

# Gender Equality Competitor Analysis Benchmark Report

A confidential report customised for:  
**ABC SAMPLE Pty Ltd**



# Competitor Analysis Benchmark Report

## About this document

This Competitor Analysis Benchmark Report generated by the Workplace Gender Equality Agency ('the WGEA' or 'the Agency') provides a comparison of gender equality indicators (six GEIs as defined in the *Workplace Gender Equality Act 2012*) for women and men in your organisation and selected comparison group.

This report is intended to help you identify areas where your organisation is performing strongly and other areas for improvement in gender equality. It is based on reporting data provided to the WGEA in the workplace profile and reporting questionnaire for the reporting period 2017 - 18. Your organisation's information is presented in a yellow colour while the comparison group is in grey.

Benchmark comparison groups can be chosen by ANZSIC (Australian and New Zealand Standard Industry Classification) and by organisation size (number of employees). This report provides a profile of gender equality at ABC SAMPLE Pty Ltd compared to the average for the comparison group that you have chosen:

**Organisation size:** 500-999 employees

**Industry category:** ALL

The comparison group you have chosen contains 759 organisations and employs 635,250 individuals.

Other comparison groups that you could choose to run as separate reports (under the 'Performance' tab on the reporting portal) include organisations with:

- Machinery and Equipment Manufacturing (ANZSIC: 24)
- 500-999 employees - Machinery and Equipment Manufacturing (ANZSIC: 24)
- Specialised Machinery and Equipment Manufacturing (ANZSIC: 246)
- Other Specialised Machinery and Equipment Manufacturing (ANZSIC: 2469)
- 500-999 employees - Manufacturing (ANZSIC: C)

Please note that some benchmarks may not be available in all report formats. Any benchmarks that are unavailable have been noted in the document.

## Further information

A *Technical User Manual* is available on the website. The manual contains detailed information about the calculations and the statistical analyses as well as definitions of terms.

An *Insights Guide* is also available on the website. The guide contains insights about the benchmarks, and ideas about how to use the benchmarks to build a gender equality strategy or policy to achieve optimal performance.

To explore the data further, visit the WGEA's [data explorer](#).

For further advice or assistance, including accessibility issues, please contact the Agency via email at [wgea@wgea.gov.au](mailto:wgea@wgea.gov.au) or telephone 02 9432 7000 or 1800 730 233.



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# About workplace gender equality

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

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

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

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

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

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

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

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

## GEI 1: Gender composition of the workforce

Reporting under gender equality indicator 1 (GEI 1) provides information about the gender composition of the workforce in a standardised format. It covers a range of workforce characteristics including occupation and employment status.

Relevant questions in the reporting questionnaire relate to:

- the existence of formal policies and/or strategies to support gender equality in the workforce.

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

Benchmark	Description	Section or question in compliance report
1.1	Gender composition of the workforce	Workplace Profile
1.2	Gender composition by management category and employment status	Workplace Profile
1.3	Gender composition of managerial employees by management category	Workplace Profile
1.3.1	Gender composition of managerial employees by management category over time	Workplace Profile
1.4	Gender composition of the workforce by reporting level from the CEO	Workplace Profile
1.4.1	Gender composition of the workforce by reporting level from the CEO over time	Workplace Profile
1.5	Gender composition of non-managerial employees by employment status	Workplace Profile
1.6	Gender composition of non-managerial employees by occupation	Workplace Profile
1.7	Formal policies or strategies to support gender equality	Q1.1-1.9
1.8	Gender composition of promotions for managers and non-managers	Q1.10
1.9	Gender composition of appointments for managers and non-managers	Q1.11
1.10	Gender composition of resignations for managers and non-managers	Q1.12

## Using these benchmarks to drive change in workforce composition

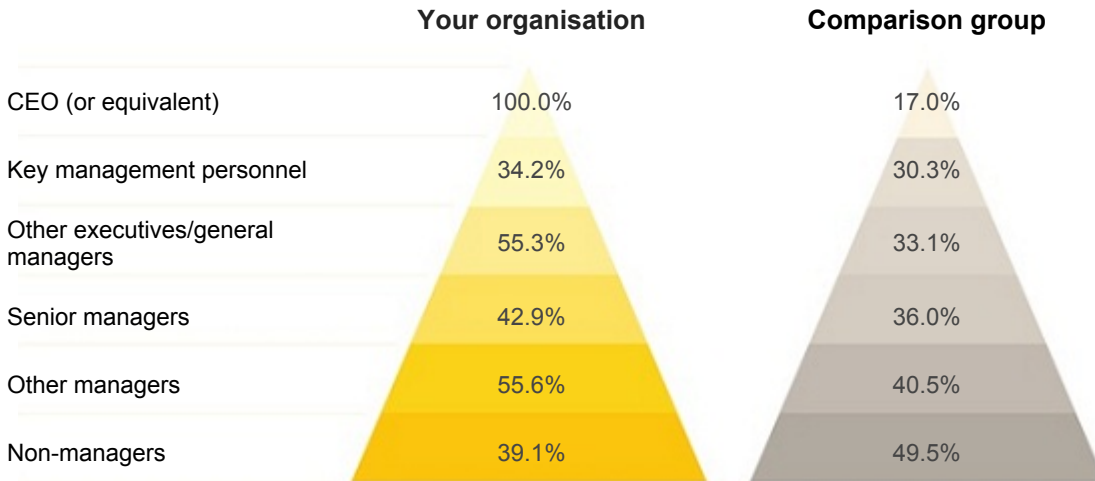
To understand the dynamics of gender composition, organisations need to track and influence the movement of female and male talent at each organisational level. It is not a static issue.

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

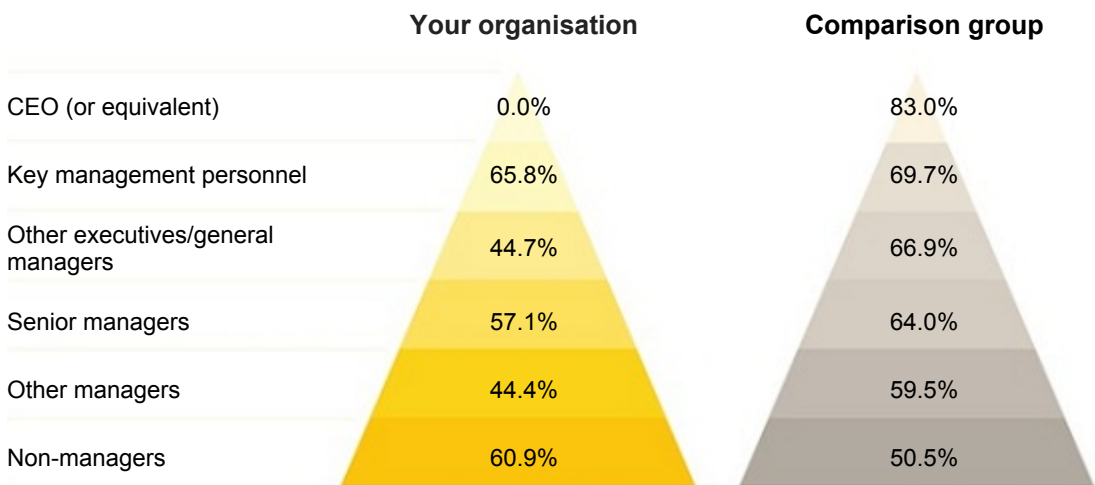
- develop and implement challenging but achievable gender targets. To learn more about setting gender targets, download the Agency's target-setting calculator and guidelines from [wgea.gov.au](http://wgea.gov.au)
- establish a gender equality policy and strategy, communicate it to all employees and undertake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

### Benchmark 1.1: Gender composition of the workforce

#### Women



#### Men



The figures above show the gender composition of the workforce in your organisation and comparison group, for managers and non-managers.

### Benchmark 1.2: Gender composition by management category and employment status

Women	Your organisation (% women)				Comparison group (% women)			
	Position	Full-time	Part-time	Casual	Total	Full-time	Part-time	Casual
Key management personnel	34.2	N/A	N/A	34.2	28.1	63.3	25.8	30.3
Other executives/general managers	55.3	100.0	N/A	55.3	30.0	75.0	8.3	33.1
Senior managers	36.0	100.0	N/A	42.9	32.3	82.8	39.0	36.0
Other managers	55.6	N/A	N/A	55.6	36.8	85.0	46.5	40.5

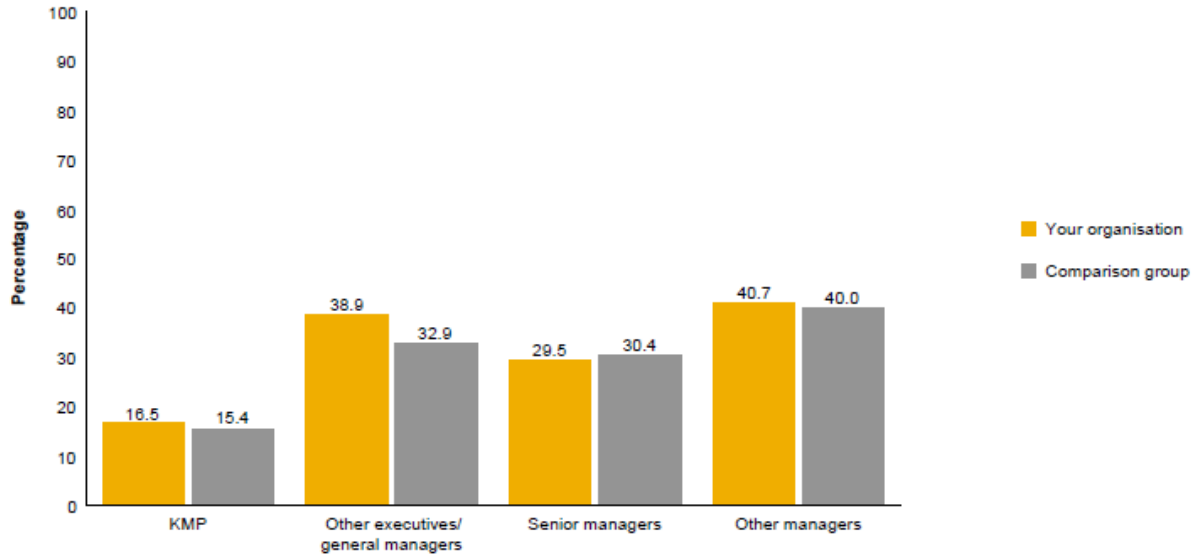
Men	Your organisation (% men)				Comparison group (% men)			
	Position	Full-time	Part-time	Casual	Total	Full-time	Part-time	Casual
Key management personnel	65.8	N/A	N/A	65.8	71.9	36.7	74.2	69.7
Other executives/general managers	44.7	0.0	N/A	44.7	70.0	25.0	91.7	66.9
Senior managers	64.0	0.0	N/A	57.1	67.7	17.2	61.0	64.0
Other managers	44.4	N/A	N/A	44.4	63.2	15.0	53.5	59.5

The tables above show the percentages of female and male managers in your organisation and comparison group by full-time, part-time and casual status. Please note that the percentages represent proportions of all employees, not just of female and male employees. That is, female full-time KMPs make up 34.2% of all full-time KMPs in your organisation and 28.1% of all full-time KMPs in your comparison group.

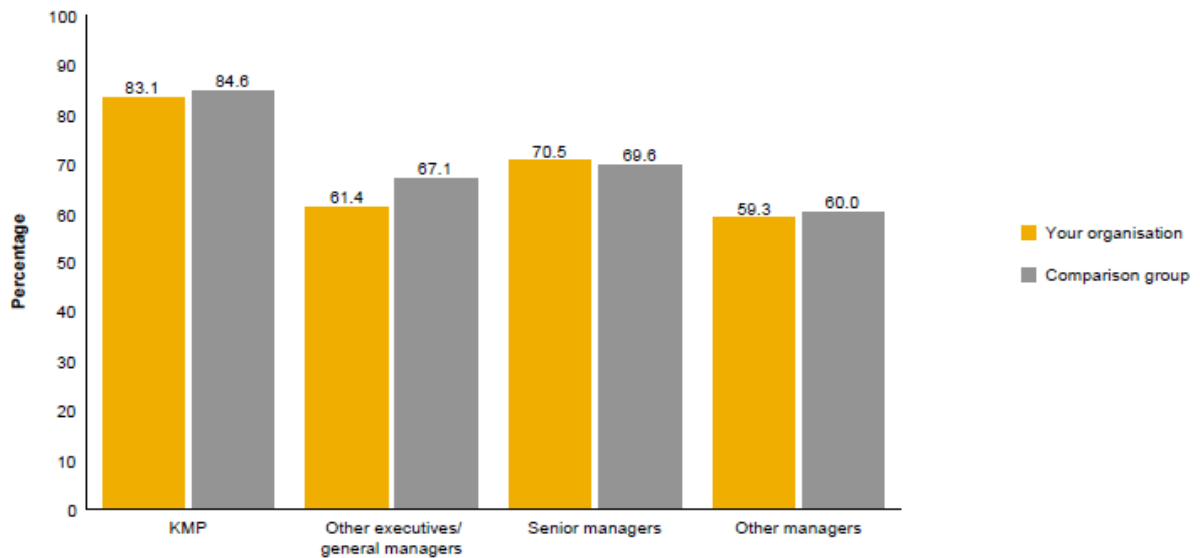


### Benchmark 1.3: Gender composition of managerial employees by management category

#### Women



#### Men



The graphs above display the percentages of women and men in each management category in your organisation and comparison group.

**Benchmark 1.3.1: Gender composition of managerial employees by management category over time**

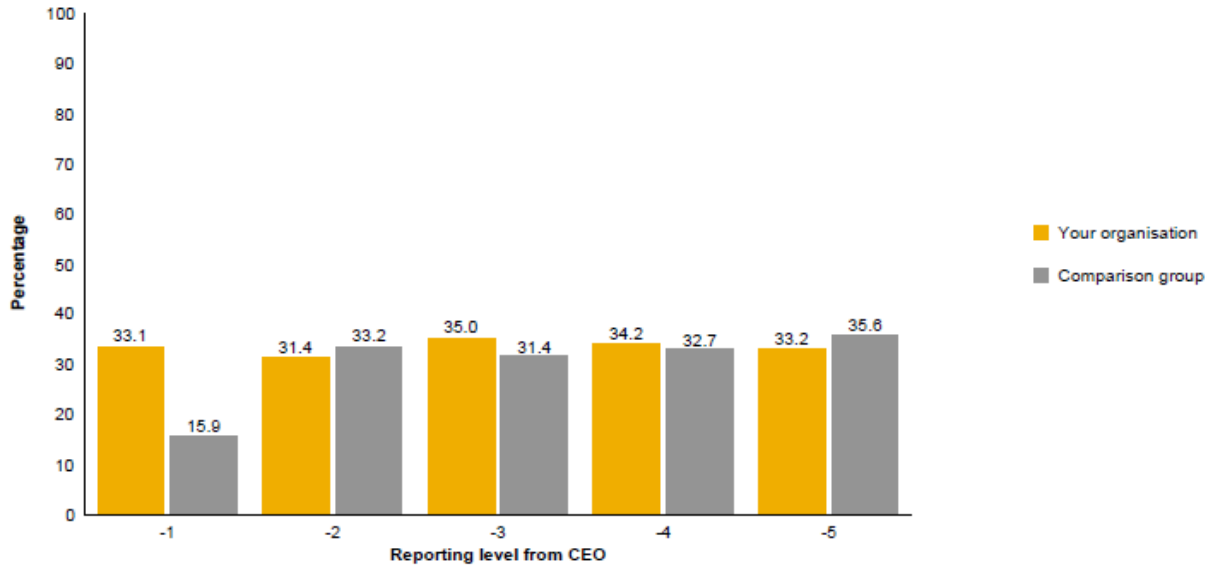
Women	Your organisation (% women)			Comparison group (% women)		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
<b>Position</b>						
<b>Key management personnel</b>	0.0	27.4	16.5	14.3	19.4	15.4
<b>Other executives/general managers</b>	34.2	30.4	38.9	29.6	26.4	32.9
<b>Senior managers</b>	28.3	25.6	29.5	30.2	28.8	30.4
<b>Other managers</b>	38.7	39.6	40.7	39.3	38.9	40.0

Men	Your organisation (% men)			Comparison group (% men)		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
<b>Position</b>						
<b>Key management personnel</b>	100.0	72.5	83.1	85.7	80.6	84.6
<b>Other executives/general managers</b>	66.2	69.6	61.4	70.4	73.6	67.1
<b>Senior managers</b>	71.7	74.4	70.5	69.8	71.2	69.6
<b>Other managers</b>	61.3	60.8	59.3	60.7	61.1	60.0

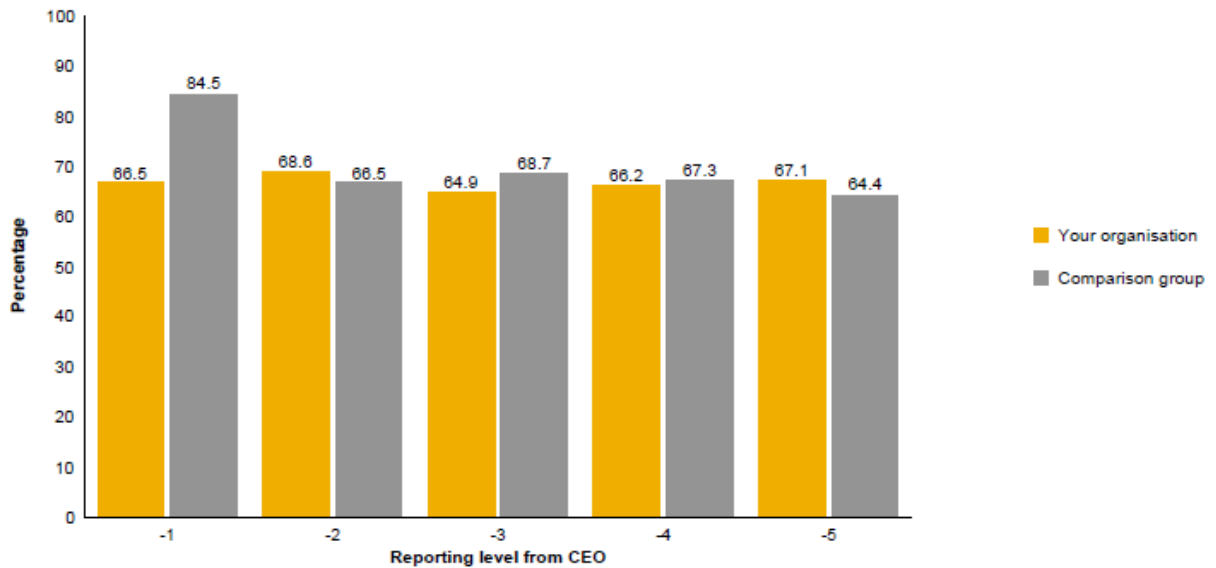
The tables above illustrate how the talent pipeline for women and men has changed over time in your organisation and comparison group.

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

**Women**



**Men**



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

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

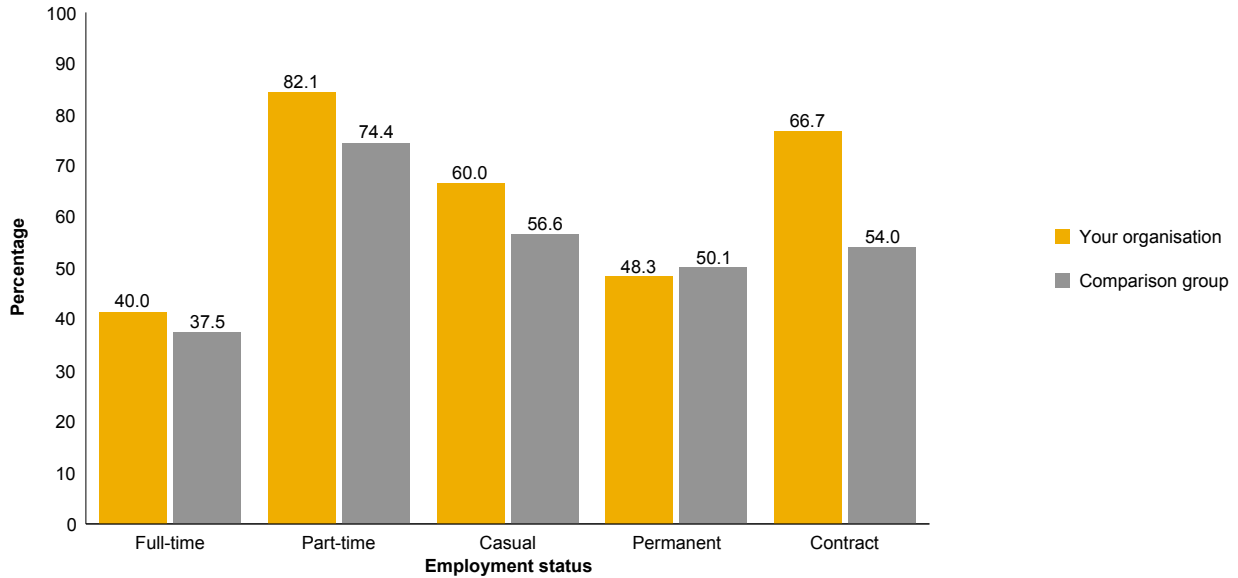
Women	Your Organisation (% women)			Comparison group (% women)		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Level from CEO						
-1	0.0	11.3	33.1	9.6	15.6	15.9
-2	31.5	32.2	31.4	31.2	32.8	33.2
-3	31.9	35.7	35.0	30.7	29.6	31.4
-4	38.2	36.1	34.2	34.6	34.7	32.7
-5	38.4	30.7	33.2	38.5	34.4	35.6

Men	Your organisation (% men)			Comparison group (% men)		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Level from CEO						
-1	100.3	88.7	66.5	90.4	84.7	84.5
-2	68.5	67.8	68.6	69.1	67.6	66.5
-3	68.2	64.3	64.9	69.3	70.4	68.7
-4	61.4	63.7	66.2	65.4	65.7	67.3
-5	61.9	69.3	67.1	61.9	65.2	64.4

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

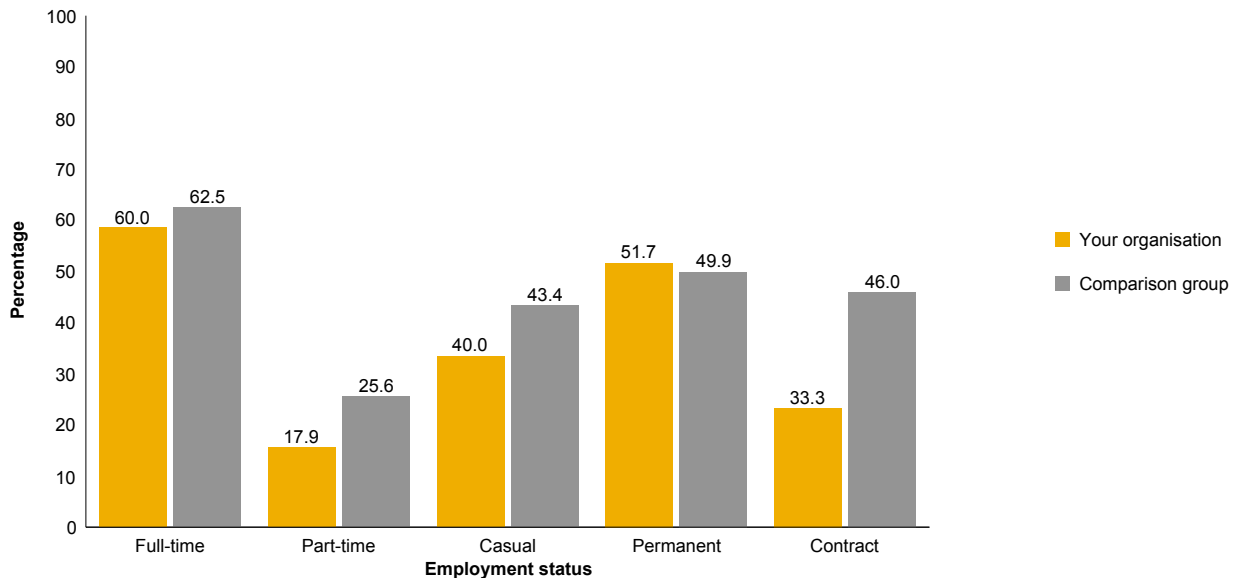
**Benchmark 1.5: Gender composition of non-managerial employees by employment status**

**Women**



Women	Full-time	Part-time	Casual	Permanent	Contract
Your organisation (%)	40.0	82.1	60.0	48.3	66.7
Comparison group (%)	37.5	74.4	56.6	50.1	54.0

**Men**

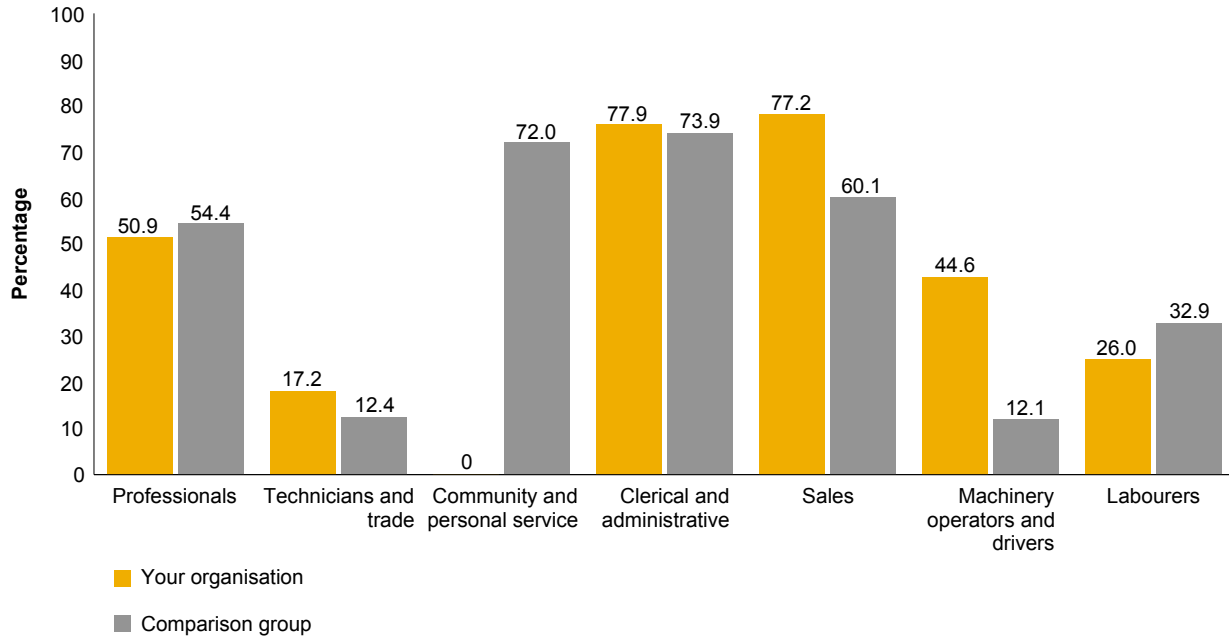


Men	Full-time	Part-time	Casual	Permanent	Contract
Your organisation (%)	60.0	17.9	40.0	51.7	33.3
Comparison group (%)	62.5	25.6	43.4	49.9	46.0

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

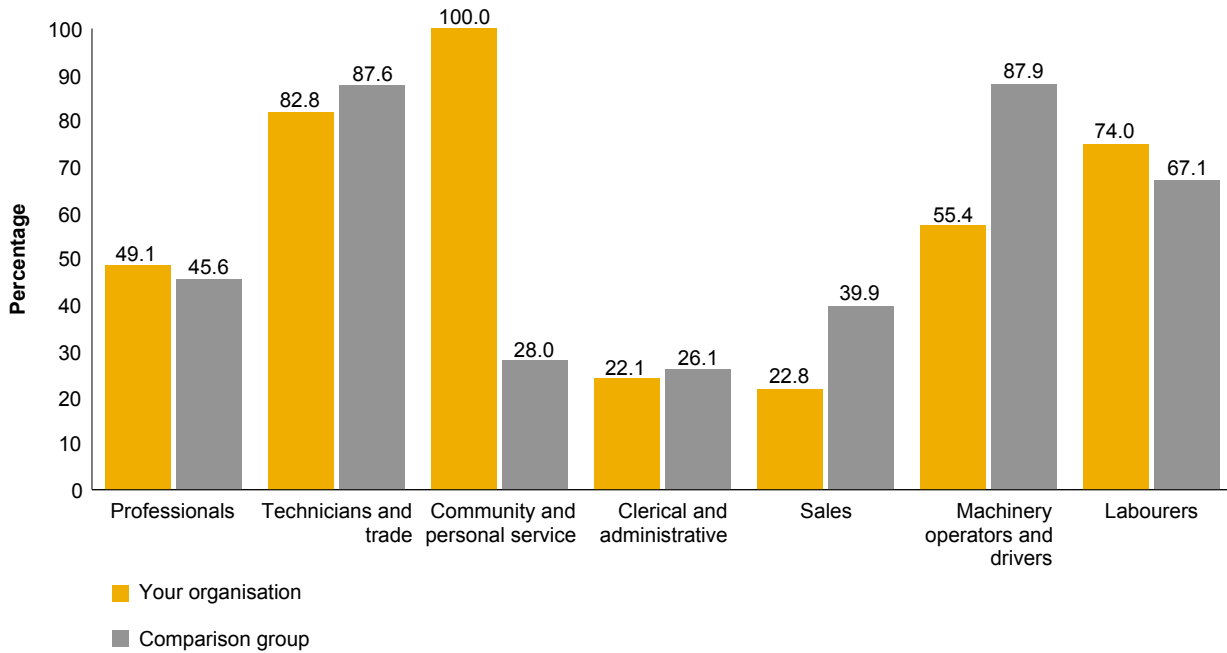
### Benchmark 1.6: Gender composition of non-managerial employees by occupation

#### Women



Women	Professionals	Technicians and trade	Community and personal service	Clerical and administrative	Sales	Machinery operators and drivers	Labourers
Your organisation (%)	50.9	17.2	0.0	77.9	77.2	44.6	26.0
Comparison group (%)	54.4	12.4	72.0	73.9	60.1	12.1	32.9

**Men**



Men	Professionals	Technicians and trade	Community and personal service	Clerical and administrative	Sales	Machinery operators and drivers	Labourers
Your organisation (%)	49.1	82.8	100.0	22.1	22.8	55.4	74.0
Comparison group (%)	45.6	87.6	28.0	26.1	39.9	87.9	67.1

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

### 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	<b>75.3%</b>	33.0%	6.2%	3.9%	0.3%	0.0%	0.9%
Retention	33.6%	44.3%	<b>23.0%</b>	7.5%	0.8%	0.1%	4.3%
Performance management processes	57.4%	31.7%	<b>17.5%</b>	3.8%	0.5%	0.0%	2.4%
Promotions	49.3%	<b>38.0%</b>	18.9%	4.9%	0.9%	0.0%	2.6%
Talent identification/ identification of high potentials	26.8%	<b>53.9%</b>	18.0%	9.9%	1.4%	0.3%	2.1%
Succession planning	24.8%	<b>53.0%</b>	18.1%	12.2%	1.3%	0.1%	1.8%
Training and development	48.1%	43.6%	<b>14.8%</b>	4.3%	1.1%	0.0%	2.0%
Resignations	33.2%	31.4%	<b>34.0%</b>	4.7%	1.3%	0.1%	5.0%
Key performance indicators for managers relating to gender equality	9.7%	29.3%	<b>49.9%</b>	9.6%	1.7%	0.5%	9.1%
Gender equality overall	<b>65.6%</b>	35.0%	11.3%	4.6%	0.8%	0.0%	1.2%

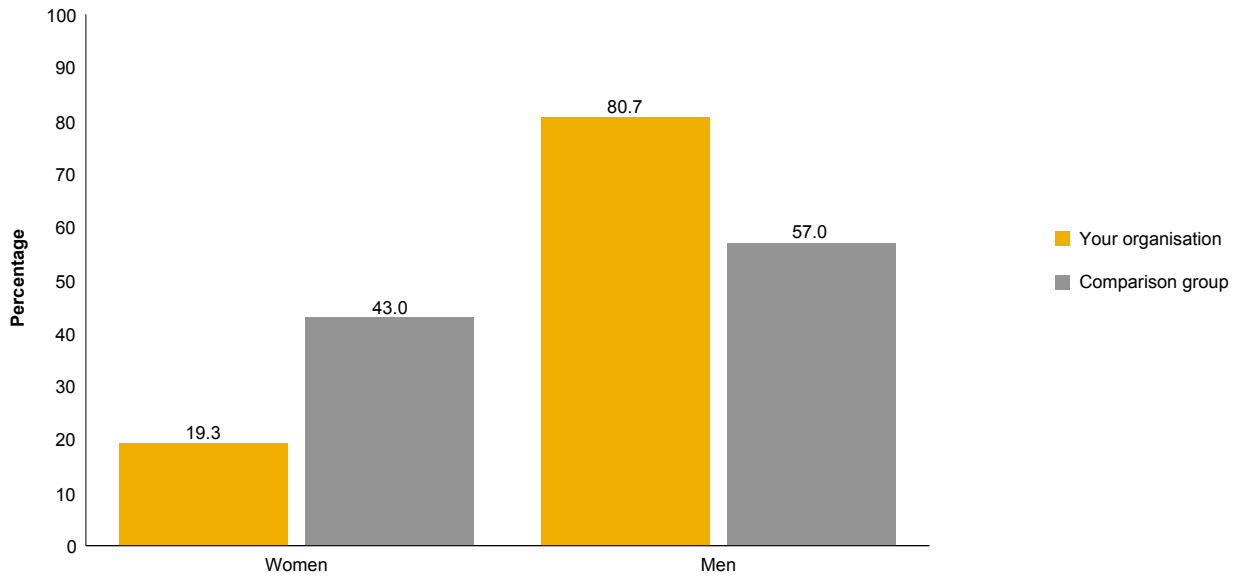
Note the percentages in this table may not add to 100% because multiple responses are allowable.

The table above shows the percentage of organisations in your comparison group that have policies and/or strategies to support gender equality. It also shows the percentage of organisations that do not have policies or strategies and the reasons given for this. Your organisation's results have been highlighted in yellow.



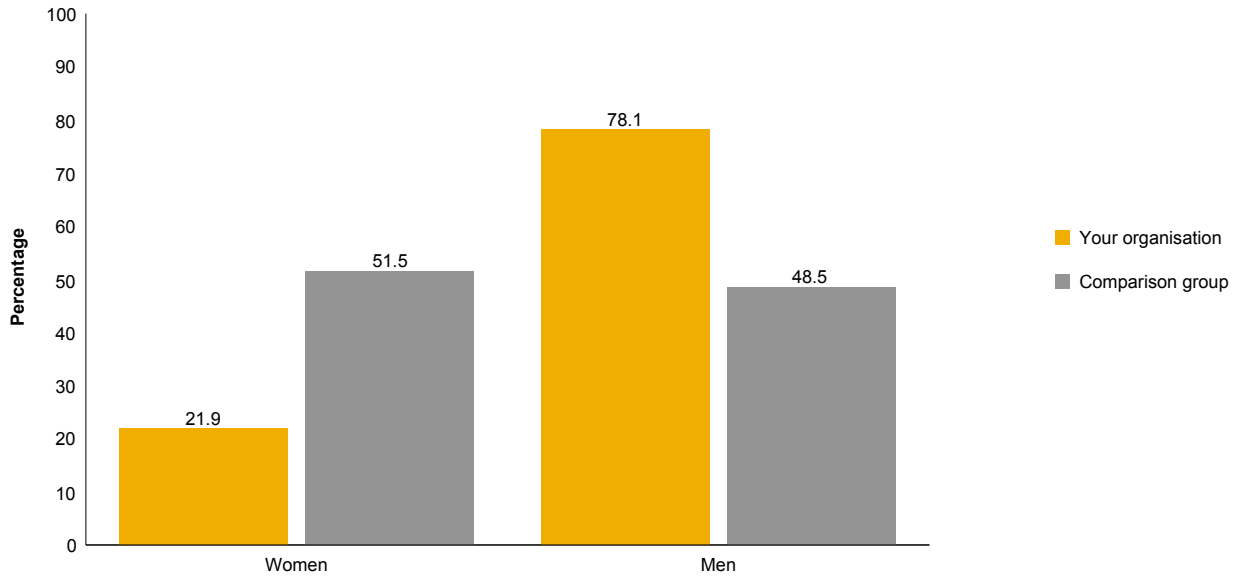
**Benchmark 1.8: Gender composition of appointments by managers and non-managers**

**Managers**



Managers	Your organisation (%)	Comparison group (%)
Women	19.3	43.0
Men	80.7	57.0

**Non-managers**

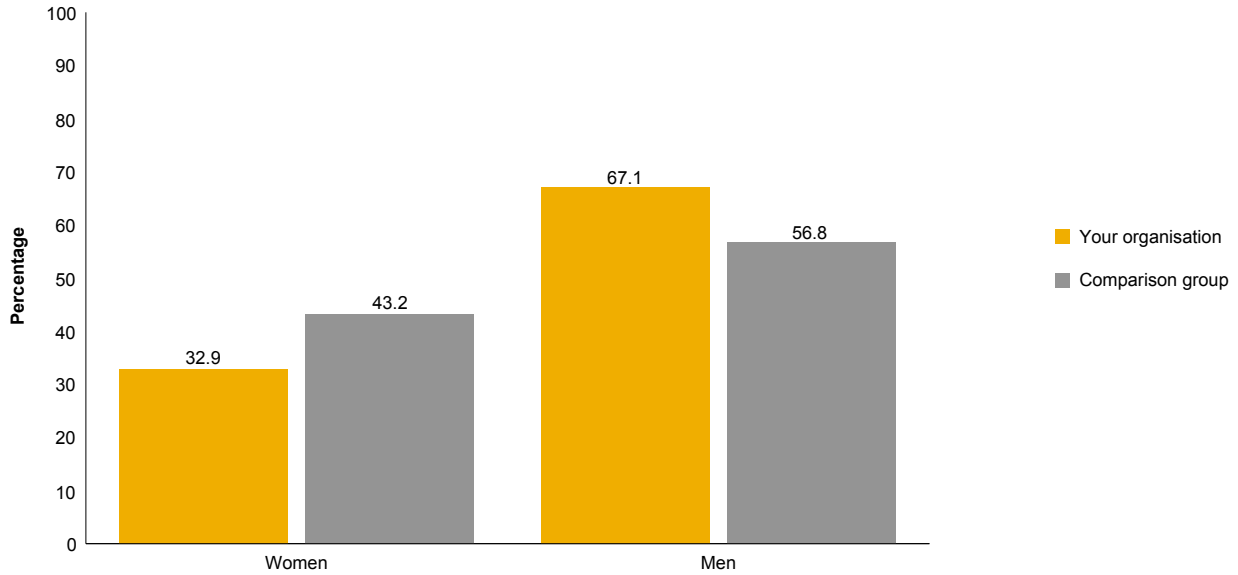


Non-managers	Your organisation (%)	Comparison group (%)
Women	21.9	51.5
Men	78.1	48.5

The graphs and tables show the gender composition of managerial and non-managerial appointments for your organisation and comparison group. See the [Technical User Manual](#) for more information on how these benchmarks are calculated.

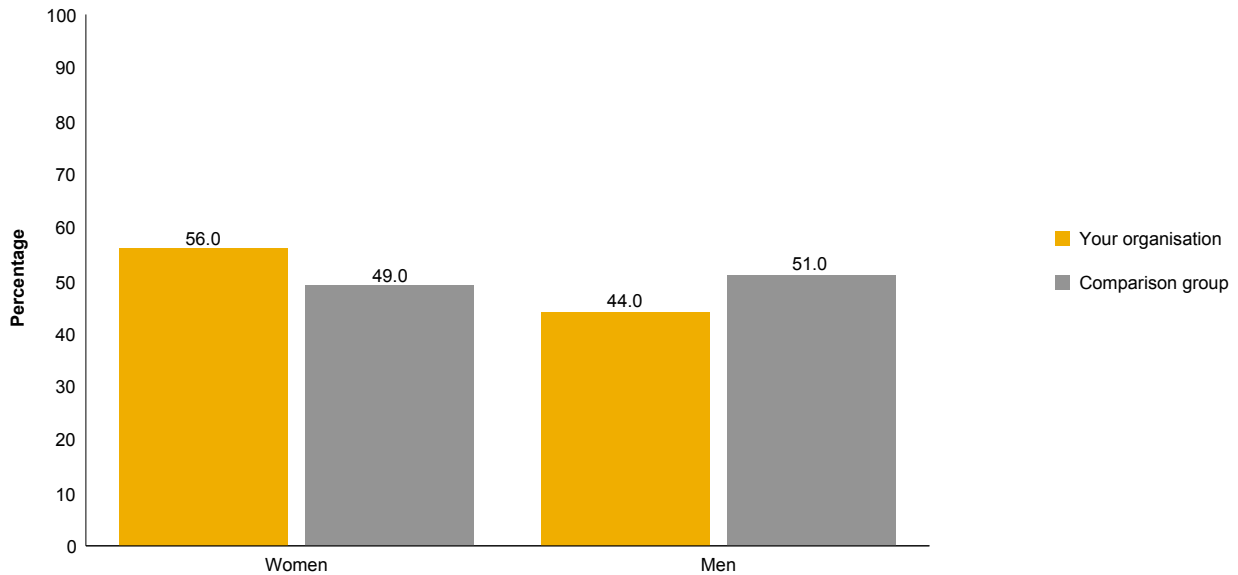
**Benchmark 1.9: Gender composition of promotions by managers and non-managers**

**Managers**



Managers	Your organisation (%)	Comparison group (%)
Women	32.9	43.2
Men	67.1	56.8

**Non-managers**

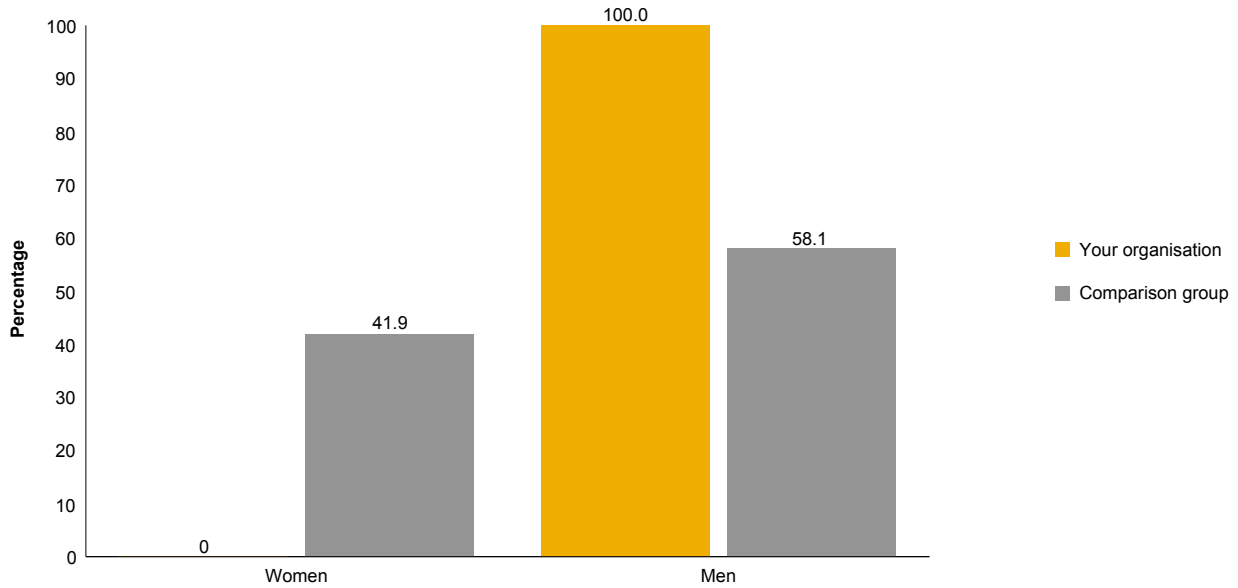


Non-managers	Your organisation (%)	Comparison group (%)
Women	56.0	49.0
Men	44.0	51.0

The graphs and tables show the gender composition of managerial and non-managerial promotions for your organisation and comparison group. See the *Technical User Manual* for more information on how these benchmarks are calculated.

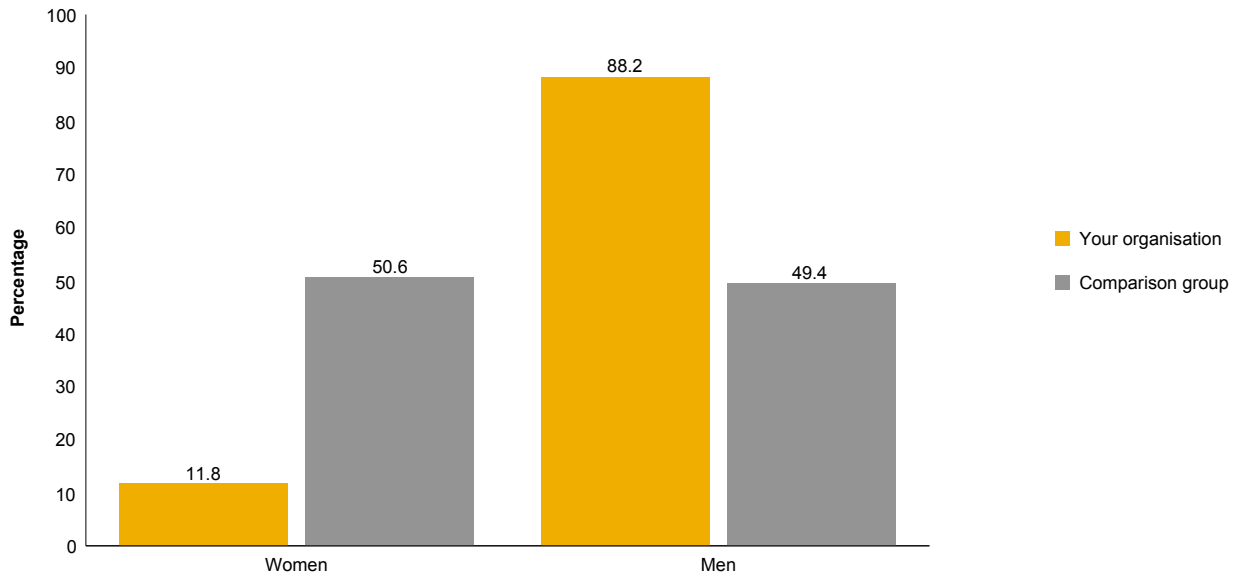
**Benchmark 1.10: Gender composition of resignations by managers and non-managers**

**Managers**



Managers	Your organisation (%)	Comparison group (%)
Women	0.0	41.9
Men	100.0	58.1

**Non-managers**



Non-managers	Your organisation (%)	Comparison group (%)
Women	11.8	50.6
Men	88.2	49.4

The graphs and tables show the gender composition of managerial and non-managerial resignations for your organisation and comparison group. See the [Technical User Manual](#) for more information on how these benchmarks are calculated.

**Research, tools and other resources to help your organisation improve against GEI 1 are available at [www.wgea.gov.au](http://www.wgea.gov.au).**

## GEI 2: Gender composition of governing bodies/boards

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

Relevant questions in the reporting questionnaire relate to:

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

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

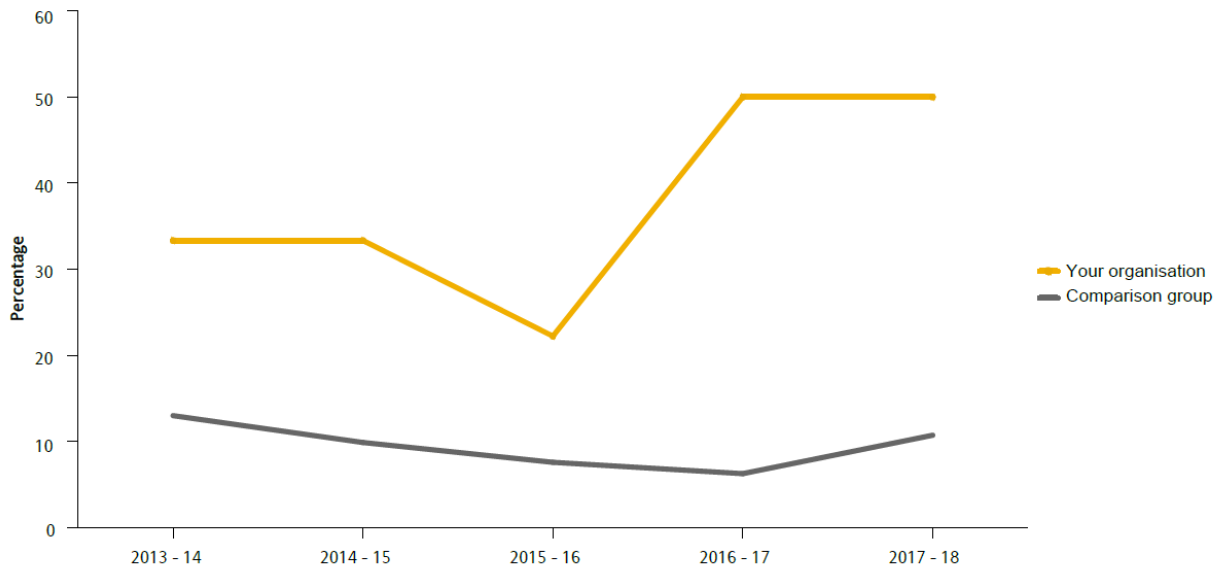
Benchmark	Description	Section or question in compliance report
2.1	Gender composition of the governing body/board	Q.2.1
2.1.1	Percentage of women on the governing body/board over time	Q.2.1
2.2	Target set for gender composition of governing bodies/boards	Q.2.1

### Benchmark 2.1: Gender composition of the governing body/board

	Your organisation (%)	Comparison group (%)
Female chair/s	4.1	13.8
Female director/s	34.2	25.0
Male chair/s	95.9	86.2
Male director/s	65.8	75.0

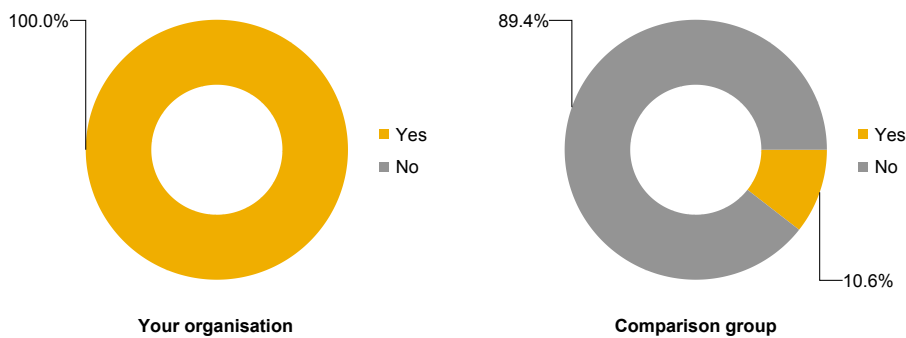
The table above shows the gender composition of the governing bodies/boards of your organisation and comparison group. The director categories include both chair and board members.

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



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

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



The chart on the left reflects the percentage of governing bodies/boards in your organisation that have/have not set a target for the gender composition of those governing bodies/boards. The chart on the right shows the percentage of organisations in your comparison group that have set a target for gender equality on their governing bodies/boards.

Research, tools and other resources to help your organisation improve against GEI 2 are available at [www.wgea.gov.au](http://www.wgea.gov.au).

## GEI 3: Equal remuneration between women and men

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

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

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

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

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

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

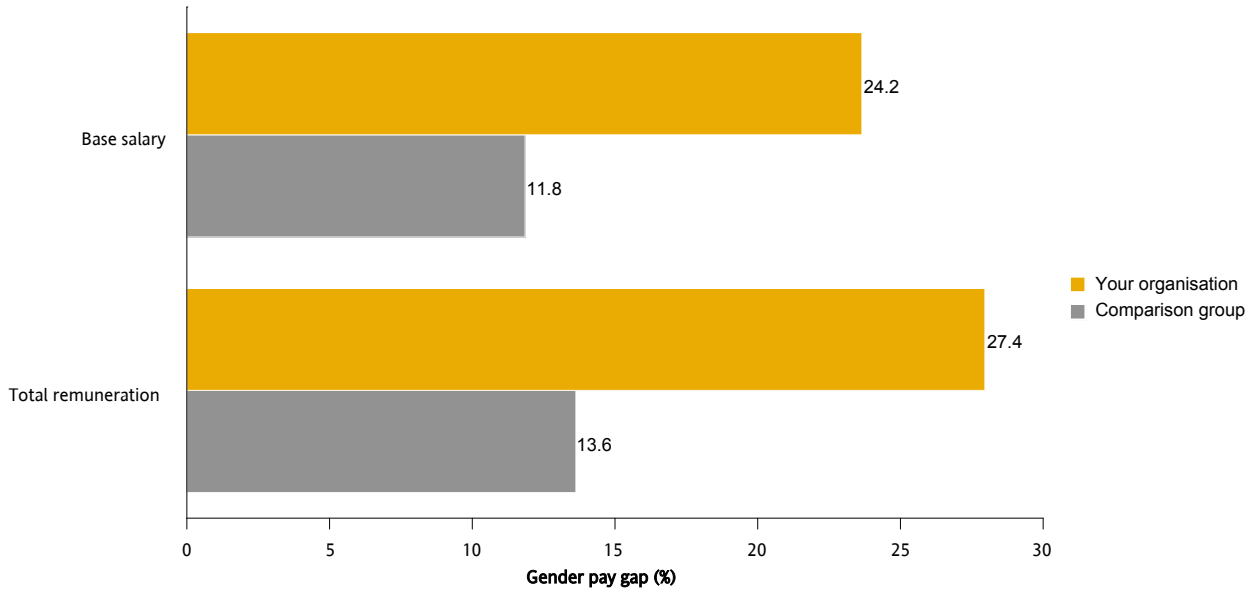
Level-by-level gender pay gaps may be higher or lower than the overall gender pay gap for your organisation. This can occur if your organisation has unequal representation of women and men across various occupations.

### Using these benchmarks to drive change in gender pay equity

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

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

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



	Base salary	Total remuneration
Your organisation (%)	24.2	27.4
Comparison group (median %)	11.8	13.6

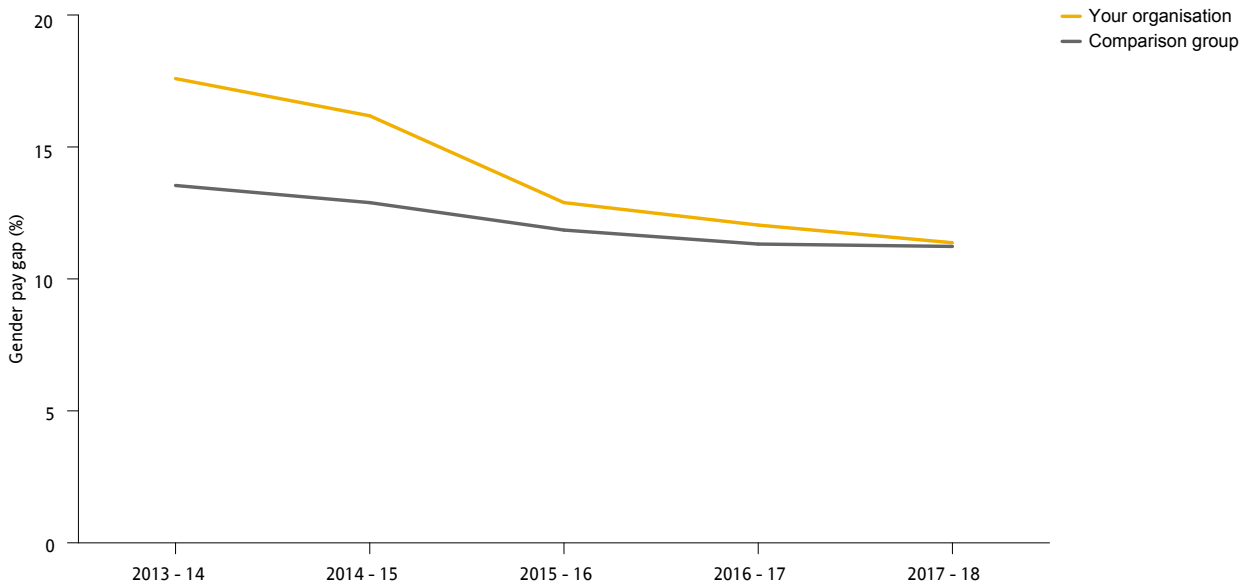
The graph and table above show the annualised average results for the gender pay gap in your organisation and comparison group. Pay gaps that are further away from zero, in either direction, suggest that further investigation is warranted.

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

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



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

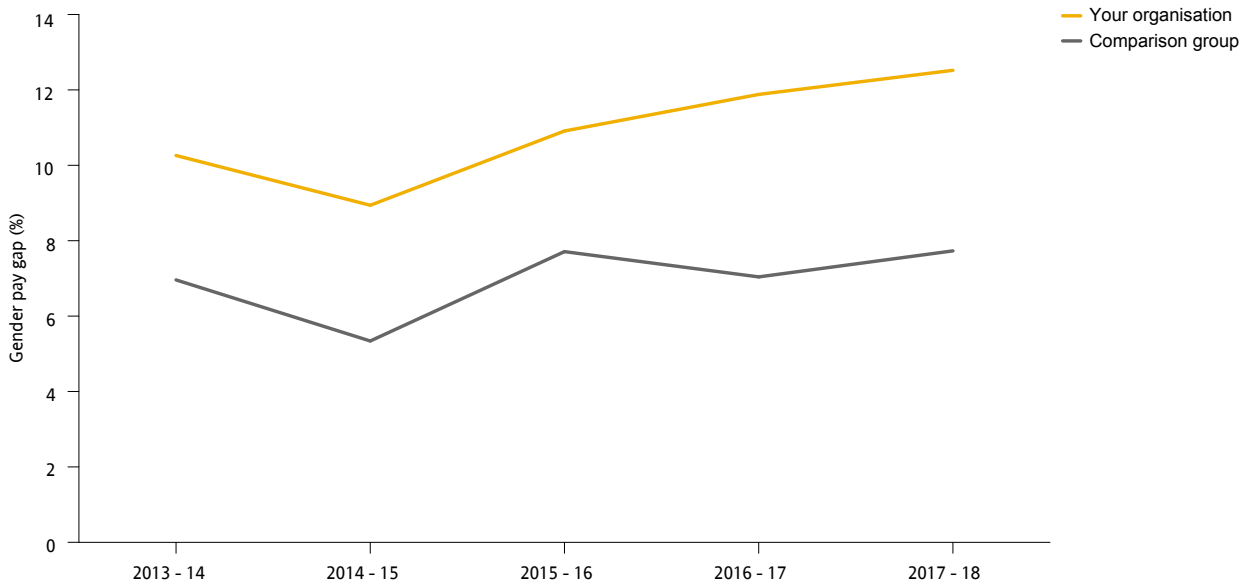


Years with missing data are not displayed.

	2015 - 16	2016 - 17	2017 - 18
Your organisation (%)	12.7	12.1	11.2
Comparison group (median %)	11.7	11.1	11.1

The graph above shows the overall organisation-wide gender pay gap for base salaries for your organisation and comparison group. The table above show change over time.

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

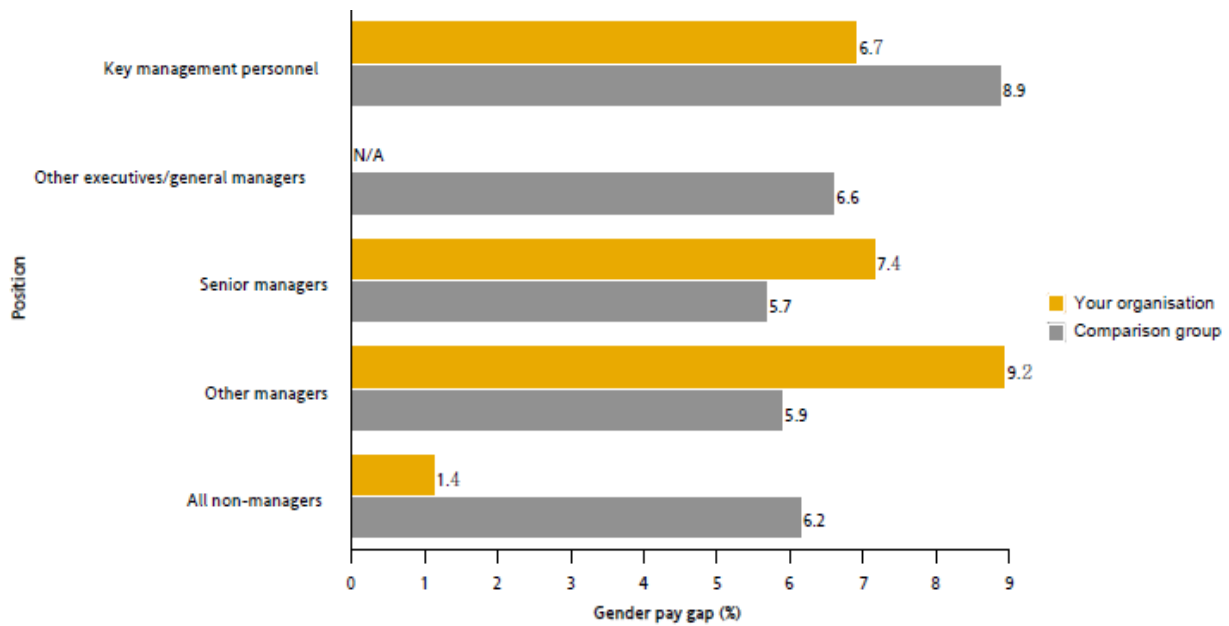


Years with missing data are not displayed.

	2015 - 16	2016 - 17	2017 - 18
Your organisation (%)	10.7	11.7	12.3
Comparison group (median %)	7.9	7.1	7.5

The graph and table above show the overall organisation-wide gender pay gap for total remuneration (base salaries plus other remuneration) over time for your organisation and comparison group.

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



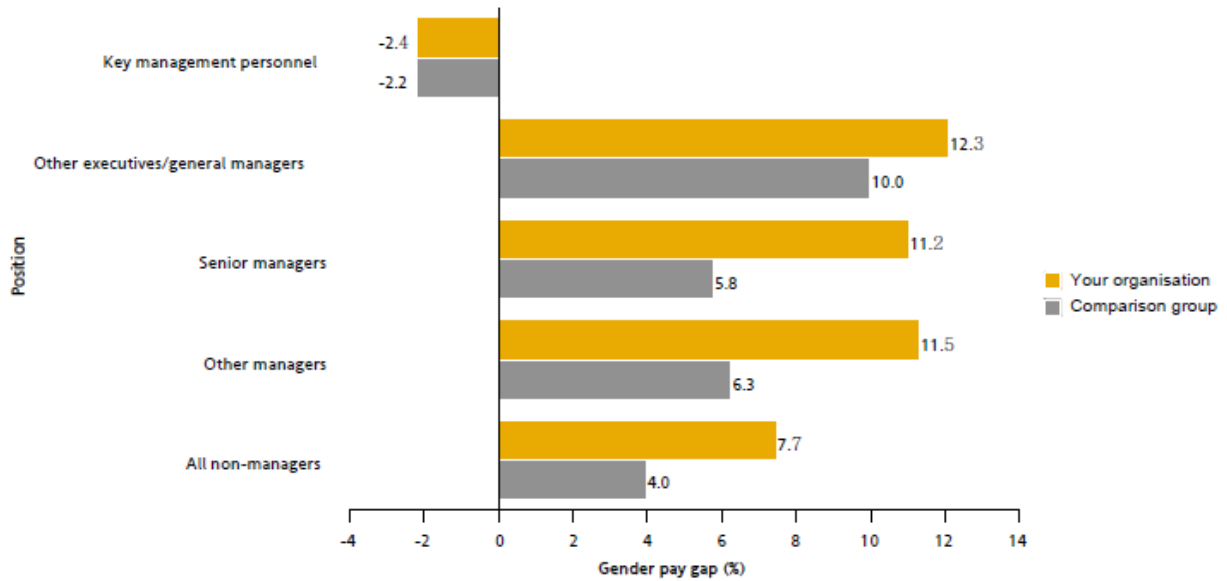
Gender pay gaps are expressed as a percentage of male earnings.  
 A negative value means that women's earnings are higher than men's.  
 A value of N/A indicates that you have insufficient employees in this category.

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

	Your organisation (%)			Comparison group (median %)		
	2015 - 16	2016 - 17	2017 - 18	2015 - 16	2016 - 17	2017 - 18
<b>Key management personnel</b>	2.7	7.4	6.7	9.0	9.0	8.9
<b>Other executives/general managers</b>	N/A	N/A	N/A	7.0	6.7	6.6
<b>Senior managers</b>	N/A	N/A	7.4	5.8	5.8	5.7
<b>Other managers</b>	6.2	8.2	9.2	6.3	6.2	5.9
<b>All non-managers</b>	1.6	1.2	1.4	6.5	6.4	6.2

The graph above shows the gender pay gap for base salaries for each management category and for non-managers for your organisation and comparison group. The table above shows change over time.

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



Gender pay gaps are expressed as a percentage of male earnings.  
 A negative value means that women's earnings are higher than men's.  
 A value of 0.0 may indicate that you have insufficient employees in this category.

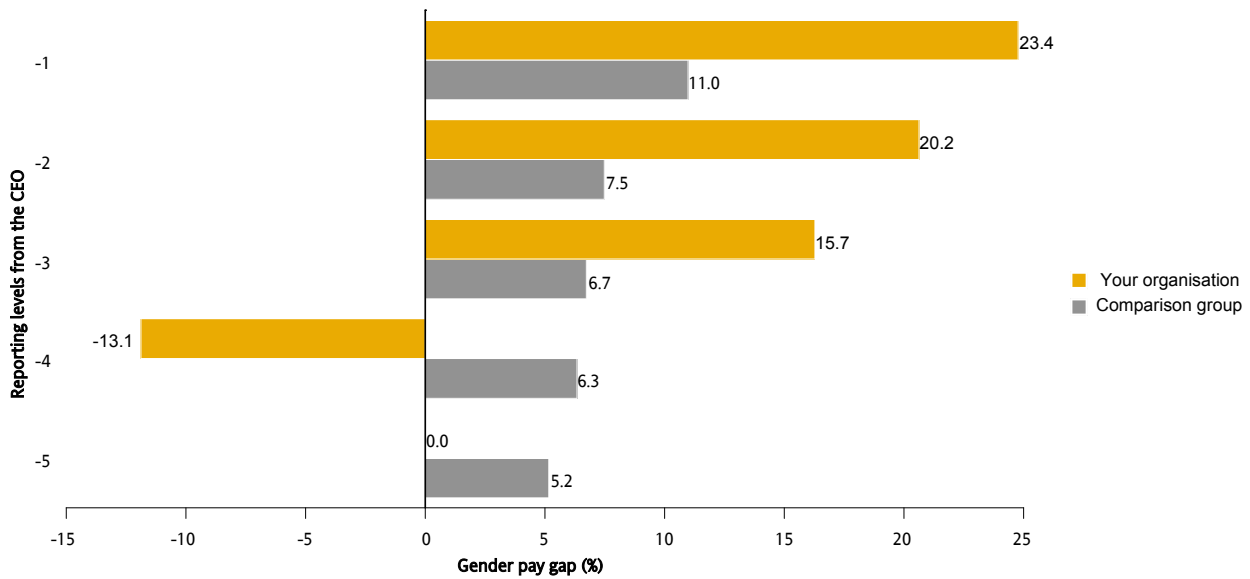
**Benchmark 3.3.1: Level-by-level gender pay gap for total remuneration by management level and non-managers over time**

	Your organisation (%)			Comparison group (median %)		
	2015 - 16	2016 - 17	2017 - 18	2015 - 16	2016 - 17	2017 - 18
<b>Key management personnel</b>	N/A	20.7	-2.4	5.7	14.7	-2.2
<b>Other executives/general managers</b>	10.9	11.1	12.3	6.7	8.6	10.0
<b>Senior managers</b>	9.7	8.2	11.2	8.1	8.0	5.8
<b>Other managers</b>	10.4	10.5	11.5	2.1	8.4	6.3
<b>All non-managers</b>	6.3	7.2	7.7	3.9	1.3	4.0

A value of 0.0 may indicate that you have insufficient employees in this category.

The graph above shows the gender pay gap for total remuneration by management category and non-managers for your organisation and comparison group. The table above shows change over time.

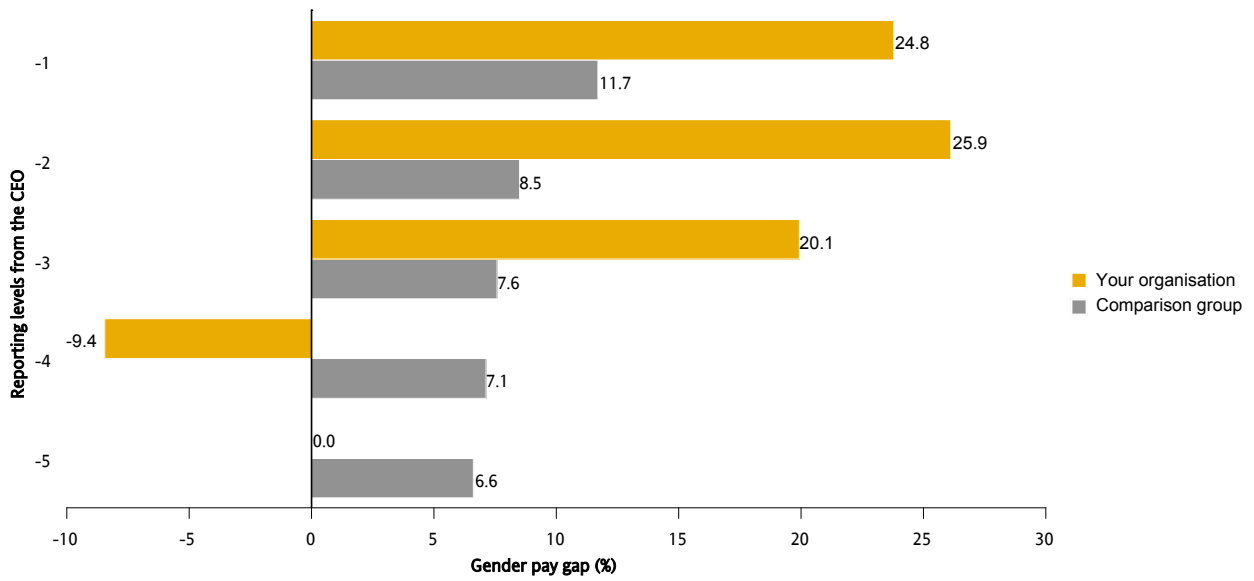
### Benchmark 3.4: Level-by-level gender pay gap for base salaries by reporting levels from the CEO



Gender pay gaps are expressed as a percentage of male earnings.  
A negative value means that women's earnings are higher than men's.  
A value of 0.0 may indicate that you have insufficient employees in this category.

The graph above displays the gender composition of the level-by-level gender pay gap for base salaries by reporting level from the CEO for your organisation and comparison group. Employees in category '-1' report directly to the CEO; employees in category '-2' report through one other person to the CEO, and so on.

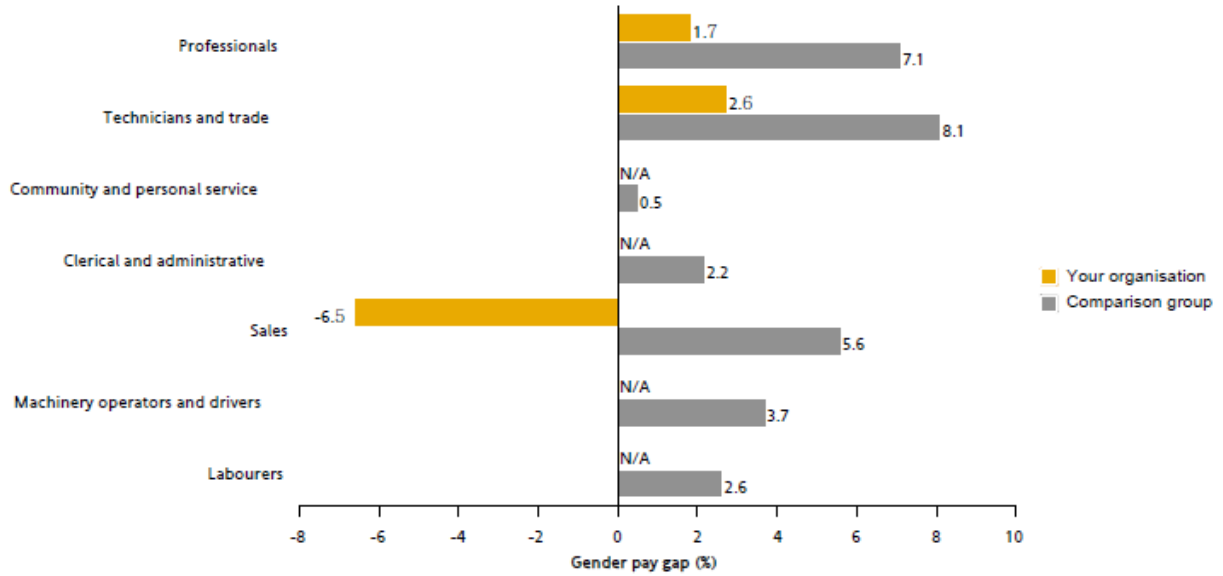
### Benchmark 3.5: Level-by-level gender pay gap for total remuneration by reporting levels from the CEO



Gender pay gaps are expressed as a percentage of male earnings.  
A negative value means that women's earnings are higher than men's.  
A value of 0.0 may indicate that you have insufficient employees in this category.

The graph above shows the level-by-level gender pay gap for total remuneration by reporting levels from the CEO for your organisation and comparison group.

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



Gender pay gaps are expressed as a percentage of male earnings.  
 A negative value means that women's earnings are higher than men's.  
 A value of 0.0 may indicate that you have insufficient employees in this category.

The graph above shows the level-by-level gender pay gap for base salary by occupation for non-managers in your organisation and comparison group.

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

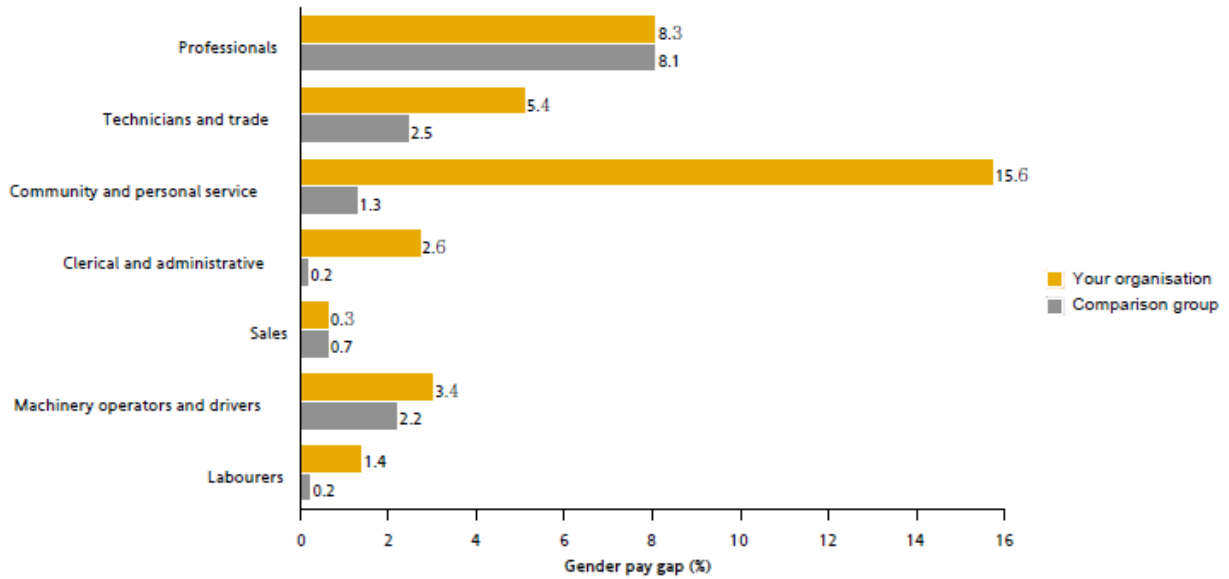
	Your organisation (%)			Comparison group (median %)		
	2015 - 16	2016 - 17	2017 - 18	2015 - 16	2016 - 17	2017 - 18
<b>Professionals</b>	2.7	-0.2	1.7	7.4	7.2	7.1
<b>Technicians and trade</b>	-1.3	2.5	2.6	8.3	7.9	8.1
<b>Community and personal service</b>	N/A	N/A	N/A	0.6	0.4	0.5
<b>Clerical and administrative</b>	N/A	N/A	N/A	3.1	2.6	2.2
<b>Sales</b>	-4.5	-6.3	-6.5	5.8	6.0	5.6
<b>Machinery operators and drivers</b>	N/A	N/A	N/A	4.3	4.2	3.7
<b>Labourers</b>	N/A	N/A	N/A	3.1	3.0	2.6

A value of 0.0 may indicate that you have insufficient employees in this category.

The graph above shows the level-by-level gender pay gap for base salaries by occupation for non-managers in your organisation and comparison group. The table above shows change over time.



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



Gender pay gaps are expressed as a percentage of male earnings.  
A negative value means that women's earnings are higher than men's.  
A value of 0.0 may indicate that you have insufficient employees in this category.

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

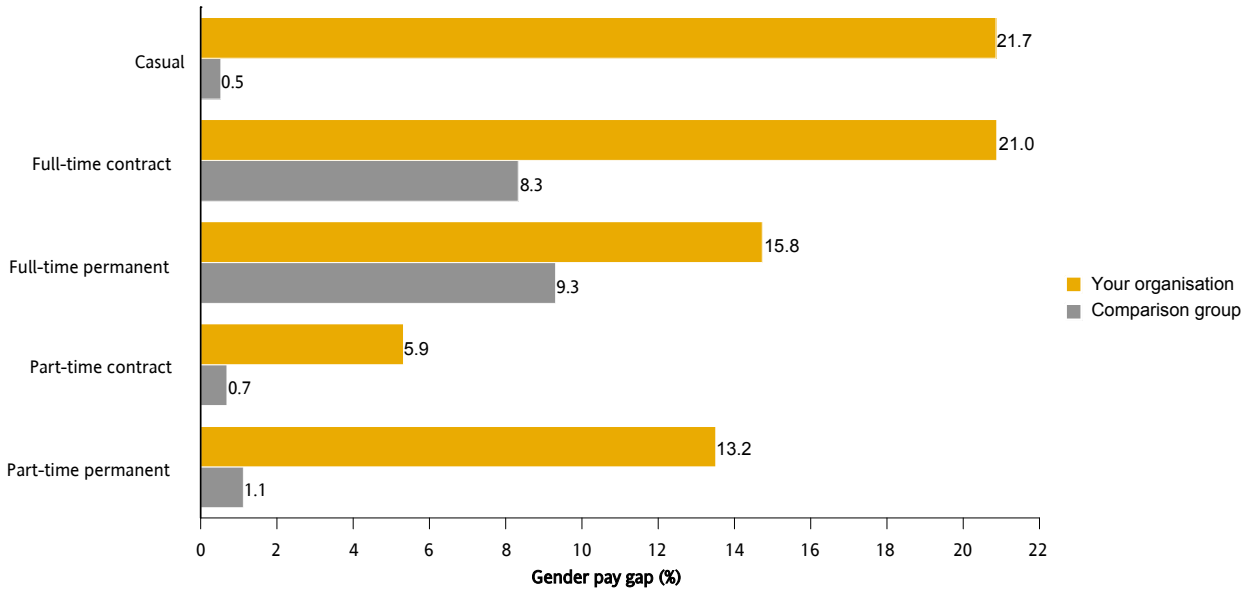
**Benchmark 3.7.1: Level-by-level gender pay gap for total remuneration by occupation for non-managers over time**

	Your organisation (%)			Comparison group (median %)		
	2015 - 16	2016 - 17	2017 - 18	2015 - 16	2016 - 17	2017 - 18
<b>Professionals</b>	6.3	6.5	8.3	5.4	3.6	8.5
<b>Technicians and trade</b>	5.7	7.6	5.4	6.4	3.7	2.9
<b>Community and personal service</b>	0.3	N/A	15.6	0.4	-0.5	1.7
<b>Clerical and administrative</b>	18.2	8.6	2.6	7.7	2.9	0.1
<b>Sales</b>	0.7	0.4	0.3	0.4	0.1	0.5
<b>Machinery operators and drivers</b>	7.5	2.5	3.4	4.3	2.5	2.4
<b>Labourers</b>	-1.3	-0.5	1.4	-1.5	0.2	0.4

A value of 0.0 may indicate that you have insufficient employees in this category.

The graph above shows the level-by-level gender pay gap for total remuneration by occupation for non-managers in your organisation and comparison group. The table above shows change over time.

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

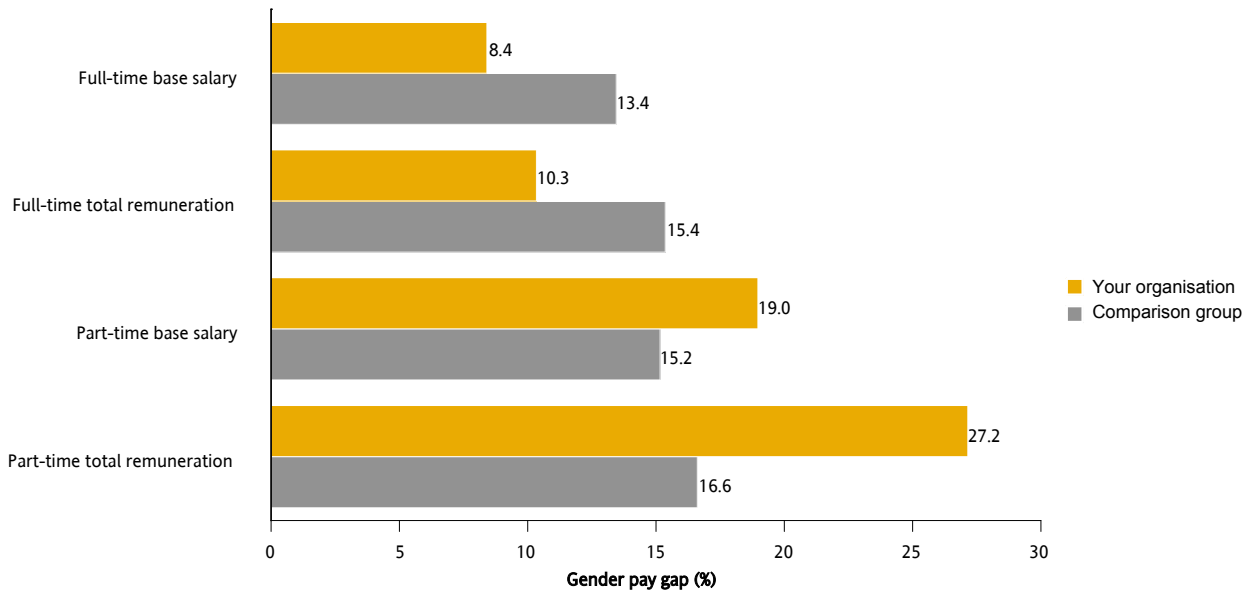


Gender pay gaps are expressed as a percentage of male earnings.  
A negative value means that women's earnings are higher than men's.  
A value of 0.0 may indicate that you have insufficient employees in this category.

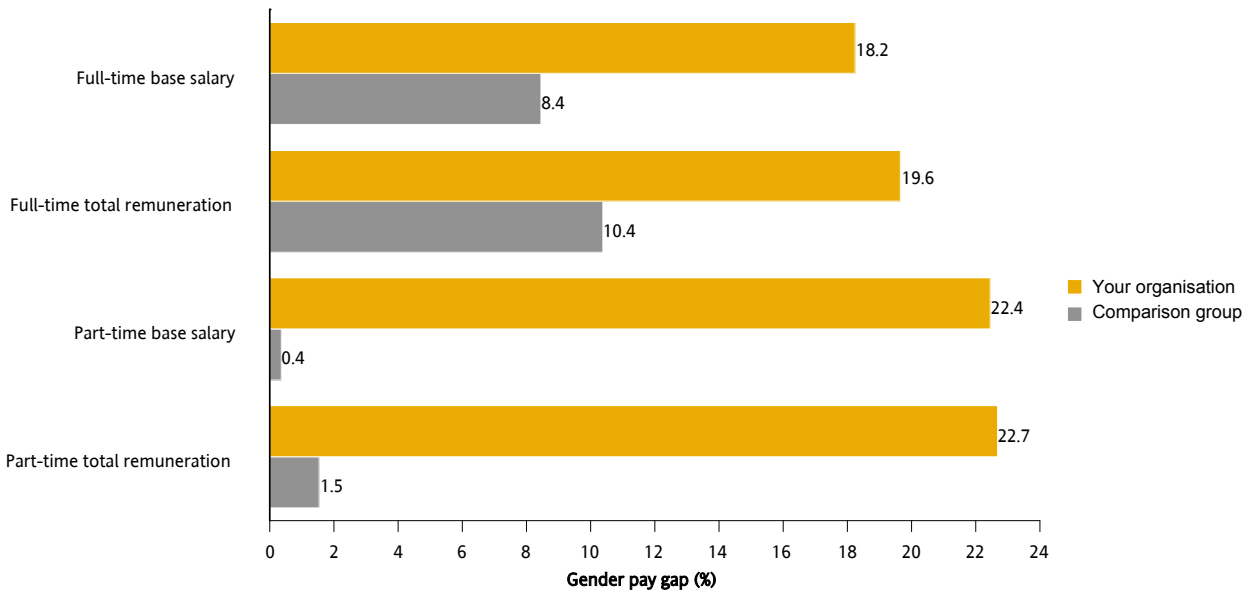
The graph above shows the gender pay gap for total remuneration by employment status for non-managers for your organisation and comparison group.

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

**Managers**

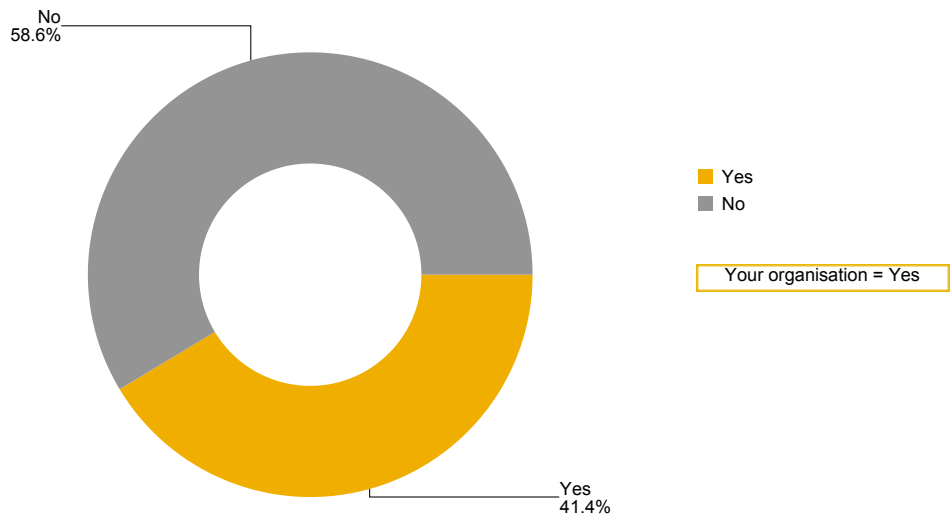


**Non managers**



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

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



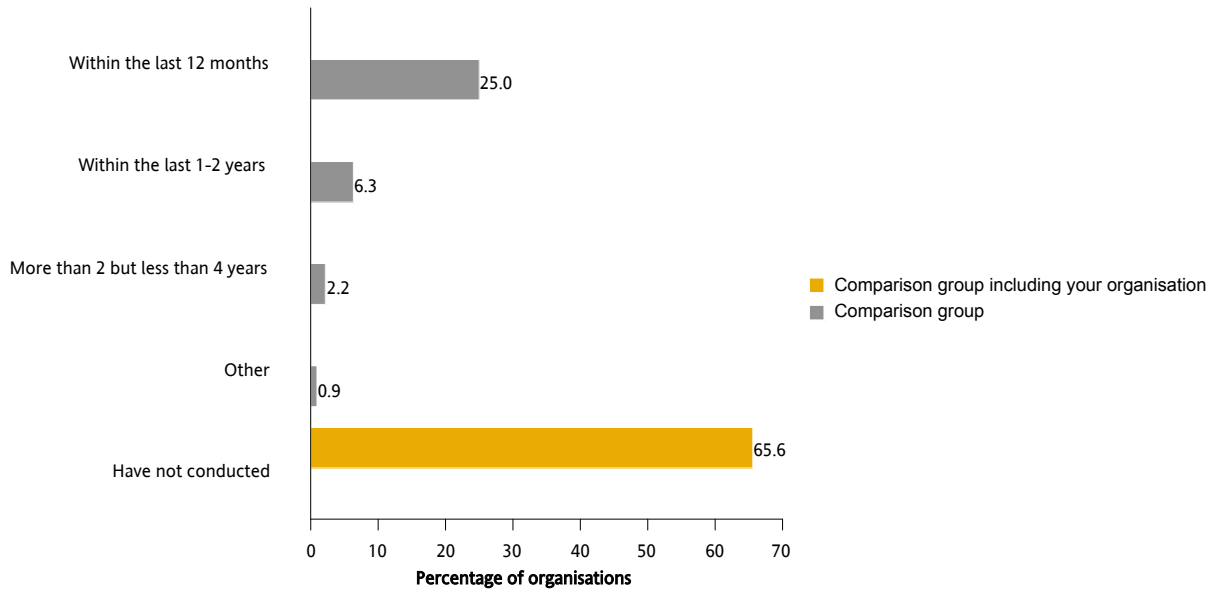
**If no objectives have been set, why?**

Reasons given	% of organisations
Currently under development	15.3
Insufficient human resources staff	0.3
Don't have expertise	0.6
Salaries set by awards or industrial agreements	24.0
Non-award employees paid market rate	32.9
Not a priority	1.9
No reason provided	41.2
Other	16.9

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

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

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



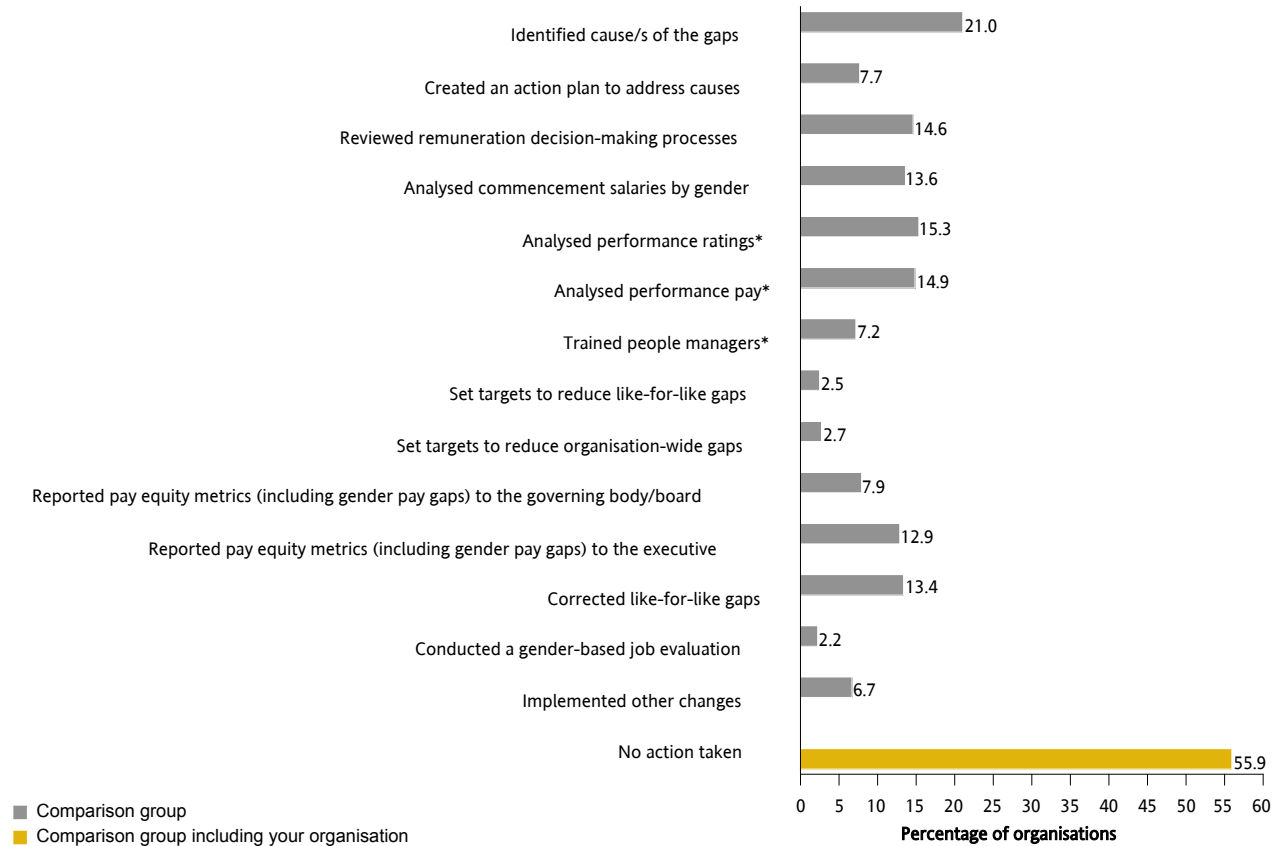
**If no gap analysis has been done, why?**

Reasons given	% of organisations
Currently under development	12.5
Insufficient human resources staff	7.1
Don't have expertise	0.9
Salaries set by awards or industrial agreements	5.4
Salaries set by awards or agreements with room for discretion in pay changes	31.1
<b>Non-award employees paid market rate</b>	<b>19.1</b>
Not a priority	5.9
No reason provided	29.9
Other	7.1

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

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

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



\* for gender bias, including unconscious bias

**If no action taken, why not?**

Reasons given	% of organisations
No gaps identified	54.0
Currently under development	11.5
Insufficient human resources staff	0.9
Don't have expertise	0.0
Salaries set by awards or industrial agreements	8.4
<b>Non-award employees paid market rate</b>	<b>14.6</b>
Unable to address causes of gaps	0.0
Not a priority	0.4
No reason provided	13.3
Other	5.8

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

The graph above shows the actions taken by organisations in your comparison group in response to the results of their gender remuneration gap analyses. The table above shows the reasons given by organisations in your comparison group for not taking any action in response to their gender remuneration gap analyses. Your organisation's results have been highlighted in yellow.

**Research, tools and other resources to help your organisation improve against GEI 3 are available at [www.wgea.gov.au](http://www.wgea.gov.au).**

## GEI 4: Flexible working arrangements and working arrangements supporting carers

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

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

Relevant questions in the reporting questionnaire relate to:

- the existence of formal policies and/or formal strategies on flexible working arrangements and to support employees with family or caring responsibilities
- the availability of non-leave based measures to support employees with family or caring responsibilities.

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

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



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

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

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

### Benchmark 4.1: Formal policies or strategies on flexible working arrangements

Policy and/or strategy	% of organisations
<b>Policy</b>	<b>66.0</b>
Strategy	20.0
No, because:	24.2
Currently under development	20.1
Insufficient human resources staff	0.5
Included in workplace agreement	26.6
Don't have expertise	0.0
Don't offer flexible work arrangements	0.0
Not a priority	1.6
No reason provided	23.4
Other	34.8

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

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

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

Policy and/or strategy	% of organisations
<b>Policy</b>	<b>55.6</b>
Strategy	12.7
No, because:	36.0
Currently under development	13.7
Insufficient human resources staff	4.7
Included in workplace agreement	15.9
Don't have expertise	0.9
Not a priority	3.4
No reason provided	47.2
Other	23.6

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

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

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

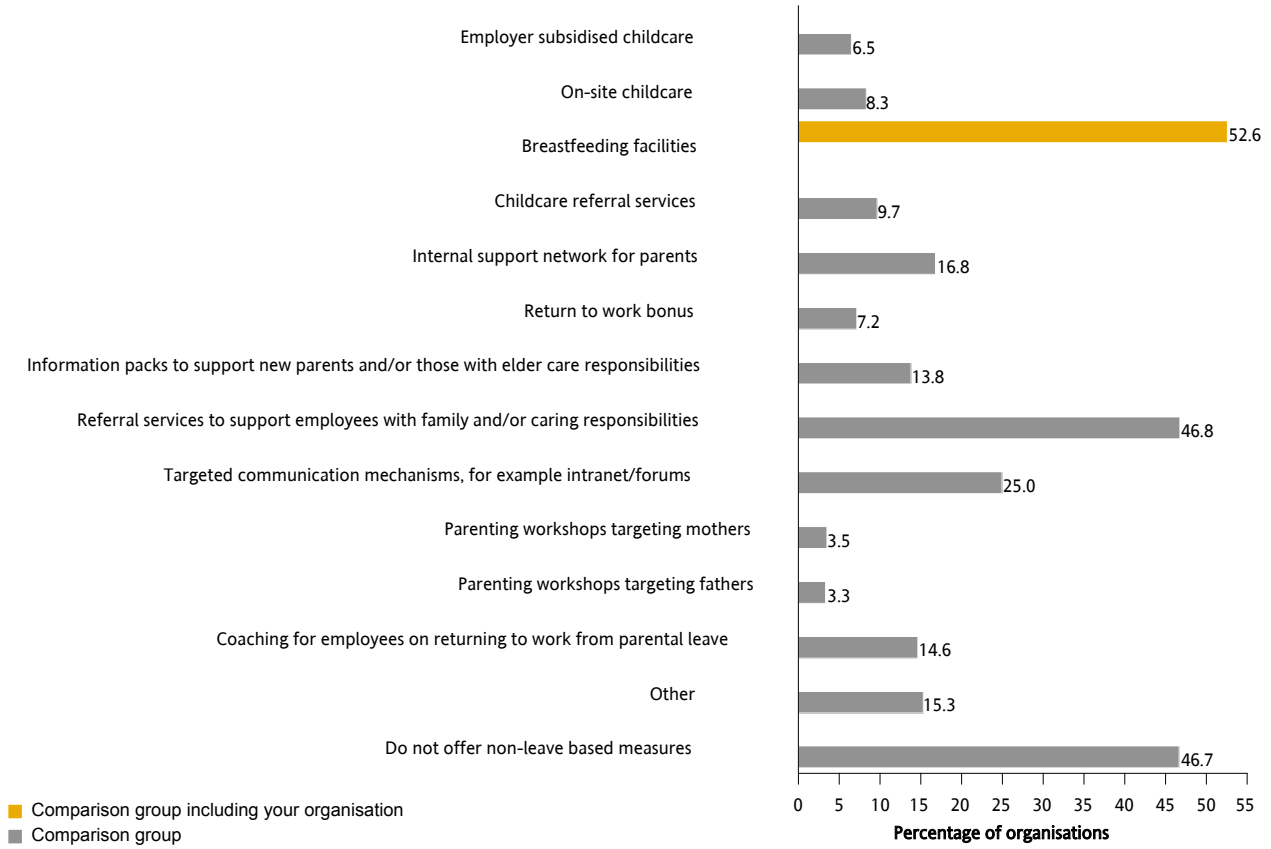
	Female (%)		Male (%)	
	Formal	Informal	Formal	Informal
Flexible hours of work	68.5	65.2	68.2	65.0
Compressed working week	33.2	41.1	33.2	41.0
Time-in-lieu	44.8	67.9	44.5	67.9
Telecommuting	41.3	61.6	41.3	61.2
Part-time work	90.0	24.3	89.4	24.6
Job sharing	53.0	31.1	52.7	30.7
Carer's leave	96.1	20.8	95.9	20.8
Purchased leave	42.2	13.8	42.3	13.8
Unpaid leave	86.2	29.4	86.2	29.2

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

	Female (%)		Male (%)	
	Formal	Informal	Formal	Informal
Flexible hours of work	70.8	61.0	70.4	60.4
Compressed working week	37.5	39.0	37.2	38.9
Time-in-lieu	54.4	61.9	54.1	61.6
Telecommuting	38.6	53.2	38.4	52.8
Part-time work	<b>92.0</b>	23.7	<b>90.8</b>	23.8
Job sharing	59.0	32.7	58.1	32.5
Carer's leave	96.3	20.5	95.4	20.5
Purchased leave	42.3	13.1	42.3	13.1
Unpaid leave	86.6	29.0	85.9	28.9

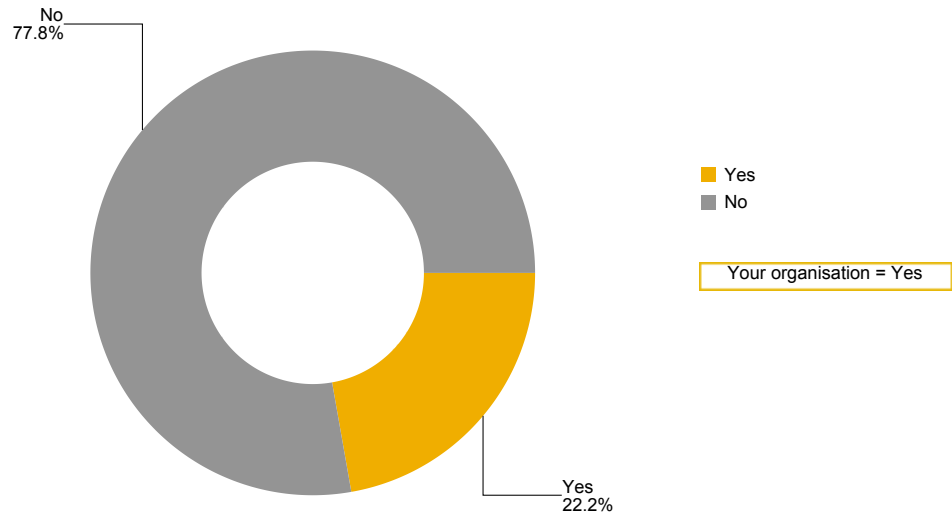
The tables above show the percentage of organisations in your comparison group that offer formal and informal flexible working arrangements to women and men, broken down by manager (4.3) and non-manager (4.4), and type of flexible work available. Your organisation's results have been highlighted in yellow.

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



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

**Benchmark 4.6: Parental Leave - Primary Carers**



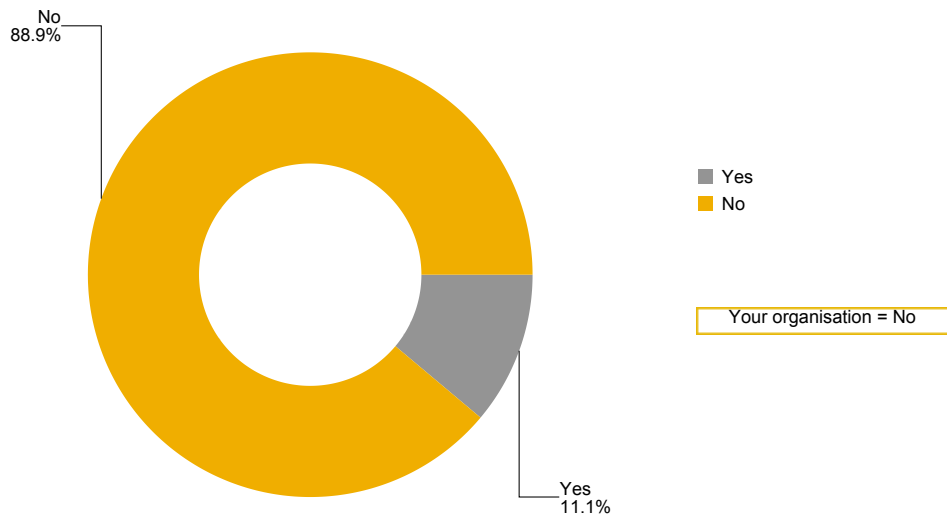
**If employer funded paid parental leave for primary carers is not available for both women and men, why not?**

Reasons:	% of organisations
No, we offer paid parental leave for primary carers that is available to women ONLY	28.6
No, we offer paid parental leave for primary carers that is available to men ONLY	0.0
No, because:	71.4
Currently under development	0.0
Insufficient resources /expertise	0.0
Government scheme is sufficient	57.1
Not a priority	0.0
Other	14.3

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

The figure above shows the percentage of organisations in your comparison group that offer employer funded paid parental leave for primary carers to both women and men, while the table shows the reasons given by employers for not doing so. Your organisation's results are highlighted in yellow.

**Benchmark 4.7: Parental Leave - Secondary Carers**



**If employer funded paid parental leave for secondary carers is not available for both women and men, why not?**

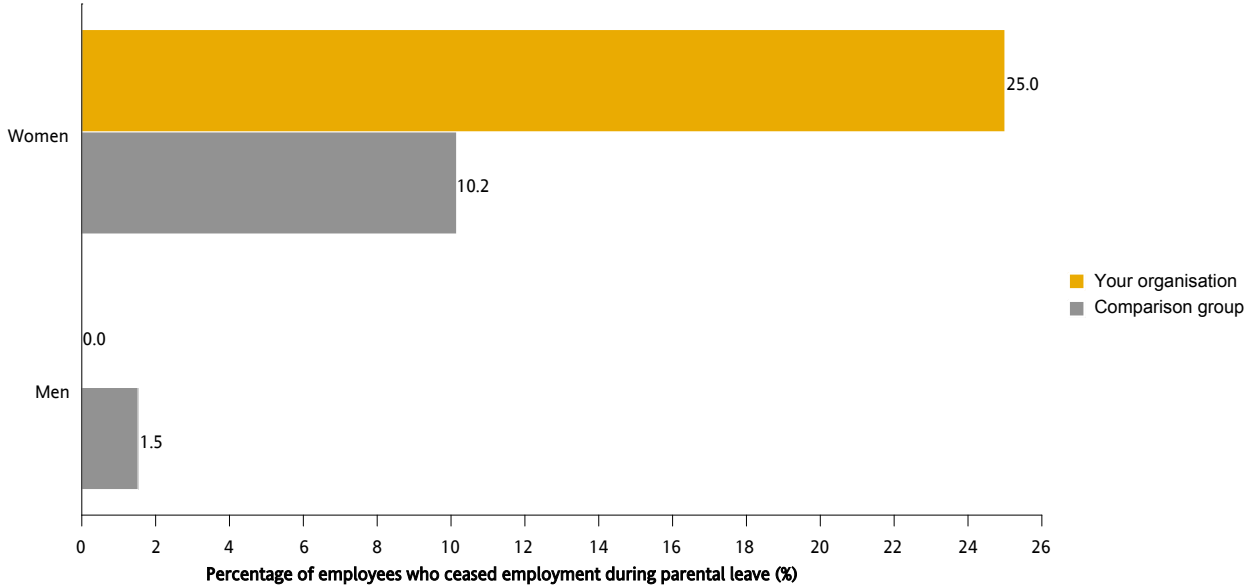
Reasons:	% of organisations
No, we offer paid parental leave for secondary carers that is available to women ONLY	0.0
No, we offer paid parental leave for primary carers that is available to men ONLY	0.0
<b>No, because:</b>	<b>100.0</b>
Currently under development	12.5
Insufficient resources/expertise	0.0
Government scheme is sufficient	50.0
Not a priority	0.0
Other	0.0

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

The figure above shows the percentage of organisations in your comparison group that offer employer funded paid parental leave for secondary carers to both women and men, while the table shows the reasons given by employers for not doing so. Your organisation's results are highlighted in yellow.

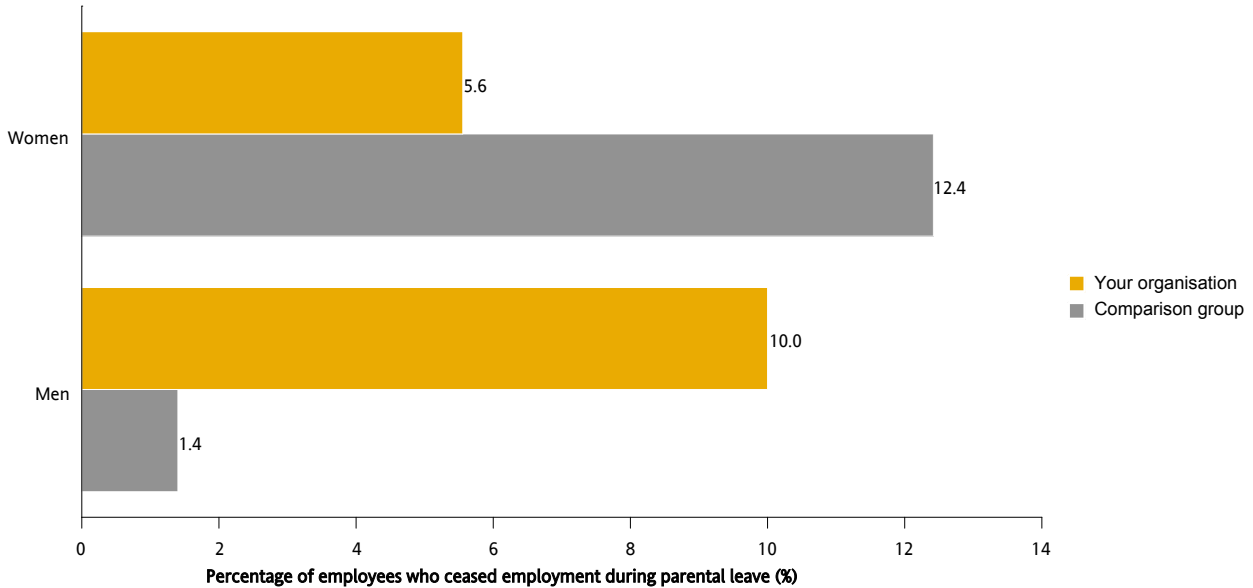
**Benchmark 4.6: Proportion of employees who ceased employment during parental leave**

**Managers**



Managers	Your organisation (%)	Comparison group (%)
Women	25.0	10.2
Men	0.0	1.5

**Non-managers**



Non-managers	Your organisation (%)	Comparison group (%)
Women	5.6	12.4
Men	10.0	1.4

The graphs and tables show the proportions of women and men who ceased employment during, or at the end of, parental leave for your organisation and comparison group. Ceased employment refers to anyone who has exited the organisation, including resignations, redundancies and dismissals.

**Research, tools and other resources to help your organisation improve against GEI 4 are available at [www.wgea.gov.au](http://www.wgea.gov.au).**



## GEI 5: Consultation on gender equality

Reporting under gender equality indicator 5 (GEI 5) provides information about consultation that occurs between employers and employees on issues concerning gender equality in the workplace. Examples of consultation include employee surveys and focus groups.

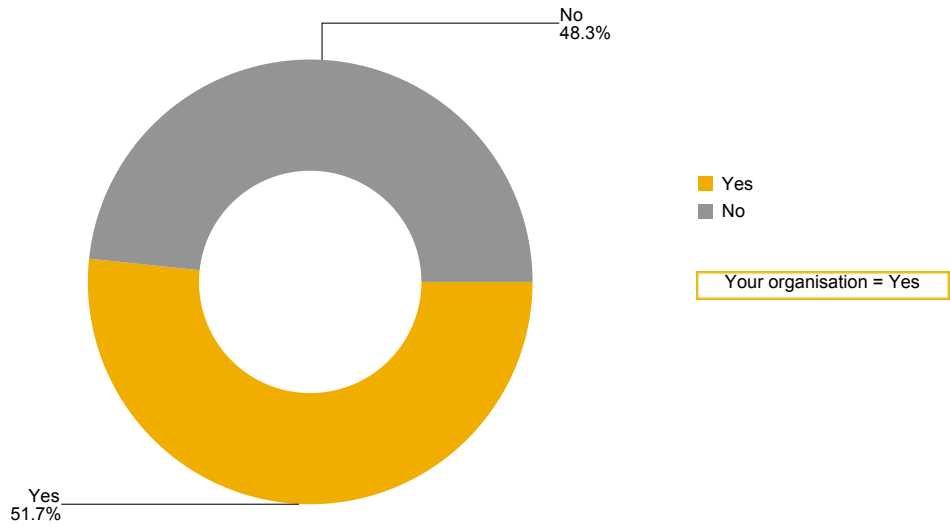
Relevant questions in the reporting questionnaire relate to:

- 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.

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

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

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



**If employees have not been consulted, why not?**

Reasons	% of organisations
Not needed	16.3
Insufficient human resources staff	10.2
Don't have expertise	2.6
Not a priority	9.9
No reason provided	58.1
Other	17.9

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

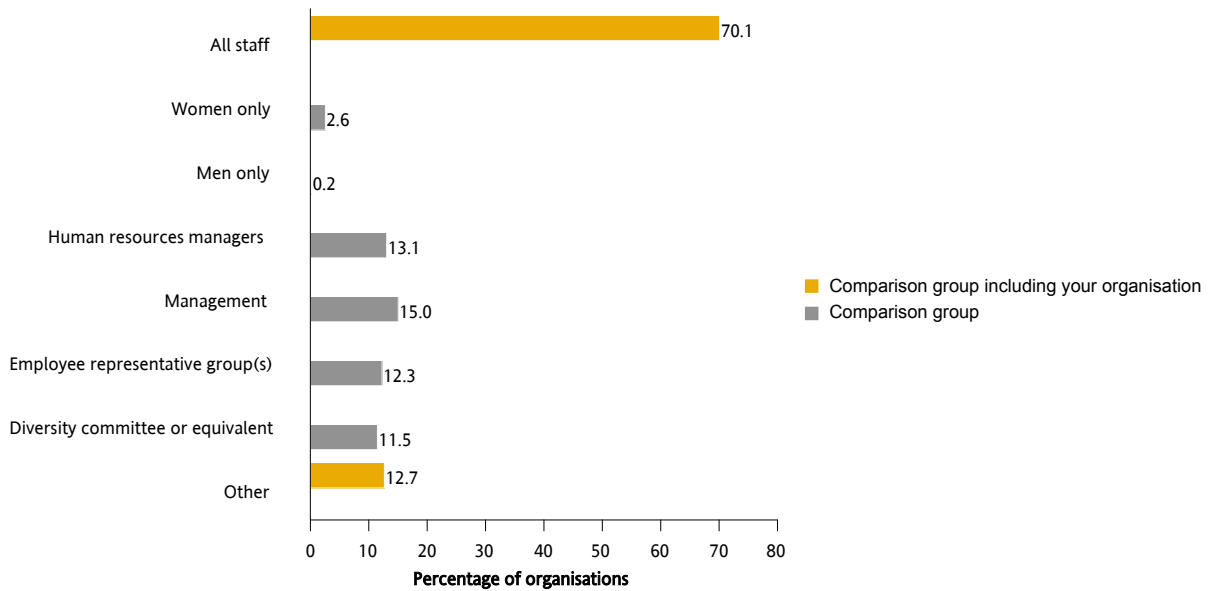
The figure above shows the percentage of organisations in your comparison group that have consulted with employees about issues concerning gender equality in the workplace. The table above shows the reasons given by employers for not consulting with employees on issues concerning gender equality in the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

**Benchmark 5.2: Mode of employee consultation**

	Your organisation	% of organisations
Survey	N	59.6
Consultative committee or group	N	49.3
<b>Focus groups</b>	<b>Y</b>	<b>35.6</b>
<b>Exit interviews</b>	<b>Y</b>	<b>50.7</b>
<b>Performance discussions</b>	<b>Y</b>	<b>30.3</b>
<b>Other</b>	<b>Y</b>	<b>34.1</b>

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

**Benchmark 5.3: Categories of employees consulted**



The figure above shows the percentage of organisations in your comparison group that have consulted and the different categories of employees with whom they have consulted. Your organisation’s modes of consultation have been highlighted in yellow.

**Research, tools and other resources to help your organisation improve against GEI 5 are available at [www.wgea.gov.au](http://www.wgea.gov.au).**

## GEI 6: Sex-based harassment and discrimination

Reporting under gender equality indicator 6 (GEI 6) provides information on an organisation's policies and/or strategies for preventing sex-based harassment and discrimination.

Relevant questions in the reporting questionnaire relate to:

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

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

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

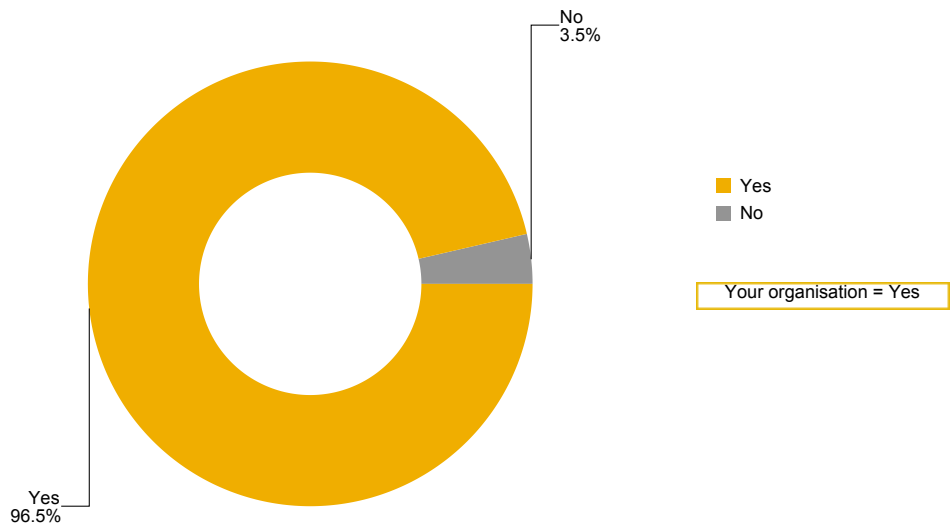
**Benchmark 6.1: Policies or strategies on sex-based harassment and discrimination prevention**

Policy and/or strategy	% of organisations
<b>Policy</b>	<b>96.4</b>
Strategy	9.1
No, because:	1.9
Currently under development	19.0
Insufficient human resources staff	14.3
Included in workplace agreement	9.5
Don't have expertise	0.0
Not a priority	0.0
No reason provided	42.9
Other	19.0

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

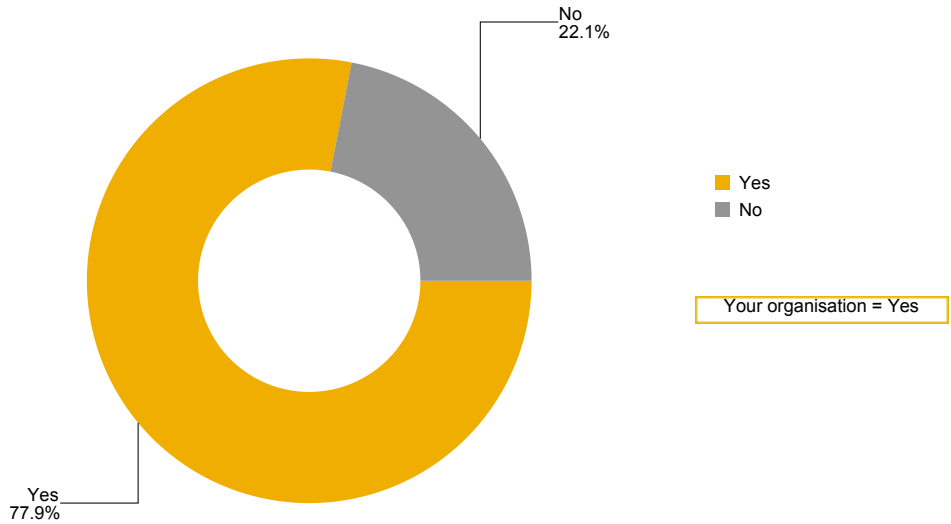
The table above shows the percentage of organisations in your comparison group that have policies or strategies on the prevention of sex-based harassment and discrimination and the reasons given for not having such policies or strategies. Your organisation's results have been highlighted in yellow.

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



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

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



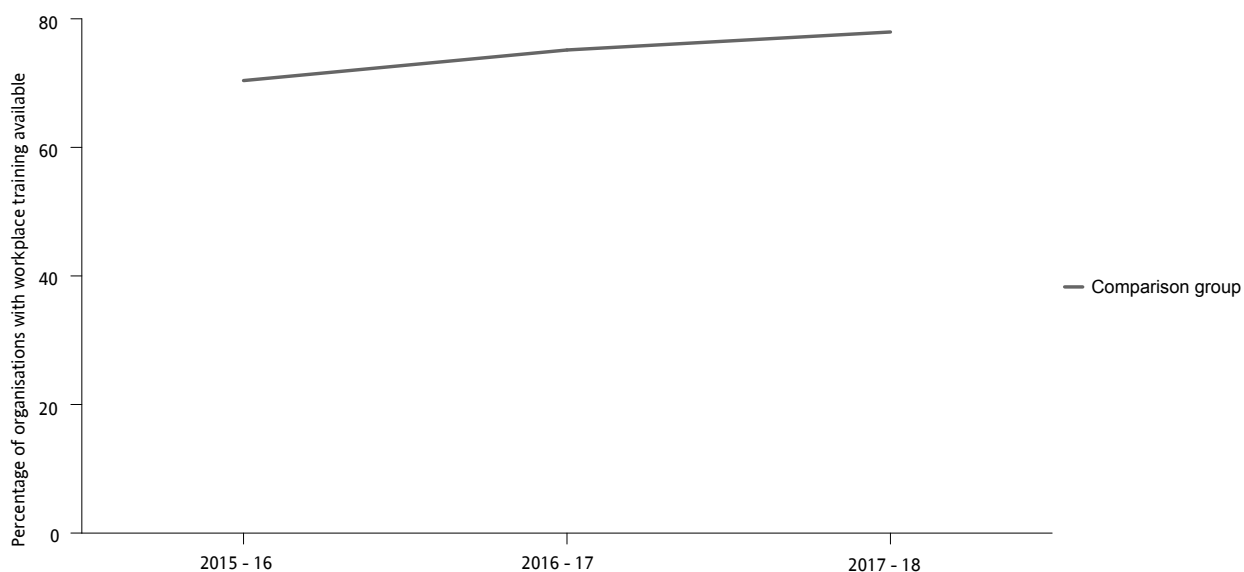
**If training managers on the prevention of sex-based harassment and discrimination prevention is not provided, why not?**

Reasons	% of organisations
Currently under development	29.8
Insufficient human resources staff	12.8
Don't have expertise	5.9
Not a priority	4.0
No reason provided	46.1
Other	9.6

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

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

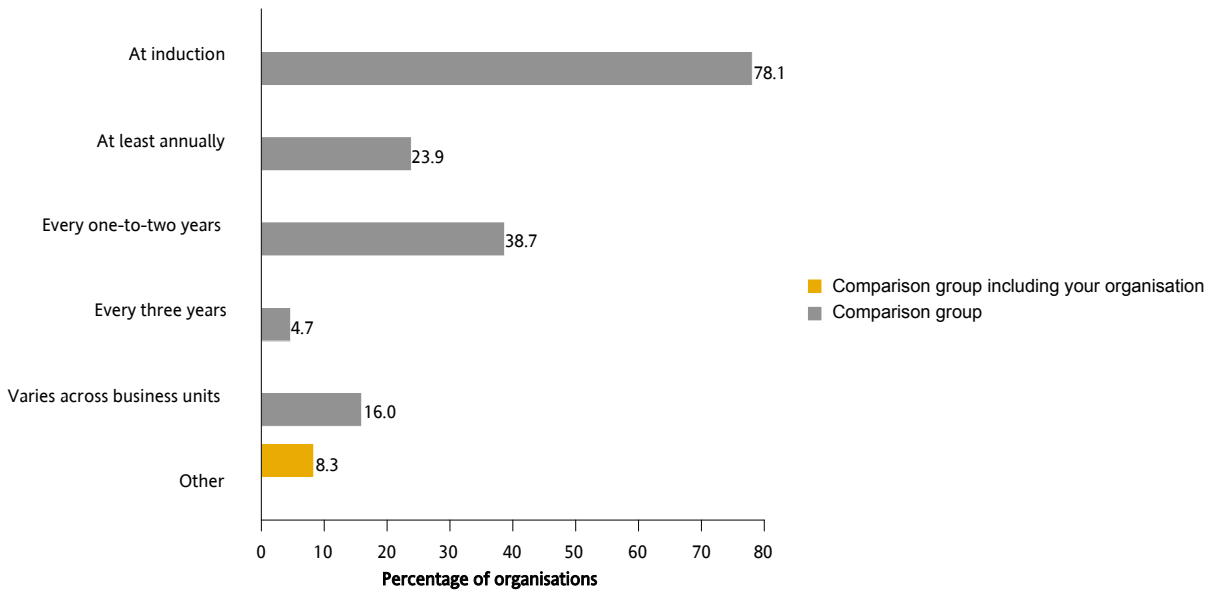
**Benchmark 6.3.1: Provision of workplace training for managers on sex-based harassment and discrimination prevention over time**



	2015 - 16	2016 - 17	2017 - 18
Your organisation	Yes	Yes	Yes
Comparison group (%)	70.4	75.1	77.9

The figure and table above show change over time in the percentage of organisations in your comparison group that provide training for managers on the prevention of sex-based harassment and discrimination.

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



The figure above shows the frequency with which organisations in your comparison group provide training for managers on the prevention of sex-based harassment and discrimination. Your organisation's selections have been highlighted in yellow.

Research, tools and other resources to help your organisation improve against GEI 6 are available at [www.wgea.gov.au](http://www.wgea.gov.au).

#### Further information

For further advice or assistance on any aspect of your benchmark report please refer to the *Insights Guide* on the reporting portal. Technical information is available in the *Technical User Manual*, also available on the reporting portal. You can explore the data further in the [data explorer](#) on the WGEA website. You can also contact the Agency via email at [wgea@wgea.gov.au](mailto:wgea@wgea.gov.au) or telephone 02 9432 7000 or 1800 730 233.