



Australian Government



Workplace  
Gender Equality  
Agency

# Australia's Gender Equality Scorecard

Key results from the Workplace Gender Equality Agency's Employer Census 2021-22

December 2022



## Additional Info

### Advice and Assistance

For further advice and assistance, please contact:

Workplace Gender Equality Agency  
Level 7, 309 Kent Street  
Sydney NSW 2000

T: 02 9432 7000 or 1800 730 233

E: [wgea@wgea.gov.au](mailto:wgea@wgea.gov.au)  
[www.wgea.gov.au](http://www.wgea.gov.au)

### Follow us on social media

-  @WGEAgency
-  @wgeagency
-  Workplace Gender Equality Agency
-  @wgeagency

# Acknowledgement of Country

In the spirit of reconciliation the Workplace Gender Equality Agency (WGEA) acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

## Contents

Director's Message .....	1
Introduction .....	3
Key findings at a glance .....	4-5
Part 1. Workforce composition.....	6
Part 2. The gender pay gap.....	13
Part 3. Women in leadership .....	22
Part 4. Employer policies and action on gender equality.....	31

# Director's Message



This is the ninth year the Workplace Gender Equality Agency has conducted the Employer Census on gender equality. The [Workplace Gender Equality Act 2012](#) requires non-public sector employers with 100 or more employees to report to WGEA on a range of indicators, from remuneration by gender, to workplace policies that impact gender equality.

This year's Census is our biggest ever. It includes information from nearly 4,800 employer reporting groups covering 10,000 employers and almost 4.5 million Australian employees. It gives us unprecedented insights into the composition, practices and policies of Australia's medium and large workplaces.

This dataset shines a spotlight on the experiences of 40 per cent of Australian workers. And what it tells us is that progress on gender equality in Australia has stalled.

For the first time, the gender pay gap in 2022 is the same as it was in 2021 – 22.8 per cent.

At a time when Australia faces a critical skills and labour shortage, our census shows that only 42 per cent of women in the workforce work full time, compared to 67 per cent of men.

Although the number of female CEOs has risen slightly from last year, still only 22 per cent of CEOs are women and men are consistently more likely to hold managerial positions, even in female dominated industries such as healthcare and education. Only one in five boards has gender balance and just over one in five boards comprise only men.

There has been increased mobility in workplaces. One in four employees in WGEA's dataset resigned in the last 12 months, representing significant growth after a couple of years of decline.

We can also see very little movement on employers putting into place policies and practices that make workplaces more equal for women.

The 2021 – 2022 results show that just over half of employers have conducted a gender pay gap analysis and, of those, over 40 per cent took no action as a result.

Too many highly qualified, capable women work in less senior roles or fewer hours than they would like or are able to because they can't find an employer who supports genuine flexibility in those roles.

We know that an important driver of gender equality is access to gender-neutral employer funded paid parental leave. While more than 90 per cent of employers who offer paid parental leave offer it equally to women and men, only 24 per cent of employers have gone one step further and removed the primary/secondary carer distinction to make policies truly gender neutral. Currently, only 13 per cent of paid primary carers leave taken is by men.

A new question in the Employer Census this year also shows that 90 per cent of employers that offer employer-funded parental leave have a qualifying period of an average of 12.5 months before parents can take it. When women are more likely to take parental leave, eligibility requirements limit women's likelihood of pursuing career mobility and promotion opportunities.

Workplaces are fundamentally different to three years ago and flexibility is now central to employers' ability to attract and retain employees. 71 per cent of employers now have a formal policy on remote work, a rapid shift from 35 per cent in 2019. But employers need to look beyond working from home when thinking about flexibility in the workplace and ensure their policies meet their employees' specific needs.

On each measure, the takeaway is clear – employers need to do more to ensure gender equal workplaces.

We know that workplace gender equality requires a whole of society effort. WGEA is working closely with the Federal Government to implement a series of reforms to the *Workplace Gender Equality Act 2012* (Cth) intended to drive action.<sup>1</sup>

Ultimately, change requires a shift in mindset that puts gender equality as a core part of a business's strategy and a top priority for CEOs and Boards. Employers must realise that unless they make their workplaces attractive to and supportive of all genders they cannot, and will not, attract and retain the best talent.

This report hopefully serves as both a wake-up call and a guide for employers. There is so much opportunity for improvement and now is the time to act to achieve a gender equal experience in Australian workplaces.

*Mary Wooldredge*



<sup>1</sup> The Australian Government announced a targeted review of the *Workplace Gender Equality Act 2012* in the Women's Budget Statement 2021-22.

# Introduction

## About the Workplace Gender Equality Agency and its dataset

The Workplace Gender Equality Agency is an Australian Government statutory agency charged with promoting and improving gender equality in Australian workplaces.

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

This includes data on:

1. Workforce gender composition
2. Gender composition of governing bodies
3. Equal remuneration between women and men
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
5. Consultation with employees on issues concerning gender equality in the workforce
6. Sex-based harassment and discrimination

The data included in this report is based on employer reports for the period 1 April 2021 to 31 March 2022. It includes information from 4,795 reporting organisations covering 4,483,123 employees. Of these 51% were women, 48.9% were men and 0.1% non-binary\*. There has been an increase of nearly 600,000 employees covered in the WGEA dataset since reporting under the Act commenced in 2013-14.

\*Since 2020-21, employers can submit voluntary data on non-binary employees, making up less than 0.1% of all employee data collected. Due to the current sample size, non-binary employees cannot be statistically analysed for the purposes of this scorecard.

## How to use this data

The Gender Equality Scorecard uses the information from employers to present the latest figures on the gender pay gap, women's workforce participation and representation in leadership, and emerging trends on employer action.

Information emerging from this report can be used to show areas where Australia is doing well on workplace gender equality and where there is need for improvement.

Researchers and policy makers can use this data to inform public policy that will improve the rate of change, drive a broader conversation and call for action to achieve workplace gender equality in Australia. It can also be used to compare Australia's performance on gender equality at an international level.

Employers can use this data, and the deeper breakdowns on individual company and industry performance, on WGEA's Data Explorer to benchmark their performance by industry. Using this information, companies can look to take action and improve areas where they may be falling behind on workplace gender equality.



# Key findings at a glance

## The current state of workplace gender equality

Australia's gender pay gap is **22.8%** – the same as 2021

**7/10** employers have a pay gap that favours men

Men are **twice as likely** to be in the top income bracket as women

Women are paid, on average, **\$26.6K less** than men a year

Every industry has a pay gap that **favours men**



## A closer look at Australian workplaces

**More than half** of all Australians work in an industry dominated by one gender. This has not changed since 2018

**42% of women** work full time, compared to 67% of men

Women comprise **41% of managers** and 46% of managerial appointments

**1 in 4** employees in WGEA's Census resigned in 2021-2022

**Only 1 in 5** boards have gender balance

**22.3%** of CEOs are women – a 2.9 percentage point increase from last year

Men are significantly **more likely to hold managerial positions**, even in female dominated industries



# How are employers acting on gender equality?

## Pay gap analysis:

54% of employers conducted a gender pay gap analysis. 40% didn't act on the findings

## Setting targets:

53% of employers set targets for improving workplace gender equality. The most popular goal was to increase the number of women in leadership

## Flexibility:

82% of employers have a formal policy on flexibility – 71% of employers have a formal policy on remote working

## Paid parental leave:

3/5 employers offer employer funded paid parental leave and 92% of those offer it equally to men and women

Men account for 13% of all paid primary carer's leave taken – up from 12% in 2021 and 6% in 2020

## Domestic violence support:

70% of employers have a formal policy or strategy to support employees experiencing family or domestic violence – but only 47.5% of employers offer paid domestic violence leave



# Part 1.

## Workforce composition

---

Australia is a long way from achieving gender balance across all industries and occupations





# Gender segregation is firmly rooted in Australian workplaces and remains a key cause of inequality.

The [BCEC | WGEA Gender Equality Insights 2022](#) report found that a 40:40:20 gender split across all industries and occupations would reduce Australia's gender pay gap by one third.

Our latest data from employers shows jobs and industries in Australia are not becoming more gender balanced, despite some closing of the gender participation gap overall.

Without significant and urgent action, achieving equal participation across occupations and sectors will not happen within most working women's lifetime.

More than half the 4.5 million employees covered in the WGEA Employment Census work in industries dominated by one gender.

Women still account for most of the workforce in lower paying industries including Education and the Health Care and Social Assistance sectors and in the occupational groups of Community Services and Clerical and Administrative Services.

In contrast, the proportion of women is low in higher paying occupations such as Technicians and Trades Workers as well as Machinery Operators and Drivers.

The disparities between women and men are equally entrenched in working patterns, with higher concentration of women working in part-time and casual employment. 42% of women work full-time compared to 67% of men.

What we see in the data is that in female dominated industries the majority of employees work part-time, while in male dominated industries, the majority of employees work full-time. We know that women take on the majority of unpaid care and domestic responsibilities in Australia (see ABS, *How Australians Use Their Time*) and are therefore more likely to want or need more flexible or part-time paid work.

While one way to close the gendered-industry gap is to chip away at social norms around unpaid care and domestic responsibilities, this data also shows that to attract more women, male dominated industries need to offer more part-time and flexible opportunities.

These patterns of work will not change without a significant cultural shift in gender norms that shape our expectations of young men's and women's careers, and how we value different types of work.

Without significant and urgent action, achieving equal participation across occupations and sectors will not happen in most working women's lifetime.



**Part 1.**

Workforce Composition

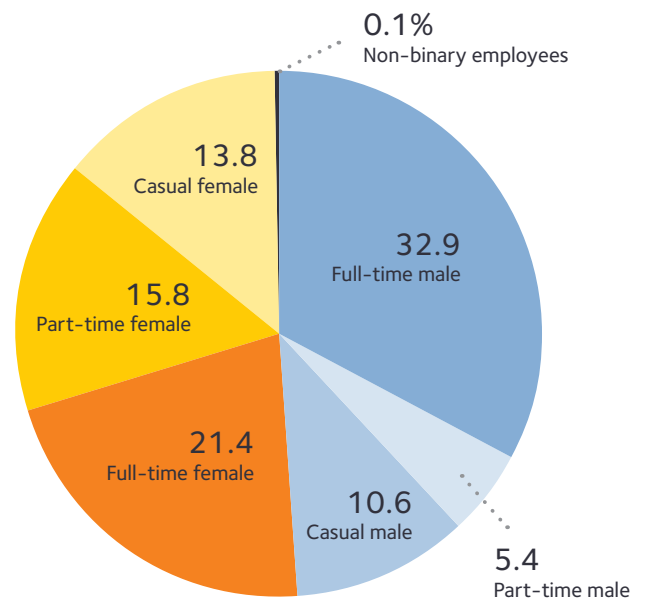
# Trends in workforce participation by gender remain stable

WGEA's 2021-22 employer data shows employment patterns in Australia remain gender segregated.

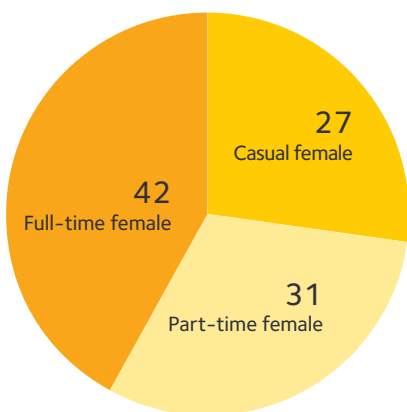
The proportion of women and men in WGEA's dataset is roughly 50:50. However, women are more likely to be employed part-time and more likely to be in casual work. In 2021-22, about 58% of women were employed part-time or casually. Only two out of five full time employees in Australia were women.

The proportions of women and men working full-time, part-time and casually have generally remained static since reporting to WGEA began.

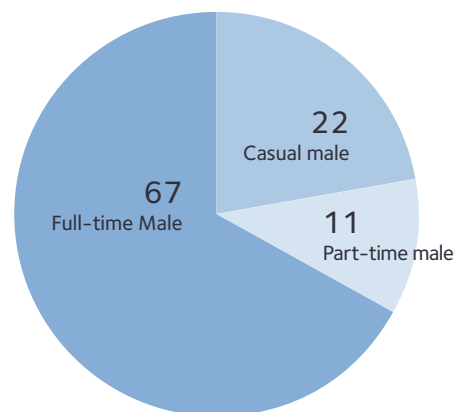
**Chart 1:** Workforce composition by gender and employment status (%)



**Chart 2:** Female employees by employment status (%)



**Chart 3:** Male employees by employment status (%)



**Part 1.**

## Workforce Composition

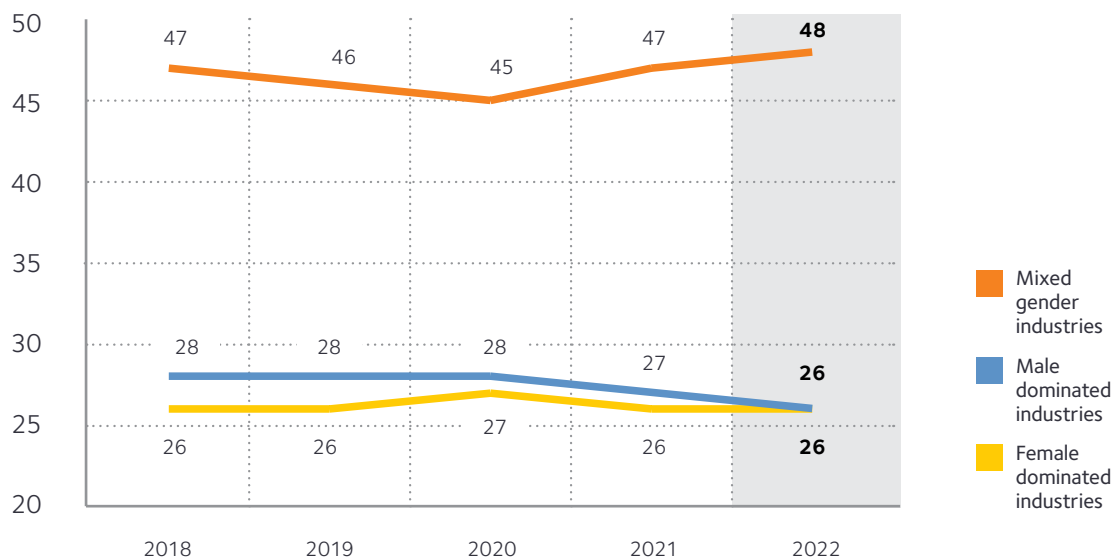
## Industries remain heavily gender segregated

Of the 19 industries in Australia, only eight have gender balanced workforces (at least 40% women and 40% men).

More than half (52%) of the employees in WGEA's 2021-22 Census work in industries dominated by one gender.

Health Care and Social Assistance, as well as Education and Training continue to be female dominated while Mining, Public Administration and Safety and Transport, Postal and Warehousing all have more than 75% or more men working in them.

**Chart 4:** Proportion of workforce working in male, female and mixed industries over time (%)\*



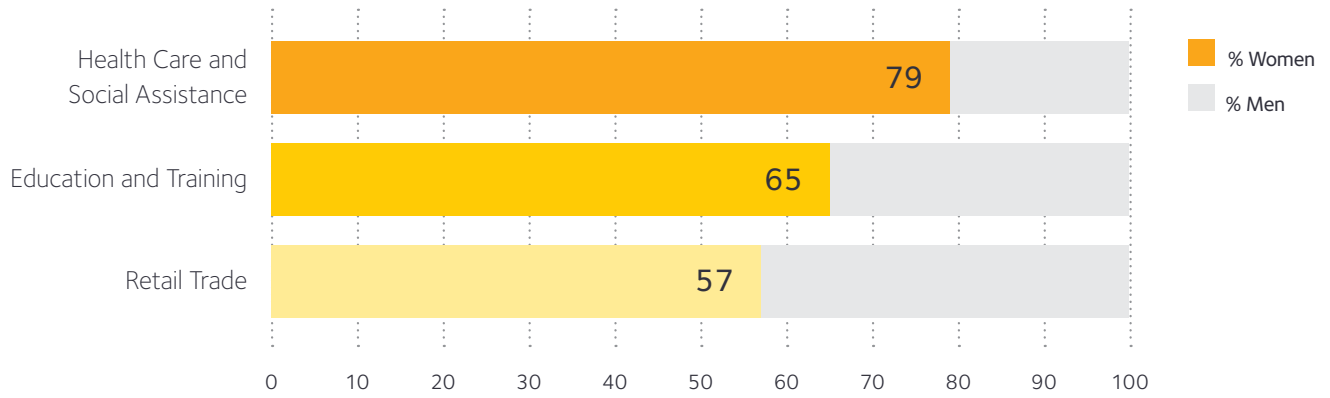
\*Male dominated industries: 60% or more of the employees are male.  
 Female dominated industries: 60% or more of the employees are female.  
 Mixed industries: 41-59% of employees are either female or male.

**Part 1.**

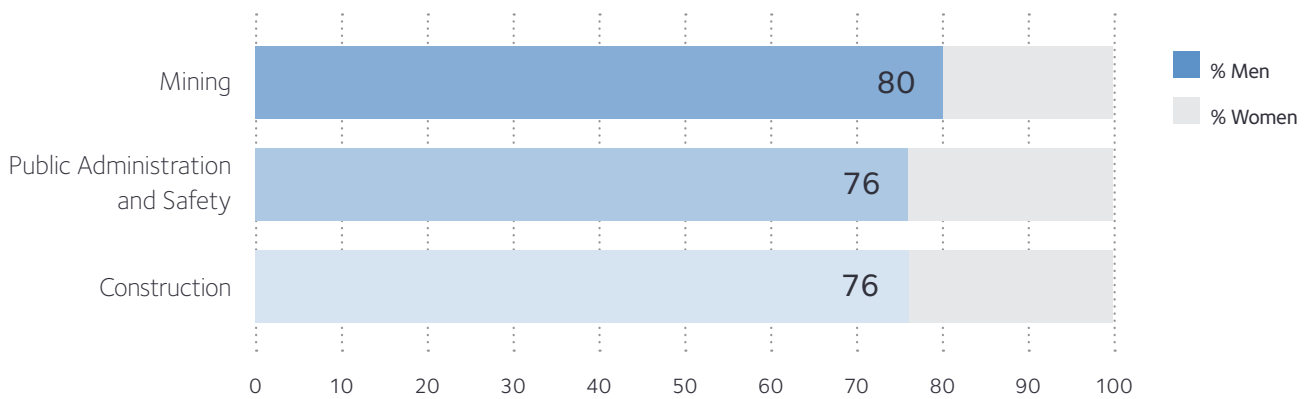
## Workforce Composition

**Chart 5:** The top three female dominated and male dominated industries

## Female dominated industries (%)



## Male dominated industries (%)



**Part 1.**

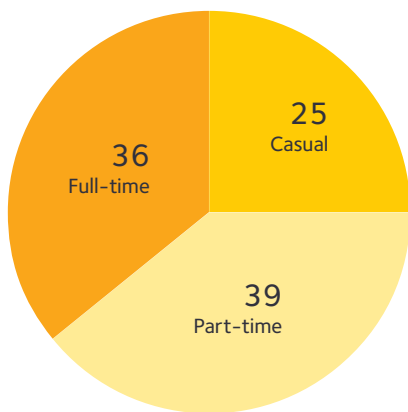
## Workforce Composition

## Industries have gendered working patterns

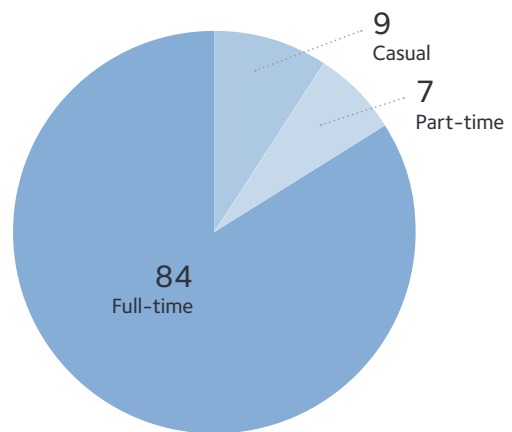
Women's and men's overall working patterns are also reflected within female and male dominated industries.

In male dominated industries, most employees work full-time while in female dominated industries two-thirds of employees work part-time or casually. This pattern of employment has not changed over the past year.

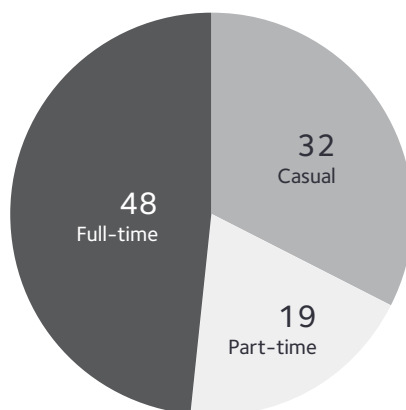
**Chart 6:**  
Working patterns of  
female dominated industries (%)



**Chart 7:**  
Working patterns of  
male dominated industries (%)



**Chart 8:**  
Working patterns of  
gender-mixed industries (%)



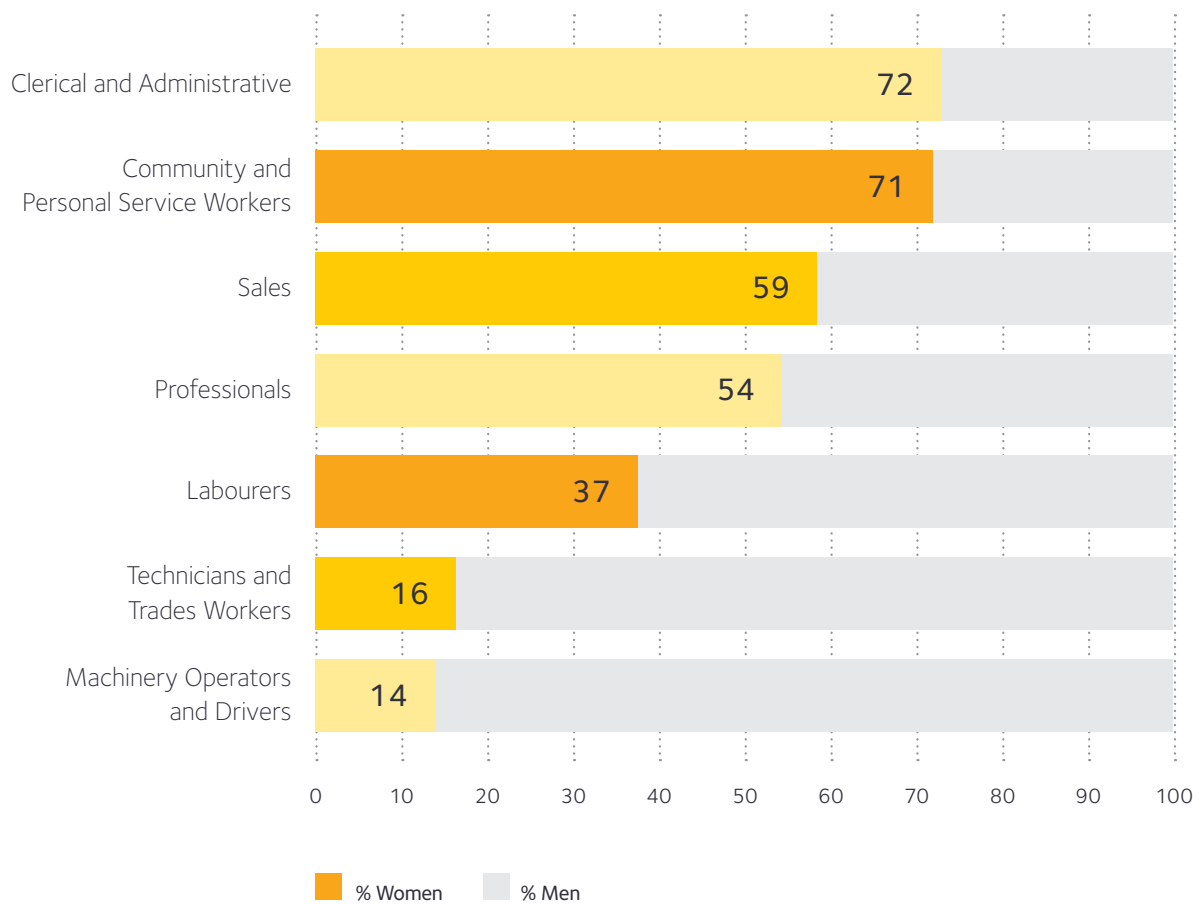
**Part 1.**

## Workforce Composition

# Jobs remain heavily gender segregated

Women comprise 52% of non-managerial roles. However, individual occupations continue to be heavily gender segregated. Only two occupations are gender balanced – Sales and Professionals.

**Chart 9:** Gender composition by occupation (non-manager)



# Part 2.

## The gender pay gap

---

The 2022 gender pay gap is exactly the same as 2021



The gender pay gap is a measure of how we value the relative contribution of men and women to the workforce. Closing the gender pay gap is important for Australia's economic future, and reflects our aspiration to be an equal and fair society for all Australians.

Expressed as a percentage, it measures the difference between the average earnings of women and men in the workforce.

$$\text{GPG} = \left( \frac{\text{Average Male Remuneration} - \text{Average Female Remuneration}}{\text{Average Male Remuneration}} \right)$$

Gender pay gaps are a good proxy for gender inequality. They are the result of many social and economic factors that combine to reduce women's earning capacity over their lifetime. They are influenced by a range of factors including non-salary benefits such as bonuses at senior levels, unconscious bias, reliance on awards and collective agreements in some occupations and the concentration of women and men in different industries.

Over the past year, Australia's overall gender pay gap has not changed. It remains at 22.8% despite an increase in earnings for both men and women.

Every industry in Australia has a gender pay gap in favour of men and the gender pay gap has increased in eight industries. This means the level of gender segregation on its own cannot explain the gender pay gap at an industry level.

Over the coming year, employers must do more to address systemic equality issues that are the root cause of gender pay gaps.

The gender pay gap is different to equal pay. Equal pay is where women and men are paid the same for performing the same role or different work of equal or comparable value. In Australia, this is a legal requirement.

Gender pay gaps are not a comparison of like roles. Instead, they show the difference between the average pay of women and men across organisations, industries and the workforce as a whole.

The gender pay gap referred to in this year's scorecard is the difference between the average total remuneration full-time equivalent earnings for all women and men, expressed as a percentage of men's total remuneration full-time equivalent earnings<sup>1</sup>. Total remuneration<sup>2</sup> includes superannuation, bonuses and other additional payments. The pay of part-time and casual employees is converted into standardised full-time equivalent earnings.

In WGEA's GPG calculation, salaries of CEOs<sup>3</sup>, casual managers and employees who were furloughed are excluded. As 78% of CEO roles were occupied by men in 2021-22, this means the gender pay gap figures understate the overall pay differential between women and men.

<sup>1</sup> For the purposes of the calculations, the hours worked by part-time and casual employees are converted into standardised full-time equivalent earnings. With women occupying 75% of part-time roles and 56% of casual roles, the total gender pay gap figures have been used to effectively represent how women are valued in the Australian workforce.

<sup>2</sup> All total remuneration salaries include Job Keeper payments, a government support payment for organisations.

<sup>3</sup> The Workplace Gender Equality Act 2012, and its legislative instrument, precludes the mandatory collection of CEO remuneration data.





**Part 2.**

## The gender pay gap

Women earned, on average,  
\$26.6K less than men in 2021-22

For **every \$10** earned by men,  
women earned, **on average \$7.72**



**Part 2.**

## The gender pay gap

# Progress on Australia's gender pay gap has stopped

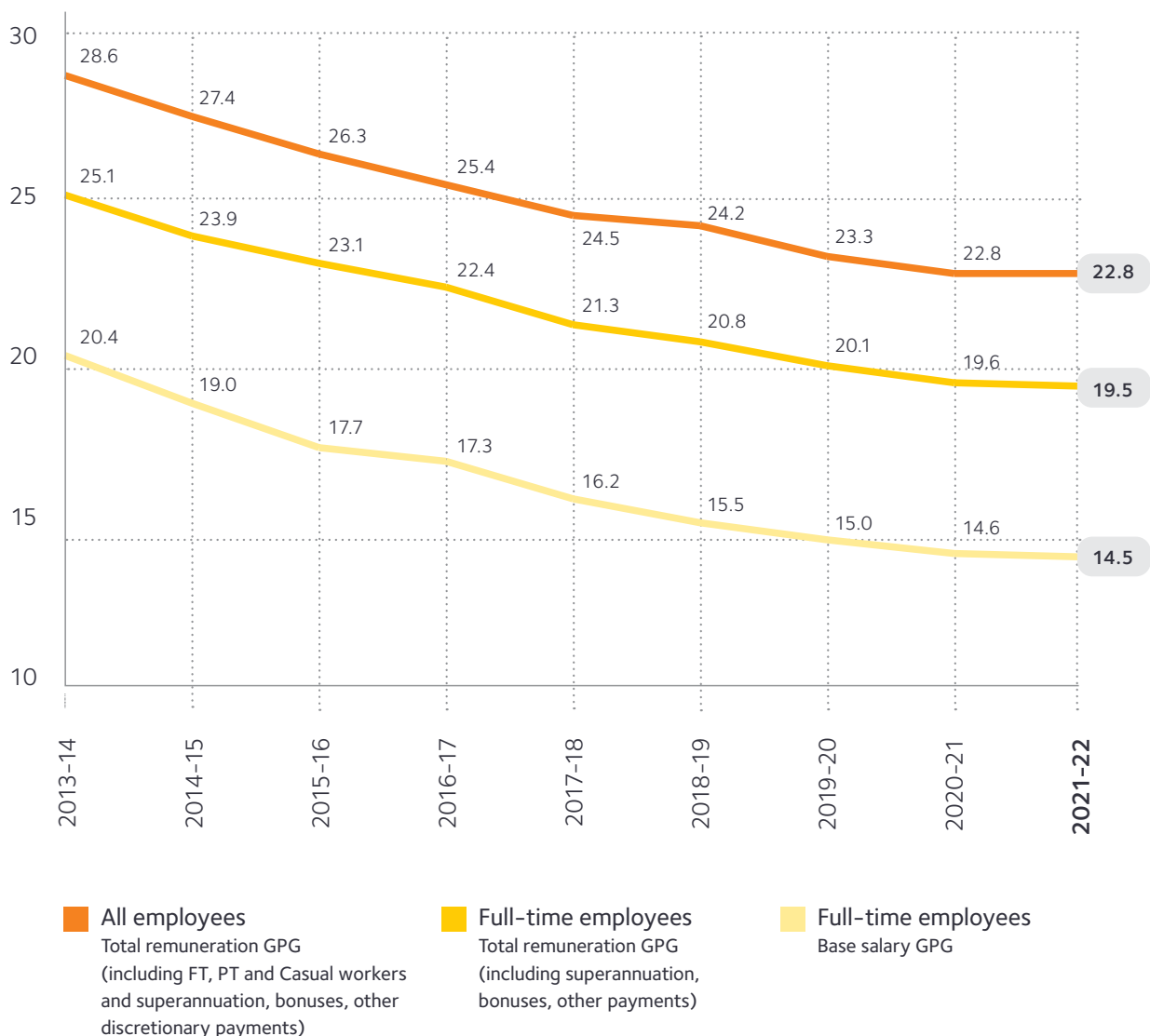
The overall gender pay gap is unchanged from 2020-21.

Wages for men and women have increased, but for the first time since WGEA started collecting employer data, the gap between men and women's average wages remains exactly the same.

**Table 1:** Australia's gender pay gap

	Average Female	Average Male	Difference	GPG
2021	\$87,449	\$113,241	\$25,792	22.8%
2022	\$90,309	\$116,906	\$26,596	22.8%

**Chart 10:** Change in full-time and all employees gender pay gap (%)



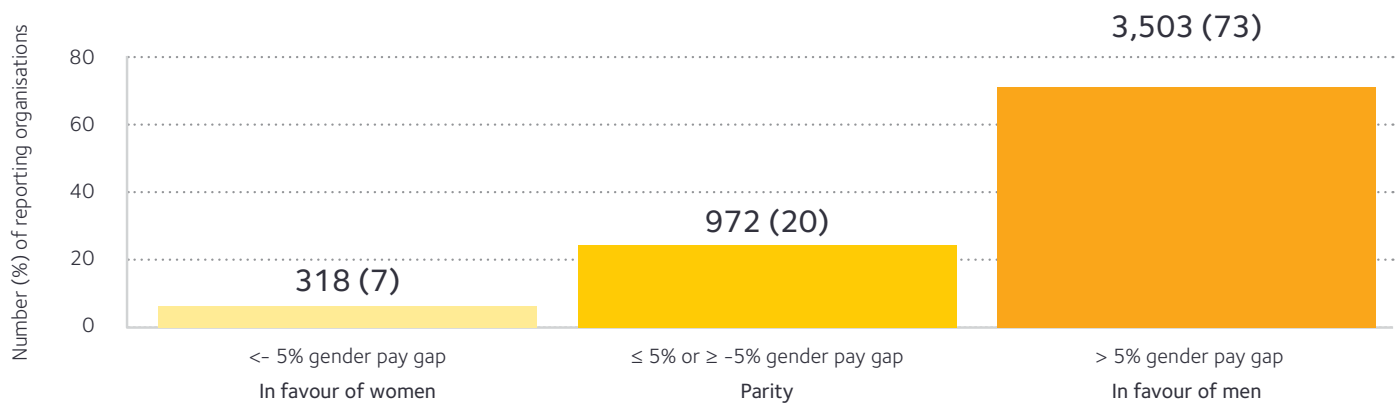
**Part 2.**

## The gender pay gap

## Seven in 10 employers continue to have pay gaps that favour men

73% of employers have a gender pay gap greater than 5% in favour of men. This has not changed from 2020-21.

**Chart 11:** Number (%) of employers with gender pay gaps in favour of men and women



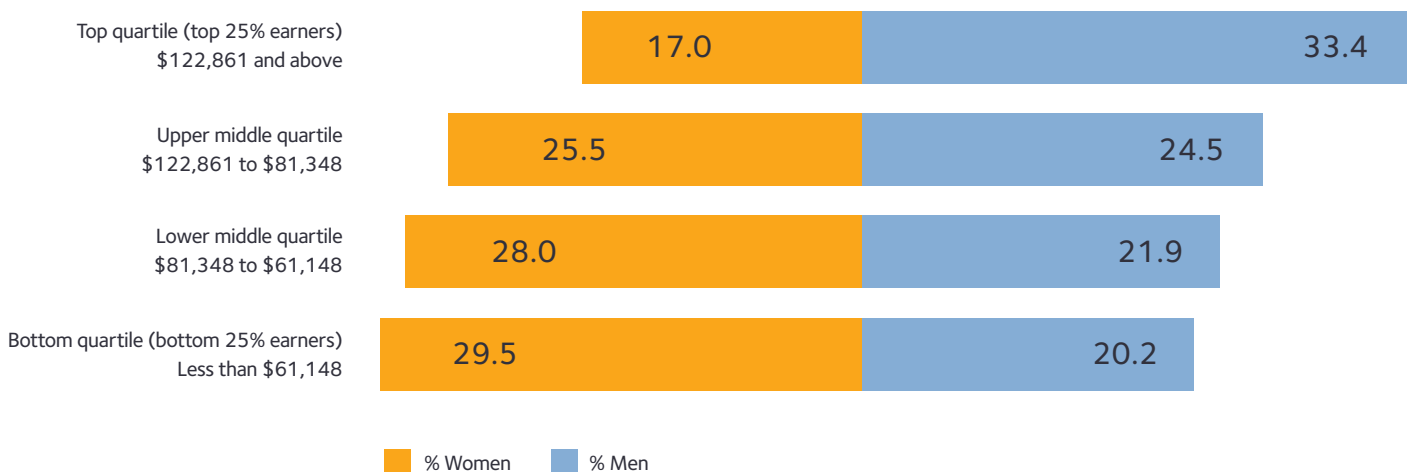
## Men are twice as likely to be highly paid than women

The quartile analysis divides the full-time equivalent earnings distribution of all employees into four equal quartiles. The bottom quartile is the lowest earning group of employees, while the upper quartile is the highest earning group.

Men are twice as likely as women to be in the top earnings quartile, earning above \$122,000 (33% of men earn above \$122,00 compared to 17% of women in the same quartile). Almost one in three women are in the lowest paid quartile of full-time employees in Australia, while one in three men are in the top earnings quartile.

The quartile results show no difference to the results in the previous reporting period.

**Chart 12:** Employees in remuneration quartiles by gender



**Part 2.**

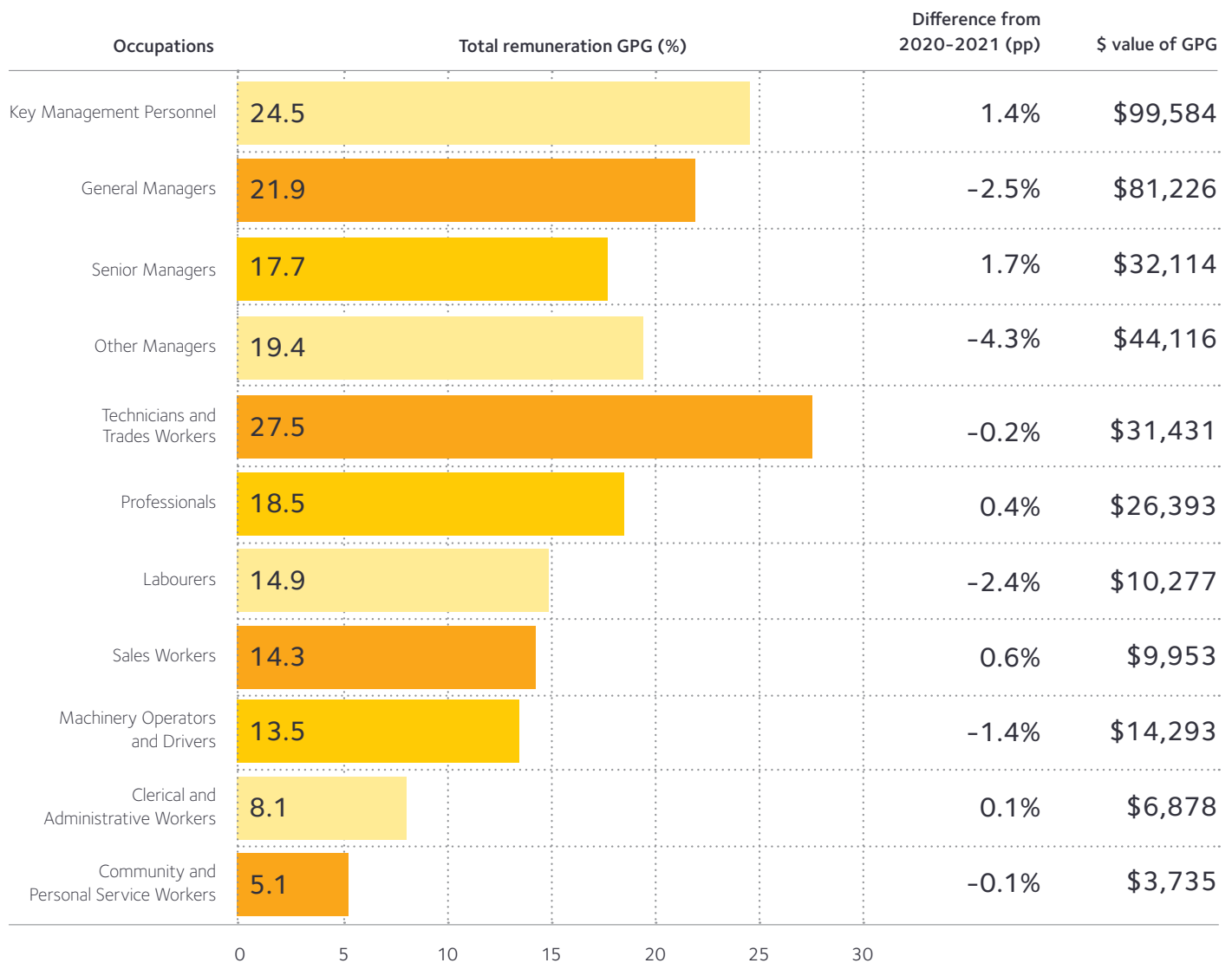
## The gender pay gap

## Gender pay gaps continue to favour men across all levels of management and non-management

When reporting to WGEA, employers are asked to categorise their management workforce according to their roles and responsibilities. On average, the highest management roles, which attract the highest wages, are dominated by men. This leads to high gender pay gaps.

Over the past 12 months, the gender pay gap has increased among Key Management Personnel (+1.4pp). Further, women who are key management personnel take home on average, nearly \$100,000 less than their male counterparts.

**Chart 13:** Total remuneration gender pay gap by manager category and non-manager occupation for all employees (including full-time, part-time, and casual)



\* Calculation excludes salary data from CEOs, Head of Businesses and casually employed managers because this data is only provided on a voluntary basis.

**Part 2.**

## The gender pay gap

# Every industry has a gender pay gap in favour of men

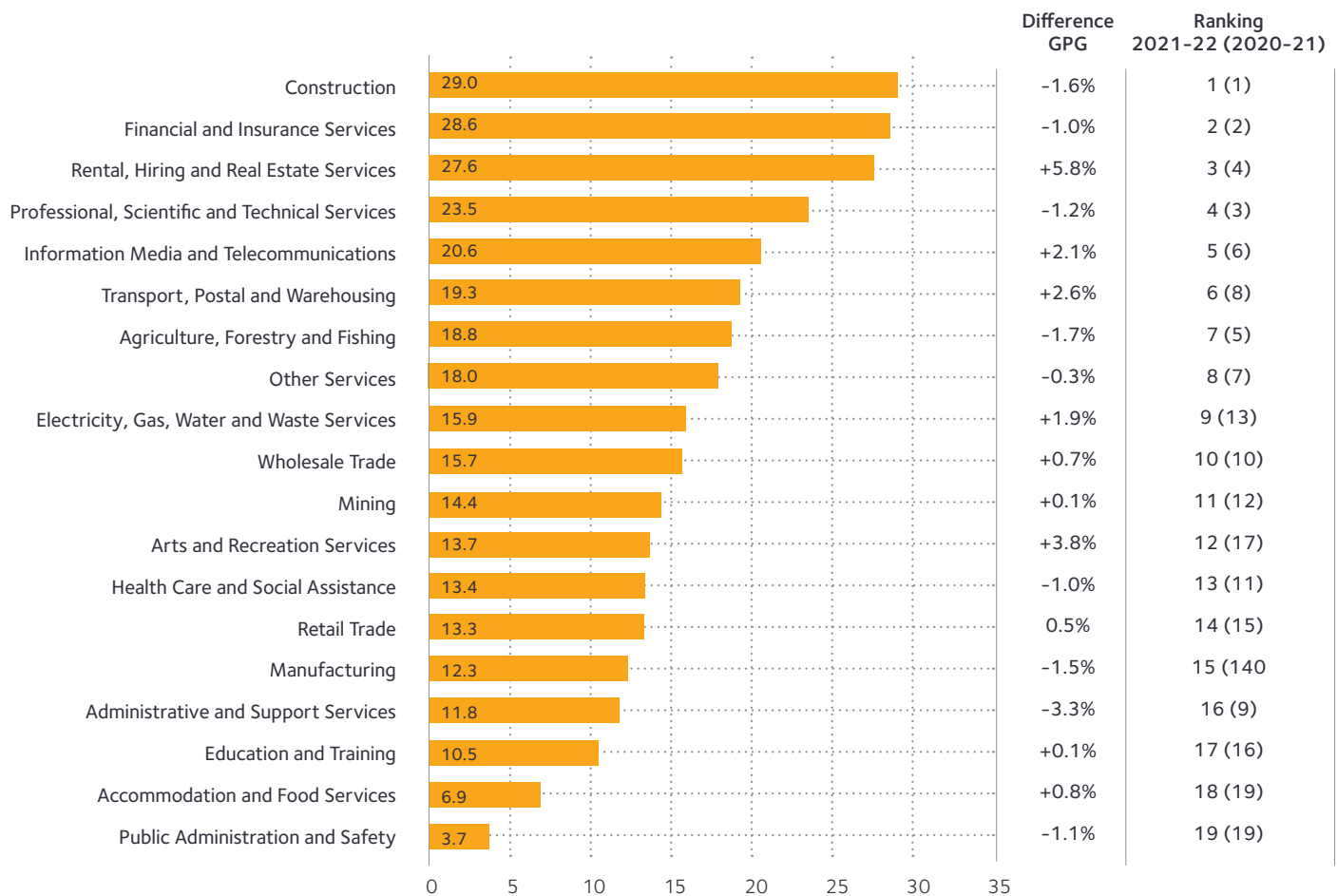
WGEA's employer data shows that 5 industries have gender pay gaps above 20%.

These industries are: Construction, Financial and Insurance Services, Professional, Scientific and Technical Services, Rental Hiring and Real Estate Services and Information, Media and Telecommunications.

In the last 12 months, the gender pay gap in 10 industries has narrowed. Administrative and Support Services made the most progress towards reducing the gender pay gap, with a 3.3% reduction which saw it fall from 9th position in 2020-21 to 16th in 2021-22.

Unfortunately, the gender pay gap has increased in 8 industries. Rental, Hiring and Real Estate Services experienced the greatest increase in the gender pay gap from 21.7% in 2021 to 27.6% in 2022. This rise saw it overtake Professional, Scientific and Technical Services to have the third widest gender pay gap in 2021-22. Arts and Recreation Services had the second largest gender pay gap increase (up 3.8%). This increase saw the industry move from 17th position in 2020-21 to 12th in 2021-22.

**Chart 14:** Total remuneration GPG (% all employees) ranking and change between 2020-21 and 2021-22



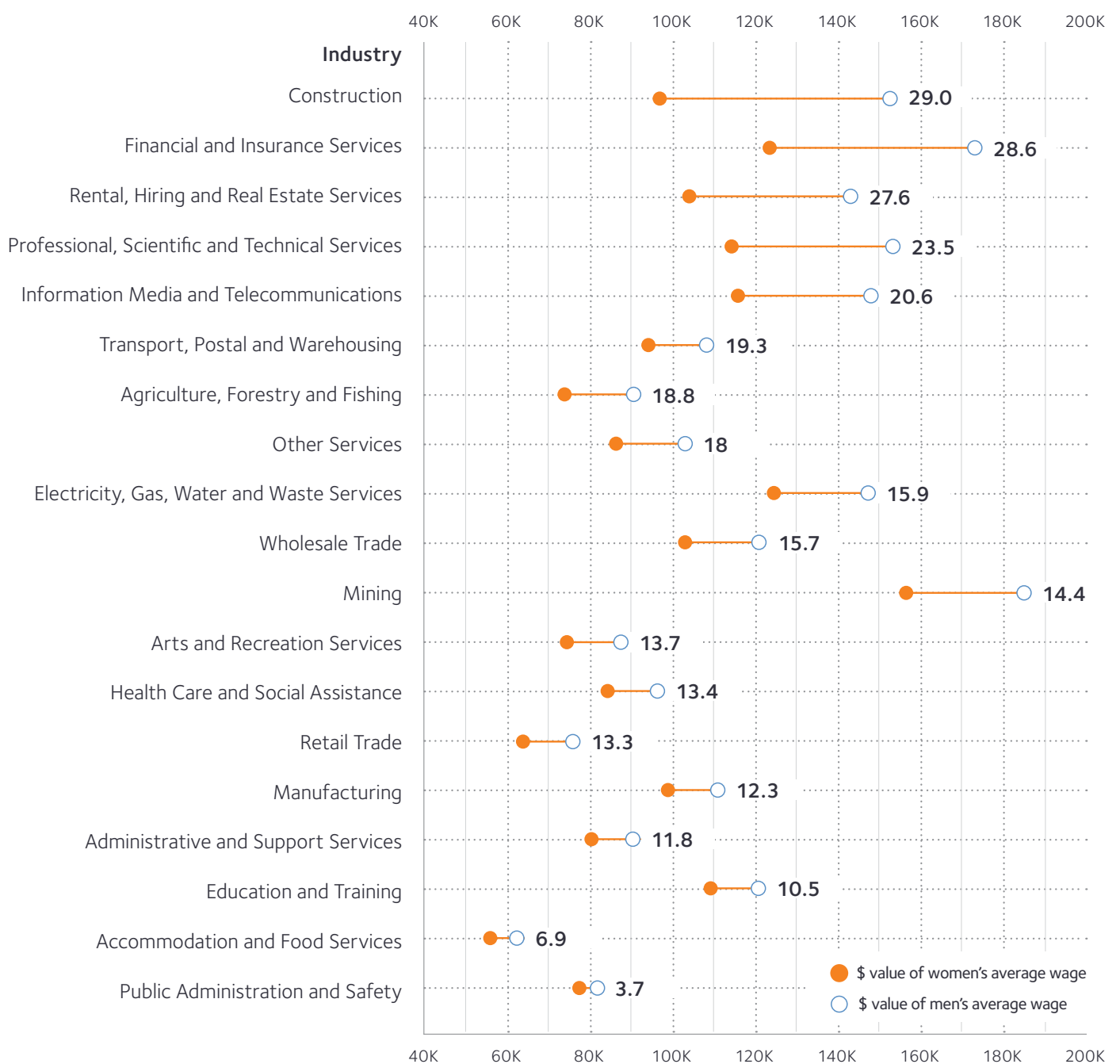
**Part 2.**

## The gender pay gap

# High-earning industries tend to have large pay gaps

Industries with higher average earnings tend to have wide wage gaps compared to industries with lower average earnings. The two notable exceptions are the male dominated Mining and the Electricity, Gas, Water and Waste Services industries, where women earn their highest average salaries. In these industries gender pay gaps are still present, but they are comparatively lower than in other industries.

**Chart 15:** Gender pay gap in annual earnings, by industry – 2022 GPG (%)



**Part 2.**

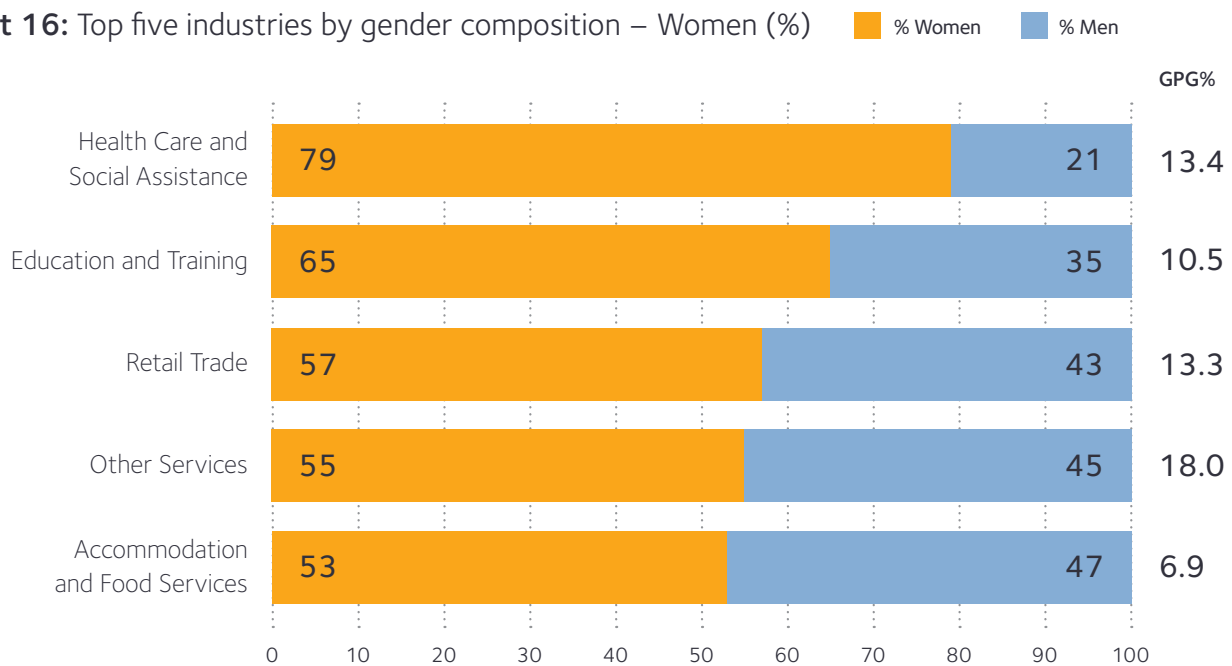
## The gender pay gap

## Pay gaps persist regardless of workforce gender composition

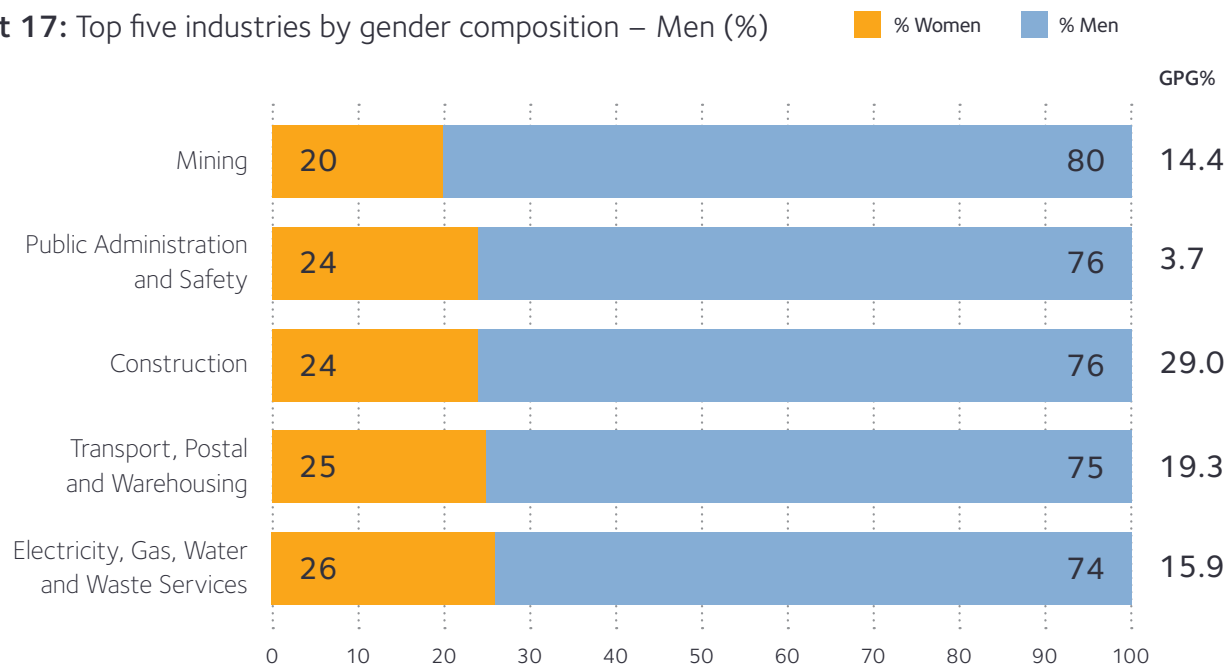
In Health Care and Social Assistance and Education and Training, women account for more than 60% of the workforce. Yet these industries still have pay gaps in favour of men (13.4% and 10.5% respectively). This may be partially explained by occupational segregation within an industry, with men more likely to hold highly-paid leadership positions.

By contrast, some male dominated industries have relatively low gender pay gaps in favour of men, such as Mining (14.4%) and Public Administration and Safety (3.7%). This shows that the level of gender segregation on its own cannot explain the gender pay gap across industries.

**Chart 16:** Top five industries by gender composition – Women (%)



**Chart 17:** Top five industries by gender composition – Men (%)



# Part 3. Women in leadership

---

Women are under-represented  
in decision making





The 2021-22 employer data continues findings from previous reporting years about women's representation in leadership. Since employer reporting began, we have seen a consistent trend of men holding a larger share of managerial roles.

Women may be overlooked for leadership positions for many reasons, most of which are interconnected. This includes discrimination, unconscious bias, disproportionate caring responsibilities that fall on women, lack of support for career progression in returning to work after having children, inflexible working arrangements, and gender norms that preclude women leaders.

Women's under-representation in leadership is also linked to their under-representation in full-time employment. WGEA's Employer Census shows 41% of managers are employed full-time.

Women are likely being passed over for senior roles, in part, due to their being employed on a part-time or casual basis.

## Employers are missing an opportunity

Companies that have more women in decision-making are more productive and profitable.<sup>1</sup>

Flexibility is key to improving the number of women in leadership. [Research from McKinsey](#) shows that when women are supported to work how they want or need, outcomes improve. Employers can improve the balance of women in leadership by offering managers more training and support, setting KPIs, tracking performance and offering benefits such as childcare and parental leave.

Setting targets for women in leadership also works. Organisations that have set consistent targets for appointing women on to boards, increase the share of female Board members at twice the pace of those that set no targets. [Chief Executive Women \(CEW\) Senior Executive Census 2022](#) also found setting targets correlates with improved gender diversity and higher levels of gender balance on executive leadership teams.

All this research shows that employers need to improve the gender balance of their leadership teams.

<sup>1</sup> BCEC | WGEA Gender Equity Insights 2020

BCEC | WGEA 2020 research shows that an increase of

10  
percentage  
points

or more in female representation on the Boards of Australian ASX-listed companies leads to a

4.9% increase

in company market value, worth the equivalent of AUD \$78.5 million (or USD \$52.6 million) for the average company.



**Part 3.**

## Women in leadership

## More Australian men and women changed jobs

After a period of decline due to the onset of the pandemic, 2021-22 employee mobility was higher than usual. One in four employees (25.1%) in WGEA's dataset resigned and more than one-third (36.0%) of employees were externally appointed to new positions.

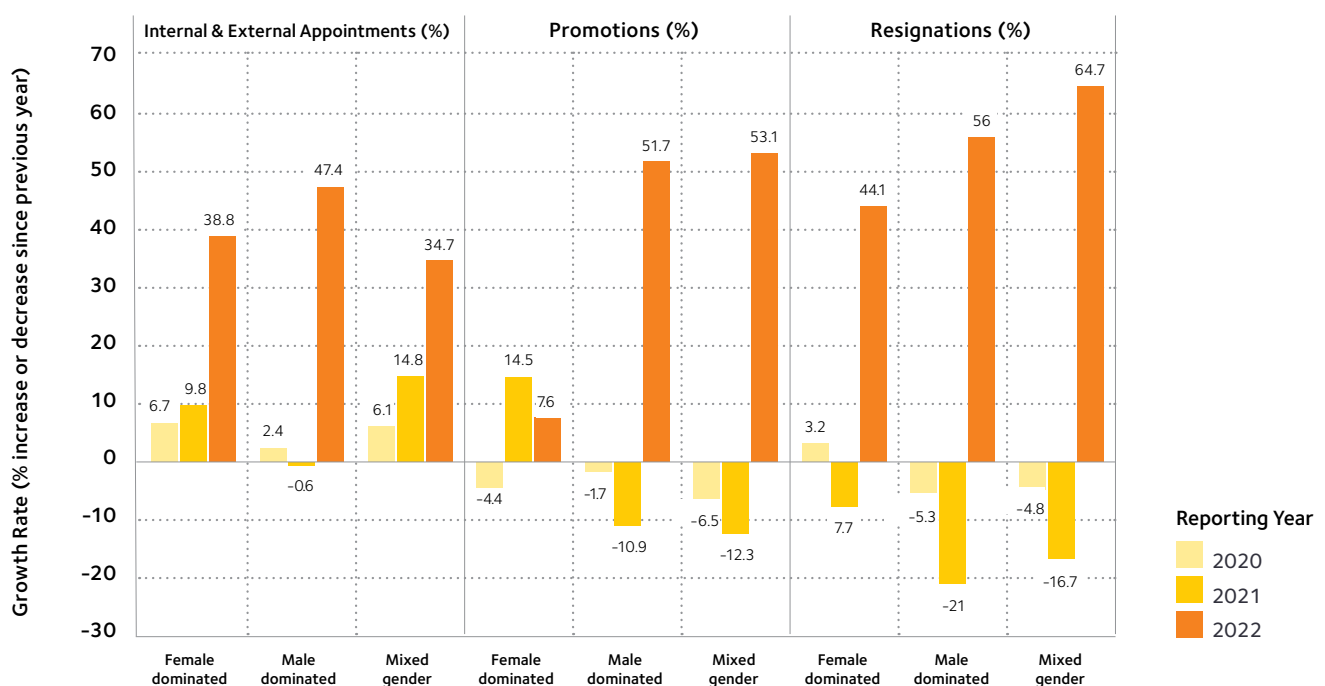
During 2021-22 the number of employees who resigned, appointed, and promoted were roughly evenly split between genders. Compared to men, more women resigned and were appointed, however more men than women were promoted.

**Table 2:** Number of employees who have been promoted, voluntarily resigned or appointed (internally or externally) by gender

	Women	Men	Proportion Women (%)
External appointments	860,316	749,720	53
Internal appointments	241,878	208,893	54
Promotions	138,495	154,258	47
Resignations	604,975	517,722	54
Workforce	2,287,280	2,190,388	51

While there was employee movement in all industries, the highest growth in employee movement was in male dominated and mixed industries.

**Chart 18:** Growth rate of promotions, resignations and total appointments by industry type (%)



**Part 3.**

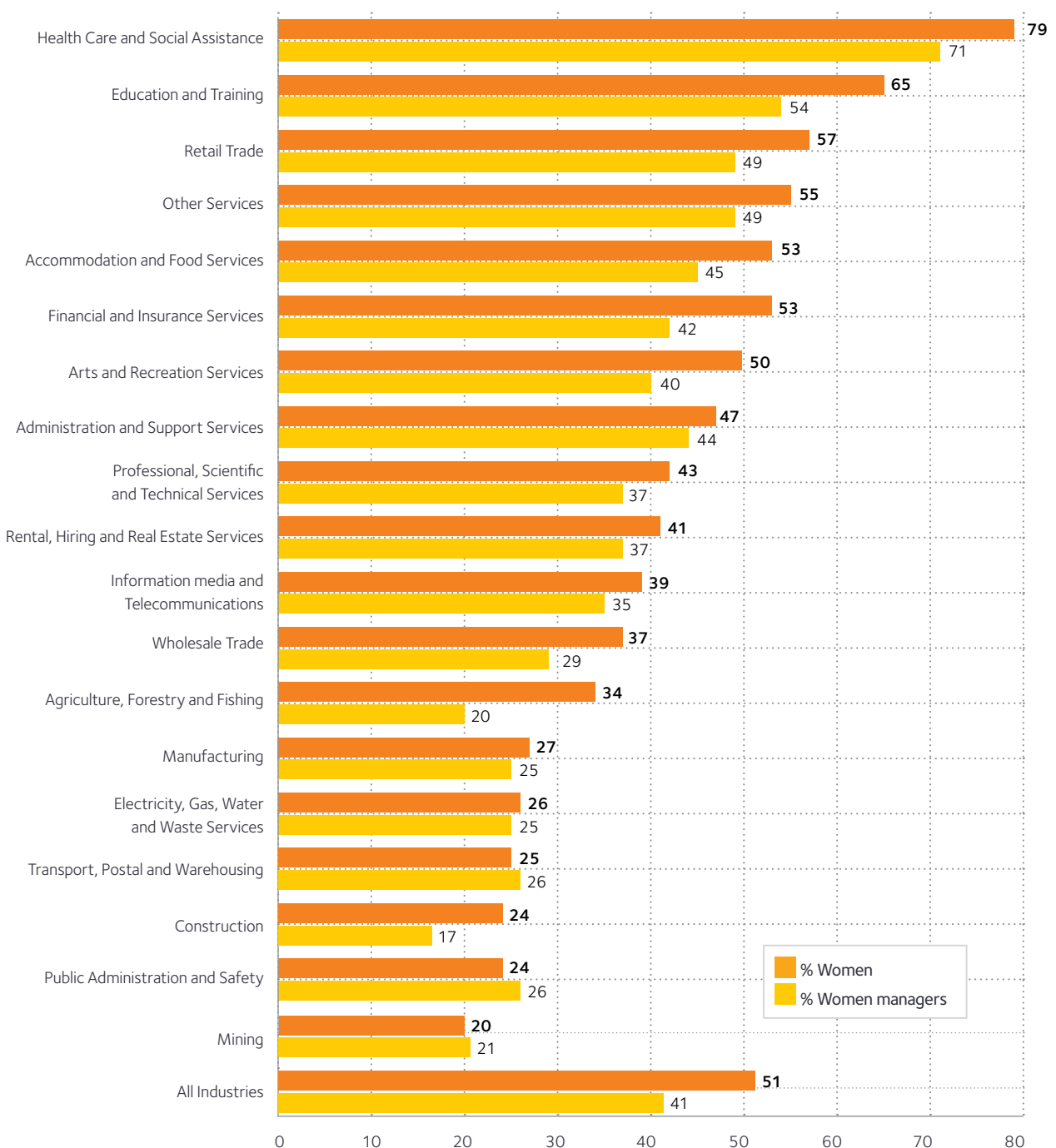
## Women in leadership

# Men still disproportionately hold managerial positions even in female dominated industries

Despite high employee mobility, little has changed in the overall proportion of women in management. The non-managerial workforce has gender parity (52% women and 48% men) while the managerial workforce is 41% women and 59% men.

At an industry level, 7 of 19 industries have gender balance in management, 11 have male dominated management and only one has female dominated management. Three male dominated industries, Transport, Postal and Warehousing, Public Administration and Safety and Mining, have a higher percentage of women managers than women employees.

**Chart 19:** Gender composition by industry – proportion of women, and proportion of women in management



**Part 3.**

## Women in leadership

## Upward mobility for women continues

While 41% of managers are women, they have disproportionate job mobility within leadership roles.

More men resigned and more men were promoted and appointed to management than women. As women comprise 41% of managerial positions they have relatively greater mobility.

This means the pipeline of women is increasing, but not enough to reach parity.

**Table 3:** Managers who have been promoted, voluntarily resigned or appointed (internally or externally) by gender (number, %).

		Number of Employees by Reporting Year			
		Gender	2020	2021	2022
Resignations	F		26,239	20,204	31,654
			44%	46%	44%
	M		33,891	23,746	41,000
			56%	54%	56%
Total			60,130	43,950	72,654
Promotions	F		26,081	25,743	35,309
			47%	47%	46%
	M		29,028	29,522	40,722
			53%	53%	54%
Total			55,109	55,265	76,031
Total appointments excluding promotions	F		34,035	47,596	62,084
			43%	47%	45%
	M		45,440	54,129	76,633
			57%	53%	55%
Total			79,475	101,725	138,717

**Part 3.**

## Women in leadership

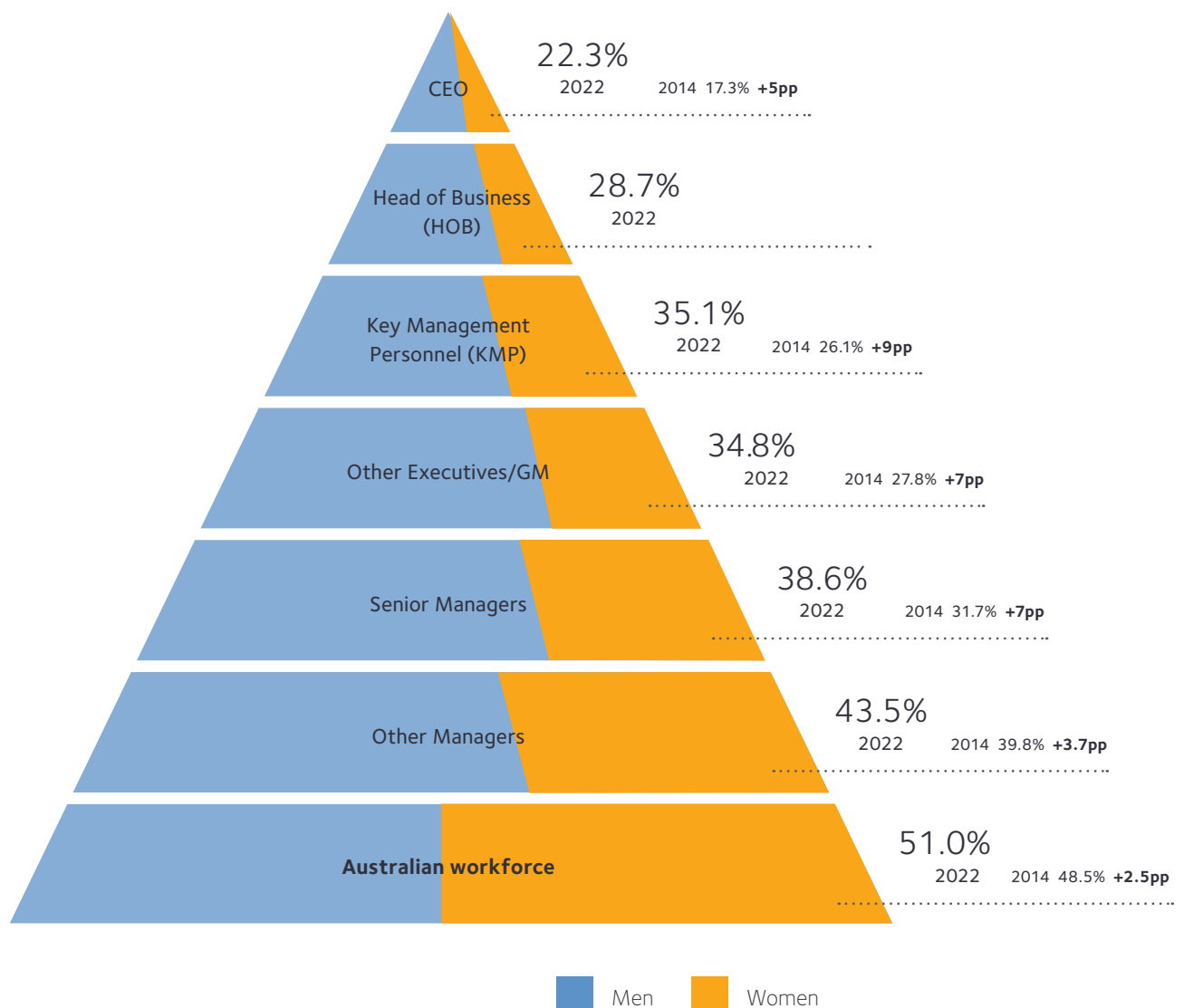
## Women's representation in leadership declines with seniority

The WGEA employer Census show that most senior roles in organisations remain heavily male dominated. Progress towards gender balance in leadership, particularly in the most senior roles, remains slow and the representation of women in leadership continues to decline with seniority.

Women account for 41% of all levels of managers, up from 40.7% in 2020-21. The proportion of women in leadership roles has increased slightly since the last reporting period, particularly in the proportion of women CEOs. WGEA's employer Census shows a slight increase in the proportion of women in leadership which means the pipeline is slowly getting stronger. In 2021-22:

- More than 1 in 5 CEOs or business leaders are now women (22.3%). This is an increase from 19.4% in 2021.
- Overall, 2 in 5 managers are women.
- Only 1 in 4 organisations (24%) have a gender balanced leadership team (40-60% females in senior leadership roles).

**Chart 20:** Proportion of women by manager category



**Part 3.**

## Women in leadership

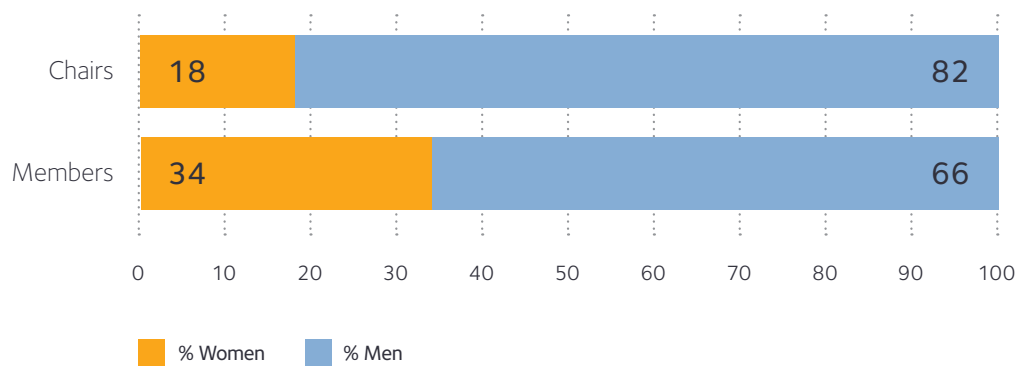
## Still no gender parity on governing bodies

Progress towards gender balance in decision-making roles has slowed. Men still make up the majority of boards and governing bodies.

In 2021-22 the proportion of women who are board members is 34% (up 1pp from 2020-21) and the proportion of women chairs is 18% (same from 2020-21).

This means in 2021-22, 8,728 board members are women while 17,247 are men. For chair positions, 820 are women compared to 3,685 men.

**Chart 21:** Gender composition of boards and governing bodies 2021-22 (%)



**Part 3.**

## Women in leadership

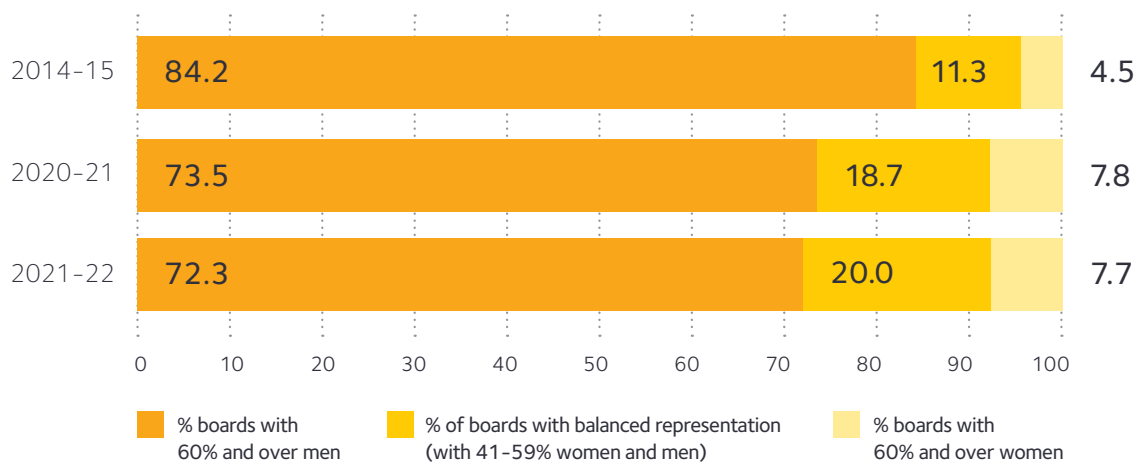
# Women are missing from boards

Only 1 in 5 boards were gender balanced.

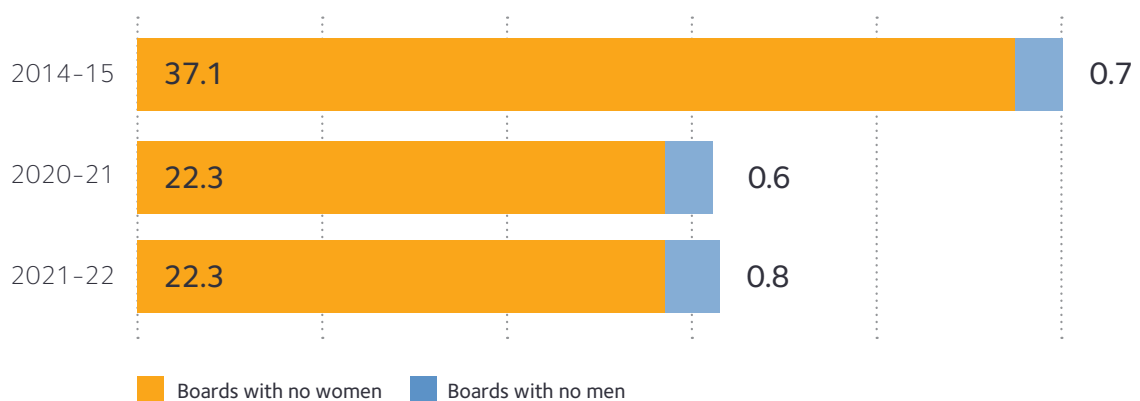
Since 2014-15 the proportion of boards with gender balance has increased and the proportion of boards that are male dominated has declined by over 10pp.

There are still 1 in 5 boards (22%) with no women.

**Chart 22:** Gender representation on boards



## Boards comprising 100% of one gender



# Targets for board representation

There has been an increase of 2pp from 12% to 14% of organisations with male dominated boards (over 60% men) reporting they have set targets to increase the representation of women on their boards. Within these organisations, the average target to increase the representation of women on the governing body is 36.0%.

**Part 3.**

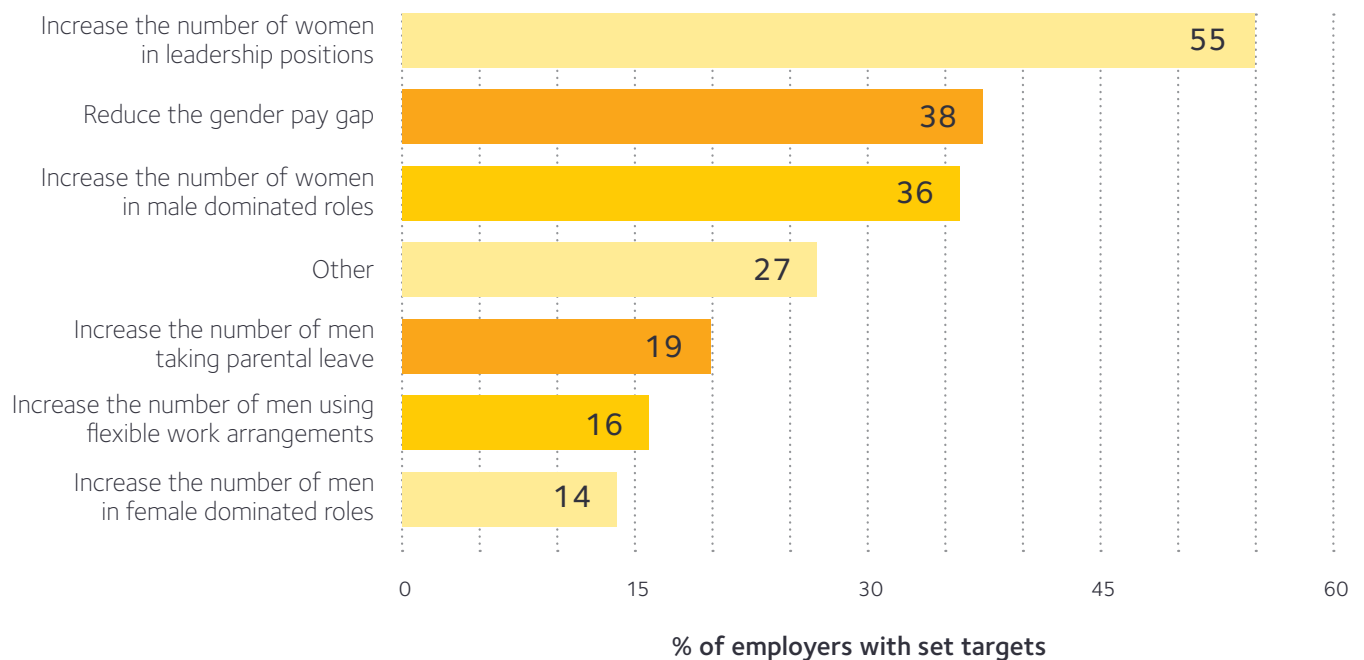
## Women in leadership

## Employers are setting targets

For the first time in the 2021-22 reporting period, employers were asked to answer a voluntary question on whether they set targets to address gender equality in the workplace. When organisations set targets, they are committing to actions that lead to increased diversity in leadership which will increase productivity and engagement.

53% of employers responded that they had set some form of targets. Of the employers who have set targets, the majority set targets to increase the number of women in leadership.

**Chart 23:** Targets to address gender equality (%)





# Part 4. Employer policies and action on gender equality

---

More employers need to  
take action to prioritise  
gender equality



# Employer action is key to speeding up the pace of change for workplace gender equality.

Action can be taken to reduce gender pay gaps, promote flexible ways of working, offer support for carers and those who experience domestic or family violence and to implement policies to reduce sex-based harassment.

In order for employers to know what actions will most impact their organisational gender pay gaps, they must first conduct a pay gap analysis.

When conducting a pay gap analysis, employers can look for three types of pay gaps:

1. Equal pay for like-for-like roles.
2. By-level pay gaps – comparing responsibilities and skills at levels within organisations.
3. Organisation-wide pay gaps – the difference between the average remuneration of women and the average remuneration of men across the organisation.

Since reporting to WGEA began, the proportion of employers conducting a pay gap analysis has increased. The 2021-22 data shows that just over half of employers have conducted a pay gap analysis. Of those 58% acted on the findings.

A gender pay gap analysis assists employers in identifying the causes of gender pay gaps within their own organisations.

The result of this audit can lead employers to create a pay equity strategy or action plan; identify the causes of their organisational gender pay gap; review remuneration and promotion decision-making processes; report pay metrics to the governing body and other organisational stakeholders; and set targets to reduce organisation-wide gaps.

Flexibility has become increasingly important for all employees. The 2021-22 Employer Census shows that employers have rapidly embraced remote working. However, businesses need to consider the full range of flexibility policies available to them such as compressed working weeks and ensuring that work performance is not measured by presenteeism.

Given that women take on the majority of unpaid domestic work, they are also more likely to utilise flexible working arrangements which can further entrench gender norms. Employers have a key role in addressing these norms and stereotypes by ensuring that flexible work and parental leave arrangements are equally available and utilised by women and men. This provides women and men more choice about how they manage paid and unpaid responsibilities and contribute to a model of shared care.

We ask employers to consider the content of their workplace gender equality policies and how they are implementing them given that change in the overall figures has stalled.

## It is time to:

- Build a culture and the skills and capabilities to support gender equality
- Analyse who is leaving/staying in the organisation and how the gender pay gap changes with new appointments
- Evaluate and update existing policies and practices that aim to improve gender equality.



**Part 4.**

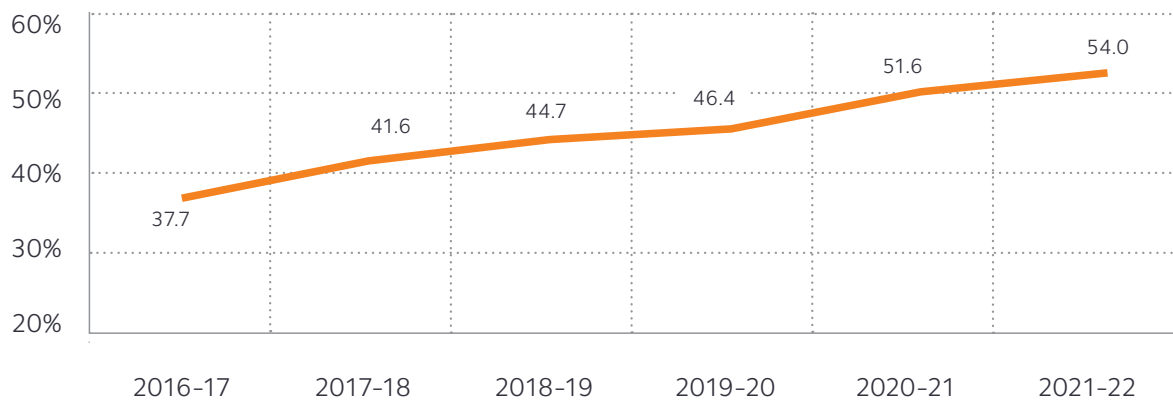
## Employer policies and action on gender equality

## Employers continue to conduct pay gap audits

The proportion of organisations that conducted a gender pay gap analysis has increased.

However, only 54% of organisations have conducted a pay gap analysis. This means that almost half of organisations in WGEA's dataset have not taken the first step in addressing gender pay equity.

**Chart 24:** Organisations that have conducted a gender pay gap analysis (%)

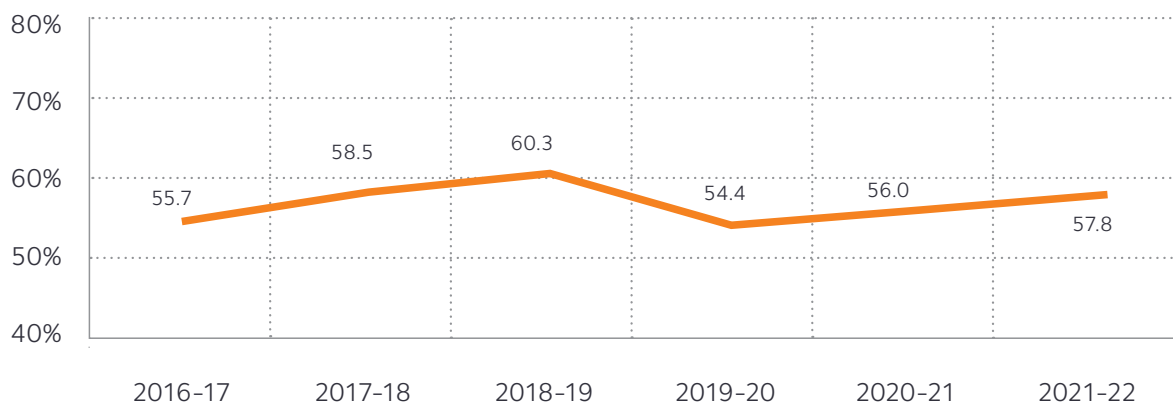


## Action gap after pay analysis persists

The proportion of organisations taking action as a result of conducting a pay gap analysis changed little between 2020-21 and 2021-22.

Of those employers that conducted a pay gap analysis, less than 6 in 10 employers (57.8%) took action.

**Chart 25:** Organisations that took action as a result of their gender pay gap analysis (%)



**Part 4.**

## Employer policies and action on gender equality

## Top three actions employers took after conducting pay audits

Of those employers who took action following a pay gap analysis, employers most commonly chose to identify the causes of their pay gaps, correct instances of unequal pay, and report metrics to the executive/Board.

**Table 4:** Actions taken after pay audits

	2020-21 (%)	2021-22 (%)
Identified cause/s of the gaps	62.2	58.7
Corrected like-for-like gaps	54.6	55.9
Reported pay equity metrics (including gender pay gaps) to the executive	50.0	46.2

## Top three reasons given by employers who took no action after conducting pay audits

For the organisations who took no action after a pay analysis, the majority (74%) reported that they did not identify unexplained or unjustifiable gender pay gaps in their organisation. However, even though the gap may be unsurprising or justifiable, there will be actions that can be taken to reduce it.

**Table 5:** Reasons given for no action after pay audits

	2020-21 (%)	2021-22 (%)
No unexplained or unjustifiable gaps identified	70	74
Salaries set by awards/industrial or workplace agreements	16	28
Non-award employees paid market rate	16	23

**Part 4.**

## Employer policies and action on gender equality

## More employers are reporting pay equity audits to their boards

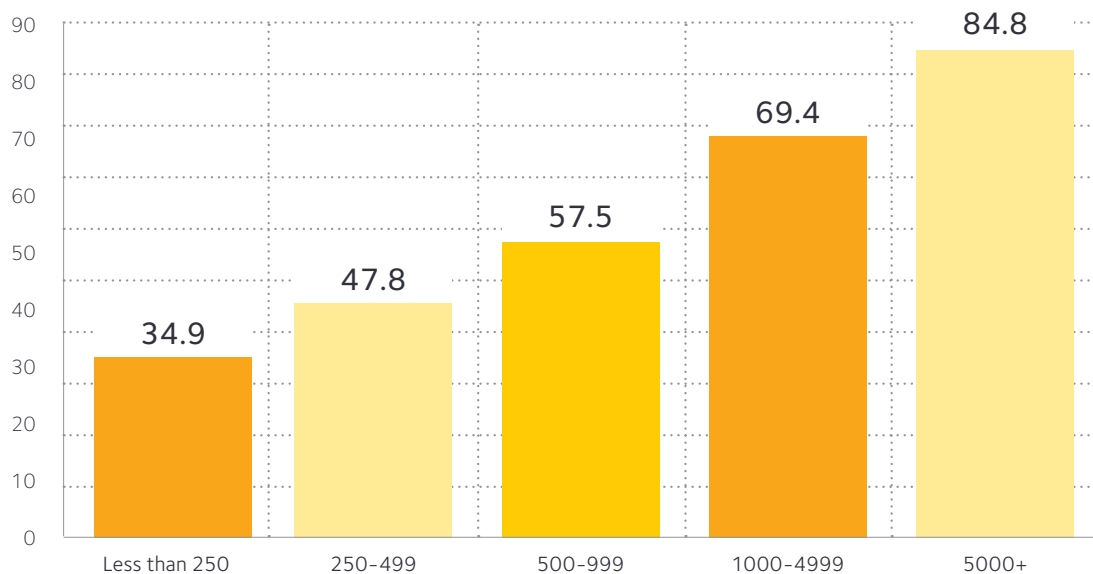
More large employers reported their pay equity metrics (to executives, boards, employees, or externally) after a pay gap analysis.

85% of large employers who conducted a pay gap analysis reported their metrics to the board, an increase of almost 8pp from 2020-21.

However, small and medium-size business with 999 or fewer employees were less likely to report their metrics to the board compared to last reporting period.

Overall, the number of employers reporting the results of their pay gap analyses remains low. Only 28% of employers reported their metrics to the executive and 20% communicated results to the board.

**Chart 26:** Proportion of organisations who reported their metrics after conducting a pay audit, by organisation size (%)



**Part 4.**

## Employer policies and action on gender equality

## Employers in male dominated and mixed industries are more likely to analyse their pay gaps

A higher proportion of employers in male dominated and mixed gender industries are analysing their pay gaps and taking action after an audit. The Electricity, Gas, Water and Waste Services industry (26% female) had the largest number of employers who conducted a gender pay gap analysis and took some form of action afterwards.

Employers in female dominated industries are the least likely to do either. This might be due to the perception that female dominated industries do not have gender pay gaps, due to the high proportion of women and relatively low pay. However, the most highly paid roles in these industries are disproportionately male dominated, impacting on their gender pay gaps.

**Table 6:** Ranking of proportion of industries who reported undertaking a pay gap analysis and taking action 2021-22

Industry	Conducted pay gap analysis (%)	Took some form of action after the audit (%)
Electricity, Gas, Water and Waste Services	78	86
Professional, Scientific and Technical Services	78	71
Financial and Insurance Services	77	70
Mining	70	63
Information Media and Telecommunications	65	73
Public Administration and Safety	65	27
Wholesale Trade	63	62
Rental, Hiring and Real Estate Services	61	59
Manufacturing	57	61
Construction	57	58
Arts and Recreation Services	54	48
Agriculture, Forestry and Fishing	51	41
Transport, Postal and Warehousing	51	57
Retail Trade	49	51
Administrative and Support Services	48	44
Accommodation and Food Services	43	41
Other Services	41	64
Health Care and Social Assistance	35	35
Education and Training	32	40

**Part 4.**

## Employer policies and action on gender equality

## Employers focus on gender equality

The proportion of organisations with policies that focus on eliminating gender bias from employment processes, has increased slightly this year.

More than 80% of employers have policies and practices in recruitment, training and development, performance management processes, all of which are the primary areas where unconscious biases might occur.

However, only 38% of organisations have key performance indicators for managers relating to gender equality.

**Table 7:** Percentage (%) Organisations with policies and/or strategies to support gender equality in specific human resource functions (%)

Industry	2020-21 (%)	2021-22 (%)	1 year difference (pp)
Recruitment	86	87	1
Training and development	83	85	2
Performance management processes	82	85	3
Gender equality overall	77	78	1
Promotions	72	73	1
Talent identification/identification of high potentials	70	72	2
Succession planning	69	71	2
Retention	67	69	2
Key performance indicators for managers relating to gender equality	36	38	2

**Part 4.**

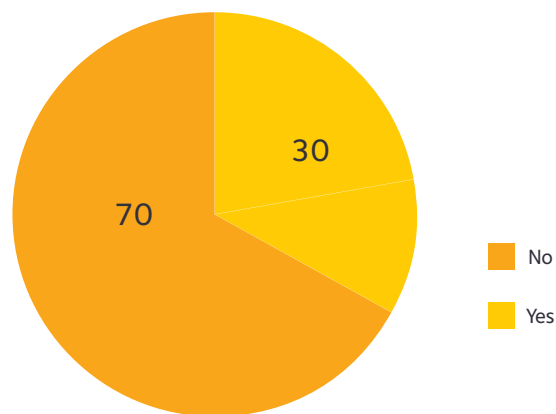
## Employer policies and action on gender equality

## Only half of all employers are consulting with staff on gender equality issues

Ongoing consultation helps organisations understand any emerging needs and priorities of employees and generates practical ideas and solutions. Findings from consultations should inform policies and strategies and generate positive change in workplaces.

Most employers do not have a formal a policy and/or strategy for consulting with employees on gender equality. A policy/strategy helps to embed consultation with employees within the organisation.

**Chart 27:** Organisations with a formal policy and/or strategy for consulting employees on gender equality (%)



However, only half of the reporting organisations have consulted with employees on gender equality issues. This has remained consistent since 2014.

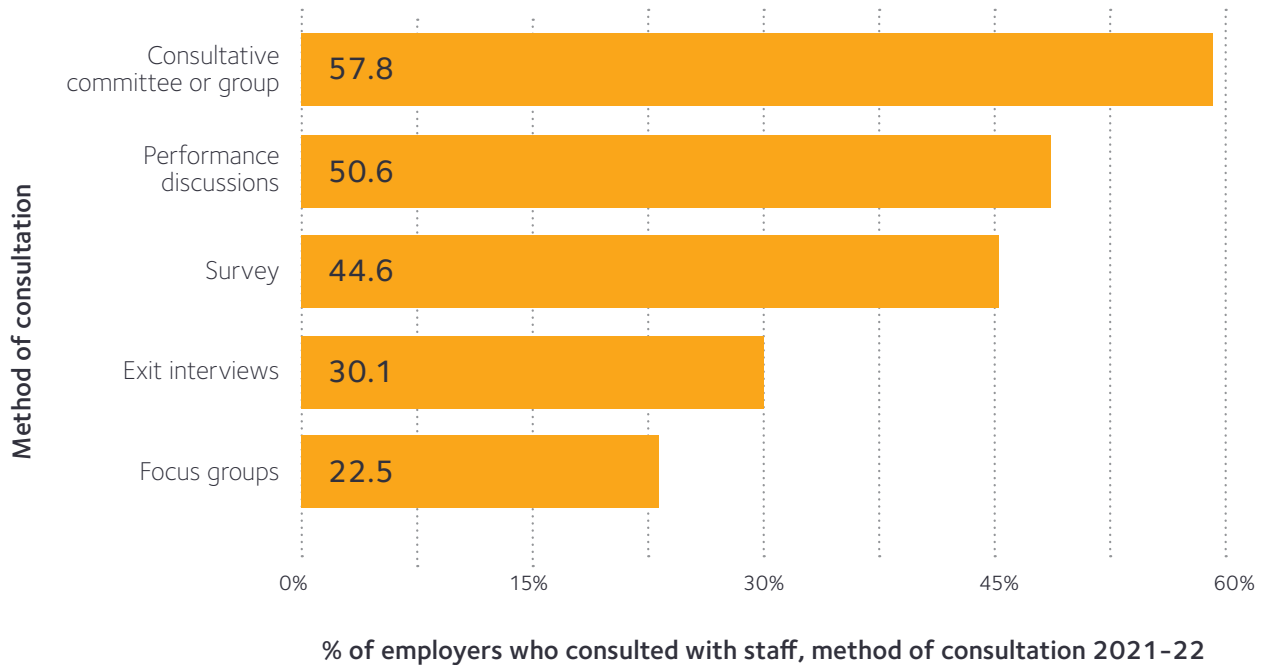
The majority of organisations that consulted on gender equality issues did consult with all staff (72%), compared to 14% of organisations that consulted with managers only.

In 2021-22 there has been a substantial increase in employers consulting with employees during performance discussions. Other employers consulted through consultative committees or groups. Fewer employers compared to last year consulted via exit interviews, despite the high number of employees moving into different jobs.



**Part 4.**

## Employer policies and action on gender equality

**Chart 28:** Methods of employee consultation

## More employers offer parental leave

### Responsibility for paid and unpaid work in Australia is highly gender segregated.

Gender norms persist that see women take on the majority of unpaid care, reduce their participation in the workforce, and limit opportunities for progression. Parental leave that is available and utilised by all carers – both women and men – can work to change these gender norms and promote a model of shared care.

In 2021-22, 3 in 5 employers (62%) offer access to employer funded paid primary carers leave (either to both women and men or to women only), in addition to the government scheme. This is a slight increase from 60% of employers offering employer funded parental leave in 2020-21.

However, access to parental leave continues to be highly dependent on the size and industry of the employer.

The average length of employer funded parental leave improved slightly from last year.

- The average length of primary carer's leave is 11.1 weeks (10.8 weeks in 2020-21).
- The average length of secondary carer's leave is 2.4 weeks (2.3 weeks in 2020-21).

**Part 4.**

## Employer policies and action on gender equality

## Most employers offer paid parental leave regardless of gender

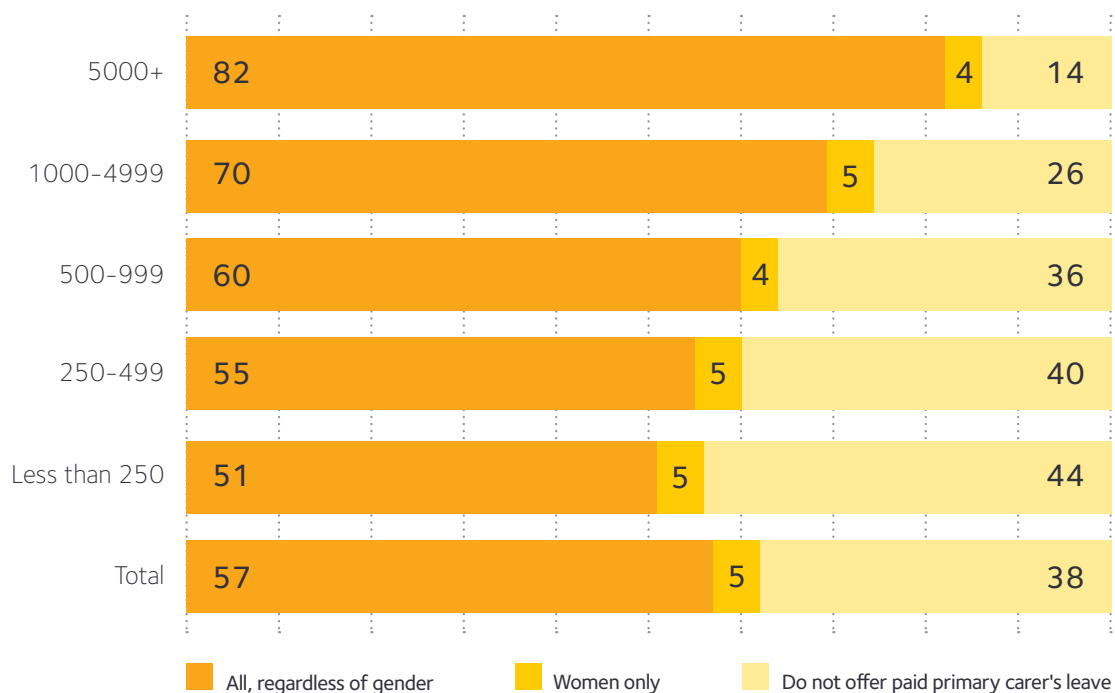
92% of employers providing primary carer's leave make no distinction between women or men taking that leave, with 8% of employers providing primary carer's leave to women only.

**Table 8:** Availability of paid primary carer's leave by industry type

Industry	All, regardless of gender (%)	Women only (%)	Do not offer paid primary carer's leave (%)
Mixed industries	59	3	38
Male dominated industries	48	5	48
Female dominated industries	66	9	25
<b>Total</b>	<b>57</b>	<b>5</b>	<b>38</b>

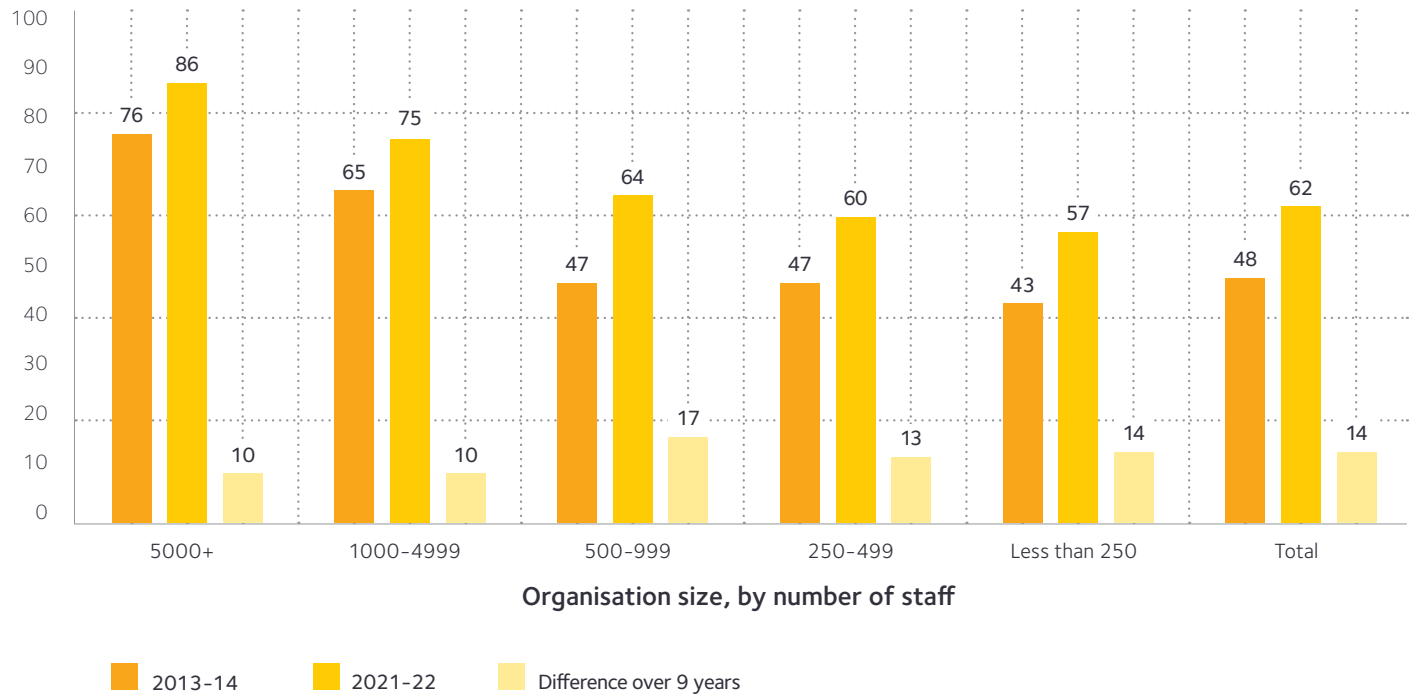
Paid parental leave is most likely offered by large organisations, with almost 8 in 10 employers of 5000+ staff offering primary carer's leave to all, regardless of gender.

**Chart 29:** Percentage (%) Organisations offering paid primary carer's leave, by type and organisation size (%)



**Part 4.**

## Employer policies and action on gender equality

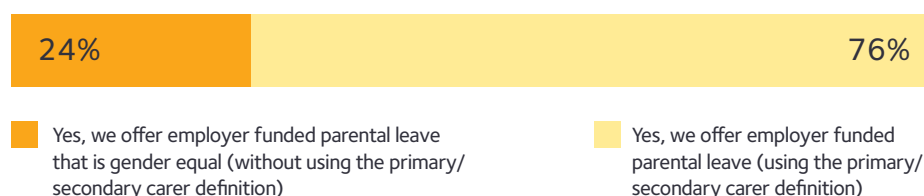
**Chart 30:** Change in the proportion of organisations offering paid primary carer's leave by organisation size 2021-22 (%)

## Employers are removing labels of 'primary' and 'secondary'

Of employers that offer paid parental leave, nearly 1 in 4 employers have removed the labels of primary and secondary carer.

Increasingly employers are moving towards gender neutral parental leave policies that offer equal amounts of leave to all new parents or caregivers, regardless of their 'primary' or 'secondary' carer status, or gender. The adoption of more inclusive language in policies which define parenthood to include same sex couples, transgender family units as well as grandparents or other relatives who may be caring for the child is an important step toward challenging the norms around caring.

Providing equal access to parental leave challenges the unpaid-labour gap and can help women to increase paid employment, leading to higher household income and greater economic independence. It is clear also that father or partner involvement in parenting has positive outcomes for a mother's health, with evidence showing it provides mothers with a stronger sense of well-being, heightened relationship satisfaction and an enhanced ability to balance their home life when returning to the workforce.

**Chart 31:** Organisations offering gender neutral parental leave (%)

**Part 4.**

## Employer policies and action on gender equality

## Employers have long eligibility periods for parental leave

It is standard practice to include a mandatory service period of 12 months before employees become eligible to access paid parental leave require for carers to work for the employer for at least 12 months.

This eligibility criteria can reduce a parent's ability to pursue career mobility and promotion opportunities. This in turn, reduces the talent pool from which employers can recruit. When it is still 87% women who take primary parental leave, eligibility policies primarily inhibit women's career progression and career mobility.

Research on leading employers shows many are deliberately reducing or eliminating eligibility periods to both support expecting parents and to become more attractive potential employers to an under-utilised talent pool. Furthermore, leading employers do not place restrictions on couples where both parents or carers work for the same organisation.

**Table 9:** Proportion of organisations who require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access certain types of employer funded parental leave

Type of parental leave carers	Yes (%)	No (%)	Average months
Gender equal carers (without using the primary/secondary carer definition)	82	18	12.2
Primary carers	90	10	12.5
Secondary carers	83	17	12.1
<b>Total</b>	<b>86</b>	<b>17</b>	<b>12.1</b>

**Part 4.**

## Employer policies and action on gender equality

## Some employers are offering flexibility on when and how employees use parental leave

The vast majority of employers require carers to take parental leave within the first 12 months of a child entering the family and about one-third of employers require employees to take the leave within the first six months.

However, leading employers are increasingly including flexibility in their parental leave policies. This includes giving employees the ability to split leave into two or more blocks, or to use leave in combination with paid workdays to facilitate a graduated return to work.

Current leading practice is to allow flexible leave to be taken for up to two years after the birth, adoption, or permanent placement of a child.

For parents who did not give birth, the ability to take leave when and as needed is an attractive prospect as this may allow them to step in to support when it is most needed. Providing flexibility can also help parents to transition back into work and help children to adjust to a new caring arrangement.

**Table 10:** Proportion of organisations who require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth

Type of parental leave carers	Yes (%)	No (%)
Gender equal carers (without using the primary/secondary carer definition)	74	26
Primary carers	78	22
Secondary carers	80	20
<b>Total</b>	<b>78</b>	<b>22</b>

**Table 11:** Proportion of organisations who require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth by required month periods

Type of parental leave carers	Within 6 months (%)	Within 12 months (%)	Within 24 months (%)
Gender equal carers (without using the primary/secondary carer definition)	28	56	15
Primary carers	33	58	9
Secondary carers	<b>39</b>	<b>53</b>	<b>7</b>
<b>Total</b>	<b>34.9</b>	<b>55.5</b>	<b>8.8</b>

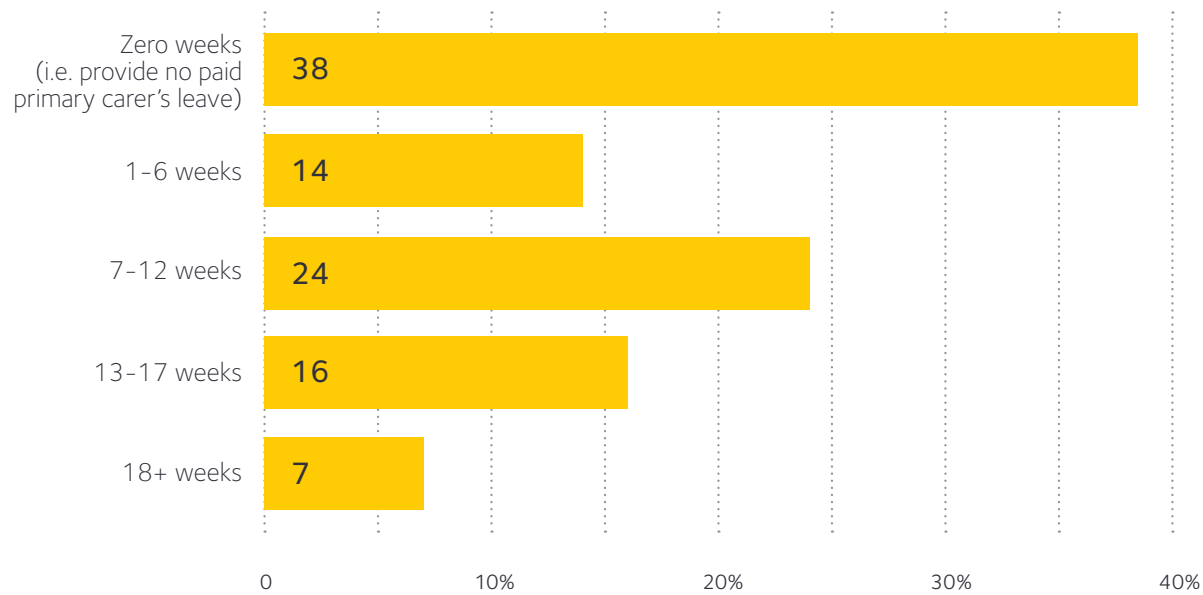
**Part 4.**

## Employer policies and action on gender equality

## Length of primary carer's leave

If organisations offer parental leave, the most common length of paid primary carer's leave offered is between 7-12 weeks (24%). Less than 1 in 10 employers with paid parental leave offer 18 weeks or more.

**Chart 32:** Typical number of weeks of paid primary carer's leave offered by employers (%)



## Paid parental leave is more common in female dominated industries

48% of employers in male dominated industries do not offer any form of paid primary carer's leave, compared to only 1 in 4 organisations in female dominated industries. Female dominated industries are also more likely to offer paid parental leave for all genders.

**Table 12:** Paid primary carer's leave by gender-dominated industries

	All, regardless of gender (%)	Women only (%)	Do not offer paid primary carer's leave (%)
Mixed industries	59	3	38
Male dominated industries	48	5	47
Female dominated industries	66	9	25
<b>Total</b>	<b>57</b>	<b>5</b>	<b>38</b>

**Part 4.**

## Employer policies and action on gender equality

## More employers offer employer funded paid parental leave to employees

Organisations in male dominated industries have seen the largest increases in parental leave offerings over time. Rental, Hiring and Real Estate Services, Agriculture, Forestry and Fishing and Construction have seen the largest increases. The proportion of organisations with parental leave in these industries has increased by 20pp.

Mixed gender industries have also had a large increase in the proportion of employers offering parental leave, including Rental, Hiring and Real Estate Services, Information, Media and Telecommunications and Wholesale Trade.

**Table 13:** Availability of primary carer's leave, by industry 2021-22

Industry	Percentage of industry offering paid primary carer's leave - 2021-22 (%)	Percentage of industry offering paid primary carer's leave - 2013-14 (%)	Increase over time since 2013-14(pp)
Education and Training	87	86	1
Electricity, Gas, Water and Waste Services	87	85	2
Financial and Insurance Services	85	75	10
Information, Media and Telecommunications	81	56	25
Professional, Scientific and Technical Services	81	65	16
Mining	77	53	24
Other Services	71	51	20
Arts and Recreation Services	67	49	18
Health Care and Social Assistance	66	63	3
Rental, Hiring and Real Estate Services	59	30	29
Wholesale Trade	55	34	21
Construction	47	22	25
Agriculture, Forestry and Fishing	47	19	28
Manufacturing	44	34	10
Transport, Postal and Warehousing	41	24	17
Accommodation and Food Services	36	19	17
Retail Trade	36	19	17
Administrative and Support Services	35	26	9
Public Administration and Safety	26	26	0
<b>Total</b>	<b>62</b>	<b>48</b>	<b>14</b>

**Part 4.**

## Employer policies and action on gender equality

## Men less likely than women to take primary carer's leave

**More men are taking primary carer's leave – particularly men in management roles.**

Men are still less likely to take primary carer's leave when compared to women, even though over half of organisations offer primary carer's leave to both men and women. This reflects gender norms that see women take on the majority of unpaid caring work. However, this year we saw an increase in men in manager roles taking parental leave. This is an important milestone as we know that when people in managerial roles role-model gender equality, it reinforces an acceptable behaviour.

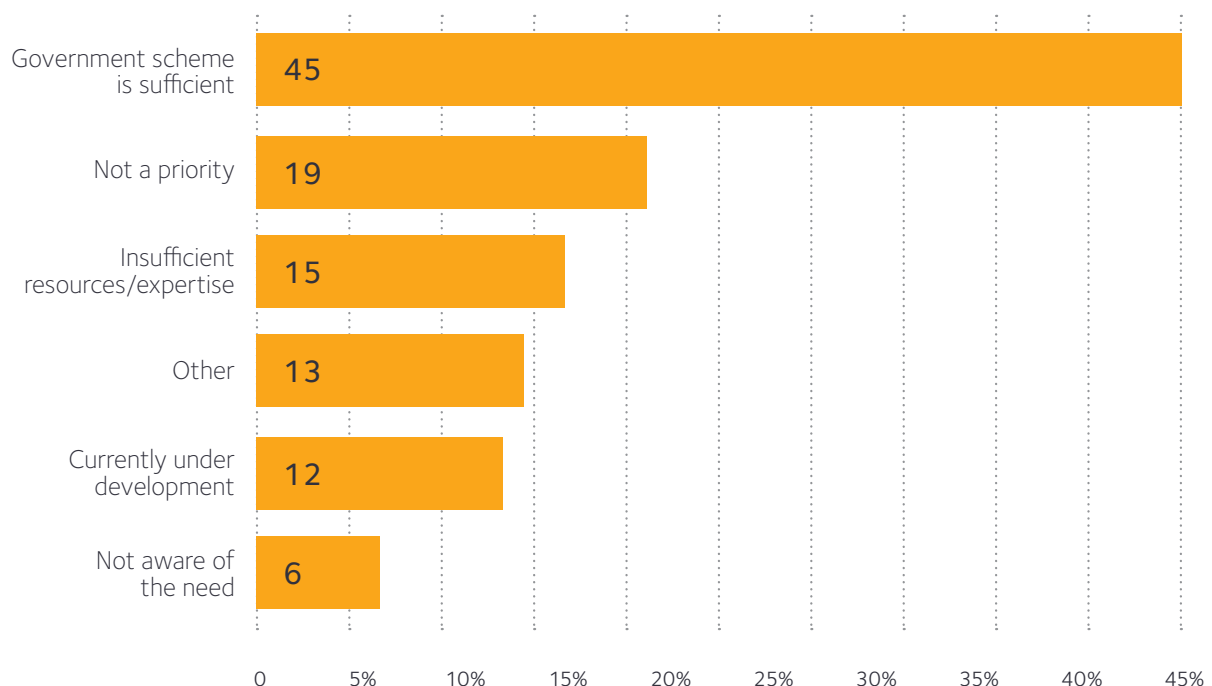
- Women account for 87% of all primary carer's leave taken and men account for 13%
- Within managers, men account for 24% of all primary carer's leave taken

**Table 14:** Proportion of primary carer's leave taken by women and men

Description	Manager category	Female (%)	Male (%)
Primary carers leave	Non-managers	88	12
	Total managers	76	24
All Employees		87	13

## Why employers do not offer parental leave

For the organisations that do not offer paid primary and secondary carer's leave – about 38% of all employers – the most commonly reported reason given was that the current government scheme is sufficient.

**Chart 33:** Reasons given for not having employer funded parental leave (%)



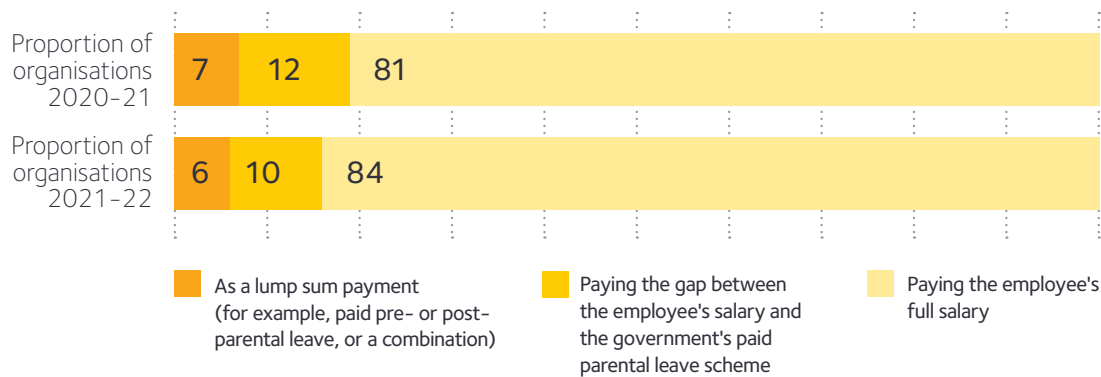
**Part 4.**

## Employer policies and action on gender equality

## How parental leave is paid

Most organisations with a paid parental leave policy pay the employee's full salary while they are on leave.

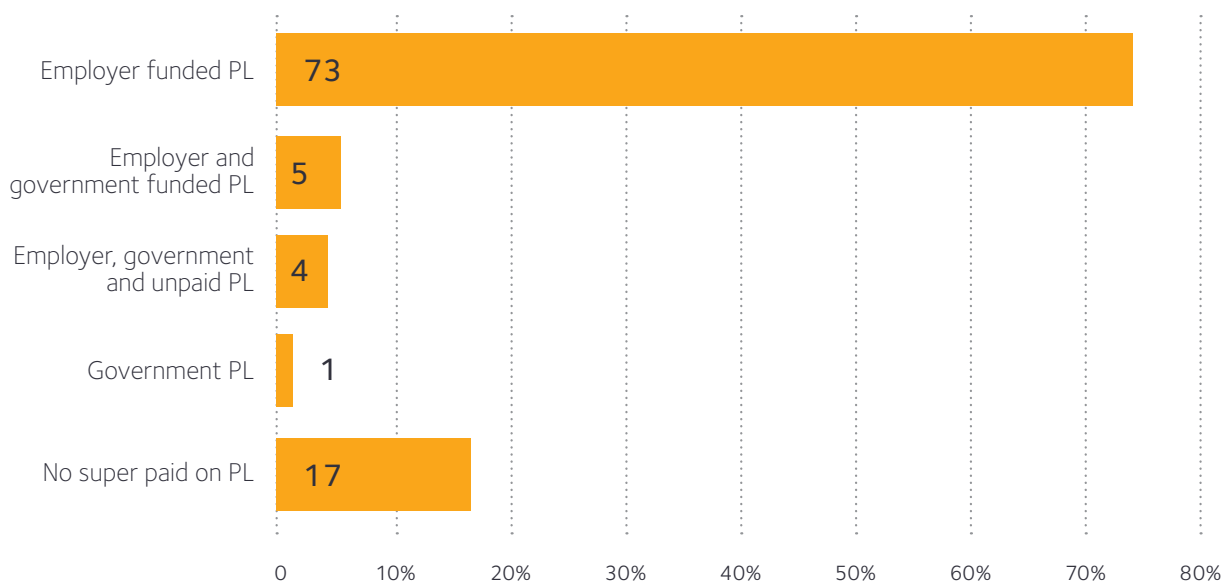
**Chart 34:** Types of parental leave payments offered by employers (%)



## Organisations are paying superannuation on parental leave

More than 4 in 5 (83%) of employers offering paid parental leave also pay superannuation for parents. 9% provide super on government funded parental leave and 5% on unpaid parental leave.

**Chart 35:** Employers paying superannuation on different types of Parental Leave (PL)(%)



**Part 4.**

## Employer policies and action on gender equality

## Support for parents and carers

By providing support to parents and carers, employers acknowledge employees' responsibilities outside of paid employment. This can support employee engagement in the workforce while ensuring they thrive in their roles of parent or carer.

WGEA's data collection on how employers support carers relates to employees who are parents. Since WGEA's data collection began, employers have become increasingly supportive of working parents. However, the proportion of employers offering certain supports for parents has barely changed since the last reporting period. For example, there have been no or little increases to childcare support which we know is a primary barrier for working parents.

Since WGEA's data collection began, more employers are providing breastfeeding facilities in workplaces (25pp increase) and referral services to assist workers with family and caring responsibilities (13pp increase). There has been virtually no change in the proportion of employers providing support for early childhood education and care, including on-site childcare and employer funded childcare subsidies.

**Table 15:** Other forms of employer-funded support for parents (%)

	2013-14	2020-21	2021-22	9-year difference (pp)
Breastfeeding facilities	45	69	70	25
Referral services to support employees with family and/or caring responsibilities	44	55	57	13
Childcare referral services	9	10	10	1
On-site childcare	9	9	9	0
Employer subsidised childcare	7	7	7	1

**Part 4.**

## Employer policies and action on gender equality

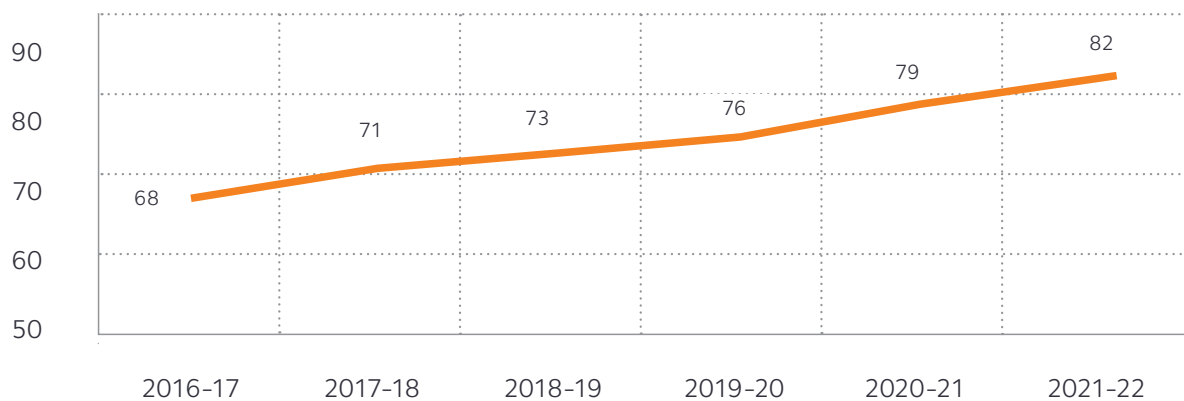
## More organisations offer flexible work

A flexible working arrangement is an agreement between a workplace and an employee to change the standard working arrangement to accommodate an employee's commitments out of work. Flexible working arrangements usually encompass changes to the hours, pattern and location of work.

Employers have a key role in addressing such norms and stereotypes by ensuring that flexible work arrangements are equally available and utilised by women and men. This provides women and men more choice about how they manage paid and unpaid responsibilities and contributes to a model of shared care.

**More employers embed flexible working in their policies/strategies**

In 2021-22, more organisations have embedded a policy and/or strategy to support their workforce in working flexibly.

**Chart 36:** Organisations with a policy and/or strategy for flexible working (%)

Employers are also reviewing the strategies to ensure they are effective. Data from the 2021-2022 Employer Census shows more employers have a business case for flexible working in place and employers are holding leadership to account. Research and evidence confirms that leaders need to role model flexible working, because it is a powerful way of demonstrating successful alternate ways to work and dispel misconceptions about flexibility being incompatible with management and leadership roles.

**Part 4.**

## Employer policies and action on gender equality

**Table 16:** 2022 – Organisations with flexibility strategies that include the following elements

Measure	Yes 2022 (%)	Yes 2021 (%)	Growth (pp)
Formal policy or strategy on flexible work arrangements	81	78	3
A business case for flexibility has been established and endorsed at the leadership level	68	61	7
Employee training is provided throughout the organisation	49	42	6
Employees are surveyed on whether they have sufficient flexibility	54	48	5
Flexible working is promoted throughout the organisation	74	67	6
Leaders are held accountable for improving workplace flexibility	49	42	7
Leaders are visible role models of flexible working	76	69	7
Manager training on flexible working is provided throughout the organisation	39	33	5
Metrics on the use and/or the impact of flexibility measures are reported to key management personnel	35	30	5
Metrics on the use and/or the impact of flexibility measures are reported to the governing body/board	27	22	4
Targets have been set for engagement in flexible work	13	10	3
Targets have been set for men's engagement in flexible work	7	5	2
Team based training is provided throughout the organisation	41	34	6
The organisation's approach to flexibility is integrated into client conversations	38	33	4

**Part 4.**

## Employer policies and action on gender equality

## Increased approval of formal flexible working arrangements

Employers were asked whether they saw an increase in the approval of formal flexible working arrangements in 2021-22.

More than 60% of employers saw an increase overall in the approval of formal flexible working arrangements for women and men.

Many employers are offering multiple forms of flexibility. Adaptable hours of working, telecommuting/remote working arrangements, and time-in-lieu are the three most common forms of informal flexibility arising within Australian businesses in response to the changing COVID environment.

In 2022, 71% of employers report having a formal policy on working from home. This increased from 35% in 2019 (pre-COVID levels) to 66% in 2021.

Other forms of formal flexible work showed smaller year-on-year increases in availability, including job-sharing (at 52% in 2022, up from 49% last year), flexible hours of work (74% in 2022, up from 70% in 2021) and a compressed working week (at 42%, up from 40% from last year).

**Table 17:** Types of flexible work offered by employers in 2020-21 through both formal and informal strategies in 2021 and 2022

Proportion of organisations who have the following flexible working options available	2022			
	Yes (%)	Formal (%)	Informal (%)	No (%)
Carer's leave	99.6	95.8	29.8	0.5
Compressed working weeks	58.2	42.4	40.2	45.1
Flexible hours of work	97.5	73.5	83.7	47.5
Job sharing	65.9	51.7	27.4	37.7
Part-time work	97.4	88.0	30.9	4.3
Purchased leave	42.3	38.0	8.7	58.7
Telecommuting	94.9	70.8	77.5	9.4
Time-in-lieu	93.5	60.2	74.2	9.3
Unpaid leave	98.9	87.1	34.2	1.5

**Part 4.**

## Employer policies and action on gender equality

## Implementing an 'all roles flex' approach

An 'all roles flex' approach makes flexible work arrangements accessible to all employees and all roles within the organisation.

More than 78% of organisations responded to a voluntary question on whether they had implemented an all roles flex approach to flexible work.

Of those, 38% of employers have implemented an all-roles flex approach, with almost half (48%) of mixed gender industries that responded taking this approach.

**Table 18:** Organisations who have implemented an 'all roles flex' approach to flexible work by industry type

	Yes (%)	No (%)	Don't know / Not applicable (%)
Female dominated industries	30	50	19
Male dominated industries	30	52	18
Mixed gender industries	48	35	17
<b>All Organisations</b>	<b>38</b>	<b>45</b>	<b>18</b>

**Part 4.**

## Employer policies and action on gender equality

## Employers are ensuring that performance is not measured by presenteeism

Since the onset of the COVID-19 pandemic, many employees have increased their utilisation of flexible working arrangements and many workplaces now include hybrid teams, meaning that some employees in a team work remotely while other employees work at the organisation's usual workplace. This can benefit employees by providing them flexibility in the location of work, and therefore provide employees more choice in how they manage paid and unpaid responsibilities.

At the same time, the pandemic has not shifted the gender norms that women undertake more unpaid domestic work. To accommodate these responsibilities, pre-pandemic research shows that women have generally been more likely to request flexible working arrangements, while men encounter more bias which inhibits their options to work flexibly.

The gendered utilisation of flexible working arrangements has the potential to see women penalised in the workplace during hiring, promotion and pay decisions for instance. Hybrid working teams, therefore, present a challenge to employers to overcome biases related to flexible work, for example, that may see presenteeism rewarded in the workplace.

More than half of employers reported they ensured performance was not based on presenteeism, particularly organisations with hybrid teams. One third of organisations also ensured all meetings were online.

**Table 19:** Measures to ensure the fair treatment of all employees regardless of work location by gender dominated industries (%)

	All organisations	Female dominated industries	Male dominated industries	Mixed gender industries
Employee performance is measured by performance and not presenteeism	54	41	55	59
All team meetings are held online	34	30	31	39
Training for managers on how to work with flexible and remote/hybrid teams	29	19	28	35
Training for all employees on how to work with flexible and remote/hybrid teams	26	17	24	31
Training for non-managers on how to work with flexible teams	19	12	18	23
Not applicable	28	40	27	23
Other	10	12	10	10

**Part 4.**

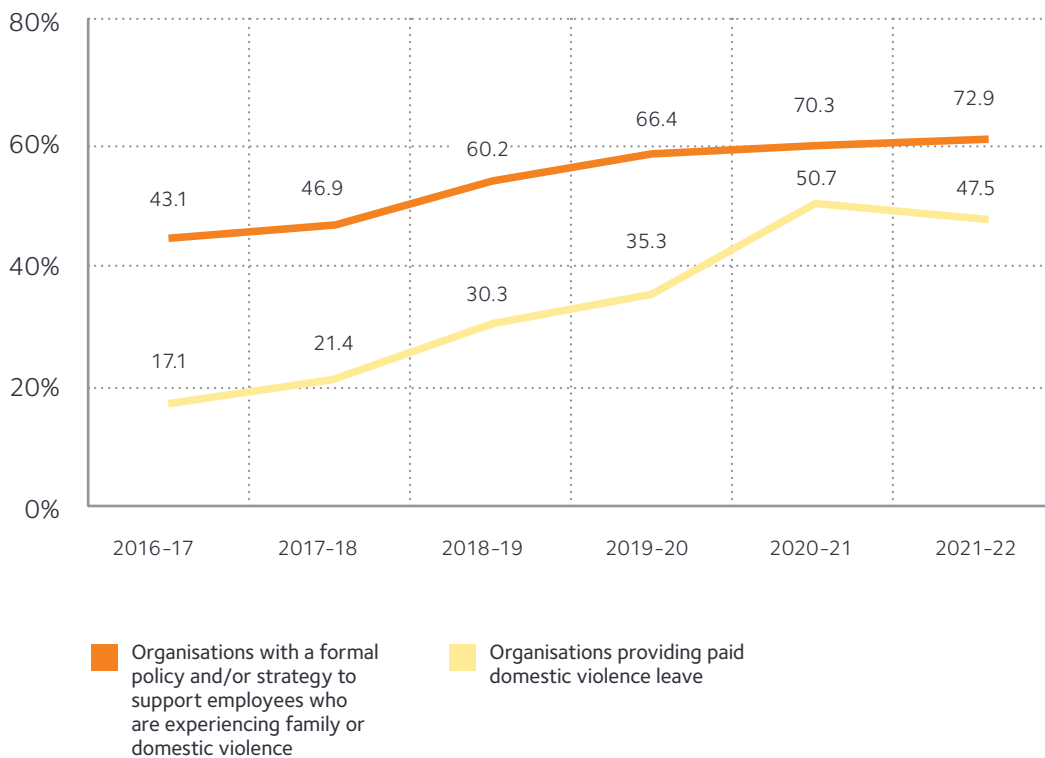
## Employer policies and action on gender equality

## Family and domestic violence

While family and domestic violence can affect any person, women experience higher rates of domestic violence and are much more likely to be severely injured.

More than 70% of employers have a formal policy and/or strategy to support employees experiencing family or domestic violence. This has doubled over the last eight years. While there was a slight decrease in the proportion of employers offering paid domestic violence leave, the actual number of organisations offering the leave has increased from 2269 to 2272. This decrease is due to new organisations reporting to WGEA, a higher proportion of which do not have paid domestic violence leave.

**Chart 37:** Organisations with a formal policy and/or strategy to support employees who are experiencing family or domestic violence (%)





**Part 4.**

## Employer policies and action on gender equality

## Prevention of sex-based harassment and discrimination

The occurrence of sex-based harassment and discrimination in the workplace is a gender equality issue. More women experience workplace sex-based harassment than men, impacting their participation in the labour force. In addition, processes, policies, and strategies for addressing sex-based harassment and discrimination in the workplace can link to levels of gender equality within an organisation.

Organisations continue to focus on preventing sex-based harassment and discrimination.

More than 98% of employers have policies and/ or strategies in place targeting sexual harassment; and 97% have specific discrimination and harassment grievance processes established.

Almost 9 in 10 organisations have training available for the prevention of sex-based harassment and discrimination for all employees, including managers.

However, while the majority of employers have policy frameworks in place, reports of sex-based harassment continue to persist in workplaces.

**Table 20:** Organisations' sex-based harassment and discrimination measures over time

Elements included in employers Respect@Work strategies 2022	Yes 2022 (%)	Yes 2021 (%)	Yes 2014 (%)	Growth 2021-2022 (pp)	Growth Overall 2014-2022 (pp)
Formal policy or strategy on sex-based harassment and discrimination	98.3	98.2	96.1	0.1	2.2
Harassment and discrimination grievance process	96.9	96.4	92.4	0.5	4.5
Harassment and discrimination training for all employees	87.5	86.3	n/a	1.2	n/a
Harassment and discrimination training for managers	88.1	87.1	n/a	1.0	n/a

The data collected by WGEA to date is limited in this area, but following the Respect@Work report in 2020, this data will expand over time.

For a more detailed breakdown of data from WGEA's Employer Census head to the WGEA website - [wgea.gov.au](http://wgea.gov.au) - where you can explore the data in our Data Explorer.