

Public report

2018-19

Submitted by

Legal Name:
Southern Cross Austereo Services Pty Ltd



Organisation and contact details

Submitting organisation details	Legal name	Southern Cross Austereo Services Pty Ltd
	ABN	37158877484
	ANZSIC	J Information Media and Telecommunications 5621 Free-to-Air Television Broadcasting
	Business/trading name/s	Southern Cross Austereo
	ASX code (if applicable)	SXL
	Postal address	Level 15, 50 Goulburn Street SYDNEY NSW 2000 AUSTRALIA
	Organisation phone number	0293751525
Reporting structure	Ultimate parent	Southern Cross Media Group Limited
	Number of employees covered by this report	2,340

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	4	4
		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	13	27	40
		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	45	70	115
		Full-time contract	0	0	0
		Part-time permanent	5	0	5
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-4	Full-time permanent	55	48	103
		Full-time contract	0	0	0
		Part-time permanent	6	0	6
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	28	17	45
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		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
	-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			153	167	320

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	233	345	0	0	0	0	578
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	18	6	0	0	0	0	24
	Part-time contract	0	0	0	0	0	0	0
	Casual	78	113	0	0	0	0	191
Technicians and trade	Full-time permanent	3	101	0	0	0	6	110
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	1	4	0	0	0	0	5
	Part-time contract	0	0	0	0	0	0	0
	Casual	4	54	0	0	0	0	58
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	107	68	0	0	0	0	175
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	18	2	0	0	0	0	20
	Part-time contract	0	0	0	0	0	0	0
	Casual	177	107	0	0	0	0	284
Sales	Full-time permanent	351	158	0	0	0	0	509
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	57	1	0	0	0	0	58
	Part-time contract	0	0	0	0	0	0	0
	Casual	7	1	0	0	0	0	8
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		1,054	960	0	0	0	6	2,020

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 2018 to 31 March 2019. (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	23	26	25	18
Permanent/ongoing part-time employees	0	0	1	0
Fixed-term contract full-time employees	1	0	0	1
Fixed-term contract part-time employees	0	0	0	0
Casual employees	1	2	21	11

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)	68	62
Number of appointments made to NON-MANAGER roles (including promotions)	635	457

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	158	122
Permanent/ongoing part-time employees	0	0	16	1
Fixed-term contract full-time employees	0	0	0	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	95	66

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

General Recruitment

Our Recruitment Team is responsible for the day to day management and delivery of all in-house recruitment services including job descriptions, advertisements, assessments and induction. This key role ensures we maintain a benchmark of best practice in recruitment and retention. The team also manages recruitment training internally, 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.

We continue to utilise 'Mercer' - a job evaluation system where every role across the organisation has been graded and evaluated. This will ensure consistency and transparency across gender pay equality and comparing like for like roles across SCA.

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, Social Media and our SCA Careers website (which now includes information about our values and recruitment process including diversity and equitable recruitment process at SCA). All of our opportunities are also advertised internally via a weekly jobs email, on our company intranet and on-air to give current employees the opportunity to apply and develop their careers within the business.

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.

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, training and support to managers during all stages of the recruitment process.

On a monthly basis, our Strategic Recruitment Manager generates a comprehensive report to management that provides a snapshot of internal 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 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. Regularly equipping our stakeholder base with up-to-date recruitment data and analysis allows the constant evaluation of recruitment practices and the extent to which they are supporting diversity and inclusion across the organization.

Workforce Planning

In early 2018 and concluding in March 2019, SCA set up a Major Project Group (MPG) to work on a variety of initiatives including Diversity and Inclusion. The MPG was set up to ensure SCA maintains an ongoing focus on external & internal trends that impact our workforce.

Our Strategic Recruitment Manager was leading the 'Success through Diversity' pillar and the key areas of focus were 'identity diversity' and 'cognitive diversity'. A summary of work completed is listed below;

To help understand the current landscape of SCA and understand our strengths and address any gaps, it was decided to survey our workforce to understand who we are and what we are doing well and what we could improve upon. In June 2018, an on-line employee survey was sent to all staff and we had 728 responses constituting approximately 33% response rate. A number of demographic sectors were identified including; gender, age, tenure, sexual orientation, job level, ethnicity, language, education etc.

To further understand the feedback gathered from the survey, 11 Focus Groups were run across all markets in August/September 2018 to gain further insights and generate ideas for implementation to improve diversity and inclusion at SCA. All staff were invited to partake in the focus groups.

At our SCA Executive Offsite in November 2018, there was a forum on why diversity is key to the success of our business which provided feedback from the survey/focus groups and gathered input for initiatives to be created and rolled out as part of our BAU processes – this ensured clarity and ownership of the action items so that our senior leaders were aware that this was key to our business strategy.

In January 2019 and to address the imbalance of females at the Executive Leadership Group, an Executive Leadership Recruitment Framework was implemented by the P+C team to support Diversity and Inclusion at the leadership level of our business, with a focus on gender inclusion. The framework will ensure bias is eliminated from each stage of the recruitment process (advertisement, shortlisting and selection) and supports the proactive sourcing of female talent. This Framework will be used for all roles in the National Executive Leadership group and key leadership roles across Tier 1 and 2 markets.

The framework was implemented for the first time in the recruitment of a General Manager in Townsville. Sourcing female talent for this role proved challenging, of 70 applications received, just 15% were female. Our Strategic Recruitment Manager proactively approached female talent from Townsville and wider Queensland which resulted in a 50/50 interview shortlist for the role. The preferred candidate from the process was a female and one which was proactively sourced. The successful candidate is not from a media background so is bringing both gender and cognitive diversity to her role.

We are continuing to use PageUp as our ATS. 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 2019, cognitive and diversity data is being captured through PageUp and in to Chris21 so we can better understand the demographics of our workforce and understand our strengths and address and gaps.

We have also launched 2 mentor programs in March 2019. The “Women Ahead” Mentor is a cross-company, cross-sector mentoring scheme aims to develop a broader talent pipeline of women and help close the gender pay gap. As part of the mentoring program, female mentees will be matched with more senior male and female mentors from another organisation. SCA has committed to 5 female mentees and 5 mentors. In addition, the SCA internal mentor program saw 60 mentor pairings with 60% participants being female.

As part of our workforce planning work, we are going to review and define the diversity data that SCA captures for all applicants who apply for a role with SCA and for newly joining employees as part of the induction process. We will use this data moving forward to review the diversity of our employee base, identify areas of strength and potential gaps to be addressed.

In June 2019, SCA is launching “The Wellness Connection”, an online portal which supports and helps maintain the mental health and wellbeing of our employees. This is achieved through workplace practices, providing general information & resources and implementing wellbeing initiatives.

The People and Culture team are currently developing a framework to expand flexible work beyond those with parental status including review of best practice and look to consult with business to see what framework will work for all SCA employees. We will provide managers with guidelines to approve all flexible work requests and communicate the flexible framework to all employees.

One of the core focus areas of our ongoing and business as usual activities will continue to be gender, but also include mental health and flexibility and inclusion.

Training and Development

Each year the Southern Cross Austereo Learning and Development Strategy is designed by the Director of People and Culture in consultation with key business functions. 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. In 2018, we undertook a Culture retest to further analyse our culture with Human Synergistics and we were very pleased to have improved on this measure. From these results, we have been able to divide results against locations to ensure our General Managers are able to devise Culture Action Plans specialised to their unique challenges. From this, we will also seek to align our Leadership Training with building a constructive culture and leadership styles.

In this reporting period we worked alongside the Australian School of Applied Management (ASAM) to create and deliver bespoke training to our key leadership group. Topics covered included: Vision and Strategy – Leadership in SCA, Communication, Presence and Influence, Leading Innovation and Change and Coaching and Developing Others. We had great feedback about this course and the discussions that it created. We plan on continuing this bespoke training next year with further modules delivered.

In 2016 our Senior Leadership Team and Senior Management Team underwent leadership profiling using the Lifestyle Inventories tool (LSI), these were also retested in 2017/18. Each leader again had their results debriefed by a qualified internal consultant to understand their strengths and areas for development. They were then required to redesign 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 are pleased with the results we received, overall our leadership group increased their constructive behaviours and styles from the last measure.

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 continued with 8 placements per year to offer 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 just commencing in this program and we will continue our placements for the next reporting period.

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. We have expanded the criteria for selection to this program and in total, supported another 70 managers across the company undergoing this training either online or face to face.

We also partnered with Angela Heise, External Coach and Facilitator to deliver the Emotional Productivity Program (EPP) to middle managers and key emerging leaders. 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 37 employees undertook this training and 19 were female.

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. We support all managers using 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.

In early 2019 we launched SCA's Mentoring Program, which matched mentees with internal mentors in order 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 have a number of key senior female leaders involved in the program to be available as mentors for emerging female managers.

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. 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.

SCA has participated in Women Ahead for the first time in 2019, where 5 high potential female leaders are mentored by other leaders from publicly listed companies and multinationals. We have heard great feedback from this program already and will undertake a full debrief when the program finalises.

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
 - 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).

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):

In the process of 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.

In 2019/20 we also plan on undertaking another Gender Pay Analysis to ensure these outcomes have not changed further.

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 over 300 roles, in order 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 (including: Impact, influence and contribution, Communication and decision making, Innovation, Knowledge and 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 evaluated approximately 326 roles, with this number growing as newly created roles are evaluated within the recruitment process. In order to ensure both in-house expertise and IP, there is an element of subjectivity involved in determining the critical elements of job size, many roles have been re-assessed. 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.

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%

5.3 Please indicate whether your employer funded paid parental leave for primary carers covers:

- Adoption
- Surrogacy
- Stillbirth

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%

6.3 Please indicate whether your employer funded paid parental leave for secondary carers covers:

- Adoption
- Surrogacy
- Stillbirth

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	9	0	0	3

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	34	1	0	15

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	0	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	0	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 early 2018 and concluding in March 2019, SCA set up a Major Project Group (MPG) to work on a variety of initiatives including Diversity and Inclusion. The MPG was set up to ensure SCA maintains an ongoing focus on external & internal trends that impact our workforce.

Our Strategic Recruitment Manager was leading the 'Success through Diversity' pillar and the key areas of focus were 'identity diversity' and 'cognitive diversity'. A summary of work completed is listed below;

To help understand the current landscape of SCA and understand our strengths and address any gaps, it was decided to survey our workforce to understand who we are and what we are doing well and what we could improve upon. In June 2018, an on-line employee survey was sent to all staff and we had 728 responses constituting approximately 33% response rate. A number of demographic sectors were identified including; gender, age, tenure, sexual orientation, job level, ethnicity, language, education etc.

To further understand the feedback gathered from the survey, 11 Focus Groups were run across all markets in August/September 2018 to gain further insights and generate ideas for implementation to improve diversity and inclusion at SCA. All staff were invited to partake in the focus groups.

At our SCA Executive Offsite in November 2018, there was a forum on why diversity is key to the success of our business which provided feedback from the survey/focus groups and gathered input for initiatives to be

created and rolled out as part of our BAU processes – this ensured clarity and ownership of the action items so that our senior leaders were aware that this was key to our business strategy.

In January 2019 and to address the imbalance of females at the Executive Leadership Group, an Executive Leadership Recruitment Framework was implemented by the P+C team to support Diversity and Inclusion at the leadership level of our business, with a focus on gender inclusion. The framework will ensure bias is eliminated from each stage of the recruitment process (advertisement, shortlisting and selection) and supports the proactive sourcing of female talent. This Framework will be used for all roles in the National Executive Leadership group and key leadership roles across Tier 1 and 2 markets.

The framework was implemented for the first time in the recruitment of a General Manager in Townsville. Sourcing female talent for this role proved challenging, of 70 applications received, just 15% were female. Our Strategic Recruitment Manager proactively approached female talent from Townsville and wider Queensland which resulted in a 50/50 interview shortlist for the role. The preferred candidate from the process was a female and one which was proactively sourced. The successful candidate is not from a media background so is bringing both gender and cognitive diversity to her role.

We are continuing to use PageUp as our ATS. 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 2019, cognitive and diversity data is being captured through PageUp and in to Chris21 so we can better understand the demographics of our workforce and understand our strengths and address and gaps.

We have also launched 2 mentor programs in March 2019. The “Women Ahead” Mentor is a cross-company, cross-sector mentoring scheme aims to develop a broader talent pipeline of women and help close the gender pay gap. As part of the mentoring program, female mentees will be matched with more senior male and female mentors from another organisation. SCA has committed to 5 female mentees and 5 mentors. In addition, the SCA internal mentor program saw 60 mentor pairings with 60% participants being female.

As part of our workforce planning work, we are going to review and define the diversity data that SCA captures for all applicants who apply for a role with SCA and for newly joining employees as part of the induction process. We will use this data moving forward to review the diversity of our employee base, identify areas of strength and potential gaps to be addressed.

In June 2019, SCA is launching “The Wellness Connection”, an online portal which supports and helps maintain the mental health and wellbeing of our employees. This is achieved through workplace practices, providing general information & resources and implementing wellbeing initiatives.

The People and Culture team are currently developing a framework to expand flexible work beyond those with parental status including review of best practice and look to consult with business to see what framework will work for all SCA employees. We will provide managers with guidelines to approve all flexible work requests and communicate the flexible framework to all employees.

One of the core focus areas of our ongoing and business as usual activities will continue to be gender, but also include mental health and flexibility and inclusion.

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.)

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 51.6% females and 48.4% males.

Promotions

2. 55.4% of employees awarded promotions were women and 44.6% were men
 - i. 47.2% of all manager promotions were awarded to women
 - ii. 61.0% of all non-manager promotions were awarded to women.
3. 5.0% of your workforce was part-time and 0.8% of promotions were awarded to part-time employees.

Resignations

4. 58.6% of employees who resigned were women and 41.4% were men
 - i. 56.5% of all managers who resigned were women
 - ii. 58.7% of all non-managers who resigned were women.
5. 5.0% of your workforce was part-time and 3.5% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 0.0% 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. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. N/A - non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations:

CEO sign off confirmation

Name of CEO or equivalent:

Confirmation CEO has signed the report:

CEO signature:

Date:
