

# Public report

2016-17

Submitted by

Legal Name:  
**Southern Cross Austereo Services Pty Ltd**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	Southern Cross Austereo Services Pty Ltd
	<b>ABN</b>	37158877484
	<b>ANZSIC</b>	J Information Media and Telecommunications 5621 Free-to-Air Television Broadcasting
	<b>Business/trading name/s</b>	Southern Cross Austereo
	<b>ASX code (if applicable)</b>	SXL
	<b>Postal address</b>	Level 15, 50 Goulburn Street SYDNEY NSW 2000 AUSTRALIA
	<b>Organisation phone number</b>	0293751525
<b>Reporting structure</b>	<b>Ultimate parent</b>	Southern Cross Media Group Limited
	<b>Number of employees covered by this report</b>	2,468

# Workplace profile

## Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	5	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	9	29	38
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	35	73	108
		Full-time contract	0	0	0
		Part-time permanent	2	1	3
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-4	Full-time permanent	55	78	133
		Full-time contract	0	0	0
		Part-time permanent	10	0	10
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			111	187	298

# Workplace profile

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	247	380	0	0	0	2	629
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	15	6	0	0	0	0	21
	Part-time contract	0	0	0	0	0	0	0
	Casual	125	220	0	0	0	0	345
Technicians and trade	Full-time permanent	2	68	0	0	1	13	84
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	3	0	0	0	0	3
	Part-time contract	0	0	0	0	0	0	0
	Casual	3	18	0	0	0	0	21
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	256	75	0	0	0	3	334
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	39	1	0	0	0	0	40
	Part-time contract	0	0	0	0	0	0	0
	Casual	176	120	0	0	0	0	296
Sales	Full-time permanent	203	154	0	0	0	0	357
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	33	3	0	0	0	0	36
	Part-time contract	0	0	0	0	0	0	0
	Casual	3	1	0	0	0	0	4
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		1,102	1,049	0	0	1	18	2,170

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- **References to the Act means the Workplace Gender Equality Act 2012.**
- **A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.**
- **Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2016 to 31 March 2017. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).**
- **Answers need to reflect ALL organisations covered in this report.**
- **If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.**

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.4 Promotions

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

**1.10 How many new appointments were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)? IMPORTANT: this should incorporate appointments from both external and internal sources (including all promotions).**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	38	47
Number of appointments made to NON-MANAGER roles (including promotions)	272	210

**1.11 How many employees were promoted during the reporting period against each category below? IMPORTANT: Because promotions are included in the number of appointments in Q1.10, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	21	23	60	29
Permanent/ongoing part-time employees	1	0	3	0
Fixed-term contract full-time employees	0	0	1	0
Fixed-term contract part-time employees	0	1	0	0
Casual employees	0	0	7	3

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	13	10	140	118
Permanent/ongoing part-time employees	1	0	11	4
Fixed-term contract full-time employees	0	0	11	7
Fixed-term contract part-time employees	0	0	0	0
Casual employees	2	2	82	84

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

Diversity and inclusion contributes to Southern Cross Austereo's business success and benefits individuals, teams, clients and the community.

Southern Cross Austereo are committed to advancing equal opportunity and recognise the value of attracting and retaining a diverse workforce including different cultural backgrounds, gender, experience, knowledge, thinking and abilities where everyone can give their best.

Our goal is to reflect the diversity of our customers through the diversity of our own workforce, to ensure our hiring process attracts and selects the right candidates for the right roles and that our Recruitment and Selection activities are always in line with best practice methods, including EEO, Southern Cross Austereo have recently expanded the team to include a dedicated Strategic Recruitment Manager within the HR team to design and drive the recruitment and retention strategy with the Head of People and Culture and ensure the recruitment and retention strategy is implemented and meets the needs of the business. This key role ensures we maintain a benchmark of best practice in recruitment and retention. This role also manages internal recruitment training (including unconscious bias training), drives our diversity and inclusion strategies, works to showcase our employee value proposition and works with the Head of People and Culture to promote internal talent.

Key tasks for the Recruitment Manager include responsibility for job descriptions, advertisements, assessments and induction. All of our advertising is reviewed to ensure there is no unconscious bias and does not discriminate, advertising channels that support diversity amongst job seekers will be explored and we will build partnerships with specific job agencies that work with candidates from diverse backgrounds.



#### Applicant Tracking and Recruitment System

We launched PageUp in the last reporting period. The system is set up to be able to report on the diversity of candidates that apply for roles within the Southern Cross Austereo business, and those that are successful in obtaining roles.

When advertising vacancies, a variety of different mediums are used in order to achieve maximum labour market reach and attract a diverse range of candidates to our business. Channels include online job boards, media industry websites, on air, Social Media and our own corporate website. All of our opportunities are advertised internally on our company intranet to give current employees the opportunity to apply.

All job advertisements originate from HR and are checked before publication so as to ensure consistency, transparency and that material meets EEO principles and is not discriminatory in any way.

We continue to review our preferred supplier agreements on a regular basis with a number of carefully selected recruitment agencies. All agencies on the PSA list have been selected on the basis of their commitment to EEO principles and our Recruitment and Selection Policy. These preferred suppliers continue to deliver a diverse range of qualified candidates. HR reviews the PSA list every year to make sure that the agencies listed continue to meet our expectations.

Merit-based selection is the goal for every recruitment campaign. In order to achieve maximum fairness and objectivity, all recruitment decisions are based on a variety of selection tools including face-to-face interviews, phone screens, workshops, psychometric assessments, skills testing, work samples and reference checks. All of these tools are designed around our values and competencies framework. To ensure correct usage, HR provides ongoing guidance and support to managers during all stages of the recruitment process.

Hiring managers are given practical training each year in effective recruitment and selection techniques. Areas covered include competency-based interview methodologies, how to interpret and apply psychometric assessment results, reference checking, and how to avoid common pitfalls in recruiting. The training also includes employer value proposition, diversity and inclusion, unconscious bias, the candidate experience, social recruiting and best practice on-barding. Developing a keen awareness of EEO principles and how discrimination can occur in the recruitment process is a key aim of this training.

#### Induction

Southern Cross Austereo has a specific induction process in place for women returning to work from Parental Leave so as to ensure that they are brought up to date with any changes in workplace policies and processes, and to make the transition back into the workforce as smooth as possible.

#### Promotion

All selection criteria for promotions and transfers adhere to EEO principles and are based on the inherent requirements of the role. To achieve maximum transparency and fairness, decisions are based on information from a variety of sources such as past performance reviews, psychometric testing, 360 development plans, face-to-face interview, succession plans and feedback from direct managers. All roles are advertised internally to ensure current employees are given the opportunity to apply for promotion opportunities.

#### Talent Management and Succession Planning

SCA's Succession Planning Process identifies individuals for leadership roles that are critical to our future. These people are selected through our Talent Bank of high and potentially high performers. For all employees identified on our Talent Bank we design individual development and retention plans that focus on building experience and capabilities. We ensure clear performance measures are in place that are aligned to our vision, goals and leadership behaviours. Our succession planning and talent management processes are aligned with our key strategic objectives in mind which is Leadership Development - building a high performance culture, diversity and inclusion and enhancing our employer value proposition.

In the reporting period, through our Talent Management process, we have a total of 52 Females out of 114 staff in our Talent Management Bank which is 46%. These female employees have been identified as high performers and potential future leaders with our organisation. Individual development plans have been designed to build experience and capability and be ready for future roles within SCA.

Our Talent Management process feeds in to our Succession Planning process which is about to be undertaken, where we will identify successors from our Talent Bank to be ready for roles critical to our future.

#### Training and Development

The Director of People and Culture and HR Manager design the learning and development strategy in consultation with the business. We ensure that all training identified is targeted and relevant to development for women as well as aligned to achieving our overall business objectives.

In the reporting period an extensive amount of leadership training was implemented which aligned with our Culture Driven 2 year Leadership and Development Performance plan. Our Senior Executives and top 45 senior leaders all underwent leadership profiling using the Lifestyle Inventories tool with Human Synergistics. Each person had their results debriefed individually and then designed leadership Development Plans they would work on with the support of an Executive Coach. 10 senior females are part of this team and are currently undergoing the coaching program which is supporting the achievement of their objectives under their leadership development plan.

In the reporting period we also launched the Executive Ready Program with Women and Leadership Australia. This was an 18 week program where 6 SCA females were identified and selected by our senior leadership team to join this program. Our participants have almost commenced this program and we have secured another 6 places for the next reporting period. We have also one placement to offer a senior female leader to embark on the Advanced Leadership Program with Women and Leadership Australia. We are in the process of launching this program and selecting a candidate.

The Performance and Development Review process is another means of how we identify specific Training needs. We ensure training identified for Women is delivered and linked to our business objectives and competency framework. This Performance and Development process will now be moved to online and we will be able to better track and evaluate our training needs from the online system.

Southern Cross Austereo has a Diversity Policy which commits to and values a diverse workforce where all employees are treated with respect and fairness and have equal access to opportunities available to them. The policy specifically references Southern Cross Austereo's commitment to gender, age, ethnicity, cultural background, impairment or disability, sexual preference and religion.

All staff, managers, senior managers, HR and Board members have responsibilities under this policy.

Southern Cross Austereo has a Diversity and Inclusion Strategy which includes the following initiatives:

Actively encourage females to apply for traineeships in traditionally male dominated roles by providing information on a full range of career opportunities available to women and how we can support their career.

Advertise management roles internally and externally to ensure all suitable employees are considered for promotion.

Develop and launch advertising designed to attract females to apply for roles in traditionally male dominated areas of the business.

Monitor % of females applying for management roles and traditionally male dominated roles allowing us to improve targeted advertising campaigns e.g.: women's networks and women in digital user groups.

Target entry level roles (traineeships) for 50% female intake.

Sponsor traineeship programs and internships for young females in digital and regional content roles including partnering with media schools and universities.

Implement a Women in Leadership program for those identified in succession planning and with high potential and include mentoring, networking events, targeted training and individual development plans.

Ensure diversity in uptake (50% female intake) to the Southern Cross Austereo Media Academy with Charles Sturt University to improve career development opportunities.

Communicate the business case and strategy for gender diversity and further educate leaders and managers on the link between diversity and business success through case studies and learning from leading organisations.

Develop a keep-in-touch program for women on parental leave.

Continue to educate managers on the benefits of flexible working conditions and provide flexible working arrangements.

Provide targeted development programs, upskilling, coaching and mentoring to ensure higher number of females are ready for promotion.

Identify female managers and senior managers at risk of leaving Southern Cross Austereo and explore retention plans.

Implement clear KPI's for senior managers to improve diversity, particularly where females are under-represented.

Monitor and report diversity statistics and benchmarks quarterly to the Senior Leadership Team.

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term “governing body” in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

**2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. This question relates to the highest governing body for your Australian entity, even if it is located overseas.**

**2.1 Please answer the following questions relating to each governing body covered in this report.**

**Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.**

**If your organisation’s governing body is the same as your parent entity’s, you will need to add your organisation’s name BUT the numerical details of your parent entity’s governing body.**

**2.1a.1 Organisation name?**

Southern Cross Austereo

**2.1b.1 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.1 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	2	4

**2.1d.1 Has a target been set to increase the representation of women on this governing body?**

- Yes
- No (you may specify why a target has not been set)
  - Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.1 What is the percentage (%) target?**

40

**2.1f.1 What year is the target to be reached?**

2020

**2.1g.1 Are you reporting on any other organisations in this report?**

- Yes  
 No

**2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?**

- Yes (select all applicable answers)  
 Policy  
 Strategy  
 No (you may specify why no formal selection policy or formal selection strategy is in place)  
 In place for some governing bodies  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Do not have control over governing body appointments (provide details why)  
 Not a priority  
 Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes  
 No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

**3. Do you have a formal policy and/or formal strategy on remuneration generally?**

- Yes (select all applicable answers)  
 Policy  
 Strategy  
 No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Salaries set by awards/industrial or workplace agreements  
 Non-award employees paid market rate  
 Not a priority  
 Other (provide details):

**3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?**

- Yes (provide details in question 3.2 below)  
 No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)  
 Currently under development, please enter date this is due to be completed  
 Salaries set by awards/industrial or workplace agreements  
 Insufficient resources/expertise

- Non-award employees paid market rate
- Not a priority
- Other (provide details):

**3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?**

- To achieve gender pay equity
- To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
- To be transparent about pay scales and/or salary bands
- To ensure managers are held accountable for pay equity outcomes
- To implement and/or maintain a transparent and rigorous performance assessment process
- Other (provide details):

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was undertaken:
  - Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
  - Currently under development, please enter date this is due to be completed  
December 2017
  - Insufficient resources/expertise
  - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
  - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

To enable us to undertake an accurate gender pay gap analysis we are currently implementing a role grading system to ensure we are comparing like for like roles across our organisation.

## Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?**

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme

- By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
  - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
  - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, not available (you may specify why this leave is not provided)
  - Currently under development, please enter date this is due to be completed  
1 July 2017
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.**

**Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?**

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed  
1 July 2017
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	17	0	0	6

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	57	0	0	17

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Females	Males
Managers	0	1

- 8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**
- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
  - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	4	0

**9. Do you have a formal policy and/or formal strategy on flexible working arrangements?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

**10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**

- Where only one worksite exists, for example a head-office, select "Available at all worksites".

- Employer subsidised childcare
  - Available at some worksites only
  - Available at all worksites
- On-site childcare
  - Available at some worksites only
  - Available at all worksites
- Breastfeeding facilities
  - Available at some worksites only

- Available at all worksites
- Childcare referral services
  - Available at some worksites only
  - Available at all worksites
- Internal support networks for parents
  - Available at some worksites only
  - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
  - Available at some worksites only
  - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
  - Available at some worksites only
  - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
  - Available at some worksites only
  - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only
  - Available at all worksites
- None of the above, please complete question 11.2 below

**12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning
  - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
  - Access to unpaid leave
  - Confidentiality of matters disclosed
  - Referral of employees to appropriate domestic violence support services for expert advice
  - Protection from any adverse action or discrimination based on the disclosure of domestic violence
  - Flexible working arrangements



- Provision of financial support (e.g. advance bonus payment or advanced pay)
- Offer change of office location
- Emergency accommodation assistance
- Access to medical services (e.g. doctor or nurse)
- Other (provide details):
- No (you may specify why no other support mechanisms are in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.
- No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

At Southern Cross Austereo we are committed to ensuring both men and women have the opportunity to balance their family responsibilities with their careers. We educate our managers on the opportunities and benefits of flexible working, as well as implementing initiatives to make the transition as smooth as possible. This ongoing education throughout the year includes formal management training.

#### Benefits

Southern Cross Austereo will implement measures to attract and develop women in an effort to improve employee turnover and representation of women at a senior level. These include a Paid Parental Leave scheme (due for implementation 1 July 2017), encompassing an incremental payment structure based on tenure, and a thorough keep-in-touch program for women on Parental Leave to support them with the transition back into the workforce.

Southern Cross Austereo offers the opportunity for employees to take 4 weeks annual leave during Parental leave which allows them to extend their 52 week entitlement to 56 weeks. We also encourage and train managers on the use of keep in touch days for staff on parental leave which are up to 10 paid days per year.

When it is time for a new parent to return to work, Southern Cross Austereo, subject to business requirements, provides flexibility to choose an arrangement that assists them balancing their family commitments with their career.

Southern Cross Austereo has many part time and flexible working arrangements to support employees who have caring responsibilities. These range from flexible hours, job share arrangements, compressed working weeks and working from home. Southern Cross Austereo ensures employees are set up with the correct technical equipment necessary to perform their role from home.

#### Training

HR continues to educate managers on best practice flexible working arrangements including arrangements for employees returning from Parental Leave via yearly training and best practice advice. We also have a Flexible Working Fact sheet for managers to help guide them through the process of analysing a role for flexible working arrangements as well as information on their obligations under legislation. HR also works very closely with managers to assess flexible working requests, assisting managers and employees via consultation to accommodate changes.

#### Coming back to work - Parental Leave Induction

Southern Cross Austereo also understand that it can be quite overwhelming returning back to the corporate environment after a period out of the workforce. To ensure a smooth transition all new parents are taken through a Parental Leave induction. This induction covers policy updates, process changes; it also includes sessions on SCA's vision, strategic objectives and values. HR continues to promote this program through our yearly management training and HR follow up managers to ensure inductions are complete.

#### Breastfeeding

Upon request all Southern Cross Austereo offices can provide private facilities for breastfeeding and storage facilities for breast milk.

## Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

### 15. Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes  
 No (you may specify why you have not consulted with employees on gender equality)  
 Not needed (provide details why):  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

#### 15.1 How did you consult with employees on issues concerning gender equality in your workplace?

- Survey  
 Consultative committee or group  
 Focus groups  
 Exit interviews  
 Performance discussions

Other (provide details):

### 15.2 Who did you consult?

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

### 15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.

#### Staff Survey

Results from our staff culture survey are analysed and reviewed resulting in recommendations and input into SCA's People Strategy. We continually benchmark our progress and also benchmark against best employer standards ensuring we address any concerns that are affecting both men and women at work e.g. opportunities for promotion, flexible working requests, recruitment and selection & development plans.

#### Turnover Statistics

Turnover statistics are analysed by our HR Team to identify reasons for leaving SCA, we monitor any significant trends including issues affecting men and women eg: lack of flexible working arrangements or women not returning following parental leave.

HR Statistics obtained from our payroll system allow us to identify women returning from parental leave, staff who have been promoted (by gender) and pay equity. In addition we can observe applications from candidates and monitor placements by gender into roles within our business.

#### Evaluation of Training and Development

HR ensures that all training is targeted and relevant to people's individual development as well as aligned with the organisation's overall objectives. After each training course, HR evaluates all programs to ensure the training achieved the desired outcome.

#### Analysis of any complaints

Any complaints over the reporting period are analysed to identify any issues for men or women and strategies are put in place to reduce any potential discrimination on gender.

#### Evaluation of Flexible working requests

All flexible working requests are evaluated for the first three months to ensure they are meeting the needs for both the employee and organisation. Best Practice guidelines on measuring the success of the flexible working arrangements are used by the manager and the employee.

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

### 16. Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement

- Not a priority  
 Other (provide details):

**16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?**

- Yes  
 No (you may specify why a grievance process is not included)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

**17. Do you provide training for all managers on sex-based harassment and discrimination prevention?**

- Yes - please indicate how often this training is provided:  
 At induction  
 At least annually  
 Every one-to-two years  
 Every three years or more  
 Varies across business units  
 Other (provide details):  
 No (you may specify why this training is not provided)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

Southern Cross Austereo's dedicated HR Team provide online compliance training to all staff once per year on topics including EEO, discrimination, bullying and harassment. They are also informed about their obligations under these important policies at induction through online videos.

The HR team also provide face to face training to managers on their obligations in preventing discrimination, harassment and bullying in the workplace. The team also discuss best practice initiatives in the workplace at this annual training, including flexible working.

All staff complaints whether formal or informal are investigated by the HR Team and any issues are addressed and resolved appropriately. Exit interviews and Onboarding Interviews are investigated if issues of discrimination are reported.

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

In the recent reporting period SCA conducted our annual employee survey with Human Synergistics. The survey allowed us to conduct an in-depth analysis of our culture to ensure our culture is aligned with our values, employer value proposition and is what our staff experience in reality. We had an overwhelming response with 1300 responses and are pleased to say SCA performed very strongly and our results showed that in most areas our culture is well above the global average. Now that we have measured our culture we can place long term strategies in place so we can grow and shift from an above average performance to high performance organisation. Our positive attributes at SCA which came out of survey are that there is:

- strong collaboration between teams where people adjust their activities to achieve a company goal
- our ability to adapt to changes in the external environment and adjust our priorities accordingly
- that our people have high job satisfaction and an intention to stay with the organisation,
- the effectiveness of communication regarding the information that is sent to and received by our people

- those that have fully adopted the SCA Values are demonstrating constructive and effective behaviours that are positively influencing our culture

Some other great highlights from our survey showed:

- Specifically 572 females responded and they report they are working within a highly constructive culture and display highly constructive behaviours
- Those staff members working within flexible arrangements also reported working within a highly constructive culture and display highly constructive behaviours

Since the survey was conducted the HR Team are committed to achieving our Culture Driven 2 Year performance plan where we will be working closely with Managers and markets on their Culture Strategy Plans on how they can continue to build upon their great culture or areas where they can improve to ensure their teams are working within highly constructive behaviours.

We have continued to promote the SCA MY CAREER SERIES:

This Program is designed to support staff in identifying ways to increase their capability in line with their goals and career path.

It provides practical ideas on how to build capability and increase effectiveness in each of the SCA competency areas. It is also underpinned by the 70:20:10 model and suggests on the job activities staff can undertake within the workplace.

All managers use this tool as a guide in their development discussions with staff and assist staff in finding on the job learning opportunities to grow their career every day.

The My Career Series is underpinned by the 70:20:10 Learning and Development model which suggests that staff obtain:

- 70 percent of their knowledge from job-related experiences, such as leading a project, stretch projects, job shadowing etc.
- 20 percent from, developmental relationships, coaching and interactions with others, and
- 10 percent from formal educational events.

At SCA we will continue to promote the following activities to ensure gender equality continues to be a top priority:

Training - Growing the careers of women at SCA

We will continue to create opportunities for career advancement, ongoing training and development opportunities for female managers, middle and senior female leaders to grow their career within Southern Cross Austereo. Each year we will also build upon our succession planning and career development plans for females. As mentioned before we are offering another 6 places on our Executive Ready program for women in the next reporting period and offering a placement on Australian Leadership Program with Womens Leadership Australia.

Job Evaluation and Job grading

We will be undertaking a job evaluation project where we will evaluate all roles and grade these accordingly to 5 universal factors i.e. risk, impact, and communication etc. This project will assist us in more accurate reporting and metrics around pay, workforce statistics to enable better decision making to inform our people strategy and address any issues effecting women.

Ongoing EEO Awareness and education for managers and employees

We will continue to educate and promote Flexible working arrangements to managers and employees. We will also continue to ensure managers have support and guidance to respond to flexible leave requests.

Our current EEO Online training will continue to be monitored to ensure all staff complete the training and achieve desired results in the test they must complete.

Each year our People Strategy includes key EEO initiatives and we will continue to ensure it's aligned with best practice and supports a culture of excellence for women.

We will continue to review our employee benefits and EVP to ensure we continue to attract talented people and a diverse workforce.

The People and Culture Committee set targets for diversity and agree initiatives that support our diversity and inclusion strategy.

The People and Culture Committee report to the Board twice per year on achievements and progress towards set targets.

## Gender composition proportions in your workplace

### Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 49.2% females and 50.8% males.

#### Promotions

2. 62.4% of employees awarded promotions were women and 37.6% were men
  - i. 47.8% of all manager promotions were awarded to women
  - ii. 68.9% of all non-manager promotions were awarded to women.
3. 4.6% of your workforce was part-time and 3.4% of promotions were awarded to part-time employees.

#### Resignations

4. 53.6% of employees who resigned were women and 46.4% were men
  - i. 57.1% of all managers who resigned were women
  - ii. 53.4% of all non-managers who resigned were women.
5. 4.6% of your workforce was part-time and 3.3% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 5.4% of all women who utilised parental leave ceased employment before returning to work
- ii. 4.3% of all men who utilised parental leave ceased employment before returning to work
- iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## CEO sign off confirmation

Name of CEO or equivalent:

Mr Grant Blackley

CEO signature:

Confirmation CEO has signed the report:

Date: