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INFS6018 Group Assignment

Group 31

SID

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1. Introduction

Given the significance and heightened attention towards workplace gender equality in recent years in Australia, the pursuit of gender equality in the workplace has become an imperative issue in contemporary society(Foley& Cooper, 2021). The purpose of this report is to analyze the current state of gender equality in the Australian workplace based on data from the 2022 WEGA workplace survey, and to use visualization methods to delve into the challenges of achieving gender equality, thereby proposing recommendations to overcome these challenges. To achieve this objective, three different personas were employed to create realistic scenarios to identify partial gender inequality in the workplace. Each persona reflects a specific potential user group and their corresponding requirements, enabling the creation of customized interventions.

By utilizing data visualizations and building realistic scenarios, the recommendations for challenges can be implemented in real life.

Furthermore, the opportunities and challenges identified through the analysis can be enlightening for gender equality at the workplace in various industries. These recommendations also serve as positive leverage for transformations in the workplace, pushing more industries to provide greater understanding and inclusivity in gender equality.

2. Design template

2.1 Jane

Persona	Accountant senior manager Jane
Role	An accountant in financial company (Business size < 250) <ul style="list-style-type: none">- 32 years old- Married- Bachelor's degree in accounting- Has been working for 10 years

Context of work	Jane worked for a small financial firm, starting as an auditor, and working her way up to senior manager. Her job is to help customers to prepare financial statements and analyze financial data and provide accounting and tax consulting services for customers; Lead and manage the work of the team, supervise and guide the work of team members. Lead and manage the work of the team, supervise, and guide the work of team members. But gender inequality in the workplace allowed him to earn unreasonable pay and blocked her path to advancement
Key activities	Jane devoted herself to finding an industry with relative gender equality. When looking for such an industry, she assesses how salary, advancement, retention and other factors can influence an industry's attitude toward gender equality.
BI Questions	<p>Question 1: Which industries attach great importance to gender equality? For example, the gender structure at the leadership level is balanced, and there is little difference in salary level between men and women.</p> <p>Question 2: Jane may have children in the future, and she may encounter physical and psychological discomfort during pregnancy. She may also encounter the risk of losing her job after maternity leave, which industries have sufficient policies and systems to avoid such problems?</p> <p>Question 3: As a vulnerable female group, Jane may be subjected to sexual harassment at work and domestic violence at home. Which industries have protective policies in this respect?</p>

2.2 Jesscia

Persona	Data Analyst Jessica
Role	A data analyst at PwC

Context of work	<p>Societal context:</p> <ul style="list-style-type: none"> • 28 years old • Graduated college with Data Analytics major • Has been working for 2 years <p>Personality:</p> <ul style="list-style-type: none"> • Ambitious and goal-oriented, eager to become a leader in the industry • Enjoys analyzing and finding the best solution • Enjoys working at PwC overall but curious to know whether her future as a female would be compromised due to workplace discrimination • Socially responsible, committed to gender equality <p>Work:</p> <p>Develop a deep understanding of the common features that apply to organizations with greater than 100 or more employees that have successfully embraced workplace gender equality.</p> <p>Why would this application be of interest?</p> <ul style="list-style-type: none"> • Historically, women are discouraged from working in data-related industry and leadership roles. So in the consulting industry, an industry with a high proportion of data analysis, are women treated unfairly? • Provide targeted insights and help for different company sizes
Key activities	Data Collection and Preparation, Data Analysis and Modelling, Problem Solving and Decision Support, Reporting and Presentation, Data Quality Assurance, Client Interaction.
BI Questions	<p>Question 1</p> <p>For companies with over 100 employees, do larger firms develop more comprehensive policies regarding gender equality compared to smaller firms? If so, what is the possible reason to account for this?</p> <p>Question 2</p> <p>Among the Big 4 Consulting firms (EY, KPMG, PwC, Deloitte), which company provides better career development opportunities for female employees? Which firm has the most effective policy regarding female promotion?</p>

	Question 3
	Is the number of full-time female leadership roles related to gender equality actions?

2.3 Katie

Persona	Union Representative Katie
Role	<p>Union Representative of Health sector</p> <ul style="list-style-type: none"> • 43 years old • A Doctor of Public Policy • Married and has two kids
Context of work	Union representative is to be the voice of employees in the health industry, who acts as a bargaining representative during the negotiation (The role of unions - Fair Work Ombudsman, no date). The responsibility of Katie is to get equal rights, equal opportunities, and fair treatment for all genders in the health sector.
Key activities	<ul style="list-style-type: none"> • Katie wants to focus on the hidden or unnoticed aspects of gender equality in a female-dominated industry. • She researches the policy that supports women and addresses the special needs and communicates with those vulnerable gender groups to understand their situations. • As a representative, she will speak publicly to fight for gender equality in the health industry. • She represents the general employees in developing gender rights policies and legislation. • She offers suggestions to the healthcare industry as an expert in public policy. • She enhances the awareness of gender equality in the health sector.

BI Questions	<p>Question 1: Have the health industry done enough to address women's specific social and physical needs (domestic violence, workplace sexual harassment, parental leave) ?</p> <p>Question 2: Are there still potential hidden injustices that women suffer in their career?</p> <p>Question 3: Have people in the healthcare industry taken action for the gender payment gap? How can the gap be improved?</p>
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3. Overview of dataset & Discussion of key findings

3.1 Jane

3.1.1 Overview of dataset

Persona	Question	Figure	Attribute	Summary explanation of data attribute
Jane	Question 1	Figure 1	High level grouping	Workforce breakdown
			Split detail	Select all refers to all employees
			Split answer	Male, Female, Gender X, Demonstrate different genders
			Division final	Different divisions in Australia according to ANZICS
		Figure 2	High level grouping	Workforce breakdown
			Split detail	Separate employees from management
			Split answer	Male, Female, Gender X, Demonstrate different genders
			Division final	Different divisions in Australia according to ANZICS
	Question 2	Figure 3	High level grouping	Workforce breakdown
			Split detail	Separate employees from management
			Split answer	Male, Female, Gender X, Demonstrate different genders
			Subdivision final	Different subdivisions of divisions in Australia according to ANZICS
	Question 3	Figure 4	High level grouping	Formal policy and/or formal strategy in place supporting gender equality
			Split level 1 Selection (group)	Formal policy or strategy includes objectives for gender pay equity
			Split detail	Different policies in pay equity
			Division final	Different divisions in Australia according to ANZICS
	Question 2	Figure 5	High level grouping	Flexible working
			Split level 1 Selection (group)	Compressed working weeks (for managers) & Telecommuting (options for manager)
			Division final	Different divisions in Australia according to ANZICS
		Figure 6	High level grouping	Paid and unpaid parental leave
			Split level 1 Selection (group)	Number of female managers who utilised primary parental leave
			Division final	Different divisions in Australia according to ANZICS
		Figure 7	High level grouping	Support for carers
			Split level 1 Selection (group)	Coaching for employees on returning to work from parental leave (support mechanisms)
			Split answer	Yes
			Split detail	Available at all worksites
		Figure 8	Division final	Different divisions in Australia according to ANZICS
			High level grouping	Support for carers
			Split level 1 Selection (group)	Coaching for employees on returning to work from parental leave (support mechanisms)
			Split answer	Yes
			Split detail	Available at all worksites
			Subdivision final	Different divisions in Australia according to ANZICS
	Question 3	Figure 9	High level grouping	Sex-based based harassment and discrimination
			Split level 1 Selection (group)	Harassment and discrimination training for managers
			Split DETAIL	Different training measures
		Figure 10	High level grouping	Sex-based based harassment and discrimination
			Split level 1 Selection (group)	Harassment and discrimination training for managers
			Split DETAIL	Different training measures
		Figure 11	Division final	Different divisions in Australia according to ANZICS
			High level grouping	Family or domestic violence
			Split level 1 Selection (group)	Formal policy or strategy to support employees experiencing family or domestic violence
			Split DETAIL	Policy / Strategy / Policy or Strategy
		Figure 12	Division final	Different divisions in Australia according to ANZICS
			High level grouping	Family or domestic violence
			Split level 1 Selection (group)	Formal policy or strategy to support employees experiencing family or domestic violence
			Split DETAIL	Policy / Strategy / Policy or Strategy
			Subdivision final	Different subdivisions of divisions in Australia according to ANZICS

Question 1:

Which industries attach great importance to gender equality? For example, the gender structure at the leadership level is balanced, and there is little difference in salary level between men and women.

1.2 Gender ratio of managers in different divisions

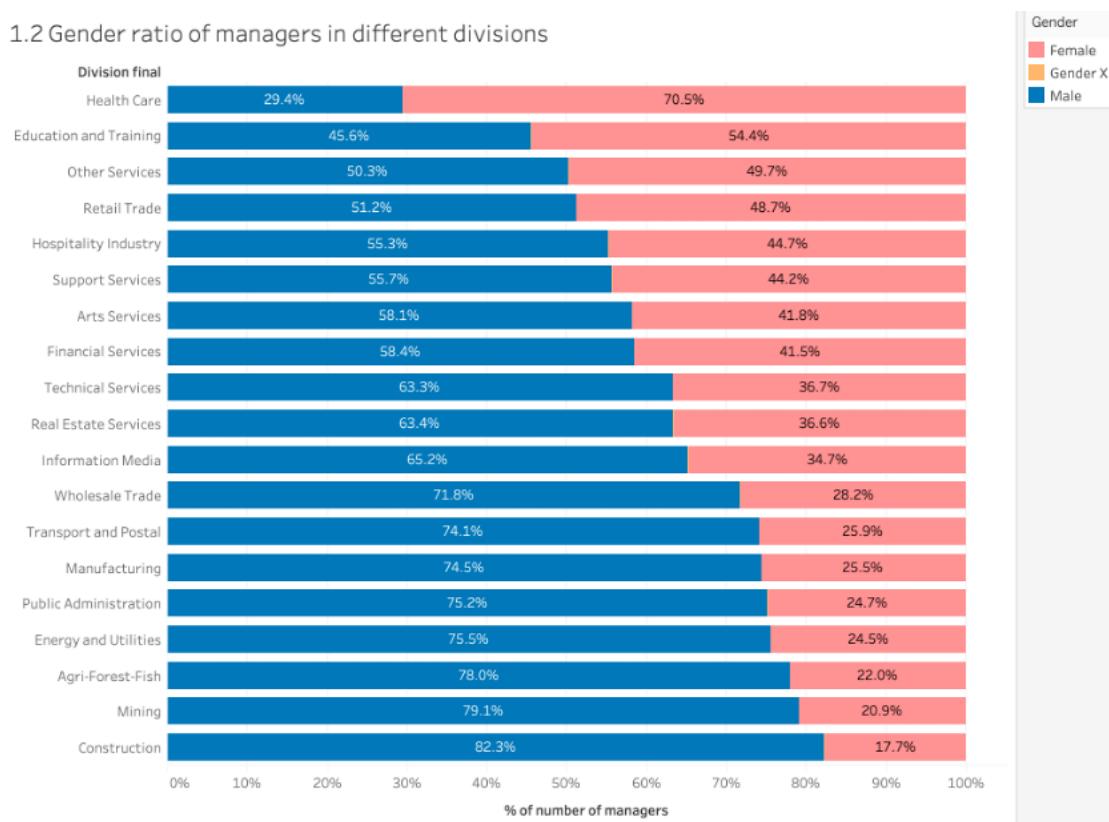


Figure 1

Figure 1 shows the proportion of employees of different genders in different industries. As can be seen, nearly half of the companies have more than 50% female employees, and the male-dominated industries are generally manufacturing and construction. Because these industries require more manual labor, men are generally stronger than women in this area. In addition, the working conditions in these industries can be harsh, such as noise, dust, etc., which also discourages women from working in these fields (WGEA, 2019).

1.2 Gender ratio of managers in different divisions

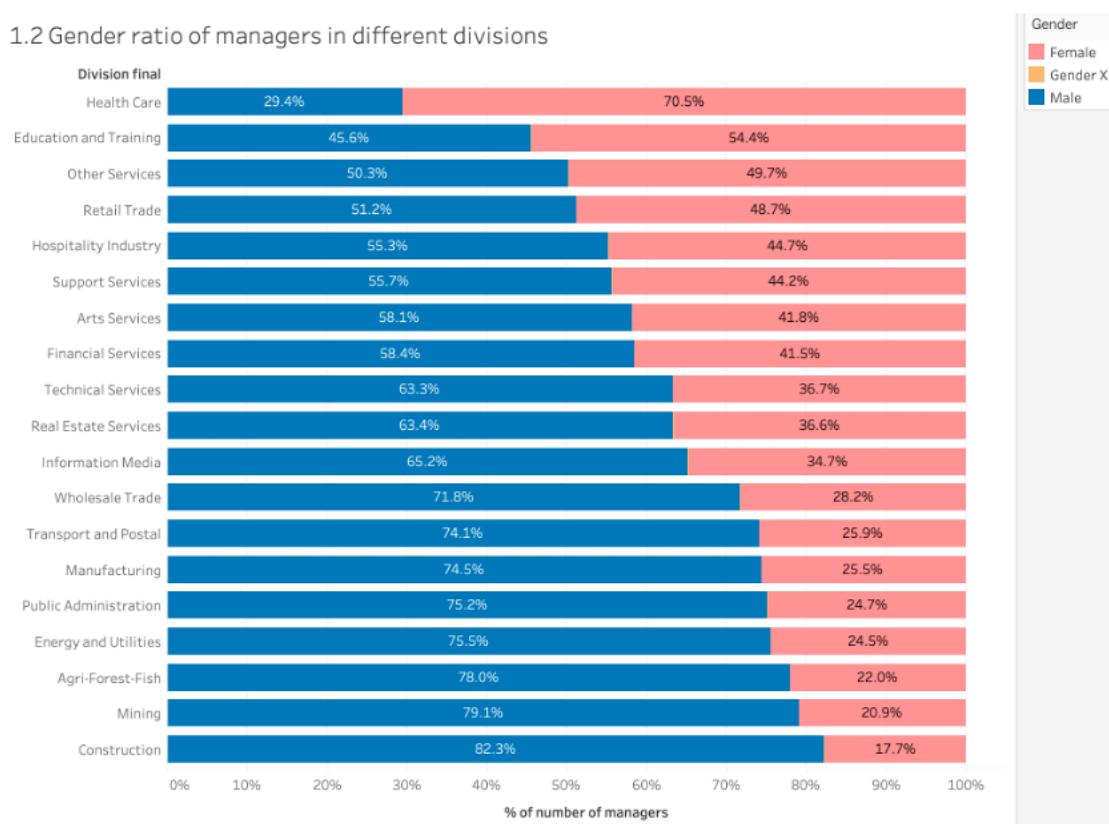


Figure 2

Figure 2 shows the gender ratio of management. Compared with figure 1, the proportion of women in all industries is significantly reduced, and the number of industries over 50% is reduced to two. Therefore, this paper selects the top five industries with a high proportion of women for a subdivision study.

