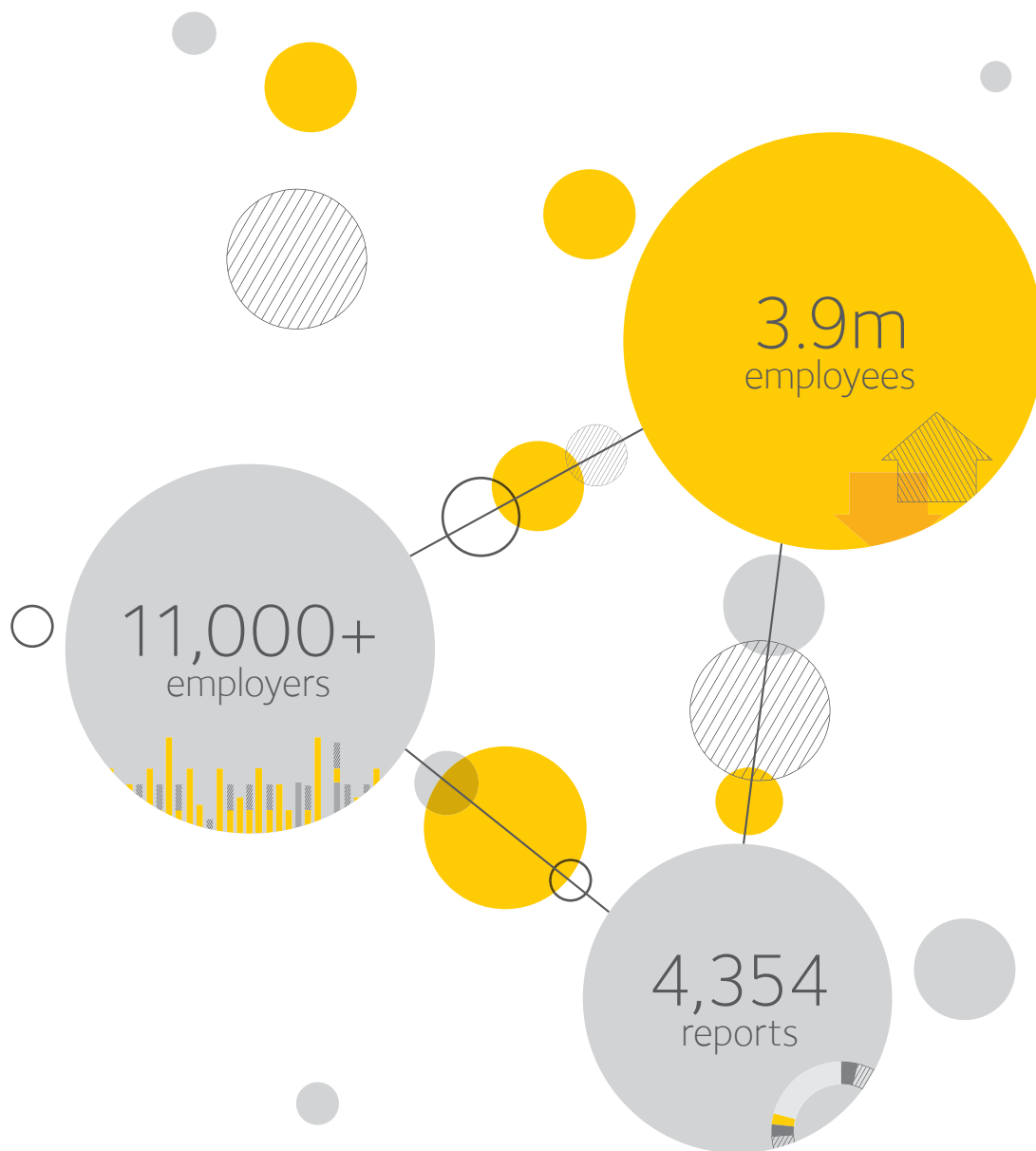


# Australia's gender equality scorecard

Key results from the Workplace Gender Equality Agency's  
2013-14 reporting data

November 2014



# Introduction

Lifting female workforce participation and closing the gap in earnings between women and men is a significant national productivity imperative. At an organisational level, employers increasingly recognise their future growth depends on their ability to maximise the full potential of the best female and male talent.

Dismantling the cultural and structural barriers that limit women’s ability to engage in employment and then progress to leadership roles is central to achieving gender equality. This endgame depends, in part, on employers establishing the strategies and initiatives that are known enablers of gender equality, and then tracking their impact.

This year, reporting to the Workplace Gender Equality Agency has yielded a world-leading dataset that paints the most comprehensive picture of gender equality in workplaces Australia has ever seen. Non-public sector employers with 100 or more employees report to the Agency under six gender equality indicators (GEIs), generating a standardised performance assessment that enables comparisons across industries and organisation sizes.

By analysing this dataset, we are able to benchmark both the representation of women in the leadership pipeline and across occupational categories, and the pay gap that exists within industries, management levels and occupational categories. We can also better understand the practices Australian employers have in place to improve their gender equality performance.

Used to its full potential, this data will be a game-changer. A high-level overview of the data is outlined in this report with a more comprehensive dataset available online at [www.wgea.gov.au](http://www.wgea.gov.au) via a powerful data visualisation tool. Critically, employers will have access to their own customised, confidential benchmark reports that map and track their performance against the comparison group they choose.

What gets measured gets managed. Business, policy-makers and the broader community now have the data to improve understanding of gender equality and put in place measures to address inequities including the long-standing under-representation of women in management and the low representation of men in traditional female-dominated roles and industries.

Table 1: The Agency’s dataset

	Number of reporting organisations	Number of employees	Female employees (%)	Male employees (%)
<b>Accommodation and Food Services</b>	248	173,653	51.2	48.8
<b>Administrative and Support Services</b>	227	196,917	47.3	52.7
<b>Agriculture, Forestry and Fishing</b>	42	22,379	34.8	65.2
<b>Arts and Recreation Services</b>	98	95,105	50.8	49.2
<b>Construction</b>	192	143,259	16.1	83.9
<b>Education and Training</b>	491	381,484	62.5	37.5
<b>Electricity, Gas, Water and Waste Services</b>	51	45,454	24.6	75.4
<b>Financial and Insurance Services</b>	225	267,363	56.1	43.9
<b>Health Care and Social Assistance</b>	539	515,176	80.5	19.5
<b>Information Media and Telecommunications</b>	119	131,697	40.0	60.0
<b>Manufacturing</b>	633	371,937	26.6	73.4
<b>Mining</b>	162	190,171	15.7	84.3
<b>Other Services</b>	130	50,627	49.4	50.6
<b>Professional, Scientific and Technical Services</b>	433	288,272	39.3	60.7
<b>Public Administration and Safety</b>	19	27,405	21.5	78.5
<b>Rental, Hiring and Real Estate Services</b>	63	34,337	43.8	56.2
<b>Retail Trade</b>	293	648,558	59.1	40.9
<b>Transport, Postal and Warehousing</b>	181	207,845	25.9	74.1
<b>Wholesale Trade</b>	208	100,261	35.6	64.4
<b>All Industries</b>	<b>4,354</b>	<b>3,891,900</b>	<b>48.5</b>	<b>51.5</b>

# Key findings – all industries

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The representation of women steadily declines when moving up the management levels, with women comprising only **26.1%** of key management personnel (KMP) positions, and **17.3%** of CEO positions.



