



# Executive Summary & Industry Benchmark Report Webinar

Workplace Gender Equality Agency

16 November 2023



# Agenda

Our purpose is to help you understand and use the **Executive Summary** and **Industry Benchmark Report** to take action on gender equality.

Today we will:

- **Discuss** the context
- **Introduce** each report
- **Provide** answers to frequently asked questions.

# About the Workplace Gender Equality Agency

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- Federal statutory agency **promoting and improving gender equality** in Australian workplaces
- Employers (with 100 or more staff) required to report annually against six gender equality indicators
- WGEA dataset covers **nearly 4.8 million employees** across over 7,400 relevant employers
- Significant legislative reforms passed Parliament in March 2023 to **shape the future of workplace gender equality** following a Review of the Act in 2021 and the Respect@Work report.



# What's changing?

- ✓ Publishing employer gender pay gaps in early 2024
- ✓ **Executive Summary and Industry Benchmark Report reports to be provided to Board or governing body**
- ✓ Expanded data collection (webinar on December 6 & 7)
- ✓ Federal Public Sector reporting from 2023
- ✓ Large employers (500 or more employees) are required to have policies or strategies that address the six gender equality indicators





# Providing reports to the Board or governing body

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**New legislation requires employers to provide their WGEA Executive Summary and Industry Benchmark Report to their Board or governing body.**

- The Executive Summary sets out the **key results from your submission** to the WGEA's annual Gender Equality Reporting.
- The Industry Benchmark Report **compares your results to the results of other organisations** in an 'Industry Comparison Group'. It will be available in the next month.
- Employer can **provide the Executive Summary to the Board** alone, or together with the Industry Benchmark Report as soon as practical.
- **CEOs will be required to declare that they complied with the legislative requirement** to provide reports to the governing body in the 2023-24 Gender Equality Reporting.

# Executive Summary



# Executive Summary

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The Executive Summary includes:

- **Key results** from your submission to the WGEA's annual Gender Equality Reporting.
- Your gender pay gap, your gender composition and average remuneration per pay quartile and your organisation's key policy information
- Your performance on key metrics over time
- Commentary on why the information is important and how you can use it to **take action on gender equality**.





# Establishing context

- The source of the information
- What the document is for
- How to use it.

3/11/2023

## WGEA Reporting Executive Summary

**Submission Group: XMPL Company**  
**Primary Industry: 6962 - Management Advice and Related Consulting**  
**Program: 2022 - 23 Gender Equality Reporting**  
**Number of Employees: 100**

**About this report**

- This Executive Summary sets out the key results of your submission to the Workplace Gender Equality Agency's (WGEA) annual Gender Equality Census, as required under the Workplace Gender Equality Act 2012 (the Act).
- Your Submission Group is determined by your management and may include a number of entities in your corporate structure.
- The Executive Summary is based on your responses to mandatory questions only. For consistency, your responses to voluntary questions are not included.
- WGEA has included a glossary of key terms used in this report on the final page of this document.

**WGEA's new obligation to publish employer gender pay gaps**

Under Section 15A of the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023:

- WGEA "must publish aggregate information, for each relevant employer for each reporting period, for the purpose of showing the employer's performance and progress in achieving gender equality in relation to remuneration for the employer's workforce."
- Therefore, in early 2024 WGEA will publish your median gender pay gap, for base salary and total remuneration, as well as gender composition by pay quartiles and associated average total remuneration, as set out in this Executive Summary.
- This information will be published on [www.wgea.gov.au](http://www.wgea.gov.au).
- You can provide a document of your choice, such as a gender equality strategy or relevant statement, that helps explain your gender pay gap and what you are doing to drive gender equality. WGEA will publish a link to this document alongside your gender pay gap information.

**Your new obligations**

Under the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023 and associated Legislative Instruments:

- You are required to share this Executive Summary, along with your Industry Benchmark Report (available once all employers' data has been analysed), with your governing body, e.g., your board.
- Employers with 500 or more employees must have a policy or strategy which covers each of the six Gender Equality Indicators from April 2024.

**How to use this report**

The data set out in this Executive Summary will enable you to:

- identify priority areas for action, for example, as part of your Gender Equality Strategy,
- monitor your workplace gender equality performance, including over recent years.

Workplace Gender Equality Agency | WGEA Reporting Executive Summary | [www.wgea.gov.au](http://www.wgea.gov.au) 1

- What is the gender pay gap?
- What causes the gender pay gap?
- What can employers do?

### Gender Pay Gap

**What is the gender pay gap?**

The gender pay gap is the difference in average earnings between women and men in the workforce. It is not to be confused with women and men being paid the same for the same, or comparable, job. This is equal pay and has been a legal requirement since 1969.

