methods of consultation to consider are:

- creating a consultative committee or group such as an equal opportunity committee, diversity committee or council, or an employee representative group such as a minority group
- conducting open forums with staff where they can raise issues in a safe environment
- conducting focus groups with employees to better understand how gender equality in the workplace works for them
- conducting employee surveys
- bringing gender equality into one-on-one meetings between managers and staff.

GEI 6: Sex-based harassment and discrimination prevention

Reporting under GEI 6 provides information about sex-based harassment and discrimination. Sex-based harassment can be non-sexual or sexually-related behaviour that offends, humiliates or intimidates and is not wanted or reciprocated. The employer is ultimately responsible for ensuring the workplace is harassment-free. The five benchmarks are calculated using data from the reporting questionnaire.

Insights into benchmarks 6.1-6.4

A formal policy and/or formal strategy specifies the types of behaviours that constitute sex-based harassment and discrimination, and may include a statement that the organisation has zero tolerance for sex-based harassment and discrimination. Details on employees' rights and obligations in this regard should also be included.

Designating a person (or persons) to be the first point of contact for employees who feel they are experiencing sex-based harassment or discrimination provides a non-confrontational way for employees to raise concerns about harassment or discrimination in the workplace. A grievance process would typically include information on how employees can raise issues of harassment and discrimination formally or informally, and provide assurance that they will not be penlised or disadvantaged as a result of raising a grievance. Having a specified process also helps to raise awareness of any issues in organisations.

Ensuring managers and employees are trained in the prevention of sex-based harassment and discrimination is a protective mechanism for both employees and employers. The earlier that issues are identified and problems resolved, the less likelihood there is of lasting difficulties for individuals or organisations. Training in the prevention of sex-based harassment and discrimination could be in the form of one-on-one training, face-to-face workshops, or online e-learning modules with confirmation of completion.

Emailing a link or a softcopy of the sex-based harassment and discrimination prevention policy to all staff, or having the policy available on the company intranet, does not constitute workplace training. Workplace training for managers and employees on sex-based harassment and discrimination prevention should happen at induction and at least every two years after employment.

Benchmark 6.1 Policies or strategies on sex-based harassment and discrimination prevention, and reasons given for not having such policies or strategies

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

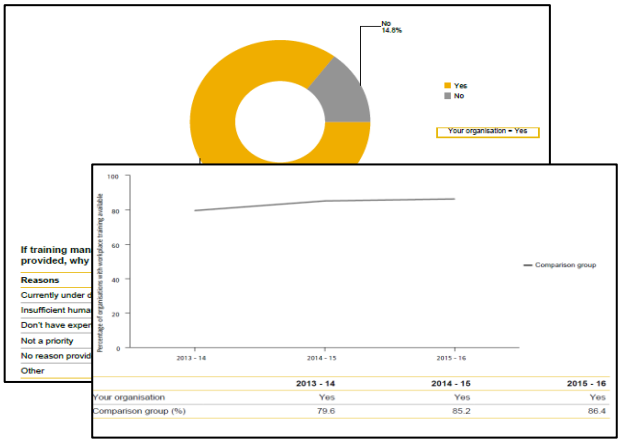
Policy or strategy	% of organisations
Policy	**96.2**
Strategy	8.2
No, because:	2.3
Currently under development	26.4
Insufficient human resources staff	9.4
Included in workplace agreement	10.4
Don't have expertise	0.9
Not a priority	1.9
No reason provided	37.7
Other	17.9

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

Benchmark 6.1 shows the percentage of organisations in the comparison group that have formal policies and/or strategies on the prevention of sex-based harassment and discrimination.

***Note**: It is possible for an organisation to have both a policy and a strategy on sex-based harassment and discrimination prevention.*

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

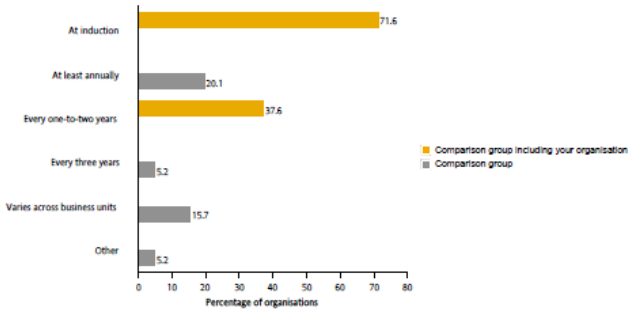


Benchmark 6.3 shows the percentage of organisations in the comparison group that provide workplace training for managers on sex-based harassment and discrimination prevention and the reasons for not providing this training.

Organisations that do not provide training for managers on sex-based harassment should consider doing so.

Benchmark 6.3.1 shows the results over time.

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



Benchmark 6.4 shows the frequency of workplace training for managers on sex-based harassment and discrimination prevention. The graph shows the percentage of organisations in the comparison group that provide training at different times and frequencies.

Key actions on GEI 6

Ensure any policy and/or strategy dealing with sex-based harassment and discrimination prevention is gender neutral and readily available to all staff.

- be clear about what behaviour constitutes sex-based harassment and discrimination
- specify a grievance process for employees who feel they may be the victims of sex-based harassment and discrimination
- ensure there are designated discrimination contact officers who can act as the first point of contact for employees who feel they may be the victims of sex-based harassment and discrimination. Consider having discrimination contact officers of different genders to ensure both women and men feel comfortable raising issues with them
- include information sessions on the prevention of sex-based harassment and discrimination in all induction sessions, and ensure managers receive formal training regularly
- make discussions about gender equality, and sex-based harassment and discrimination, a part of team and company-wide meetings so that employees feel they will be listened to if they do need to raise an issue.