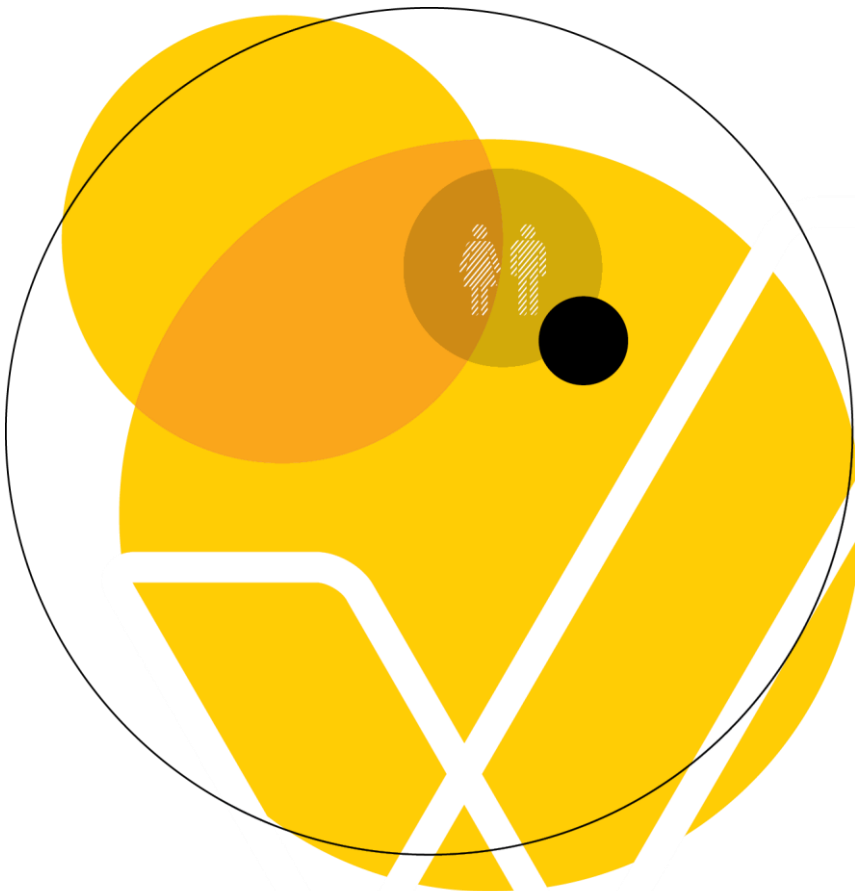


Addressing gender pay equity in your organisation

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NEEOPA Forum
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Learn/Report/Lead



Today

1. Types of gender pay gaps
2. Addressing gender pay equity in organisations – six-step process
3. Gender pay equity actions and initiatives
4. WGEA resources



Gender equality indicators

1

Gender composition of the workforce

2

Gender composition of governing bodies

3

Equal remuneration between women and men

4

Flexible working arrangements

5

Consultation with employees about gender equality

6

Any other matters specified by the Minister – sex based harassment & discrimination

Employers act on pay equity

Employers analysing their pay data for gender pay gaps has **jumped nearly 11 percentage points** in a year to 37.7%.



Types of gender pay gaps

1

The national gender pay gap

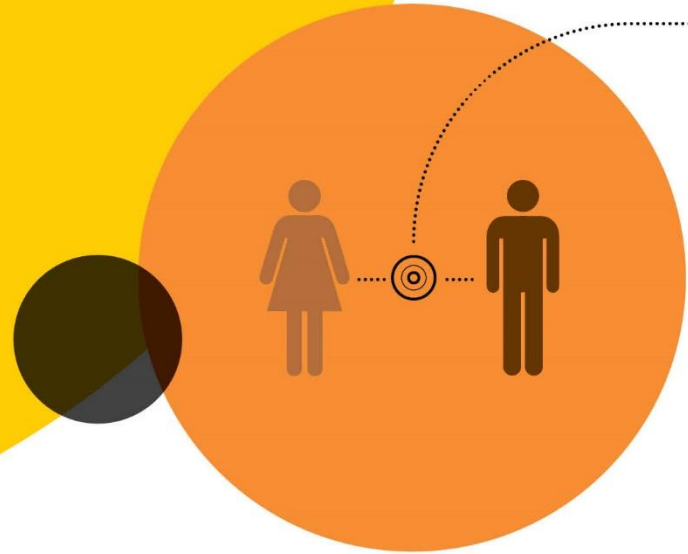
2

Specific industry or occupational
gender pay gaps

3

Organisation specific gender
pay gaps

Addressing pay equity in your organisation



Addressing gender pay equity

The guide to pay equity

Step 1:
Awareness and
understanding



Step 2:
Build a
Business case

Step 3:
Gain leadership
commitment



Step 4:
Data
analysis

Step 5:
Strategy and
action



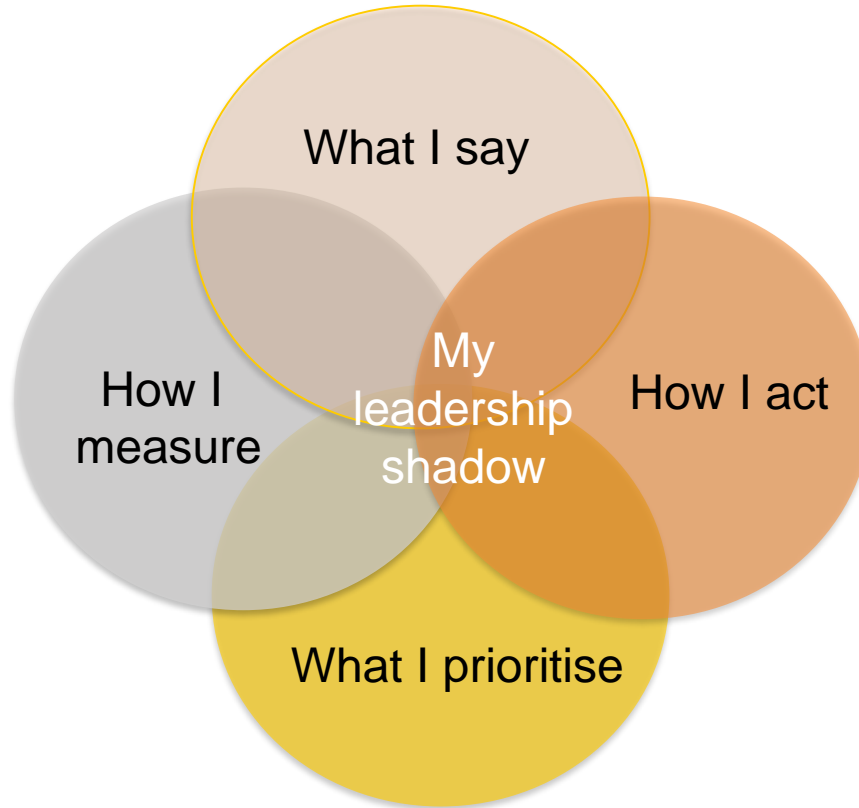
Step 6:
Review and
refine

The business case for pay equity

- Improved engagement and productivity
- Moral and ethical obligation
- Promotes attraction and retention of talent
- Reduced employee turnover costs
- Reputation and brand
- Reduced risk of legal claims.



Gain leadership commitment



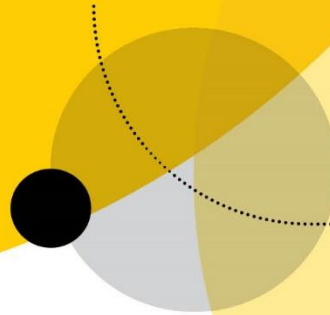
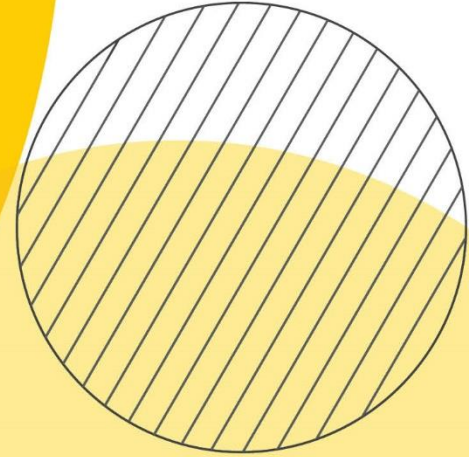
Developed by:
Chief Executive Women
and the Male
Champions of Change

Data analysis



- Identify gaps
 - Organisation wide
 - By level
 - Like-for-like
- Are the gaps explainable?
- Are the gaps justifiable?

Gender Pay Equity: possible actions and initiatives



Possible actions: pay equity

- ➔ Conduct a gender pay gap analysis
- ➔ Prioritise addressing any like-for-like gender pay gaps
- ➔ Develop an overall pay equity strategy and action plan
 - Gender pay equity KPIs for managers
 - Performance appraisal training for managers
- ➔ Measurement + action + accountability (BCEC/WGEA report)
- ➔ Review and report on progress regularly
- ➔ Address gender diversity more broadly within your organisation



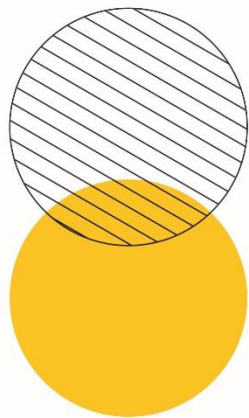
Like-for-like gender pay gaps

Actions

- ✓ Gender pay objectives in remuneration policy
- ✓ Eliminate differences in starting salaries
- ✓ Ensure equal access to discretionary pay
- ✓ Make managers accountable (KPI)
- ✓ Unconscious bias training
- ✓ Regular review and update job descriptions



By level gender pay gaps



Actions

- ✓ Review and evaluate job roles and eliminate differences
- ✓ Return to work and stay in touch programs
- ✓ Employees on parental leave are considered in performance cycles
- ✓ Offer flexible working arrangements
- ✓ Sponsoring and mentoring programs
- ✓ Career development
- ✓ Equal access to project roles

Organisation wide gender pay gaps

Actions

- ✓ Eliminate barriers to equal participation
- ✓ Recruitment and selection
- ✓ Training and development programs
- ✓ Career development
- ✓ Offer flexible working arrangements



Tips for organisations negotiating with employees

- ➔ Undertake a pay gap analysis
- ➔ Be open about negotiation expectations in your workplace
- ➔ Do not ask job applicants what their salary history is
- ➔ Reframe negotiations as low-pressure opportunities to ask
- ➔ Encourage employees to package requests
- ➔ Address unconscious bias and engage in nudge inclusion
- ➔ Encourage men to feel comfortable negotiating their work conditions.



Review, refine and report



WGEA initiatives and resources



Gender pay equity resources



Guide to gender pay equity

Practical steps to improve pay equity between women and men in your organisation



GENDER PAY EQUITY



Gender pay gap calculator

Technical guide to using the WGEA gender pay gap calculator



GENDER PAY EQUITY



Gender pay gaps: checklist for managers

The following checklist outlines actions individual managers can take to ensure they are actively involved in the removal of gender bias from pay and performance decisions.

When	Actions
Overall	<ul style="list-style-type: none"> Ask your HR team about pay equity Obtain and review your organisation's remuneration policy Ask for a data analysis to be conducted for your division, department or team Work through the factors of like-for-like gaps Identify specific actions to address these issues Check to see your own assumptions and views on part-time and flexible work arrangements Support pregnant women and mothers returning to work to continue to be valued members of the workforce with access to the same opportunities as their colleagues Ask for your team about your organisation is doing Consider whether higher remuneration for greater tenure is justified Use model the calculation of flexible working arrangements Train managers in how to manage employees who adopt flexible work practices Build an inclusive culture and cut out any resistance to employees on part-time or flexible working arrangements Check that promotions are starting at the same salary Look at the impact the remuneration policy will have on like-for-like gender pay gaps Have HR review the remuneration policy
At time of promotion	<ul style="list-style-type: none"> Review promotion rules to ensure Check if part-time staff have access to the same promotion opportunities
At the time of performance management processes	<ul style="list-style-type: none"> Ensure VPMs are clear from the outset Provide regular feedback to both women and men in your team and the opportunity to improve performance Ensure feedback is objective and that women are not penalised for showing strength and determination Review performance ratings to gender to identify pay bias Conduct performance rating calibration meetings to ensure consistency across the organisation, division or team Review the alignment between discretionary pay and performance ratings Include employees on parental leave in the performance review cycle Take remuneration action on like-for-like gaps Build into your annual budget a pool for remedial action Ensure employees in the same or similar roles have the same access to levels and types of discretionary rate Consider the overall pay equity impact of each remuneration decision
Remuneration decisions	

Workplace Gender Equality Agency | Gender pay gaps: checklist for managers | www.wgea.gov.au

Quick Reference: Pay Equity for Directors



Ten questions directors should ask:

1. How often is a pay equity analysis done?
2. What are the key findings and actions arising from the data analysis?
3. What pay equity indicators are your able to report to the board?
4. What are the findings of the annual performance review analysis by gender?
5. How do diversity and remuneration policies address pay equity?
6. Is there a pay equity strategy and action plan to address any pay equity issues?
7. What progress has been made on addressing pay equity issues?
8. What are the key barriers inhibiting progress on pay equity?
9. How is the CEO held accountable for pay equity?
10. What is the process for ongoing monitoring of pay equity in the company?

Five red flags to look out for:

1. Senior management is unaware of the issue of pay equity.
2. No gender pay gap analyses are conducted.
3. Negative employee perceptions about fairness are observed in engagement surveys.
4. Remuneration policies and procedures do not specifically address pay equity.
5. Inadequate (or no) action taken to address pay inequities.



Quick Reference: Pay Equity for CEOs



Six ways to demonstrate your leadership:

1. Commit to the end-to-end process of addressing pay equity.
2. Role model the removal of biases during the performance management process and the annual remuneration review.
3. Role model the removal of biases around part-time work and flexible working arrangements.
4. Actively communicate internally and externally on the importance of ensuring equal remuneration between women and men.
5. Hold management to account on addressing any pay equity issues and removing bias in pay and performance decisions.
6. Remove the roadblocks for your HR team to address pay equity issues.



Six immediate actions to take:

1. Take ownership of pay equity.
2. Place pay equity on the next executive team agenda.
3. Request your HR team conduct a pay equity analysis and report back to you.
4. Direct your HR team to the 'Addressing pay equity' WGEA page.
5. Commit to developing an action plan to address any gender pay gaps identified.
6. Include metrics on gender pay equity in your report to the Board.



Six red flags to look out for:

1. No gender pay gap analyses are conducted.
2. Your team tells you 'there are no gender pay gaps'.
3. Remuneration policies and procedures do not specifically address pay equity.
4. Inadequate (or no) action has been taken to address pay inequities.
5. Gender pay gaps are 're-planned' but not investigated and 'justified'.

Learn/Report/Lead

Pay Equity Ambassadors

WGEA
Pay Equity

AMBASSADOR



Over 140 who have:

- Performed a pay gap analysis
- Taken action on the results
- And communicated their efforts to their staff.

**Launch of Australia's Gender
Equality Data 2017-2018
13 November 2018**



Advice and assistance

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