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Committees  
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## Inquiry into Gender segregation in the workplace and its impact on women's economic equality

Dear Committee Secretary

Thank you for the opportunity to provide a submission in response to the Committee's inquiry into gender segregation in the workplace and its impact on women's economic equality.

Diversity Council Australia (DCA) is the only independent, not-for-profit workplace diversity advisor to business in Australia. We have a wealth of experience providing advice to our members on the business benefits of diversity.

This submission addresses why gender segregation matters, and then highlights some of the excellent work that some of DCA's members are doing to support gender integration across their workforces (in response to Committee's term of reference *(e) remedies appropriate for Australia*).

Yours sincerely

**Lisa Annese**  
**Chief Executive Officer**

# I. ABOUT DIVERSITY COUNCIL AUSTRALIA

## Who we are

Diversity Council Australia (DCA) is the only independent, not-for-profit workplace diversity advisor to business in Australia. We offer a unique knowledge bank of research, practice and expertise across diversity dimensions developed over 30 years of operation. In partnership with our members, our mission is to:

- Lead debate on diversity in the public arena;
- Develop and promote the latest diversity research, thinking and practice; and
- Deliver innovative diversity practice resources and services to enable our members to drive business improvement.

DCA's income is generated from membership fees, sponsorships and services to businesses.

Our member organisations are estimated to employ more than one million Australians, representing around 10% of the Australian workforce.

## What we do

We work in partnership with members and thought leaders to generate ground breaking diversity projects. DCA identifies internationally emerging diversity and inclusion trends, and brings these first to market to Australia, introducing them in well-considered way which speaks to Australia's unique context.

Our research is tailored to Australia's unique institutional, cultural and legal context. It:

- Challenges organisations and triggers action in the Australian labour market;
- Establishes leading thinking and practice;
- Enables organisations and policy makers to respond to the latest trends;
- Creates a lasting difference to the community through fostering innovation and creativity; and
- Drives business improvement through evidence-based, practical guidance.

## II. SUMMARY

Last year, in a report prepared for DCA in conjunction with the Workplace Gender Equality Agency (WGEA), KPMG found that industrial and occupational segregation continue to be significant contributing factors to the gender pay gap between men and women in Australia.

Taken together, they account for 30 per cent of the pay gap between men and women.

What this tells us is that the pay gap exists, in part, because men and women continue to work in different sectors of the economy, for different financial rewards.

Male-dominated industries continue to attract higher rates of pay than female-dominated industries.

While the Australian labour market in Australia remains highly gender segregated, women are paying the price financially.

But so too are organisations, who are missing out on the talents of an entire section of the Australian population.

There has been some work done to increase the representation of women in male-dominated fields, but we should also be considering measures to encourage men into female-dominated industries. As noted in this submission, the status of a profession tends to increase when there are more men, and this would also contribute towards economic equality between men and women.

This submission addresses why gender segregation matters, and then highlights some of the excellent work that some of DCA's members are doing to support gender integration across their workforces (in response to Committee's term of reference *(e) remedies appropriate for Australia*).

These case studies highlight a range of measures being undertaken by DCA Members including targeted recruitment of women, pay gap analyses, the creation of pipelines between schools and universities to encourage young girls to take up subjects that will help them pursue careers in male-dominated industries, as well as flexible work policies to attract both men and women.

We also attach to this submission a copy of the report *She's Price(d)less: The Economics of the Gender Pay Gap* to inform the Committee's understanding of the factors underpinning the pay gap in Australia, and the economic imperative for action on gender segregation.

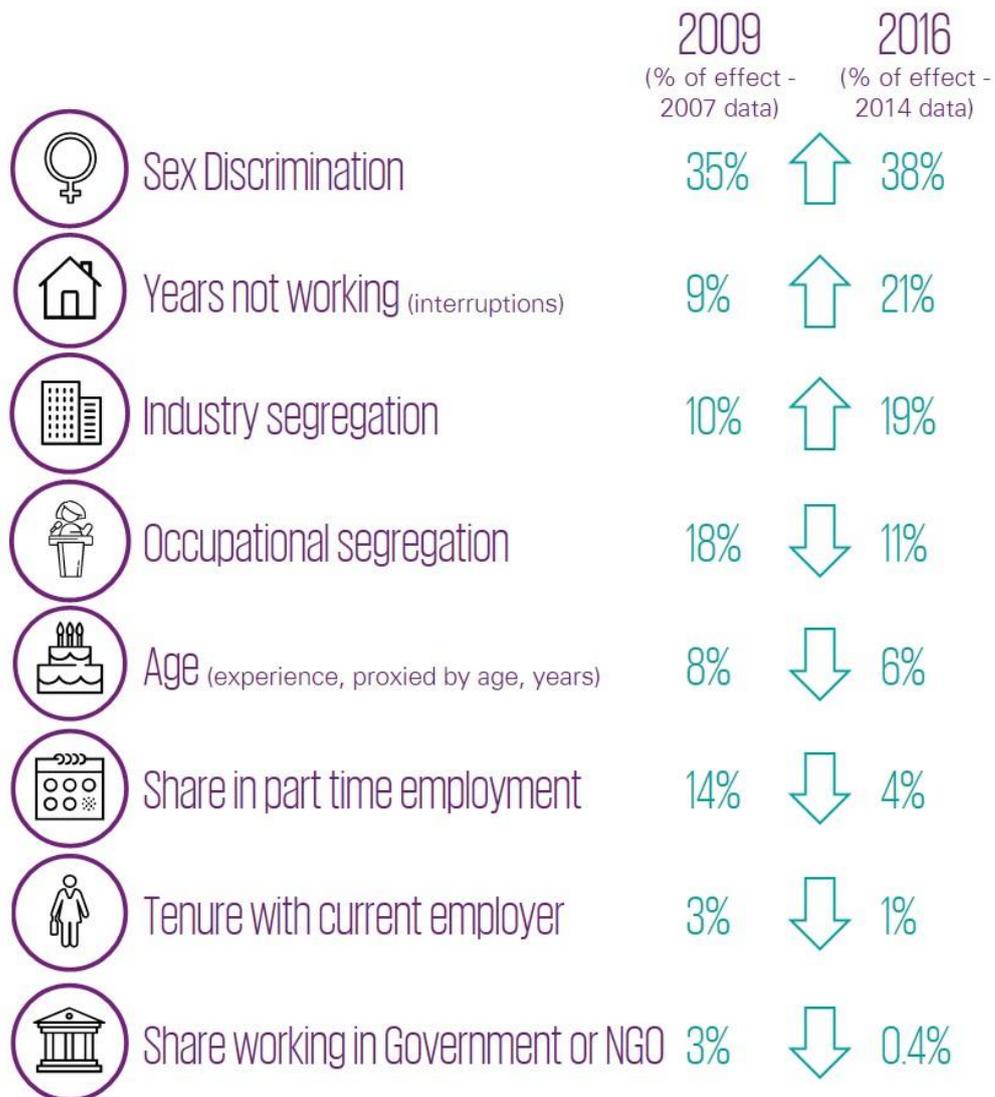
**Leading Australian organisations are taking action to address some of the issues that contribute to gender segregation in their industries and we urge the Committee to consider some of these approaches in formulating their recommendations.**

### III. WHY DOES GENDER SEGREGATION MATTER?

#### Gender segregation impacts on women's earning capacity

Last year, in a report prepared for DCA in conjunction with WGEA, KPMG found that industrial and occupational segregation continue to be significant contributing factors to the gender pay gap between men and women in Australia. Taken together, they account for 30 per cent of the pay gap between men and women.

**Figure 1: KPMG analysis of factors contributing to the gender pay gap**



Source: KPMG Analysis

Note: The percentage figures above may be subject to minor rounding errors, and therefore may not add to 100 per cent.

That report, *She's Price(d)less: The Economics of the Gender Pay Gap*<sup>1</sup> (appended to this submission) used structured econometric modelling to explore the factors underlying the gender pay gap and how these had changed between 2009 and 2014.

Importantly, that report noted that between 2007 and 2014 there appears to have been more success in addressing the gap attributable to occupational segregation (i.e. more women moving into in senior roles) than that for industry segmentation (i.e. men working in higher paying industries such as mining and women in industries with lower rates of pay especially health and social services).

According to the WGEA<sup>2</sup>, gender-segregation by industry and occupation is a pattern that has persisted in the Australian labour market over the past two decades.

That male-dominated industries continue to attract higher rates of pay than female-dominated industries has a major impact on women's economic equality. In fact, as WGEA's analysis shows, a woman working in a female-dominated industry would on average, earn almost \$40,000 (at total remuneration) less than the average full-time total remuneration of a man in a male-dominated industry.

**Figure 2: WGEA analysis of male and female dominated industries**

**Table 2: Average full-time base salary and total remuneration by gender dominance, 2015**

Gender dominance	Female		Male		Difference	
	Base salary (\$)	Total remuneration (\$)	Base salary (\$)	Total remuneration (\$)	Base salary (\$)	Total remuneration (\$)
Female-dominated	\$67,808	\$77,734	\$82,181	\$95,871	-\$14,373	-\$18,137
Mixed	\$73,445	\$86,509	\$88,094	\$107,494	-\$14,649	-\$20,985
Male-dominated	\$76,702	\$92,317	\$91,774	\$116,802	-\$15,072	-\$24,485

Source: WGEA & BCEC (2016), *Gender Equity Insights 2016: Inside Australia's Gender pay Gap*, BCEC | WGEA Gender Equity Series, p 35. Available at: [https://www.wgea.gov.au/sites/default/files/BCEC\\_WGEA\\_Gender\\_Pay\\_Equity\\_Insights\\_2016\\_Report.pdf](https://www.wgea.gov.au/sites/default/files/BCEC_WGEA_Gender_Pay_Equity_Insights_2016_Report.pdf)

The overall economic impact of this segregation is significant. WGEA's *2015-2016 Gender Equality Scorecard*<sup>3</sup> demonstrated that that 60 per cent of Australians work in an industry dominated by a single gender.

The scorecard also reported that over 80 per cent of employees in the health care and social assistance sector are women, while 84 per cent of employees in the construction and mining industries are men and that graduates are overwhelmingly entering fields dominated by their

<sup>1</sup> KPMG, 2016, *She's Price(d)less: The Economics of the Gender Pay Gap – Update Report prepared for Diversity Council Australia and the Workplace Gender Equality Agency*, October 2016, available online: [https://www.dca.org.au/files/file/Research/She's%20Price\(d\)less%20-%20Update%20report%20\(FINAL\).pptx.pdf](https://www.dca.org.au/files/file/Research/She's%20Price(d)less%20-%20Update%20report%20(FINAL).pptx.pdf)

<sup>2</sup> Workplace Gender Equality Agency, 2016, *Gender segregation in Australia's workforce*, August 2016, available here: [https://www.wgea.gov.au/sites/default/files/20160801\\_Industry\\_occupational\\_segregation\\_factsheet.pdf](https://www.wgea.gov.au/sites/default/files/20160801_Industry_occupational_segregation_factsheet.pdf)

<sup>3</sup> Workplace Gender Equality Agency, 2016, *Australia's gender equality scorecard: Key findings from the Workplace Gender Equality Agency's 2015-16 reporting data*, November 2016, available online [https://www.wgea.gov.au/sites/default/files/80653\\_2015-16-gender-equality-scorecard.pdf](https://www.wgea.gov.au/sites/default/files/80653_2015-16-gender-equality-scorecard.pdf)

own gender – almost 90 per cent of the graduates in health care and social assistance industry are women, while men continue to dominate construction (almost 80 per cent) and mining (almost two-thirds).

While women remain clustered in the health sector, this segregation is also going to have an impact on women's economic future. As Marian Baird<sup>4</sup> (et al.) notes:

*...occupational segregation exists in Australia and in the NSW public sector. This is very marked in the NSW public sector with women dominating the 'caring' and 'nurturing' occupations of teaching, nursing and community sector jobs in the Health, Education and Family and Community Services clusters. The data shows that these majority female clusters have lower proportions of senior roles, limited internal career paths and broad bases of lower paid employees. As a result the opportunity structures for women to progress to senior roles are not as available as in other, male dominated clusters.*

It is also important to counter the argument that women are "choosing" lower paid careers.

The evidence has shown that when large numbers of women start to work in an industry, they all get paid less. As Rhaina Cohen explains<sup>5</sup>:

*A study [by the sociologists Asaf Levanon, Paula England, and Paul Allison], which examined census data from 1950 to 2000, found that, when women enter an occupation in large numbers, that job begins to pay less, even after controlling for a range of factors like skill, race and geography. Their analysis found evidence of "devaluation" – that a higher proportion of women in an occupation leads to lower pay because of the discounting of work performed by women.*

So, in other words: 50 years of data proved that the more women join an industry the less everyone gets paid.

Cohen also pointed to a study<sup>6</sup> showing that higher the percentage of women in an industry the lower its perceived "prestige"; and a study from 2007 that found<sup>7</sup> that even where men's low-wage jobs demand far less in terms of skill, education and certifications than women's low-wage jobs, the male-dominated ones usually command higher hourly pay.

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<sup>4</sup> Baird, M., Evesson, J., Oxenbridge, S., 2014, *Advancing Women: Increasing the participation of women in senior roles in the NSW public sector*, Women and Work Research Group (WWRG), University of Sydney Business School, September 2014.

<sup>5</sup> Cohen, R., 2016, 'What Programming's Past Reveals About Today's Gender-Pay Gap', *the Atlantic*, 7 September 2016, available online: <https://www.theatlantic.com/business/archive/2016/09/what-programmings-past-reveals-about-todays-gender-pay-gap/498797/>

<sup>6</sup> Pan, J., 2011, 'Gender Segregation in Occupations: The Role of Tipping and Social Interactions', *Journal of Labor Economics* 2015 33:2, 365-408.

<sup>7</sup> Cobble, D. 2007, *The Sex of Class: Women Transforming American Labor*, Cornell University Press.

The Washington Center for Equitable Growth<sup>8</sup> also argues that:

*In addition to keeping women out of the highest-paying occupations, a [report](#) by the Institute for Women's Policy Research authored by Heidi Hartmann, Barbara Gault, Ariane Hegewisch, and Marc Bendick details how segregation also excludes women from the best-paying middle-skills jobs in information technology, logistics, and advanced manufacturing, even though these jobs require similar skills as predominantly female jobs with worse pay. Other researchers clearly demonstrate that this **"wage penalty" for occupational feminization is a product of discrimination against women's labor as opposed to productivity differences between predominantly male and female jobs.***

*As AFL-CIO chief economist William Spriggs and Case Western University historian Rhonda Williams [argue](#), these trends also are highly racialized: women of color at all education levels are segregated into [jobs with lower wages](#) than their white female peers of similar skill level.*

Gender inequality also represents a waste of our nation's investment in the education of women and girls. Around 58% of Australia's university graduates are women but only 67% of working aged women are currently in paid work, compared to 78% of men, indicating Australia is failing to capture the substantial economic contribution tertiary educated women offer.<sup>9</sup>

Furthermore, men and women who have the same level of educational attainment receive vastly different remuneration, as this graph from the *She's Price(d)less* report shows.

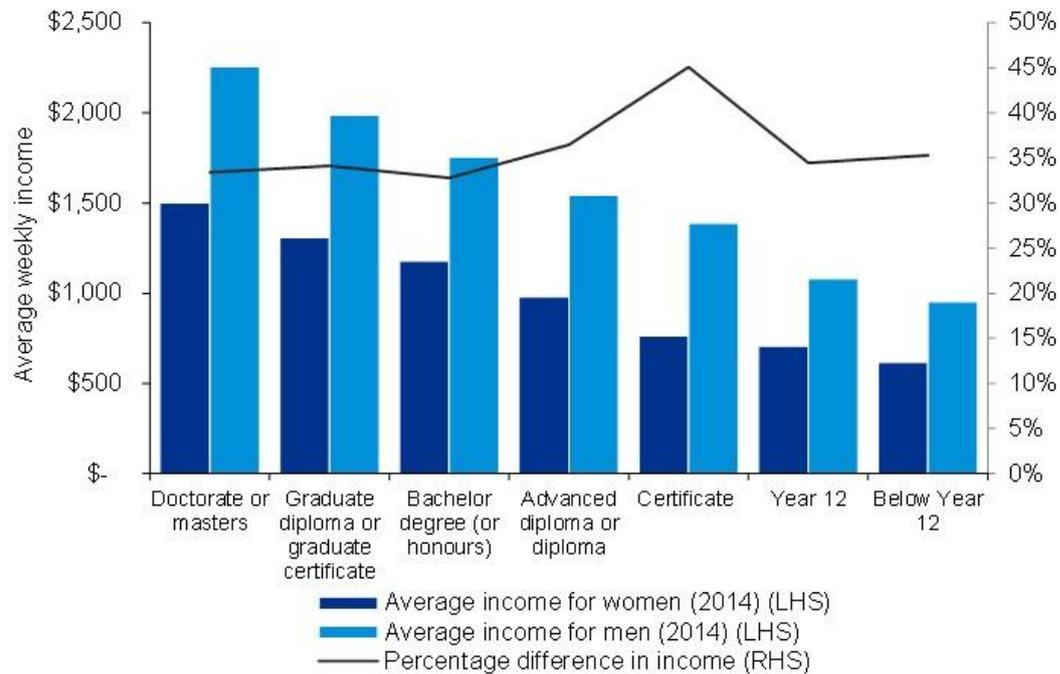
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<sup>8</sup> McGrew, W., 2016, *Gender segregation at work: "separate but equal" or "inefficient and unfair"*, Washington Centre for Equitable Growth, 18 August 2016, available online: <http://equitablegrowth.org/human-capital/gender-segregation-at-work-separate-but-equal-or-inequitable-and-inefficient/>

<sup>9</sup> Workplace Gender Equality Agency, 2013, *The business case for gender equality*, March 2013, available online: [https://www.wgea.gov.au/sites/default/files/business\\_case\\_web.pdf](https://www.wgea.gov.au/sites/default/files/business_case_web.pdf)

**Figure 1: KPMG analysis of education and income, by gender**

*Average individual income for women and men, by educational attainment (2014)*



Source: Melbourne Institute 2007 and 2014, The Household Income and Labour Dynamics in Australia (HILDA) Survey, Wave 7 and 14.

## Gender segregation limits diversity – which is bad for business

In addition to the negative economic impact on women, gender segregation has an impact in the diversity of occupations, industries and workplaces, which limits the positive benefits that can be achieved through diversity.

There is a myriad of research that proves that diverse and inclusive environments are associated with a range of positive organisational, team, and individual outcomes<sup>10</sup>.

In fact, research shows that gender equality offers a range of measurable and well documented benefits to national productivity and competitiveness, as well as to individual businesses:

- As much as \$12 trillion<sup>11</sup> could be added to global GDP by 2025 by advancing women's equality.
- ASX500<sup>12</sup> companies with women directors on their boards delivered significantly higher Return on Equity (ROE) than those companies without women directors. ASX500 companies with women directors delivered an average ROE over three years 10.7% higher than those without women directors. Companies with women directors delivered an average ROE over five years 11.1% higher than those without women directors. In eight out of 10 sectors, companies with women directors demonstrate higher ROE than those without women directors.
- Closing the gap between male and female employment and productivity would have the potential to boost Australia's GDP by between 11% and more than 20%<sup>13</sup>.
- International research shows that establishing a "critical mass" of female leaders contributes to firm innovation.<sup>14</sup>

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<sup>10</sup> For a summary of some of the leading research into inclusive workplace environments see: O'Leary, J., Russell, G., & Tilly, J., 2015, *Building Inclusion: An Evidence-Based Model of Inclusive Leadership*, Diversity Council Australia, pp 12-13.

<sup>11</sup> Woetzel, J., Madgavkar, A., Ellingrud, K., et al., 2015, *How advancing women's equality can add \$12 trillion to global growth*, McKinsey Global Institute Report, September 2015, available online: <http://www.mckinsey.com/global-themes/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>

<sup>12</sup> Reibey Institute, 2010, *ASX500 Women Leaders*, Preliminary Research Note, August 2010, available online: <http://www.reibeyinstitute.org.au/wp-content/uploads/2010/09/Reibey-Research-Note-Aug-2010.pdf>

<sup>13</sup> Toohey, T Colismo, D. & Boak, A. 2009, *Australia's Hidden Resource: The Economic Case For Increasing Female Participation*, Goldman Sachs/JBWere, available online [https://www.dca.org.au/files/file/gender%20documents/gsjbw\\_economic\\_case\\_for\\_increasing\\_female\\_participation.pdf](https://www.dca.org.au/files/file/gender%20documents/gsjbw_economic_case_for_increasing_female_participation.pdf)

<sup>14</sup> Torchia, M., Calabrò, A. & Huse, M., 2011, 'Women Directors on Corporate Boards: From Tokenism to Critical Mass', *The Journal of Business Ethics*, August 2011, Volume 102, [Issue 2](#), pp 299–317

- Behavioural research shows that gender integration improves teams' "collective intelligence."<sup>15</sup>

There is also evidence that highly gender segregated industries have the highest levels of sex-based harassment and discrimination.<sup>16</sup> In the financial sector in particular, occupational integration decreases systemic risk driven by masculine-stereotyped behaviors encouraged in sex-segregated environments.<sup>17</sup>

**Therefore, for as long as gender segregation remains a persistent feature of the Australian economy, businesses are missing out on the diversity advantage, facing higher legal costs, and the whole economy will suffer.**

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<sup>15</sup> Woolley, A., et. al. 2010, Evidence for a Collective Intelligence Factor in the Performance of Human Groups', Science 29 Oct 2010, Vol. 330, Issue 6004, pp. 686-688, available online: <http://science.sciencemag.org/content/330/6004/686>

<sup>16</sup> McGrew, W., 2016, *Gender segregation at work: "separate but equal" or "inefficient and unfair"*, Washington Centre for Equitable Growth, 18 August 2016, available online: <http://equitablegrowth.org/human-capital/gender-segregation-at-work-separate-but-equal-or-inequitable-and-inefficient/>

<sup>17</sup> van Staveren, I., 2014, 'The Lehman Sisters hypothesis', Cambridge Journal of Economics, Volume 38, Issue 5, September 2014

## IV. DCA MEMBER INITIATIVES

In response to the Committee's term of reference *(e) remedies appropriate for Australia*, DCA invited its members to provide information about the work that they were doing to support gender integration across their workforces.

### Measures to encourage women's participation in male-dominated occupations and industries:

DCA members have pursued a range of strategies to improve women's participation in male dominated industries.

#### IBM

IBM are building a female STEM talent pipeline through raising awareness of what careers in STEM look like and encouraging school girls to undertake STEM related courses. We do this through various initiatives and sponsorships including EXITE Camps.

EXITE (Exploring Interests in Technology & Engineering) Camps are one of IBM's diversity initiatives to help fuel young girls' interests in taking science and math classes throughout high school. The Camps are also designed to help girls understand how rewarding engineering and technology careers can be and how they offer opportunities to be creative, to become a leader and to give back to the community. IBM Australia began holding EXITE Camps in 2001. The target audience for the Camps is high school girls aged 13 to 16.

The Camps are now held annually in collaboration with State-based Departments of Education to encourage young women to pursue studies in STEM (science, technology, engineering and maths).

#### Reserve Bank of Australia

In April 2015 the Bank set a target aiming for 35 per cent of management roles to be held by women by 2020, with a longer term target of 40 per cent. We invited some expert speakers into the Bank and invested in development programs for many of our female staff. In spite of our efforts we did not progress toward our target in 2016, in fact we slipped backward by 1 per cent. Having a clear target or a couple of initiatives is not enough. At the end of last year, we established a Diversity and Inclusion Council and six Employee Resource Groups. One group is focused on Gender Equity and one on Flexibility. Each group has 25 members. We're confident that these 50 bright people, with diverse views and experiences, will come up with some great initiatives.

In January 2016 we had 43 males and 12 females in senior positions (Deputy Head and above), in January 2017 we have 39 males and 14 females in these roles, including two female Assistant Governors (of five).

In November 2016 the RBA appointed Luci Ellis as their second female Assistant Governor (the first being Michele Bullock in December 2010). Luci and Michele are both consummate professionals who are highly regarded at the Bank and externally. Not only as senior females, but as working parents, they are both exemplary role models for staff across the organisation.

## Victorian Department of Environment, Land, Water and Planning

In 2015 the Department of Environment, Land, Water and Planning (DELWP) led a project to better understand what barriers exist for women in taking on fire and emergency leadership roles. Independent social researchers were engaged to explore the subject and over 500 staff shared their views, ideas and experiences.

Workshops with staff were held in April and May 2016, to share the outcomes of the research and assist in identifying short and long term strategies to improve gender equity in fire and emergency leadership roles. Over 220 people provided a range of views and ideas for actions to address the barriers identified.

The outcomes of the workshops have informed the Women in Fire and Emergency Leadership Roles Action Plan. This three year Action Plan provides a suite of actions to address gender inequality in DELWP's fire and emergency roles and assist us in achieving a target of 50 percent of staff holding leadership roles, as well as 50 per cent of all roles, to be women.

Actions include:

- Review emergency role development plan process
- Support transition to and from extended leave
- Improve recruitment processes
- Improve retention of women in fire and emergency leadership roles
- Improve diversity within the Project Firefighter (PFF) program
- Monitor the approval of training and release to attend fires on deployment
- Ensure equipment and facilities adequately cater for women
- Roll out Inclusive Leadership program
- Develop a sponsorship approach for women in fire roles to build their profile and opportunities for leadership roles.

### *DELWP Project Firefighter Recruitment Campaign:*

Each year DELWP and Parks Victoria seek applications for seasonal project firefighters (PFFs). PFFs contribute to the prevention, preparation and suppression of bushfires in Victoria's parks and forests, and in some cases, to recovery outcomes. For 2016, the communications campaign was given a refresh to encourage applications from more diverse backgrounds (both gender and cultural).

The campaign included:

- Creation of a regional video series (25 videos in total) featuring past and present PFFs
- Development of an animation video to provide a visual step by step guide about how to apply
- Update to all existing hard copy communications material – brochure and poster
- Update to previous advertising plan, increasing investment towards social media and radio
- Creation of a range of social media graphics and banners.

## Jacobs Group (Australia) Pty Ltd

In 2016, Jacobs revised its flexibility policies and procedures and rolled out a new "Flexibility Toolkit" to all staff. The aim of the policies and toolkit was to make flexible work practices more accessible to all staff and to improve cultural acceptance of flexible work.

Jacobs has a referral scheme which pays a bonus to staff who introduce an external candidate for an advertised position. We have recently doubled the referral bonus for female candidates.

Jacobs has set targets to increase the number of women in leadership positions.

Jacobs endeavours to ensure that there is a gender balanced panel for all interviews to ensure there is no gender bias.

The Senior Vice President for APAC has signed up to the Male Champion of Change Charter for Consult Australia in order to actively advance equality across the businesses and to act as advocates for the consulting industry.

Jacobs has a generous company paid parental leave policy, in which the primary care-giver of the child is entitled to 12 weeks paid leave in the first 12 months of the child being born or adopted. This policy applies to both men and women staff.

## DuluxGroup

DuluxGroup are actively encouraging and seeking women, both internal and external to the organisation into its Supply Chain business (manufacturing and distribution) which is a traditionally male-dominated area.

We have actively encouraged and appointed women from traditionally female-dominated areas (e.g. HR) to apply for and take roles in traditionally male-dominated areas. We have actively sought and placed women into non-traditional roles, accommodating flexible working and return from maternity leave, where appropriate.

Examples from our Supply Chain area include: a female appointed from HR as Production Manager of our Powders Paint. Operations Manager of our Dandenong Paint manufacturing plant is female, working part-time after maternity leave. An internal female appointment managing one of our Melbourne Distribution Centres. An external applicant hired to manage be a Victorian Operations Manager, managing the production of garage doors.

We have done this through active sponsorship by the executive responsible, ensuring that women are on short-lists for roles and by actively engaging in organisations such as National Association for Women in Operations.

Other DCA Member examples include:

- **Queensland Fire and Emergency Services** running targeted marketing campaigns for women into career firefighter roles;
- The **Fair Work Ombudsman** developing best practise guides to achieving gender equity in the workplace for the public;
- **Melbourne Water** who are setting targets for gender equity for talent identification, leadership development, workforce composition and ensuring gender equity on recruitment panels, have developed and are implementing a gender equity plan, have conducted a pay gap analysis and corrected anomalies, have introduced flexible working policy and reviewed attraction methods to ensure they are getting to enough women when we are recruiting.
- **Chevron** providing flexible work arrangements, a carer's and lactation room, 24 weeks Paid Parental Leave and the promotion of engineering at girls schools; and
- **Brookfield Rail** running targeted Facebook advertising campaigns to specifically encourage women to apply, alongside specific initiatives such as the '*Bring your daughters to work day*' to provide information to young women deciding on their career path.

## Measures to encourage men's participation in female-dominated occupations and industries:

- **Benetas** encourage men to work flexibly by taking purchased leave and working part time to create more gender equality and pay equity for women, promote the *Women's Work Men's Work* WGEA campaign to staff, and encourage men to work in care roles.
- **Brookfield Rail** emphasises flexible working conditions in the business services team and inclusive language used in advertising.

### Jacobs Group (Australia) Pty Ltd

The engineering industry remains male-dominated, so it is the primary focus of Jacobs to increase female representation throughout the company. That said, gender equality is a concern and as such Jacobs' policies are designed to benefit all employees, regardless of gender. Some of these policies include:

- In 2016, Jacobs revised our flexibility policies and procedures and rolled out a new "Flexibility Toolkit" to all staff. The aim of the policies and toolkit was to make flexible work practices more accessible to all staff and to improve cultural acceptance of flexible work
- Jacobs endeavours to ensure that there is a gender balanced panel for all interviews to ensure there is no gender bias
- Jacobs has a generous company paid parental leave policy, in which the primary care-giver of the child is entitled to 12 weeks paid leave in the first 12 months of the child being born or adopted. This policy applies to both men and women staff.

## Initiatives to attract and recruit women

DCA members including the **Fair Work Ombudsman** and **Melbourne Water** actively promote flexible working as part of targeted recruitment strategies. A number of organisations including **Chevron** and **IBM** also support links with girls in school or university.

**Queensland Fire and Emergency Services** have run targeted marketing campaign for women into career firefighter and part-time firefighter roles.

In addition to their 'Bring your daughters to work day' to provide information to young women deciding on their career path, **Brookfield Rail** run information sessions in regional areas targeted at women to promote inclusiveness.

The **Reserve Bank of Australia's** Talent Acquisition team partners with service providers who specialise in attracting women – this includes job boards and third party recruitment agencies. The RBA wants to be recognised as an employer where all employees, not just females, can thrive and have rewarding careers. The RBA also has an ongoing relationship with the Women's College at the University of Sydney. We provide work experience placements for Year 10 students, these placements are actively promoted to girls.

The Secretary of the **Department of Environment, Land, Water and Planning** (DELWP) is a *Victorian Male Champion of Change* who hosted Listen and Learn sessions with women and men from across the Department.

DELWP has also:

- Engaged a specialist to work on gender equity, developed a gender equity action plan,
- Set a 50/50 gender target for executive roles and ensures gender balanced shortlisting and panels for executive roles,
- Launched 'All Roles Flex' along with supporting materials, training and discussion required as part of performance planning,
- Introduced a Family Violence leave, policy and support, and
- Conducts regular internal reporting of workforce gender metrics.

Actions to address the issue of fewer male or female graduates or apprentices in a given field (e.g. working with universities or training institutes, targeted graduate programs, targeted apprenticeships):

**Melbourne Water** will be offering scholarships to engineering undergraduates in 2017 and **IBM** have set a 50:50 male:female aspirational target across both internship and graduate recruitment.

### Reserve Bank of Australia

Up until 2016, female graduates comprised around one-third of the total graduate intake at the RBA, a proportion that has been relatively constant over the past two decades. Our 2017 graduate cohort (commencing in February) is 55 per cent female and 45 per cent male. These changing figures can, in part, be attributed to a focus throughout the recruitment process to minimise potential interviewer biases and engaging with university lecturers to encourage high performing female students to apply to our graduate program. All employees who participate in recruitment panels, for all positions (not just graduate positions) are required to complete training in the recruitment process and unconscious bias training – this helps to ensure a process that is fair, equitable and transparent.

We sponsor a NSW Premier's Teacher's Scholarship, providing funds for an economics teacher to conduct an international study and recommend ways of improving gender equity in the study of economics.

We're a member of the Australian Mathematical Scholars Institute (AMSI). Among other things, AMSI has developed the 'Choose Maths' program which aims to encourage students, particularly girls, to feel confident to study mathematics. This program starts at primary school.

### Jacobs Group (Australia) Pty Ltd

Engineering and STEM subjects continue to have higher numbers of male graduates, and increased male representation is not required. It is the focus of Jacobs to encourage young women to study subjects that are relevant to the engineering and science fields. Jacobs' staff regularly participate in Women in Engineering and STEM events with school aged children to encourage more young females to study STEM and engineering subjects at university.

## Measures your organisation is using to deliver pay equity

A majority of respondents to this question indicated that they were either in the process of undertaking, or had undertaken, a pay equity review.

## V. CONCLUSION & RECOMMENDATIONS

Gender segregation is a persistent factor in the Australian labour market.

Male-dominated industries continue to attract higher rates of pay than female-dominated industries.

While the Australian labour market in Australia remains highly gender segregated, women are paying the price financially.

But so too are organisations, who are missing out on the talents of an entire section of the Australian population.

There has been some work done to increase the representation of women in male-dominated fields, but we should also be considering measures to encourage men into female-dominated industries. As noted in this submission, the status of a profession tends to increase when there are more men, and this would also contribute towards economic equality between men and women.

Furthermore, highly gender segregated workforces and industries are missing out on the benefits of diversity and inclusion.

**Leading Australian organisations are taking action to address some of the issues that contribute to gender segregation in their industries and we urge the Committee to consider some of these approaches in formulating their recommendations.**