Evaluating the Gender Pay Gap in Your Organisation:

A Guiding Resource

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Acknowledgement of Country

Women's Health in the South East acknowledges Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and the Traditional Custodians of the lands, waterways and skies where we work, live and play. We celebrate that this is the oldest continuous living culture in the world, and that sovereignty was never ceded. This always was, and always will be, Aboriginal land.

Who are we?

Women's Health in the South East (WHISE) is the regional women's health service for the Southern Metropolitan Region. WHISE is a not-for-profit organisation that focuses on empowering women.

We work to improve the health and wellbeing of women in our region by providing health information and education to governments, organisations, education providers, and community groups.

Our team of health promotion professionals work to promote gender equality, sexual and reproductive health, mental health and wellbeing and the prevention of violence against women.

Introduction

The gender pay gap in Victoria has always been an issue that prevents women and gender diverse people achieving equality. The introduction of the Gender Equality Act 2020 and the establishment of Victoria's first Commission for Gender Equality in the Public Sector has meant that the public sector, councils and universities (known as defined entities [1]), now have a legal obligation to promote gender equality in their policies, programs and services and take action to achieving workplace gender equality.

One component of this is to report against their gender pay gap.

Since its establishment, defined entities have been on a learning journey to understand and complete their first workplace gender audit [2] which included data from 1 July, 2020 to 30 June, 2021. Organisations are still learning and question what factors are influencing their gender pay gap and what they can do to examine this.

This guide will support defined entities to evaluate their own gender pay gap and identify areas for improvement using data from the first workplace gender audit and subsequent progress audits.

The Commission requires defined entities to report against two forms of data [3]

1. Workplace data which comes from your defined entity's payroll/HR systems. The data is recorded in a reporting template provided by the Commission.
2. Employee experience data which is collected from your employees through the People Matter Survey. The People Matter Survey is independently run by the Victorian Public Sector Commission who hosts the survey and reports the de-identified data to the Commission for Gender Equality in the Public Sector.

Both forms of data will be included in this guide.

What is the gender pay gap?

Workplace Gender Equality Agency (WGEA) define the gender pay gap as "a measure of how we value the contribution of men and women in the workforce. Expressed as a percentage or a dollar figure, it shows the difference between the average earnings of women and men." [4]

In Australia, the gender pay gap does not refer to equal pay for performing the same role or work of equal value. This has been a legal requirement since 1969. Rather, the gender pay gap shows "the difference between the average pay of women and men across organisations, industries and the workforce as a whole." [5]

Therefore, in your own organisation, the gender pay gap is an indicator of the difference (or gap) between the average remuneration of women and men across the entire organisation, including the CEO.

Closing the gender pay gap is not only important for Australia's economic future but also for achieving gender equality.

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[1] The Commission for Gender Equality in the Public Sector states that a defined entity is an organisation that has 50 or more employees and includes public service bodies, public entities, special bodies, local councils, universities, Court Services Victoria, Office of Public Prosecutions. Please visit <https://www.genderequalitycommission.vic.gov.au/defined-entities-under-gender-equality-act>.

[2] To read more about workplace gender audits and the data, please visit <https://www.genderequalitycommission.vic.gov.au/workplace-gender-auditing-2021>.

[3] Ibid.

[4] Workplace Gender Equality Agency n.d. What is the gender pay gap?, accessed 23 November 2023, <https://www.wgea.gov.au/the-gender-pay-gap>.

[5] Ibid.

What influences the gender pay gap?

The gender pay gap is commonly influenced by a number of factors, including (but not limited to):

- Conscious and unconscious discrimination and bias in hiring and pay decisions.
- Women and men working in different industries and different jobs, with female-dominated industries and jobs attracting lower wages.
- Lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles.
- High rates of part-time work for women.
- Women's greater time out of the workforce for caring responsibilities impacting career progression and opportunities.
- Women's disproportionate share of unpaid caring and domestic work.
- Hostile work environments due to workplace sexual harassment impacting job performance.

These factors correspond with the seven workplace gender equality indicators.

- Gender composition at all levels of the workforce
- Gender composition of governing bodies
- Gender pay equity
- Workplace sexual harassment
- Recruitment and promotion
- Leave and flexibility
- Gendered work segregation

These indicators are set out in the Gender Equality Act 2020 and relate to key areas where workplace gender inequality persists. As part of your workplace gender audit, you are required to report data against each of these indicators to demonstrate where your organisation is making progress towards gender equality.

Progress within each indicator will mean progress towards closing your organisation's gender pay gap.

Salary versus remuneration

The Commission for Gender Equality in the Public Sector Insights Portal provides data insights for the mean/median total remuneration pay gap and the mean/median base salary pay gap. What is this difference between salary and remuneration?

- Salary represents the base compensation for a job and does not include additional forms of compensation.
- Remuneration is a broader category that encompasses all forms of compensation and benefits received by an employee for their work.

Total remuneration pay gap can provide a more comprehensive picture of compensation disparities than the base salary pay gap.

Mean versus median total remuneration pay gap

The Insights Portal also provides the mean and median total remuneration pay gap. What is the difference between mean and median?

- The mean total remuneration pay gap calculates the pay gap by adding up the salaries and compensation of all employees and dividing that number by the total number of employees.
- The median total remuneration pay gap is calculated using the remuneration figure that falls into the middle when all employee's remuneration is lined up from smallest to largest.

Figure 1 is taken from the Workplace Gender Equality Agency (WGEA) and shows the difference between mean and median pay gaps.
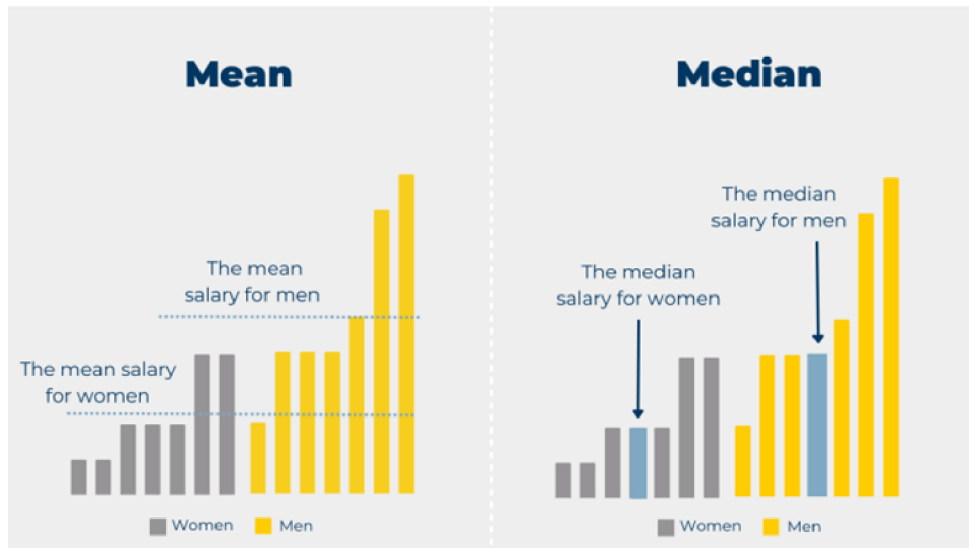

Figure 1. Mean vs median pay gap. Source: WGEA.[6]

The pay gap figures produced by the Commission for Gender Equality in the Public Sector includes the CEO and other executive position remunerations which are much larger than other employees. The mean and median pay gap figures will therefore tell a different story.

- The median total remuneration pay gap is not affected by outliers (i.e., much higher remunerations) as it focuses on the middle value. It will therefore provide a picture of the typical experience of employees in the workforce. For instance, if there is a large median total remuneration pay gap, it suggests that women are earning less than men at the mid-point of the remuneration distribution.
- The mean total remuneration pay gap, however, is sensitive to outliers as higher salaries can skew the mean upwards. Given that disproportionately more men are typically in high-paying roles, this pay gap figure is also an important indicator of gender equality (or inequality) in your organisation.

Applying an intersectional lens to the gender pay gap

When examining the gender pay gap, it is not enough to only turn a spotlight on gender alone. It is important to understand how other forms of structural inequality and discrimination intersect with gender inequalities to exacerbate the gender pay gap. To do this, we need to apply an intersectional lens.

Intersectionality recognises that people's lives are shaped by their identities, relationships and social factors. These combine to create intersecting forms of privilege or oppression, depending on a person's context and existing power structures, such as, patriarchy, ableism, colonialism, imperialism, homophobia and racism.[7]

Intersectionality reminds us that gender is not experienced in the same way by everyone. For instance, our age, gender identity, life stage, ability, sexuality, indigeneity, race, ethnicity, class, religious beliefs, family, geographical location and profession can all change our perceptions of gender as well as the way our gender is perceived and treated by law, policy, institutions and others (see Figure 2). An intersectional approach helps us to focus on the intersecting and interlinking forms of discrimination and oppression.[8] All of which contribute to the gender pay gap.

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[6] Workplace Gender Equality Agency, 2023, How to calculate a gender pay gap, accessed 7 September 2023, <https://www.wgea.gov.au/pay-and-gender/how-to-calculate-gender-pay-gap>.

[7] Guidroz, K, & Berger, MT 2009. 'A conversation with founding scholars of intersectionality Kimberlé Crenshaw, Nira Yuval-Davis, and Michelle Fine', in MT Berger & K Guidroz (eds), The intersectional approach: Transforming the academy through race, class, and gender, University of North Carolina Press, pp. 61-78.

[8] Chen, J 2017. Intersectionality Matters: A guide to engaging immigrant and refugee communities in Australia, Multicultural Centre for Women's Health, Melbourne.
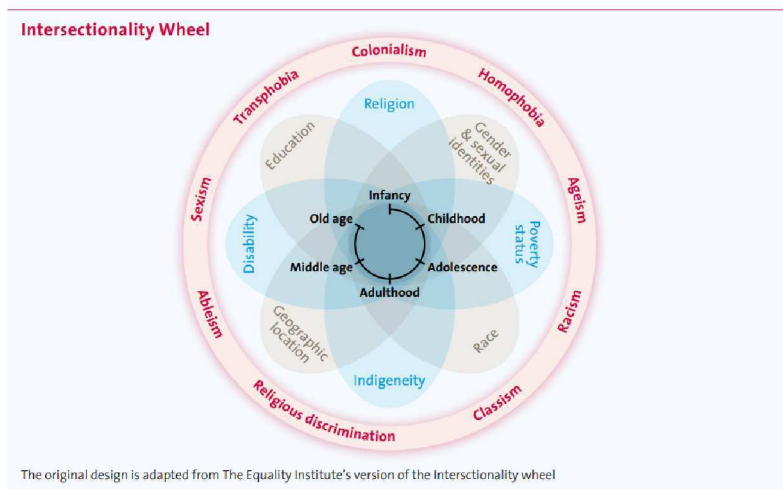
Figure 2. Intersectionality wheel. Source: UN Women.[9]

Throughout this guide, there will be prompts to apply an intersectional lens to the indicators by examining the often invisible overlapping identities and experiences of your employees; and how these may be reinforced by systems, policies, structures and organisational cultures.

Language and terminology used in this guide

In this guide, we have chosen to use the terms and language that are included in the workplace gender audit reporting template and the People Matter Survey data exports. While the language is not always aligned with best practice, we felt that this approach would increase ease of navigating the data while using this guide.

The workplace gender audit reporting template includes four gender identity categories: woman, man, self-described, and prefer not to say. The People Matter Survey includes three gender identity categories: woman, man, and other. The 'self-described' and 'other' categories include non-binary and gender diverse identities, and people who use a different term.

WHISE fully recognises that these categories are not a single homogenous group of people, but this is a category that has been created to capture a wide range of people with diverse genders. Best practice evaluation should consider these diverse groups separately, as people of different genders who have unique experiences. Indeed, research advocates for separate analyses of these groups so as to not homogenise their experiences.

However, the number of people who identify with diverse gender identities in HR systems and the People Matter Survey are typically small. So, to protect the anonymity of your colleagues and provide a more robust statistical analysis, the Commission includes these small numbers of people in one group.

It is hoped that with improved workplace cultures and stronger data capturing systems, there will be more people who feel safe and secure to share their gender identity so that diverse and non-binary gender identities can be evaluated separately.

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[9] UN Women 2021. Intersectionality resource guide and toolkit, accessed 30 November 2023, <https://www.unwomen.org/sites/default/files/2022-01/Intersectionality-resource-guide-and-toolkit-en.pdf>.

Structure of the guide

This guide will be divided into the seven workplace gender equality indicators. For each indicator, there will be:

- A description of what the indicator means and what it measures.
- Some examples of how the indicator influences the gender pay gap (except for indicator 3 – gender pay equity).
- What data to examine in:
    - Your workplace data contained in the Commission's reporting template
    - People Matter Survey data – organisation export
    - People Matter Survey data – demographic export

It is recommended that organisations examine their workplace gender audit data following each progress report to track progress and changes that have occurred since the development and implementation of their Gender Equality Action Plan (GEAP).

At the end, there is an example of how to tell a story with your data. For this example, dummy data for workplace sexual harassment (indicator 4) has been used.

Indicator 1: Gender composition at all levels of workforce

The Commission for Gender Equality in the Public Sector provides the following description for this indicator:[10]

"Women are often underrepresented in leadership roles, and overrepresented in lower-level roles. This contributes to the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels.

By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women into senior roles."

Outcomes from this indicator are linked to and inform the other six workplace gender equality indicators.

How it influences the gender pay gap

Leadership and management roles

Women are often underrepresented in leadership and management positions, which tend to have higher salaries. This lack of female representation at the top of the corporate hierarchy can contribute to the gender pay gap, as men are more likely to occupy these higher-paying roles.

Part-time and insecure work

Women are more likely than men to work part-time roles which often come with lower pay and fewer benefits. They are also more likely to work in insecure roles, meaning, fixed-term contracts or casual roles. This can impact their overall earnings and contribute to the gender pay gap.

Age and seniority

The gender pay gap often widens as employees age and move into higher positions within organisations. Men are often overrepresented in leadership roles and executive positions, which come with higher salaries and benefits. This introduces a power imbalance between the male and female employees with employees who retain little to no power typically being younger and female, whereas the employees who hold positions of power are older men.

Diversity and inclusion

The diversity and inclusion of a workplace and its culture can have a significant impact on the gender pay gap as it can either contribute to its persistence or help alleviate it. A workplace culture that promotes diversity and inclusion can help mitigate the gender pay gap by offering equal opportunities and a supportive environment for all employees, regardless of gender. Inclusive cultures can also reduce biases in decision-making processes, for example, hiring, promotion, and compensation decisions.

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[10] Commission for Gender Equality in the Public Sector 2022. Workplace gender equality indicators, accessed 20 November 2023, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>.

What to look for

Workplace reporting template

Examine the intersecting identities and experiences of the workforce (see Figure 3). For instance,

- What is the gender composition of the overall workforce?
- Are there any employees with disability?
- Are there any employees who are Aboriginal and/or Torres Strait Islander?
- Are there any employees who are asexual, bisexual, gay or lesbian, pansexual, or self-described?
- Are there employees from diverse cultural and faith backgrounds?

See page 6 to find out why it's important to apply an **intersectional lens** to your analysis

	A	B	C	D	E	F	G
	Gender	Aboriginal and/or Torres Strait Islander	Age	Cultural identity	Disability status	Religion	Sexual orientation

Figure 3. Image of demographic information captured in the workplace gender audit reporting template.

Examine the proportion of women, men, and self-described employees within each level of the workforce. Do this by filtering each level (column K in the reporting template; see Figure 4) and filtering each gender (column B; see Figure 3).

- Are there gender dominated levels?
- What is the gender composition of the executive team and the senior leadership team?
- Are women underrepresented in levels that typically hold more power?

Figure 4. Image of column which captures reporting level to the CEO in the workplace gender audit reporting template.

Examine the employment basis of women, men, and self-described employees. Do this by filtering each type of employment basis (column I in the reporting template; see Figure 5) and filtering each gender (column B; see Figure 3).

- Are women overrepresented in part-time and casual roles?
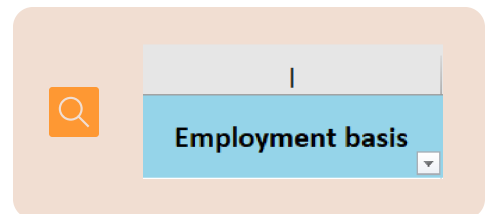- What is the gender composition of fixed-term employment?

Figure 5. Image of column which captures employment basis in the workplace gender audit reporting template.

Examine the age brackets of women, men, and self-described employees. Do this by filtering each age bracket (column D in the reporting template; see Figure 6) and filtering each gender (column B; see Figure 3).

- Are women typically younger?
- Are there more men in the older age brackets? Generally older male employees are in senior positions which hold more power and earn a higher salary.
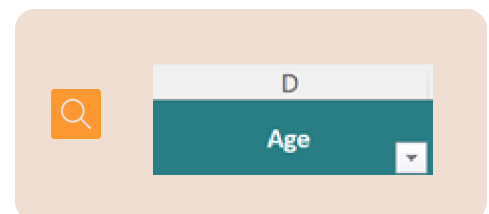

Figure 6. Image of column which captures the age brackets of employees in the workplace gender audit reporting template.

People Matter Survey

Demographic information

Examine the respondent profile to understand the intersecting identities and experiences of your employees that may influence responses. This can be found in the "Respondent profile" tab in the People Matter Survey data exported into Excel (see Figure 7). For instance, examine:

- Gender identity
- Sexual orientation
- Disability
- Cultural identities
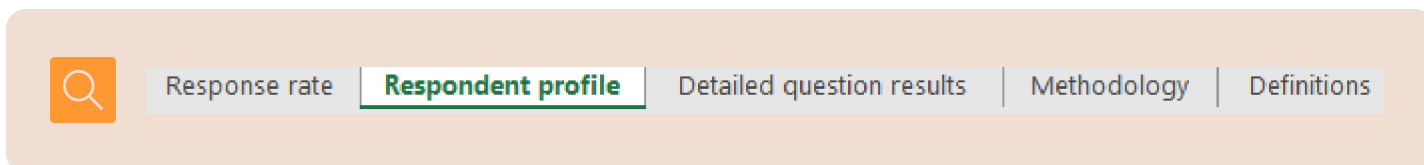- Faith backgrounds
- Aboriginal and/or Torres Strait Islander

Figure 7. Image of "Respondent profile" tab in People Matter Survey data export in MS Excel.

Diversity and inclusion

Examine the responses to the following items:

- My organisation uses inclusive and respectful images and language.
- I feel culturally safe at work.

Note that responses for all People Matter Survey items (in both the organisation and demographics data exports) can be found in the "Detailed question results" tab in Excel (see Figure 8).
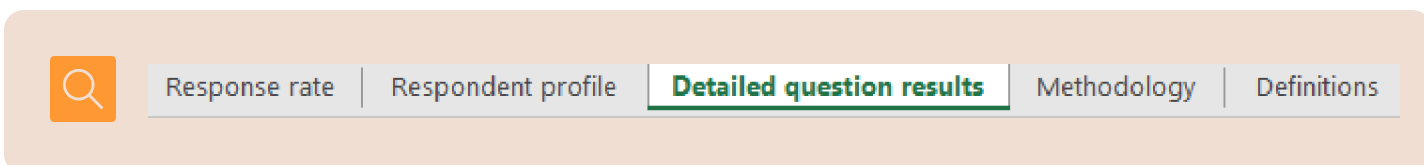
Figure 8. Image of "Detailed question results" tab in People Matter Survey data export in MS Excel.

Disaggregate by gender identity (usually the data will be grouped by men, women, and other) and other intersecting identities and experiences that relate to your workforce.

What to look out for:

- Do less than 80% of any group agree/strongly agree with the statements?
- Are there large differences between men, women and other? For instance, perhaps 70% of women and 90% of men agree/strongly agree with a statement.
- Intersecting identities and experiences – inspect the proportion of people who agree/strongly agree within key groups.

Indicator 2: Gender composition of governing bodies

The Commission for Gender Equality in the Public Sector provides the following description for this indicator:[11]

"Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table.

The Victorian Government has made a commitment that at least 50% of all new appointments to courts and paid government boards will be women.

Consistently collecting and reporting this data will help ensure more gender-balanced boardrooms."

How it influences the gender pay gap

Improved representation

When governing bodies have a more balanced gender composition, they may be more likely to consider and address gender-related issues, including pay equity. Women in these positions may be more likely to advocate for policies and practices that promote equal opportunities for all employees.

Role modelling

Female representation in governing bodies, and in any leadership positions, demonstrates that these sorts of roles are attainable for other women. It might positively impact on the aspirations of other women to seek opportunities for higher-paying positions.

Gender diversity in governing bodies might also act as a role model for other organisations by demonstrating the importance and positive impact of gender equality in leadership roles. This might encourage other organisations to increase the gender diversity of their own governing body, and lead to a reduced gender pay gap across the industry.

What to look for

Workplace reporting template

All data for this indicator can be found in the "Governing Body" tab in the reporting template (see Figure 9).
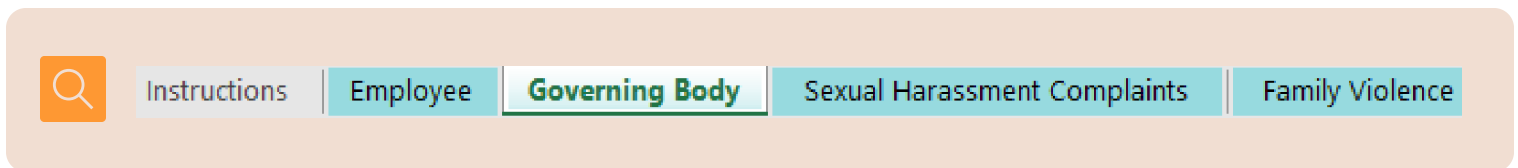
Figure 9. Image of "Governing Body" tab which contains all data relating to the governing body in the workplace gender audit reporting template.

Examine the number of women, men and self-described people in governing body positions.

What is the gender of the Chair?
How many women and how many men are in member positions?

Examine the intersecting identities and experiences of the governing body.

- Are there any members who are asexual, bisexual, gay or lesbian, pansexual, or self-described?
- Are there any members with disability?
- Are there any members who are Aboriginal and/or Torres Strait Islander?
- Are there any members from diverse cultural and faith backgrounds?

[11] Ibid.

Indicator 3: Pay equity

The Commission for Gender Equality in the Public Sector provides the following description for this indicator: [12]

"The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination.

By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes."

Recent national analyses have identified a persistent gender pay gap, favouring men, for full-time workers in all industries and occupational categories[13] Across the Victorian public sector, there is currently an 8.8% gender pay gap[14] While women make up 68% of the public sector workforce, they are significantly over-represented in lower paid roles. In public sector leadership positions, a gender pay gap favouring men also persists.

Beyond the need to meet legal and moral obligations, additional organisational benefits of achieving gender pay equity include improved attraction of talent through building a reputation as an employer of choice, and increased efficiency and productivity through retention of employees and reduced turnover costs. [15]

DID YOU KNOW? Across the Victorian public sector, there is an **8.8%** pay gap.

What to look for

It is recommended that you examine this indicator last as the other six indicators influence the gender pay gap and therefore, provide context and understanding.

Commission for Gender Equality in the Public Sector Insight's Portal

The data insights page in the Insights Portal will provide gender pay gap measures for your workplace. Four pay gap measures are provided:

1. Median base salary pay gap
2. Mean base salary pay gap
3. Median total remuneration pay gap
4. Mean total remuneration pay gap

You can examine all four measures, however, as discussed above, the total remuneration measures provide a more comprehensive understanding of your organisation's pay gap.

Comparative data

It can be useful to examine comparative data to provide context to your organisation's pay gap and to understand how it's tracking. Here is a list of recommended pay gap figures to consider:

- Victorian pay gap (WGEA) – calculated using mean total remuneration.
- Public Sector pay gap (Victorian Public Sector Commission) – both mean and median pay gap measures provided for the overall public sector.
- Industry pay gap (Commission's Insights Portal) – calculated using mean/median total remuneration and base salary.
- Industry pay gap (WGEA) – calculated using mean total remuneration.

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[12] Ibid.

[13] Workplace Gender Equality Agency 2023, Gender Pay Gap Fact Sheet, accessed 7 September 2023, <https://www.wgea.gov.au/sites/default/files/documents/FACT%20SHEET__WGEA__Australia%27s_Gender_%20Pay_Gap_Feb_2023.pdf>.

[14] Victorian Public Sector Commission 2023, Remuneration, pay bands and gender pay gap, accessed 7 September 2023, <https://vpsc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/executive-numbers-gender-and-remuneration/remuneration-pay-bands-and-gender-pay-gap/>.

[15] Fair Work Commission n.d., Gender pay equity best practice guide, accessed 7 September 2023, <https://www.fairwork.gov.au/sites/default/files/migration/711/gender-pay-equity-best-practice-guide.pdf>.

Indicator 4: Workplace sexual harassment

The Commission for Gender Equality in the Public Sector provides the following description for this indicator:[16]

"Sexual harassment in the workplace is common in Australia, including Victoria. It causes financial, psychological, and physical harm to victim survivors. It also has a significant economic cost to organisations and the community.

Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is.

By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community. This will build confidence to report experiences of sexual harassment."

DID YOU KNOW?
In the last 5 years in Australia, 41% of women, 26% of men, 67% of non-binary people had been sexually harassed at work?*

*Australian Human Rights Commission 2022, Time for respect: Fifth national survey on sexual harassment in Australian workplaces

How it influences the gender pay gap

Workplace culture

Workplace sexual harassment can create a hostile work environment that disproportionately affects women. Women who experience harassment might avoid certain opportunities, promotions, or tasks to escape the harassment, thus limiting their career growth. This can result in fewer women reaching higher-paying positions.

Mental health and confidence

The emotional and psychological toll of sexual harassment can impact on self-esteem and confidence. This may lead to decreased job performance and reduced negotiating power during salary discussions, both of which can affect earnings.

Lower job performance and career development

Time and energy spent dealing with the aftermath of harassment, including reporting incidents, seeking support, and participating in investigations, can detract from job performance and career development. This can impede women's ability to invest the same level of effort into their work as their male colleagues.

Lower long-term earning potential

The effects of sexual harassment can extend beyond the immediate incident. If harassment leads to mental health issues, decreased job satisfaction, or even leaving the workforce temporarily, women's earning potential can be negatively affected in the long term.

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[16] Commission for Gender Equality in the Public Sector 2022. Workplace gender equality indicators, accessed 20 November 2023, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>.

What to look for

Workplace reporting template

All data for this indicator can be found in the "Sexual Harassment Complaints" tab in the reporting template (see Figure 10). Figures 11 and 12 show the columns and types of data collected within this section of the workplace gender audit reporting template.

Figure 10. Image of "Sexual Harassment Complaints" tab which contains all data relating to reports of workplace sexual harassment in the workplace gender audit reporting template.

Figure 11. Image of columns A to J which capture data relating to the complainant and the incident in the workplace gender audit reporting template.

Figure 12. Image of columns K to P which capture data relating to the respondent and the outcome of the complaint in the workplace gender audit reporting template.

Examine the number of official complaints reported. This can be found in column A (see Figure 10).

- What was the complainant's relationship to the incident? Did they witness or experience the incident? This can be found in column J (see Figure 11).
- What was the type of complaint? This can be found in column I (see Figure 11).

Examine the power dynamics between the complainant and the respondent.

- What were the complainant's intersecting identities and experiences? This can be found in columns C to H (see Figure 11).
- What was the gender of the respondent? This can be found in column L (see Figure 12).
- What was the respondent's relationship to the complainant? This can be found in column M (see Figure 12).

Examine how the complaint was handled.

- What was the handling method? This can be found in column O (see Figure 12).
- What was the outcome of the complaint? This can be found in column N (see Figure 12).
- Was the complainant satisfied with the outcome? This can be found in column P (see Figure 12).

DID YOU KNOW?

People who identify as LGBTIQ+, Aboriginal and/or Torres Strait Islander, have a disability, are more likely to experience workplace sexual harassment*

*Australian Human Rights Commission 2022, Time for respect: Fifth national survey on sexual harassment in Australian workplaces

People Matter Survey

Examine the proportions of people who responded to the question measuring experiences of sexual harassment in the workplace, "During the last 12 months in your current organisation, have you experienced any of the following behaviours at work?"

- What were the intersecting identities and experiences of the people who had experienced any of the workplace sexual harassment behaviours?
- What behaviours did people experience?
- Have there been any changes since the previous reporting period? E.g., noticeable reductions or increases in the proportions of people who have experienced workplace sexual harassment? Any behaviours that are consistently and predominantly experienced?

Examine the proportions of people who responded to the question measuring experiences of bullying in the workplace, "During the last 12 months in your current organisation, have you personally experienced bullying at work?"

- What were the intersecting identities and experiences of the people who had experienced workplace bullying?
- What forms of bullying were experienced?
- Examine who did the bullying by looking at responses to, "Who behaved in that way?"

For those who experienced workplace bullying, what actions did they take? Examine the question, "Did you tell anyone about the bullying?"

- Who did people most frequently tell?
- Did many people submit a formal complaint? For those who did not, examine the reasons for not submitting a formal complaint by looking at the responses to, "What was your reason for not submitting a formal complaint?"

Examine the proportions of people who responded to the question measuring witnessing negative behaviours in the workplace, "During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?"

- What were the intersecting identities and experiences of the people who had witnessed any of the negative behaviours?
- What behaviours did people witness?
- Have there been any changes since the previous reporting period? E.g., noticeable reductions or increases in the proportions of people who have witnessed negative behaviours? Any behaviours that are consistently and predominantly witnessed?

For those who witnessed negative behaviours in the workplace, what actions did they take? Examine the question, "When you witnessed the above behaviour(s), did you do any of the following?"

- Who did people most frequently tell?
- Did many people submit a formal complaint?

Examine how employees perceive the workplace culture regarding sexual harassment and behaviours. What were the intersecting identities and experiences of the proportions of people who agree/strongly agree with the following survey items:

- "My organisation encourages respectful workplace behaviours."
- "My organisation takes steps to eliminate bullying, harassment and discrimination."
- "I feel safe to challenge inappropriate behaviour at work."

Indicator 5: Recruitment and promotion

The Commission for Gender Equality in the Public Sector provides the following description for this indicator:[17]

"Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.

Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities."

While gender bias in recruitment and promotion decisions can sometimes be overt and intentional, it is often neither deliberate nor recognised. In some cases, bias can be masked by a strong reliance on the socially-constructed notion of 'merit', which can in turn work to entrench gender and intersectional inequalities in the workplace. Under the cover of 'hiring the best person for the job', a focus on ill-defined notions of merit may actually work to justify recruiting and promoting those who think, look and act like us.[18]

How it influences the gender pay gap

Opportunities for promotion

With many higher-paying positions requiring full-time employment or offering inflexible working arrangements, women are more likely to have limited access to promotion opportunities which widens the gender pay gap. If women are not given equal chances for career advancement, they may remain in lower-paying positions while their male counterparts progress to higher-paying roles.

Unconscious bias

Unconscious bias in recruitment and promotion processes can result in the underrepresentation of women in leadership roles and higher-paying positions. Bias can manifest in various ways, such as favouring male candidates during hiring or promotion decisions as they are typically less likely to request flexible working arrangements, access carers leave, or require a long period of parental leave.

Family and caregiving responsibilities

Recruitment and promotion practices that do not account for family and caregiving responsibilities can disproportionately affect women. For instance, policies that do not support work-life balance or provide flexibility can limit women's career progression. Offering senior positions/higher-paying positions as part-time would support women to climb the career ladder while also raising a family. Furthermore, offering secure positions rather than short-term or casual contracts provides financial security and access to benefits (i.e., carers leave) that women with a family often require.

Lack of diversity

A lack of diversity in the workforce can widen the gender pay gap. Organisations should ensure their recruitment and promotion practices are unbiased and do not further disadvantage or discriminate against applicants through rigid essential criteria in position descriptions. For instance, requiring a valid driver's license disqualifies people with disability; requiring a certain level of education may disqualify people whose life circumstances have prevented them from achieving a tertiary or post-graduate education but who may possess the required skills and expertise for the role.

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[17] Ibid.
[18] Cermak, J., Howard, R., Jeeves, J., & Ubaldi, N., 2018, Women in Leadership: Lessons from Australian companies leading the way, McKinsey & Company, accessed 7 September 2023, <https://www.mckinsey.com/featured-insights/gender-equality/women-in-leadership-lessons-from-australian-companies-leading-the-way>.

What to look for

Workplace reporting template

Examine the number of newly recruited employees (column N in the reporting template; see Figure 13).

- What is the gender composition of new employees? Examine this by filtering the number of new recruits (column N in the reporting template) and filtering each gender (column B; see Figure 3).
- What is the gender composition of the new recruit's employment basis? Examine this by filtering the number of new recruits (column N), filtering each employment basis (column I; see Figure 5), and filtering each gender (column B; see Figure 3).
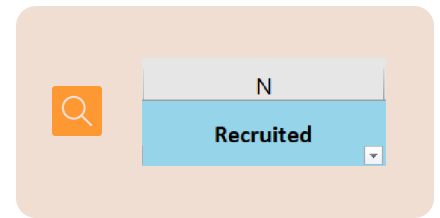
Figure 13. Image of column which captures data on newly recruited employees in the workplace gender audit reporting template.

Examine the gender composition of:

- Internal promotions
- Career development training
- Higher duties
- Internal secondment

You can examine each of these by filtering either column W, X, Y or Z in the reporting template (see Figure 14) and filtering each gender (column B; see Figure 3).
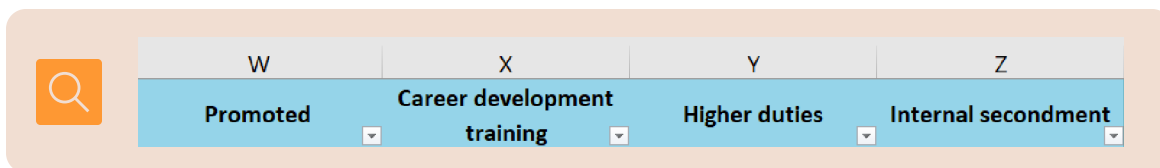
Figure 14. Image of columns relating to internal appointments in the workplace gender audit reporting template.

What were the intersecting identities and experiences of:

- Internal promotions
- Career development training
- Higher duties
- Internal secondment

You can examine each of these by filtering either column W, X, Y or Z in the reporting template (see Figure 14) and filtering columns C to H (see Figure 3).

People Matter Survey

Equal opportunity

Examine the proportions of people who responded to the question measuring perceived equal opportunity for one's own success, "During the last 12 months in your current organisation, have you experienced any barriers to your success at work due to any of the following?"

- Were any of the barriers listed in the survey selected more frequently than others? For instance, was my mental health selected by a higher proportion compared to the other barriers?
- Are you able to analyse the intersecting identities and experiences of respondents?

Examine the proportions of people who responded to the question measuring perceived equal opportunity for the success of their colleagues, "During the last 12 months in your current organisation, have you witnessed any barriers to the success of other employees related to any of the following?"

- Were any of the barriers listed in the survey selected more frequently than others? For instance, was age selected by a higher proportion compared to the other barriers?
- Are you able to analyse the intersecting identities and experiences of respondents?

Examine the responses to the following items:

- I believe the promotion processes in my organisation are fair.
- I believe the recruitment processes in my organisation are fair.
- I have an equal chance at promotion in my organisation.

Disaggregate by gender identity (usually the data will be grouped by men, women, and other) and other intersecting identities and experiences that relate to your workforce.

What to look out for:

Do less than 80% of any group agree/strongly agree with the statements?

- Are there large differences between men, women and other? For instance, perhaps 70% of women and 90% of men agree/strongly agree with one of the statements.
- Identities and experiences – inspect the proportion of people who agree/strongly agree within key demographic groups.

Learning and development

Examine the responses to the following items:

- I am satisfied with the opportunities to progress in my organisation.
- I am satisfied with the way my learning and development needs have been addressed in the last 12 months.

Disaggregate by gender identity (usually the data will be grouped by men, women, and other) and other identities and experiences that relate to your workforce.

What to look out for:

- Do less than 80% of any group agree/strongly agree with the statements?
- Are there large differences between men, women and other? For instance, perhaps 70% of women and 90% of men agree/strongly agree with one of the statements.
- Intersecting identities and experiences – inspect the proportion of people who agree/strongly agree within key demographic groups.

Indicator 6: Leave and flexibility

The Commission for Gender Equality in the Public Sector provides the following description for this indicator:[19]

"Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave. On average women do nearly twice as much unpaid work as men.

It's important that defined entities collect clear data on who is accessing flexible work so they can see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work.

Family violence leave

Family violence causes significant trauma to a victim survivor, which can affect their ability to work. Victim survivors may worry about consequences if they try to remove themselves from the violent situation. This may include the perpetrator attending the workplace, or missing work to attend to housing and legal matters.

DID YOU KNOW?
The cost to Victoria of violence against women was estimated at $5.3 billion in 2015–16*

*KPMG 2017, The cost of family violence in Victoria

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19   Commission for Gender Equality in the Public Sector 2022. Workplace gender equality indicators, accessed 20 November 2023, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>.

This may include the perpetrator attending the workplace, or missing work to attend to housing and legal matters. Family violence leave supports victim survivors to manage the impacts of their experience. It also promotes an organisational culture that does not accept family violence."

The Fair Work Act 2009 (Cth) has been amended to include 10 days of paid family and domestic violence leave for all full-time, part-time and casual employees in a 12-month period.

How it influences the gender pay gap

Supporting work-life balance for parents and carers

Offering support for flexible work and encouraging fathers to use carers leave and parental leave is key to supporting more equitable sharing of care responsibilities, normalising career breaks to care for young children without detrimental impact on career advancement, and increasing women's representation in leadership roles.

A workplace that does not support employees who seek work-life balance or flexible working arrangements can disproportionately affect women, who often bear the brunt of caregiving responsibilities. Census data shows that women do nearly twice as much unpaid work as men even when both partners in a heterosexual relationship are in paid employment. Lack of access to flexible working arrangements can therefore impact on the career progression of women and their earning potential.

Family violence leave

Experiencing family violence can cause significant trauma and impact on an individual's ability to work due to, for instance, physical injuries, struggles with mental health, decreased productivity, safety concerns, legal issues and more. Family violence leave therefore enables victim survivors, who are typically women, to maintain employment, income, and Super Guarantee Contributions, when they are unable to work.

What to look for

Workplace reporting template

Examine uptake of formal flexible working arrangements (column AA in the reporting template; see Figure 15).
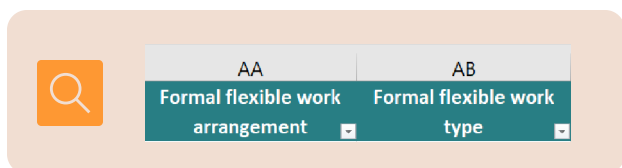

Figure 15. Image of columns relating to formal flexible working arrangements in the workplace gender audit reporting template.

- What is the gender composition of the employees on formal flexible working arrangements? Examine this by filtering the number of people on formal flexible working arrangements (column AA in the reporting template) and filtering each gender (column B; see Figure 3).
- What are the intersecting identities and experiences of employees on flexible working arrangements? You can examine each of these by filtering column AA for people on formal flexible working arrangements and filtering columns C to H (see Figure 3).
- What types of formal working arrangements are people accessing? Inspect column AB in the reporting template.

    o What proportions of women, men and self-described employees are accessing each type of arrangement? Examine this by filtering column AB and filtering each gender (column B; see Figure 3).

Examine the uptake of parental leave.

- How many employees have accessed this leave benefit? Examine column AC in the reporting template (see Figure 16).
- What is the gender composition of those who have taken parental leave? Examine this by filtering column AC and filtering each gender (column B; see Figure 3).
- How many weeks of paid parental leave were taken by female, male and self-described employees? Examine this by filtering each gender (column B; see Figure 3) and adding the number of weeks entered in column AC.
- How many weeks of unpaid parental leave were taken by female, male and self-described employees? Examine this by filtering each gender (column B; see Figure 3) and adding the number of weeks entered in column AD.
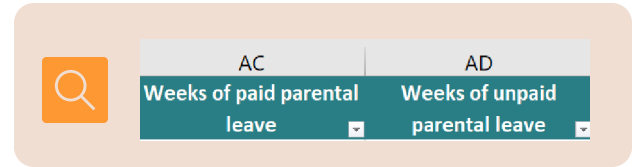

Figure 16. Image of columns relating to parental leave in the workplace gender audit reporting template.

Examine the uptake of carers leave in column AF in the reporting template (see Figure 17).

- What is the gender composition of those who have taken carers leave? Examine this by filtering the number of people who accessed carers leave (column AF in the reporting template) and filtering each gender (column B; see Figure 3).
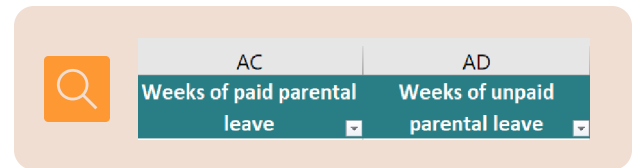

Figure 17. Image of column relating to carers leave in the workplace gender audit reporting template.

Examine the uptake of family violence leave. All data for this can be found in the "Family Violence Leave" tab in the reporting template (see Figure 18).
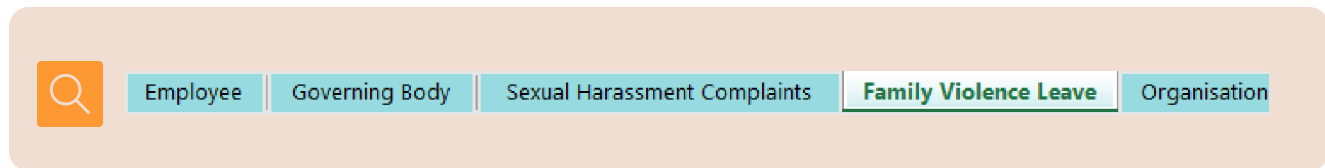

Figure 18. Image of "Family Violence Leave" tab which contains all data relating to uptake of family violence leave in the workplace gender audit reporting template.

- What is the gender composition of those who have taken family violence leave? Examine this by filtering for each gender in column A (see Figure 19).
- What were the intersecting identities and experiences of employees who accessed family violence leave? Examine this by filtering either column B, C, D, E, F or G (see Figure 19).

Figure 19. Image of all columns in the "Family Violence Leave" tab in the workplace gender audit reporting template

People Matter Survey

Flexible working arrangements

Examine the responses to the following items:

- I am confident that if I requested a flexible work arrangement, it would be given due consideration.
- My manager supports working flexibly.

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Disaggregate by gender identity (usually the data will be grouped by men, women, and other) and other intersecting identities and experiences that relate to your workforce.
What to look out for:

- Do less than 80% of any group *agree/strongly agree* with the statements?
- Are there large differences between men, women and other? For instance, perhaps 70% of women and 90% of men *agree/strongly agree* with one of the statements.
- Intersecting identities and experiences – inspect the proportion of people who *agree/strongly agree* within key demographic groups.

Accessing family violence leave

Examine the responses to, "My organisation would support me if I needed to take family violence leave."

- Disaggregate by gender identity (usually the data will be grouped by men, women, and other) and other intersecting identities and experiences that relate to your workforce.
- Do less than 80% of any group *agree/strongly agree* with the statement?
- What are the differences between gender identities?

Indicator 7: Gendered workforce segregation

The Commission for Gender Equality in the Public Sector provides the following description for this indicator:[20]

"Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women.

Organisations can use data on their workforce composition to see which roles and areas have more women or more men, and consider how to achieve better gender diversity."

How it influences the gender pay gap

Differential pay rates

Segregation tends to follow traditional gender lines, with women disproportionately represented in caring and administrative roles which are typically lower-paying industries/roles; and men disproportionately represented in building and construction trades, engineering and technical occupations, as well as in leadership roles across all industries, hence earning higher incomes.

Stereotyping and discrimination

Gendered segregation of a workforce may be the result of stereotyping and discrimination. Biases and stereotypes about the abilities and preferences of women and men may influence hiring decisions and promotions. These biases, which are often unconscious, mean that women are missing out on opportunities to work in traditionally male-dominated, yet higher-paying roles due to gender stereotypes.

Safety considerations

A lack of gender diversity in certain industries or work groups is sometimes approached with the solution of adding more women to increase diversity and close the gender pay gap. It is important that organisations first consider whether the conditions and culture are safe and appropriate for women. Conducting a gender impact assessment will help organisations to think critically about the different needs of women, men and gender diverse people to avoid reinforcing inequalities and/or inviting women to enter unsafe or inappropriate workplaces.

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[20] Commission for Gender Equality in the Public Sector 2022. Workplace gender equality indicators, accessed 20 November 2023, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>.

What to look for

Workplace reporting template

Examine the occupation codes in column Q of the reporting template (see Figure 20). These correlate with the Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes.
ANZSCO has nine major occupation groups:

1. Managers
2. Professionals
3. Technicians and Trade Workers
4. Community and Personal Service Workers
5. Clerical and Administrative Workers
6. Sales Workers
7. Machinery Operators and Drivers
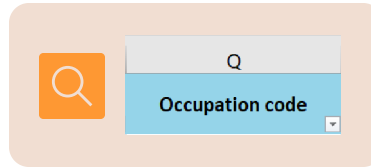8. Labourers
9. Uncodable

Figure 20. Image of column relating to the occupation codes in the workplace gender audit reporting template.

Each group consists of a sub-major group, minor group, unit group and occupation.
For the purpose of this analysis (i.e., evaluating your organisation's gender pay gap), it is only necessary to look at the proportions of women, men and self-described employees within each major occupation group. So, for each major occupation group:

- Calculate the total number of people in the group and then disaggregate by gender.
- Calculate the proportion of women, men, and self-described to determine the dominant gender in the occupation group.

Example using major occupation group 4 - Community and Personal Service Workers.

1. In the workplace reporting template, filter for all occupation codes starting with "4" in column Q.
2. Sum up the total number of people who remain in the reporting template with this filter applied. In this example, 195 people are in this major occupation group.
3. Next, filter for gender in column B to sum up the number of women, men and self-described people who are in this major occupation group. In this example, there are 156 women and 39 men.
4. Calculate the proportions of each gender. In this example, 80% of employees in this major occupation group are women and 20% are men.
5. We can therefore see that in this example, women dominate the major occupation group of Community and Personal Service Workers.

People Matter Survey

Examine the responses to, "In my workgroup work is allocated fairly, regardless of gender."

- Disaggregate by gender identity (usually the data will be grouped by men, women, and other) and other intersecting identities and experiences that relate to your workforce.
- Do less than 80% of any group agree/strongly agree with the statement?
- What are the differences between gender identities?

Example of how to communicate your data: Indicator 4 – Workplace sexual harassment

Reported workplace sexual harassment

While there were no sexual harassment complaints reported in the first reporting period of 2020-2021 (FY21), the current reporting period has five reports. Of these, three complaints were lodged by female employees or a group of females who experienced sexual harassment from male colleagues, and two female community members lodged a complaint about a male employee. All complainants were aged under 35 years. The outcomes from the complaints included an agreement to change or stop behaviour, the perpetrator was demoted, disciplinary action against the perpetrator, and in two cases, the matter was referred to a tribunal. One of the complainants were unsatisfied with the handling of the matter but the others were satisfied.

Although there was an increase in official complaints from FY21 to FY23, this does not necessarily indicate an increase in behaviours. In fact, the People Matter Survey data below will show a decrease in experiences of sexual harassment. Therefore, this finding likely demonstrates that the workplace sexual harassment training sessions have increased awareness of what constitutes workplace sexual harassment and employees now understand that (1) they have a right to report behaviours, and (2) they might feel safer to do so. Furthermore, more transparent reporting pathways have meant people are aware of how to submit a complaint.

People Matter Survey

Experiences of workplace sexual harassment

The survey asked employees if they had experienced any types of sexual harassment in the workplace in the last 12 months. In FY21, 75% of women and 95% of men reported that they had not experienced any of the behaviours listed in the survey. In the current reporting period of 2022-2023 (FY23), 89% of women of 97% of men said that they had not experienced any of the behaviours that were listed.

Table 1 shows the most commonly experienced forms of workplace sexual harassment and the proportions of women and men who had experienced each behaviour in FY21 and FY23. As indicated by the bold cells, a greater proportion of women experienced workplace sexual harassment in each reporting period. The proportions of people who experienced sexual harassment reduced in FY23.

This data suggests our organisation has reduced the incidences of workplace sexual harassment; at least, among those who completed the survey. Though, the behaviour does continue to occur which indicates further work is needed to achieve a zero-tolerance workplace.

Table 1. Most frequently experienced sexual harassment behaviours in FY21 and FY23

	FY21		FY23	
	Women	Men	Women	Men
Intrusive questions about your private life or comments about your physical appearance	**20%**	4%	**3%**	1%
Sexually suggestive comments/jokes that made you feel offended (in either a group or one on one situation)	**15%**	2%	**3%**	1%
Inappropriate staring or leering that made you feel intimidated	**6%**	0%	**2%**	1%

Further Support

For additional support in analysing and reporting on your pay gap or addressing other requirements under the Gender Equality Act, WHISE is here to assist you. We can offer a range of support including:

- Gender Pay Gap analysis and reporting
- Gender Impact Assessment support and training
- Gender Equality staff training
- Gender Equality workshops and coaching for leaders
- Prevention of Sexual Harassment in the Workplace
- Unconscious bias
- Managing backlash and resistance
- Policy development and review
- And more….

Contact us for expert guidance and resources to promote gender equity in your organisation. Visit our website for more information https://whise.org.au/services/