1.3 Gender ratio in subdivision

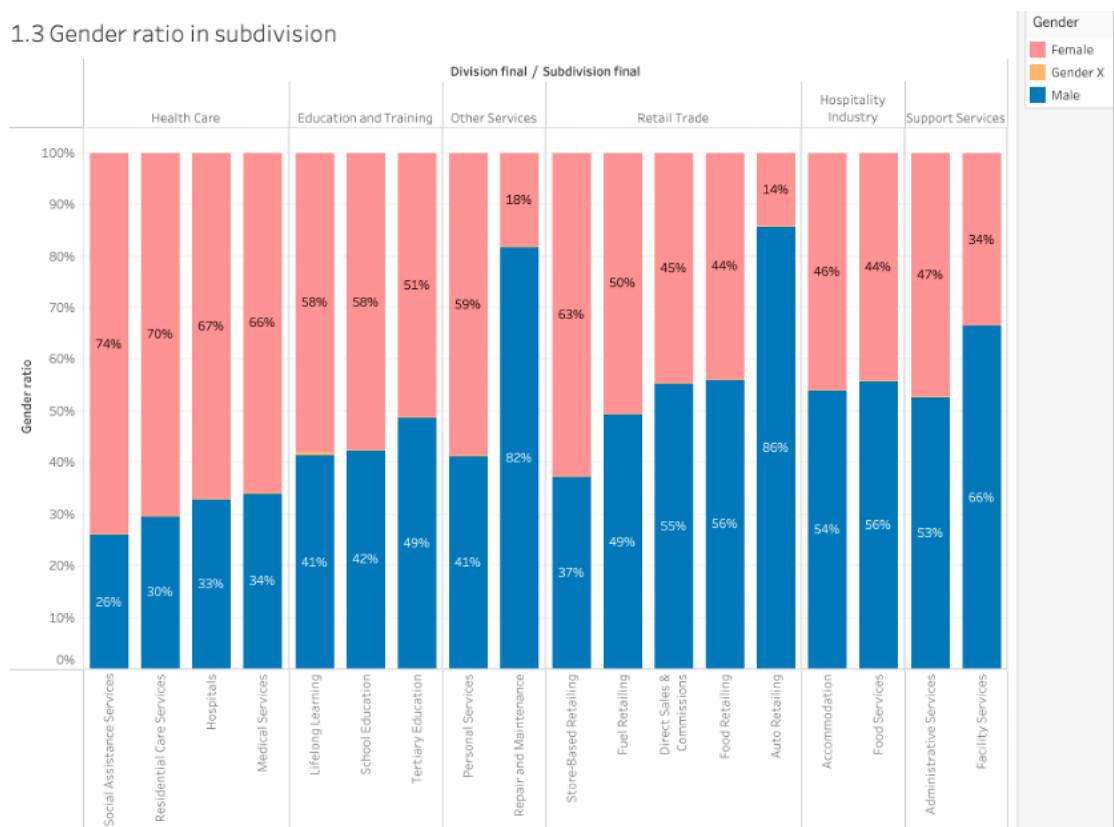


Figure 3

Figure 3 shows the ratio of male to female in management of the subdivisions of top 5 industries. It can be seen in several subdivisions where the ratio of females is very low. For example, repair and maintenance, auto retailing, and facility services are similar divisions stated above that are not suitable for women. The subdivisions of health care and education both have a very high percentage of women. In addition, Store-based retailing has more female proportion, because women are often seen as more suitable for customer service roles (WEGA, 2019).

1.4 The proportion of the choice for 'Pay Equity' in each industry

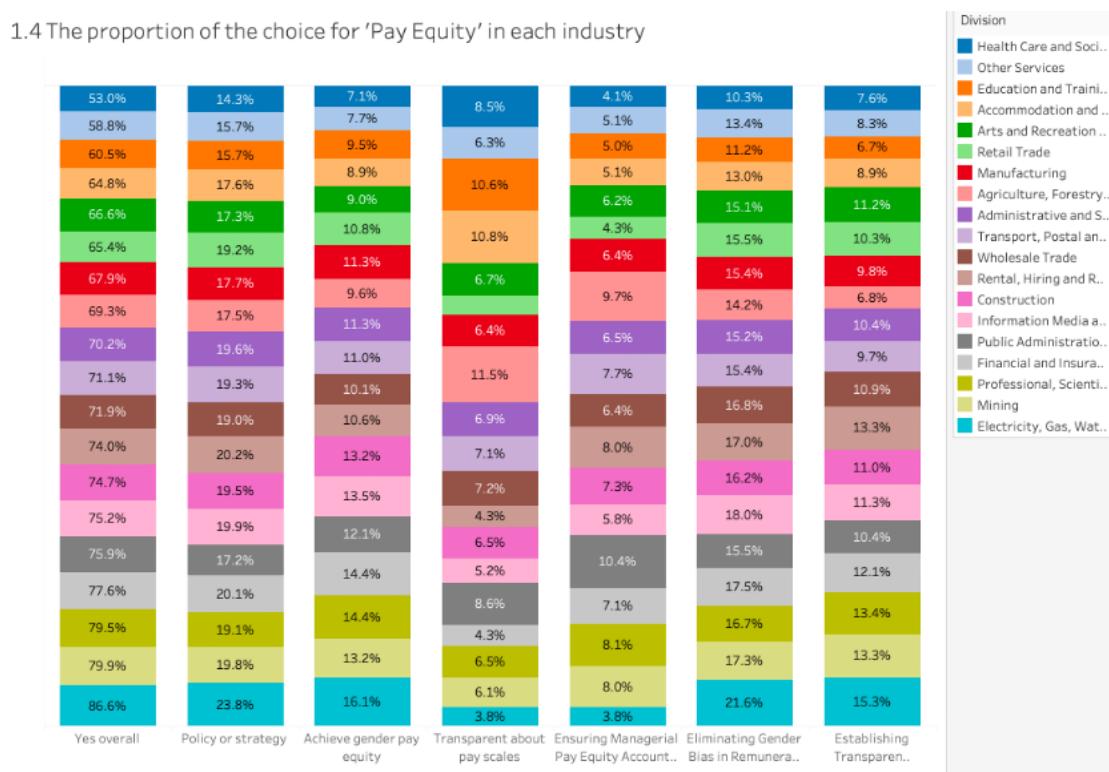


Figure 4

Figure 4 shows the proportion of companies with pay equity policies in different industries. The first column represents the proportion of companies with pay equity policies, while the latter six columns represent the respective proportion of detailed policies. That is, the sum of the numbers of the six columns after each industry equals the value in 'Yes overall'. The reason for choosing the ratio is that the number of companies in each industry varies greatly. If directly expressed by counting, the result will be similar to the number of companies in each industry. It can be seen from the figure that most companies have policies on pay equality. However, if we focus on the policy to gender pay equity, we can find that the industries with higher ranking are mostly those with more men in the management as mentioned above, which means that Jane needs to make a choice between the two dimensions.

Question 2:

Jane may have children in the future, and she may encounter physical and psychological discomfort during pregnancy. She may also encounter the risk of losing her job after maternity leave, which industries have sufficient policies and systems to avoid such problems?

2.1 The proportion of the choice for 'Flexible Working' in each industry

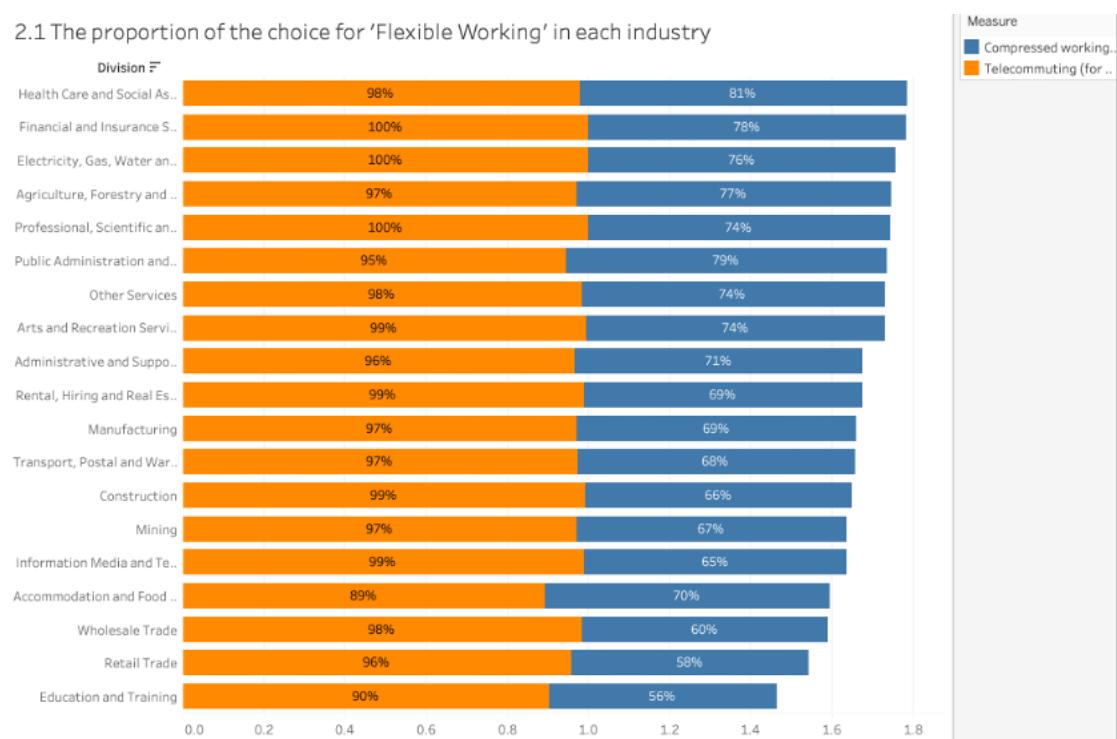


Figure 5

Figure 5 shows the percentage of companies with flexible working policies in different industries. It is worth noting that the stack data behind each industry in the figure is the sum of the percentage of telecommuting and compressed week policies, because these two policies are the best indication of whether a company supports flexible working. As shown in the graph, companies in almost all industries have a telecommuting policy, which will greatly benefit Jane during her pregnancy.

2.2 Number of unit number of 'Parental Leave' in each division

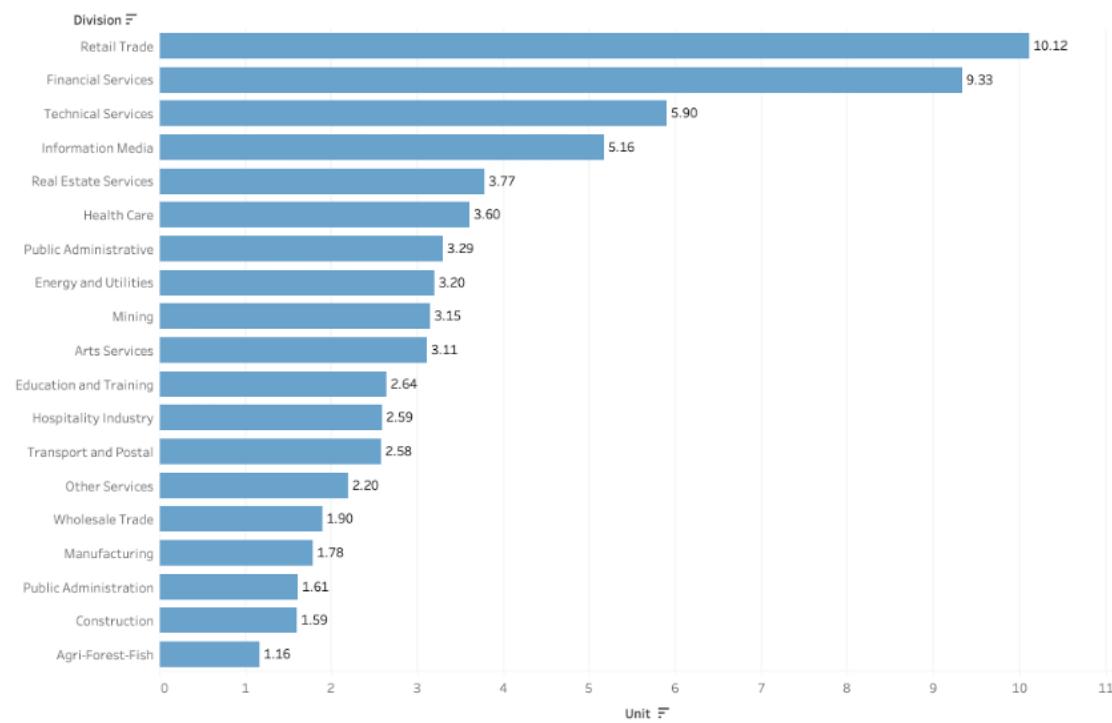


Figure 6

Figure 6 shows the number of units using parental leave in different industries. The total number is not chosen for the same reason as the proportion in the previous figure, that is, the number of companies in each industry is very different. As shown in the figure, the industries with the lowest amount of parental leave are highly consistent with the industries in Figure 2 where the proportion of female managers is relatively low. It also shows that these industries are not friendly to pregnant Jane.

2.4 Percentage of employees in different divisions who will provide coaching when they return to work after parental leave

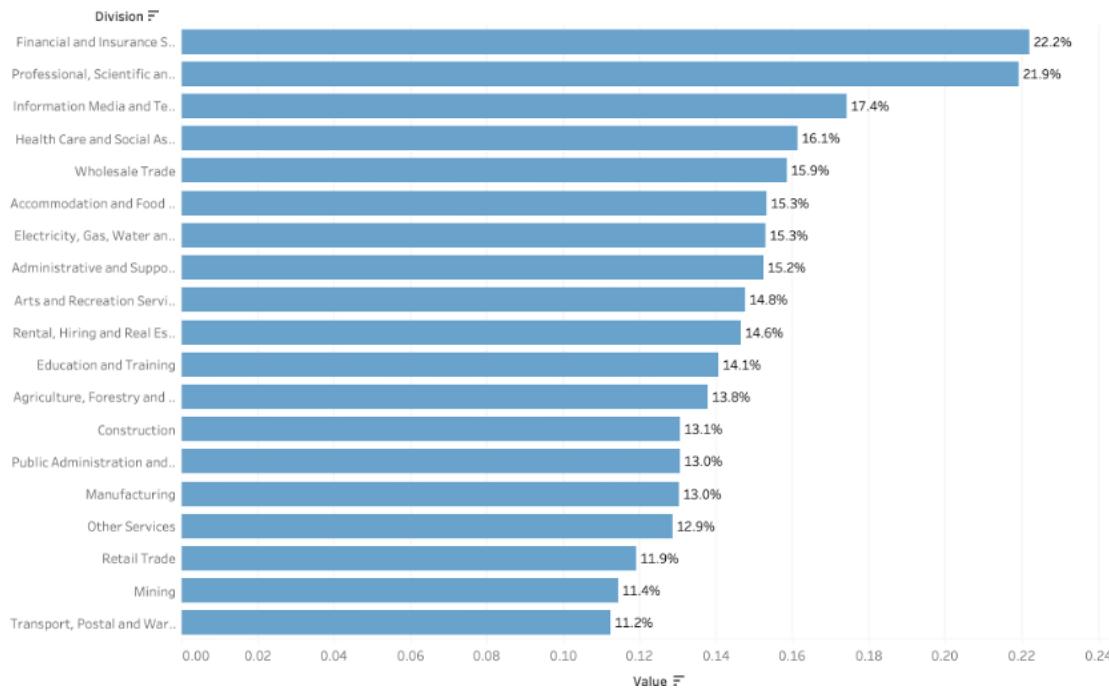


Figure 7

Figure 7 shows the proportion of employees in different industries who receive training when they return to work after pregnancy. This data may reflect whether the company contains pregnancy discrimination, which is a very important factor for Jane to consider when choosing the industry. Discrimination against pregnancy in the workplace is illegal in many countries, including Australia. However, according to a study conducted in the Australian state of Victoria, pregnant women are vulnerable to being fired or demoted in the workplace despite laws prohibiting discrimination (Australian Associated Press, 2022).

2.5 Percentage of employees in different subdivisions who will provide coaching when they return to work after parental leave

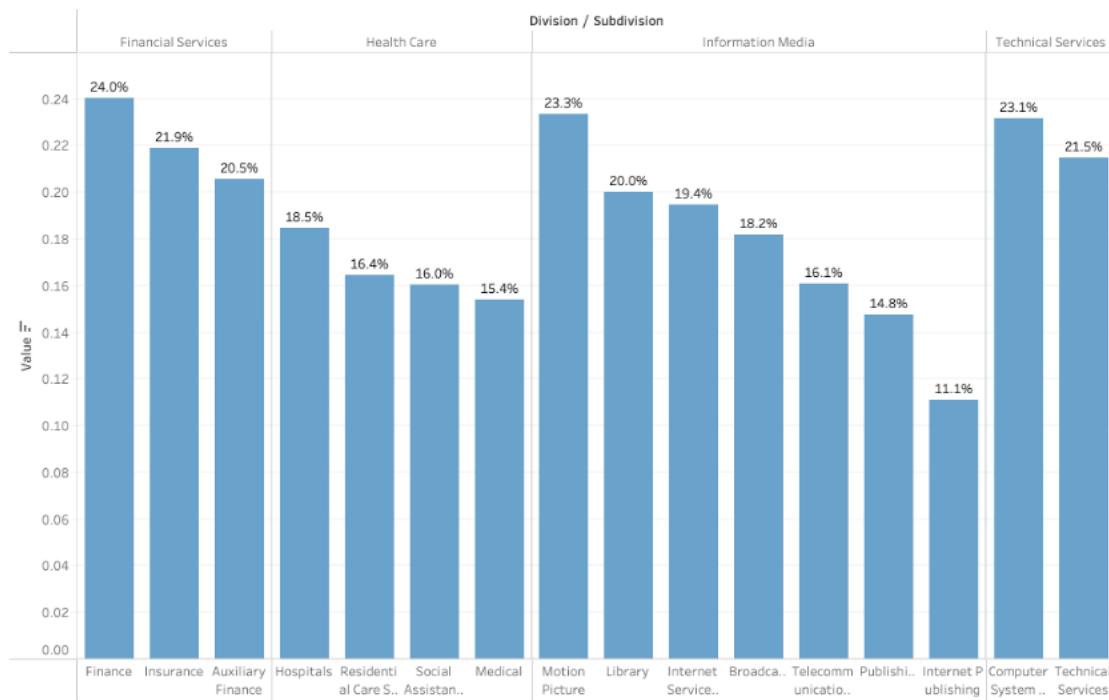


Figure 8

Then Figure 8 further visualizes the subdivisions with the Top 4 divisions in the figure above. Jane will eventually choose the segment that ranks higher among them.

