Australian Government

Workplace Gender Equality Agency

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Technical User Manual

Competitor Analysis Benchmark Reports

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About this manual

This manual has been developed to provide users of the confidential customised Competitor Analysis Benchmark Reports with technical information that can assist in the interpretation of benchmark results. In this manual, users will find details about how calculations were formulated and details of specific statistical treatments and technical information about interpreting the results.

Abbreviations

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

Data Quality

The Data Quality Declaration addresses the overall quality of the Agency data in terms of relevance, timeliness, accuracy, coherence, interpretability, accessibility, and the institutional environment.

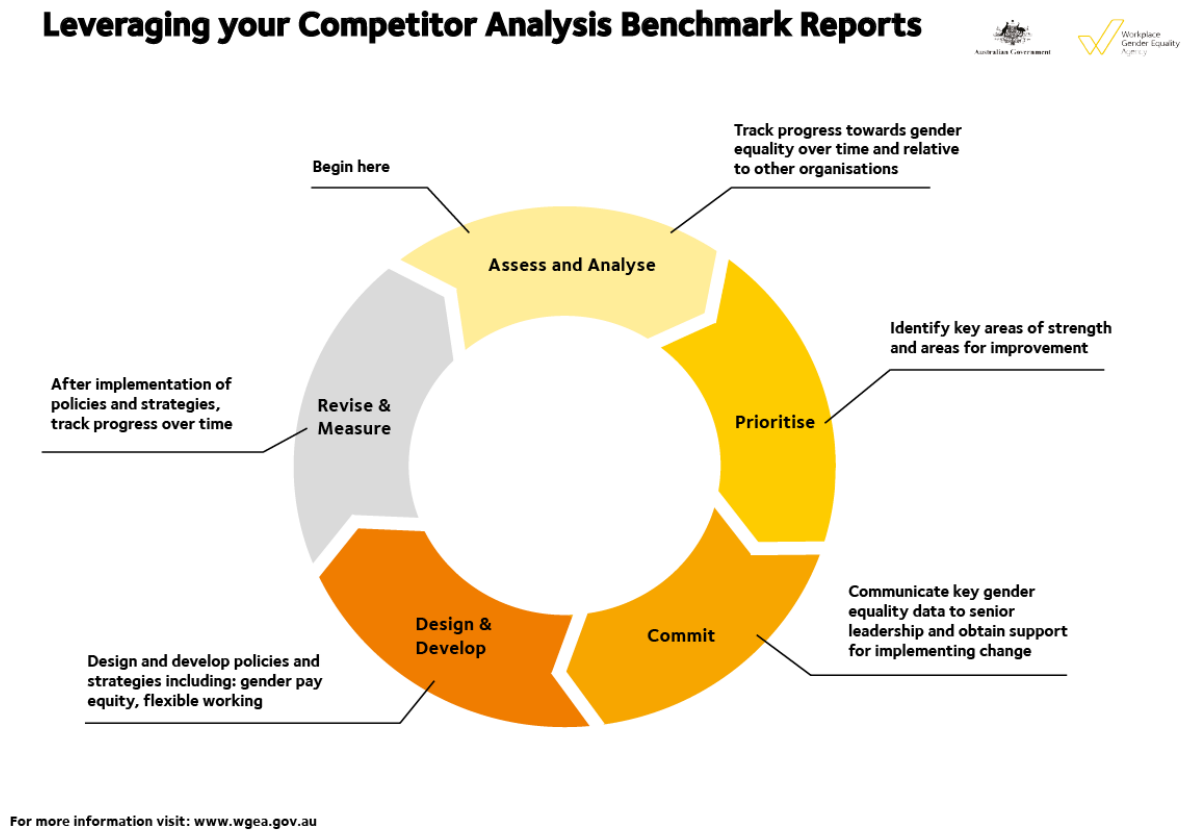
The Data Quality Report provides detailed information on the data collection process, coverage, consistency, and limitations of the dataset.

Definitions

The definitions page and the reference guide provide definitions of the key terms and concepts contained in the Competitor Analysis Benchmark Report.

About Competitor Analysis Benchmark Reports

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



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

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

Accessing Competitor Analysis Benchmark Reports

An organisation that has submitted a validated compliance report before the reporting period cut-off date have access to customised Competitor Analysis Benchmark Reports. These are accessible through a secure online portal via wgea.gov.au. Multiple reports are available to reporting organisations and provide benchmarks with comparison information against groups of other organisations by industry and/or size.

Types of Competitor Analysis Benchmark Reports

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

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

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

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

What do different reports show?

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

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

- a university might like to view the comparison group which shows class level ‘8102 Higher Education’ plus organisation size ‘0-249’, however, there may be only two organisations in this comparison group

- a general hospital might consider the most relevant comparison group to be at the industry class level '8401 Hospitals (Except Psychiatric Hospitals)', which excludes psychiatric hospitals. However, a psychiatric hospital would not have access to a detailed report at the industry class level because there are fewer than five organisations in the comparison group selected.

Why different Competitor Analysis Benchmark Reports?

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

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

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

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

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

Statistical terminology

Statistical methods and definitions used in calculating the various benchmarks.

Category	Definition
Percentage	→ Parts per 100. A portion of a whole expressed as a number rather than a fraction.
Numerator	→ In a percentage calculation, this is the top number of the calculation. → It shows the number of parts that are in the calculation and is divided by the total number of parts.
Denominator	→ In a percentage calculation, this is the bottom part of the calculation. → It is used to divide the numerator and shows the total number of parts.
Median	→ The middle value in an ordered sequence of numbers. When split in half, half the data will fall below the median and the other half will fall above the median.
Quartile	→ Splitting an ordered sequence of numbers into equal quarters. → There are 3 quartiles, that split the data into 4 quarters: ○ Quartile 1 = lower quartile = 25th percentile ○ Quartile 2 = Median = 50th percentile ○ Quartile 3 = upper quartile = 75th percentile
Percentile	→ In an ordered sequence of numbers, the nth percentile indicates the value where n% are below it. → The 25th percentile is the same as to the 1st quartile.
Average	→ A measure of the central tendency of a dataset. → In this document, average will refer to the mean, which is calculated by summing each individual unit and dividing by the total number of units.
Mean	→ Another term for ‘average’ (see above).
Weighted average	→ An average resulting from the adjustment of each component by a factor (weight) reflecting its importance or prevalence. → A weighted average is used when an average needs to be calculated from a set of averages.

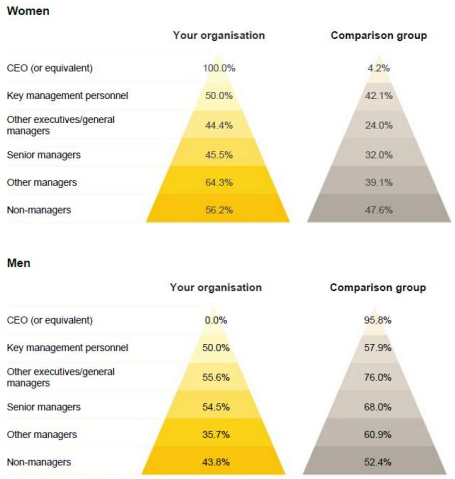
Calculations

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

GEI 1: Gender composition of the workplace

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

Benchmarks 1.1 – 1.6: Gender composition of the workplace



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

Your organisation's results

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

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

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

Where y = number of female employees in category

n = total number of employees in category

Category:

1 = permanent full-time

2 = permanent part-time

3 = contract full-time

4 = contract part-time

5 = casual

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

Organisation A

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

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

Comparison group results

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

Organisation	Number of females (f)	Total employees (n)	Proportion female f/n (%)
Org A	25	125	20.0
Org B	48	120	40.0
Org C	75	125	60.0
Org D	360	480	75.0
Org E	117	145	80.7
Total	**850**	**1,420**	**59.9**

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

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

Benchmark 1.7: Formal policies or strategies to support gender equality

Benchmark 1.7: Formal policies or strategies to support gender equality

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

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

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

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

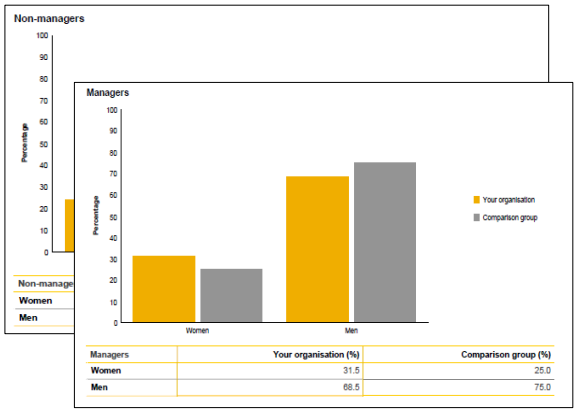
To calculate the percentage of organisations with a policy, for example, WGEA applied the following calculation:

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

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

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

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



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 your organisation and comparison group.

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

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

GEI 2: Gender composition of governing bodies/boards

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

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

Benchmark 2.1: Gender composition of the governing bodies/boards

	Your organisation (%)	Comparison group (%)
Female chair/s	100.0	7.1
Female director/s	50.0	23.3
Male chair/s	0.0	92.9
Male director/s	50.0	76.7

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

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

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

Further explanation of this calculation is provided below.

Your organisation's results

Chair

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

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

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

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

Directors

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

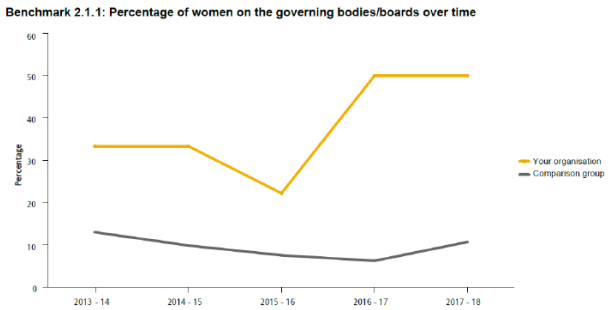
For organisations that have reported more than one governing body/board, WGEA summed each governing body's or board's gender composition to provide an overall percentage for each gender.

Comparison group results

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

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

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

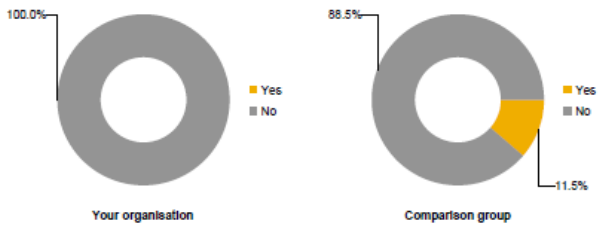


This benchmark shows the trend of women on governing bodies/boards over time.

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

In this example, the percentage of women on the governing board/board has increased substantially since 2013-14 and remained steady at approximately 50% for the last two years, which is well above the comparison group.

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



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

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

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

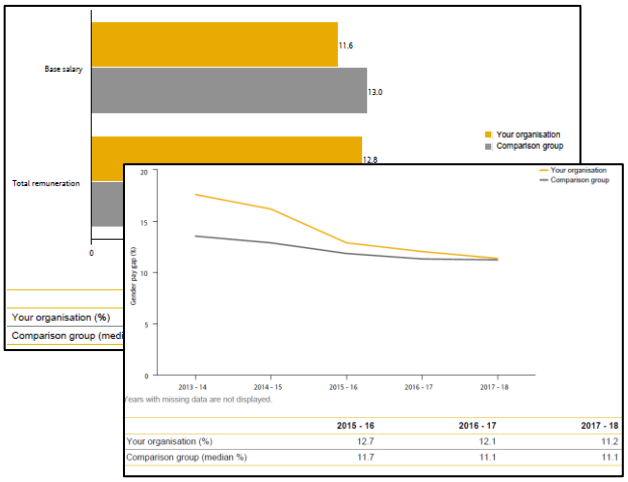
$$\frac{\text{Number of governing bodies that have a target}}{\text{Total number of governing bodies}} \times 100$$

GEI 3: Equal remuneration between women and men

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

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

Benchmarks 3.1 – 3.9: The gender pay gap



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

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

Your organisation's results

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

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

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

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

Where x = average base salary of professional females in category

y = number of professional females in category

Category:

1 = permanent full-time

2 = permanent part-time

3 = contract full-time

4 = contract part-time

5 = casual

For example:

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

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

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

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

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

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

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

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

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

Comparison group results

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

The benchmark value displayed for the comparison group is the median, which is where the middle gender pay gap sits in the distribution. To determine the median, the organisations in the comparison group are ranked from the organisation with the largest gender pay gap to the one with the smallest. The gender pay gap of the organisation at the middle point is the median. The table below shows a worked example.

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

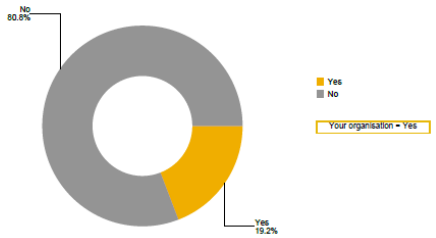
Organisations are arranged in descending order of the size of their gender pay gaps. Because there are an odd number of organisations, the middle or fifth gender pay gap can be taken as the median gender pay gap for the comparison group (4.9%). Note that if the comparison group has an even number of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

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

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

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

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



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

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

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

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

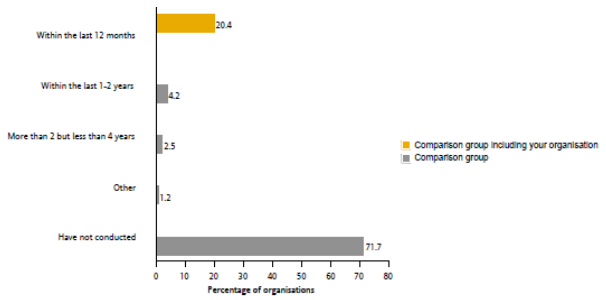
If an organisation does not have a policy or strategy on remuneration in general, it is not included in this calculation.

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

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

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

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



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

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

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

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

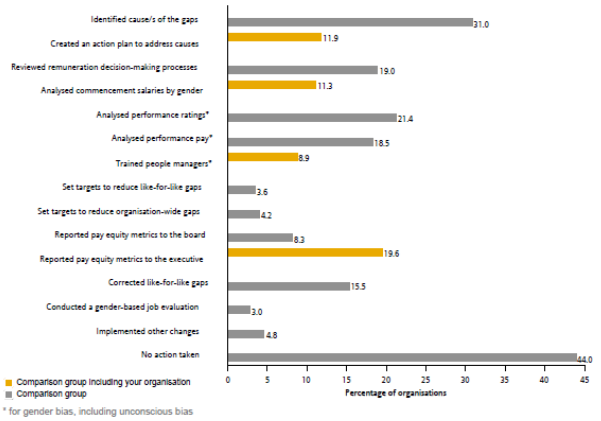
The table shows the reasons for not conducting an analysis, with percentages calculated as follows:

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

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

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

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



If no action taken, why not?

Reasons given	% of organisations
No gaps identified	48.6
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

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

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

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

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

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

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

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

GEI 4: Flexible working arrangements and working arrangements supporting carers

Reporting under GEI 4 provides information about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities.

Relevant questions in the reporting questionnaire relate to:

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

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

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

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

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

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

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

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

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

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

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

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

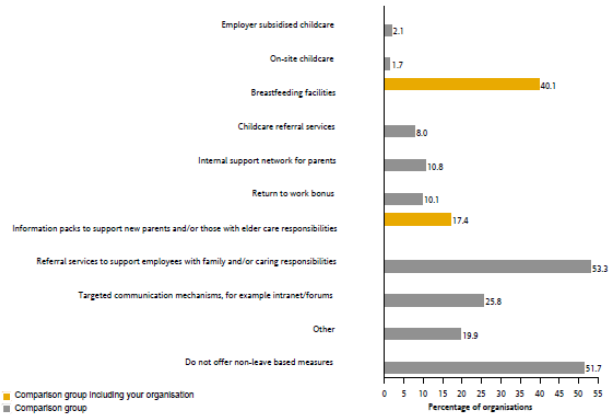
These benchmarks show the percentage of organisations in your comparison group with formal and informal flexible working arrangements (by type) available to non-managers and managers (by gender). The percentages are calculated as follows:

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

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

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

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



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

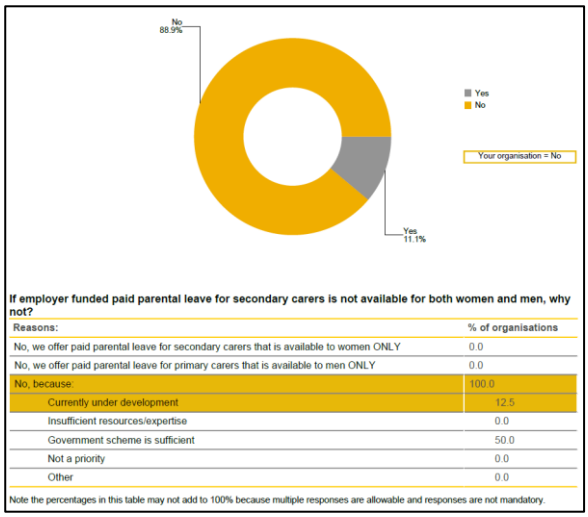
$$\frac{\text{No. of orgs that offer that particular measure}}{\text{All organisations in the comparison group}} \times 100$$

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

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

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

Benchmark 4.6 – 4.7 Parental leave – Primary and Secondary Carers

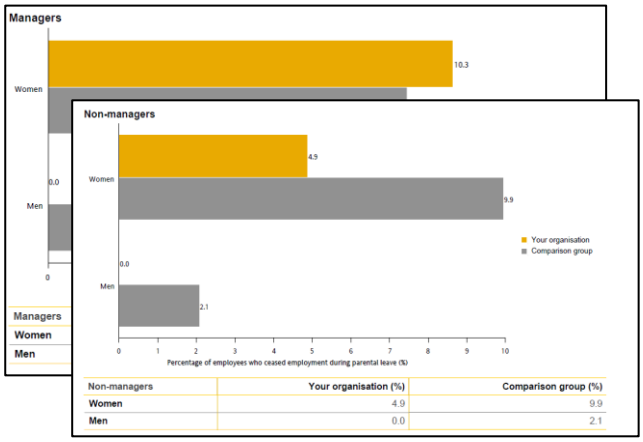


Benchmarks 4.6 – 4.7 show information about the availability of paid parental leave for primary and secondary carers respectively. The percentages for the availability parental leave in the comparison group are calculated as follows:

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

The organisation's selected response is displayed in the yellow rectangle to the right of the chart. The yes and no portions of the pie chart will also be selectively highlighted so that portion highlighted yellow will match the organisation's response.
If the organisation does not provide parental leave and indicated why not, the corresponding rows will also be highlighted in yellow.

Benchmark 4.8 Proportion of employees who ceased employment during parental leave



Benchmark 4.8 shows the proportion of women and men who ceased employment during, or at the end of, parental leave for your organisation and comparison group. The percentages are calculated separately for managers and non-managers. For example, the proportion of female managers who ceased employment during or at the end of parental leave is calculated as follows:

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

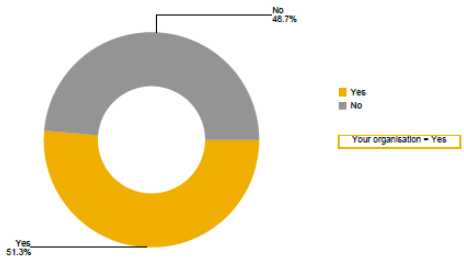
The proportion of employees who ceased employment during parental leave for this organisation is highlighted in yellow.

GEI 5: Consultation on gender equality

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

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

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



If employees have not been consulted, why not?

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

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

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

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

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

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

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

Benchmark 5.2: Mode of employee consultation

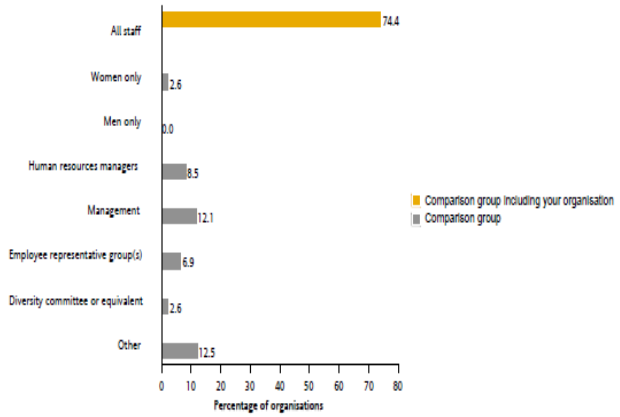
	Your organisation	% of organisations
Survey	Y	45.5
Consultative committee or group	N	27.3
Focus groups	N	27.3
Exit interviews	Y	45.5
Performance discussions	Y	45.5
Other	N	27.3

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

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

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

Benchmark 5.3: Categories of employees consulted



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

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

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

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

GEI 6: Sex-based harassment and discrimination

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

Relevant questions in the reporting questionnaire relate to:

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

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

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

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

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

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

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

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

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

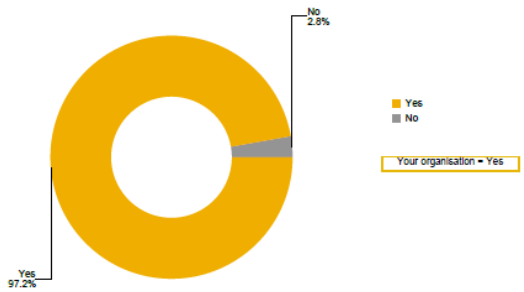
The table also shows the percentages of organisations that selected each of the reasons for not having a formal policy or strategy. The percentages are calculated as follows:

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

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

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

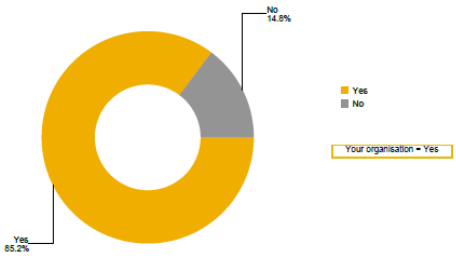
Benchmark 6.2: Grievance processes in sex-based harassment and discrimination prevention policies and strategies



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

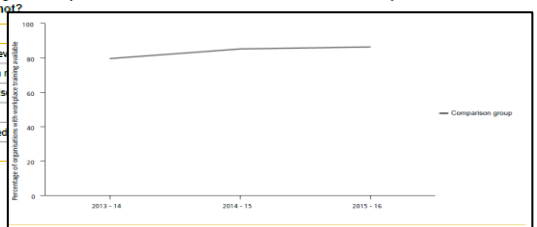
$$\frac{\text{No. of orgs with grievance processes in the policies or strategies}}{\text{No. of orgs with such preventative policies or strategies}} \times 100$$

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



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

Reasons
Currently under dev
Insufficient human r
Don't have expertis
Not a priority
No reason provided
Other



	2013 - 14	2014 - 15	2015 - 16
Your organisation	Yes	Yes	Yes
Comparison group (%)	79.6	85.2	86.4

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

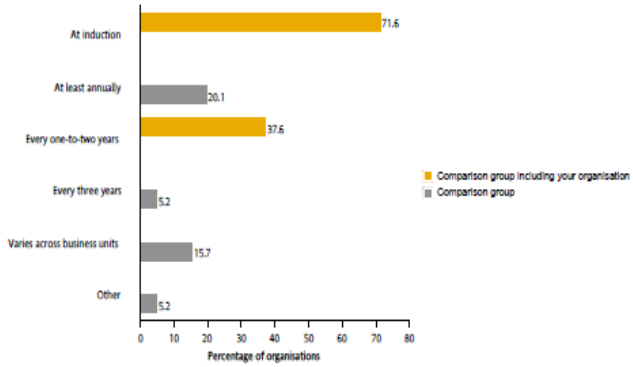
$$\frac{\text{No. of orgs that provide the relevant training}}{\text{All organisations in the comparison group}} \times 100$$

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

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

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

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



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

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

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

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