

# Public report

2017-18

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>	2,313

# 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	1	5	6
		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	11	32	43
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-2	Full-time permanent	4	1	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	43	80	123
		Full-time contract	0	0	0
		Part-time permanent	6	0	6
		Part-time contract	0	0	0
		Casual	0	1	1
	-4	Full-time permanent	35	40	75
		Full-time contract	0	0	0
		Part-time permanent	3	3	6
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-5	Full-time permanent	10	13	23
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			114	176	290

# 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	242	342	0	0	0	0	584
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	20	6	0	0	0	0	26
	Part-time contract	0	0	0	0	0	0	0
	Casual	75	124	0	0	0	0	199
Technicians and trade	Full-time permanent	5	100	0	0	0	3	108
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	1	5	0	0	0	0	6
	Part-time contract	0	0	0	0	0	0	0
	Casual	9	65	0	0	0	0	74
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	125	61	0	0	0	0	186
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	28	2	0	0	0	0	30
	Part-time contract	0	0	0	0	0	0	0
	Casual	192	132	0	0	0	0	324
Sales	Full-time permanent	276	164	0	0	0	0	440
	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	6	4	0	0	0	0	10
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		1,012	1,008	0	0	0	3	2,023

# 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 mean 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 2017 to 31 March 2018. (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 employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	28	23	84	69
Permanent/ongoing part-time employees	0	0	0	0
Fixed-term contract full-time employees	0	0	2	11
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	126	94
Number of appointments made to NON-MANAGER roles (including promotions)	621	485

**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	25	33	177	136
Permanent/ongoing part-time employees	4	1	20	4
Fixed-term contract full-time employees	1	2	31	20
Fixed-term contract part-time employees	0	0	1	6
Casual employees	0	0	78	71

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

**General Recruitment**

In the last reporting period we advised that Southern Cross Austereo employed a Strategic Recruitment Manager to work within the HR Team to drive the recruitment and retention operations and support the Head of People and Culture in ensuring the recruitment and retention strategy and implementation meets the needs of the business. This reporting period we are pleased to welcome a Recruitment Assistant to the HR team who is working with the Strategic Recruitment Manager to further drive talent acquisition best practice and continue to ensure our hiring process attracts and selects the right candidate for the right role and that our recruitment and selection activities are always in line with best practice methods, including EEO.

We have also implemented the Mercer International Position Evaluation (IPE) system - every role across the organisation has been graded and evaluated via this job evaluation system. This will ensure consistency and transparency across gender pay equity and comparing like for like roles across SCA.

The SCA Careers website has been revamped to include information about our values and recruitment processes including diversity and equitable recruitment processes at SCA. We continue to advertise all available roles internally on the company intranet and also communicate vacancies to all staff via a weekly jobs email. This provides current employees the opportunity to apply for vacant roles to develop their careers within the business.

Comprehensive monthly reporting is now provided to management which provides a snapshot of internal Recruitment and HR trends across the business including new hire data, turnover data and exit survey data. This regularly updates key stakeholders on emerging trends to ensure an awareness of the way recruitment practices are tracking, and allows for the identification of gaps when they arise. For example, 'new hire' and 'turnover' data is reported on and split into gender demographics to measure the ratio of incoming and outgoing male and female staff.

Further, a quarterly turnover report broken down by 'region' is provided to management to report on turnover data specific to each market. Again, this report includes things like the occurrence of turnover based on demographics such as 'gender' and 'job category' to allow the identification of trends or gaps as they arise. Both reports are coupled with a snapshot of 'key insights' explained in detail by the Strategic Recruitment Manager to further assist management in the interpretation of data and identification of key trends. This equips our managers with up-to-date recruitment data and analysis allowing the constant evaluation of recruitment practices and the extent to which they are supporting diversity and inclusion across the organisation.

#### Applicant Tracking and Recruitment System

We are continuing to use PageUp as our Applicant Tracking System. The system is set up to be able to report on the diversity of those that apply for roles with the SCA business, and those that are successful in obtaining roles. As of May 2018, newly created roles within SCA are evaluated via the Mercer International Position Evaluation (IPE) system to ensure consistency and transparency across gender pay equity and comparing like for like roles across SCA.

We are reviewing and defining the diversity data that we collect from all candidates who apply for a role with SCA. We will use this data to review the diversity of our applicants and implement targeted recruitment campaigns as required.

#### Training and Development

Each year the Southern Cross Austereo Learning and Development Strategy is designed by the Director of People and Culture and HR Manager 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 and strategy.

In the last reporting period we discussed our progress against SCA's Culture Driven 2 Year Performance Plan. Just briefly, in September 2016 SCA undertook an in-depth analysis of our culture with Human Synergistics and our results were very pleasing for a first time measure. From this, we embarked on a 2 year plan which focused on how SCA will continue to build a constructive culture. Each year we have aligned our Leadership training with this 2 Year Culture Driven Performance Plan and how our leaders can continue to build constructive leadership styles. In November 2016 our Senior Leadership Team and Senior Management Team all underwent leadership profiling using the Lifestyle Inventories tool. Each leader had their results debriefed by a qualified internal consultant to understand their strengths and areas for development. They were then required to design Leadership Development Plans aligned with their LSI feedback and work on this plan with the support of an Executive Coach and their higher level manager. We continued this work into 2017 and 2018 and just recently the two leadership groups were retested using the LSI tool, to track their progress against their Leadership Development Plan. We are pleased with the results we received, overall our leadership group increased their constructive behaviours and styles from the last measure in November 2017. In total 11 senior executive females have been part of this leadership program.

In this reporting period we continued to offer the Executive Ready Program (ERP) with the Women and Leadership Council of Australia. Given the excellent feedback we received from this program we increased the placements from 6 to 8 places to offer more mid to senior females the opportunity to take part in this program. The ERP is an 18 week program where 8 SCA females were identified and selected by our senior leadership team to undertake intensive workshops designed to propel them towards executive level performance, behaviours and mindsets. Our participants are halfway through this program and we will increase our placements for the next reporting period. In our last report we mentioned we had one placement to offer a senior female leader to embark on the Advanced Leadership Program with Women and Leadership Council of Australia. This is Australia's most prestigious executive women's development platform. The 12 month program is designed to stretch senior and executive leaders outside of their comfort zones towards peak performance. This participant is halfway through their program and we look forward to hear their feedback at the conclusion of the program.

During the last reporting period SCA partnered with the Australian School of Applied Management (ASAM) to deliver the Accelerated Leadership Program for managers across the Company. This program is a formal qualification provided to managers who require more formal management training. The workshops are focused on; foundations of contemporary leadership, effective interpersonal communication, providing feedback, managing conflict and emotional intelligence, supporting team performance and leading in times of

change. The program incorporates SCA's Human Synergistics culture work and activities encourage managers to think about how they can build constructive leadership styles to have a positive impact on their people and team culture. In total, 50 managers across the company underwent this training either online or face to face and 23 females were chosen from our succession planning process.

We also partnered with Angela Heise, External Coach and Facilitator to deliver the Emotional Productivity Program to middle managers. This program focuses on developing emotional self-awareness, managing toxic emotions, effective communication, managing conflict, and developing relationships based on trust, safety and support. In total 48 employees undertook this training and 23 were female.

During this reporting period we also moved our manual Performance Development Review Process to an online platform. The PDR process is another means of how we identify and evaluate our training needs. We ensure training identified for women is delivered and linked to our business objectives and competency framework.

We continue 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 have increased our places on our Executive Ready program for women in the next reporting period.

In July 2018 we are launching SCA's national Mentoring Program. This program will match mentees with mentors to form mentoring relationships to support the ongoing learning and development of our staff. The program includes training on how to ensure a successful mentoring relationship, and guidelines to support the development of objectives and goal setting. We will have a number of key senior female leaders involved in the program to be available as mentors for emerging female managers. We will report on the progress of this program in our next reporting period.