The gender pay gap is a useful proxy for measuring and tracking gender equality across a nation, industry or within an organisation. Closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

**Why is there a gender pay gap?**

The gender pay gap is the consequence of a range of societal, industrial and organisational factors that combine to reduce a person's earning capacity. It begins at the point of recruitment and often becomes entrenched as people move through their careers.

Gender-based discrimination and bias in the workforce can be direct or indirect. Direct examples include sexual harassment and unequal pay. Often it is the indirect forms of discrimination that limit earning ability – particularly for women – including biases in progression and promotion opportunities.

**What can employers do to close the gender pay gap?**

From 2024, the gender pay gap and gender composition by pay quartiles for organisations with 100 or more employees are going to be on the public record<sup>1</sup>.

Employers should be aiming to create a gender equal environment for all their employees. The timeline for closing the gender pay gap will be different for every employer, depending on internal and external factors. The measure of success is whether an employer demonstrates authenticity, commitment and improvement.

The first step in improving your gender pay gap is to conduct your own pay gap analysis and understand the size of the gender pay gap and its causes.

Get future ready. Be proactive about what your organisation is doing to create equal opportunities for all employees and authorise and enable a work environment that prioritises gender quality as a core part of your business strategy and operations.

<sup>1</sup> For the first release of employer gender pay gaps in early 2024, WGEA will only publish employer gender pay gaps by median and gender composition by pay quartile and associated average salaries. In future reporting – when CEO, head of business and casual manager remuneration data can be included – employer gender pay gaps will be published by average (mean), median and quartiles.

Workplace Gender Equality Agency | WGEA Reporting Executive Summary | [www.wgea.gov.au](http://www.wgea.gov.au) 2



# Submission groups

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A group of legal entities from the same corporate group that have similar gender equality policies and strategies and therefore choose to report to WGEA as one group.

If your submission is by a Submission Group, you can find the list of ABNs included in the submission on the front page of your Questionnaire PDF.

3/11/2023

## WGEA Reporting Executive Summary

**Submission Group:** XMPL Company

**Primary Industry:** 6962 - Management Advice and Related Consulting

**Program:** 2022 - 23 Gender Equality Reporting

**Number of Employees:** 130

### About this report

- This Executive Summary sets out the key results of your submission to the Workplace Gender Equality Agency's (WGEA) annual Gender Equality Census, as required under the *Workplace Gender Equality Act 2012* (the Act).

# Your Gender Pay Gap

- In early 2024, WGEA will publish **median gender pay gaps** for base salaries and total remuneration.
- Your **median** gender pay gap is different to your average (mean) gender pay gap.
- The gender pay gap you received in your Reporting Overview was your average total remuneration gender pay gap. This gender pay gap will *not* be published.

## Your Gender Pay Gap

Your average total remuneration gender pay gap is **53.4%** and the median is **20.0%**.

A positive percentage indicates men are paid more on average than women in your organisation. A negative percentage indicates women are paid more on average than men.

### Your gender pay gap over time

All employees	2022-23
Average (mean) total remuneration	53.4%
Median total remuneration	20.0%
Average (mean) base salary	51.0%
Median base salary	13.3%

# Gender composition by pay quartile

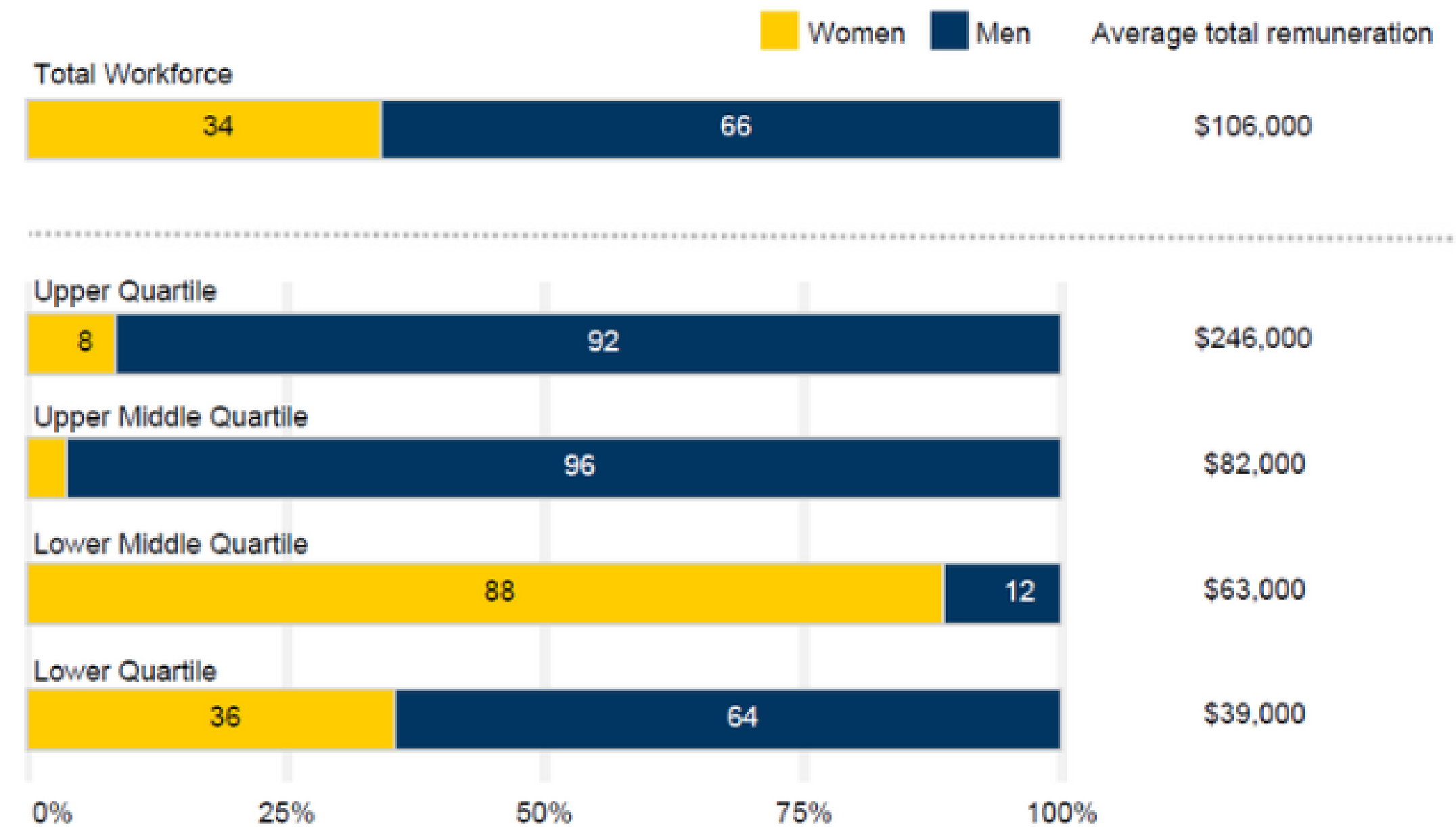
**What:** the participation rates of women and men in your workforce.

**Why:**

- Research shows that greater gender diversity in leadership delivers better company performance, productivity and profitability.
- Composition is a key driver of gender pay gaps – gender imbalance drives pay gaps.

## Gender composition by pay quartile

The chart below divides the total remuneration full-time equivalent pay of all employees into four equal quartiles. A disproportionate concentration of men in the upper quartiles and/or of women in the lower quartiles can drive a positive gender pay gap.



# Gender Equality Indicators (GEIs)





# GEI 1 – Workforce composition by role

**What:** the participation rates of women and men in your workforce.

**Why:** A concentration of one gender in lower-paid roles and the other in more senior and highly-paid roles can increase your gender pay gap; so, too can a gender imbalance in management

## GEI 1 – Workforce Composition

WGEA's research with Bankwest Curtin Economic Centre (BCEC) has shown that greater gender diversity in leadership delivers better company performance, productivity and profitability. Further, increasing the representation of women in executive leadership roles is associated with declining organisational gender pay gaps.

### Your workforce composition by role

A concentration of one gender in lower-paid roles and the other in more senior and highly-paid roles can increase your gender pay gap; so, too can a gender imbalance in management.

	Key Management Personnel (KMPs)		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
2022-23	50%	50%	22%	78%	35%	65%

# GEI 1 – Employment status and movement

## Composition by employment status

Imbalance in the composition by status can drive gender pay gaps.

### Your workforce composition by employment status

Part-time and casual roles are often lower paid. An imbalance in the composition of employees in these roles can be a driver of the gender pay gap.

	Full-time	Part-time	Casual
Female	27%	49%	36%
Male	73%	51%	64%

## Employee movement

Tracking men's and women's career progression can identify points where pay gaps emerge.

### Employee movement: manager and non-manager appointments (including promotion) by gender

Gender biases are often present at each stage of the employment life cycle. Women are also more likely to work part-time, and there are fewer management and leadership roles available on a part-time or flexible basis. Tracking men's and women's career progression can identify points where pay gaps emerge and inform action.

	Female		Male	
	Number	Percent	Number	Percent
Appointments to manager roles (incl promotions)	2	22%	7	78%
Appointments to non-manager roles (incl promotions)	1	25%	3	75%

Some organisations set recruitment, appointment and promotions targets to address gender imbalance in workforce composition or set targets for women in leadership.

# GEI 2 – Gender composition of governing bodies

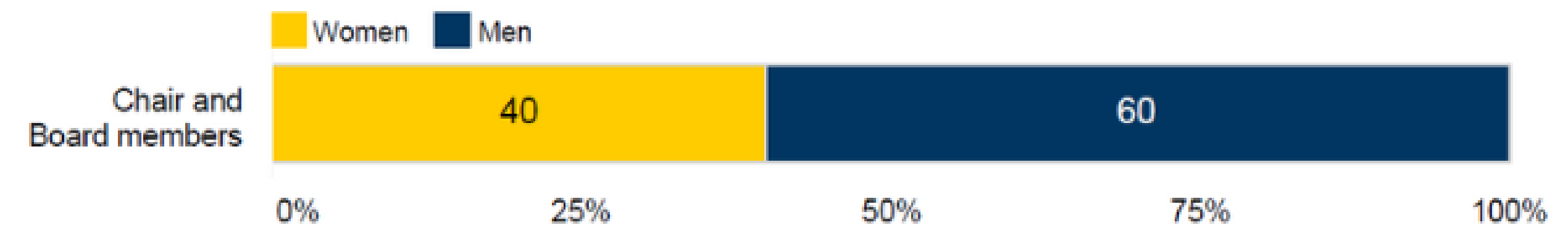
**What:** the gender composition of boards or governing bodies

**Why:** Gender balance on boards is good gender equality outcomes as well as company performance

## GEI 2 – Gender composition of the governing body(ies)

According to WGEA and BCEC's 2020 Gender Equity Insights Report, a more balanced gender composition of a governing body has been shown to have positive effects on workplace gender equality outcomes and improved company performance. Women holding 20% or more board seats is shown to be more effective in achieving this benefit.

### Gender composition of your governing body(ies)



Note: If you have more than one governing body in your submission group, this chart represents aggregate composition of all your unique governing bodies.

Some organisations set targets to increase representation of women on their governing body

# GEI 3 – Equal remuneration between women and men

**What:** the difference between the average remuneration of women and men and the actions employers are taking to reduce the gender pay gap

**Why:** Organisations that analyse the drivers of their gender pay gap, monitor their gaps and take action to address them are more successful in reducing their gender pay gaps

## GEI 3 – Equal remuneration between women and men

Organisations that analyse the drivers of their gender pay gap, monitor their gaps and take action to address them are more successful in reducing their gender pay gaps.

### Your policy / strategy

You have a policy or strategy for equal remuneration between women and men

YES

### Action taken

You have analysed your payroll to determine if there are any remuneration gaps between women and men (e.g., conducted a by-level or gender pay gap analysis)

NO

If yes, when was the most recent gender remuneration gap analysis done?

N/A

Was any action taken as a result of your analysis?

N/A

Guidance on conducting a pay gap analysis is available on WGEA's website - [www.wgea.gov.au](http://www.wgea.gov.au).



# GEI 4 – Flexible working

**What:** employer policies, strategies and actions relating to flexible working arrangements as well as parental, caring or family violence leave and support for employees

**Why:** Increasing the availability of flexibility, leave and other support is important to supporting equal workforce participation and equal caring responsibilities.

## GEI 4 – Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities.

When employee benefits are accessible and utilised equitably by men and women, it leads to a more gender-equal workplace culture, increased productivity, reduced absenteeism, and increased retention.

Research has also shown that you can reduce your gender pay gap by fostering more gender equal uptake of parental leave and flexible working arrangements.

### Your policy / strategy

You have a policy or strategy for flexible working arrangements.

NO

Metrics on the use of, and/or the impact of, flexibility measures are reported to your governing body.

N/A

You have a policy or strategy to support employees with family or caring responsibilities

NO

You provide employer-funded parental leave

NO

If so:

weeks of paid parental leave provided

N/A

superannuation is paid on parental leave

N/A

Some organisations monitor the number of men and women taking up flexible work and parental leave options as part of monitoring equitable treatment of employees.

Leadership behaviour is key to normalising taking parental leave and flexible work. Research has found that when the majority of more senior employees work flexibly, flexibility stigma is reduced.

# GEI 5 – Employee consultation

**What:** how, when and how often employers engage with their employees on issues of workplace gender equality

**Why:** Consulting employees on provides insights into employee experiences, priorities and ideas to help employers to take targeted action.

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

Employee consultation can provide valuable insights into workplace gender equality experiences, priorities, and potential actions, as well as contributing to employee engagement. Employers making the fastest progress on workplace gender equality are more likely to involve their workforce in the formulation of gender equality policies and strategies.

### Your policy / strategy

You have a policy or strategy for consultation with employees about gender equality

 NO

You have consulted with employees on issues concerning gender equality in your workplace during the reporting period

 NO

Many organisations find employee network groups, which bring employees with shared characteristics such as gender, race, cultural heritage, sexual orientation, age and disability together, provide valuable insights on workplace gender equality. They can also act as a sounding board for testing and improving proposed strategies and interventions.

# GEI 6 – Sexual harassment and gender-based discrimination

**What:** employer policies, strategies and actions to prevent and respond to sex-based harassment, harassment on the ground of sex or discrimination in the workplace

**Why:** Workplace sexual harassment and discrimination is a gender equality issue that predominantly impacts women. Employers have a positive duty of care to prevent and address sexual harassment.

## 6 – Sexual harassment, harassment on the grounds of sex or discrimination

Employers have a positive duty of care to prevent and address sexual harassment or sex discrimination under the *Respect at Work Act 2022*. Creating safe, respectful and more equitable workplaces can also protect your organisations' own productivity, culture and reputation.

Implementing formal policies or strategies and providing relevant education and training can protect employees.

### Your policy / strategy

You have a formal policy and/or strategy on the prevention and response to sexual harassment and discrimination

YES

Many organisations find that anonymous surveys of their workforce yield more reliable insights on the prevalence of sexual harassment than is offered by their formal reporting mechanisms.

With the implementation of the *Respect@work* recommendations, WGEA is expanding the collection of data on policies and strategies that focus on the prevention and response to sexual harassment or discrimination.

# Industry Benchmark Report





# Industry Comparison Group

Industry Comparison Group is generated using the Australian and New Zealand Standard Industrial Classification (ANZSIC) **industry class**, as well as employer size **(number of employees)**.

## ANZIC Level Example

Division M Professional, Scientific and Technical Services  
Subdivision 69 Professional, Scientific and Technical Services  
Group 692 Architectural, Engineering and technical Services  
Architectural Services

Class 6921 Architectural Services

Source: ABS website

## WGEA Reporting Industry Benchmark Report

### Submission Group:

Name: XMPL Company  
Program: 2022 - 23 Gender Equality Reporting  
Number of Employees: 205

### Comparison Group:

Industry name: M - Professional, Scientific and Technical Services  
Employee range: <250

# Gender Pay Gap comparison

Compare your gender pay gap with the Industry Comparison Group average through various lenses:

- base salary vs total remuneration
- Average vs median.

## Your Gender Pay Gap comparison

Your average total remuneration GPG is **17.5%** and the Industry Comparison Group is **28.3%**.

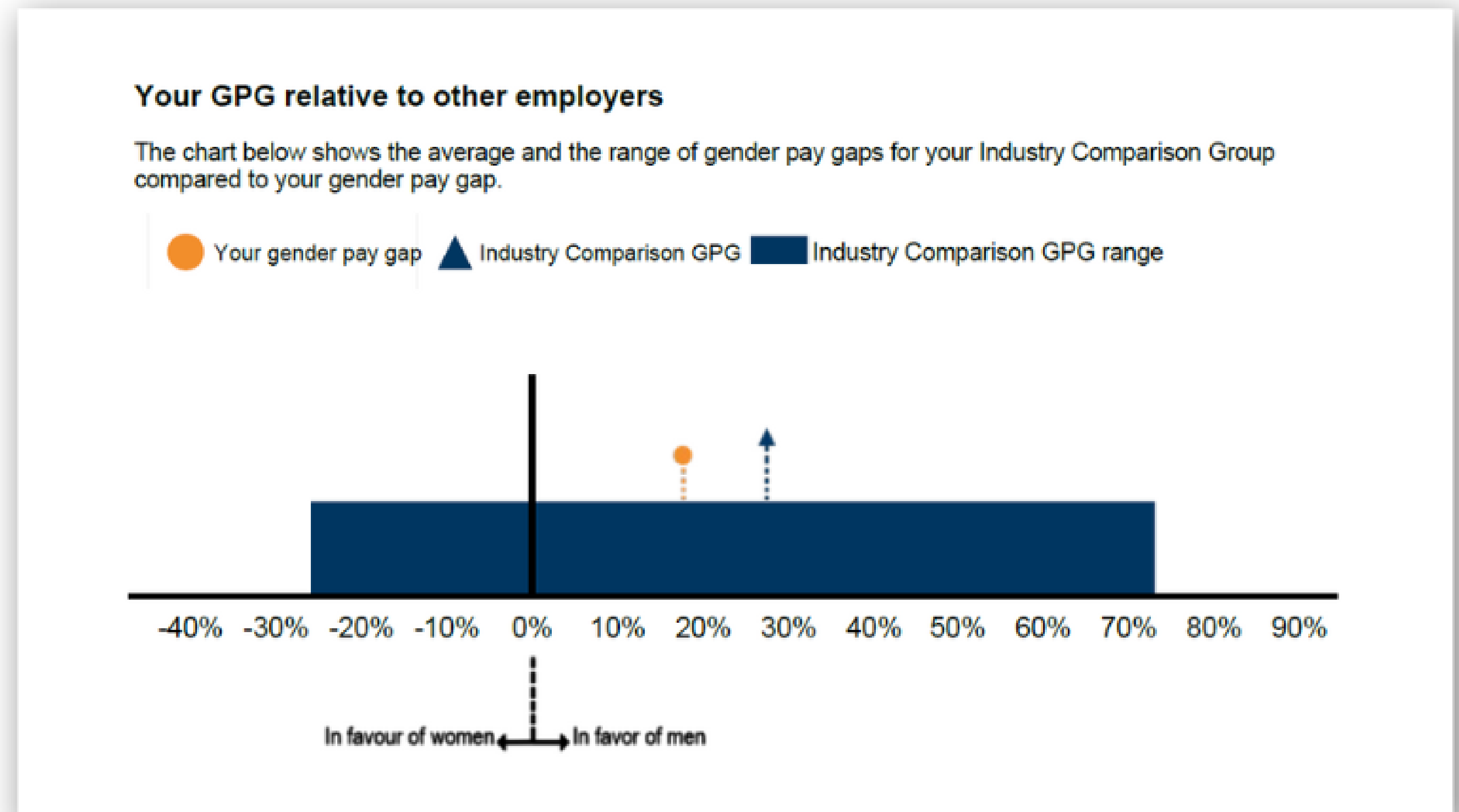
A positive percentage indicates men are paid more on average than women. A negative percentage indicates women are paid more on average than men.

### Your gender pay gap compared to the Industry Comparison Group

	Your organisation	Industry Comparison
Average (mean) total remuneration	17.5%	28.3%
Median total remuneration	13.5%	24.2%
Average (mean) base salary	16.3%	26.6%
Median base salary	24.1%	21.2%

# Visual comparison

- The average gender pay gap for your organisation, compared with the Industry Comparison Group
- The range of average gender pay gaps represented in the Industry Comparison Group.



# Your gender pay gap by occupational group, over time - Managers

Green boxes indicate your gender pay gap is better than the average for the Industry Comparison Group. Red boxes indicate your gender pay gap is equal to or worse than the average for the Industry Comparison Group.

Indicates your GPG is further from zero than the average for the industry comparison group.

Indicates your GPG is closer to zero than the average for the industry comparison group.

## Managers

Roles	2020 - 21	2021 - 22	2022 - 23	Industry Comparison Group GPG for 2022 - 23
All Managers	-0.4%	30.5%	17.8%	29.1%
Key Management Personnel	21.6%	32.4%	37.1%	24.7%
Senior Managers	16.6%	10.3%		17.9%
Other Managers	17.0%	25.1%	-12.7%	16.5%



# What now?

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- **Download your Executive Summary** and share it with your CEO, advising them that they will need to share this with your governing body.
- **Review your Executive Summary.** If you have questions about your gender pay gap, refer to our [6 actions to take to check your GPG guide](#).
- **Write an Employer Statement** to give context to your gender pay gap when WGEA publishes it next year. Refer to our [Gender Pay Gap Employer Statement Guide](#) for more information.
- **Read our [Publishing gender pay gaps webpage](#)** if you have questions about when and how WGEA will publish gender pay gaps.

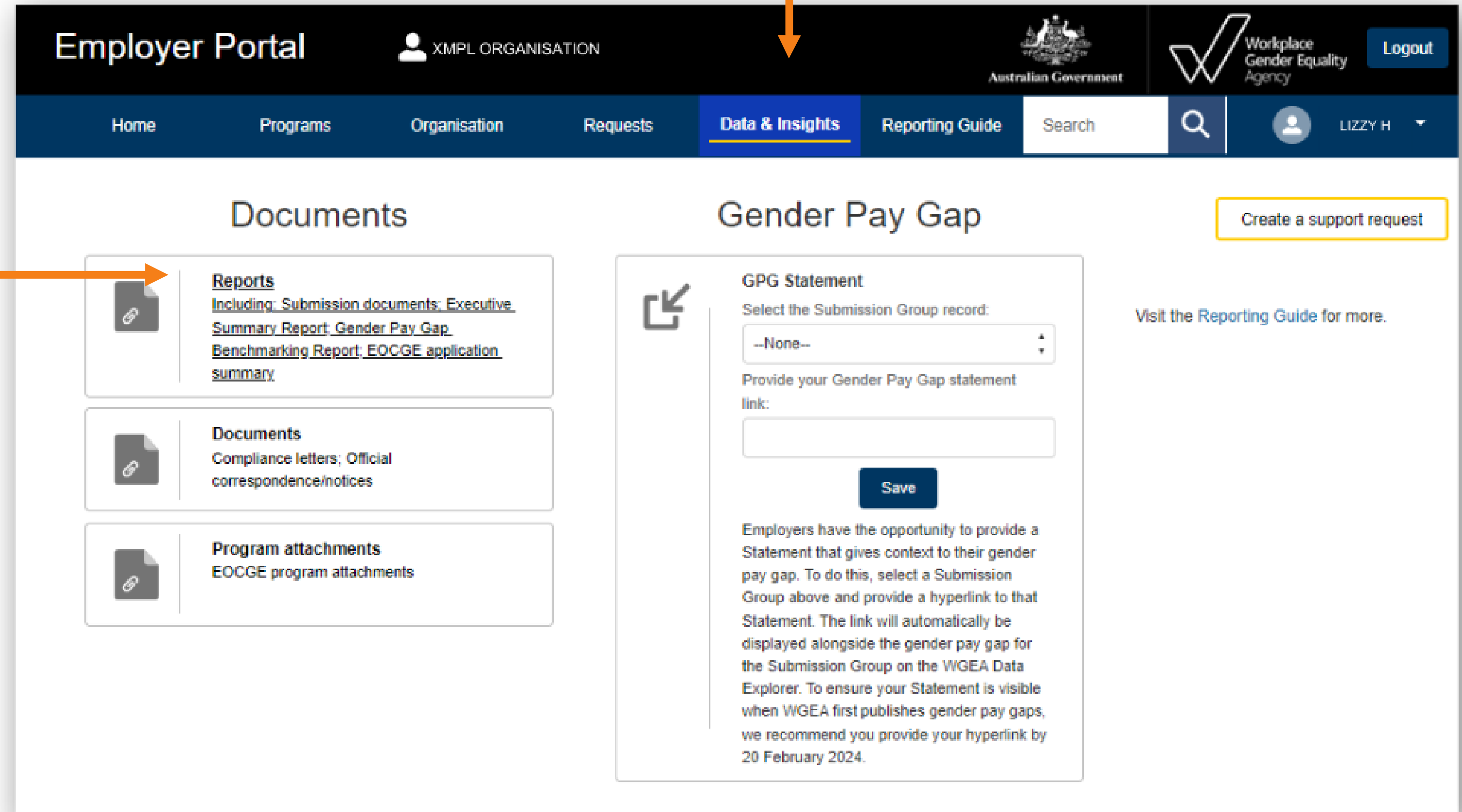
Within the next month, you will receive an email notifying you that your Industry Benchmark Report is available for download.

If you have any questions about your Executive Summary, please don't hesitate to contact us by emailing [support@wgea.gov.au](mailto:support@wgea.gov.au).

# Access the Reports

1. Press “Data & Insights” tab

2. Press “Reports”

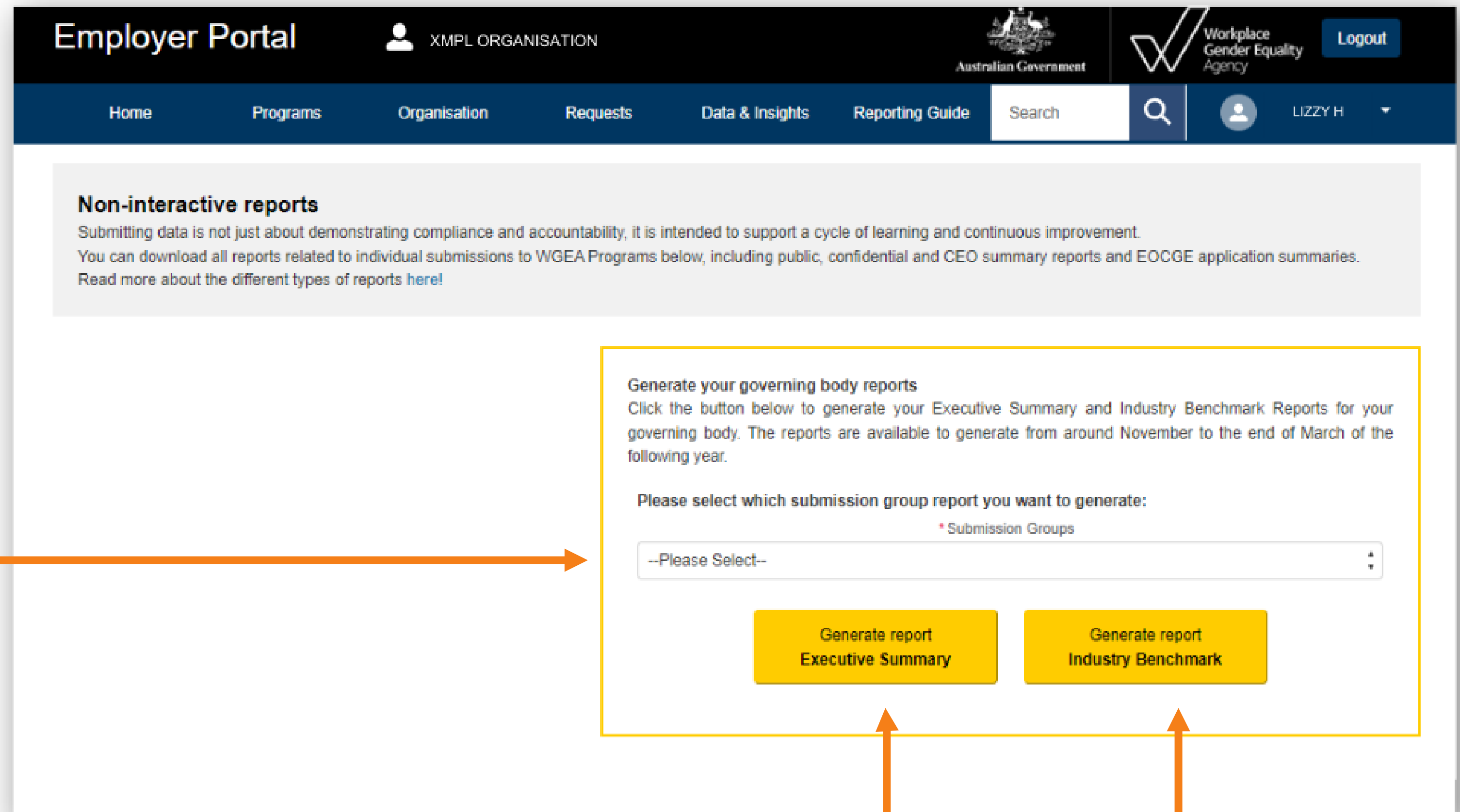


The screenshot shows the Employer Portal interface for an XMPL ORGANISATION. The top navigation bar includes 'Home', 'Programs', 'Organisation', 'Requests', 'Data & Insights' (highlighted), 'Reporting Guide', 'Search', and a user profile for 'LIZZY H'. The main content area is divided into two sections: 'Documents' and 'Gender Pay Gap'. The 'Documents' section contains three categories: 'Reports' (with a list of report types), 'Documents' (with a description of compliance letters), and 'Program attachments' (with a description of EOCGE program attachments). The 'Gender Pay Gap' section contains a 'GPG Statement' form with a dropdown menu for 'Select the Submission Group record:' (currently set to '--None--'), a text input field for 'Provide your Gender Pay Gap statement link:', and a 'Save' button. A 'Create a support request' button is visible in the top right corner of the main content area. An orange arrow points from the 'Data & Insights' tab to the 'Reports' section, and another orange arrow points from the 'Reports' section to the 'Reports' category in the 'Documents' section.

# Generate the Reports

**3. Press the dropdown to select your submission group**

**4. Press the yellow buttons to generate your reports**



The screenshot shows the Employer Portal interface. At the top, there is a navigation bar with the following items: "Employer Portal", "XMPL ORGANISATION", "Australian Government", "Workplace Gender Equality Agency", and a "Logout" button. Below the navigation bar, there is a menu with "Home", "Programs", "Organisation", "Requests", "Data & Insights", "Reporting Guide", "Search", and a user profile icon labeled "LIZZY H".

The main content area is titled "Non-interactive reports" and contains the following text: "Submitting data is not just about demonstrating compliance and accountability, it is intended to support a cycle of learning and continuous improvement. You can download all reports related to individual submissions to WGEA Programs below, including public, confidential and CEO summary reports and EOCGE application summaries. Read more about the different types of reports [here!](#)"

Below this text, there is a section titled "Generate your governing body reports" with the following text: "Click the button below to generate your Executive Summary and Industry Benchmark Reports for your governing body. The reports are available to generate from around November to the end of March of the following year."

Underneath, there is a prompt: "Please select which submission group report you want to generate:" followed by a dropdown menu labeled "Submission Groups" with the text "--Please Select--".

At the bottom of this section, there are two yellow buttons: "Generate report Executive Summary" and "Generate report Industry Benchmark".

Orange arrows point from the text in block 3 to the dropdown menu, and from the text in block 4 to the two yellow buttons.

# Download the Reports

5. Press “Download” to download each report as a PDF.

## Non-interactive reports

Submitting data is not just about demonstrating compliance and accountability, it is intended to support a cycle of learning and continuous improvement. You can download all reports related to individual submissions to WGEA Programs below, including public, confidential and CEO summary reports and EOCGE application summaries. Read more about the different types of reports [here!](#)

### Generate your governing body reports

Click the button below to generate your Executive Summary and Industry Benchmark Reports for your governing body. The reports are available to generate from around November to the end of March of the following year.

Please select which submission group report you want to generate:

\* Submission Groups

--Please Select--

Generate report  
Executive Summary

Generate report  
Industry Benchmark

Title	Program	Submission Group	Last Modified Date	
Industry Benchmarking Report – ...	2022 - 23 Gender Equality Report...	XMPL Organisation	07/11/2023, 03:42:52 am	<a href="#">Download</a>
Executive Summary (Gender Equ...	2022 - 23 Gender Equality Report...	XMPL Organisation	07/11/2023, 03:29:43 am	<a href="#">Download</a>