

# Gender Equity Analysis

## What is the gender pay gap?

- The gender pay gap is the difference between women's and men's earnings. It can be calculated by industry, organisation, level and job type

## What is pay equity?

- Pay equity is achieved when women and men receive **equal pay for work of equal or comparable value**. This means women & men performing the same role at the same performance standard are paid the same amount. It also means women & men performing different work of comparable value are paid equitably.

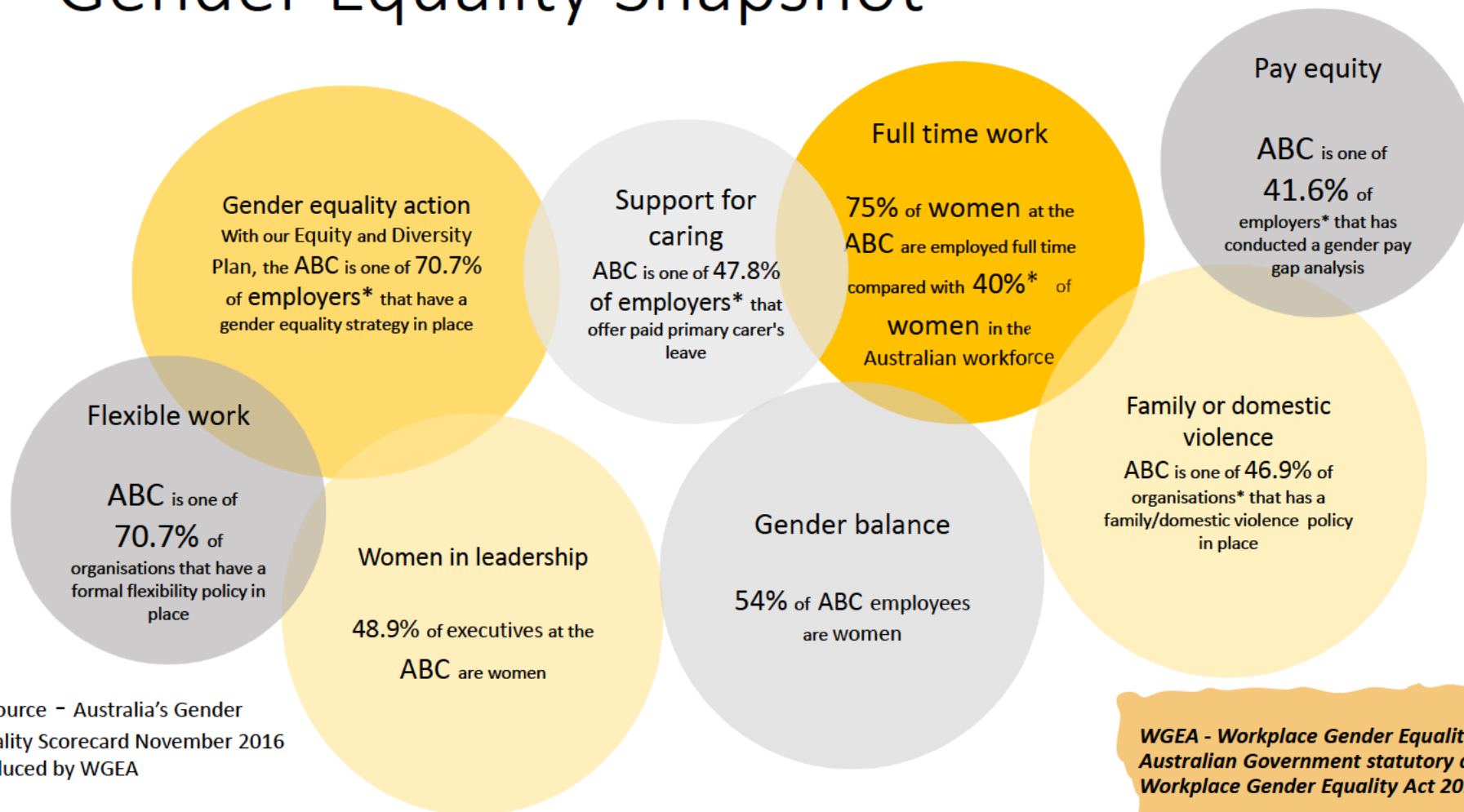
## The national gender pay gap...

- ...is the difference between women's and men's average weekly ordinary time full-time equivalent earnings, expressed as a percentage. The national gender pay gap has hovered around 15% and 18% for the past two decades.

## Gender Equality

- Achieving gender equality, including gender pay equity, is a process that takes time and conscious significant effort.
- It should be looked at in the context of the broader gender equality or diversity strategy

# Gender Equality Snapshot



\* Source - Australia's Gender Equality Scorecard November 2016 produced by WGEA

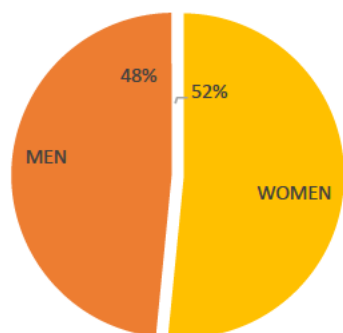
**WGEA - Workplace Gender Equality Agency is an Australian Government statutory agency created by the Workplace Gender Equality Act 2012.**

# Gender Equity Analysis

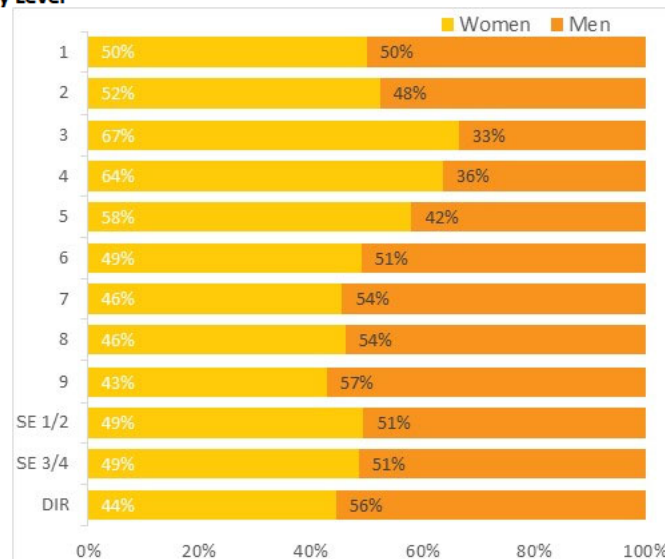
- We have analysed our data in line with guidelines and definitions recommended by WGEA
- We have looked at gender distribution and pay gaps by:
  - Level
  - Organisation wide
  - HDA
  - Tenure
  - Classification
  - Division
- We have looked at the way other organisations analyse and report gender pay gaps - gender pay gap by level not whole of organisation is the recommended approach (Mercer, Pepsico) .

# Gender Distribution

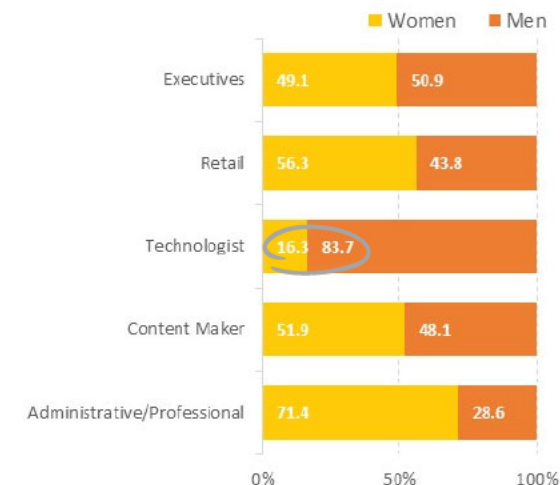
## 1. Organisation wide



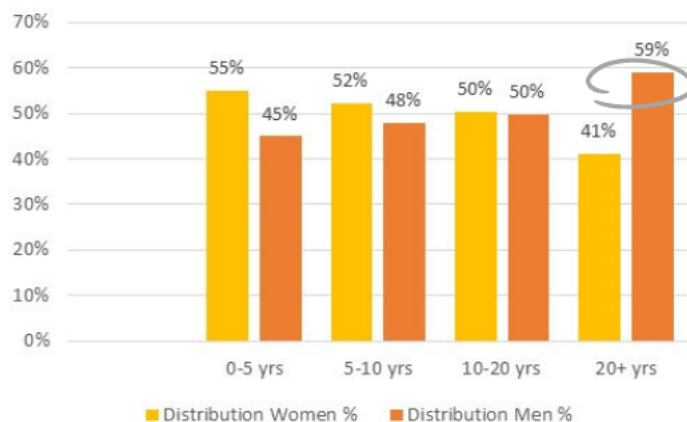
## 2. By Level



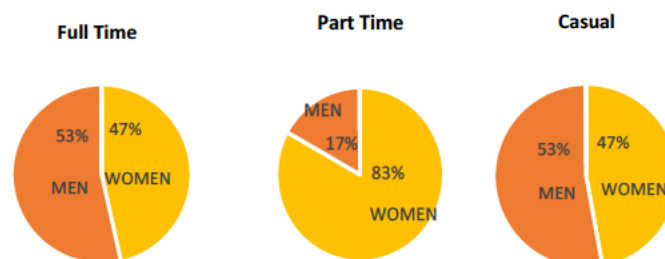
## 3. By Classification



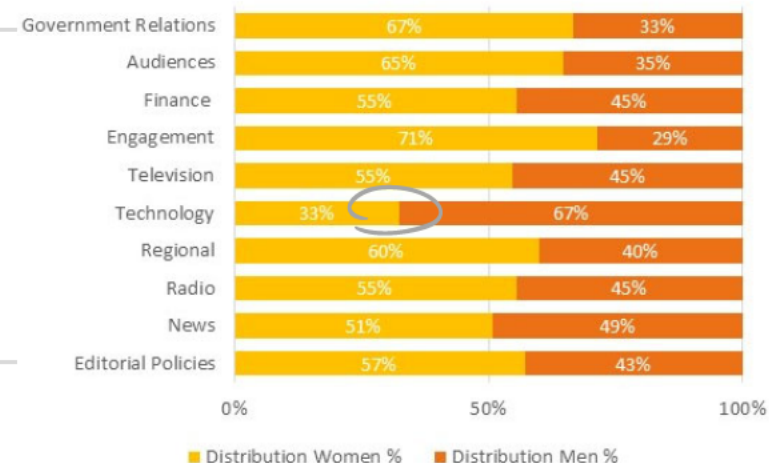
## 4. By Tenure



## 5. By Employment Status

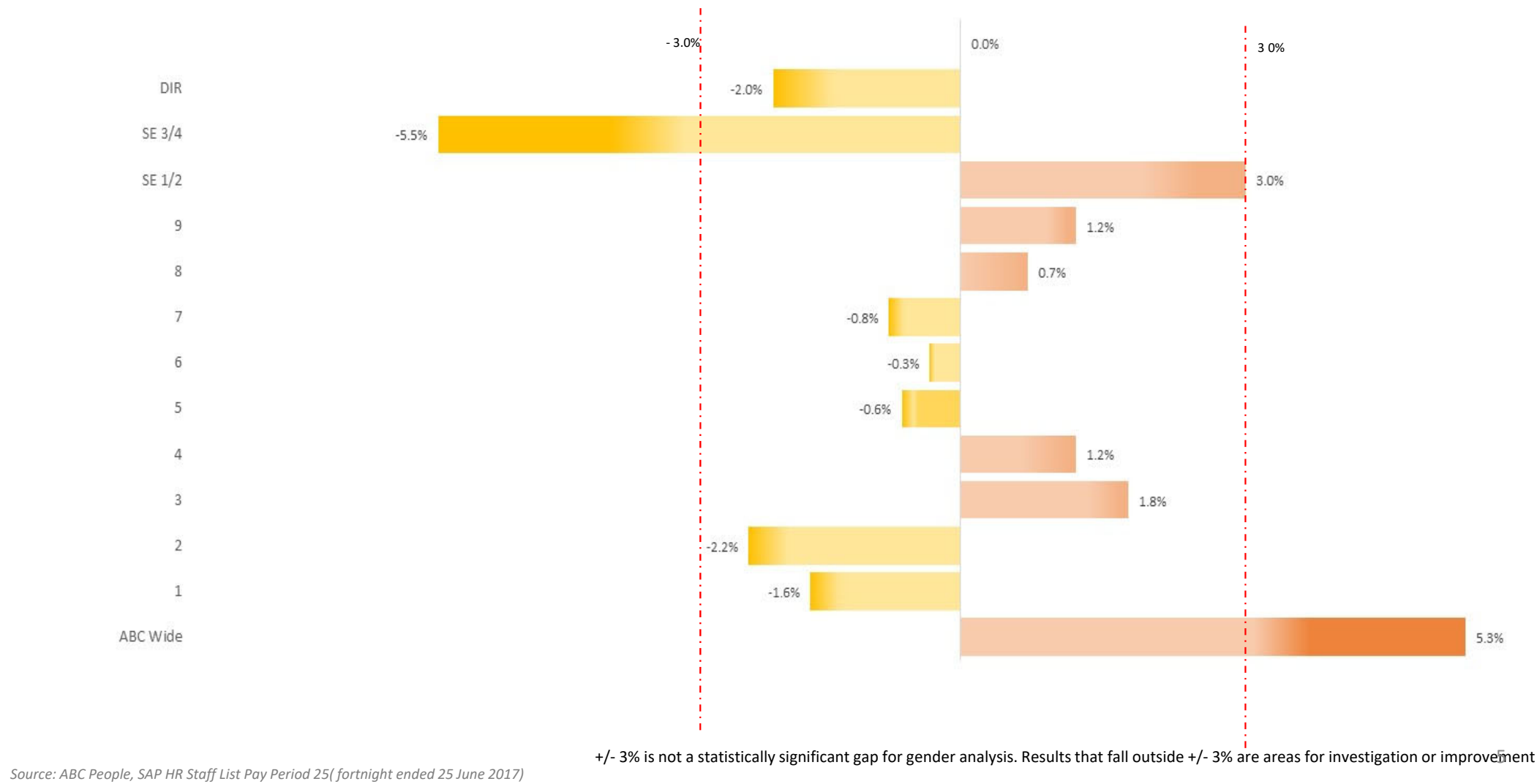


## 6. By Division





# Gender Pay Gap by Level and Overall



# Gender Pay Gap Analysis

## Key findings

- There is no gender pay gap that is unfavourable to women at any level in the ABC.
- At EL3/4 there is a gap that favours women – on average women at this level are paid 5.5% more than men
- Higher percentage of men in Redbook Bands 7, 8 and 9
- Higher percentage of women in Redbook Bands 3 through 5
- Gender distribution is equal/almost equal in Redbook Bands 1, 2, 6 and SE 1/2 and SE 3/4 groupings
- Only 16.3% of women are employed in technologist positions

## Recommendations

- Ensure equity in starting salaries on appointment or promotion – positioning needs to be consistent
- Report and monitor regularly on gender pay
- Focus on improving gender balance for Bands 7,8 and 9.
- Ensure career development opportunities for employees lower bands
- Continuing focus on strategies for women in technology and digital roles

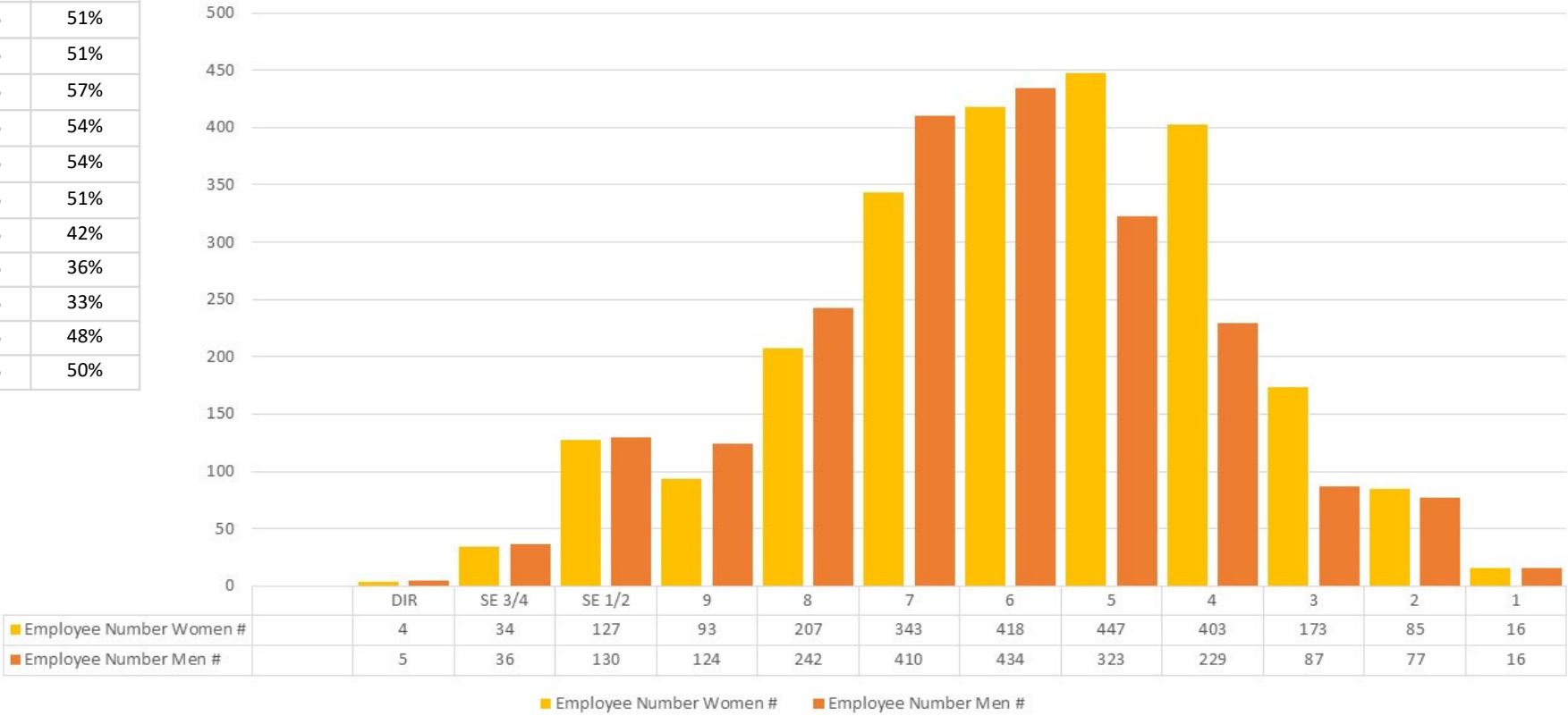
# Gender Pay Gap Analysis

## Next Steps

- Report to People Committee and Board
- Provide divisional more detailed analysis and information for each division

# Gender Distribution

	Women	Men
DIR	44%	56%
SE 3/4	49%	51%
SE 1/2	49%	51%
9	43%	57%
8	46%	54%
7	46%	54%
6	49%	51%
5	58%	42%
4	64%	36%
3	67%	33%
2	52%	48%
1	50%	50%



# Analysis of Part Time Distribution and Pay

Gender pay gap across employment status, base and total

Employment Status	Base Salary		Total Package		GPG	
	Women	Men	Women	Men	Base	Total
	\$	\$	\$	\$	%	%
Full Time	Redacted under 47E				3.8	4.8
Part Time					-4.0	-1.3
Casual					9.1	5.5
All					4.7	5.3

Status	Employee Number		Distribution	
	Women	Men	Women	Men
	#	#	%	%
Full Time	1,578	1,807	47%	53%
Part Time	544	109	83%	17%
Casual	375	419	47%	53%
All	2,497	2,335	52%	48%

# Gender Distribution by Classification

Occupation Class	Employee Number		Distribution	
	Women	Men	Women	Men
	#	#	%	%
Administrative/Professional	476	191	71.4	28.6
Content Maker	1,785	1,651	51.9	48.1
Technologist	63	323	16.3	83.7
Retail	9	7	56.3	43.8
<b>All</b>				
Executives	159	159	50.0	50.0
Red Book	2,333	2,172	51.8	48.2
All	2,492	2,331	51.7	48.3

# Gender Distribution by Division

DIVISION	Employee Number		Distribution	
	Women	Men	Women	Men
	#	#	%	%
Editorial Policies	8	6	57%	43%
News	818	787	51%	49%
Radio	396	319	55%	45%
Regional	324	216	60%	40%
Technology	237	489	33%	67%
Television	406	336	55%	45%
Engagement	83	31	73%	27%
Finance	112	88	56%	44%
Audiences	113	62	65%	35%
Government Relations	2	1	67%	33%
Grand Total	2,497	2,335	52%	48%
All Divisions	4,996	4,670	52%	48%

DIVISION	Employee Number		Distribution	
	Women	Men	Women	Men
	#	#	%	%
DIR	4	5	44%	56%
SE 3/4	34	36	49%	51%
SE 1/2	127	130	49%	51%
9	93	124	43%	57%
8	207	242	46%	54%
7	343	410	46%	54%
6	418	434	49%	51%
5	447	323	58%	42%
4	403	229	64%	36%
3	173	87	67%	33%
2	85	77	52%	48%
1	16	16	50%	50%
Exec	160	159	50%	50%
Red Book	2,337	2,176	52%	48%
All	2,497	2,335	52%	48%



DIVISION	Base Salary		Total Remuneration		GPG	
	Women	Men	Women	Men	Base	Total
	\$	\$	\$	\$	%	%
DIR	Redacted under 47E				-3.6	-2.0
SE 3/4					-7.3	-5.5
SE 1/2					3.1	3.0
9	Redacted under 47E and 47F				0.1	1.2
8					-0.3	0.7
7					-0.5	-0.8
6					0.0	-0.3
5					-0.2	-0.6
4					-0.2	1.2
3					0.2	1.8
2					-3.9	-2.2
1					-6.8	-1.6
Executives	Redacted under 47E				-0.8	-0.2
Red Book					5.0	5.6
ABC Wide					4.7	5.3

# Length of Service Analysis

DIVISION	Employee Number		Base Salary		Total Package		Distribution		GPG	
	Women	Men	Women	Men	Base	Total	Women	Men	Base	Total
	#	#	\$	\$	\$	\$	%	%	%	%
0-5 yrs	1,201	981	Redacted under 47E				55%	45%	3.9	4.9
5-10 yrs	493	451					52%	48%	1.2	0.9
10-20 yrs	542	536					50%	50%	4.3	5.0
20+ yrs	261	367					42%	58%	4.3	4.1

# People Committee

## Information

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<b>Agenda item</b>	3.1
<b>Meeting date</b>	2 August 2017
<b>Prepared by</b>	Manager Recruitment & Remuneration, Jeanette Davis
<b>Submitted by</b>	A/Director Engagement Rebekah Donaldson
<b>Subject</b>	Gender Equity Pay Analysis

### Executive Summary

This paper provides a summary of the key findings and recommendations from the ABC's gender pay analysis that were presented to the Leadership Team on 13 July 2017.

### Recommendation

That the ABC conducts regular gender pay analysis and includes pay equity metrics in performance reporting.

### Background Information

In support of the ABC's strategic objective to embrace diversity in the workplace, the need for gender pay equity analysis was identified under the ABC's Equity and Diversity Plan for 2016-18.

The Leadership team are currently looking at how gender equity metrics will be included in performance reporting.



## 1 Gender Equity Analysis

### 1.1 Key Concepts

- What is pay equity?

Pay equity is achieved when women and men receive equal pay for work of equal or comparable value. This means women and men performing the same role at the same performance standard are paid the same amount. It also means women and men performing different work of comparable value are paid equitably.

- What is the gender pay gap?

It is commonly used to refer to the difference between women's and men's earnings on a national level. However, gender pay gaps can be calculated in other ways: across industry or occupation types and within organisations.

Within organisations there are three types of gender pay gaps that can be uncovered through analysis:

- Like for like – pay gaps between women and men undertaking work of equal or comparable value
- By level – pay gaps between women and men at the same organisation level
- Organisation wide – the difference between the average remuneration of women and men across the whole organisation

The national gender pay gap is the difference between women's and men's average weekly ordinary full-time equivalent earnings expressed as a percentage and is currently 16%. It has hovered between 15% and 19% for the past two decades<sup>1</sup>.

### 1.2 Approach

We have looked at the way other organisations analyse and report gender pay gaps and have consulted with the Mercer executives who developed the Australian Government's Workplace Gender Equality Agency (WGEA) methodologies for gender pay gap analysis.

The ABC's data has been collated and analysed in line with the guidelines and definitions recommended by the WGEA.

The recommended approach for organisational analysis of gender pay is to look at gender pay gap by level and like for like, not whole of organisation. Organisations such as Pepsico who report no gender pay gap have done so on the basis of like for like or by level analysis – not whole of organisation.

When the difference in earnings between men and women is more than 3%, this is considered statistically significant and is a pay gap that should be investigated further.

We have looked at gender distribution and pay gaps by level, classification, division, tenure and ABC wide.

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<sup>1</sup> WGEA Gender Pay Gap Statistics February 2017

### **1.3 Key Findings**

- There is no gender pay gap that is unfavourable to women at any level in the ABC.
- At Senior Executive Level 3/4 (which is predominantly layer 2 in the ABC) there is a gap that favours women. On average women at this level are paid 5.5% more than men.
- Gender distribution is equal or almost equal for entry-level positions (Bands 1 and 2) and for senior executive positions.
- There is a higher percentage of men employed in each of the three highest level bands under the Redbook (bands 7,8 and 9).
- There is a higher percentage of women employed in the lower Redbook bands (bands 3, 4 and 5).
- Only 16.3% of women are employed in technologist positions.

### **1.4 Recommendations**

- Regularly report and monitor gender pay equity and include gender pay equity metrics in performance reporting.
- Provide directors with more detailed information on their division to identify any opportunities to improve gender pay equity in their teams.
- Focus on improving the gender balance for bands 7, 8 and 9.
- Ensure career development opportunities for employees in lower bands.
- Continue the current focus on strategies for increasing the percentage of women in technology and digital roles.

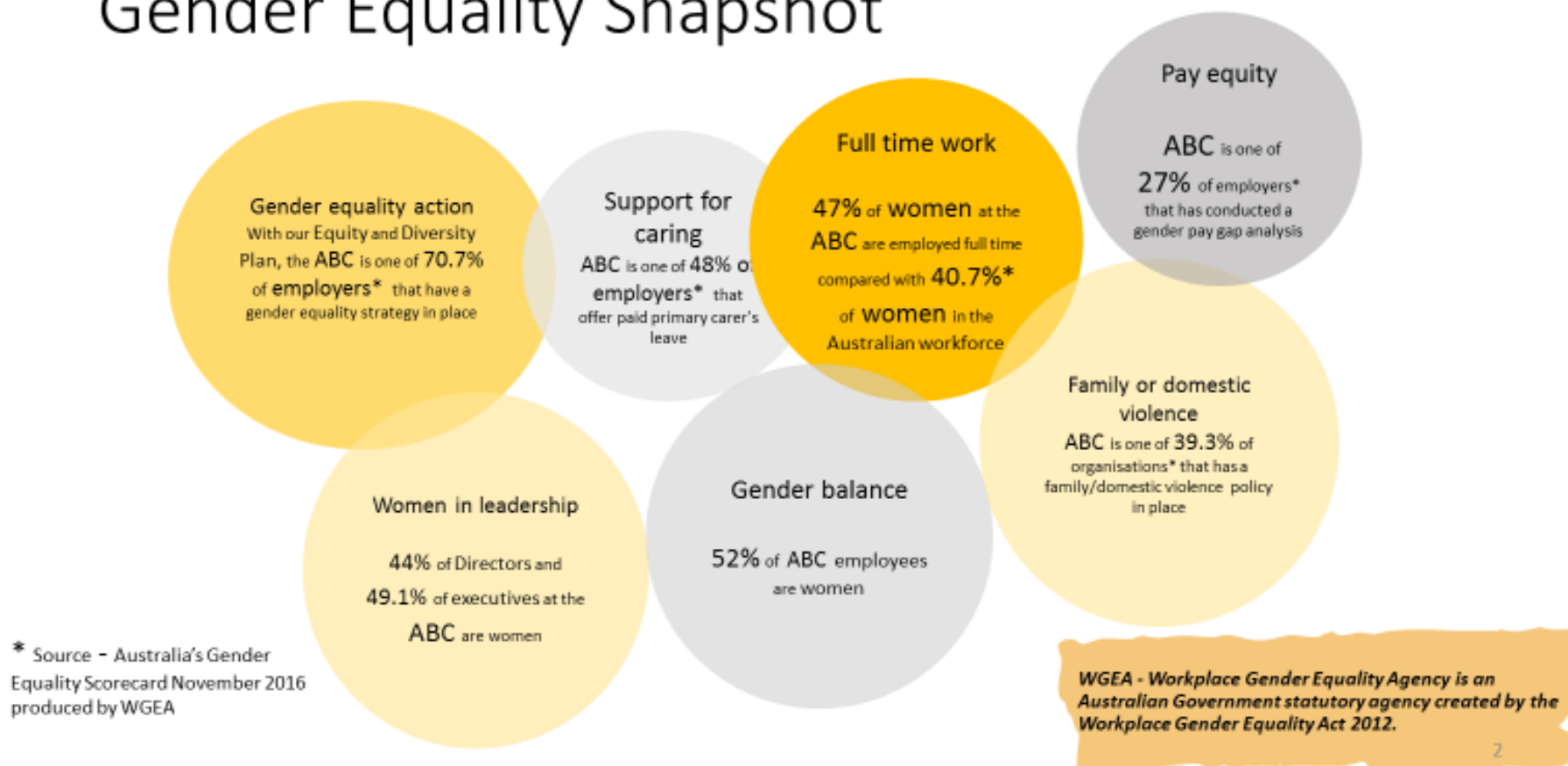
## **2 Attachments – Summary of ABC’s gender analysis data and graphs**

### **2.1 Gender Equality Snapshot – a look at the ABC’s performance in the context of the broader gender equality strategy**

### **2.2 ABC Gender Distribution Charts**

### **2.3 ABC Gender Pay Gap by Level and Overall**

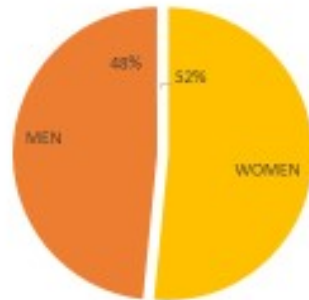
## Gender Equality Snapshot



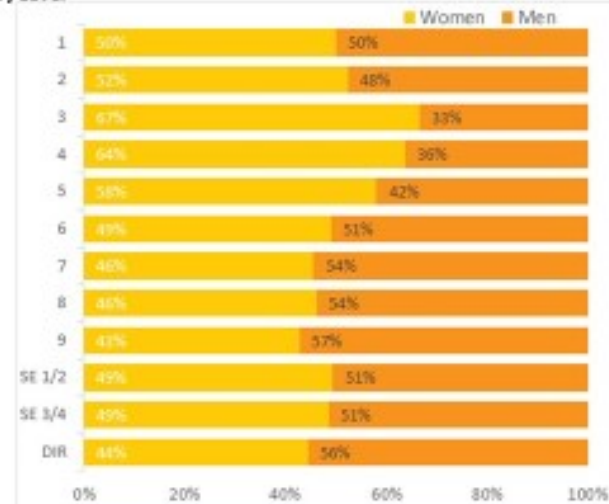
## Attachment 2.2 ABC Gender Distribution Charts

## Gender Distribution

1. Organisation wide



2. By Level



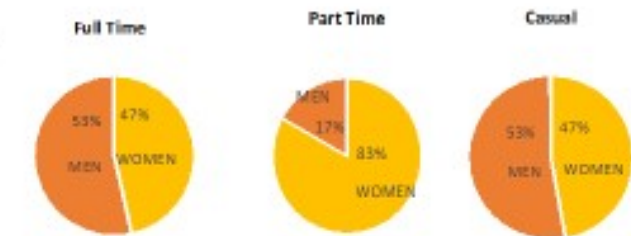
3. By Classification



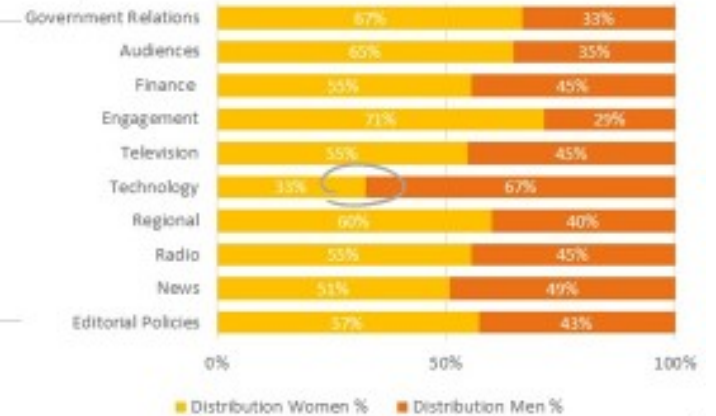
4. By Tenure



5. By Employment Status

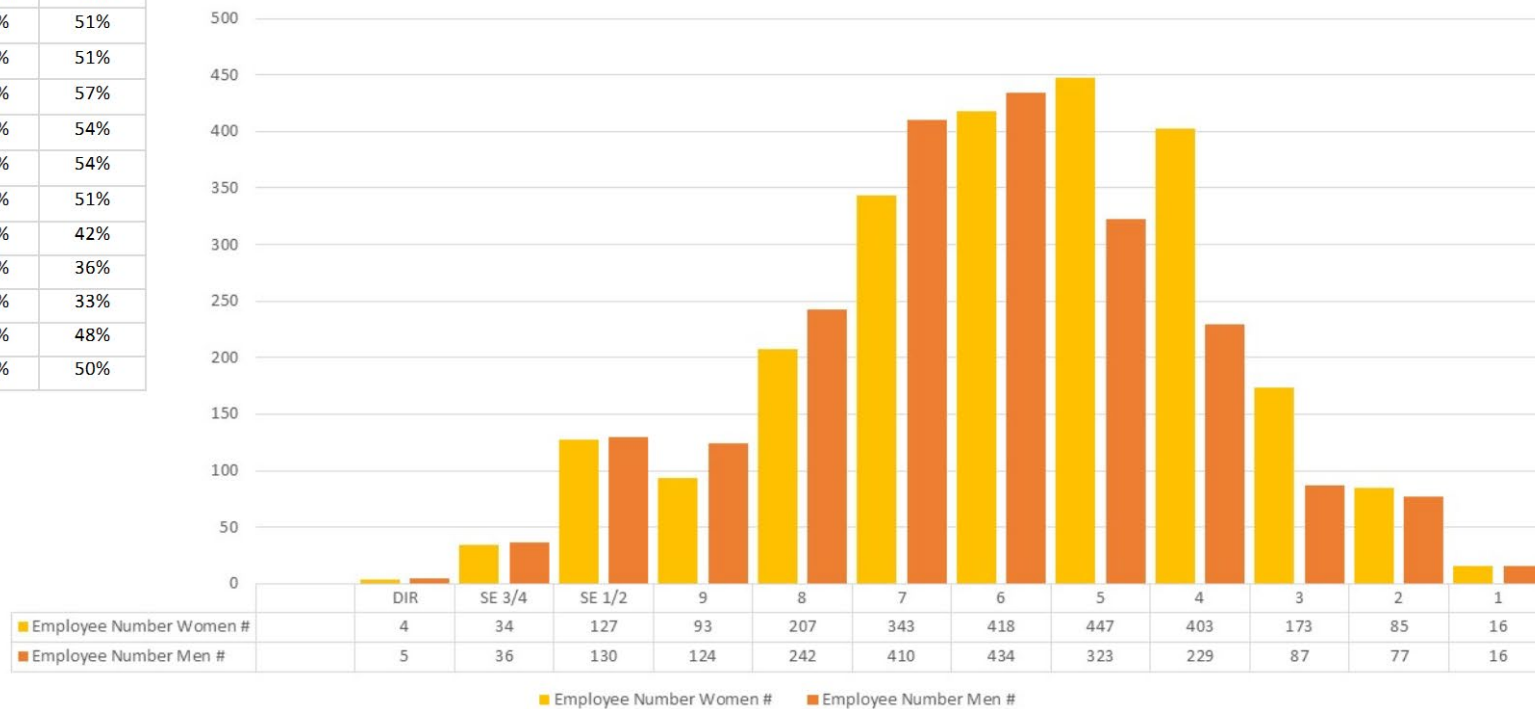


6. By Division



## Attachment 2.2 ABC Gender Distribution Charts Cont'd

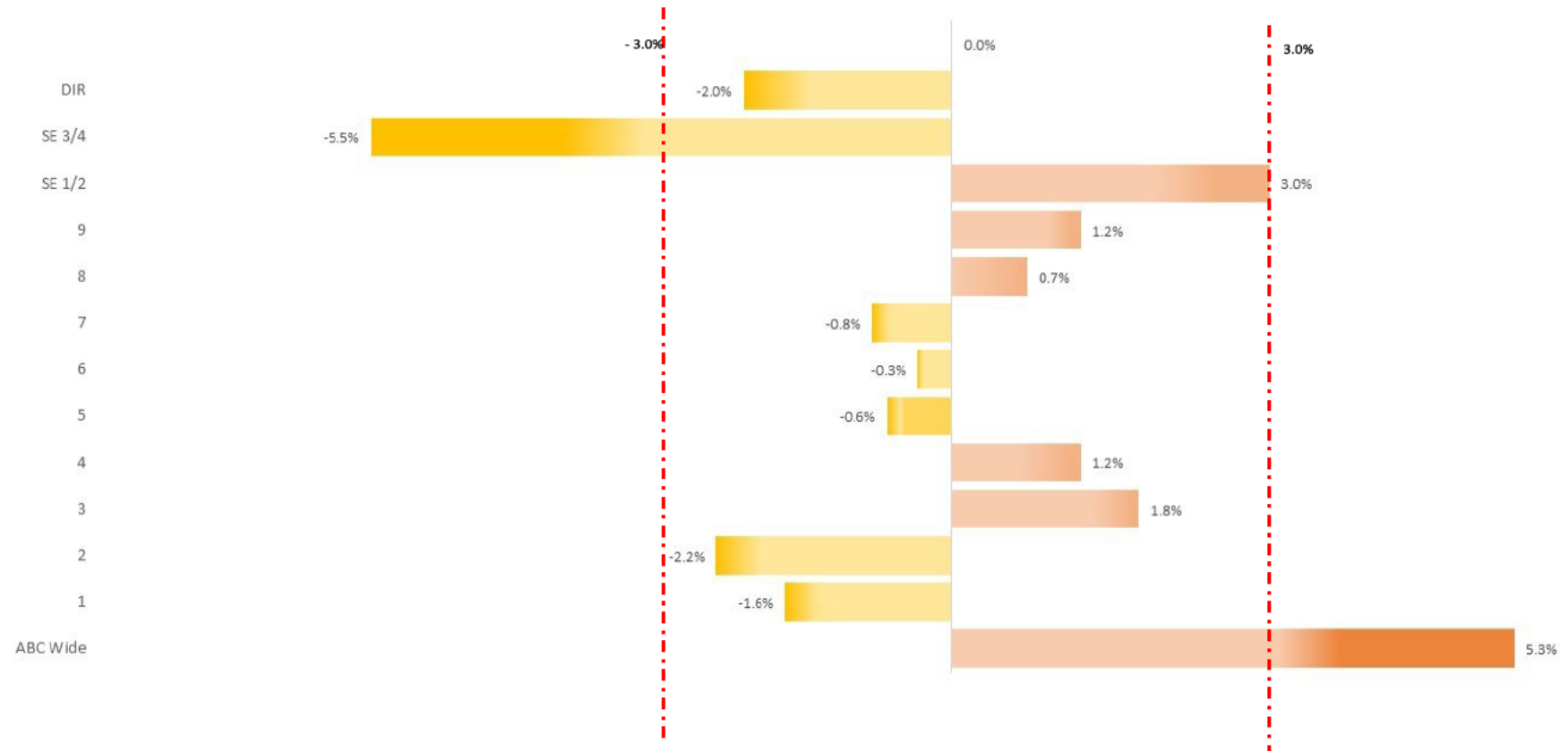
	Women	Men
DIR	44%	56%
SE 3/4	49%	51%
SE 1/2	49%	51%
9	43%	57%
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7	46%	54%
6	49%	51%
5	58%	42%
4	64%	36%
3	67%	33%
2	52%	48%
1	50%	50%





## Attachment 2.3 ABC Gender Pay Gap by Level and Overall

The graph below shows the percentage difference for average total remuneration paid to men compared with women at each level in the ABC. Where there is a negative percent shown, this means that average total remuneration for men at that level is lower than for women.



+/- 3% is not a statistically significant gap for gender analysis. Results that fall outside +/- 3% are areas for investigation or improvement

# Gender pay equity review

Australian Broadcasting Corporation

19 December 2017

Table of contents

1. Introduction..... 1

2. ABC's approach to gender pay equity ..... 1

3. Key findings ..... 2

4. Detailed assessment and review against ABC’s approach..... 4

Appendix ..... 7

    A: Review Criteria ..... 7

    B: WGEA framework considerations ..... 8

    C: MCC guidelines considerations ..... 11

# 1. Introduction

The Australian Broadcasting Corporation (ABC or the **Corporation**) engaged Ernst & Young (**we** or **EY**) to review the Corporation's approach to gender pay equity and conduct an independent assessment of the Corporation's gender pay equity review methodology and outcomes.

The scope of our review is focused on an assessment of ABC's intended approach and methodology for their next gender pay equity review against the Corporation's stated gender diversity objectives (i.e., whether the approach allows the Corporation to report on progress made against stated objectives). We understand ABC will conduct its next gender pay equity review ahead of the March 2018 remuneration review.

We have also given consideration to the following frameworks in order to identify best practice methodology approaches that ABC may consider adopting to further refine the Corporation's approach to gender pay equity:

1. *Workplace Gender Equality Act 2012 (WGEA)* reporting requirements (noting ABC is not subject to the WGEA framework); and
2. The Male Champions of Change (**MCC**) key principles and best practice guidelines for gender pay equity reviews, as documented in the MCC paper *Closing the pay gap* (noting ABC is not a member organisation).

This report presents our findings, together with suggested actions for ABC to consider in further developing the Corporation's approach to gender pay equity.

## 2. ABC's approach to gender pay equity

ABC's overall objective is to have zero gender pay gaps. The zero pay gap will be assessed against a defined margin of error for reliable sample sizes. ABC intends to document its gender pay equity objectives, policy and analysis approach, potentially in ABC's 2018 Annual Report.

To date, ABC has conducted similar-to-similar gender pay analysis using work level standards. The outcome from this analysis in June 2017 was that there is no similar-to-similar pay gap greater than 3% unfavourable to women. It is ABC's intent to continue to refine their definition of gender pay equity and the related methodology.

Outlined below is ABC's proposed definition of gender pay equity. The analyses in the table will be conducted during ABC's next gender pay equity review. There are additional analyses on the next page which will be conducted once preparatory work is complete.

Analysis type	Remuneration element	Basis of comparison	Comments
a) Organisation-wide	i. Base salary	Average female pay compared to average male pay	<ul style="list-style-type: none"> <li>► Analysed in ABC's June 2017 review and will continue analyses for future gender pay equity reviews</li> <li>► Highlights whether employees are paid the same on average within the organisation and each relevant work level standard</li> </ul>
b) Level-by-level	ii. Variable remuneration ( <i>awarded, opportunity and awarded as a percentage of opportunity, include analysis of performance ratings vs outcomes</i> )	Average female pay compared to average male pay for each work level standard	
c) Similar-to similar		Average female pay compared to average male pay for each work level standard by team and occupation class	<ul style="list-style-type: none"> <li>► Will be analysed in the next gender pay equity review</li> <li>► Highlights whether employees in comparable roles are paid fairly</li> </ul>
d) Internal average compa-ratios (organisation-wide and by work level standard)	iii. Total remuneration ( <i>awarded and opportunity</i> )	Calculate compa-ratio for each female/male using the median pay level for the relevant work level standard and compare the average female/male compa-ratios across the organisation	<ul style="list-style-type: none"> <li>► Will be analysed in the next gender pay equity review</li> <li>► Highlights whether employees are paid fairly relative to the internal median pay rate for the relevant work level standard</li> </ul>

Additional analyses intended to be performed once preparatory work has been completed include:

- ▶ **Like-for-like analysis:** Compare average female pay vs average male pay for like-for-like roles for all remuneration elements. ABC to undertake role matching exercise across the entire organisation to determine like-for-like roles.
- ▶ **Allowance/benefits analysis:** Identify any pay gaps for allowances/benefits. ABC to determine the scope of action the Corporation can take to address inequity in allowances under the relevant Enterprise Bargaining Agreements.

### 3. Key findings

Overall, ABC has a detailed and advanced approach to gender pay equity reviews that is aligned with the Corporation's stated gender diversity objectives. The pay gap outcomes from ABC's last gender pay review indicate that the Corporation's gender pay gaps are more favourable than the average Australian pay gap (as reported by WGEA).

ABC may consider adopting minor refinements to its approach to benefit from external frameworks (noting that ABC is not required to align to these frameworks).

The table below presents key findings from our review of ABC's intended gender pay equity approach and methodology for its next gender pay review against the Corporation's stated gender diversity objectives. Refer to Appendix A for details of the assessment approach used.

Element	Assessment of ABC's intended approach	Commentary / Rationale
1. Policy & objectives	Green	1.(i) ABC should ensure its overall objective of zero gender pay gaps against the Corporation's definition of gender pay equity is documented in a formal policy. The formal policy should include: <ul style="list-style-type: none"> <li>▶ ABC's methodology and analysis approach</li> <li>▶ The defined margin of error around zero that is appropriate for each intended analysis type</li> <li>▶ The defined sample size needed to ensure each analysis type is statistically reliable</li> </ul>
2. Methodology	Amber	2.(i) ABC will be conducting the required preparatory work to allow the following gender pay analyses, as per ABC's intended approach to gender pay equity outlined in Section 2 of this report. Once the preparatory work is complete, our assessment of ABC's methodology will be 'green': <ul style="list-style-type: none"> <li>▶ Like-for-like analysis: Conduct a role-matching exercise to determine like-for-like roles and allow like-for-like pay gap analyses.</li> <li>▶ Analysis of allowances/benefits: Determine the scope of action the Corporation can take to address inequity in allowances under the relevant Enterprise Bargaining Agreements.</li> </ul>
3. Analysis & calculations	Green	3.(i) Ensure formula-based analyses, rather than Pivot tables, are used when undertaking gender pay equity reviews.
4. Findings & application	Green	4.(i) ABC may wish to consider setting key milestones and a timeline to achieve the zero pay gap objective (e.g., as a first step, identify and address all pay gaps in excess of +/- 3% at the next gender pay equity review). 4.(ii) Enhancing the information available to those that make pay decisions will help to raise awareness of gender pay equity issues and opportunities for improvement.

### 3.1 Non-binding framework suggested actions

The following table presents best practice methodology approaches that ABC may consider adopting for future analyses to further refine the Corporation's approach to gender pay equity. Further details are provided in Appendices B and C. We note the WGEA and MCC frameworks are non-binding on ABC.

Framework	Best practice approaches for consideration
WGEA	<ol style="list-style-type: none"> <li>1.(i) Consider incorporating specific gender pay equity objectives (e.g., the basis on which pay equity is determined, the range within which the Corporation seeks to operate, and the time range for meeting objectives) within formal remuneration policy/strategy documents, in addition to the 2018 Annual Report (which is intended).</li> <li>2.(i) No suggested actions.</li> <li>3.(i) Conduct role-matching exercise to determine like-for-like roles.</li> <li>4.(i) ABC should continue to consider developing and defining actions taken/to take as a result of the pay gap analysis, for example: <ul style="list-style-type: none"> <li>► Review remuneration decision-making processes to identify opportunities to improve gender pay equity (e.g., train people managers in addressing gender bias, including unconscious bias).</li> <li>► Provide additional information in real time to managers at the time of hire to avoid importing a pay gap through the recruitment process.</li> </ul> </li> <li>4.(ii) Consider reporting summary pay gap analysis outcomes more broadly, for example to employees and externally.</li> </ol>
MCC	<ol style="list-style-type: none"> <li>1.(i) Consider committing, in writing, to conducting a gender pay equity review at least every two years.</li> <li>2.(ii) Review variable remuneration in isolation and analyse internal compa-ratios (organisation-wide and for each work level standard) (ABC intends to conduct these analyses for the next gender pay equity review).</li> <li>2.(iii) Undertake the necessary work in order to be able to conduct like-for-like analysis and review benefits/allowances in isolation.</li> <li>3.(i) Broaden the Corporation's gender pay equity analysis to consider location, flexible work and those on leave.</li> <li>4.(i) Provide clear guidelines and criteria for taking action to address pay gaps and to avoid pay gaps re-emerging, for example: <ul style="list-style-type: none"> <li>► Provide information and clear guidelines to managers when approving pay adjustments to close gender pay gaps.</li> <li>► Provide information to allow a comparison of proposed salaries (for new-starters and those being promoted) to internal compa-ratios to avoid gaps re-emerging.</li> </ul> </li> </ol>



## 4. Detailed assessment and review against ABC's approach

This section contains findings from our review of ABC's gender pay equity approach. We have considered the following as part of our review:

- ▶ **Equity & Diversity Annual Report 2015-16:** Sets out the Corporation's commitment and approach to gender equity and diversity, including details of programs in place and ABC's performance in the areas of: gender, indigenous, cultural and linguistic diversity; disability; and, workplace culture and flexibility.
- ▶ **ABC Equity and Diversity Plan 2016-18:** Provides details on the Corporation's specific and measureable strategic objectives including ABC's objective to increase representation of women in senior executive and technologist roles.
- ▶ **Gender Pay Analysis June 2017:** Contains ABC's gender pay equity analysis that was completed in June 2017.
- ▶ **ABC Employee Data File 1 October 2017:** We understand it is intended that gender pay analyses using this data will be completed ahead of the March 2018 remuneration review. We have therefore considered the data fields contained in this file, as well as the intended policy, analysis approach and methodology (as understood from our discussions with ABC).

The tables below contain findings from our review of ABC's gender pay equity approach and methodology against the Corporation's stated gender diversity objectives.

1. Assessment of ABC's policy and objectives		Green
Objective	The 'ABC Equity & Diversity Plan 2016-18' ( <i>Plan</i> ) notes an objective to conduct a gender pay equity analysis by June 2017 and provide results to ABC Executive for consideration. ABC intends to document details of its approach to achieving its overall objective of zero gender pay gaps against the Corporation's definition of gender pay equity, potentially in ABC's 2018 Annual Report.	
Finding	<p>In accordance with the <i>Plan</i>, ABC undertook a gender pay equity analysis in June 2017. After consideration of the analysis outcomes, the following actions to address gender pay equity were documented:</p> <ul style="list-style-type: none"> <li>▶ Regularly report and monitor gender pay equity and include gender pay equity metrics in performance reporting</li> <li>▶ Provide directors with more detailed information on its division to identify any opportunities to improve gender pay equity in its teams</li> <li>▶ Ensure career development opportunities for employees in lower salary grades</li> </ul> <p>Targets to improve gender representation are documented in the <i>Plan</i>. Over the life of the <i>Plan</i>, the Corporation intends to achieve 50% representation of women in senior executive roles and 20% representation of women in technologist roles.</p> <p>The actions to address gender representation are well documented. ABC has identified and reported on, through the 'Gender Equity Pay Analysis' paper to the People Committee, the following recommendations:</p> <ul style="list-style-type: none"> <li>▶ A focus on improving the gender balance for salary grades 7, 8 and 9</li> <li>▶ Continued focus on strategies for increasing the percentage of women in technology and digital roles</li> </ul>	
Impact	<p>The documents provide a clear view of the Corporation's targets and process for achieving gender representation targets.</p> <p>Documenting ABC's gender pay equity objectives and policy will increase the level of transparency and accountability in achieving gender pay equity throughout the ABC.</p>	
Suggested actions	<p>(i) ABC should ensure its approach for achieving its overall objective of zero gender pay gaps against the Corporation's definition of gender pay equity is documented in a formal policy. The formal policy should include:</p> <ul style="list-style-type: none"> <li>▶ ABC's methodology and analysis approach</li> <li>▶ The defined margin of error around zero that is appropriate for each intended analysis type</li> <li>▶ The defined sample size needed to ensure each analysis type is statistically reliable</li> </ul>	


2. Assessment of ABC's methodology		Amber
Objective	<p>ABC has outlined its intended methodology and analysis approach for its next gender pay equity review (see Section 2 of this report).</p> <p>The 'Gender Equity Pay Analysis' paper provided to the People Committee notes data has been collated and analysed in line with WGEA guidelines and definitions.</p>	
Finding	<p>The October 2017 data file has been set up to allow all analyses intended for ABC's next gender pay equity review (as outlined in Section 2 of this report), however some preparatory work is required in order to be able to conduct like-for-like analysis and to review allowances/benefits. As some preparatory work is required before all analyses can be completed, ABC has received an Amber assessment for methodology. This assessment can be marked green once all preparatory work and analyses are completed.</p> <p>ABC has considered the WGEA guidelines in developing its methodology. The October 2017 data file will allow all WGEA-defined analyses, except for:</p> <ul style="list-style-type: none"> <li>▶ Level-by-level: ABC considered the 'levelling' approach defined by WGEA and determined that its occupation classes were a more appropriate basis on which to conduct level-by-level analysis.</li> <li>▶ Like-for-like: ABC intends to conduct like-for-like analysis once like-for-like roles have been determined across the entire employee population.</li> </ul> <p>ABC goes beyond the WGEA requirements and conducts similar-to-similar gender pay analyses by using work level standards (i.e., analysis comparable roles).</p>	
Impact	<p>ABC has considered all relevant aspects of the WGEA framework and has either adopted, or will adopt, aspects relevant to the Corporation. As the ABC is not subject to WGEA, there will be no adverse impact by not adhering to the WGEA 'levelling' approach. Rather, the level-by-level analysis conducted by ABC will be more relevant to the Corporation and therefore more useful in achieving the gender pay equity target of a zero pay gap.</p> <p>Like-for-like analysis is an important lens for determining whether pay gaps exist for women/men undertaking the same work. Like-for-like analysis will be conducted once a role matching exercise is complete. ABC intends to expand its similar-to-similar analysis to better determine whether pay gaps exist for women/men undertaking work of comparable value. Similar-to-similar analysis will look at work level standards by team and occupation class for the next gender pay equity review.</p>	
Suggested actions	<p>(i) ABC will be conducting the required preparatory work to allow the following gender pay analyses, as per ABC's intended approach to gender pay equity outlined in Section 2 of this report. Once the preparatory work is complete, our assessment of ABC's methodology will be 'green':</p> <ul style="list-style-type: none"> <li>▶ Like-for-like analysis: Conduct a role-matching exercise to determine like-for-like roles and allow like-for-like pay gap analyses.</li> <li>▶ Analysis of allowances/benefits: Determine the scope of action the Corporation can take to address inequity in allowances under the relevant Enterprise Bargaining Agreements.</li> </ul>	

3. Assessment of ABC's analysis and calculations		Green
Objective	<p>The 'Gender Equity Pay Analysis' paper notes that gender distribution and pay gaps were examined by level, classification, division, tenure and ABC-wide.</p>	
Finding	<p>Pivot tables have been used in ABC's June 2017 analysis and outcomes.</p> <p>ABC intends to adopt formulae-based analyses for future reviews.</p>	
Impact	<p>Pivot tables are not as flexible as formulae; they are also less robust. Pivot tables limit the ability to audit analysis undertaken as there are no underlying formulae. If changes are made to the underlying data, Pivot tables are not automatically updated, which may lead to inaccurate output.</p> <p>ABC's progression to formula-based analyses will provide a more robust means of assessment and ensure calculations are auditable, traceable and in line with good practice.</p>	
Suggested actions	<p>(i) Ensure formula-based analyses, rather than Pivot tables, are used when undertaking gender pay equity reviews.</p>	




4. Assessment of ABC's findings and application		Green
Objective	<p>In the June 2017 review, ABC aimed to identify and address pay gaps exceeding 3% for the analyses performed during that review.</p> <p>We understand ABC has now defined that their overall objective is to achieve zero gender pay gaps against the Corporation's definition of gender pay equity.</p>	
Finding	<p>The June 2017 analysis indicated that there were no work level standard pay gaps in excess of 3%.</p> <p>For the next gender pay equity review, ABC intends to perform the following additional analyses of base salary, variable remuneration and total remuneration:</p> <ul style="list-style-type: none"> <li>▶ Work level standard by team and occupational class</li> <li>▶ Internal organisation-wide average compa-ratio</li> <li>▶ Internal work-level standard average compa-ratio</li> </ul> <p>The internal compa-ratio analyses will be useful where there is a small sample size and certain comparisons are therefore not statistically reliable (e.g., if like-for-like analysis is not possible for certain roles, rather than excluding these roles from the analysis, they can be compared against the internal average compa-ratios).</p>	
Impact	<p>Although there were no work level standard pay gaps in excess of 3%, larger gaps may be evident when different analysis lenses are applied. If larger pay gaps are identified in the next gender pay equity review, ABC may consider setting milestone pay gap objectives to achieve over time with the overall goal of getting to 3% and then to zero.</p> <p>ABC should continue to focus on identifying underlying causes of imbalances in gender pay and define specific actions to address these pay gaps. Providing detailed information to those that make pay decisions will help to raise awareness of gender pay equity issues and opportunities for improvement.</p>	
Suggested actions	<p>(i) ABC may wish to consider setting any key milestones and a timeline to achieve the zero pay gap objective (e.g., as a first step, identify and address all pay gaps in excess of +/- 3% at the next gender pay equity review).</p> <p>(ii) Enhancing the information available to those that make pay decisions will help to raise awareness of gender pay equity issues and opportunities for improvement.</p>	


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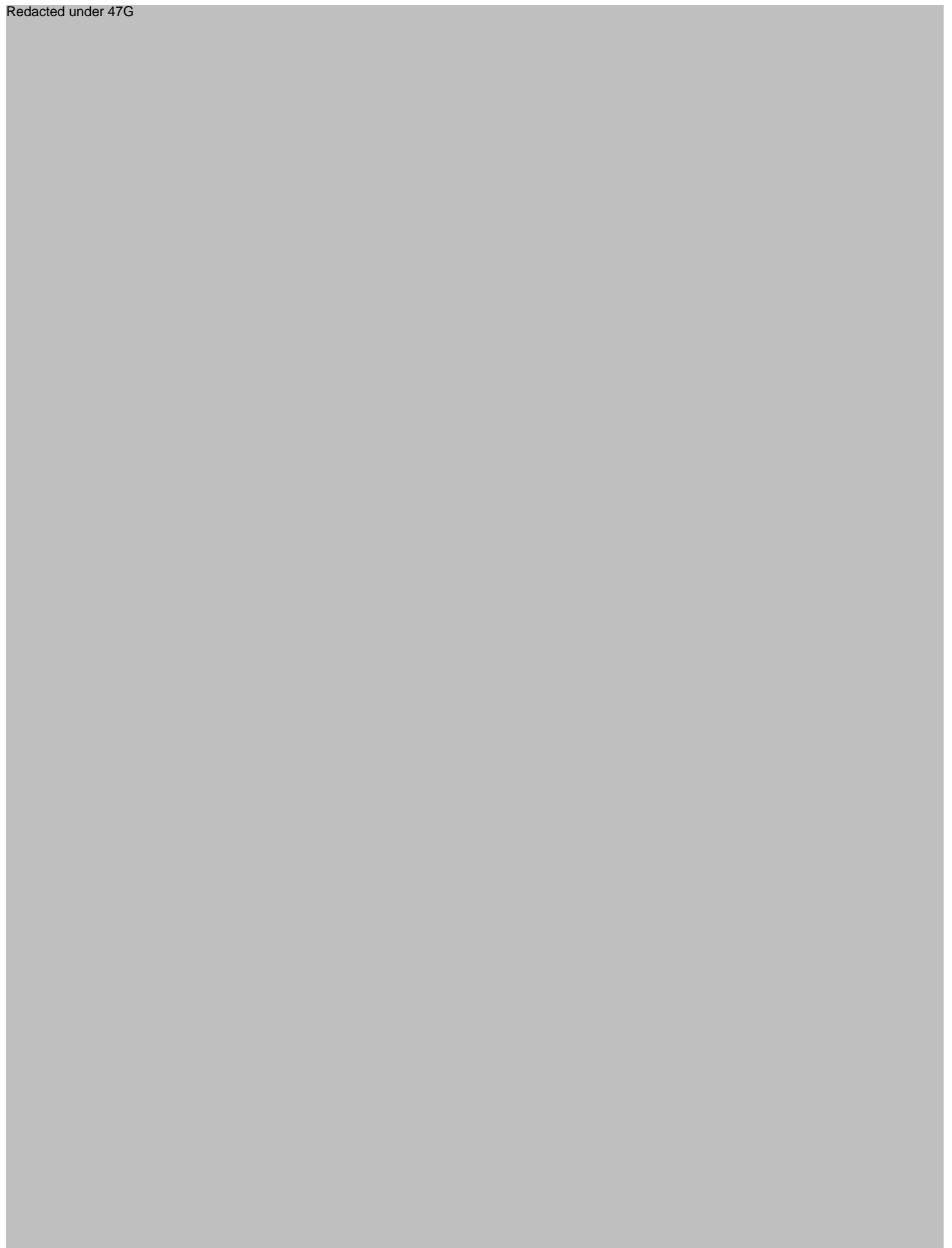
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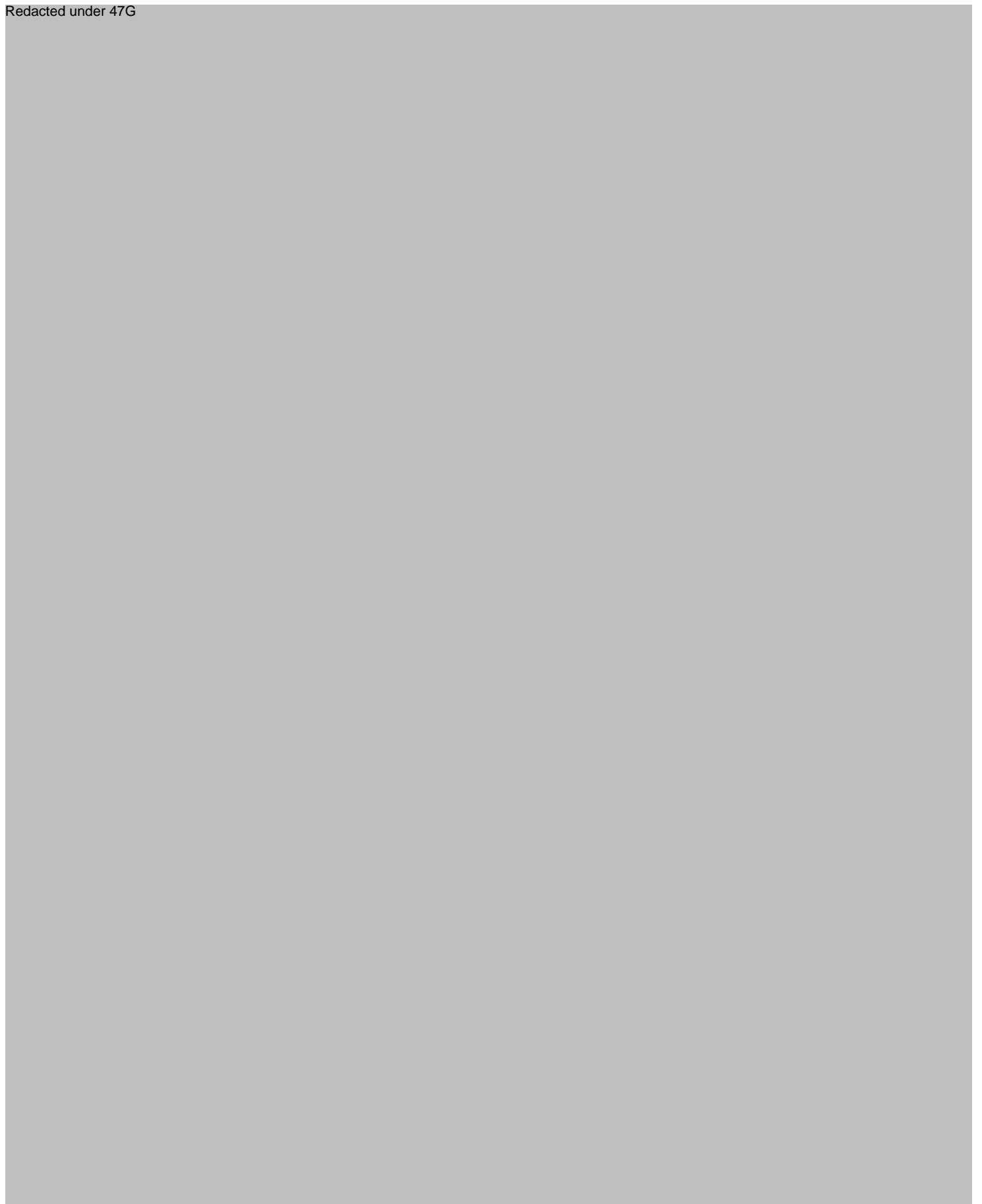
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For purposes of the *Corporations Amendments (Improving Accountability on Director and Executive Remuneration) Act 2011*, this report does not contain a remuneration recommendation in relation to key management personnel as defined by Division 1 of Part 1.2 of Chapter 1 of the *Corporations Act 2001*.





## **GENDER PAY**

### **Why equal pay and the gender pay gap are not the same thing**

Equal pay is where men and women are paid the same for like work.

The gender pay gap is the difference between the gross hourly earnings for both men and women across an organisation.

Nationally, one of the main reasons for the gender pay gap is more men are likely to hold senior positions than women.

On average women are not paid less than men for like work at the ABC.

However, there is a pay gap of 5.2% at the ABC across the organisation. The national pay gap is 17.3%.

### **ABC gender pay equity analysis**

The ABC conducted its first gender equity pay analysis in May 2017. The analysis was conducted on an organisation wide and level by level basis using total fixed remuneration and a guide of pay gaps not greater than +/-3%. The analysis showed that there is no pay gap unfavourable to women at any level in the ABC. The analysis also showed there is an organisation wide pay gap of 5.2% which is driven by the higher representation of women in jobs at lower work level bands than men. The results were presented to the Leadership Team in July 2017 and to the People Committee in August 2017.

### **Review of approach and methodology**

Best practice in gender pay equity analysis recommends using an externally verified methodology.

To progress the ABC's analysis further, EY were selected and engaged to make recommendations on further developing the methodology and approach used in the first analysis and to validate and confirm the accuracy of the May 2017 calculations.

Consideration was given to which of the recommendations (from a data and resource perspective) could be adopted immediately and which we could adopt at a subsequent stage. EY also assessed the ABC's proposed updated methodology.

EY confirmed the ABC's updated methodology represents a detailed and advanced approach to gender pay equity reviews that is aligned with its gender diversity objectives.

### **ABC policy and approach - for endorsement**

The ABC is committed to reflecting the diversity of the Australian community and providing an inclusive workplace. One of the ABC's inclusion objectives is to ensure there are zero gender pay gaps.

The ABC defines gender pay equity as having a zero gap between average female pay compared to average male pay for the organisation, each work level and each role, within a defined margin of error for reliable sample sizes. Elements of 'pay' examined will include salary, bonuses and total pay.

The ABC will also consider other factors that make roles equivalent when conducting gender pay equity analyses: on hiring, on transfer or promotion including overseas postings, during performance and remuneration reviews, in setting allowances and overtime. Therefore, our commitment to identifying and addressing any gender pay equity gaps that may arise is an ongoing commitment.

We are committed to conducting gender pay equity analyses on an annual basis and disclosing the results to our employees to demonstrate the progress we are making against our overall objective of zero gender pay gaps. This will include expected timeframes for meeting our zero pay gap objectives. Many organisations choose to only disclose this information to senior leaders and some only to those leaders who have a gender pay gap. However given the public profile of the ABC and our commitment to open and transparent communications with our people, we propose to follow the lead of organisations who disclose to all employees their gender pay gap and steps they are taking to address this.

We anticipate disclosing the results from our gender pay equity analysis, which is currently underway, in 2018. Directors will be provided with details of any gender pay gaps that require attention on an individual basis as part of the current senior executive pay review. Directors will be provided with information about their Red Book staff prior to their next pay increase due on 1 July.

We will also undertake as part of this process, a like for like review of two occupation groups of employees (1) foreign bureaux reporters and (2) on air presenters fronting panel shows on TV and Capital City Local Radio programs.

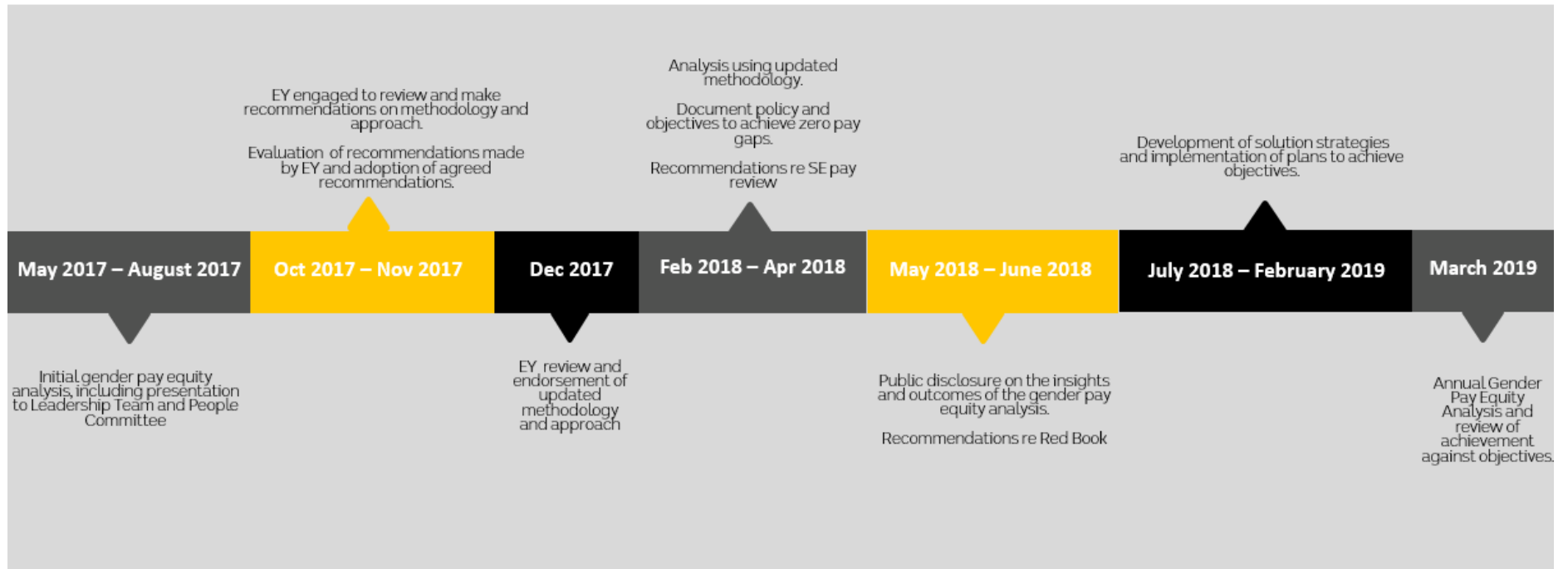
### **Next steps**

We are seeking endorsement and the commitment of by the Leadership Team for what we need to do as next steps to progress this work.

Next steps will include formal documentation and publication of the approach to gender pay equity, public disclosure on the insights and outcomes of the gender pay equity analysis and development and implementation of solution strategies to achieve the stated objective of zero pay gaps based on data review and consultation.

Future work will also need to consider an analysis of on-air talent employed through companies as well as cumulative wealth gaps.

## Timeline



# Australian Broadcasting Corporation

## Internal Guideline on Gender Pay Equity - 2018

### 1. Purpose and Vision

The ABC is committed to reflecting the diversity of the Australian community and providing an inclusive workplace.

The ABC is committed on an ongoing basis to identifying and addressing any gender pay equity gaps. This document serves as an internal guideline, detailing the Corporation's approach to gender pay equity.

### 2. Objective

2.1. The ABC's overall objective is to have zero pay gaps between full time equivalent average female pay compared to average male pay, within a defined margin of error for reliable sample sizes, for:

- i. The organisation,
- ii. Each Salary Band (i.e., band 1 – 9; SE 1 - 4), and
- iii. Each Role.

Elements of pay examined will include:

- i. Fixed Remuneration,
- ii. Variable / bonus pay, and
- iii. Total Pay.

### 3. 2018 Milestones

3.1. To achieve the ABC's overall objective, the Corporation commits to the following milestone objectives in 2018:

- a. Conduct *fixed remuneration* gender pay equity analysis for:
  - i. The organisation;
  - ii. Each work level standard; and
  - iii. Roles categorised as "foreign bureau reporters" and "on air presenters fronting panel shows on TV and Capital City Local Radio Programs", analysed separately.
- b. For the three analyses conducted in 2018:
  - i. Determine the defined margin of error for reliable sample sizes;
  - ii. Investigate any gender pay gaps greater than the defined margin of error;
  - iii. Develop and implement strategies to address the pay gaps greater than the defined margin of error; and
  - iv. Consider the gender pay gaps identified during the Executive, Red Book and Blue Book pay reviews during 2018.
- c. Formalise the ABC's remuneration framework into a remuneration policy and link the policy to the Corporation's gender pay equity objectives.
- d. Repeat the gender pay equity analyses following pay adjustments (using updated fixed remuneration data) and report the results to the Leadership Team.
- e. Propose to the Leadership Team an approach to disclosing the results of the Corporation's 2018 gender pay equity review and objectives to employees and the public.

- f. Conduct preparatory work so that the additional gender pay equity analyses outlined below can be conducted in the future. This includes gender pay equity analyses for:
  - i. The organisation: for variable / bonus and total pay.
  - ii. Each work level standard: for variable / bonus and total pay.
  - iii. Each role: for fixed remuneration (noting that the ABC commits to conduct this analysis for two roles in 2018), variable / bonus and total pay.

#### **4. Other Commitments**

- 4.1. The ABC commits to conducting a gender pay equity review on an annual basis.
- 4.2. The ABC commits to review and determine the approach to disclosure of the gender pay equity analysis on an annual basis.
- 4.3. The ABC will consider whether additional gender pay equity analysis is needed due to the disclosure requirements under the *National Broadcasters Legislation Amendment (Enhanced Transparency) Bill 2017* (e.g., conducting gender pay equity analysis for the group of individuals disclosed if this analysis is not already being conducted).
- 4.4. The ABC will review and update this guideline annually.

#### **5. Strategy**

The ABC will investigate on an annual basis any pay gaps greater than the defined margin of error based on the findings of the annual gender pay equity review and develop and implement strategies to achieve the overall objective of zero pay gaps.

When developing strategies to achieve the overall objective of zero pay gaps, the ABC will consider the impact the following factors have on gender pay equity:

- i. Hiring, transfer and promotion including overseas postings;
- ii. Performance and remuneration reviews;
- iii. The setting of allowances and overtime;
- iv. Gender representation in senior positions; and
- v. Occupational segmentation within and across work level standards (e.g., whether there are particular occupations with low / high representation of women / men).

#### **6. Methodology**

Further details on the methodology the ABC commits to when conducting gender pay equity reviews are:

- i. Analysis of variable / bonus pay will include “awarded”, “opportunity”, and “awarded as a percentage of opportunity”;
- ii. Analysis of total pay will include “awarded” and “opportunity”;
- iii. When conducting role-matching for the purposes of pay equity analysis for each role, the ABC will aim to ensure appropriate equivalence by considering location, nature of role, and any other factors that may impact equivalence.

#### **7. Disclosure**

The ABC recognises the importance of keeping the Corporation’s employees and the community informed of the ABC’s commitment and approach to gender pay equity. The ABC commits to:

- i. Providing the Leadership Team with appropriate details of any gender pay gaps that require attention on an individual basis as part of the pay review process (for both Executives and Red Book employees);
- ii. Proposing to the Leadership Team an approach to disclosing the results of the Corporation’s 2018 gender pay equity review to employees and the public.

#### **8. Definitions**

**'ABC' or 'Corporation'** means the Australian Broadcasting Corporation.

**'Salary Band'** means the range of salary bands that exist across the organisation as a framework for valuing work based on the tasks, activities and capabilities required for different functions and roles.

**'Role'** means a categorisation applied to a series of jobs to group same or similar roles together. Roles grouped together may have different job titles or Salary Bands.

**'Fixed Remuneration'** means base salary, fixed or ongoing allowances, fixed or ongoing non-cash benefits and superannuation calculated on an annualised full time equivalent basis.

**'Total Pay'** is the sum of Fixed Remuneration and any variable/bonus pay calculated on an annualised full time equivalent basis.

**'Executive'** means executive and director level employees who may be covered by the Senior Employment Agreement and who are not covered by the ABC Enterprise Agreement or the ABC Retail Agreement.

**'Red Book'** means the ABC Enterprise Agreement.

**'Blue Book'** means the ABC Retail Agreement.

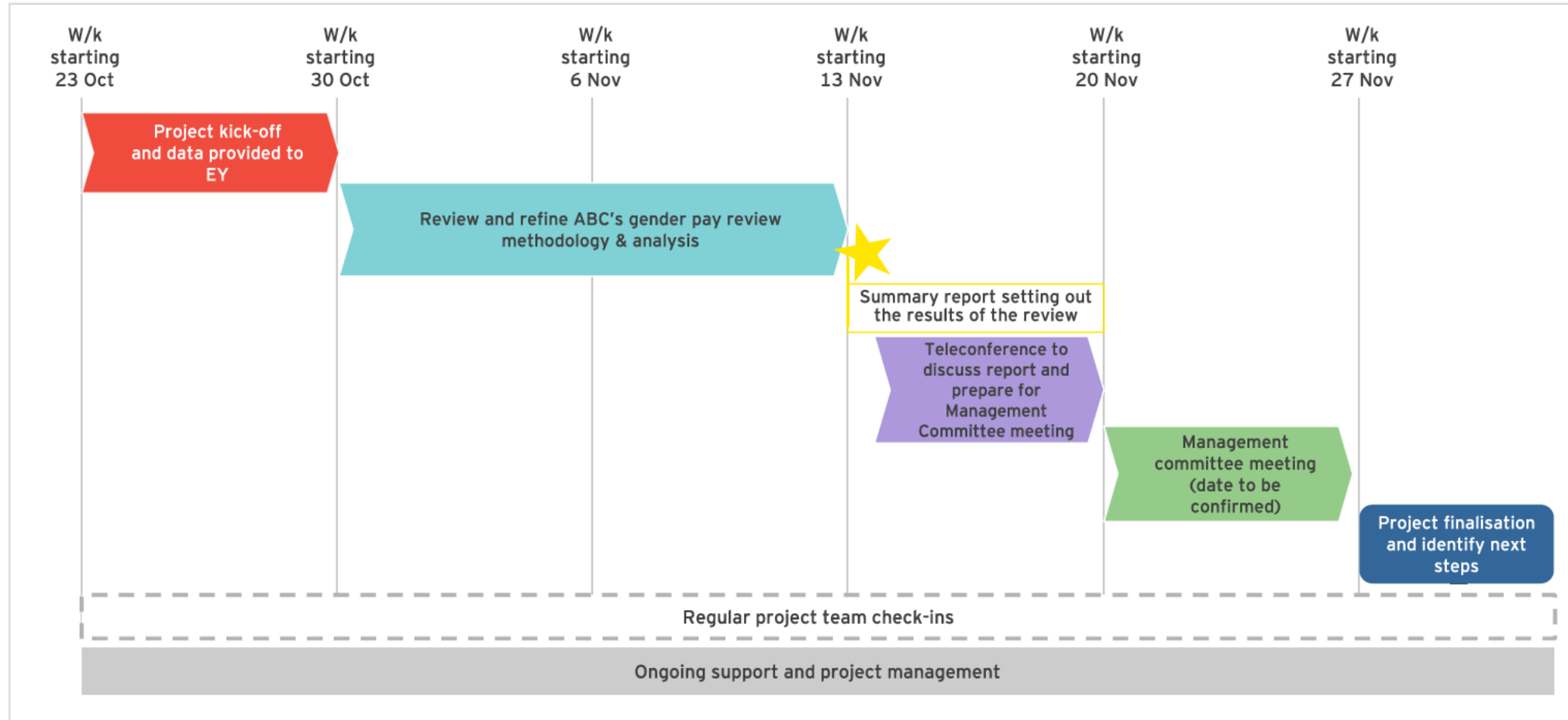
**'Leadership Team'** means direct reports of the Managing Director who are Director-level employees.

Milestones		
Ref	What	Status
a.	Fixed remuneration analysis.	Complete – on May 2019 data.
b.	Detailed investigation of gaps and development of strategies to address any gaps.	August 2018 with assistance from EY.
c.	Development of remuneration policy linked to the gender pay equity strategies.	Draft under review.
d.	Fixed remuneration analysis and presentation of results to the Leadership Team.	.
e.	Proposal for approach to disclosing the results to the Leadership Team for discussion.	.
f.	Preparatory work to extend gender pay equity analysis to variable remuneration and allowances on a role by role basis.	

# ABC gender pay equity review and support

## Indicative project plan

Below is a draft indicative project plan for discussion. Note, timelines presented below depend on the timely receipt of any data or information required and presumes the Management meeting will occur during the week starting 20 November (based on our discussions with you - exact date to be confirmed).





# ABC Gender Pay Gap Analysis May 2019

The most recent gender pay gap analysis has been completed on 26<sup>th</sup> May 2019 data. The analysis examines whether there are gender pay gaps in base salary and/or total fixed remuneration on an overall organisation wide basis as well as by level and by division.

The initial focus for communication is the ABC organisation wide & level by level pay gap results.

## Results: Organisation wide

The ABC has adopted a statistical margin of error of +/- 3% for determining a pay gap. This means we consider any gap greater than 3% to be a pay gap to investigate. Table A below shows that on base salary overall there is a gender pay gap that favours men by 4.7%. This increases to 6% when looking at Total Fixed Remuneration.

Table A: Overall pay gap on Base Salary and Total Remuneration.

Base Salary			
Employee Category	Female	Male	Gap
All	Redacted under 47E		-4.7%
Total Fixed Remuneration			
Employee Category	Female	Male	Gap
All	Redacted under 47E		-6.0%

Key
Favourable to Male
Favourable to Female

To understand what is causing this pay gap, we need to look at gender distribution across the different levels of the organisation. Although females represent a higher percentage of employees in the ABC overall (54% female compared with 46% male) a greater proportion of female employees are employed in the lower bands. It is this higher distribution of female employees in the lower bands that is driving the organisation wide gender pay gap. The distribution table below shows the gender balance and representation at each level. Overall 45% of females are working at Bands 1 to 5, compared with 31% of males working in these bands.

Band / Levels	# Employees by level	# Females by level	# Males by level	% Females by level	% Males by level	Overall Distribution of Females	Overall Distribution of Males
Band 1	6	5	1	83%	17%	0.2%	0.1%
Band 2	55	32	23	58%	42%	1.5%	1.3%
Band 3	158	100	58	63%	37%	4.6%	3.2%
Band 4	559	369	190	66%	34%	17.1%	10.3%
Band 5	783	474	309	61%	39%	21.9%	16.8%
Band 6	852	424	428	50%	50%	19.6%	23.3%
Band 7	719	333	386	46%	54%	15.4%	21.0%
Band 8	396	206	190	52%	48%	9.5%	10.3%
Band 9	184	75	109	41%	59%	3.5%	6.0%
Executive Level 1	149	73	76	49%	51%	3.2%	3.9%
Executive Level 2	94	46	48	49%	51%	2.2%	2.7%
Executive Level 3	30	19	11	61%	39%	0.9%	0.6%
Executive Level 4	10	5	7	42%	58%	0.2%	0.4%
Director	6	3	3	50%	50%	0.1%	0.2%
<b>Total</b>	<b>4004</b>	<b>2164</b>	<b>1839</b>	<b>54%</b>	<b>46%</b>	<b>100%</b>	<b>100%</b>

## Results: By Level

Table B: Level by Level on Base Salary



## ABC Gender Pay Gap Analysis May 2019

Base Salary			
Employee Category	Female	Male	Gap
Band 1	Redacted under 47E and 47F		3.1%
Band 2			2.1%
Band 3			0.6%
Band 4			-0.7%
Band 5			0.3%
Band 6			0.1%
Band 7			-0.2%
Band 8			0.1%
Band 9			2.0%
Executive Level 1			-4.2%
Executive Level 2			-0.4%
Executive Level 3			11.1%
Executive Level 4			7.4%
Director			8.5%

*Table C: Level by Level on Total Fixed Remuneration*

Total Fixed Remuneration (TFR)			
Category	Female	Male	Gap
Band 1	Redacted under 47E and 47F		2.0%
Band 2			2.6%
Band 3			-0.3%
Band 4			-1.7%
Band 5			0.2%
Band 6			1.8%
Band 7			-3.0%
Band 8			-2.4%
Band 9			10.6%
Executive Level 1			-4.4%
Executive Level 2			1.2%
Executive Level 3			11.1%
Executive Level 4			5.1%
Director			2.1%

When looking at TFR, there is no gender pay gap at 10 of the 14 levels in the ABC. There are pay gaps that are favourable to females at 3 levels and there is 1 level where there is a pay gap that is favourable to males.

There is no pay gap in the first 8 levels of the organisation. This is largely due to the fact that these first Bands 1 to 8 are fairly narrow salary bands with minimum and maximum salary points within each band. There is some scope for additional discretionary allowances at these bands. However it is clear that use of allowances is not creating a pay gap at these levels.

The next level of the organisation, Band 9, only has minimum salary with no upper limit. The remaining 5 levels of the organisation, EL1s 1 – 4 and Directors, are broader, overlapping remuneration ranges.

It is in 5 of these 6 levels that there are gender pay gaps. Only at EL 2 and Director level is there no gender pay gap. There is pay gap favourable to females at Bands 9, EL 3 and EL4. At EL1 the pay gap favours males.

The pay gap favourable to females at Band 9 appears to be due to the TFR of on-air presenters at Band 9 though that doesn't entirely explain the result, and this may need further investigation.

Of the 31 executives at EL3, 9 of the 10 most highly paid are female.

The pay gap at EL 4 favourable to females is due to one outlier, a female employee paid above the recommended EL 4 range. With only 12 employees in this level, that 1 outlier impacts the gender pay gap.

### **Analysis of Gender Pay Gap results at Executive Level 1**

The males classified at Executive Level 1, on average, are paid 4.4% more than the females at the same level. There are a few key outliers that are driving this result.

There are 142 executives at this level and the gender balance is almost equal (49% female to 51% male).

There is one male at this level whose remuneration is above range and is \$20K more than the next executive at this level (who is female). This outlying TFR is a legacy issue. When the TFR of this male executive is removed from the analysis the gap reduces from 4.2 % to 3.3 % in base salary and from 4.4% to 3.5% in TFR.

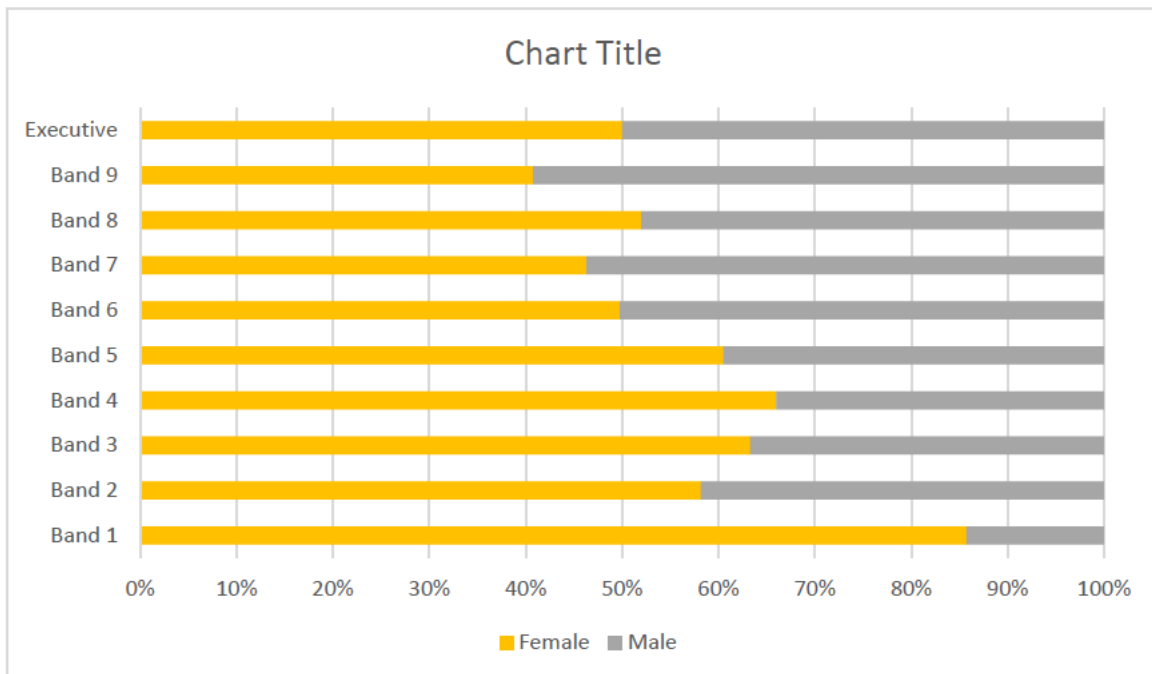
The other contributing factor is that 10 of the 11 lowest paid executives in this range are female. These employees are paid below the recommended range minimum. A number of these are newly appointed to an executive position so inexperience may be a contributing factor. However a small adjustment to bring these people closer to the recommended range minimum would reduce the gender pay gap to less than 3%.

### **Next Steps**

To review the results of this analysis with EY and the Leadership Team to plan for the disclosure and communication of these results. Analysis of gender pay by job type & division will be done after this.

## ABC Gender Pay Gap Analysis May 2019

Total Fixed Remuneration (TFR)				
Level	# People	Female	Male	Gap
Band 1	6	Redacted under 47E		2.0%
Band 2	55			2.6%
Band 3	158			-0.3%
Band 4	559			-1.7%
Band 5	783			0.2%
Band 6	853			1.8%
Band 7	720			-3.0%
Band 8	396			-2.4%
Band 9	185			10.6%
Executive	288			1.2%



# GENDER PAY EQUITY ANALYSIS.

26th May 2019

Favourable  
to menFavourable  
to women

## Organisation

Average female pay compared to average male pay.

### Base Salary

Category	Female	Sample Size	Male	Sample Size	Gap
All	\$91,988	2,164	\$96,324	1,839	-4.7%

### Total Fixed Remuneration

Category	Female	Sample Size	Male	Sample Size	Gap
All	\$113,200	2,164	\$119,952	1,839	-6.0%

## Level by Level / Work Level Standard

Average female pay compared to average male pay for each work level standard.

Work Level	Average Base Salary					Average Total Fixed Remuneration				
	Female	Sample Size	Male	Sample Size	Gap	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	5	Redacted under 47E and 47F	1	3.1%	Redacted under 47E	5	Redacted under 47E and 47F	1	2.0%
Band 2		32		23	2.1%		32		23	2.6%
Band 3		100		58	0.6%		100		58	-0.3%
Band 4		369		190	-0.7%		369		190	-1.7%
Band 5		474		309	0.3%		474		309	0.2%
Band 6		425		428	0.1%		425		428	1.8%
Band 7		334		386	-0.2%		334		386	-3.0%
Band 8		206		190	0.1%		206		190	-2.4%
Band 9		75		110	2.0%		75		110	10.6%
Executive Band		144		144	1.1%		144		144	1.2%

### Total Fixed Remuneration

Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	5	Redacted under 47E and 47F	1	2.0%
Band 2		32		23	2.6%
Band 3		100		58	-0.3%
Band 4		369		190	-1.7%
Band 5		474		309	0.2%
Band 6		425		428	1.8%
Band 7		334		386	-3.0%
Band 8		206		190	-2.4%
Band 9		75		110	10.6%
Executive Band		144		144	1.2%

Count of Pers.No.	Column Labels			
Row Labels	Female	Indeterminate	Male	Grand Total
Band 1	5		1	6
Band 2	32		23	55
Band 3	100		58	158
Band 4	369		190	559
Band 5	474		309	783
Band 6	425		428	853
Band 7	334		386	720
Band 8	206	1	190	397
Band 9	75		110	185
Executive Band 2	47		50	97
Executive Band 4	5		7	12
Executive Band 1	70		72	142
Executive Band 3	19		12	31
DIRECTOR	3		3	6
<b>Grand Total</b>	<b>2164</b>	<b>1</b>	<b>1839</b>	<b>4004</b>

4006

Working Table									
Band / Levels	Female	Male	% of overall Female	% of overall Male	%age - Overall ABC Male	%age - Overall ABC Female	Total Band wise	Female Band wise	Male Band wise
Band 1	5	1	0.2%	0.1%	0.0%	0.1%	6	83%	17%
Band 2	32	23	1.5%	1.3%	0.6%	0.8%	55	58%	42%
Band 3	100	58	4.6%	3.2%	1.4%	2.5%	158	63%	37%
Band 4	369	190	17.1%	10.3%	4.7%	9.2%	559	66%	34%
Band 5	474	309	21.9%	16.8%	7.7%	11.8%	783	61%	39%
Band 6	425	428	19.6%	23.3%	10.7%	10.6%	853	50%	50%
Band 7	334	386	15.4%	21.0%	9.6%	8.3%	720	46%	54%
Band 8	206	190	9.5%	10.3%	4.7%	5.1%	396	52%	48%
Band 9	75	110	3.5%	6.0%	2.7%	1.9%	185	41%	59%
Executive Band 1	70	72	3.2%	3.9%	1.8%	1.7%	142	49%	51%
Executive Band 2	47	50	2.2%	2.7%	1.2%	1.2%	97	48%	52%
Executive Band 3	19	12	0.9%	0.7%	0.3%	0.5%	31	61%	39%
Executive Band 4	5	7	0.2%	0.4%	0.2%	0.1%	12	42%	58%
DIRECTOR	3	3	0.1%	0.2%	0.1%	0.1%	6	50%	50%
<b>Grand Total</b>	<b>2164</b>	<b>1839</b>	<b>100%</b>	<b>100%</b>				<b>61%</b>	<b>39%</b>
								<b>49%</b>	<b>51%</b>

More males in higher bands as compared to females..

Band / Levels	Total Employees by Band	% of Females by Band	% of Male by Band
Band 1	6	83%	17%
Band 2	55	58%	42%
Band 3	158	63%	37%
Band 4	559	66%	34%
Band 5	783	61%	39%
Band 6	853	50%	50%
Band 7	720	46%	54%
Band 8	397	52%	48%
Band 9	185	41%	59%
Executive Band 1	97	49%	51%
Executive Band 2	12	48%	52%
Executive Band 3	142	61%	39%
Executive Band 4	31	42%	58%
DIRECTOR	6	50%	50%
<b>Total</b>	<b>4004</b>	<b>54%</b>	<b>46%</b>

Total EL1's	149			
Outliers in terms of Band	30	15 males and 15 females	27 are EL2 and 3 are Red book	irrelevant to scope of request
EL2 in Rem band 1	27	Females are 13 and 14 are males.	13 Females	
			14 Males	

On Air	582 Females	192 Fem have allw	33%	Have Allowances
	351 Males	166 Males have allw	47%	Have Allowances
		11%	68 Fem have IT14 Allw	\$321,147
		10%	37 Males have IT14 Allw	\$317,244
				The amount diff is \$ 3903 which is negligible

Fair table to pick up							
Band / Levels	Female	Male	Distribt %age wise - Female	Distribt %age wise - Male	Total Band wise	Female Band wise	Male Band wise
Band 1	5	1	0.2%	0.1%	6	83%	17%
Band 2	32	23	1.5%	1.3%	55	58%	42%
Band 3	100	58	4.6%	3.2%	158	63%	37%
Band 4	369	190	17.1%	10.3%	559	66%	34%
Band 5	474	309	21.9%	16.8%	783	61%	39%
Band 6	425	428	19.6%	23.3%	853	50%	50%
Band 7	334	386	15.4%	21.0%	720	46%	54%
Band 8	206	190	9.5%	10.3%	396	52%	48%
Band 9	75	110	3.5%	6.0%	185	41%	59%
Executive Band 1	70	72	3.2%	3.9%	142	49%	51%
Executive Band 2	47	50	2.2%	2.7%	97	48%	52%
Executive Band 3	19	12	0.9%	0.7%	31	61%	39%
Executive Band 4	5	7	0.2%	0.4%	12	42%	58%
DIRECTOR	3	3	0.1%	0.2%	6	50%	50%

Median of band 1 to band 7  
Median of band 8 to Dir

Overall			
Non Cash Benefit		Total	%age
Female	27	2166	1.25
Male	10	1839	0.54
At Risk Bonus			
Female	28	2166	1.29
Male	18	1839	0.98
IT08 Allowances			
Female	484	2166	22.35
Male	500	1839	27.19

Exec band 1	EL1	Total Nos	
Females	12	73	
Males	10	76	Exec Band 1 filter

Exec band 1	Allowance - IT08	Total Nos	Basis Exec Band 1 filter
Females	2	73	2.74%
Total		73	

Have allowances

Exec band 1	At Risk Bonus	Total Nos	Basis Exec Band 1 filter
Females	4	73	5.48%
Males	5	76	6.58%
Total		149	

5 % are getting risk bonus

7% men are getting risk bonus

Base Salary			
Category	Female	Male	Gap
All	Redacted under 47E		-4.8%
Total Fixed Remuneration			
Category	Female	Male	Gap
All	Redacted under 47E		-6.0%

Teams	Females	Males	Females over males team basis	Total	%age of females more
ABC Commercial	50	14	36	64	56%
Audiences	115	52	63	167	38%
Content Ideas Lab	22	13	9	35	26%
Editorial Policies	7	6	1	13	8%
Entertainment & Specialist	421	334	87	755	12%
Finance	97	76	21	173	12%
Managing Director's Office	1	0	1	1	100%
News, Analysis, Investigations	649	588	61	1237	5%
People & Culture	69	16	53	85	62%
Product & Content Technology	173	415	-242	588	-41%
Public Affairs	14	9	5	23	22%
Regional & Local	547	316	231	863	27%
Total	2165	1839		4004	

Base Salary				Total Fixed Remuneration			
Category	Female	Male	Gap	Category	Female	Male	Gap
Band 1	Redacted under 47E		23.6%	Band 1	Redacted under 47E		28.1%
Band 2			2.1%	Band 2			2.6%
Band 3			0.6%	Band 3			-0.3%
Band 4			-0.7%	Band 4			-1.7%
Band 5			0.3%	Band 5			0.2%
Band 6			0.1%	Band 6			1.8%
Band 7			-0.2%	Band 7			-3.0%
Band 8			0.1%	Band 8			-2.4%
Band 9			2.0%	Band 9			10.6%
Executive Band	Redacted under 47E		-4.2%	Executive Band 1	Redacted under 47E		-4.4%
Executive Band			-0.4%	Executive Band 2			1.2%
Executive Band			11.1%	Executive Band 3			11.1%
Executive Band			13.3%	Executive Band 4			10.4%
Director			1.7%	Director			-3.3%

Gender Key Male

Count of Pers.No.		Column Labels														DIRECTOR	Executive Band 1	Executive Band 2	Executive Band 3	Executive Band 4	Grand Total
Row Labels	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9												
ABC Commercial			1	1	1	3		3	3									1	14		
Audiences			2	2	3	6	16	8	7				7					1	52		
Content Ideas Lab				1	1	5	4											2	13		
Editorial Policies				1				2	2	1									6		
Entertainment & Specialist			2	7	29	68	82	66	35	17				13			13	1	334		
Finance	1		5	3	3	7	4	8	10	9				11			9	1	76		
News Analysis Investigations			11	19	44	114	170	131	49	29	1			9			7	2	588		
People & Culture				1	2	2	4		2					4			1		16		
Product & Content Technology			2	12	38	46	92	110	49	35				16			12	2	415		
Public Affairs							2	1	2		1			3					9		
Regional & Local			3	13	70	66	60	50	30	8				9			4	3	316		
Grand Total	1	23	58	190	309	428	386	190	10	3	72	50	12	7	1839						

Females																					
Teams	B1	B2	B3	B4	B5	B6	B7	B8	B9	Dir	EL1	EL2	EL3	EL4	GT						
ABC Commercial		2	4	7	8	6	9	7	3		1	1	2		50						
Audiences		5	2	15	10	23	23	16	4	1	11		5		115						
Content Ideas Lab				1	2	10	4	3	1				2		22						
Editorial Policies						1	2				1	2	1		7						
Entertainment & Specialist	1	3	5	62	106	91	67	45	9		19	7	4	2	421						
Finance		1	2	7	14	7	16	9	7	8	1	11	11	2	1	97					
News Analysis Investigations	4	12	32	77	143	166	111	57	35		3	8		1	649						
People & Culture			1	2	14	4	9	7	11	2	1	10	7		69						
Product & Content Technology	1	35	17	35	30	32	26	15	9	1	4	2	1		173						
Public Affairs				3		2	3	3			2		1		14						
Regional & Local		7	31	141	162	70	72	40	4		11	8	1		547						
Grand Total	7	32	100	369	474	425	333	205	75	4	73	46	19	4	2 62						

Males																				
Teams	B1	B2	B3	B4	B5	B6	B7	B8	B9	Dir	EL1	EL2	EL3	EL4	GT					
ABC Commercial			1	1	1	3		3	3			1			14					
Audiences			2	2	3	6	16	8	7		7	1			52					
Content Ideas Lab				1	1	5	4				1	1			13					
Editorial Policies				1				2	2	1					6					
Entertainment & Specialist		2	7	29	68	82	66	35	17	1	15	11	1		334					
Finance	1	5	3	3	7	4	8	10	9		11	9	5	1	76					
News Analysis Investigations		11	19	44	114	170	131	49	28	1	10	8	1	2	588					
People & Culture			1	2	2	4		2			4	1			16					
Product & Content Technology		2	12	38	46	92	110	49	35		16	12	1	2	415					
Public Affairs						2	1	2		1	3				9					
Regional & Local		3	13	70	66	60	50	30	8		9	4	3		316					
Grand Total	1	23	58	190	309	428	386	190	109	4	76	48	11	6	1835					

Teams	B1		B2		B3		B4		B5		B6		B7		B8		B9		EL1		EL2		EL3		EL4		DIR			
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M		
ABC Commercial			2		4	1	7	1	8	1	6	3	9		7				3	3	3	1		1	1	2			1	
Audiences			5		2	2	15	2	0	3	23	6	23		16				8	4	7	11	7		1	5			1	
Content Ideas Lab							1	1	2	1	10		5		4				1					1	1					
Editorial Policies									1	1				2					2		1		2		1					1
Entertainment & Specialist	1		3	2	5	7	62	29	106	68	91	82	67	66	45	7	35	9	17	19	15	7	11	4	1		2			1
Finance	1	1	2	5	7	3	14	3	7	7	16	4		9	8	7	10	8	9	11	11	11	9	2	5		1	1	1	
News Analysis Investigations	4		12	11	32	19	77	44	143	114	166	170	111	131	57	49	35	28	3	10	8	8	8		1	1	2		1	1
People & Culture			1	2		1	14	2	4	2	9	4		7			2		10	4	7	1	1	1					1	
Product & Content Technology	1			2	17	12	35	38	0	46	32	92	26	110	15	49	9	35	4	16	2	12	1	1			2	1		
Public Affairs											2	2		3	1	2													1	
Regional & Local			7	3	31	13	141	70	162	66	70	60	72	50	40	30		4	8	11	9	8	4	1	3					
Grand Total	7	1	32	23	100	58	369	190	474	309	425	428	333	386	205	190	75	109	73	76	46	48	19	11	4	6	4	4	4	4

Females						Total	EA	Redbook
Teams	Redbook	EA	Total	EA	Redbook			
ABC Commercial	46	4	50	8%	92%			
Audiences	98	16	114	14%	86%			
Content Ideas Lab	21	1	22	5%	95%			
Editorial Policies	3	4	7	57%	43%			
Entertainment & Specialist	389	32	421	8%	92%			
Finance	71	25	96	26%	74%			
News Analysis Investigations	637	12	649	2%	98%			
People & Culture	50	18	68	26%	74%			
Product & Content Technology	165	7	172	4%	96%			
Public Affairs	11	3	14	21%	79%			
Regional & Local	527	20	547	4%	96%			
Grand Total	2020	142	2162	7%	93%			

Males						Total	EA	Redbook
Teams	Redbook	EA	Total	EA	Redbook			
ABC Commercial	12	2	14	14%	86%			
Audiences	44	8	52	15%	85%			
Content Ideas Lab	11	2	13	15%	85%			
Editorial Policies	5	0	5	0%	100%			
Entertainment & Specialist	306	27	333	8%	92%			
Finance	50	26	76	34%	66%			
News Analysis Investigations	566	21	587	4%	96%			
People & Culture	11	5	16	31%	69%			
Product & Content Technology	384	31	415	7%	93%			
Public Affairs	5	3	8	38%	63%			
Regional & Local	300	16	316	5%	95%			
Grand Total	1694	141	1835	8%	92%			

Exec			Females	Males
Teams	Females	Males		
ABC Commercial	8%	14%		
Audiences	14%	15%		
Content Ideas Lab	5%	15%		
Editorial Policies	57%	0%		
Entertainment & Specialist	8%	8%		
Finance	26%	34%		
News Analysis Investigations	2%	4%		
People & Culture	26%	31%		
Product & Content Technology	4%	7%		
Public Affairs	21%	38%		
Regional & Local	4%	5%		
Grand Total	7%	8%		

Base Salary				Female	Male	Gap
Divisions	Females	Males	Gap			
ABC Commercial						-22.8%
Audiences						-3.9%
Content Ideas Lab						-4.0%
Editorial Policies						-7.1%
Entertainment & Specialist						-3.4%
Finance						-7.0%
Managing Director's Office						
News Analysis Investigations						-3.3%
People & Culture						6.8%
Product & Content Technology						-8.8%
Public Affairs						-26.9%
Regional & Local						-5.6%

# M GENDER PAY EQUITY ANALYSIS.

26th May 2019

Favourable  
to men

Favourable  
to women

## Organisation

Average female pay compared to average male pay.

### Base Salary

Category	Female	Sample Size	Male	Sample Size	Gap
All	47E	2,164	47E	1,839	-4.7%

### Total Fixed Remuneration

Category	Female	Sample Size	Male	Sample Size	Gap
All	47E	2,164	47E	1,839	-6.0%

## Level by Level / Work Level Standard

Average female pay compared to average male pay for each work level standard.

### Base Salary

Category	Female	Sample Size	Male	Sample Size	Gap
Retail	Redacted under 47E	0	Redacted under 47E and 47F	0	
Band 1		5		1	3.1%
Band 2		32		23	2.1%
Band 3		100		58	0.6%
Band 4		369		190	-0.7%
Band 5		474		309	0.3%
Band 6		425		428	0.1%
Band 7		334		386	-0.2%
Band 8		206		190	0.1%
Band 9		75		110	2.0%
Executive Band 1		70		72	-4.2%
Executive Band 2		47		50	-0.4%
Executive Band 3		19		12	11.1%
Executive Band 4		5		7	7.4%
Director		3		3	8.5%

### Total Fixed Remuneration

MD's Record needs to be manually removed



Category	Female	Sample Size	Male	Sample Size	Gap
Retail	Redacted under 47E	0	Redacted under 47E and 47F	0	
Band 1		5		1	2.0%
Band 2		32		23	2.6%
Band 3		100		58	-0.3%
Band 4		369		190	-1.7%
Band 5		474		309	0.2%
Band 6		425		428	1.8%
Band 7		334		386	-3.0%
Band 8		206		190	-2.4%
Band 9		75		110	10.6%
Executive Band 1		70		72	-4.4%
Executive Band 2		47		50	1.2%
Executive Band 3		19		12	11.1%
Executive Band 4		5		7	5.1%
Director		3		3	2.1%

MD's Record needs to be manually removed

## On Air Presenters

Average female pay compared to average male pay.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
On Air	47E	582	47E	351	-4.6%

Refers to column AU of 'Employee Data'

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
On Air	47E	582	47E	351	-9.4%

Refers to column AU of 'Employee Data'

## Foreign Bureau Reporters

Average female pay compared to average male pay.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Foreign Bureau					

Information to be pasted from separate analysis - obtain data update

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Foreign Bureau					

Information to be pasted from separate analysis - obtain data update

## Team

Average female pay compared to average male pay for each Team

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
ABC Commercial	Redacted under 47E and 47F	50	Redacted under 47E	14	-22.8%
Audiences		115		52	-3.9%
Content Ideas Lab		22		13	-4.0%
Editorial Policies		7		6	-7.1%
Entertainment & Specialist		420		334	-3.2%
Finance		97		76	-7.2%
Managing Director's Office		1		0	
News, Analysis, Investigations		649		588	-3.3%
People & Culture		69		16	6.8%
Product & Content Technology		172		415	-8.4%
Public Affairs		14		9	-26.9%
Regional & Local		547		316	-5.6%

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
ABC Commercial	Redacted under 47E and 47F	50	Redacted under 47E	14	-30.7%
Audiences		115		52	-7.6%
Content Ideas Lab		22		13	-4.5%
Editorial Policies		7		6	-9.7%
Entertainment & Specialist		420		334	-4.4%
Finance		97		76	-7.1%
Managing Director's Office		1		0	
News, Analysis, Investigations		649		588	-1.7%
People & Culture		69		16	7.5%
Product & Content Technology		172		415	-10.5%
Public Affairs		14		9	-23.7%
Regional & Local		547		316	-10.3%

## Team by Work Level Standard - Audiences

Average female pay compared to average male pay for each Team\* for each work level standard.

\*Individual Team analysis completed for team size greater than 50.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	0	Redacted under 47E and 47F	0	
Band 2		5		0	
Band 3		2		2	2.8%
Band 4		15		2	4.1%
Band 5		10		3	-1.4%
Band 6		23		6	-3.0%
Band 7		23		16	-3.5%
Band 8		16		8	-0.5%
Band 9		4		7	0.0%
Executive Band 1		11		7	-8.4%
Executive Band 2		0		1	
Executive Band 3		5		0	
Executive Band 4		0		0	

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	0	Redacted under 47E and 47F	0	
Band 2		5		0	
Band 3		2		2	2.9%
Band 4		15		2	4.5%
Band 5		10		3	-2.9%
Band 6		23		6	-4.6%
Band 7		23		16	-6.7%
Band 8		16		8	-3.9%
Band 9		4		7	-2.3%
Executive Band 1		11		7	-9.6%
Executive Band 2		0		1	
Executive Band 3		5		0	
Executive Band 4		0		0	

## Audiences

### Division

Audiences  
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### Division

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Audiences

## Team by Work Level Standard - People & Culture

Average female pay compared to average male pay for each Team\* for each work level standard.

\*Individual Team analysis completed for team size greater than 50.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	0	Redacted under 47E and 47F	0	
Band 2		1		0	
Band 3		2		1	4.3%
Band 4		14		2	3.6%
Band 5		4		2	1.1%
Band 6		9		4	-4.8%
Band 7		7		0	
Band 8		11		2	2.1%
Band 9		2		0	
Executive Band 1		10		4	-5.0%
Executive Band 2		7		1	3.1%
Executive Band 3		1		0	
Executive Band 4		0		0	

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	0	Redacted under 47E and 47F	0	
Band 2		1		0	
Band 3		2		1	10.7%
Band 4		14		2	3.6%
Band 5		4		2	4.1%
Band 6		9		4	-4.8%
Band 7		7		0	
Band 8		11		2	2.7%
Band 9		2		0	
Executive Band 1		10		4	-6.4%
Executive Band 2		7		1	9.8%
Executive Band 3		1		0	
Executive Band 4		0		0	

## People & Culture

### Division

People & Culture  
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### Division

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People & Culture

## Team by Work Level Standard - Entertainment & Specialist

Average female pay compared to average male pay for each Team\* for each work level standard.

\*Individual Team analysis completed for team size greater than 50.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	0	Redacted under 47E and 47F	0	
Band 2		3		2	1.1%
Band 3		5		7	-1.3%
Band 4		62		29	1.0%
Band 5		106		68	-0.2%
Band 6		91		82	0.0%
Band 7		67		66	0.0%
Band 8		46		35	0.4%
Band 9		9		17	2.9%
Executive Band 1		17		13	2.1%
Executive Band 2		8		13	-6.7%
Executive Band 3		4		1	7.5%
Executive Band 4		2		1	-13.3%

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	0	Redacted under 47E and 47F	0	
Band 2		3		2	1.1%
Band 3		5		7	-2.5%
Band 4		62		29	0.5%
Band 5		106		68	-1.7%
Band 6		91		82	1.4%
Band 7		67		66	-3.7%
Band 8		46		35	1.9%
Band 9		9		17	3.8%
Executive Band 1		17		13	1.3%
Executive Band 2		8		13	-4.5%
Executive Band 3		4		1	7.5%
Executive Band 4		2		1	-7.1%

## Entertainment & Specialist

### Division

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## Team by Work Level Standard - Finance

Average female pay compared to average male pay for each Team\* for each work level standard.

\*Individual Team analysis completed for team size greater than 50.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	1	Redacted under 47E	1	5.3%
Band 2		2		5	2.6%
Band 3		7		3	2.8%
Band 4		14		3	1.3%
Band 5		7		7	0.3%
Band 6		16		4	0.3%
Band 7		9		8	-2.4%
Band 8		7		10	1.2%
Band 9		8		9	0.0%
Executive Band 1		11		11	-5.8%
Executive Band 2		11		9	1.5%
Executive Band 3		2		5	2.1%
Executive Band 4		2		1	24.7%

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E	1	Redacted under 47E	1	0.2%
Band 2		2		5	2.9%
Band 3		7		3	3.3%
Band 4		14		3	2.7%
Band 5		7		7	0.2%
Band 6		16		4	-1.9%
Band 7		9		8	-6.8%
Band 8		7		10	8.1%
Band 9		8		9	0.6%
Executive Band 1		11		11	-4.3%
Executive Band 2		11		9	3.1%
Executive Band 3		2		5	4.2%
Executive Band 4		2		1	19.0%

## Finance

### Division

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## Team by Work Level Standard - News, Analysis, Investigations

Average female pay compared to average male pay for each Team\* for each work level standard.

\*Individual Team analysis completed for team size greater than 50.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	4	Redacted under 47E	0	
Band 2		12		11	2.0%
Band 3		32		19	0.6%
Band 4		77		44	-1.6%
Band 5		143		114	0.6%
Band 6		166		170	0.7%
Band 7		111		131	1.3%
Band 8		57		49	1.5%
Band 9		35		29	1.7%
Executive Band 1		3		9	19.0%
Executive Band 2		8		7	1.1%
Executive Band 3		0		2	
Executive Band 4		1		2	-18.3%

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	4	Redacted under 47E	0	
Band 2		12		11	3.8%
Band 3		32		19	-0.1%
Band 4		77		44	-4.1%
Band 5		143		114	1.7%
Band 6		166		170	4.3%
Band 7		111		131	-0.1%
Band 8		57		49	0.2%
Band 9		35		29	11.0%
Executive Band 1		3		9	19.1%
Executive Band 2		8		7	2.5%
Executive Band 3		0		2	
Executive Band 4		1		2	-18.3%

## News, Analysis, Investigations

### Division

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### Division

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 News, Analysis, Investigations



## Team by Work Level Standard - Regional & Local

Average female pay compared to average male pay for each Team\* for each work level standard.

\*Individual Team analysis completed for team size greater than 50.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	0	Redacted under 47E	0	
Band 2		7		3	8.3%
Band 3		31		13	1.1%
Band 4		141		70	-1.1%
Band 5		162		66	0.2%
Band 6		70		60	-0.2%
Band 7		73		50	-0.6%
Band 8		40		30	-2.2%
Band 9		4		8	1.4%
Executive Band 1		10		9	-5.9%
Executive Band 2		8		4	5.0%
Executive Band 3		1		3	12.8%
Executive Band 4		0		0	

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	0	Redacted under 47E	0	
Band 2		7		3	8.9%
Band 3		31		13	-1.7%
Band 4		141		70	-2.0%
Band 5		162		66	0.7%
Band 6		70		60	0.5%
Band 7		73		50	-4.7%
Band 8		40		30	-10.8%
Band 9		4		8	-46.9%
Executive Band 1		10		9	-6.0%
Executive Band 2		8		4	5.5%
Executive Band 3		1		3	10.3%
Executive Band 4		0		0	

## Regional & Local

### Division

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## Team by Work Level Standard - Technology

Average female pay compared to average male pay for each Team\* for each work level standard.

\*Individual Team analysis completed for team size greater than 50.

Base Salary					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	0	Redacted under 47E and 47F	0	
Band 2		0		2	
Band 3		17		12	-0.6%
Band 4		35		38	0.0%
Band 5		30		46	0.8%
Band 6		32		92	0.8%
Band 7		26		110	-1.5%
Band 8		15		49	0.1%
Band 9		9		35	0.0%
Executive Band 1		4		16	-10.3%
Executive Band 2		2		12	12.8%
Executive Band 3		1		1	0.2%
Executive Band 4		0		2	

Total Fixed Remuneration					
Category	Female	Sample Size	Male	Sample Size	Gap
Band 1	Redacted under 47E and 47F	0	Redacted under 47E and 47F	0	
Band 2		0		2	
Band 3		17		12	-0.6%
Band 4		35		38	0.1%
Band 5		30		46	0.5%
Band 6		32		92	-0.7%
Band 7		26		110	-5.5%
Band 8		15		49	-6.4%
Band 9		9		35	12.8%
Executive Band 1		4		16	-9.9%
Executive Band 2		2		12	10.8%
Executive Band 3		1		1	0.2%
Executive Band 4		0		2	

## Product & Content Technology

### Division

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Gender Key	Male
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Count of Pers.No.	Column Labels											
Row Labels	ABC Commercial	Audiences	Content Ideas Lab	Editorial Policies	Entertainment & Specialist	Finance	News, Analysis, Investigations	People & Culture	Product & Content Technology	Public Affairs	Regional & Local	Grand Total
Band 1						1						1
Band 2					2	5	11		2		3	23
Band 3	1	2			7	3	19	1	12		13	58
Band 4	1	2	1		29	3	44	2	38		70	190
Band 5	1	3	1	1	68	7	114	2	46		66	309
Band 6	3	6	5		82	4	170	4	92	2	60	428
Band 7		16	4		66	8	131		110	1	50	386
Band 8	3	8		2	35	10	49	2	49	2	30	190
Band 9	3	7		2	17	9	29		35		8	110
DIRECTOR				1			1			1		3
Executive Band 1		7			13	11	9	4	16	3	9	72
Executive Band 2	1	1	2		13	9	7	1	12		4	50
Executive Band 3					1	5	2		1		3	12
Executive Band 4	1				1	1	2		2			7
<b>Grand Total</b>	<b>14</b>	<b>52</b>	<b>13</b>	<b>6</b>	<b>334</b>	<b>76</b>	<b>588</b>	<b>16</b>	<b>415</b>	<b>9</b>	<b>316</b>	<b>1839</b>

ABC Commercial					
Bands	Total	Female	Male	Female %age	Male %age
Band 1	0	0	0	#DIV/0!	#DIV/0!
Band 2	2	2		100%	0%
Band 3	5	4	1	80%	20%
Band 4	8	7	1	88%	13%
Band 5	9	8	1	89%	11%
Band 6	9	6	3	67%	33%
Band 7	9	9		100%	0%
Band 8	10	7	3	70%	30%
Band 9	6	3	3	50%	50%
DIRECTOR	0	0	0	#DIV/0!	#DIV/0!
Executive Band 1	1	1		100%	0%
Executive Band 2	2	1	1	50%	50%
Executive Band 3	2	2		100%	0%
Executive Band 4	1		1	0%	100%
<b>Total</b>	<b>64</b>	<b>50</b>	<b>14</b>	<b>78%</b>	<b>22%</b>

Audiences					
Bands	Total	Female	Male	Female %age	Male %age
Band 1				#DIV/0!	#DIV/0!
Band 2	5	5		100%	0%
Band 3	4	2	2	50%	50%
Band 4	17	15	2	88%	12%
Band 5	13	10	3	77%	23%
Band 6	29	23	6	79%	21%
Band 7	39	23	16	59%	41%
Band 8	24	16	8	67%	33%
Band 9	11	4	7	36%	64%
DIRECTOR	1	1		100%	0%
Executive Band 1	18	11	7	61%	39%
Executive Band 2	1		1	0%	100%
Executive Band 3	5	5		100%	0%
Executive Band 4				#DIV/0!	#DIV/0!
<b>Total</b>	<b>167</b>	<b>115</b>	<b>52</b>	<b>69%</b>	<b>31%</b>

Content Idea Labs					
Bands	Total	Female	Male	Female %age	Male %age
Band 1				#DIV/0!	#DIV/0!
Band 2				#DIV/0!	#DIV/0!
Band 3				#DIV/0!	#DIV/0!
Band 4				#DIV/0!	#DIV/0!
Band 5				#DIV/0!	#DIV/0!
Band 6				#DIV/0!	#DIV/0!
Band 7				#DIV/0!	#DIV/0!
Band 8				#DIV/0!	#DIV/0!
Band 9				#DIV/0!	#DIV/0!
DIRECTOR				#DIV/0!	#DIV/0!
Executive Band 1				#DIV/0!	#DIV/0!
Executive Band 2				#DIV/0!	#DIV/0!
Executive Band 3				#DIV/0!	#DIV/0!
Executive Band 4				#DIV/0!	#DIV/0!
<b>Total</b>				<b>#DIV/0!</b>	<b>#DIV/0!</b>































































Column Descriptions (Old)

COLUMN	DESCRIPTION / ASSUMPTIONS	Calculation where applicable
<b>Base Salary</b>	This is the employee's substantive base salary	
<b>Total Allowances</b>	<p>Includes:</p> <ul style="list-style-type: none"> <li>- Market Allowances - Agreement and Non Agreement</li> <li>- Buyouts - Agreement and Non Agreement</li> <li>- Vehicle Buyout (Sen Exec Cash Allowance)</li> <li>- Visual Display Term Allow</li> <li>- Clothing Allowance</li> <li>- Cost of Living-OS (NT)</li> <li>- Dist All. - Grades A and B (Dep and No Dep)</li> <li>- Exec Gen Allow T/NS - cash allowance that is not superable</li> <li>- First Aid Allowance</li> <li>- Isolated Loc/Buyout Allow</li> <li>- Mark-No Ovt/No Pens</li> <li>- Mining All.(Esperance N/H, Geraldton N/H and Kalgoorlie n/H)</li> <li>- Mobility Allow-OS (NT)</li> <li>- OS Living Allowance</li> </ul>	Sum AE to BB
<b>Total Salary</b>	Base Salary + Total Allowances	Sum AD + BC
<b>Superable Salary</b>	Salary on which super is calucated - only if it is higher than Total Salary due to AWOTE	
<b>Super Fund</b>	<p>ABC Superannuation Funds:</p> <ul style="list-style-type: none"> <li>- CSS - Commonwealth Superannuation Scheme</li> <li>- PSSA - PSS Accumulation Plan</li> <li>- PSS - Public Sector Superannuation Scheme</li> </ul> <p>Choice of Fund:</p> <ul style="list-style-type: none"> <li>- OTAR - Other Fund, with SGC minimum</li> <li>- AGAR - AGEST Super, with SGC minimum</li> <li>- JUAR - Just Super, with SGC minimum</li> </ul> <p>*Check ADIC - Additional Death and Disability Insurance - is this employer paid</p>	
<b>Super %</b>	<p>PSSap - employer contribution of 15.4% of salary</p> <p>Choice of Fund - employer contribution is 9.5%</p>	



<b>Super Cost</b>	<p>PSSap - employer contribution of 15.4% of salary  PSS and CSS - are defined benefit schemes and 15.4% is the notional rate applied for employer contributions  Choice of Fund - employer contribution is 9.5% capped at the ASGC</p>	<p>1. Where superable salary is higher than total salary =  <math>\text{Super \% (BG)} \times [\text{Super Salary (BE)} - \text{sum (Exec Gen Allow T/NS (AR to AT))}]</math></p> <p>Applicable to PSSAP, PSS and CSS schemes only</p> <p>2. Choice of Fund  <math>\text{Super \% (BG)} \times [\text{Total Salary (BD)} - \text{sum (Exec Gen Allow T/NS (AR to AT))}]</math>  Capped at \$20,048.80 for 2017/18</p>
<b>Total Non Cash Benefits</b>	ABC Vehicle value and car parking	Sum BI + BJ
<b>Total Remuneration</b>	Total Salary + Super + Non Cash Benefits	Sum BD + BH + BK
<b>Incentive Target \$ or %</b>	\$ Amount or % Amount of Incentive Target	
<b>Incentive Target Description</b>	<p>Details if Incentive Target is:</p> <ul style="list-style-type: none"> <li>- Fixed Rate</li> <li>- % of Base Salary</li> <li>- % of Total Remuneration</li> </ul>	
<b>Incentive Opportunity Target</b>	Target Incentive \$ amount	
<b>Incentive Awarded (last 12 months)</b>	Amount of Incentive paid (between 01 October 2016 to 30 September 2017)	
<b>Total Target Remuneration (Rem + Incentive Target)</b>		Sum BL + BM
<b>Total Awarded Remuneration (Rem + Incentive Awarded)</b>		Sum BL + BP

Old

Overall Analysis

Female	1844
Male	2167
Total Strength	4011

Division by Female / Male - SE & Red Book

Female	Red book	2025	50.49%
	SE	142	3.54%
Marginally males are higher in SE position then females			
Male	Red book	1699	42.4%
	SE	145	3.6%

Female / Male - Parttime vs Fulltime Details

Female	Part - time	518	13%
	Full time	1649	41%
13% part time females against 3 % part time males.			
Male	Part - time	133	3%
	Full time	1711	43%

Irrelevant to scope of request

# Gender Pay Equity Disclosure | Discussion Guide

Australian Broadcasting  
Corporation

21 August 2019

# Introduction

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The Australian Broadcasting Corporation (**ABC** or **Corporation**) completed its 2019 gender pay equity analysis (**the analysis**) as at 26 May 2019. The analysis considered organisation-wide and level-by-level gender pay differentiation in base salary and total fixed remuneration for ABC's permanent and fixed term employee population, the results of which can be seen at Appendix A.

Following the completion of the analysis, we understand that ABC would like to develop a disclosure approach for the Corporation (i.e., not each individual) for the 2019 analysis outcomes. The purpose of this document is to provide ABC with insights and considerations to inform the development of the gender pay equity disclosure approach.

This document is set out in two sections:

1. Disclosure good practice: Provides insights on gender pay equity disclosure good practice, including market practice examples and related considerations; and
2. Potential disclosure approach: Outlines a potential disclosure approach for ABC in 2019, based on the analysis outcomes.

# 1. Gender Pay Equity Disclosure – Good practice insights

The table below sets out insights on good practice for key gender pay equity disclosure components.

Component of Disclosure	Insights
1. Audience	<p>Companies will typically develop complementary messaging for each key audience. Audiences typically include:</p> <ul style="list-style-type: none"> <li>▶ Executive leadership (e.g., showing headline organisation-wide figures and key insights into reasons for gaps);</li> <li>▶ Senior leaders / business unit heads (BUHs) (e.g., showing more granular business-unit specific detail in order to equip leaders with the information needed to close the gaps in their areas); and</li> <li>▶ General public / employees (e.g., less detail typically included compared to the other audiences with organisations generally aligning what is disclosed to the general public with what is disclosed to the broader employee population).</li> </ul>
2. Communicator / format	<p>Good practice is for disclosure to be led by the CEO and executive leadership. Communication from executive-level leadership emphasises the importance of gender pay equity as an issue, the organisation's commitment to the objectives, and accountability for outcomes.</p> <p>Internal disclosure to executive and senior leaders / BUHs is best provided in a confidential format supported by verbal communication (e.g., either a meeting or presentation) to ensure the nature of the outcomes and intention of the disclosure are fully understood.</p> <p>There are several avenues that organisations use for public disclosures of gender pay outcomes, which include but are not limited to:</p> <ul style="list-style-type: none"> <li>▶ Annual Reports (e.g., Super Retail Group, Mirvac, and NBN Co)</li> <li>▶ Public company website (e.g., Dexus)</li> <li>▶ Press release / public reports (e.g., Male Champions of Change, WGEA case studies)</li> <li>▶ Specific diversity / corporate responsibility reports (e.g., Australia Post, Chevron)</li> </ul> <p>Ultimately, anything communicated internally should be consistent with the key messaging contained in external disclosures (and vice versa).</p>
3. Content	
i) Rationale for disclosure	<p>When disclosing gender pay equity outcomes, it is good practice to first provide the purpose, rationale, objectives and context for the review.</p> <p>The rationale can assist in connecting gender pay equity to organisation purpose and strategy, setting expectations in relation to the analysis outcomes (i.e., clarifying that gender pay equity is an ongoing process over a number of years, which is unlikely to be solved immediately or finitely). Some market practice examples are:</p> <ul style="list-style-type: none"> <li>▶ <i>"Our active commitment towards workplace gender equality has seen us launch organisation-wide programs, policies and initiatives that have contributed to the creation of a diverse and inclusive workplace... Underpinning Dexus's commitment to workplace gender equality."</i> (Dexus)</li> <li>▶ <i>"We have worked hard to improve gender parity at Mirvac over recent years."</i> (Mircac)</li> </ul> <p>The introductory preamble of any disclosure can also assist the audience in starting to understand the objectives of the analysis. For example:</p> <ul style="list-style-type: none"> <li>▶ <i>"The Group is committed to remunerating all employees fairly and equitably."</i> (Super Retail Group)</li> <li>▶ <i>"We are committed to providing equal pay for equal work."</i> (Chevron)</li> </ul>

# 1. Gender Pay Equity Disclosure - Good practice insights (continued)

Component of Disclosure	Insights
Content (continued)	
ii) Methodology	<p>Disclosure of the summary methodology for the analysis ensures outcomes can be better understood by participants.</p> <ul style="list-style-type: none"> <li>▶ <b>Type of analysis:</b> While companies often conduct a number of different types of analyses (e.g., organisation-wide, like-for-like, level-by-level, and market-based), they typically only disclose having undertaken the type of analysis that resulted in the outcome they're willing to disclose, which is often the most favourable outcome (e.g., like-for-like analysis of total remuneration resulting in a zero pay gap).</li> <li>▶ <b>Detailed methodology:</b> Detailed elements of the methodology, such as the inclusion of permanent vs. temporary employees etc., are typically reserved only for internal communications.</li> <li>▶ <b>Level of tolerance:</b> While a number of companies apply a tolerance range when conducting gender pay equity analyses, we are not aware of any that disclose this tolerance range publicly (other than EY that discloses a +/-1% tolerance range in relation to the objective of achieving a zero like-for-like pay gap). The level of tolerance can instead be a helpful tool when discussing gaps with leaders internally in order to help direct attention to the areas needing the most improvement (i.e., those with gaps that sit outside the level of tolerance).</li> </ul>
iii) Outcomes and reasons for gaps	<p>In our experience the way in which outcomes are communicated is best informed by the outcomes themselves, as well as the organisation's previous communications.</p> <p>There are three types of approaches typically used for external disclosures of outcomes:</p> <ul style="list-style-type: none"> <li>▶ <b>Disclosure of no gap</b> (e.g., Super Retail Group and Australia Post disclose achieving gender pay equity and / or that findings evidence 'no significant gap', while Dexus and Mirvac disclose pay equity or a zero pay gap in like-for-like analysis specifically);</li> <li>▶ <b>Disclosure of the size of the gap</b> (e.g., Chevron disclose that women earn 99.9% of what men are paid). This is typically used when a minimal gap is identified, e.g., a gap within the organisation's level of tolerance.</li> <li>▶ <b>Disclosure of year-on-year improvement / improvement over time</b> (e.g., Mirvac disclose that the organisation-wide and level-by-level gaps continue to decrease). This is typically used when a gap outside an organisation's level of tolerance is identified (assuming a year-on-year improvement has been made).</li> </ul> <p>Companies often only disclose outcomes resulting from like-for-like or organisation-wide analysis. We are not aware of companies that publicly disclose exact level-by-level or market-based outcomes, although we are aware that these outcomes are usually shared with relevant internal stakeholders.</p> <p>Companies may provide more detailed information on outcomes internally (e.g., the exact pay gap figure for specific groups of individuals) as well as the objectives they expect the internal audience to assist in achieving (e.g., year-on-year improvement). Internal disclosures containing an identified gap are often accompanied by details of the elements driving those gaps / the rationale for why the gaps have occurred, with the intention being that this can assist leaders in reducing the size of the gaps going forward (see also component #6 on remedial strategies).</p>

# 1. Gender Pay Equity Disclosure - Good practice insights (continued)

Component of Disclosure	Insights
Content (continued)	
iv) Remedial actions / strategies and timeframe	<p>Disclosing the remedial actions planned, underway or completed, as well as the timeframe for closing or improving the gap, can emphasise the priority of the issue, the accountability of the organisation, and also manage the expectations of the audience.</p> <p>The following are examples of remedial actions and strategies publicly disclosed:</p> <ul style="list-style-type: none"><li>▶ <i>"Creating employment and career development opportunities for women, building greater awareness of the need for gender equality within our business and our communities, and holding leaders accountable for positive change." (from Australia Post's 2015 GAP report)</i></li><li>▶ <i>"Continuation of superannuation payments to primary carers throughout their leave period to close the superannuation retirement gender pay. Commitment to diversity and inclusion extends across our recruitment, retention, promotions, succession planning, training and development practices. Provide leaders and managers with the tools to address unconscious bias, an important aspect of our journey to create a more inclusive culture." (Dexus)</i></li><li>▶ <i>"Comprehensive annual gender pay equity analysis, ensuring starting salaries are within the specified remuneration range for a given role and having a gender focus to the annual remuneration review process." (NBN Co)</i></li></ul> <p>We do not often see companies communicating the timeframe for closing or improving the gap externally. However, companies typically internally agree targets and timeframes with their senior leaders / BUHs as part of the remedial process.</p>

## 2. Gender Pay Equity Disclosure - Provisional ABC Action Plan

The table below sets out a provisional disclosure action plan for ABC, based on good practice insights, ABC's 26 May 2019 analysis outcomes, and consultation with ABC stakeholders (Jeanette Davies, Monica Vagg, and Archie Sharma) on 16 August 2019. When developing the action plan, we have considered four different audiences, including executive leadership, senior leaders, all employees, and the general public.

Description	Provisional action plan	To	From / format
i) Rationale	<p>ABC is committed to remunerating all employees equitably and fairly.</p> <p>ABC is committed to identifying and addressing any gender pay equity gaps, both for males and females. The Corporation has undertaken to carry out annual gender pay equity analysis and to review its approach to gender pay equity each year. The regular assessment of gender pay information allows the ABC to identify any gender pay gaps and develop and implement strategies to address them.</p>	▶ Executive leadership	▶ MD (discussion)
		▶ All others	▶ MD (format TBC)*
ii) Methodology	<p>In 2019, ABC undertook organisation-wide gender pay equity analysis of base salary and total fixed remuneration. To supplement this analysis and to assist ABC address any gender pay gaps, gender pay equity analysis of each ABC work level was also conducted.</p>	▶ Executive leadership	▶ MD (discussion)
		▶ All others	▶ MD (format TBC)*
iii) Outcomes and reasons for gaps	<p>Outcomes:</p> <p>ABC's current organisation-wide total fixed remuneration pay gap is 6% (favourable to males). The work level gender pay equity analysis indicates there are currently no meaningful total fixed remuneration pay gaps for employees in work levels 1 - 8, representing almost 90% of the ABC employee population.</p> <p>[Level-by-level analysis outcomes will be disclosed to executive leadership and senior leaders / BUHs for their particular areas to assist leaders in addressing the gaps going forward.]</p> <p>Reasons for gaps:</p> <p>ABC's gender pay equity analysis suggests that the organisation-wide pay gap is primarily a function of the way ABC manages talent and the effect this has had on gender representation over time (i.e., there are more males in higher work levels / salaried roles and more females in lower work levels / salaried roles), rather than a function of inequitable pay practices or inherent bias during pay decisions.</p> <p>We note that pay gaps are subject to constant fluctuation given that each employee appointment or departure from the Corporation affects the gender pay equity outcome. ABC is committed to annually monitoring gender pay equity and assessing the reasons for any year-on-year fluctuations identified.</p>	▶ Executive leadership	▶ MD (discussion)
		▶ Senior leaders - additional detail to be provided on specific level-by-level outcomes and reasons	▶ MD, supported by HR team (confidential format, supported by a discussion)
		▶ All others	▶ MD (format TBC)*

\* ABC may consider various disclosure channels, which could include disclosure via an all employee 'town hall' event, disclosure in the Annual Report distributed in October or the 2019 Equity and Diversity report etc.



## 2. Gender Pay Equity Disclosure - Provisional ABC Action Plan (*continued*)

Description	Provisional action plan	To	From / format
iv) Actions	ABC has worked hard to improve gender pay equity at the Corporation over recent years through the following initiatives:		
	a) Gender representation targets: we have an overall target of equal representation across the work levels to assist in closing the organisation-wide pay gap. We have also committed to 20% representation of women in technologist roles and 50% representation of women in senior executive roles.	▶ All - level of detail may vary for each audience (e.g., senior leaders could receive more detail on particular levels with large gaps)	▶ MD (format TBC but will vary based on audience)*
	b) Investigating all significant gaps, favourable to males or females: we continue to undertake several types of gender pay equity analysis in order to identify different types of pay gaps and the potential drivers for those pay gaps.		
	c) Focusing on levels in the organisation with large pay gaps: we direct time and resources to large pay gaps identified through analysis of work level pay gaps. Through detailed investigation and work with our leaders, we have been able to improve certain work level gaps in areas of our organisation.		
	d) Supporting leaders in undertaking equitable remuneration reviews: we communicate expectations around gender pay equity in the lead up to remuneration reviews and release detailed communication material and guides to assist senior leaders during the remuneration review process.		
	e) Development opportunities and support for women: we focus on the development and progression of women to address underrepresentation in higher work levels.		
	We intend to repeat analysis in 2020 and report on findings once available.	▶ All	▶ MD (format TBC)*
	We intend to develop a methodology to allow like-for-like analysis of the entire employee population in the future for roles where sample size permits. This analysis will provide greater insight into the gender pay gaps which may exist within the Corporation, particularly the pay gaps which are unexplained by gender representation. We commit to undertaking like-for-like analysis of prevalent roles at ABC initially.	▶ Executive leadership and senior leaders	▶ MD, supported by HR team (confidential format, supported by a discussion)

\* ABC may consider various disclosure channels, which could include disclosure via an all employee 'town hall' event, disclosure in the Annual Report distributed in October or the 2019 Equity and Diversity report etc.

# Appendix A: ABC 2019 Gender Pay Equity Analysis Outcomes

## ABC organisation-wide outcomes for 2019:

The figures in the table below reflect average base salary and average total fixed remuneration for all employees.

Average Base Salary				Key
Employee Category	Female	Male	Gap	Favourable to Males
All	Redacted under 47E		-4.7%	Favourable to Females
Average Total Fixed Remuneration				
Employee Category	Female	Male	Gap	
All	Redacted under 47E		-6.0%	

## ABC level-by-level outcomes for 2019:

Average Base Salary				Average Total Fixed Remuneration		
Employee Category	Female	Male	Gap	Female	Male	Gap
Band 1	Redacted under 47E		3.1%	Redacted under 47E		2.0%
Band 2			2.1%			2.6%
Band 3			0.6%			-0.3%
Band 4			-0.7%			-1.7%
Band 5			0.3%			0.2%
Band 6			0.1%			1.8%
Band 7			-0.2%			-3.0%
Band 8			0.1%			-2.4%
Band 9			2.0%			10.6%
Executive Level 1			-4.2%			-4.4%
Executive Level 2			-0.4%			1.2%
Executive Level 3			11.1%			11.1%
Executive Level 4			7.4%			5.1%
Director			8.5%			2.1%

## Level of tolerance:

The ABC has adopted a level of tolerance of +/- 3% for determining a meaningful pay gap (i.e., ABC considers any gap greater than 3% to be a pay gap to investigate).

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**MIND THE GAP**

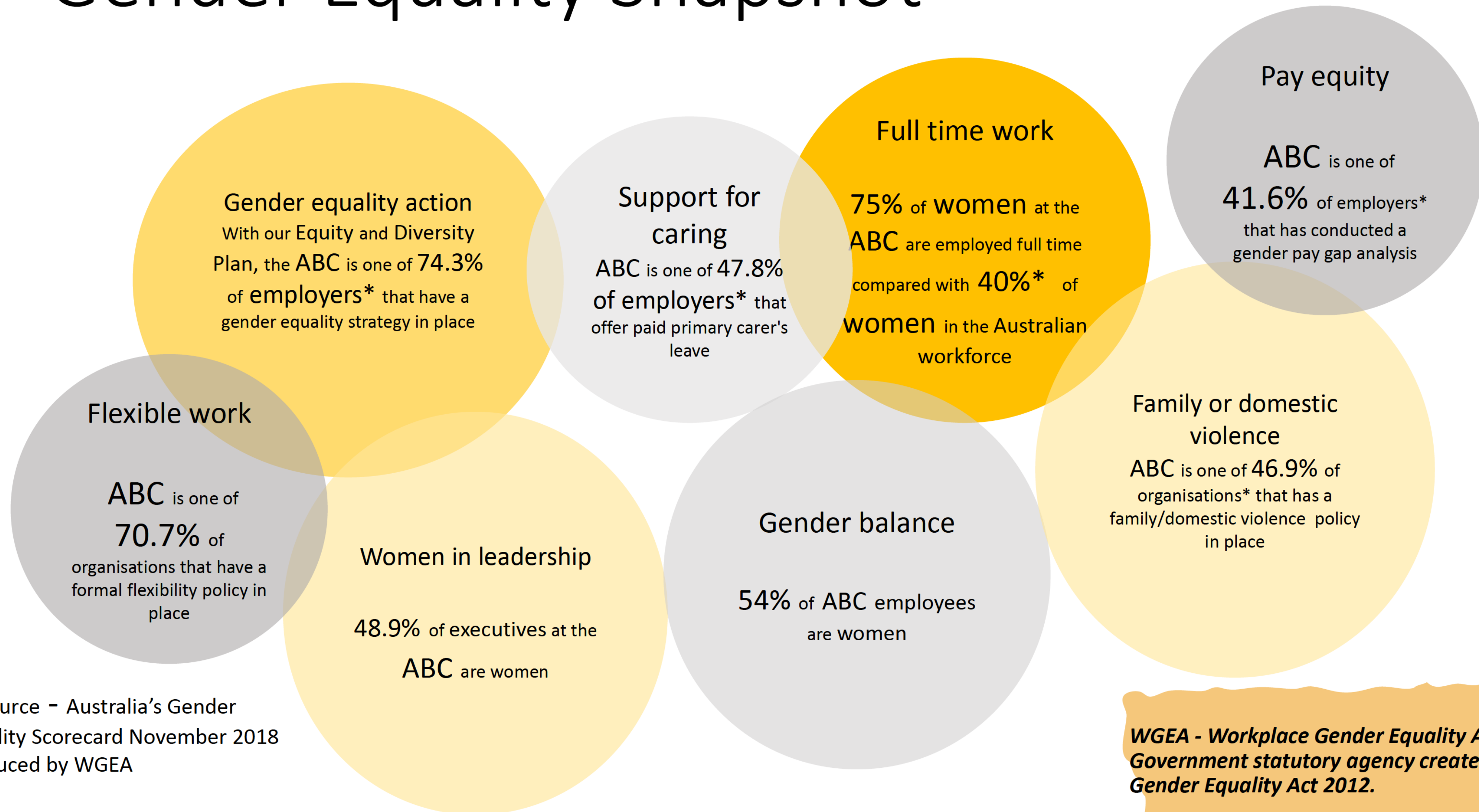
**ABC**

**Gender Pay Gap Report**

**2019**



# Gender Equality Snapshot



\* Source - Australia's Gender Equality Scorecard November 2018 produced by WGEA

**WGEA - Workplace Gender Equality Agency is an Australian Government statutory agency created by the Workplace Gender Equality Act 2012.**

# — Rationale

## **The ABC is committed to:**

- Remunerating all employees equitably and fairly
- Identifying and addressing any gender pay equity gaps, both for males and females
- Carrying out annual gender pay equity analysis

Regular assessment of gender pay information allows the ABC to identify any gender pay gaps & develop & implement strategies to address them

# Methodology

- In 2018 the ABC engaged EY to audit and make recommendations on our gender pay equity analysis and methodology
- In 2019, the ABC undertook organisation wide gender pay equity analysis of base salaries and total fixed remuneration applying the recommended methodology
- Gender pay equity analysis of each ABC work level was also conducted to supplement the organisation wide analysis and to assist the ABC address any gender pay gaps
- The 2019 data and analysis has been audited by EY

—

# Outcomes

## Organisation Wide Gender Pay Equity Results

- The ABC's organisation wide pay gap is 6%\*  
(favourable to males)
- The national pay gap is 14%
- The BBC's organisation wide gender pay gap is 6.8%



# Outcomes

## Results of Gender Pay Equity Analysis by Level

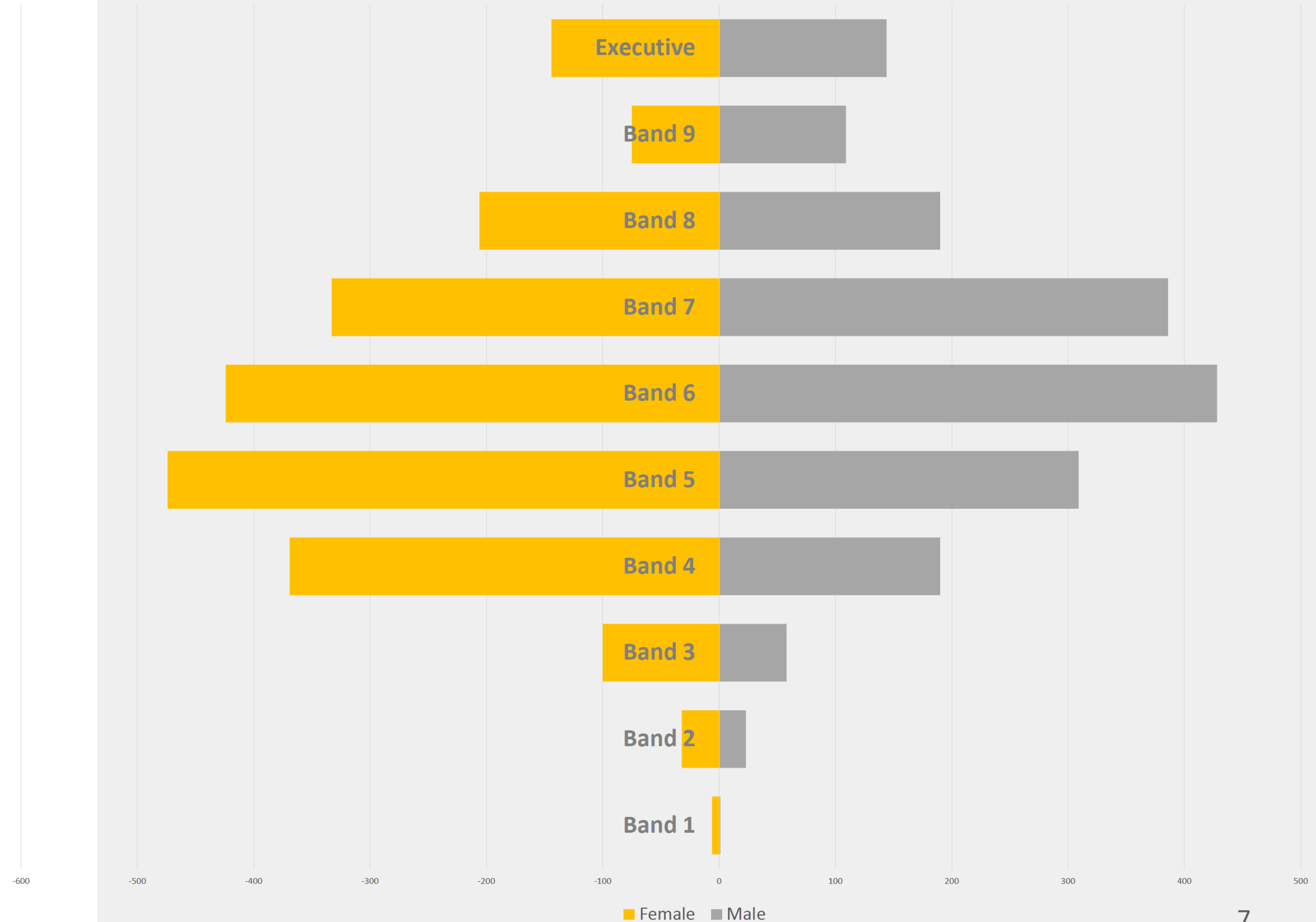
- There are no meaningful\* pay gaps unfavourable to women at any level in the ABC
- There are no meaningful pay gaps for employees in work levels 1 – 8, representing almost 90% of the ABC employee population.

Level	# Employees	Gender Pay Gap **
Band 1	6	2.0%
Band 2	55	2.6%
Band 3	158	-0.3%
Band 4	559	-1.7%
Band 5	783	0.2%
Band 6	853	1.8%
Band 7	720	-3.0%
Band 8	396	-2.4%
Band 9	185	10.6%
Executive	288	1.2%
Organisation Wide	4003	-6.0%

# Outcomes

## Reasons for the Gap

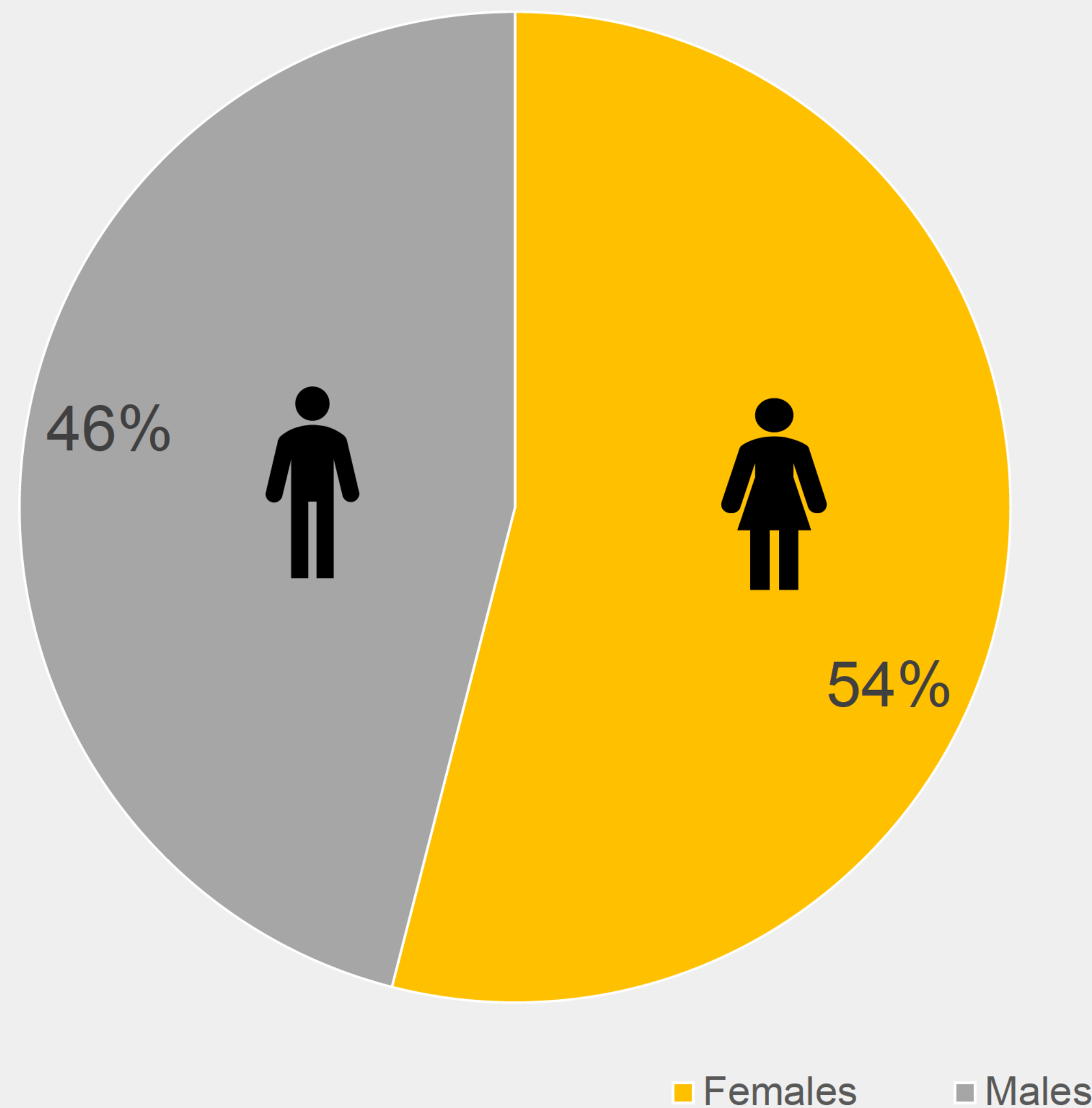
## Gender Distribution by Level



# Outcomes

## Reasons for the Gap

### Gender Distribution in the ABC



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# Outcomes

## Reasons for the Gap

- There are more females in Bands 1 through 5.
- Analysis suggests 6% organisation wide pay gap is primarily a function of gender distribution at different band levels - not inequitable pay practices or bias during pay decisions.
- Pay gaps are subject to constant fluctuation given that each employee appointment or departure from the Corporation affects the gender pay equity outcome.

–

# Outcomes

## Further Investigation of Reasons for the Gap

- We will investigate how we employ and manage people and the effect this has on gender representation over time
- Pay gaps are subject to constant fluctuation given that each employee appointment or departure from the Corporation affects the gender pay equity outcome.
- ABC is committed to annually monitoring gender pay equity and assessing the reasons for any year-on-year fluctuations identified.

# What we're doing

ABC has worked hard to improve gender pay equity over recent years through:

- **Gender representation targets:** We have committed to 20% representation of women in technologist roles and 50% representation of women in senior executive roles.
- **Job Evaluation:** we maintain a rigorous approach to evaluating and classifying positions to ensure the integrity of the job grading system
- **Supporting leaders in undertaking equitable remuneration reviews:** we communicate expectations around gender pay equity in the lead up to executive remuneration reviews and release detailed communication material and guides to assist senior leaders during the remuneration review process.

## — Further Actions

ABC has committed to the following actions:

- Repeat the analysis in 2020 and report on findings once available.
- **Like for like analysis:** Develop a methodology to allow like-for-like analysis of roles (initially on prevalent roles where sample size permits). This will provide greater insight into the gender pay gaps which may exist and are unexplained by gender representation.
- **Gender representation targets:** Overall target of equal representation across the work levels to assist in closing the organisation-wide pay gap.
- **Investigating all significant gaps, favourable to males or females:** we will continue to undertake several types of gender pay equity analysis in order to identify different types of pay gaps and the potential drivers for those pay gaps.
- **Development opportunities and support for women:** we will focus on the development and progression of women to address underrepresentation in higher work levels.
- **Further Investigation:** We will investigate how we employ and manage people and the effect this has on gender representation over time

# – **Next Steps** Reporting & Disclosure

\*.

## Gender Pay Equity Disclosure – Good practice insights

1. We have sought advice from EY on disclosure good practice and recommendation on the potential disclosure approach for the ABC
2. This slide deck has been developed based on the recommendations for disclosing:
  - Rationale
  - Methodology
  - Outcomes & analysis
  - ABC actions – taken to date and planned
3. We now need to decide our audience/s for disclosure, timing and format/forums.



## **Next Steps – Recommendations for Disclosure**

### **Option 1 - Announce on International Women's Day (8 March 2020):**

- Ideally announce in conjunction with a positive initiative (eg establishment of a women's networking group)
- Announce that there are no meaningful gaps that disadvantage women at any level
- Timing could be a problem because unions are currently pushing for us to disclose now

### **Option 2 – Announce at smaller MD hosted event :**

- MD and members of LT host a lunch or event for emerging female leaders
- Announce MD participation in male champions for change

### **Option 3 – Announce in conjunction with launch of the D&I plan (not recommended)**

- Prefer not to distract from positive messaging around the D&I plan and this has potential to do that...

\*.

# Appendix A: ABC 2019 Gender Pay Equity Analysis Outcomes

**ABC organisation-wide outcomes :** The figures in the table below reflect average base salary and average total fixed remuneration for all employees.

Average Base Salary			
Employee Category	Female	Male	Gap
All	Redacted under 47E		-4.7%
Average Total Fixed Remuneration			
Employee Category	Female	Male	Gap
All	Redacted under 47E		-6.0%

Key

Favourable to Males

Favourable to Females

**ABC level-by-level outcomes:**

	Average Base Salary			Average Total Fixed Remuneration		
Work Level	Female	Male	Gap	Female	Male	Gap
Band 1	Redacted under 47E		3.1%	Redacted under 47E		2.0%
Band 2			2.1%			2.6%
Band 3			0.6%			-0.3%
Band 4			-0.7%			-1.7%
Band 5			0.3%			0.2%
Band 6			0.1%			1.8%
Band 7			-0.2%			-3.0%
Band 8			0.1%			-2.4%
Band 9			2.0%			10.6%
Executive Band			1.1%			1.2%

**Level of tolerance:**

The ABC has adopted a level of tolerance of +/- 3% for determining a meaningful pay gap (i.e., ABC considers any gap greater than 3% to be a pay gap to investigate).

# Appendix - Gender Pay Equity Disclosure – Good practice insights

The table below sets out insights on good practice for key gender pay equity disclosure components.

Disclosure Component	Insights
1. Audience	<p>Companies will typically develop complementary messaging for each key audience. Audiences typically include:</p> <ul style="list-style-type: none"><li>▶ Executive leadership (e.g., showing headline organisation-wide figures and key insights into reasons for gaps);</li><li>▶ Senior leaders / business unit heads (BUHs) (e.g., showing more granular business-unit specific detail in order to equip leaders with the information needed to close the gaps in their areas); and</li><li>▶ General public / employees (e.g., less detail typically included compared to the other audiences with organisations generally aligning what is disclosed to the general public with what is disclosed to the broader employee population).</li></ul>
2. Communicator / format	<p>Good practice is for disclosure to be led by the CEO and executive leadership. Communication from executive-level leadership emphasises the importance of gender pay equity as an issue, the organisation’s commitment to the objectives, and accountability for outcomes.</p> <p>Internal disclosure to executive and senior leaders / BUHs is best provided in a confidential format supported by verbal communication (e.g., either a meeting or presentation) to ensure the nature of the outcomes and intention of the disclosure are fully understood.</p> <p>There are several avenues that organisations use for public disclosures of gender pay outcomes, which include but are not limited to:</p> <ul style="list-style-type: none"><li>▶ Annual Reports (e.g., Super Retail Group, Mirvac, and NBN Co)</li><li>▶ Public company website (e.g., Dexus)</li><li>▶ Press release / public reports (e.g., Male Champions of Change, WGEA case studies)</li><li>▶ Specific diversity / corporate responsibility reports (e.g., Australia Post, Chevron)</li></ul> <p>Ultimately, anything communicated internally should be consistent with the key messaging contained in external disclosures (and vice versa).</p>
3. Content	
Rationale for disclosure	<p>When disclosing gender pay equity outcomes, it is good practice to first provide the purpose, rationale, objectives and context for the review.</p> <p>The rationale can assist in connecting gender pay equity to organisation purpose and strategy, setting expectations in relation to the analysis outcomes (i.e., clarifying that gender pay equity is an ongoing process over a number of years, which is unlikely to be solved immediately or finitely). Some market practice examples are:</p> <ul style="list-style-type: none"><li>▶ <i>“Our active commitment towards workplace gender equality has seen us launch organisation-wide programs, policies and initiatives that have contributed to the creation of a diverse and inclusive workplace... Underpinning Dexus’s commitment to workplace gender equality.” (Dexus)</i></li><li>▶ <i>“We have worked hard to improve gender parity at Mirvac over recent years.” (Mircvac)</i></li></ul> <p>The introductory preamble of any disclosure can also assist the audience in starting to understand the objectives of the analysis. For example:</p> <ul style="list-style-type: none"><li>▶ <i>“The Group is committed to remunerating all employees fairly and equitably.” (Super Retail Group)</i></li><li>▶ <i>“We are committed to providing equal pay for equal work.” (Chevron)</i></li></ul>





— Appendix - Gender Pay Equity Disclosure – Good practice insights (continued)

Component of Disclosure	Insights
Methodology	<p>Disclosure of the summary methodology for the analysis ensures outcomes can be better understood by participants.</p> <ul style="list-style-type: none"><li>▶ <b>Type of analysis:</b> While companies often conduct a number of different types of analyses (e.g., organisation-wide, like-for-like, level-by-level, and market-based), they typically only disclose having undertaken the type of analysis that resulted in the outcome they’re willing to disclose, which is often the most favourable outcome (e.g., like-for-like analysis of total remuneration resulting in a zero pay gap).</li><li>▶ <b>Detailed methodology:</b> Detailed elements of the methodology, such as the inclusion of permanent vs. temporary employees etc., are typically reserved only for internal communications.</li><li>▶ <b>Level of tolerance:</b> While a number of companies apply a tolerance range when conducting gender pay equity analyses, we are not aware of any that disclose this tolerance range publicly (other than EY that discloses a +/-1% tolerance range in relation to the objective of achieving a zero like-for-like pay gap). The level of tolerance can instead be a helpful tool when discussing gaps with leaders internally in order to help direct attention to the areas needing the most improvement (i.e., those with gaps that sit outside the level of tolerance).</li></ul>
Outcomes and reasons for gaps	<p>In our experience the way in which outcomes are communicated is best informed by the outcomes themselves, as well as the organisation’s previous communications.</p> <p>There are three types of approaches typically used for external disclosures of outcomes:</p> <ul style="list-style-type: none"><li>▶ <b>Disclosure of no gap</b> (e.g., Super Retail Group and Australia Post disclose achieving gender pay equity and / or that findings evidence ‘no significant gap’, while Dexus and Mirvac disclose pay equity or a zero pay gap in like-for-like analysis specifically);</li><li>▶ <b>Disclosure of the size of the gap</b> (e.g., Chevron disclose that women earn 99.9% of what men are paid). This is typically used when a minimal gap is identified, e.g., a gap within the organisation’s level of tolerance.</li><li>▶ <b>Disclosure of year-on-year improvement / improvement over time</b> (e.g., Mirvac disclose that the organisation-wide and level-by-level gaps continue to decrease). This is typically used when a gap outside an organisation’s level of tolerance is identified (assuming a year-on-year improvement has been made).</li></ul> <p>Companies often only disclose outcomes resulting from like-for-like or organisation-wide analysis. We are not aware of companies that publicly disclose exact level-by-level or market-based outcomes, although we are aware that these outcomes are usually shared with relevant internal stakeholders.</p> <p>Companies may provide more detailed information on outcomes internally (e.g., the exact pay gap figure for specific groups of individuals) as well as the objectives they expect the internal audience to assist in achieving (e.g., year-on-year improvement). Internal disclosures containing an identified gap are often accompanied by details of the elements driving those gaps / the rationale for why the gaps have occurred, with the intention being that this can assist leaders in reducing the size of the gaps going forward (see also component #6 on remedial strategies).</p>

# — Appendix - Provisional ABC Action Plan

The table below sets out a provisional disclosure action plan for ABC, based on good practice insights, ABC’s 26 May 2019 analysis outcomes, and consultation with ABC stakeholders (Jeanette Davies, Monica Vagg, and Archie Sharma) on 16 August 2019. When developing the action plan, we have considered four different audiences, including executive leadership, senior leaders, all employees, and the general public.

Description	Provisional action plan	To	From / format
Rationale	ABC is committed to remunerating all employees equitably and fairly.  ABC is committed to identifying and addressing any gender pay equity gaps, both for males and females. The Corporation has undertaken to carry out annual gender pay equity analysis and to review its approach to gender pay equity each year. The regular assessment of gender pay information allows the ABC to identify any gender pay gaps and develop and implement strategies to address them.	▶ Executive leadership	▶ MD (discussion)
		▶ All others	▶ MD (format TBC)*
Methodology	In 2019, ABC undertook organisation-wide gender pay equity analysis of base salary and total fixed remuneration. To supplement this analysis and to assist ABC address any gender pay gaps, gender pay equity analysis of each ABC work level was also conducted.	▶ Executive leadership	▶ MD (discussion)
		▶ All others	▶ MD (format TBC)*
Outcomes and reasons for gaps	<b>Outcomes:</b> ABC’s current organisation-wide total fixed remuneration pay gap is 6% (favourable to males).  The work level gender pay equity analysis indicates there are currently no meaningful total fixed remuneration pay gaps for employees in work levels 1 – 8, representing almost 90% of the ABC employee population.  <b>Reasons for gaps:</b> ABC’s gender pay equity analysis suggests that the organisation-wide pay gap is primarily a function of the way ABC manages talent and the effect this has had on gender representation over time (i.e., there are more males in higher work levels / salaried roles and more females in lower work levels / salaried roles), rather than a function of inequitable pay practices or inherent bias during pay decisions.  We note that pay gaps are subject to constant fluctuation given that each employee appointment or departure from the Corporation affects the gender pay equity outcome. ABC is committed to annually monitoring gender pay equity and assessing the reasons for any year-on-year fluctuations identified.	▶ Executive leadership	▶ MD (discussion)
		▶ Senior leaders – additional detail to be provided on specific level-by-level outcomes and reasons	▶ MD, supported by HR team (confidential format, supported by a discussion)
		▶ All others	▶ MD (format TBC)*

## — Appendix - Gender Pay Equity Disclosure – Provisional ABC Action Plan *(continued)*

Description	Provisional action plan	To	From / format
<b>Actions</b>	<p>ABC has worked hard to improve gender pay equity at the Corporation over recent years through the following initiatives:</p> <ul style="list-style-type: none"> <li>• Gender representation targets</li> <li>• Investigating all significant gaps, favourable to males or females</li> <li>• Focusing on levels in the organisation with large pay gaps</li> <li>• Supporting leaders in undertaking equitable remuneration reviews</li> <li>• Development opportunities and support for women</li> </ul>	<p>▶ All – level of detail may vary for each audience (e.g., senior leaders could receive more detail on particular levels with large gaps)</p>	<p>▶ MD (format TBC but will vary based on audience)*</p>
	<p>We intend to repeat analysis in 2020 and report on findings once available.</p>	<p>▶ All</p>	<p>▶ MD (format TBC)*</p>
	<p>We intend to develop a methodology to allow like-for-like analysis of the entire employee population in the future for roles where sample size permits. This analysis will provide greater insight into the gender pay gaps which may exist within the Corporation, particularly the pay gaps which are unexplained by gender representation. We commit to undertaking like-for-like analysis of prevalent roles at ABC initially.</p>	<p>▶ Executive leadership and senior leaders</p>	<p>▶ MD, supported by HR team (confidential format, supported by a discussion)</p>