**One-third** (33.5%) of employers have no KMPs who are women, and **31.3%** of organisations have no 'other executives / general managers' who are women.



Less than **one in 10** (8.8%) organisations have set a target to lift the number of women around the boardroom table despite only **23.7%** of directorships being held by women, and just **12.0%** of chairs being women.



**19.9%**  
the gender pay gap – full-time base remuneration  
**24.7%**  
the gender pay gap – full-time total remuneration



Only **13.6%** of employers have a strategy for flexible working and only **13.2%** of employers have a strategy to support employees with family or caring responsibilities.



**Less than one in four** employers have conducted a gender remuneration gap analysis to check for potential pay equity issues.



Few employers are taking a strategic whole-of-enterprise approach to gender equality. Only **7.1%** of employers have a standalone overall gender equality strategy.

# GEIs 1 and 2: Gender composition of the workforce

Figure 1: Gender composition of the workforce by employment status

This figure shows the gender composition of the workforce by employment status. It encompasses all industries.

- There are broadly even numbers of female (48.5%) and male (51.5%) employees in the Agency's dataset.
- Full-time employees comprise 57.6% of employees, part-time employees comprise 20.3% and casuals comprise 22.1%.
- Women comprise only 35.8% of full-time employees. They make up 75.3% of part-time employees and 57.2% of casual employees.

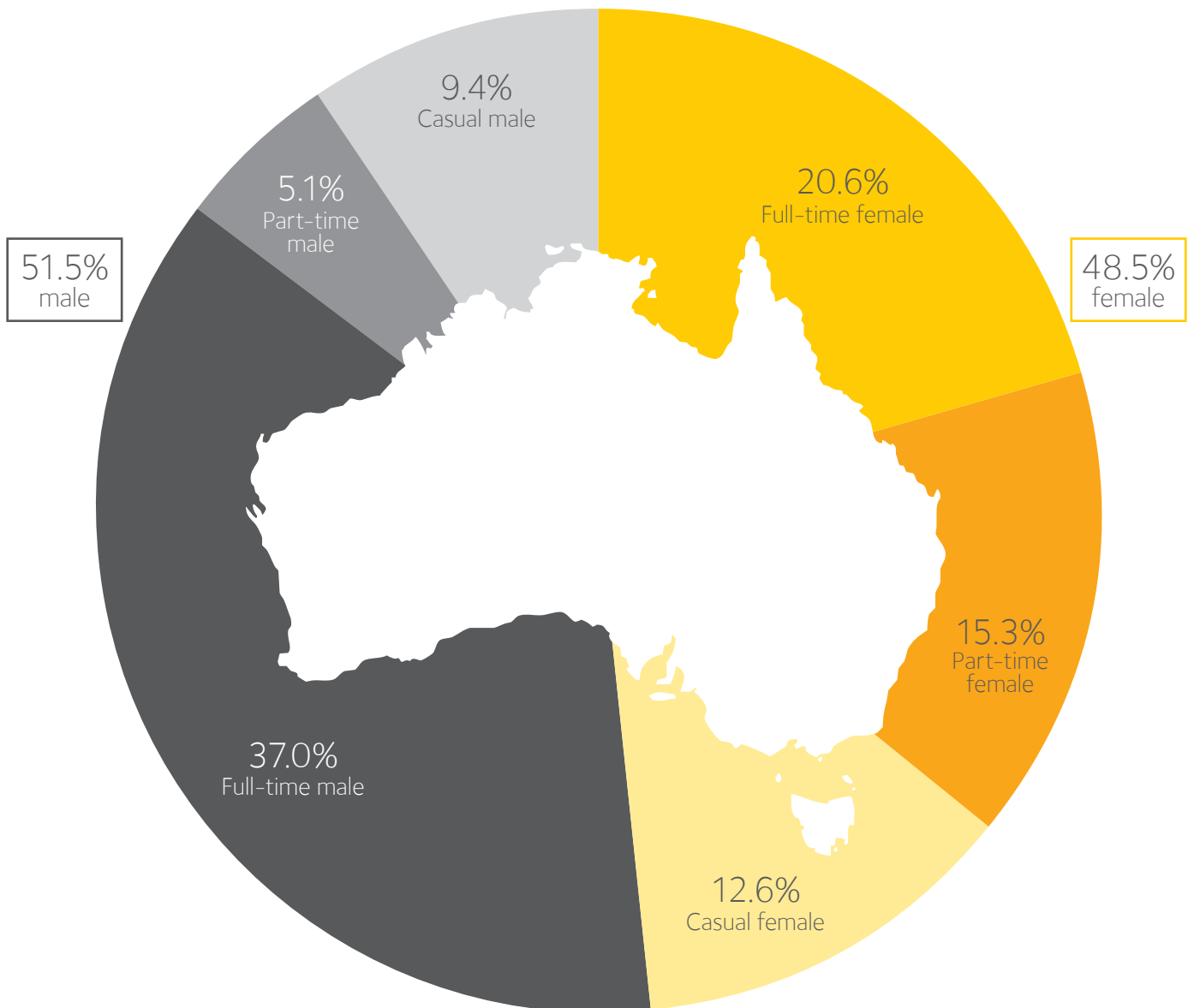


Figure 2: Gender composition of governing bodies / boards, managers and non-managers

This figure shows the gender composition of the workforce by standardised management levels and occupational categories as well as governing bodies / boards across all industries. Grey indicates a male-dominated management level or occupational category while yellow represents a female-dominated management level or occupational category. It is evident that senior management levels and governing bodies / boards are male-dominated.

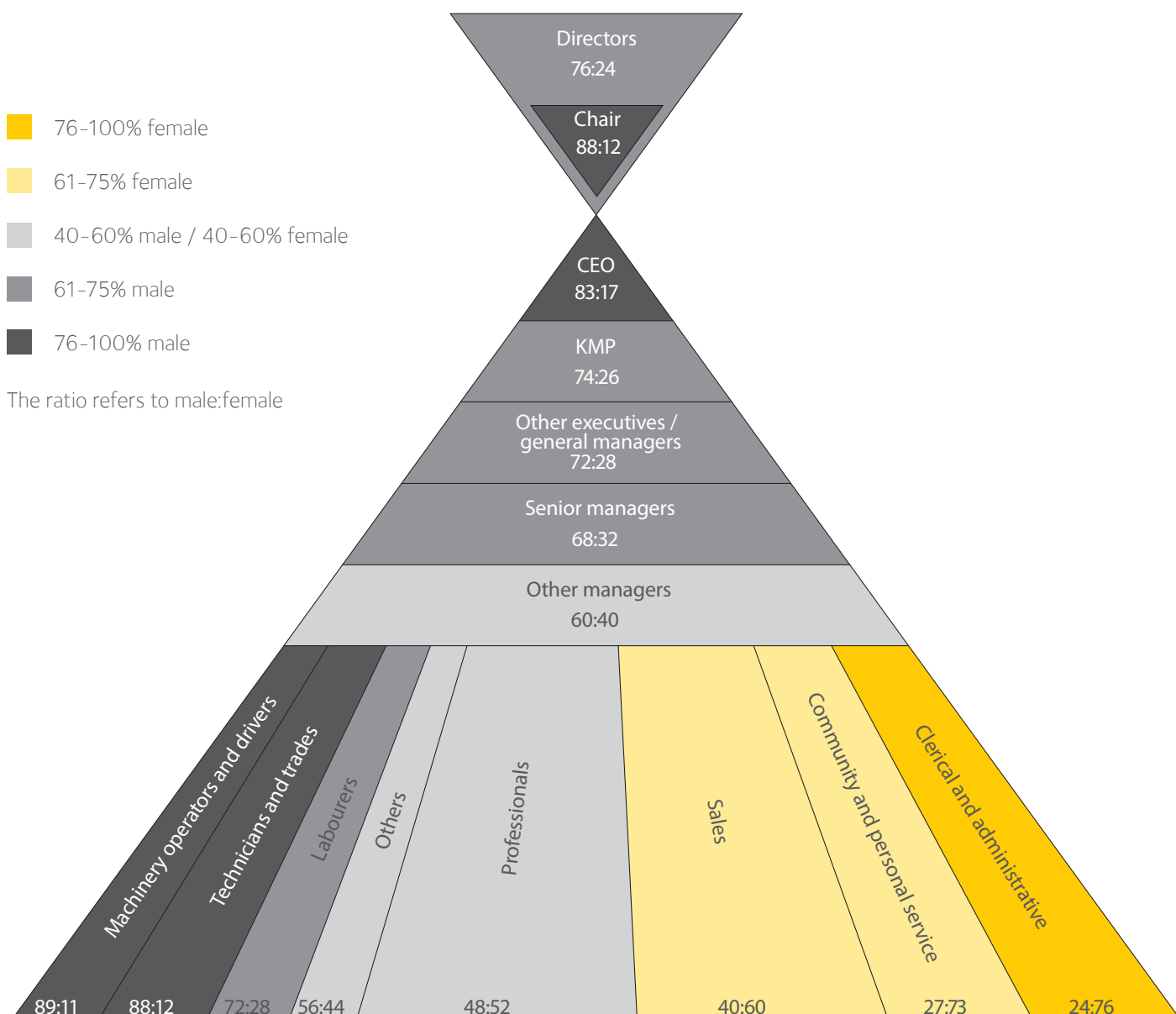


Table 2: Representation of women by industry: non-managers, managers, all employees

- Health Care and Social Assistance is the most female-dominated industry (80.5%) followed by Education and Training (62.5%).
- Mining and Construction have the least women (84.3% and 83.9% male).
- Health Care and Social Assistance has the highest proportion of female managers (69.3%) followed by Administrative and Support Services (49.8%).
- Construction has the smallest proportion of female managers (10.8%).

	All female non-managers (%)	All female managers (%)	All employees (managers and non-managers) (%)
Accommodation and Food Services	51.7	47.7	51.2
Administrative and Support Services	47.2	49.8	47.3
Agriculture, Forestry and Fishing	36.9	16.7	34.8
Arts and Recreation Services	52.1	32.2	50.8
Construction	16.8	10.8	16.1
Education and Training	64.0	48.4	62.5
Electricity, Gas, Water and Waste Services	25.4	19.8	24.6
Financial and Insurance Services	60.1	37.3	56.1
Health Care and Social Assistance	81.2	69.3	80.5
Information Media and Telecommunications	41.1	31.0	40.0
Manufacturing	27.3	21.2	26.6
Mining	15.9	14.0	15.7
Other Services	50.6	39.5	49.4
Professional, Scientific and Technical Services	40.9	30.9	39.3
Public Administration and Safety	21.8	16.9	21.5
Rental, Hiring and Real Estate Services	46.4	32.5	43.8
Retail Trade	60.1	46.3	59.1
Transport, Postal and Warehousing	26.1	23.7	25.9
Wholesale Trade	38.1	22.3	35.6
<b>All Industries</b>	<b>50.0</b>	<b>35.9</b>	<b>48.5</b>

## Women on governing bodies / boards

- Just under one in four (23.7%) directors, including chairs, are female.
- 12.0% of chairs are female.
- 38.2% of employers have a selection policy or strategy for their governing body / board.
- 8.8% of employers have set a governing body/board gender composition target.

## Women in management

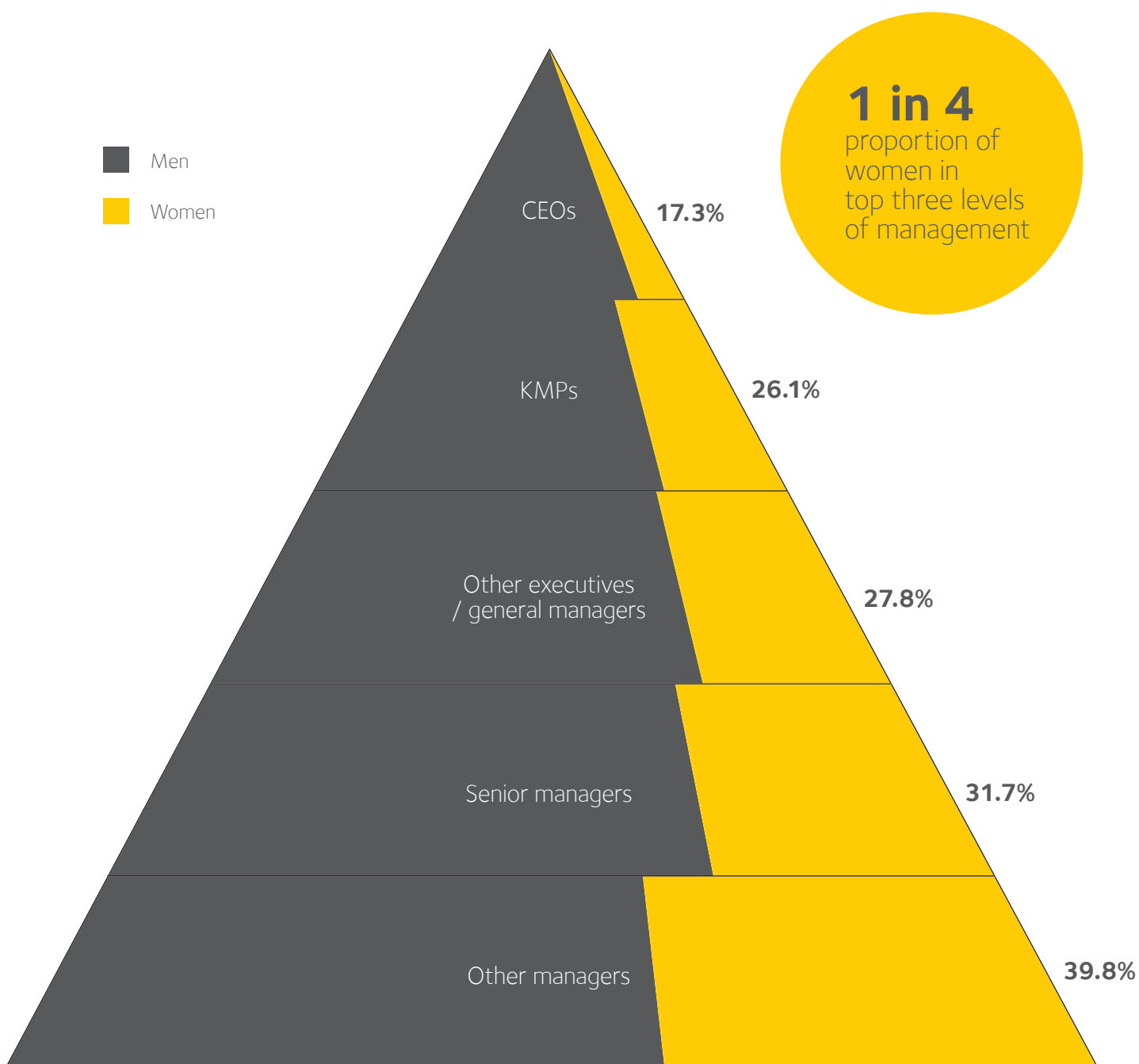


Table 3: Women in management categories by industry

In this table, a yellow arrow depicts where the representation of women increases from the previous management level.

Every industry shows a decline in the representation of women from the KMP to CEO level. Electricity, Gas, Water and Waste Services showing the largest decrease, while Education and Training is the most successful at progressing women from KMP to CEO level.

	Other managers (%)	Senior managers (%)	Other executives/ general managers (%)	KMP (%)	CEO (%)		
<b>Accommodation and Food Services</b>	51.5	39.9	33.0	30.0	14.1		
<b>Administrative and Support Services</b>	56.3	41.8	32.7	31.3	20.9		
<b>Agriculture, Forestry and Fishing</b>	18.4	15.5	9.9	→	15.1	2.5	
<b>Arts and Recreation Services</b>	34.9	32.2	29.0		22.5	4.9	
<b>Construction</b>	10.1	→	12.3	12.0	→	13.6	3.6
<b>Education and Training</b>	54.1	43.1	→	44.3	41.4	35.8	
<b>Electricity, Gas, Water and Waste Services</b>	20.5	19.3	→	19.9	16.2	0.0	
<b>Financial and Insurance Services</b>	41.8	31.8		27.4	24.2	4.4	
<b>Health Care and Social Assistance</b>	75.9	64.9		58.3	49.6	36.5	
<b>Information Media and Telecommunications</b>	33.4	28.2		26.7	24.6	9.2	
<b>Manufacturing</b>	23.0	21.2		17.1	15.8	4.9	
<b>Mining</b>	14.8	13.8		11.1	→	12.2	2.7
<b>Other Services</b>	45.1	40.4		31.2	→	32.3	20.4
<b>Professional, Scientific and Technical Services</b>	35.3	27.9		24.6	21.4	9.7	
<b>Public Administration and Safety</b>	15.8	→	20.0	13.5	→	22.3	11.1
<b>Rental, Hiring and Real Estate Services</b>	40.1	24.6		22.2	15.8	1.5	
<b>Retail Trade</b>	48.7	40.6		30.0	25.3	14.7	
<b>Transport, Postal and Warehousing</b>	25.9	20.7		16.9	→	17.5	6.7
<b>Wholesale Trade</b>	24.0	22.6		13.9	→	18.0	5.6
<b>All Industries</b>	<b>39.8</b>	<b>31.7</b>	<b>27.8</b>	<b>26.1</b>	<b>17.3</b>		

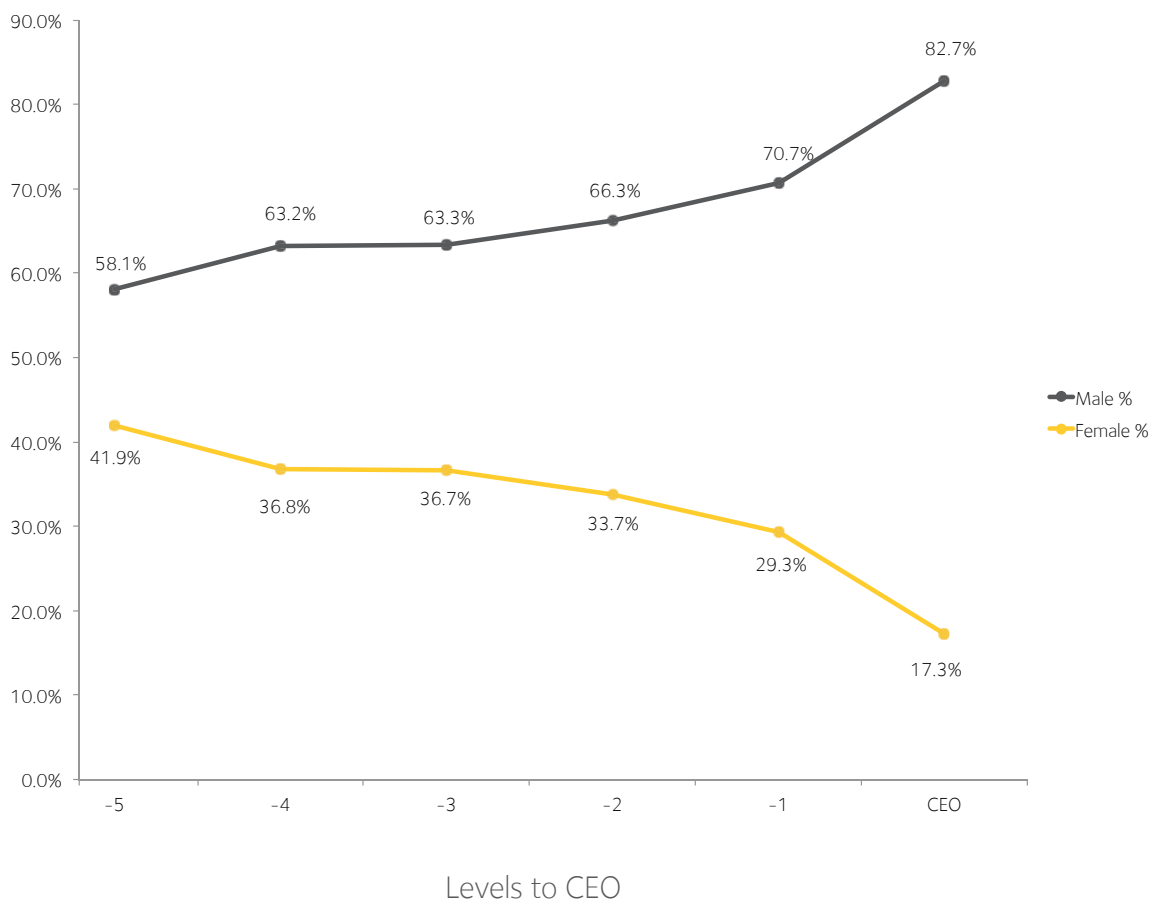
Table 4: Women in management by organisation size

The table below shows female representation by management level and organisation size. There are only two areas where the representation of women increases from the previous management level, indicated by the yellow arrows.

Number of employees	Other managers (%)	Senior managers (%)	Other executives / general managers (%)	KMP (%)	CEO (%)
0-249	40.7	34.9	29.5	28.0	16.2
250-499	37.7	30.9	27.4	27.5	13.8
500-999	40.2	30.3	25.8	23.6	14.1
1000+	38.4	30.3	27.6	24.0	24.5
5000+	41.1	32.7	28.5	25.6	12.7

Chart 1: Gender composition by reporting level from the CEO<sup>1</sup>

Another way of measuring progression through management levels is by reporting level to the CEO. The chart below shows that the proportion of women declines in management levels that are closer to CEO level, with women comprising less than 30% of CEOs' direct reports (-1 level).



<sup>1</sup>In this chart, -5 represents 5 levels from the CEO, -1 represents a direct report of the CEO.

# Women in non-manager positions

Table 5: Women in non-manager positions by industry

- For non-managers, the most male-dominated occupational categories are machinery operators and drivers (89.2% male), technicians and trades (88.2% male), and labourers (72.0% male).
- The occupational categories that are the most female-dominated are clerical and administrative (75.6% female), community and personal services (73.5% female), and sales (59.7% female).
- Australia has a broadly equal balance of women and men who are professionals at the non-manager levels.
- Mining and Electricity, Gas, Water and Waste Services employ a high proportion of female professionals compared to their proportion of all female employees.

	All employees (managers and non-managers)	Professionals	Technicians and trades	Community and personal service	Clerical and administrative	Sales	Machinery operators and drivers	Labourers	Others	All categories of non-managers
Accommodation and Food Services	51.2	51.9	23.0	57.0	77.5	50.1	12.1	47.1	54.7	51.7
Administrative and Support Services	47.3	44.7	12.3	70.8	74.2	67.7	15.3	38.3	48.5	47.2
Agriculture, Forestry and Fishing	34.8	36.1	16.1	77.8	84.5	28.7	16.0	38.8	46.5	36.9
Arts and Recreation Services	50.8	43.9	16.1	57.8	70.9	66.4	12.5	32.9	47.1	52.1
Construction	16.1	23.9	2.6	56.5	73.6	33.7	4.1	10.5	15.6	16.8
Education and Training	62.5	62.0	26.0	76.9	76.3	82.5	19.0	32.9	55.4	64.0
Electricity, Gas, Water and Waste Services	24.6	34.4	3.9	72.7	71.4	46.9	3.0	10.6	8.7	25.4
Financial and Insurance Services	56.1	49.5	20.0	76.0	73.5	66.8	31.0	18.7	66.3	60.1
Health Care and Social Assistance	80.5	83.1	61.4	83.4	88.5	75.0	18.8	51.8	63.1	81.2
Information Media and Telecommunications	40.0	37.5	12.7	52.3	68.3	51.5	25.7	42.1	40.8	41.1
Manufacturing	26.6	32.8	7.6	68.9	71.5	42.3	14.7	23.8	33.5	27.3
Mining	15.7	25.5	4.6	39.1	75.8	26.2	9.5	5.6	18.0	15.9
Other Services	49.4	54.0	11.6	46.4	80.3	69.3	6.1	29.0	58.8	50.6
Professional, Scientific and Technical Services	39.3	37.0	16.3	56.4	81.4	47.6	6.5	35.1	47.0	40.9
Public Administration and Safety	21.5	21.8	12.0	19.4	65.8	17.7	9.9	28.8	23.5	21.8
Rental, Hiring and Real Estate Services	43.8	49.6	12.6	68.1	75.0	48.0	1.1	28.6	23.8	46.4
Retail Trade	59.1	50.7	8.3	75.6	76.6	63.4	18.9	31.1	34.5	60.1
Transport, Postal and Warehousing	25.9	27.3	7.9	63.0	61.7	58.6	6.2	12.9	22.7	26.1
Wholesale Trade	35.6	41.5	10.2	70.4	71.9	41.9	19.4	30.1	26.6	38.1
<b>All Industries</b>	<b>48.5</b>	<b>51.7</b>	<b>11.8</b>	<b>73.5</b>	<b>75.6</b>	<b>59.7</b>	<b>10.8</b>	<b>28.0</b>	<b>43.9</b>	<b>50.0</b>

# GEI 3: Equal remuneration between women and men

## Gender pay gaps<sup>2</sup>

The gender pay gap is the difference between average male full-time earnings and average female full-time earnings expressed as a percentage of male earnings.

- Women's average base remuneration<sup>3</sup> across all industries and occupations is 19.9% less than men's.

- Women's average total remuneration<sup>4</sup> across all industries and occupations is 24.7% less than men's.
- The highest base and total remuneration gender pay gaps are in Financial and Insurance Services (28.4% and 36.1% respectively).

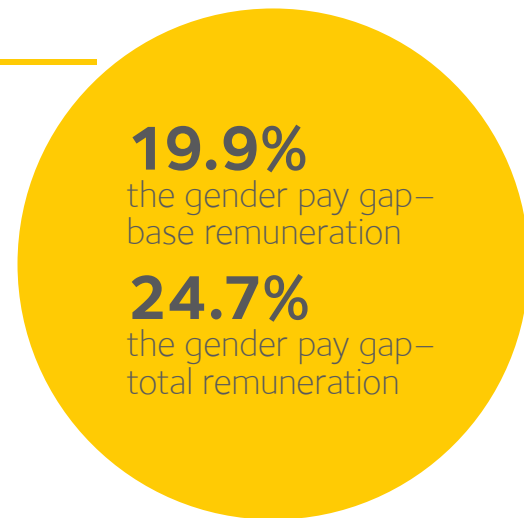
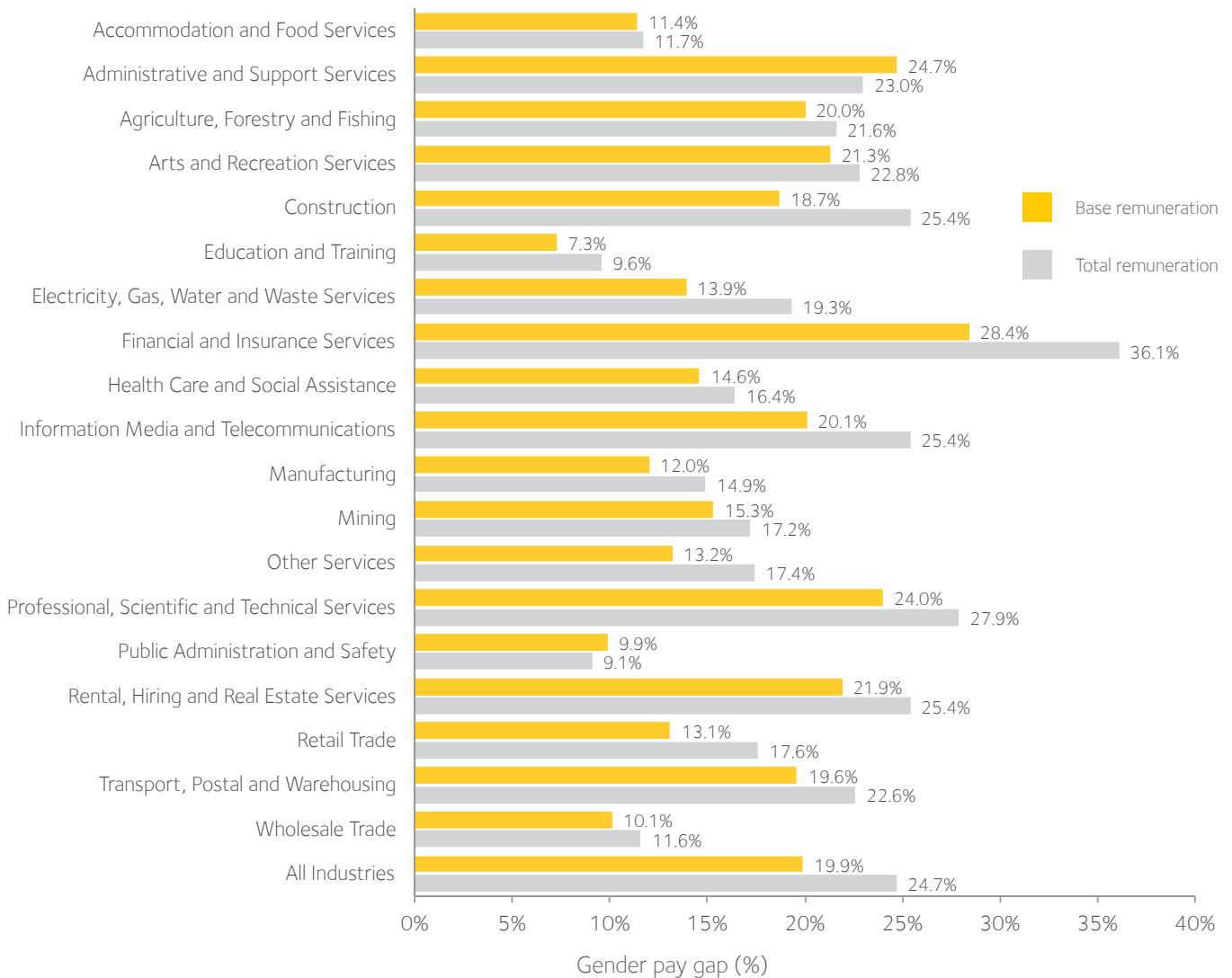


Chart 2: Gender pay gaps by industry



<sup>2</sup>All gender pay gaps in this section are based on full-time employees only, excluding CEOs.

<sup>3</sup>Base remuneration is base salary, including salary sacrificed items, but excluding allowances, superannuation and any other additional payments.

<sup>4</sup>Total remuneration is base salary plus additional benefits whether payable directly or indirectly, including bonus payments, superannuation, discretionary pay, overtime and other allowances.

# Actions taken by employers on pay equity

- Less than one quarter (24.0%) of organisations have undertaken a gender pay gap analysis.
- Larger organisations are more likely to have undertaken a gender pay gap analysis as highlighted in Chart 3.
- 48.9% of employers have a remuneration strategy or policy but only 18.1% of employers have pay equity objectives included as part of a remuneration strategy or policy.

Chart 3: Organisations that have undertaken a gender remuneration gap analysis by organisation size

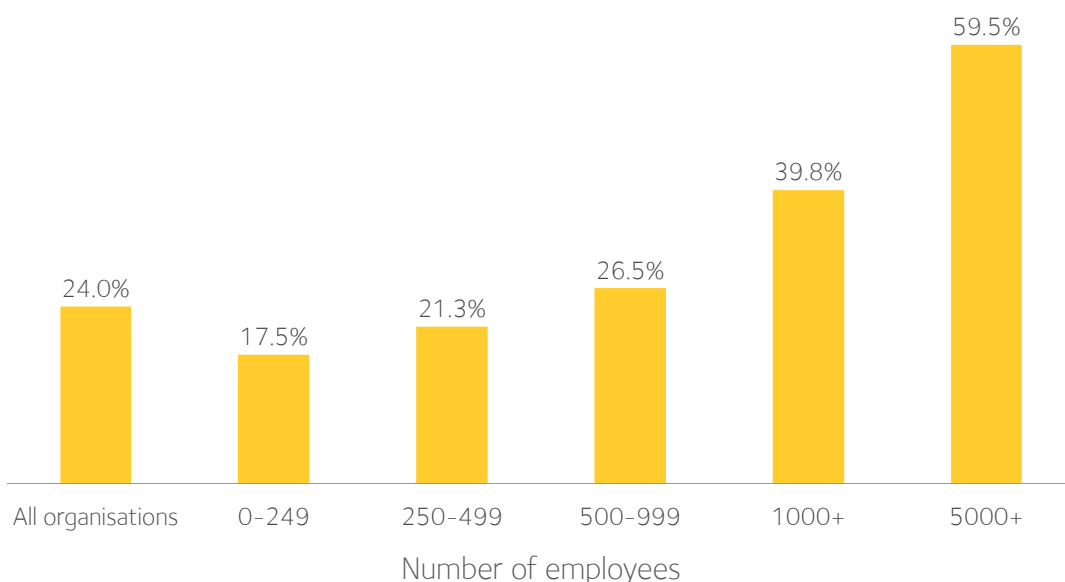
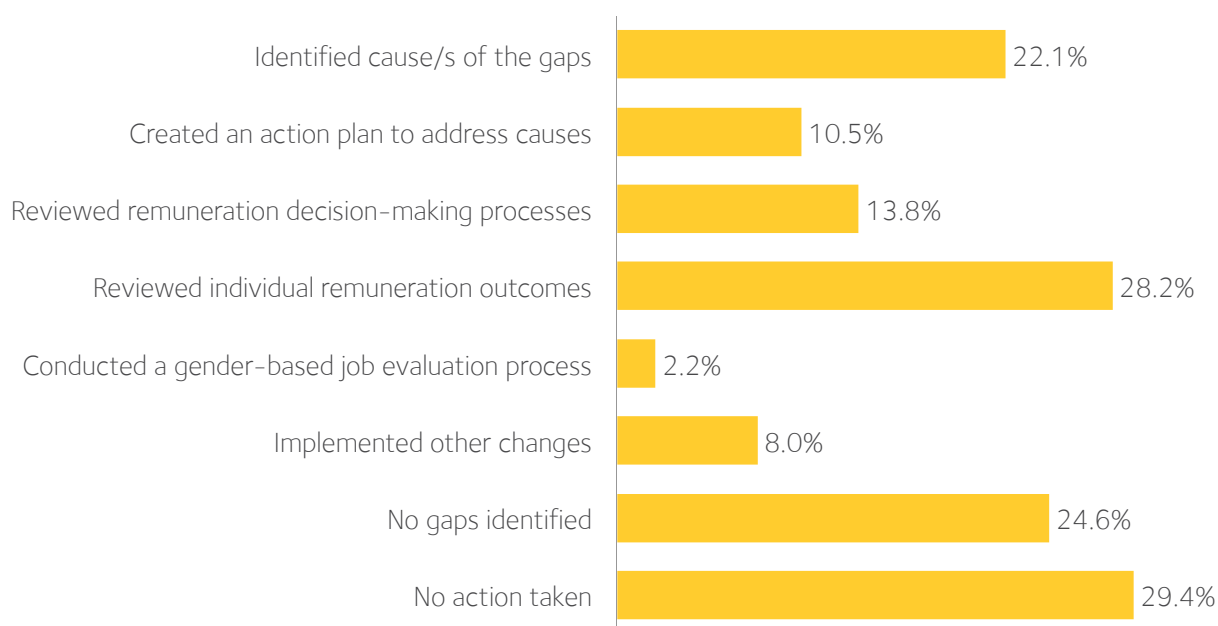


Chart 4: Types of actions taken resulting from a gender remuneration gap analysis

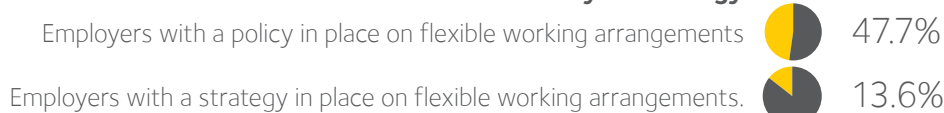
Where an organisation had undertaken a gender remuneration gap analysis, the most common action taken was a review of individual remuneration outcomes.



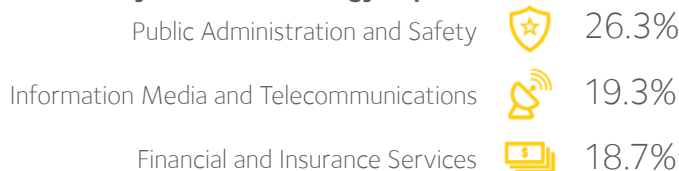
# GEI 4: Flexible working and support for employees with family or caring responsibilities

## Flexibility

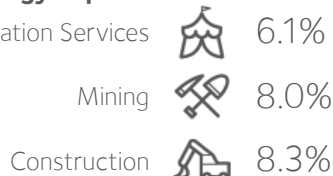
### Policy or strategy



### Industries where employers are most likely to have a strategy in place

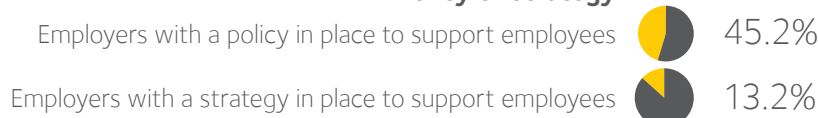


### Industries where employers are least likely to have a strategy in place

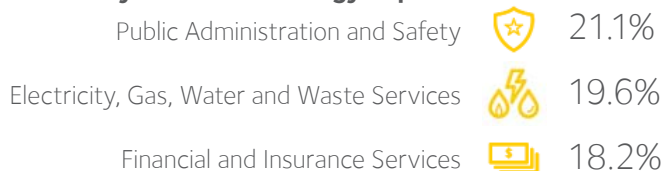


## Family and caring responsibilities

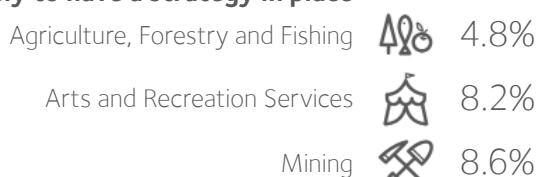
### Policy or strategy



### Industries where employers are most likely to have a strategy in place



### Industries where employers are least likely to have a strategy in place



## Paid parental leave

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### **Paid parental leave in addition to government scheme**

Employers offering leave for primary carers 48.5%

Employers offering leave for secondary carers of at least one week 35.7%

### **Industries where employers are most likely to offer paid parental leave for primary carers**

Education and Training 86.4%

Electricity, Gas, Water and Waste Services 86.3%

Financial and Insurance Services 75.1%

### **Industries where employers are most likely to offer paid parental leave for secondary carers, one week or more**

Electricity, Gas, Water and Waste Services 80.4%

Education and Training 70.7%

Financial and Insurance Services 63.1%

## Domestic violence initiatives

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### **Employers offering support to employees experiencing family or domestic violence**

Policy or strategy in place 32.2%

### **Other measures to assist employees experiencing family or domestic violence**

Employee assistance program 63.4%

Access to leave 48.6%

Training of human resources (or other) staff 12.5%

Other measures 13.4%

## GEI 5:

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

- 47.6% of employers consult with employees in relation to gender equality matters.
- Exit interviews were the most common form of consultation (43.4%) followed by survey (43.2%).

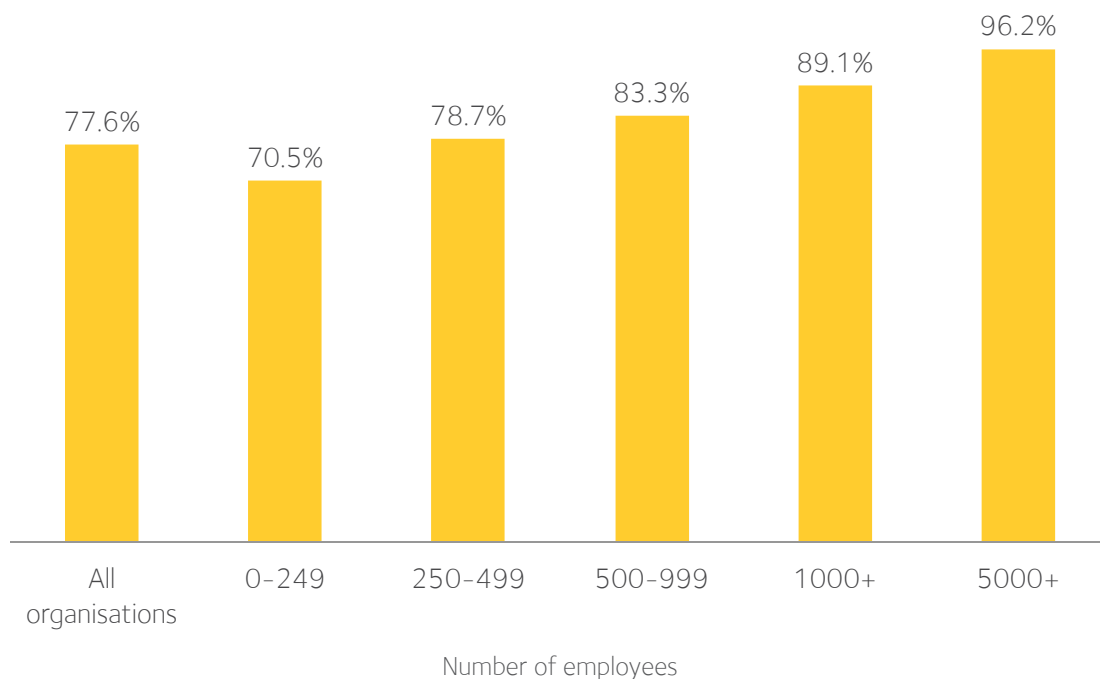
## GEI 6:

# Prevention of sex-based harassment and discrimination

- 96.1% of employers have a policy or strategy on prevention of sex-based harassment and discrimination.
- 77.6% of employers provide training to managers on prevention of sex-based harassment and discrimination.
- 96.2% of those employers with a policy or strategy on prevention of sex-based harassment and discrimination have a grievance process included as part of that policy or strategy.
- Large employers are more likely to train managers on prevention of sex-based harassment and discrimination as highlighted in Chart 5.



Chart 5: Employers that train managers on prevention of sex-based harassment and discrimination by organisation size



# About the Agency's dataset

This is the first summary report based on new standardised gender reporting to the Workplace Gender Equality Agency.

Under the *Workplace Gender Equality Act 2012* (the Act), non-public sector employers with 100 or more employees must submit a report annually to the Agency against six gender equality indicators:

- GEI 1: gender composition of the workforce
- GEI 2: gender composition of governing bodies of relevant employers
- GEI 3: equal remuneration between women and men
- GEI 4: availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
- GEI 5: consultation with employees on issues concerning gender equality in the workplace
- GEI 6: sex-based harassment and discrimination.

The Agency's dataset is based on 4,354 reports submitted on behalf of over 11,000 employers in accordance with the Act for reporting period 1 April 2013 to 31 March 2014.

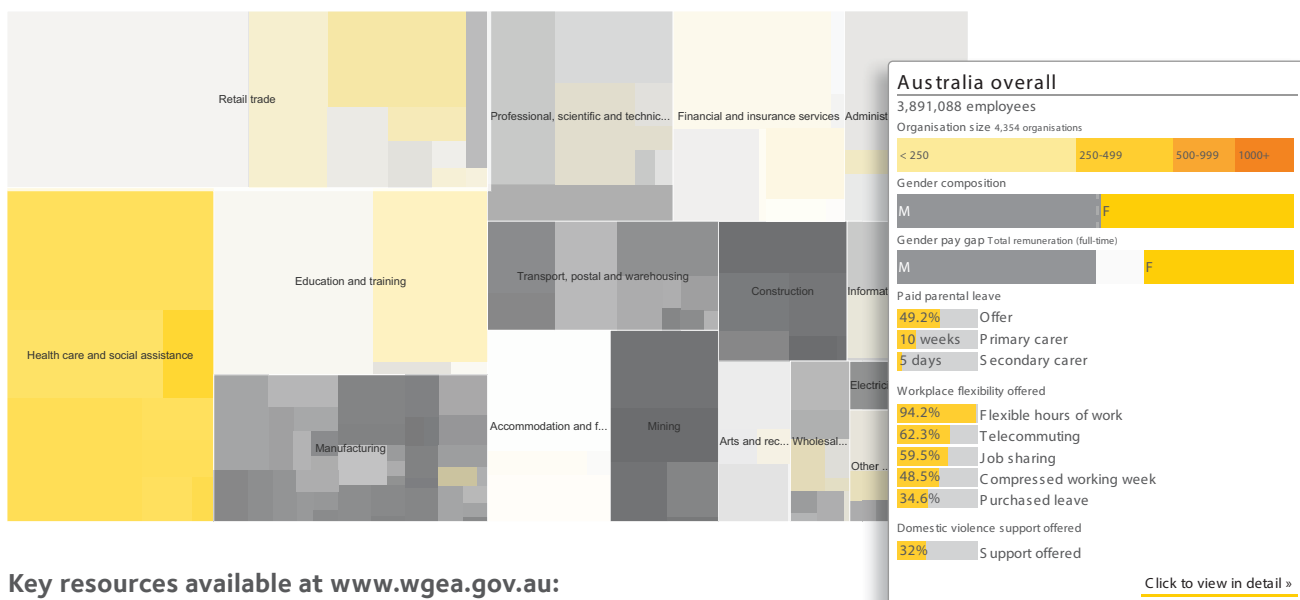
The Agency dataset covers 3.9 million employees across Australia – one-third of Australia's total labour force.

## Learn more...

Visit [www.wgea.gov.au](http://www.wgea.gov.au) to explore the data contained in this summary report in more detail through a data visualisation, pictured below. A comprehensive dataset can also be accessed via [www.data.gov.au](http://www.data.gov.au).

From the Agency's website, you can also view the public reports of reporting organisations.

Reporting organisations can access their customised confidential benchmark reports via [www.wgea.gov.au](http://www.wgea.gov.au) by logging into the online portal using their AUSkey, where they can choose up to 12 comparison groups with which to compare their organisation's performance. The *Benchmark insights guide* will help interpret the results in these benchmark reports and the *Benchmark technical user manual* contains details on the Agency dataset, how the data was collected, and how the calculations in benchmark reports have been made.



### Key resources available at [www.wgea.gov.au](http://www.wgea.gov.au):

- The *Gender strategy toolkit* provides a framework for achieving gender equality in workplaces, leveraging an organisation's benchmark report.
- The *Guide to gender pay equity* outlines six steps to improving pay equity in workplaces, and is accompanied by a gender pay gap calculator.
- The *Gender target-setting toolkit* which assists organisations to set targets.