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 working requests.

Our current EEO online training continues to be monitored and updated to reflect best practice management, new legislation etc. We also ensure all staff complete the training and achieve desired results in the test they must complete.

In July 2018 we will be launching a Management Essentials Program for all new managers coming into the organisation or being promoted into a management role. This program focuses on all the basic fundamentals of managing a team, from WHS, giving feedback, managing performance, EEO etc. One particular session is

focused on a managers obligations to support employees leading up to and while on parental leave, including a Keep in Touch Program. The session will also focus on the benefits of flexible working and responding / accommodating flexible requests on return from parental leave.

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.

#### Talent Management and Succession Planning

SCA's Succession Planning Process identifies individuals for leadership roles that are critical to our success and 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 are leadership development, building a high performance culture, diversity and inclusion and enhancing our employer value proposition.

In the last reporting period, through our Talent Management process, we had a total of 52 Females out of 114 staff on our Talent Management Bank which is 46%. These female employees were identified as high performers and potential future leaders within our organisation. Individual development plans were designed to build experience and capability and each identified female was placed on our leadership management programs. In this reporting period Managers were required to revise these plans, assess their progress to ensure they are meeting the changing needs of our business and ensure our females are ready for future leadership roles.

## 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.**

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## 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
  - 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):

**4.01 You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).**

To understand gender pay variances at SCA, using the Mercer International Position Evaluation (IPE) system we have undertaken a gender pay analysis to assist in identifying unjustifiable differences in the earnings of male and female employees within our business.

As SCA has approximately 295 roles, the gender pay analysis was undertaken in a phased approach. In phase one we have evaluated Senior Leadership and Executive Teams and key Sales roles. We have also undertaken a gender pay analysis for our key On-Air Announcers outside of the Mercer job evaluation process. In phase two, the remainder of roles at SCA were evaluated.

To determine where pay gaps exist, median salaries have been used.

To be able to compare like-for-like roles, we ensured roles are accurately classified as follows:

The work is the same or broadly similar (like work), or

The role is different but is rated under the same job evaluation scheme as being work of equal value, in terms of factors such as effort, skill and decision-making (work of equal value).

As a method of determining the relative levels of several different roles rather than simply using job titles, we implemented a job evaluation process using the Mercer IPE System. Job evaluation is typically used when;

Determining pay and grading structures

Ensuring a fair and equal pay system

Comparing pay rates against the internal and external job market

Our job evaluation process aims to offer greater objectivity in assessing roles and is broken down into key factors;

Impact, influence and contribution

Communication and decision making

Innovation

Knowledge

Risk

The key elements of each job are broken down into core components and each factor above is rated using a points system. The People and Culture team have been working closely with Mercer and have evaluated approximately 295 roles, ensuring both in-house expertise and IP whilst ensuring an external check-in process exists. As there is an element of subjectivity involved in determining the critical elements of job size, many roles have been re-assessed with senior managers outside of the People and Culture team to add further transparency.

The Mercer International Position Evaluation (IPE) system is now an imbedded process at SCA and all newly created roles will be evaluated to ensure consistency and transparency across gender pay equity and comparing like for like roles across SCA.

#### 4.1 Did you take any actions as a result of your gender remuneration gap analysis?

- Yes – indicate what actions were taken (select all applicable answers)
- Created a pay equity strategy or action plan
  - Identified cause/s of the gaps
  - Reviewed remuneration decision-making processes
  - Analysed commencement salaries by gender to ensure there are no pay gaps
  - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
  - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
  - Trained people-managers in addressing gender bias (including unconscious bias)
  - Set targets to reduce any like-for-like gaps
  - Set targets to reduce any organisation-wide gaps
  - Reported pay equity metrics (including gender pay gaps) to the governing body
  - Reported pay equity metrics (including gender pay gaps) to the executive
  - Reported pay equity metrics (including gender pay gaps) to all employees



- Reported pay equity metrics (including gender pay gaps) externally
- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):  
 Designing a pay grading structure and addressing any pay gaps via annual pay reviews.
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
  - No unexplainable or unjustifiable gaps identified
  - 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 are paid market rate
  - Unable to address cause/s of gaps (provide details why):
  - 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:**

Following SCA's gender pay analysis, we are confident that overall men and women are paid equally for doing equivalent jobs across our business, except for a few outliers that will be investigated further. The gaps of the clear majority of the outliers are well below the national average, however we will aim to close pay gaps in identified roles overtime. We continue to act to address any gaps and to make sure our policies and practices are fair, including actively reviewing decisions around our annual performance, pay and bonus review.

Using the position classes, we will introduce pay bands into our management processes for managers to assist in determining pay at recruitment stages and as part of our annual salary review process. This will assist in addressing any possible bias at the point of recruitment, through to conversations about salary and progression opportunities within SCA.

## 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
- Insufficient resources/expertise
- Government scheme is sufficient
- Not a priority
- Other (provide details):

**5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:**

4

**5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.**

As of 1 July 2017 all part-time and full-time employees of SCA with at least 12 months' continuous service are entitled to employer funded paid parental leave, in addition to the government's paid parental leave scheme.

Under the SCA Paid Parental Leave scheme, both Primary and Secondary Carers will receive paid leave, entitlements will be based on length of service at the time of taking the leave.

Primary Carers:

1-3 years' service: 4 weeks paid leave at full pay or 8 weeks at half pay.

3+ years' service: 6 weeks paid leave at full pay or 12 weeks at half pay.

Secondary Carers (partners of the birth mother):

1+ year service: 1 week paid leave at full pay or 2 weeks at half pay.

**5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?**

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**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
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:**

5

**6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.**

As of 1 July 2017 all part-time and full-time employees of SCA with at least 12 months' continuous service are entitled to employer funded paid parental leave, in addition to the government's paid parental leave scheme.

Under the SCA Paid Parental Leave scheme, both Primary and Secondary Carers will receive paid leave, entitlements will be based on length of service at the time of taking the leave.

Primary Carers:

1-3 years' service: 4 weeks paid leave at full pay or 8 weeks at half pay.

3+ years' service: 6 weeks paid leave at full pay or 12 weeks at half pay.

Secondary Carers (partners of the birth mother):

1+ year service: 1 week paid leave at full pay or 2 weeks at half pay.

**6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?**

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**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	14	0	0	5

**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	48	0	0	29

**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.

	Female	Male
Managers	1	0

**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	5	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 encourage employees to see work as just one part of their balanced lifestyles. We are proud to offer paid parental leave, a variety of flexible working arrangements and a variety of additional leave options to allow employees to manage their personal and work commitments.

While we continue to, subject to business requirements, provide flexible work arrangements to new parents returning to work to help them balance their family commitments with their career, HR are also educating managers on the opportunities and benefits of flexible working for all, not only those with caring responsibilities. Managers are provided with training, flexible working policies / fact sheets and guidance from HR to assist them in assessing a role for flexible working arrangements as well as information on their obligations under legislation.

## 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.

In January 2018, Southern Cross Austereo set up a Major Project Group (MPG) to work on a variety of initiatives including Diversity and Inclusion. The MPG acknowledges that SCA operates in a dynamic and evolving environment and as such, it needs to maintain an ongoing focus on external and internal trends that impact our workforce.

A key pillar of the MPG is 'success through diversity' and a diversity committee made up of a cross section of employees, including members of the HR Team has been formed to assist in the development and execution of ongoing initiatives to drive diversity and inclusion across the business. The 'success through diversity' pillar will work on:

Conducting an all staff diversity and inclusion survey to assess how effectively SCA manages diversity and inclusion, results will help us better understand the makeup of our workforce, build on our strengths and identify areas where we need to focus on improving.

Analysing the results of the diversity and inclusion survey and using the findings to build a diversity and inclusion strategy including specific company wide initiatives to address areas we need to focus on improving.

Conducting focus groups across the business to discuss the diversity and inclusion survey results and proposed initiatives. Obtain feedback and buy in regarding initiatives and work to operationalise diversity and inclusion at the local level. Have employees create and be responsible for diversity and inclusion related initiatives locally so these become embedded into our ways of working.

Researching and reviewing companies leading in diversity and inclusion, understanding what best practice looks like and reviewing against SCA current state.

Looking to improve how we capture diversity data for existing and new employees to enable us to monitor progress moving forward.

Implementing further diversity KPI's for senior managers.

Providing further training for managers on the benefits of diversity and inclusion and its link to ongoing business success and sustainability, including unconscious bias training.

Reviewing our recruitment and selection processes to ensure we are attracting and hiring a diverse mix of candidates.

Exploring listener and audience demographics to ensure our employees further reflect and represent the community we serve.

Documenting the SCA diversity journey.

Positioning SCA as an employer of choice for diversity and inclusion.

Keeping the MPG informed of the 'success through diversity' pillar progress / updates and engage external partners and consultants as required.

## 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:**

All Southern Cross Austereo employees receive annual online compliance training on topics including EEO, discrimination, bullying and harassment. They are also informed about their obligations under these important policies at induction through online videos.

Southern Cross Austereo's dedicated HR Team also provide annual face to face training for managers on a variety of topics including their obligations in preventing discrimination, harassment and bullying in the workplace. This annual face to face training will soon be supplemented with fortnightly management training webinars run by HR, this will enable new managers coming into the business or existing employees being promoted into management roles to access the training in a timely manner and offer existing managers access to refresher training throughout the year.

All staff complaints, including those raised in exit interviews are investigated by the HR Team and any issues are addressed and resolved appropriately.

## 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.)**

### Culture Driven Project

As we mentioned in our last report SCA conducted a Culture Survey with Human Synergistics in 2016. Since the survey was conducted the HR Team have been committed to achieving our Culture Driven 2 Year performance plan. Over the past 2 years we have been working closely with our managers and markets on their Culture Strategy Plans and 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. In this reporting period we asked all managers to provide an update on their progress against their action plans and share the success. The HR Team also conducted a culture pulse check and surveyed 250 randomly selected staff across the company. The survey questions were aligned with constructive styles of culture and specifically asked staff to give their opinion on a number of items, whether they had seen positive changes in the culture, did they feel proud to work at SCA, did they feel supported by their colleagues and manager, our results were really pleasing and indicate to us our strong constructive culture. We also included a question on diversity and inclusion and while we are pleased that 51% of the sample group believe their individual office is dedicated to diversity and inclusion it shows us we have some work to do. In our next reporting period we will be able to share our in-depth analysis from our diversity and inclusion survey and the initiatives and actions that will come from this work.



## 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 48.7% females and 51.3% males.

#### Promotions

2. 52.5% of employees awarded promotions were women and 47.5% were men
  - i. 54.9% of all manager promotions were awarded to women
  - ii. 51.8% of all non-manager promotions were awarded to women.
3. 4.8% of your workforce was part-time and 0.0% of promotions were awarded to part-time employees.

#### Resignations

4. 55.2% of employees who resigned were women and 44.8% were men
  - i. 45.5% of all managers who resigned were women
  - ii. 56.4% of all non-managers who resigned were women.
5. 4.8% of your workforce was part-time and 5.9% of resignations were part-time employees.

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

- i. 9.7% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. 100.0% 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.

## Notification and access

### List of employee organisations:

Community and Public Sector Union  
Media, Entertainment and Arts Alliance

## CEO sign off confirmation

Name of CEO or equivalent:

Grant Blackley

Confirmation CEO has signed the report:

CEO signature:

Date: