

Gender Diversity

What is the data really telling us?

Report produced for FitT
8 March 2018



EY

Building a better
working world

The Context



Despite our best intentions, gender equity is constantly being derailed by a range of largely cultural factors. Initiatives don't work unless organisations also address; resistance to change, implications of culture, unconscious bias, societal norms

Now is the time to act!

When viewed in conjunction with the 2017 Report (based on 2015-16 WGEA data) this report helps organisations to review the progress of their Gender Diversity Score (GDS) using data points over a two year period.



If your GDS has improved, congratulations! This is a step in the right direction. Make sure you look at how much you have improved relative to both your sector and others. Also ask whether the increase trajectory is sufficient to get you to where you want to be in the next year?



If your GDS is unchanged, time to critically assess your current Gender Diversity strategy! We suggest you look closely at the recommendations on p16 of this report and critically assess your program through this lens.



If your GDS score has gone backwards, time to really ask the tough questions of your program at the highest levels within your organisation. A thorough assessment of your Gender Diversity Strategy should be considered along with fresh input on how to generate material outcome around gender balance not just policy compliance! Again, use the recommendations on p16 to challenge your current approach and mindset.

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Report Sample Size

Extending on the report prepared for FitT in 2017 we have used the 2016/17 Workplace Gender Equality Assessment (WGEA) data for FitT members to examine gender split for executives and broader business and policy compliance*

4000

**Current FitT
Individual
Members**

61

corporate members were required to submit reports to the Workplace Gender Equality Agency (WGEA) as they had over 100 employees in Australia. This is eight less members than in FY15-16.

171

**Corporate
members**
based on 2017
supplied data from
FitT

Members were allocated across

8

Sectors

Construction, Consumer & Industrial Products (CIP), Education, Finance, Government and Public Service (GPS), Power & Utilities (P&U), Professional Services and Telecommunications, Media & Technology (TMT)

* Policies reviewed outlined in Appendix

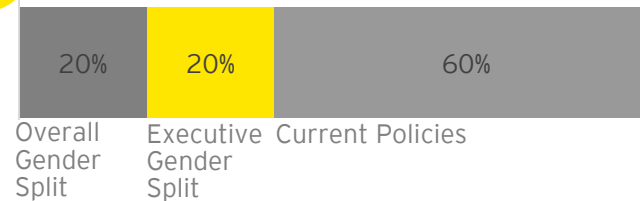
Our Methodology

Each FitT corporate member was assessed according to a consistent methodology resulting in a ranking out of 10 for their level of gender diversity

Each relevant question was then given a score of 1-3

Each category of answer is allocated a percentage of the ranking

3



Gender Splits

% Split	Score
48-52%	3
40-48, 52-60%	2
0-40, 60-100%	1

Current Policies*

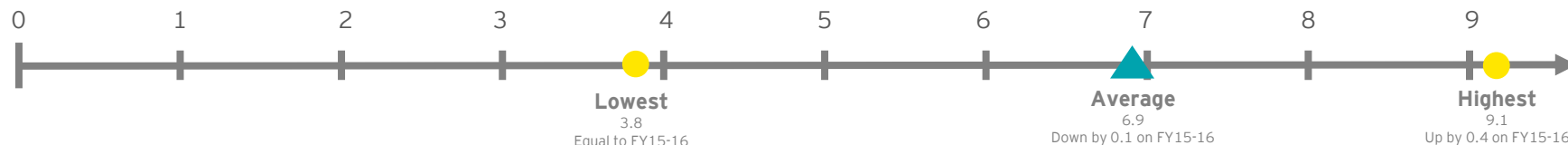
Answer to policy question	Score
Yes	3
No, Currently under consideration/development	2
No	1

2

* For a full list of policies please refer to Appendix A

Summary Results

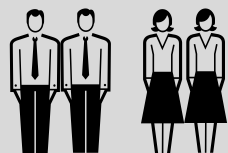
Analysis of executive roles showed a lack of gender diversity across sectors. There is also significant variation between sectors adhering to policy compliance



61

Member organisations
sampled and analysed

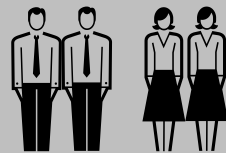
8 member organisation
did not report FY16-17
period who had reported
in FY15-16



62% 38%

The average percentage of
females in FitT member
corporations is 38%

↑ 1% on FY15-16



71% 29%

The average percentage
of females in executive
positions is 29%

↑ 3% on FY15-16



9.1



8.4

EY, and Westpac were the
member organisations with the
highest Gender Diversity Scores
in FY16-17

3.8

The organisation with the
lowest Gender Diversity
Score recorded a score
of 3.8

TMT

Sector recorded the
lowest average Gender
Diversity Score of
6.3/10.

Male - 74.3%

Female - 25.7%

TMT had the lowest
average Gender Diversity
Score in FY15-16

Finance

Sector recorded the
highest average Gender
Diversity Score of
7.6/10.

Male - 43.9%

Female - 56.1%

Finance had the highest
average Gender Diversity
Score in FY15-16

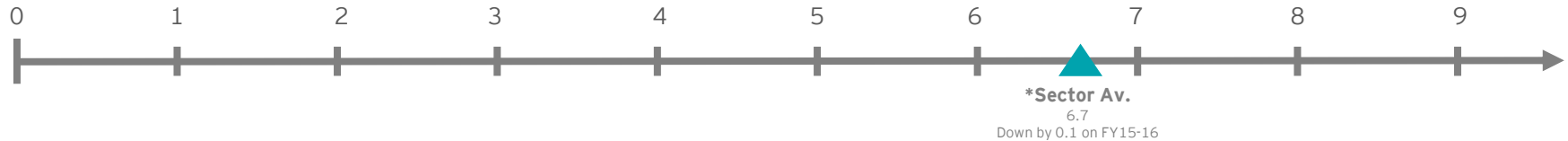
* Sectors defined in this report are for FitT Member corporations only. For a broader industry list EY will release a report in March of 2018

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Construction Sector

Although there is a small sample size, early indications show an average level of gender diversity in the construction sector



2
Member Organisations
The same member organisations who reported in FY15-16 also reported in FY16-17

N/A
Lowest Gender Diversity Score was not applicable for this sector

20%
Is the **average** percentage of females in Construction member organisations
Equal to FY15-16

100%
of organisations in the sector with an overall gender equality policy
Equal to FY15-16

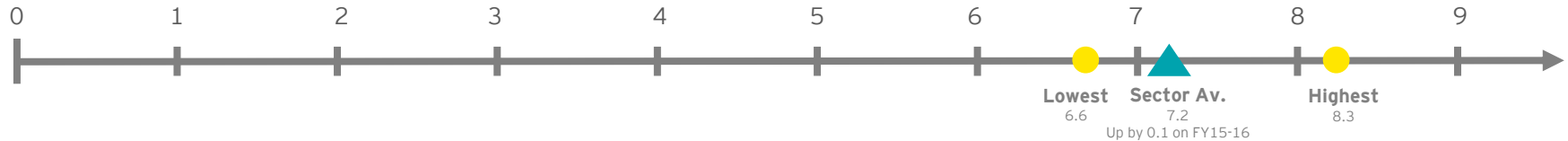
14%
Is the average percentage of females in executive positions in Construction member organisations
↓ 3% on FY15-16

Both member organisations recorded a **Gender Diversity Score of 6.7**

* Both member organisations recorded a Gender Diversity Score of 6.7

Consumer and Industry Products Sector

Despite 100% policy compliance, only one third of the workforce in this sector are female. However the average GDS for the sector has increased



5
**Member
Organisations**

One member organisation
who reported in
FY15-16 did not report in
FY16-17

6.6

The organisation with the
lowest Gender Diversity
Score recorded a score of
6.6

34%

is the **average**
percentage of females
in CIP member
corporations

↑6% on FY15-16

17%

Is the **average**
percentage of females
in **executive positions**
in CIP member
corporations

↓4% on FY15-16

100%

of organisations in the
sector with an overall
gender equality policy

Equal to FY15-16

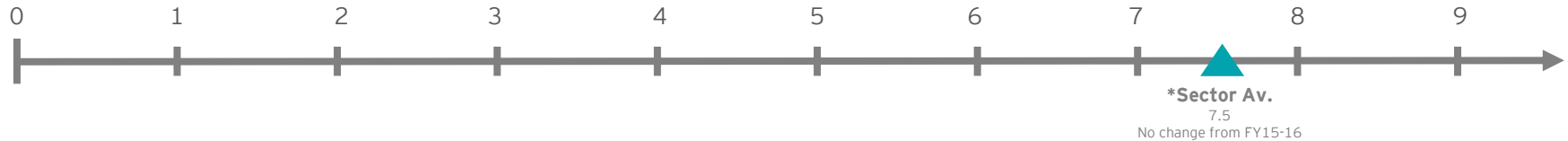
SCENTRE GROUP

Owner and Operator of **Westfield** in Australia and New Zealand

Scentre Group had the
highest **Gender Diversity**
Score of 8.3 in FY16-17

Education Sector

The sector achieved higher than average Gender Diversity Score for FitT member corporations but has a small sample size



1
Member Organisation
Two member organisations who reported in FY15-16 did not report in FY16-17

N/A
Lowest Gender Diversity Score was not applicable for this sector

59%
Is the **average percentage of females** in Education member corporations
↑5% on FY15-16

100%
of organisations in the sector with an overall gender equality policy
Equal to FY15-16

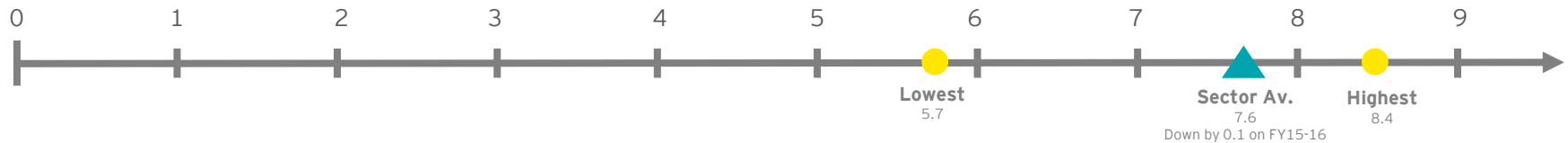
56%
Is the **average percentage of females in executive positions** in Education member corporations
↑10% on FY15-16

This member organisation had a **Gender Diversity Score of 7.5** in FY16-17

* Data for one organisation available

Finance Sector

The finance sector is comprised of a high proportion of females, however this is not reflected at the executive level



11
Member Organisations
The same member organisations who reported in FY15-16 also reported in FY16-17

55%
is the **average percentage of females** in Finance member corporations
↓ 1% to FY15-16

36%
Is the **average percentage of females in executive positions** in Finance member corporations
↑ 7% on FY15-16

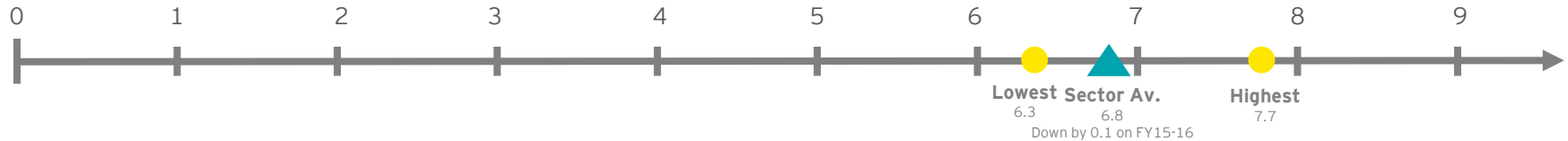
5.7
The organisation with the lowest Gender Diversity Score recorded a score of 5.7

100%
of organisations in the sector with an overall gender equality policy
↑ 10% on FY15-16

Westpac
Westpac had the highest **Gender Diversity Score of 8.4** in FY16-17

Government and Public Service Sector

Despite females comprising of more than 50% of the workforce, females are still underrepresented at the executive level



4
Member Organisations
Two organisations who reported in FY15-16 did not report in FY16-17

6.3
The organisation with the lowest Gender Diversity Score recorded a score of 6.3

58%
Is the average percentage of females in GPS member corporations
↑ **4%** to FY15-16

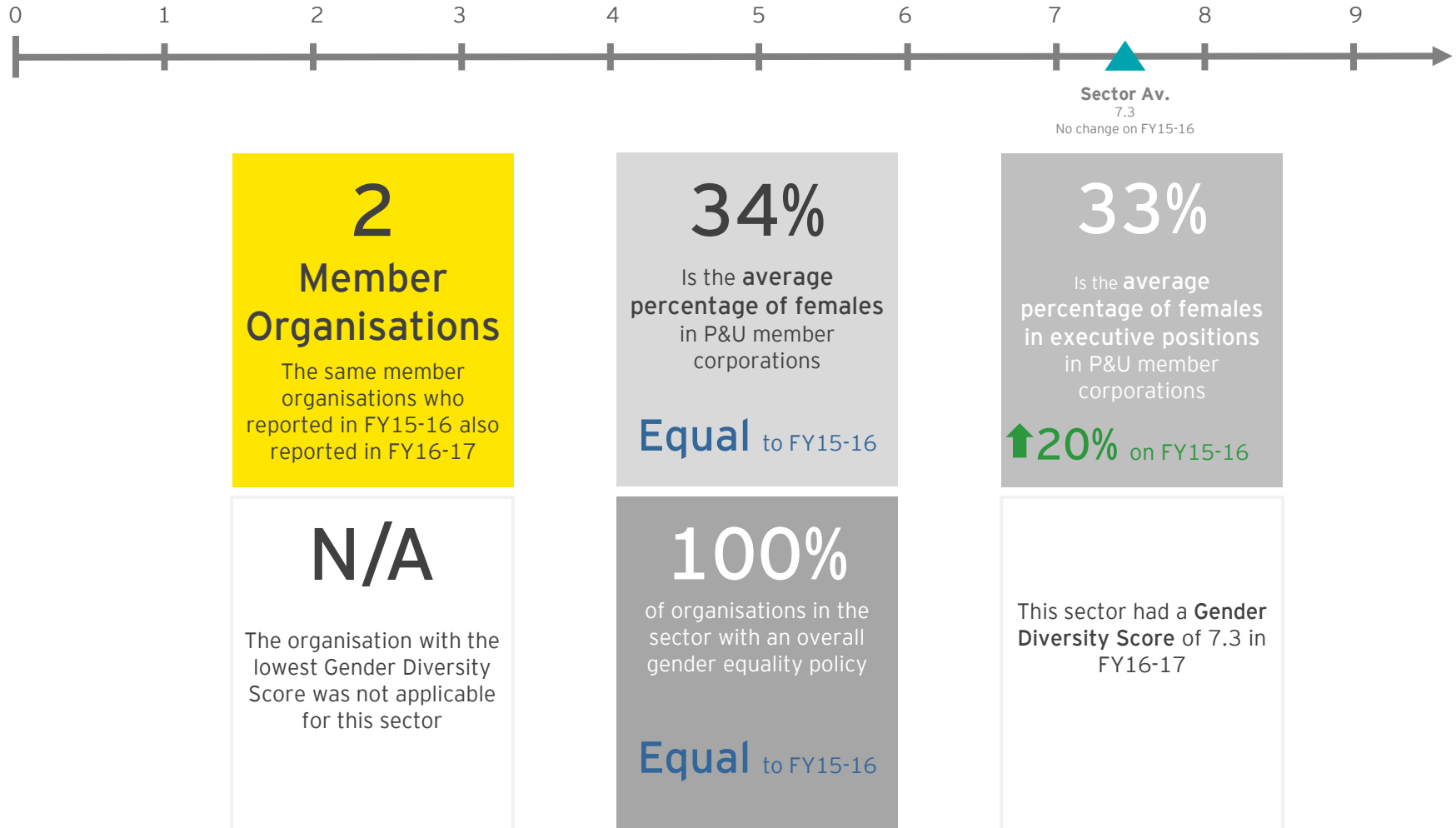
100%
of organisations in the sector with an overall gender equality policy
↑ **40%** on FY15-16

41%
Is the average percentage of females in executive positions in GPS member corporations
↓ **3%** on FY15-16

MISSION AUSTRALIA
Mission Australia had the highest Gender Diversity Score of 7.7 in FY16-17

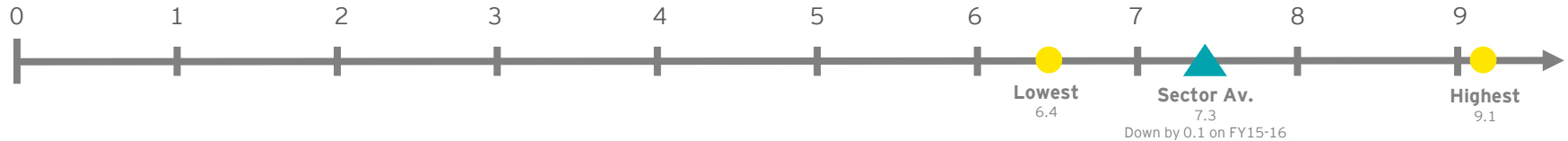
Power and Utilities Sector

Despite a small sample size, the sector shows a distinct lack of gender diversity



Professional Services Sector

This sector had the highest gender diversity score organisation from the member corporations. Overall this sector displays a strong commitment to gender equality with policy adoption, however, this is not reflected at the executive level



11
Member Organisations
The same member organisations who reported in FY15-16 also reported in FY16-17

44%
Is the **average** percentage of females in Professional Services member corporations
Equal to FY15-16

37%
Is the **average** percentage of females in executive positions in Professional Services member corporations
↑ 8% on FY15-16

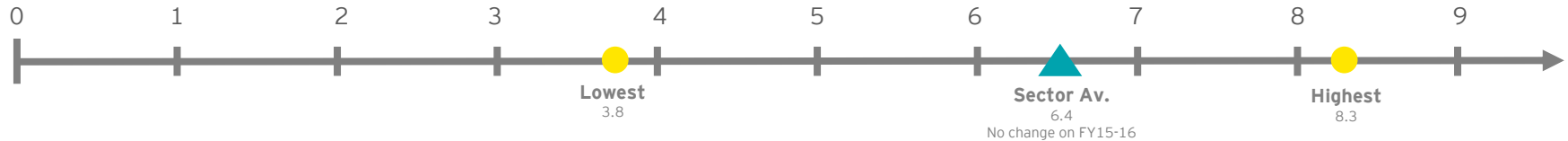
6.4
The organisation with the lowest Gender Diversity Score recorded a score of 6.4

100%
of organisations in the sector with an overall gender equality policy
Equal to FY15-16

EY
EY had the highest **Gender Diversity Score of 9.1** in FY16-17

Telecommunications, Media, and Technology Sector

The TMT sector had the largest disparity between gender diversity scores for a sector, and the lowest sector average



25
Member Organisations

Two member organisations who reported in FY15-16 did not report in FY16-17

3.8

The organisation with the lowest Gender Diversity Score recorded a score of 3.8

26%

Is the average percentage of females in TMT member corporations

↑ **1%** to FY15-16

23%

Is the average percentage of females in executive positions in TMT member corporations

↑ **4%** on FY15-16

88%




















of organisations in the sector with an overall gender equality policy

↑ **3%** on FY15-16

ebay

ebay had the highest Gender Diversity Score of 8.3 in FY16-17

So what are the insights from the WGEA data?

Industry	% Female Execs		% Females Overall		Level of Policy Compliance
Construction	 (3%)	14%		20%	100%
CIP	 (4%)	17%	 (6%)	34%	100%
Education	 (5%)	56%	 (10%)	59%	100%
Finance	 (7%)	36%	 (1%)	55%	 (10%) 100%
GPS	 (3%)	41%	 (4%)	58%	 (40%) 100%
P&U	 (20%)	33%		34%	100%
Professional Services	 (8%)	37%		44%	100%
TMT	 (4%)	23%	 (1%)	26%	 (3%) 88%

1

As in FY15-16:

- The Industries with the lowest levels of Female Executives generally have the lowest levels of females overall
- The gender proportions appear to have no relationship to the level of policy compliance
- The Industries with the highest levels of Female Executives generally have the highest levels of females overall.

2

Overall, the percentage of female executives increased during FY16-17 across the FitT sectors.

Although this did not necessarily result in increase in the overall percentage of female's in the workforce, the Finance and GPS sectors already had a large proportion of females making up their workforce.

3

The Construction, CIP, and TMT sectors in particular may need to place additional focus on increasing the gender balance within their organisations.

These sectors have traditionally male dominated workforces, and therefore will likely require a more focussed effort to drive gender diversity.

There are a number of ways in which FitT member corporations could focus on gender equality to effectively increase their gender diversity score

1



Female Leaders

Develop a strategy to develop, support and increase female executives in the organisation as this will materially drive gender diversity balance

4



Ensure Inspiration

Ensure there are appropriate opportunities for development and inspiration for all levels, but specifically for female staff to see pathways to leadership and clear role models to aspire to

2



Consider Purpose

Consider developing or strengthening your organisational purpose (why do you exist). Purpose-led organisation achieve greater levels of gender balance organically. Females are also more attracted to Purpose-led organisations.

5



Pay Parity

Provide equal remuneration and benefits to women and men, for roles of comparable size and responsibility - consider opportunity to invest in untapped benefits i.e. childcare support for returning to work parents. There is also opportunity to examine a holistic approach to wellbeing to determine critical spend on benefits across the organisation and determine what is of most value

3



Career Pathways and Barriers to Success

Design tangible career pathway options for your employees that consider flexible work environments, alternative experiential offerings etc.

6



Further Investigation

Devise a deep dive analysis of the gender diversity level in the business to identify key areas for improvement and development

Appendix A: Policies Analysed for Compliance

Policies Analysed	
1	Do you have formal policies and/ or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:
1.1	Recruitment?
1.2	Retention?
1.3	Performance management processes?
1.4	Promotions?
1.5	Talent identification/ identification of high potentials?
1.6	Succession planning?
1.7	Training and development?
1.8	Key performance indicators for managers relating to gender equality?
1.9	Gender equality overall?
2.2	Do you have a formal selection policy and/ or formal selection strategy for governing body/ board members for ALL organisations covered in this report?
3.0	Do you have a formal policy and/ or formal strategy on remuneration generally?
3.1	Are specific gender pay equity objectives included in your formal policy and/ or formal strategy?
4.0	Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)
4.1	Were any actions taken as a result of your gender remuneration gap analysis?
5.0	Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?
6.0	Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?
9.0	Do you have a formal policy and/ or formal strategy on flexible working arrangements?
10.0	Do you have a formal policy and/ or formal strategy to support employees with family or caring responsibilities?
11.0	Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?
12.0	Do you have a formal policy and/ or formal strategy to support employees who are experiencing family or domestic violence?
13.0	Other than a policy and/ or strategy, do you have any measures to support employees who are experiencing family or domestic violence?
16.0	Do you have a policy and/ or formal strategy on sex-based harassment and discrimination prevention?
16.1	Do you include a grievance process in any sex-based harassment and discrimination prevention policy or strategy?
17.0	Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?



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