Question 3:

As a vulnerable female group, Jane may be subjected to sexual harassment at work and domestic violence at home. Which industries have protective policies in this respect?

3.1 Sex harrassment

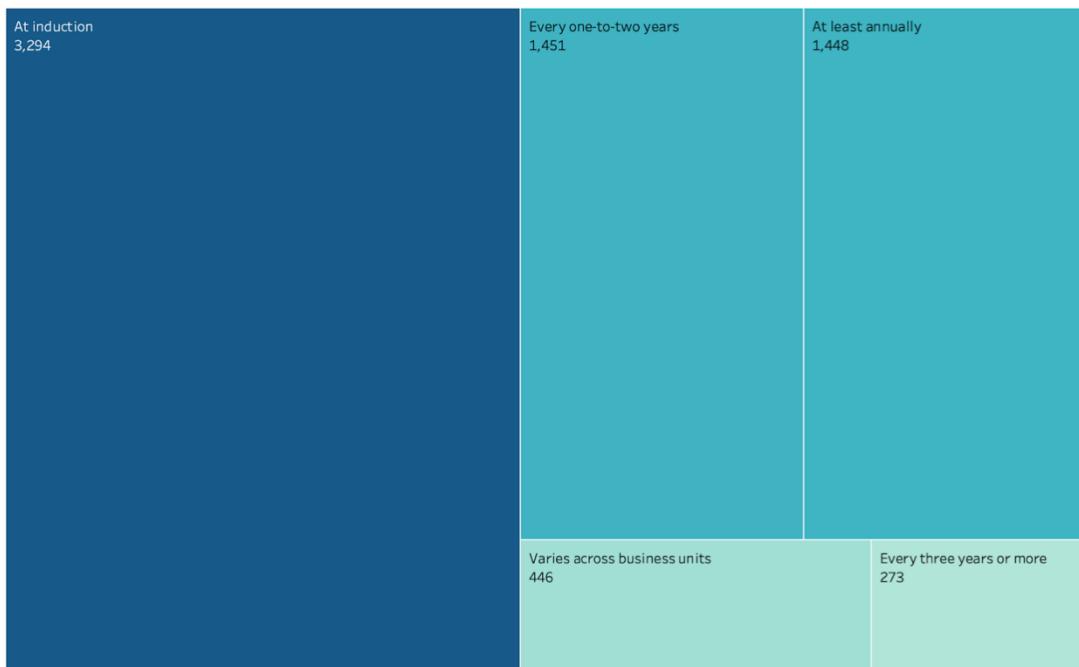


Figure 9

From Figure 9, the distribution can be seen regarding the different frequencies of the industry providing training to prevent gender harassment and discrimination. From the rectangular tree diagram, the largest percentage of education is provided during induction, followed by every one-to-two years and at least annually. only a very small percentage would choose every three years or more for sexual harassment and discrimination training.

3.2 Sex harrassment division

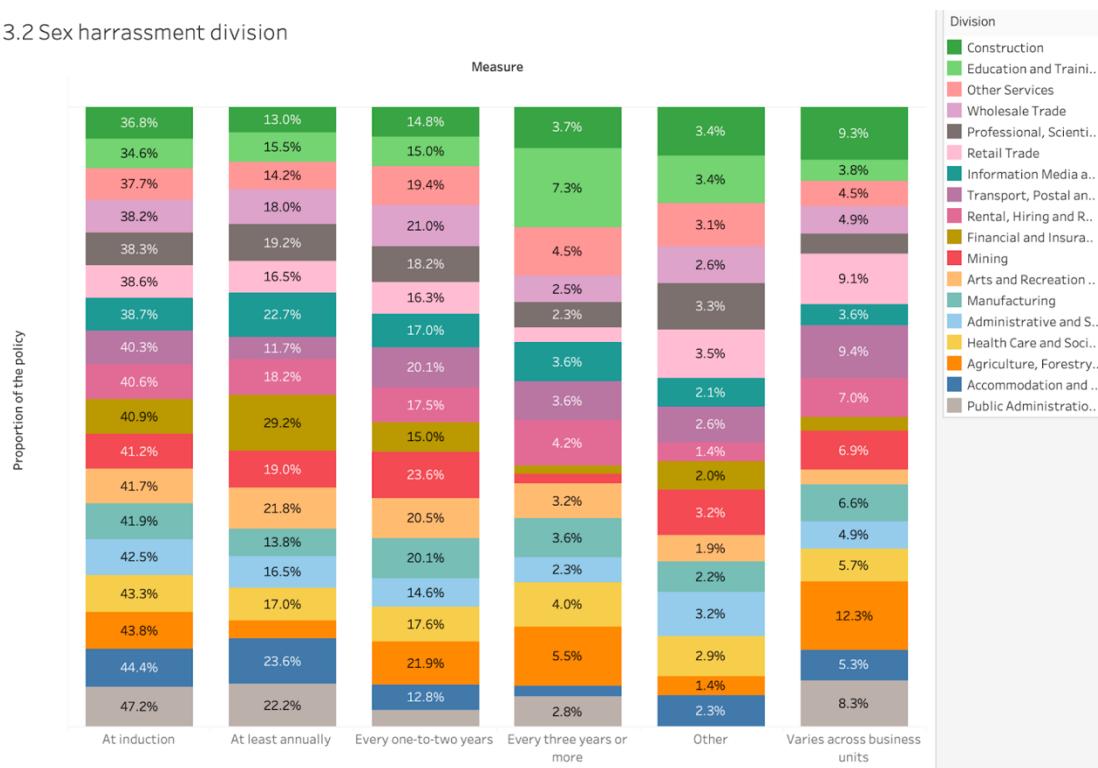


Figure 10

The proportion of different industries providing different frequencies of sex harassment and discrimination prevention training is shown in Figure 10. Public Administration And Safety, Accommodation And Food Services, Agriculture, Forestry And Fishing, Health Care And Social Assistance and Administrative And Support Services are doing better in this area.

3.3 Family violence



Figure 11

The stacked bar chart in Figure 11 shows that the top five industries that provide formal policy and strategy in family and domestic violence support are Financial And Insurance Services, Professional, Scientific And Technical Services, Health Care And Social Assistance, Electricity, Gas, Water And Waste Services and Arts and Recreation Services.

3.4 Family violence subdivision

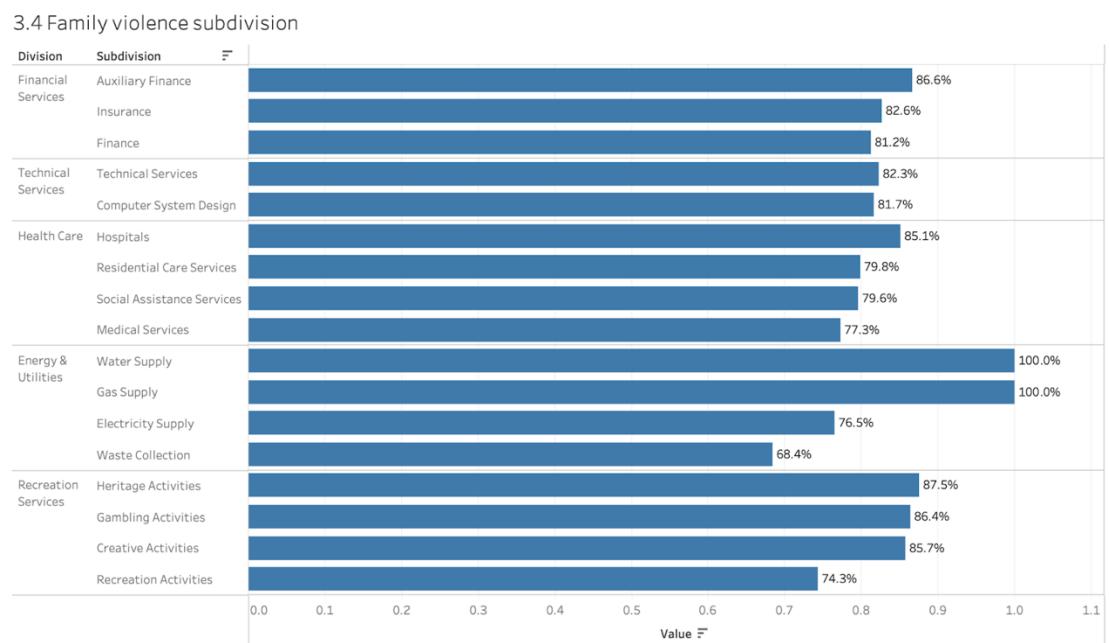


Figure 12

Figure 12 presents a subdivision analysis of the top five industries for which Figure 11 was derived. The top five subdivisions with the most formal domestic violence support policies were found to be Auxiliary Finance, Technical Services, Hospitals, Water & Gas Supply and Heritage Activities.

3.1.2 Discussion of key findings

Firstly, in the analysis of question 1, the industry with gender pay equity in the company's management is contrary to that with gender pay equity. Therefore, Jane needs to make a choice between the two factors. Since Jane is currently a senior manager, her title after changing the industry is also likely to be management level. Therefore, if the management level of a company is equal in gender, it means that the company believes that women are not weaker than men in terms of management ability. Therefore, Jane will not encounter obstacles of gender inequality in her future promotion process. In the long run, gender equality in management will help Jane choose a good industry more than pay equality.

Second, there is no disagreement in the analysis of the following two questions, so Jane will first select the division suitable for her according to the output of the three industries. Since the industry results produced by the three problems are not the same, the final conclusion needs to be synthesized according to the weighted importance of the three industries. Firstly, whether the company attaches importance to gender equality is the most important question. Secondly, Jane is not pregnant yet, so the result of question 2 is not as high as that of question 1. Finally, sexual harassment education is highly popular in all industries, so it will not affect the result too much. To sum up, the Health Care and Social Assistance industry ranked the highest in question 1 and ranked the top 5 in the following two questions.

Of the four subdivisions in this industry, Hospitals were best suited to people with accounting skills. Because the medical service industry involves a lot of financial management, including budgeting, cost control, revenue accounting and reporting. A person with accounting skills may work in a financial management position in a medical institution or healthcare organization, where he or she is responsible for managing and overseeing financial operations. Of the \$2.7 trillion America spends on health care each year, \$40 billion goes on claims processing, payments, billing, revenue cycle management and bad debt, according to a McKinsey report (Ferrara, 2017). Therefore, high quality financial management can greatly save the cost of the hospital industry.

3.2 Jesscia

3.2.1 Overview of dataset

Persona	Question	Figure	Attribute	Summary explanation of data attribute
Jessica	Question 1	Figure 13	Split level 1 selection	"Formal policy and/or strategy in place supporting gender equality". This attribute is used as an indicator for gender equality progress.
			Business Sizes	"Business size" ranging from 100-5000. (Data pre-processing excluded business size below 100). Business size is used as it is the objective in question
			Split answer	[Split answer] = "YES" [Split answer] = "NO"
		Figure 14	Split detail	Split detail IF [Split answer] = "NO". This attribute is used to investigate further into
	Question 2	Figure 15&16	Split level 1 selection	"Actions on pay equity" & "Formal policy and/or strategy in place supporting gender equality" used as indicator for completeness of gender equality policy.
			Split Detail	Count of policy
			Legal Name	Filter = [EY, KPMG, Deloitte, PwC]
		Figure 17&18&19	Split level 1 selection	"Employee breakdown" grouped by type of employment (casual, part time, full time, management, non-management) to show the effectiveness of the policies
			Legal Name	Filter = [EY, KPMG, Deloitte, PwC]
	Question 3	Figure 20	Number of full-time leadership roles	Leadership roles include [Split level 1 Selection] = "full-time" and "manager appointments", [Split DETAIL] = "CEO", "Head of business", and "Key management personnel (KMP)"
			Number of full-time female leadership roles	Leadership roles include [Split level 1 Selection] = "full-time" and "female manager appointments", [Split DETAIL] = "CEO", "Head of business", and "Key management personnel (KMP)"
			Percentage of full-time female leadership roles	SUM([Number of full-time female leadership roles])/SUM([Number of full-time leadership roles])
			Group final	Null excluded
			Number of Answer "Yes"	[Split answer] = "YES" and filter out gender inequality options with the answer yes, such as [Split DETAIL] = "Different options for men and women", "Formal options are available for women", "Formal options are available for men", "Informal options are available for men", "Informal options are available for women", "Women only" and "Men only"
			Number of Answer	[Split answer] = "YES" [Split answer] = "NO"
			Percentage of Answer 'YES'	SUM([Number of Answer 'YES'])/SUM([Number of Answer])
		Figure 21	High level grouping	"Family or domestic violence", "Flexible working", "Formal policy", "Paid and unpaid parental leave", "Sex-based harassment and discrimination", "Support for carers"
			Number of Answer "Yes"	[Split answer] = "YES" and filter out gender inequality options with the answer yes, such as [Split DETAIL] = "Different options for men and women", "Formal options are available for women", "Formal options are available for men", "Informal options are available for men", "Informal options are available for women", "Women only" and "Men only"
	Figure 22	High level grouping		"Support for carers"
			Number of Answer "Yes"	[Split answer] = "YES" and filter out gender inequality options with the answer yes, such as [Split DETAIL] = "Different options for men and women", "Formal options are available for women", "Formal options are available for men", "Informal options are available for men", "Informal options are available for women", "Women only" and "Men only"

Question 1

For companies with over 100 employees, do larger firms develop more comprehensive policies regarding gender equality compared to smaller firms? If so, what is the possible reason to account for this?

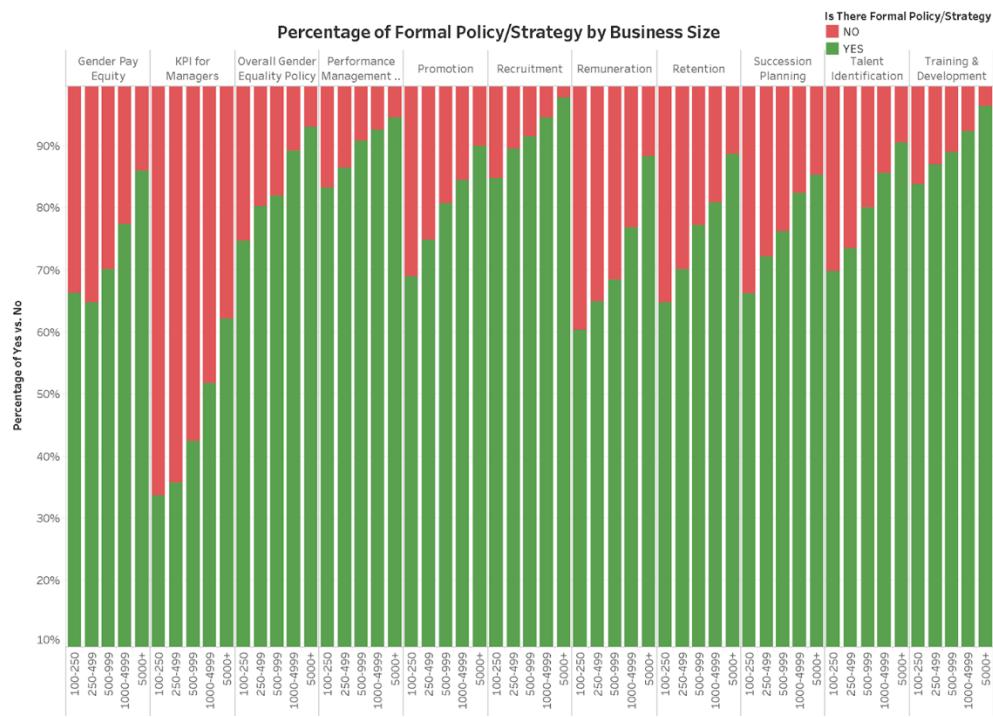


Figure 13. Percentage of Formal Policy/Strategy by Business Size

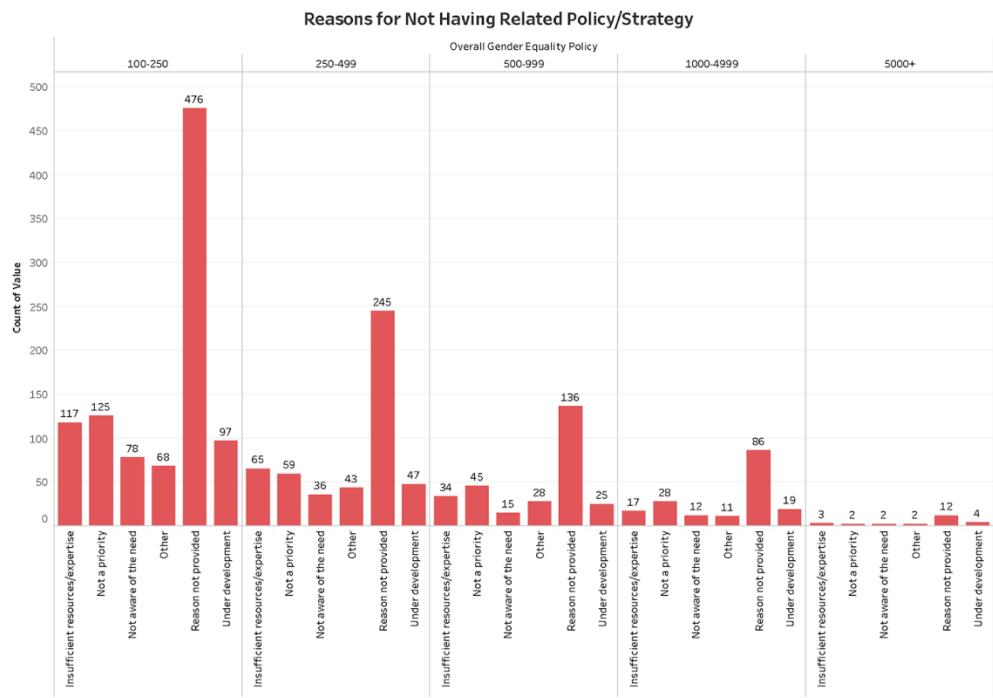


Figure 14. Reasons for Not Having Policy/Strategy

The question would be of interest to Jessica as the recent research question she's investigating at work intrigued her. As an inquisitive data analyst

working at a large consulting firm, she would like to discover more about the gender equality progress for different companies.

To answer this question, we used the number of relevant policies/strategies developed as an indicator. Figure 13 displays the percentage of "yes" and "no" responses to whether there is a relevant policy/strategy, categorized by business size. It becomes evident that companies with 100-250 employees have the lowest percentage of having developed such policies/strategies, while those with over 5000 employees have the highest percentage. This discrepancy may suggest slower progress towards gender equality and confirms our initial inquiry.

For a more in-depth investigation, users can utilize the dashboard by selecting specific policy categories and business sizes to view the reasons provided for not having the policies/strategies. Figure 14 presents a static view of the results after selecting the category "overall gender equality policy" for all business sizes. The predominant response is "reason not provided." While this data lacks specific insights, it may imply that the reasons for not developing the policies may be complex or undisclosed due to business concerns.

However, among the underperforming companies (100-250 employees), the most common reason cited is that they consider gender equality a low-priority task. This information highlights their lack of prioritization for addressing gender equality concerns.

Question 2

Among the Big 4 Consulting firms (i.e. EY, KPMG, PwC, Deloitte), which firm provides better opportunities for female employees if she wants to progress further in her career?

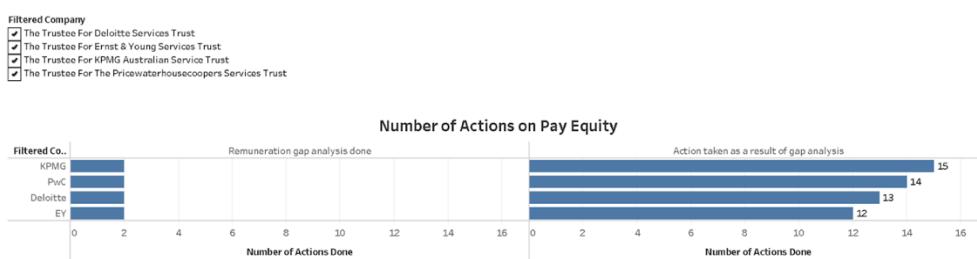


Figure 15. Number of Actions Taken on Pay Equity

Formal Policy/Strategy for Big 4 Accounting Firms				
	Deloitte	EY	KPMG	PwC
Split level 1: Split DETAIL			Filtered Company	
Gender Pay Equity				
Managers accountable for pay equity outcomes	✓	✓	✓	✓
No gender bias in remuneration review process	✓	✓	✓	✓
Other	✓			
Policy or strategy	✓	✓	✓	✓
To achieve gender pay equity	✓	✓	✓	✓
Transparent about pay scales		✓	✓	✓
Transparent & rigorous performance assessment	✓	✓	✓	✓
KPI for Managers				
Policy				✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Overall Gender Equality Pol.				
Policy	✓		✓	
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Performance Management Proc.				
Policy	✓		✓	✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Promotion				
Policy	✓			✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Recruitment				
Policy	✓		✓	✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Remunerat.				
Policy	✓		✓	✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Retention				
Policy				✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Succession Planning				
Policy	✓		✓	✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Talent Identif.				
Policy			✓	✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓
Training & Development				
Policy	✓		✓	✓
Policy or strategy	✓	✓	✓	✓
Strategy	✓	✓	✓	✓

Figure 16. Formal Policy/Strategy Summary Table

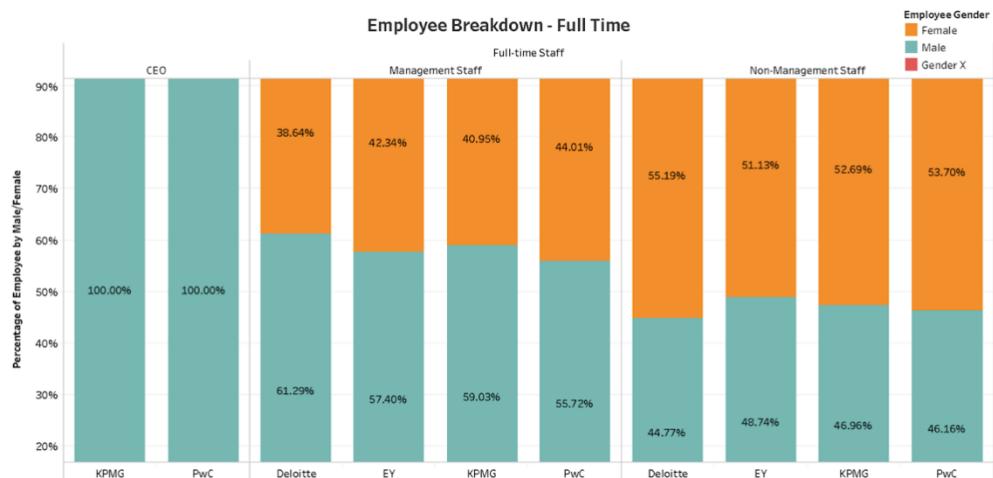


Figure 17. Employee Breakdown - Full Time Overview

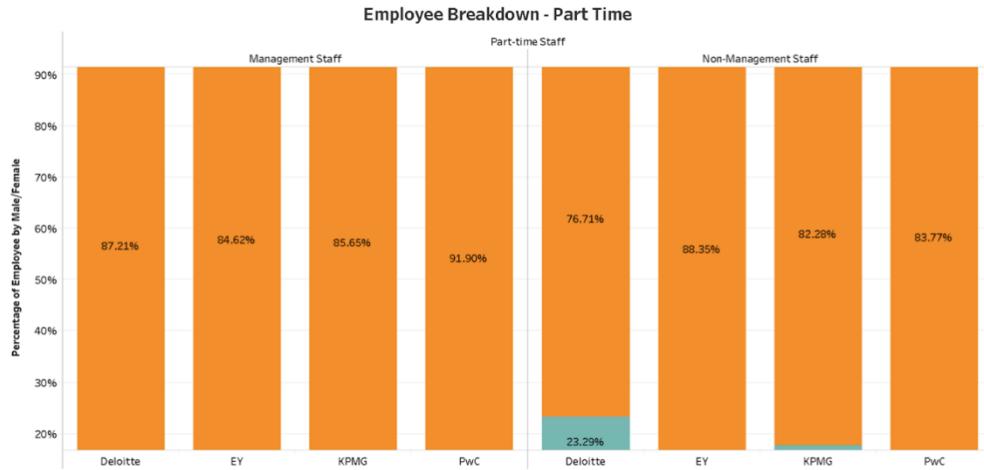


Figure 18. Employee Breakdown - Part Time Overview

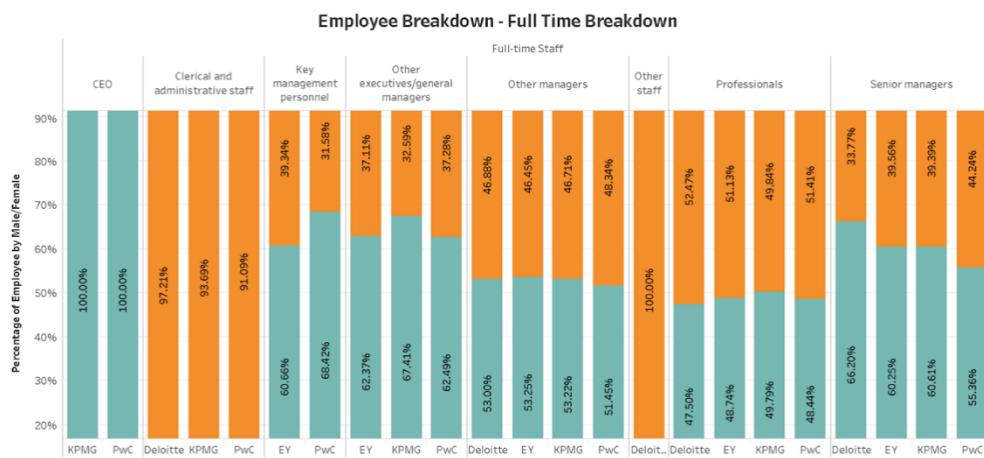


Figure 19. Employee Breakdown - Full Time Breakdown

Jessica would be interested in the question as she would like to progress further in her career, preferably become management. She's also keen to stay in the consulting industry, working for the Big 4 firms. Thus, she would be curious about whether these firms can provide equal opportunity for women in terms of promotion and remuneration.

Figure 15 illustrates the number of Remuneration gap analyses conducted and the resulting actions taken. All four companies have conducted the analysis (2 out of 2). Among them, KPMG stands out as the most proactive in implementing actions. Figure 16 provides an overview of the relevant formal strategies/policies in place, revealing that each company has either policies or strategy across all categories.

To evaluate the effectiveness of these policies, we propose a new indicator - the percentage of female managers, as shown in Figures 17, 18 and 19. PwC emerges as the best performer with the highest percentage of female

management (44.01%), which could imply the effectiveness of their gender equality policy. However, the Big 4 companies still need stronger policies to address underlying issues.

Notably, all CEOs in the firm that disclosed CEO data are men, raising concerns about gender diversity at the top. Combining the first two figures, it becomes apparent that female managers are predominantly in part-time roles, which may indicate disadvantages due to caregiving responsibilities. Insufficient supportive policies may be forcing them into part-time positions.

Furthermore, Figure 19 presents the breakdown of full-time employment types. Compared to "other management", female managers are underrepresented in the category "key management" and "senior management" that own significant decision-making authority.

Overall, while the firms have implemented policies and conducted analyses, there is room for improvement in achieving true gender equality, addressing CEO representation, supporting part-time female managers, and promoting female representation in key decision-making positions

Question 3

Is the number of full-time female leadership roles related to gender equality actions?

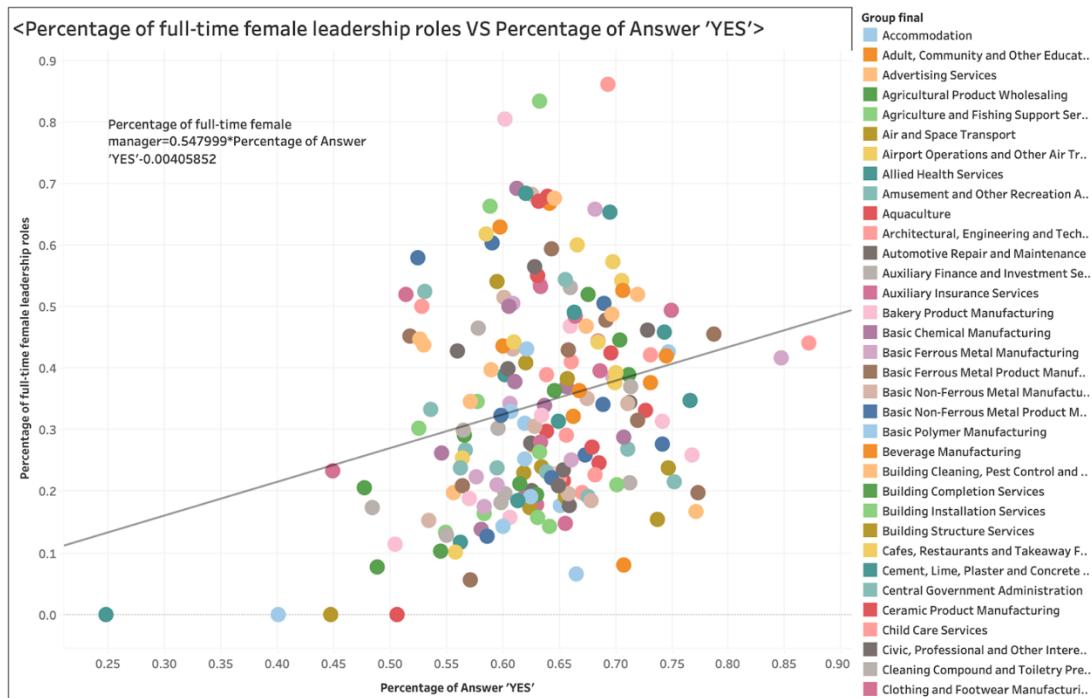


Figure 20. Percentage of Full-time Female Leadership Roles vs Percentage of Answer 'Yes'

Proportion of main insights theme in high level grouping

Number of Answer 'YES'
511,757

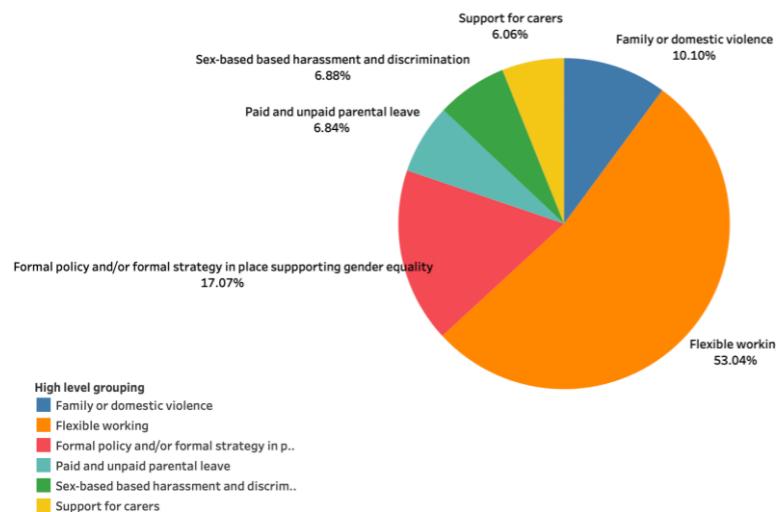


Figure 21. Proportion of Main Insights Theme

<Proportion of sub insights theme in support for carers>

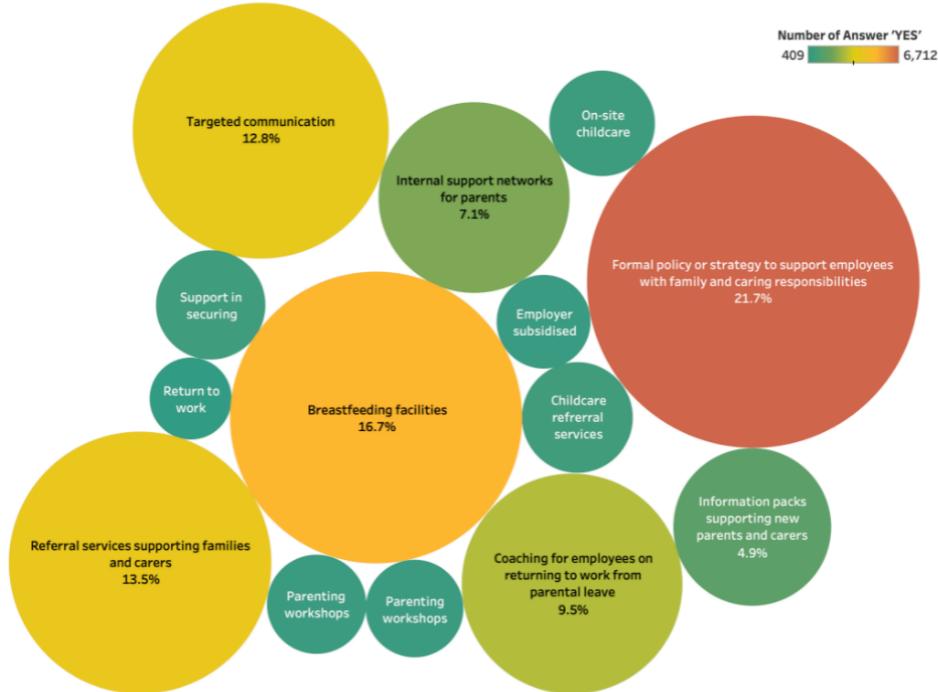


Figure 22. Proportion of Insight Theme in Support for Carer

Jessica would be interested in this question, because for those who are committed to gender equality, one of the reasons for promotion to manager is to become a decision-making leadership role to fully develop actions for gender equality in the workplace. It is important for Jessica to know whether female leadership roles have the awareness or the ability to defend gender equality, and which action needs to be paid more attention to.

According to Figure 20, the higher the proportion of female leadership roles in each industry, the more actions related to gender equality will be taken. It indicates that female leadership roles attach importance to gender equality in the workplace and have the influence to decide to take actions. Such an influence makes Jessica feel confident that becoming a manager is beneficial to achieve gender equality in the workplace. However, the uneven scatter chart means Jessica should pay more effort. Becoming a manager is not the end of achieving gender equality. Even so, the ideas from different genders are helpful in improving actions. Figure 20 also shows that when there are no women in leadership roles, less action is taken related to gender equality. In a context where leadership roles in most industries are dominated by men, it can be seen from Figures 21 and 22 that the relevant actions of support for carers are the least. Among them, most attention is paid to relevant policies and strategies, but the actual actions such as return to work bonuses and employer subsidized childcare are the least. According to WGEA (n.d.), the number of women in carers is higher than that of men. This proves that male leadership roles dominated will lead to imperfect actions due to the lack of relevant experience.

3.2.2 Discussion of key findings

For Question 1, we discovered that larger firms tend to develop more comprehensive policies and strategies regarding gender equality compared to smaller firms. This may suggest slower progress towards gender equality in smaller firms. The findings also highlight that the most common reason for not developing gender equality policies among the poor-performing companies is considering it a low-priority task.

For Question 2, we explored the opportunities for female employees to progress further in their careers among the Big 4 consulting firms (EY, KPMG, PwC, Deloitte). The findings reveal that all four companies have conducted remuneration gap analyses and have comprehensive relevant formal strategies/policies in place. KPMG stands out as the most responsive in terms of taking actions based on the analysis. PwC has the highest percentage of female management, suggesting that their gender equality policy could be the most effective. However, there are still underlying issues, such as all CEOs being men in the firm that disclosed CEO data, and underrepresentation of female managers in key decision-making positions.

For Question 3, we investigated the relationship between the number of full-time female leadership roles and gender equality actions. The findings indicate that industries with a higher proportion of female leadership roles tend to take more actions related to gender equality. This could suggest that female leadership roles prioritize gender equality in the workplace and have the influence to drive action. However, there is room for improvement, as the scatter chart shows uneven distribution. It is also highlighted that female managers should focus more actual actions on support for carers.

Based on our findings, PwC has a satisfactory performance overall in terms of providing females with promotion opportunities. However, females are still underrepresented in full-time senior/key management roles. Thus, it could be easier for Jessica to get promoted as management in the supporting department (other manager), which may require a change of role. Thus, Jessica should carefully consider her career choice as whether to leave the current role as data analyst for better promotion opportunities.

After Jessica becomes a manager, she not only needs to improve her leadership, but also needs to make decisions with reasonable evidence. Only when Jessica's decisions are convinced by her colleagues, can she really implement actions. Moreover, she should think about how to improve her actions from the perspective of a woman, especially in the "support for carers" that is currently lacking. In addition to the policies and strategies, Jessica should

SID: 520065547, 510177636, 510208871, 500269794, 480001906, 510332280

consider more about what benefits or facilities the company provides that can create a gender-equal environment for employees.

3.3 Katie

3.3.1 Overview of dataset

Persona	Question	Figure	Attribute	Summary explanation of data attribute
Katie	Question 1	Figure 23	Division final 1	Choose top 5 biggest industry
			High level grouping 1	Only focus on the paid and unpaid parental leave area
			Split level 1 selection	Employer who paid the parental leave in addition to any government paid
			Split answer	To show the yes or no percentage in each industry for the certain support policies.
			Value	To calculate the percentage of people who answer yes or no
		Figure 24	Division final 1	In this chart, only focus health industry
			High level grouping 1	Only focus on the paid and unpaid parental leave area
			Reporting year	Compare two-year data
			Split level 1 selection	Choose those item that cease their employment
			Value	To directly show how many people ceased their employment
		Figure 25	Division final 1	In this chart, only focus health industry
			High level grouping 1	Only focus on the paid and unpaid parental leave area
			Split answer	Only select the answer who said No, to see who did not provide these polices.
			Split level 1 selection	Focus on the employer-funded paid parental leave for first and second career.
			Group final1	Look at the subgroups for the certain employer-funded paid polices.
		Figure 26	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the Sex-based based harassment and discrimination
			Split level 1 selection	Choose those harassment related questions
			Reporting year	Only look at 2022
			Split answer	Yes and No to see the harassment support situation
		Figure 27	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the Sex-based based harassment and discrimination
			Split level 1 selection	Choose those harassment related questions
			Split answer	Focus on No, to look at who did not provide the harassment policies in subgroups.
			Group final1	Look at the subgroups for certain harassment support situations
		Figure 28	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the Family or domestic violence policy area
			Split level 1 selection	Choose all family or domestic violence related sub questions
			Split answer	Yes or No to see each sub policies supportive situation
			Reporting year	Only look at 2022 data
		Figure 29	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the Family or domestic violence area
			Split level 1 selection	Choose those domestic violence questions
			Split answer	Focus on No, to look at who did not provide the domestic violence policies in subgroups.
			Group final1	Look at the subgroups for certain domestic violence support situations.
	Question 2	Figure 30	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the employee movement area
			Split level 1 selection	Choose the male and female manager and non manager movement situation related items.
			Reporting year	Look at 2022 data
		Figure 31	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the formal polices to support gender equity area
			Split level 1 selection	Choose all the sub polices in support gender equity area to see the overall career support situations
			Split answer	Yes or no to see the support or non-support situation
	Question 3	Figure 32	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the actions on pay equity"
			Split level 1 selection	"Actions taken as a result of the gap" is an indicator shows people's attitude of gender pay gap.
			Split answer	[Split answer] ="YES" [Split answer] ="NO"
			Split Detail: Percentage of Answer 'Yes'	Split detail IF [Split answer] ="Yes". This attribute is used to investigate further into the action for what the person did for gender pay equality.
			Split Detail: Percentage of Answer 'No'	Split detail IF [Split answer] ="NO". This attribute is used to investigate further into the reasons for not having solutions.
		Figure 33	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the actions on pay equity"
			Split level 1 selection	"Remuneration gap analysis done" is an indicator shows people's attitude of remuneration gap.
			Split answer	[Split answer] ="YES" [Split answer] ="NO"
			Split Detail: Percentage of Answer 'Yes'	Split detail IF [Split answer] ="Yes". This attribute is used to further investigate when the person analyzed their remuneration levels.
			Split Detail: Percentage of Answer 'No'	Split detail IF [Split answer] ="NO". This attribute is used to investigate further into the reasons for not having remuneration gap analysis.
		Figure 34	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the formal policy and formal strategy in place supporting gender equality.
			Split level 1 selection	Focus on the actions on pay equity".
			Split answer	[Split answer] ="YES" [Split answer] ="NO"
			Split Detail: Percentage of Answer 'Yes'	Split detail IF [Split answer] ="Yes". This attribute is screening out what people believe is the root cause of gender pay inequality.
			Split Detail: Percentage of Answer 'No'	Split detail IF [Split answer] ="No". This attribute filters out why people think the policy or strategy is ineffective against gender injustice.
		Figure 35	Division final 1	Only focus on the health industry
			High level grouping 1	Focus on the formal policy and formal strategy in place supporting gender equality.
			Split level 1 selection	Focus on the formal policy and formal strategy in place supporting.
			Split answer	[Split answer] ="YES" [Split answer] ="NO"
			Split Detail: Percentage of Answer 'Yes'	Split detail IF [Split answer] ="Yes". This attribute filters out people who believe that the pay gap caused by gender inequity does not need to be improved.
			Split Detail: Percentage of Answer 'No'	Split detail IF [Split answer] ="No". This attribute explains people's suggestions for improving the remuneration gap.

Question 1:

Has the health industry done enough to address women's specific social and physical needs (domestic violence, workplace sexual harassment, parental leave)?

(1) Parental leave

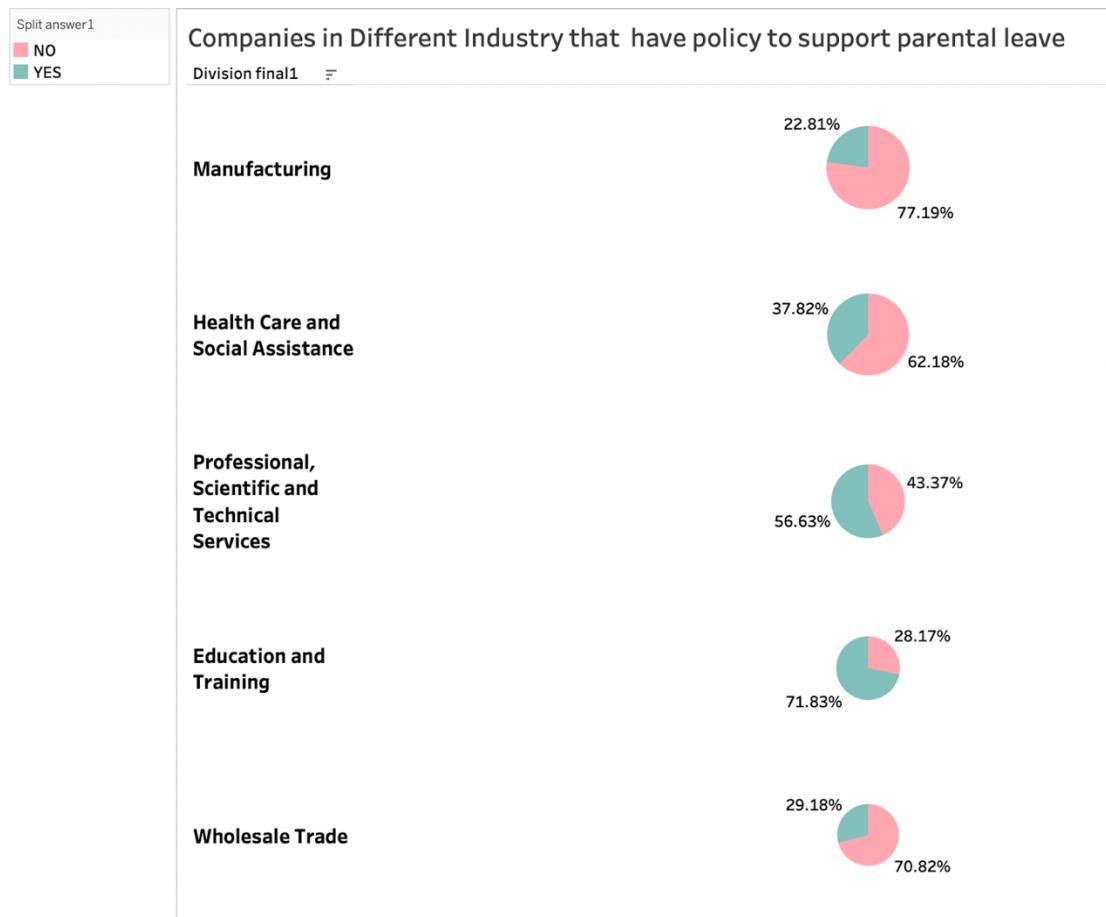


Figure 23

Figure 23 shows the top 5 biggest industries in Australia in 2022. The percentage of employers supporting parental leave policy is 37.82%, lower than that of the professional scientific and technical service industry (56.63%) and that of the education and training industry (71.83%). For parental leave policy, the health industry is not that supportive.

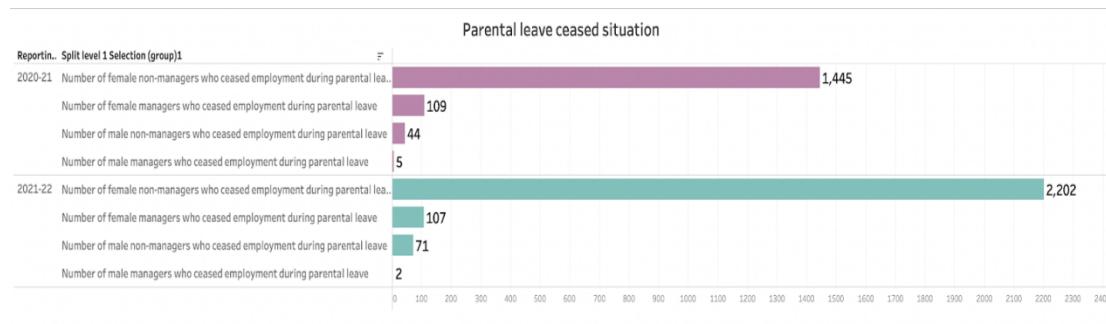


Figure 24

Figure 24 reveals manager and non-manager who ceased employment during parental leave in two years. From the graph, it can be seen that 1,445 female non-managers ceased their career because of giving birth in 2021, a much higher figure compared to female managers, male non-managers, and male managers. And things became even worse in 2022, with 2,202 female non-managers ceasing their career.



Figure 25

Figure 25 looks at details of those subgroups which did not provide employer-funded pay. Other social assistance services are the most unsupportive subgroup compared to other subgroups, and the second unsupportive subgroup is residential care services. Most industries are less supportive of second births than the first.

(2) Harassment

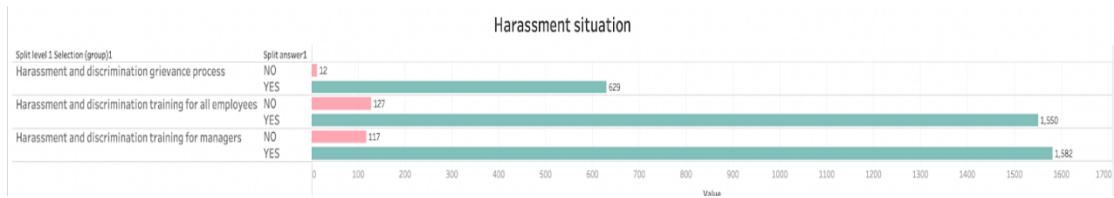


Figure 26

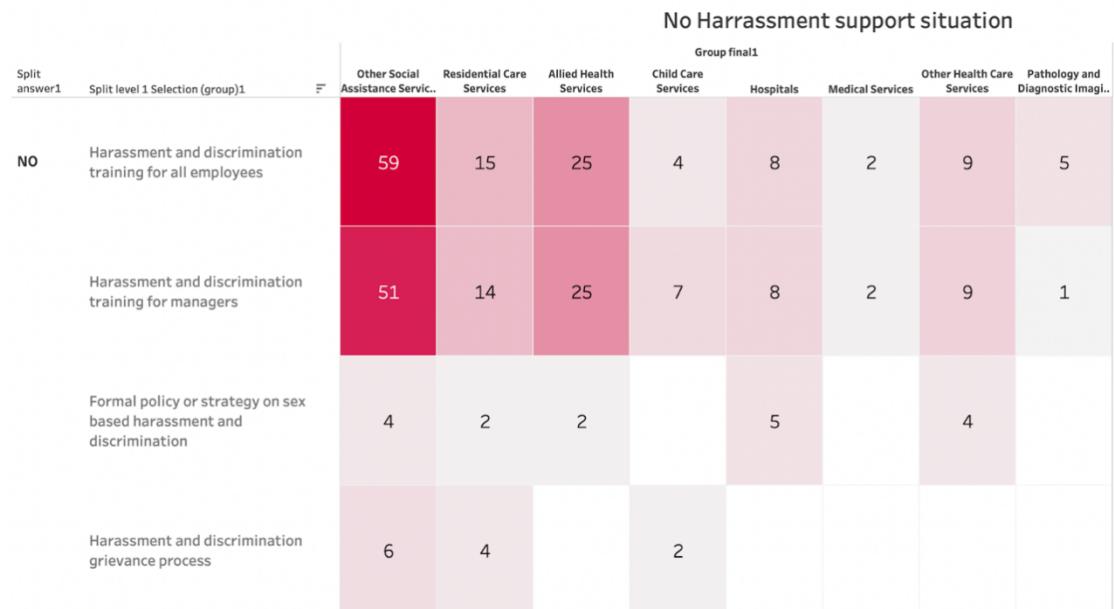


Figure 27

According to figure 26 & 27, the Health industry provides quite a good grievance process and training of harassment in 2022. Far more employees answered yes than no on all of these policies, which means in the harassment aspect, the health industry did well to protect females. It's a positive sign that those harassment policies are comprehensive and supportive. Looking at details of no answers, other social assistance services and residential care services are still the two defective subgroups in harassment policy. Especially in the training part, these two subgroups didn't give sufficient training of harassment.

(3) Domestic violence

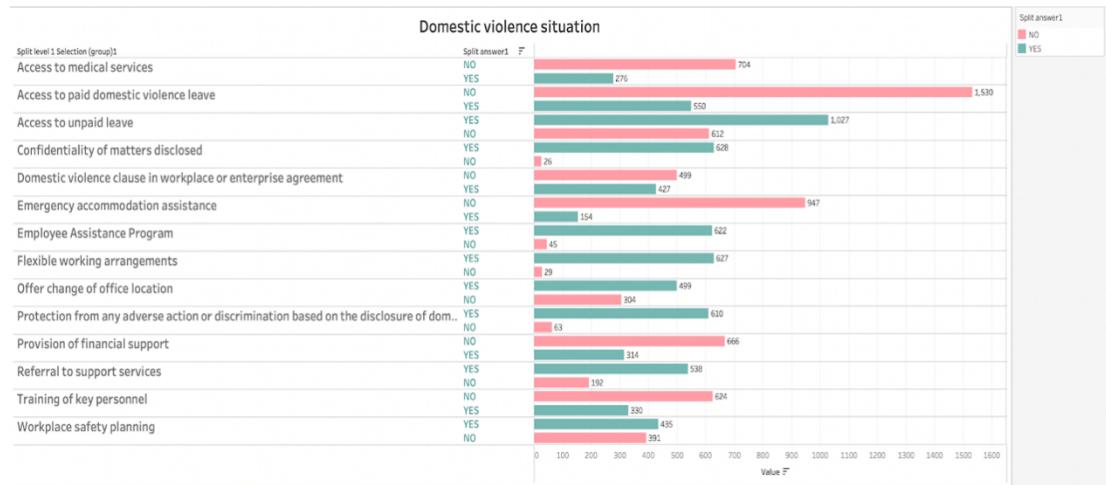


Figure 28

Split answer1	Split level 1 Selection (group)1	F	Group final1							
			Other Social Assistance Services	Residential Care Services	Allied Health Services	Child Care Services	Hospitals	Medical Services	Other Health Care Services	Pathology and Diagnostic Imagin..
NO	Access to paid domestic violence leave		636	419	137	102	41	58	74	63
	Emergency accommodation assistance		389	252	89	38	44	38	67	30
	Access to medical services		338	170	62	37	15	24	38	20
	Provision of financial support		279	158	61	30	37	31	53	17
	Training of key personnel		227	198	55	26	25	30	37	26
	Access to unpaid leave		283	128	59	35	15	24	39	29
	Domestic violence clause in workplace or..		234	106	51	35	10	18	31	14
	Workplace safety planning		134	101	42	20	17	19	36	22
	Offer change of office location		109	110	25	4	18	12	21	5
	Referral to support services		77	56	21	14	6	2	13	3
	Protection from any adverse action or di..		26	22	7		2	1		5
	Employee Assistance Program		8	17	12		4		4	
	Flexible working arrangements		14	7	5	1	1	1		
	Confidentiality of matters disclosed		11	5	4	2			1	3

Figure 29

For employees who are victims of domestic violence (Figure 28 & 29), most of them can only access unpaid leave, and only a few will have access to medical services in 2022. Moreover, most companies do not provide emergency assistance, and training of key personnel is not enough. Looking at the details of the answer no, it can be seen that other social assistance services and residential care services are particularly lacking in support for paid domestic violence leave.

Question 2:

Are there still potential hidden injustices that women suffer in their career?

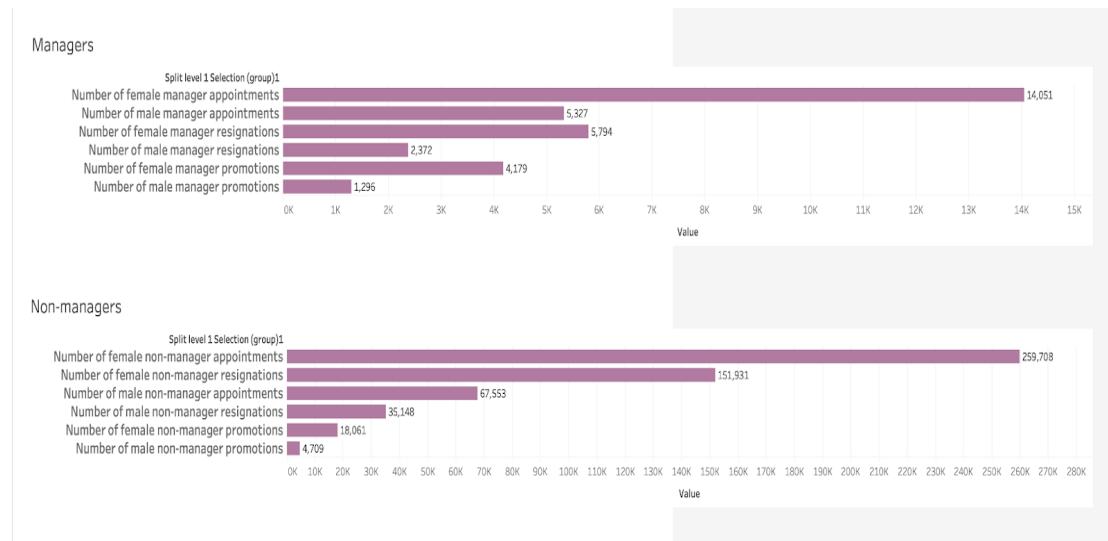


Figure 30

Figure 30 indicates the manager movement and non-manager movement in 2022. Even though the appointment of female managers and non-managers are 14,051 and 259,708 respectively, which are much more than appointment of male managers (5,237) and non-managers (67,553), there are still hidden inequity in the career movement between female and male. Considering that the health industry is a female dominant industry, the ratio of female to male is approximately 4:1. But the appointment ratio of manager between female and male is 2.63:1 and the appointment ratio of non-manager between female and male is 3.84:1. It is clear to see that the non-manager appointment ratio is close to the original gender ratio, but looking at the manager appointment ratio, male managers are easier to be appointed compared to female managers. A hidden vertical segregation in the health industry is shown in the appointment ratio.

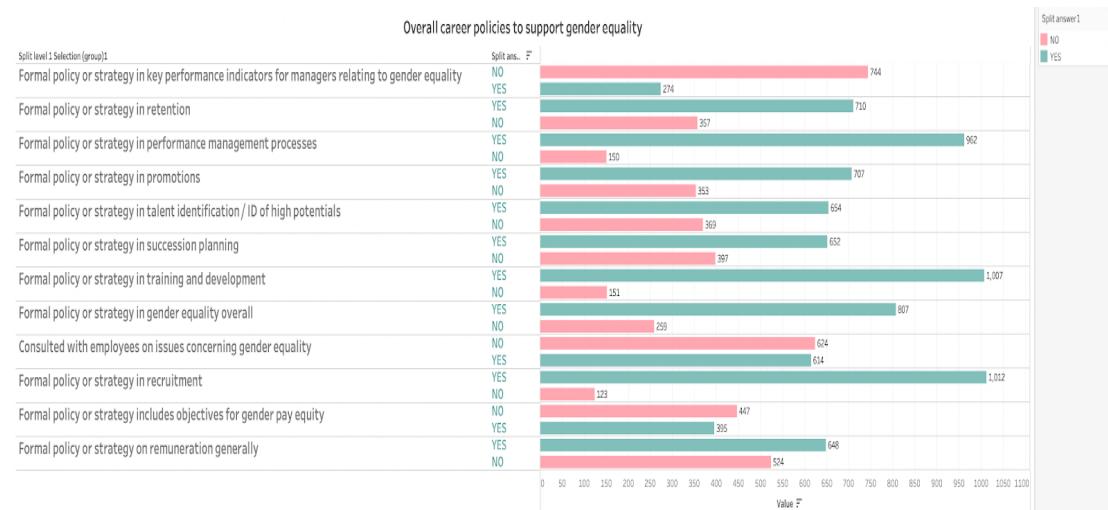


Figure 31

According to figure 31, formal policy or strategy in KPI for managers relating to gender equality could be a potential hidden injustice that women can suffer in 2022. Because of the vertical segregation, if gender equality is not treated as one of the KPI for managers, those male managers could still not have awareness to treat female subordinates fairly, even though there are other policies to ensure promotion or retention. Besides, it also indicates that most companies do not include objectives for gender pay equity in their policies and do not provide enough consultant services for gender equity.

Question 3:

Have people in the healthcare industry taken action for the gender payment gap? How can the gap be improved?

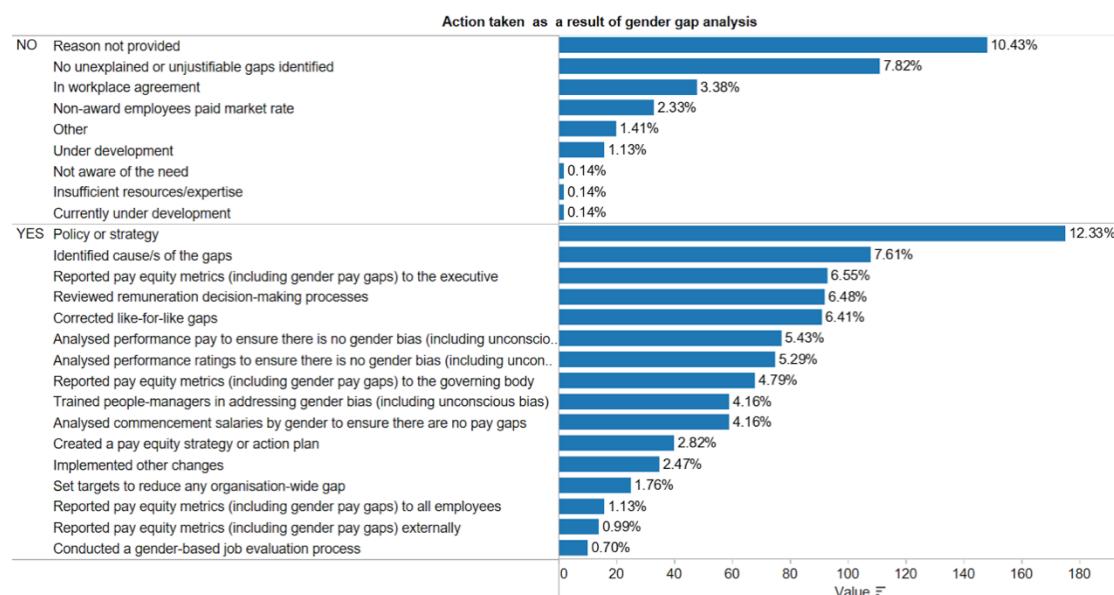


Figure 32

Figure 32 shows that 73.06% of health industry respondents have taken actions to address the payment gap, while 27.96% have not. Among those who did not act, 7.82% cited a lack of awareness regarding gender-based payment disparity, potentially due to inadequate career support. This highlights the need to raise awareness and emphasize the importance of gender equality in income protection.

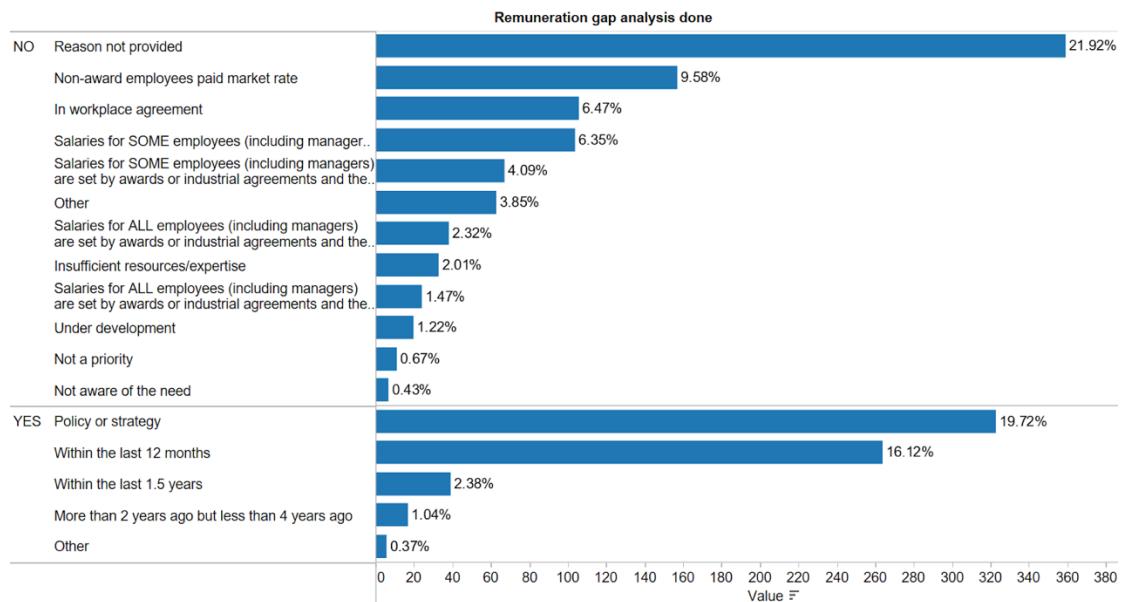


Figure 33

In figure 33, of those who took action, 12.33% resolved the issue through government policies or organizational strategies, indicating a reliance on external entities for assistance. A majority of respondents have not thoroughly analyzed the pay gap, with 9.58% having fixed pay rates based on the market and 6.35% having their pay determined by workplace agreements. Moreover, 14.29% stated limited room for wage negotiation due to fixed industry agreements, potentially perpetuating the gender pay gap.

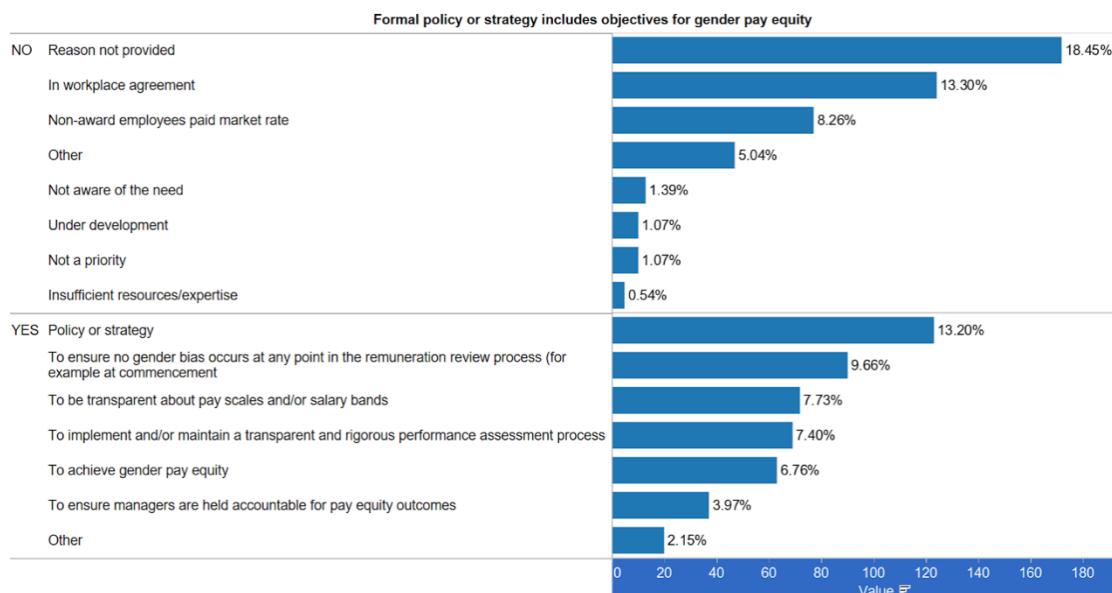


Figure 34

Figure 34 reveals widespread dissatisfaction among health industry professionals with the current pay policies, particularly workplace agreements, accounting for 13.37% of respondents. This dissatisfaction could be linked to

the gender issues in management structures mentioned in question 1. In the female-dominated health industry, organizations may attract male employees by offering higher pay through men's agreements.

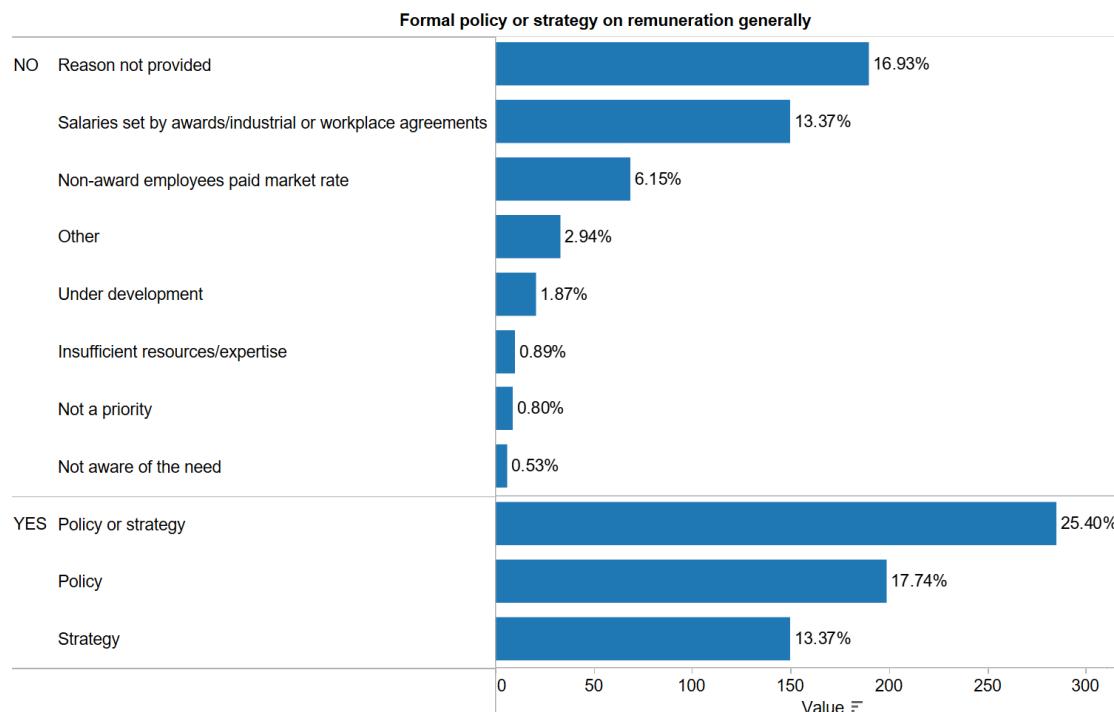


Figure 35

According to figure 35, On a positive side, 13.2% of respondents believe it is crucial to advocate for policy and strategy improvements, highlighting the industry's dependence on government intervention. 9.66% of respondents suggest that addressing gender-based payment injustice can be achieved by reviewing the payment designation process. Some respondents propose greater financial transparency, such as disclosing pay or performance data, as a means to rectify the situation. However, concerns about compromising information privacy are raised. Only 6.76% of individuals persistently prioritize addressing the fundamental issue of gender inequality to achieve long-term income equality.

In practice, this is a complex process involving various strategies and stakeholders, leading individuals to prefer solutions with short-term, visible outcomes.

3.3.2 Discussion of key findings

1) Question 1

Based on the visualization result, the health industry still has some aspects for improvements in order to address special physical needs among females.

Katie recommends that employers should be provided with mandatory parental leave when they reach a certain size at an overall level. This may be due to the fact that the health industry has more casual jobs and part-time employees, which makes it impossible to provide stable parental benefits to these mobile employees. More in-depth research should be done on women and men who have terminated their careers due to parental leave to find out if they had to give up their careers due to insufficient support from their employers.

Sexual harassment policies should focus on a few specific subgroups in the industry, especially Other Social Assistance Services, Residential care services and Allied Health Services, supporting sexual harassment policies and urging them to improve the relevant regulations as soon as possible.

For paid parental leave, Katie thinks more detailed domestic violence rating scales should be developed to provide appropriate paid support. Katie also suggests that there should also be a requirement for employers of a certain size to provide emergency domestic violence assistance. Many victims are also unaware of the medical assistance available after domestic violence, and employers should provide appropriate policy advocacy so that victimized employees can receive adequate medical assistance.

2) Question 2

According to visualization results, there is still some vertical gender segregation in the health industry, with men having a better chance of being appointed as managers in a female-dominated industry. Therefore, Katie recommends that it is essential for employers to proactively provide unconscious bias training, especially for managerial and decision-making roles. Raise awareness of how bias affects decisions about promotion and career opportunities. Also, employers should provide leadership development to all employees without discrimination. These trainings are dedicated to eliminating gender vertical segregation in the health industry.

In terms of promotion policies, Kaitie suggests gender-related KPIs should be promoted as an assessment requirement for managers, which is especially important due to the significant gender vertical segregation in the health industry. Because it is a key dimension of creating an inclusive environment in which everyone has the same opportunities for growth and advancement and eliminating the potential discrimination as much as possible.

Katie believes promoting consultant services of gender equity is also necessary. Gender equity consultants can develop and provide training programs for employees and management. This can increase awareness and understanding of gender equality issues and promote a more inclusive company culture. And

gender equity consultants have the expertise and knowledge to identify gender bias and inequities in your company's structure, policies and practices. When employees see that their employer is actively committed to promoting gender equality, they are more likely to feel valued and satisfied at work, resulting in less attrition.

3) Question 3

Based on previous visualization findings, there are some suggestions for Katie, a responsible industry representor to address the pay gap in. Firstly, it's essential to support and educate healthcare workers about gender pay disparities, through mediums like training sessions, seminars, and online resources. Initiatives like Equal Pay Day by Lean In, aimed at illuminating pay inequality, could be implemented (Hahn 2014).

Katie could also seek help from the local government. In terms of the policy, stick to policies that develop pay equity and gender equality in the workplace. For example, Iceland implemented legislation requiring companies to certify equal pay, making it the first country to legislate for equal pay certification (Wagner 2022, p. 488). This approach holds employers accountable and ensures transparency in compensation practices. Moreover, employers should encourage a culture of salary negotiation and transparent compensation policies (Wagner 2022, p. 488). This can empower employees to understand their worth and fight for fair remuneration.

4. Conclusion and recommendations

4.1 PAPA framework

Privacy: The information used in this report is based on the consent of the respondents to ensure their privacy is protected, including personal details such as name and age. Privacy is of utmost importance not only to employees, but to any other individual who may be associated with shared data. For example, in terms of gender identity, WEGS' survey report provides a "Gender X" for those who prefer not to disclose their gender. option. WEGA therefore guarantees that the disclosed information will not be used for other purposes without the express consent of the individual.

Accuracy: The accuracy of the data in this report mainly depends on employers and employees, and WEGA validates the accuracy of the analysis by their consistency. For example, the accurate salary information of employees corresponds to the real strategy of employers, so that the root

causes of gender inequality in the industry can be found. Any inaccuracies could distort performance gaps and thus lead to wrong policy decisions. Additionally, robust data cleaning improves accuracy (Carsten 2021, p. 458) . In the quantitative survey part, there are many invalid responses. If they are directly regarded as 0 to measure the value, it may limit the normal distribution of the data, so WGEA treats these missing values as 'null' to facilitate data cleaning.

Property: While individual data is the legal property of respondents, aggregated data is viewed as a collective resource aimed at improving gender inequality (Parrish 2014, p. 188). The inquiry regulates the ownership of business data, such as the Australian Business Number (ABN) database, to prevent misuse. WGEA provides a public reporting page with all submitted reports, balancing transparency and publicity.

Accessibility: This report and source data have been presented to all stakeholders on the WGEA website, but at the same time there are copyright restrictions, which are the protection of the interviewees. In addition, WGEA's data management policy complies with the Creative Commons BY standards recommended by Australian government agencies, ensuring information accessibility while respecting intellectual property rights (Carsten 2021, p. 458).

4.2 Summary and recommendations

In this project, we learned to use a Gantt chart to develop the plan and process of the project, including timeline and milestones. Gantt chart is helpful for us to break problems into small tasks and assign them to each team member, which improves the flexibility, coordination and motivation of the team. The setting of Milestones helps us timely discover and solve the problems. In addition, our BI questions were always changed due to our further understanding of the data. We realized that the impact of change would make us feel depressed. Therefore, it was necessary to communicate well with team members, including explaining the plan and sustainability of our change and giving them emotional support. In the next project, we may delve into whether these actions and policies are effective.

For stakeholders, our analysis provides the direction for governments to formulate gender equality regulations, such as the pay gap in the health industry; provides business owners and senior management staff with the awareness and direction of a company's gender policy and actions, such as support for careers; and provides a guide for employees who want to change industries.

Jane's advice is to focus on financial management positions in the health care industry. Jessica's advice is to network with managers, learn how female managers promote gender equality, and get relevant advice from them. Katie's advice is to conduct grassroots visits to employees to understand their hidden actual needs. Detailed recommendations for the three persona have been mentioned in the key findings above.

4.3 Limitations

During our analysis, we found the limitations of the data set and the questionnaire: (1) Both respondents who did not want to disclose their gender and Gender X (Indeterminate/Intersex/Unspecified) respondents may be recorded in "Gender X". This could potentially introduce errors in the distribution analysis. (2) In certain multiple-choice questions, many of the answers provided are 'reason not provided'. (3) The questionnaire lacks numerical variables for further analysis. For example, it is difficult to verify whether the policy of pay equity is effective without a specific salary of men and women. (4) The questionnaire lacks the information on policy making, including the gender and the position of the decision-maker, which can help study how to promote gender equality in policy making.

According to the above limitations, if we have more money and time, we can: (1) set an additional "do not want to disclose information" option for gender or other personal information questions; (2) use the online questionnaire website to design the questionnaire, and each question must be answered; (3) add questions about the numerical variables, such as salary; and (4) add a module of policy making information.

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6. Appendixes

Jane:

Appendix 1

1	ABN	LEGAL_NAN	Reporting y	Business siz	Division fin	Subdivision	Group final	ANZSIC cod	High level grouping	Split level 1	Split DETAIL	Split answer	Value Type	Value
2	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Casual staff Clerical and Female		Count		3
3	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Casual staff Clerical and Male		Count		1
4	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Casual staff Community Female		Count		72
5	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Casual staff Community Male		Count		1
6	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Casual staff Professional Female		Count		5
7	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time cc Community Female		Count		4
8	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc CEO	Male	Count		1
9	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc Clerical and Female		Count		2
10	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc Community Female		Count		36
11	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc Community Male		Count		1
12	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc Key manage Male		Count		2
13	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc Other mana Female		Count		10
14	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc Professional Female		Count		16
15	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Full-time pc Professional Male		Count		1
16	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Part-time cc Community Female		Count		12
17	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Part-time pi Clerical and Female		Count		9
18	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Part-time pi Community Female		Count		56
19	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Part-time pi Community Male		Count		1
20	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce breakdown	Part-time pi Key manage Female		Count		3

Appendix 2

1	ABN	LEGAL_NAN	Reporting y	Business siz	Division fin	Subdivision	Group final	ANZSIC cod	High level g	Split level 1	Split DETAIL	Split answer	Value Type	Value
2	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce	Full-time pc CEO	Male	Count		1
3	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce	Full-time pc Other mana Female		Count		10
4	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Workforce	Part-time pc Other mana Female		Count		11
5	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Workforce	Full-time pc CEO	Female	Count		1
6	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Workforce	Full-time pc Other mana Female		Count		1
7	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Workforce	Full-time pc Other mana Male		Count		3
8	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Workforce	Full-time pc Senior mana Male		Count		4
9	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Casual staff	Other mana Male	Count		1
10	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Casual staff	Senior mana Male	Count		2
11	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Full-time cc Other mana Male		Count		1
12	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Full-time pc CEO	Male	Count		1
13	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Full-time pc Other execu Male		Count		3
14	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Full-time pc Other mana Female		Count		9
15	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Full-time pc Other mana Male		Count		33
16	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Full-time pc Senior mana Female		Count		1
17	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Workforce	Full-time pc Senior mana Male		Count		7
18	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,			5413	Workforce	Full-time pc CEO	Male	Count		1
19	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,			5413	Workforce	Full-time pc Other execu Female		Count		1
20	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,			5413	Workforce	Full-time pc Other mana Female		Count		13

Appendix 3

1	ABN	LEGAL_NAN	Reporting y	Business siz	Division fin	Subdivision	Group final	ANZSIC cod	High level grouping	Split level 1 Selection (group)	Split DETAIL	Split answer	Value Type	Value
2	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Formal policy and/or fc	Formal policy or strategy ir	Reason not NO	Businesses		1
3	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Formal policy and/or fc	Formal policy or strategy ir	Under devel NO	Businesses		2
4	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,			5413	Formal policy and/or fc	Formal policy or strategy ir	In workplace NO	Businesses		1
5	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,			5413	Formal policy and/or fc	Formal policy or strategy ir	Non-award NO	Businesses		1
6	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,			5413	Formal policy and/or fc	Formal policy or strategy ir	Reason not NO	Businesses		1
7	1.1001E+10	Yarrawonga	2021-22	<250	Accommodi	Food and Be Clubs (Hosp		4530	Formal policy and/or fc	Formal policy or strategy ir	Poly or str YES	Businesses		1
8	1.1001E+10	Yarrawonga	2021-22	<250	Accommodi	Food and Be Clubs (Hosp		4530	Formal policy and/or fc	Formal policy or strategy ir	To ensure in YES	Businesses		1
9	1.1002E+10	Employers N	2021-22	1000-4999	Financial an Insurance ar Health and t			6322	Formal policy and/or fc	Formal policy or strategy ir	In workplace NO	Businesses		1
10	1.1002E+10	Employers N	2021-22	1000-4999	Financial an Insurance ar Health and t			6322	Formal policy and/or fc	Formal policy or strategy ir	Non-award NO	Businesses		1
11	1.1002E+10	Employers N	2021-22	1000-4999	Financial an Insurance ar Health and t			6322	Formal policy and/or fc	Formal policy or strategy ir	Reason not NO	Businesses		1
12	1.1002E+10	Pacific Hills	2021-22	250-499	Education a Preschool ai School Educ			8023	Formal policy and/or fc	Formal policy or strategy ir	Not a priori NO	Businesses		1
13	1.1002E+10	Pacific Hills	2021-22	250-499	Education a Preschool ai School Educ			8023	Formal policy and/or fc	Formal policy or strategy ir	Reason not NO	Businesses		1
14	1.1003E+10	Isentia Pty L	2021-22	<250	Information Library and Other Infor			6020	Formal policy and/or fc	Formal policy or strategy ir	Non-award NO	Businesses		1
15	1.1003E+10	Isentia Pty L	2021-22	<250	Information Library and Other Infor			6020	Formal policy and/or fc	Formal policy or strategy ir	Reason not NO	Businesses		1
16	1.1004E+10	Ensign Labc	2021-22	250-499	Manufacturi	Basic Chemi Pharmaceut		1841	Formal policy and/or fc	Formal policy or strategy ir	In workplace NO	Businesses		1
17	1.1004E+10	Ensign Labc	2021-22	250-499	Manufacturi	Basic Chemi Pharmaceut		1841	Formal policy and/or fc	Formal policy or strategy ir	Non-award NO	Businesses		1
18	1.1004E+10	Ensign Labc	2021-22	250-499	Manufacturi	Basic Chemi Pharmaceut		1841	Formal policy and/or fc	Formal policy or strategy ir	Reason not NO	Businesses		1
19	1.1005E+10	B M W Aust	2021-22	<250	Wholesale T Motor Vehic	Motor Vehic		3501	Formal policy and/or fc	Formal policy or strategy ir	Poly or str YES	Businesses		1
20	1.1005E+10	B M W Aust	2021-22	<250	Wholesale T Motor Vehic	Motor Vehic		3501	Formal policy and/or fc	Formal policy or strategy ir	To achieve c YES	Businesses		1

Appendix 4

1	ABN	LEGAL_NAN	Reporting y	Business siz	Division fin	Subdivision	Group final	ANZSIC cod	High level grouping	Split level 1 Selection (group)	Split DETAIL	Split answer	Value Type	Value
2	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Flexible working	Compressed working week	Not a priori NO	Businesses		1
3	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Flexible working	Compressed working week	Reason not NO	Businesses		1
4	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Flexible working	Telecommuting (options for managers)	YES	Businesses		1
5	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Flexible working	Telecommuting (options fc Same optio	YES	Businesses		1
6	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Flexible working	Telecommuting (options fc Same optio	YES	Businesses		1
7	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Et			8010	Flexible working	Telecommuting (options fc Same optio	YES	Businesses		1
8	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Flexible working	Compressed working week	Not aware o NO	Businesses		1
9	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Flexible working	Compressed working week	Reason not NO	Businesses		1
10	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Flexible working	Telecommuting (options for managers)	YES	Businesses		1
11	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Flexible working	Telecommuting (options fc Same optio	YES	Businesses		1
12	1.1E+10	Morris; Mrn	2021-22	<250	Manufacturi	Fabricated N Metal Conta		2239	Flexible working	Telecommuting (options fc Same optio	YES	Businesses		1
13	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Flexible working	Compressed working week	Insufficient NO	Businesses		1
14	1.1E+10	Colas Austr	2021-22	250-499	Constructio	Heavy and C Heavy and C		3101	Flexible working	Compressed working week	Reason not NO	Businesses		1
15</														

Appendix 5

1	ABN	LEGAL_NAN Reporting y	Business size	Division	fin	Subdivision	Group final	ANZSIC cod	High level grouping	Split level 1 Selection (group)	Split DETAIL	Split answer	Value Type	Value
2	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Ed		8010 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	0	0
3	1.1E+10	Morris; Mor	2021-22	<250	Manufacturi	Fabricated Metal Conta	2239 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	0	0
4	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,		5413 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	2	2
5	1.1001E+10	Wideline Pt	2021-22	250-499	Manufacturi	Fabricated M Structural M	2223 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	0	0
6	1.1002E+10	R F Industri	2021-22	250-499	Manufacturi	Machinery a Computer a	2422 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	0	0
7	1.1002E+10	Employers N	2021-22	1000-4999	Financial an Insurance ar Health and t		6322 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	13	13
8	1.1002E+10	Pacific Hills	2021-22	250-499	Education a Preschool ai School Educ		8023 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	1	1
9	1.1002E+10	Crawford &	2021-22	500-999	Financial an Auxiliary Fir	Auxiliary Ins	6420 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	2	2
10	1.1004E+10	Ensign Labc	2021-22	250-499	Manufacturi	Basic Chemi Pharmaceut	1841 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	0	0
11	1.1005E+10	B M W Aust	2021-22	<250	Wholesale T Motor Vehic	Motor Vehic	3501 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	6	6
12	1.1005E+10	Australia At	2021-22	5000+	Financial an Finance	Depository I	6221 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	77	77
13	1.1005E+10	Fantech Pty	2021-22	<250	Manufacturi	Machinery a Other Mach	2499 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	0	0
14	1.1006E+10	Odyssey Ho	2021-22	<250	Health Care Residential	Residential t	8609 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	1	1
15	1.1008E+10	Zurich Finar	2021-22	1000-4999	Financial an Insurance ar Life Insuran		6310 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	8	8
16	1.1008E+10	Australian Ir	2021-22	250-499	Other Servic Personal an Civic, Profes		9551 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	1	1
17	1.1059E+10	Surpork Pty	2021-22	1000-4999	Agriculture, Agricuture	Other Livest	192 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	0	0
18	1.1068E+10	Bendigo Ar	2021-22	5000+	Financial, Agriculture	Depository I	6221 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	30	30
19	1.1078E+10	Mecca Branc	2021-22	1000-4999	Retail Trade Other Store	Pharmaceut	4271 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	25	25
20	1.1079E+10	Lifestyle Coi	2021-22	<250	Construction Building Co	Residential I	3011 Paid and unpaid paren	Number of female managers who utilised primary p	Count	Paid and unpaid paren	Number of female managers who utilised primary p	Count	4	4

Appendix 6

1	ABN	LEGAL_NAN Reporting y	Business size	Division	fin	Subdivision	Group final	ANZSIC cod	High level grouping	Split level 1 Selection (group)	Split DETAIL	Split answer	Value Type	Value
2	1.1E+10	Colas Austral	2021-22	250-499	Construction Heavy and Heavy C		3101 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
3	1.1001E+10	Yarrawonga	2021-22	<250	Accommodi Food and Be Clubs (Hosp		4530 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
4	1.1002E+10	R F Industri	2021-22	250-499	Manufacturi	Machinery a Computer a	2422 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
5	1.1004E+10	Ensign Labc	2021-22	250-499	Manufacturi	Basic Chemi Pharmaceut	1841 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
6	1.1059E+10	Surpork Pty	2021-22	1000-4999	Agriculture, Agriculture	Other Livest	192 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
7	1.1066E+10	Australian F	2021-22	<250	Financial an Auxiliary Fir	Auxiliary Fir	6411 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
8	1.1079E+10	Lifestyle Coi	2021-22	<250	Construction Building Co	Residential I	3011 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
9	1.108E+10	Little Compi	2021-22	5000+	Health Care Residential	Residential t	8601 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
10	1.1088E+10	Unity Bank I	2021-22	<250	Financial an Finance	Depository I	6221 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
11	1.1107E+10	Seventh-Da	2021-22	500-999	Education a Preschool ai School Educ		8023 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
12	1.111E+10	Carrington	2021-22	500-999	Health Care Residential	Residential t	8601 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
13	1.1119E+10	Envato Pty L	2021-22	250-499	Professional Computer S	Computer S	7000 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
14	1.1119E+10	Redbubble I	2021-22	<250	Professional Computer S	Computer S	7000 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
15	1.1133E+10	Aioi Nissay	2021-22	<250	Financial an Insurance ar Health and t		6322 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
16	1.1154E+10	Australasian	2021-22	250-499	Manufacturi	Food Produ	1132 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
17	1.1157E+10	Everability C	2021-22	<250	Health Care Medical and Allied Healt		8539 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
18	1.116E+10	EMPLOYEE	2021-22	<250	Information Publishing	(Software Pu	5420 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
19	1.1643E+10	MINE TECH	2021-22	<250			4251 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1
20	1.1886E+10	The Trustee	2021-22	1000-4999	Retail Trade	Other Store	4251 Support for carers	Coaching for employees or Available at YES	Businesses	Support for carers	Coaching for employees or Available at YES	Businesses	1	1

Appendix 7

1	ABN	LEGAL_NAN Reporting y	Business size	Division	fin	Subdivision	Group final	ANZSIC cod	High level grouping	Split level 1 Selection (group)	Split DETAIL	Split answer	Value Type	Value	
2	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Ed		8010 Sex-based based haras	Harassment and discrimina	In sufficient	NO	Businesses		1	1	
3	1.1E+10	Integricare	2021-22	250-499	Education a Preschool ai Preschool Ed		8010 Sex-based based haras	Harassment and discrimina	Reason not	NO	Businesses		1	1	
4	1.1E+10	Morris; Mor	2021-22	<250	Manufacturi	Fabricated Metal Conta	2239 Sex-based based haras	Harassment and discrimination	Training YES	YES	Businesses		1	1	
5	1.1E+10	Morris; Mor	2021-22	<250	Manufacturi	Fabricated Metal Conta	2239 Sex-based based haras	Harassment and discrimina	At inductior	YES	Businesses		1	1	
6	1.1E+10	Morris; Mor	2021-22	<250	Manufacturi	Fabricated Metal Conta	2239 Sex-based based haras	Harassment and discrimina	Every three	YES	Businesses		1	1	
7	1.1E+10	Colas Austral	2021-22	250-499	Construction Heavy and Heavy C		3101 Sex-based based haras	Harassment and discrimination	training YES	YES	Businesses		1	1	
8	1.1E+10	Colas Austral	2021-22	250-499	Construction Heavy and Heavy C		3101 Sex-based based haras	Harassment and discrimina	Inductior YES	YES	Businesses		1	1	
9	1.1E+10	Colas Austral	2021-22	250-499	Construction Heavy and Heavy C		3101 Sex-based based haras	Harassment and discrimina	One-ti YES	YES	Businesses		1	1	
10	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,		5413 Sex-based based haras	Harassment and discrimina	training YES	YES	Businesses		1	1	
11	1.1001E+10	Scholastic A	2021-22	500-999	Information Publishing (Newspaper,		5413 Sex-based based haras	Harassment and discrimina	At inductior YES	YES	Businesses		1	1	
12	1.1001E+10	Wideline Pt	2021-22	250-499	Manufacturi	Fabricated Structural M	2223 Sex-based based haras	Harassment and discrimina	Varies across YES	YES	Businesses		1	1	
13	1.1001E+10	Yarrawonga	2021-22	<250	Accommodi	Food and Be Clubs (Hosp	4530 Sex-based based haras	Harassment and discrimina	training YES	YES	Businesses		1	1	
14	1.1001E+10	Yarrawonga	2021-22	<250	Accommodi	Food and Be Clubs (Hosp	4530 Sex-based based haras	Harassment and discrimina	At inductior YES	YES	Businesses		1	1	
15	1.1001E+10	Yarrawonga	2021-22	<250	Accommodi	Food and Be Clubs (Hosp	4530 Sex-based based haras	Harassment and discrimina	Every one-ti YES	YES	Businesses		1	1	
16	1.1002E+10	R F Industri	2021-22	250-499	Manufacturi	Machinery a Computer a	2422 Sex-based based haras	Harassment and discrimina	At inductior YES	YES	Businesses		1	1	
17	1.1002E+10	R F Industri	2021-22	250-499	Manufacturi	Machinery a Computer a	2422 Sex-based based haras	Harassment and discrimina	Varies across YES	YES	Businesses		1	1	
18	1.1002E+10	Employers N	2021-22	1000-4999	Financial an Insurance ar Health and t		6322 Family or domestic	Viol	Formal policy or strategy	Strategy	YES	Businesses		1	1
19	1.1002E+10	Pacific Hills	2021-22	250-499	Education a Preschool ai School Educ		8023 Family or domestic	Viol	Formal policy or strategy	Strategy	YES	Businesses		1	1
20	1.1002E+10	Pacific Hills	2021-22	250-499	Education a Preschool ai School Educ		8023 Family or domestic	Viol	Formal policy or strategy	Strategy	YES	Businesses		1	1

Jessica:

Appendix 9

	Business sizes	High level grouping	Split level 1 Selection (group)	Split DETAIL	Split answer
0	250-499	Action on pay equity	Remuneration gap analysis done	Non-award reason	NO
1	250-499	Action on pay equity	Remuneration gap analysis done	Reason not paid	NO
2	250-499	Action on pay equity	Remuneration gap analysis done	Salaries for S	NO
3	250-499	Employee movement	Number of casual female manager appointments		
4	250-499	Employee movement	Number of casual female manager promotions		
5	250-499	Employee movement	Number of casual female manager resignations		
6	250-499	Employee movement	Number of casual female non-manager appointments		
7	250-499	Employee movement	Number of casual female non-manager promotions		
8	250-499	Employee movement	Number of casual female non-manager resignations		
9	250-499	Employee movement	Number of casual gender x manager appointments		
10	250-499	Employee movement	Number of casual gender x manager promotions		
11	250-499	Employee movement	Number of casual gender x manager resignations		
12	250-499	Employee movement	Number of casual gender x non-manager appointments		
13	250-499	Employee movement	Number of casual gender x non-manager promotions		
14	250-499	Employee movement	Number of casual gender x non-manager resignations		
15	250-499	Employee movement	Number of casual male manager appointments		
16	250-499	Employee movement	Number of casual male manager promotions		
17	250-499	Employee movement	Number of casual male manager resignations		
18	250-499	Employee movement	Number of casual male non-manager appointments		
19	250-499	Employee movement	Number of casual male non-manager promotions		
20	250-499	Employee movement	Number of casual male non-manager resignations		

Appendix 10

	Business sizes	High level grouping	Split level 1 Selection (group)	Split DETAIL	LEGAL_NA ME
0	250-499	Action on pay equity	Remuneration gap analysis done	Non-award reason	Integricare
1	250-499	Action on pay equity	Remuneration gap analysis done	Reason not paid	Integricare
2	250-499	Action on pay equity	Remuneration gap analysis done	Salaries for S	Integricare
3	250-499	Employee movement	Number of casual female manager appointments		Integricare
4	250-499	Employee movement	Number of casual female manager promotions		Integricare
5	250-499	Employee movement	Number of casual female manager resignations		Integricare
6	250-499	Employee movement	Number of casual female non-manager appointments		Integricare
7	250-499	Employee movement	Number of casual female non-manager promotions		Integricare
8	250-499	Employee movement	Number of casual female non-manager resignations		Integricare
9	250-499	Employee movement	Number of casual gender x manager appointments		Integricare
10	250-499	Employee movement	Number of casual gender x manager promotions		Integricare
11	250-499	Employee movement	Number of casual gender x manager resignations		Integricare
12	250-499	Employee movement	Number of casual gender x non-manager appointments		Integricare
13	250-499	Employee movement	Number of casual gender x non-manager promotions		Integricare
14	250-499	Employee movement	Number of casual gender x non-manager resignations		Integricare
15	250-499	Employee movement	Number of casual male manager appointments		Integricare
16	250-499	Employee movement	Number of casual male manager promotions		Integricare
17	250-499	Employee movement	Number of casual male manager resignations		Integricare
18	250-499	Employee movement	Number of casual male non-manager appointments		Integricare
19	250-499	Employee movement	Number of casual male non-manager promotions		Integricare
20	250-499	Employee movement	Number of casual male non-manager resignations		Integricare

Appendix 11

High level grouping	Split level 1 Selection (group)	Split DETAIL	Split answer	Group final
0 Action on pay equity	Remuneration gap analysis dc	Non-award e	NO	Preschool Education
1 Action on pay equity	Remuneration gap analysis dc	Reason not p	NO	Preschool Education
2 Action on pay equity	Remuneration gap analysis dc	Salaries for S	NO	Preschool Education
3 Employee movement	Number of casual female manager appointments			Preschool Education
4 Employee movement	Number of casual female manager promotions			Preschool Education
5 Employee movement	Number of casual female manager resignations			Preschool Education
6 Employee movement	Number of casual female non-manager appointments			Preschool Education
7 Employee movement	Number of casual female non-manager promotions			Preschool Education
8 Employee movement	Number of casual female non-manager resignations			Preschool Education
9 Employee movement	Number of casual gender x manager appointments			Preschool Education
10 Employee movement	Number of casual gender x manager promotions			Preschool Education
11 Employee movement	Number of casual gender x manager resignations			Preschool Education
12 Employee movement	Number of casual gender x non-manager appointments			Preschool Education
13 Employee movement	Number of casual gender x non-manager promotions			Preschool Education
14 Employee movement	Number of casual gender x non-manager resignations			Preschool Education
15 Employee movement	Number of casual male manager appointments			Preschool Education
16 Employee movement	Number of casual male manager promotions			Preschool Education
17 Employee movement	Number of casual male manager resignations			Preschool Education
18 Employee movement	Number of casual male non-manager appointments			Preschool Education
19 Employee movement	Number of casual male non-manager promotions			Preschool Education
20 Employee movement	Number of casual male non-manager resignations			Preschool Education

Katie:

Appendix 12 (Q1)

	A	B	D	F	G	H	J	K	L	M	O
1	▼ ABN	▼ Reporting	Division	▼ Subdivisi	▼ Group fir	High leve	▼ Split leve	▼ Split DETI	▼ Split ans	▼ Value	▼
2	0	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Action on p	Remunerati	Non-award	NO	1	
3	1	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Action on p	Remunerati	Reason not	NO	1	
4	2	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Action on p	Remunerati	Salaries for	NO	1	
113	111	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Access to medical service	YES		1	
114	112	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Access to paid domestic	YES		1	
115	113	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Access to pa	Insufficient	NO	1	
116	114	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Access to pa	Reason not	NO	1	
117	115	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Access to unpaid leave	YES		2	
118	116	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Confidentiality of matter	YES		1	
119	117	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Domestic violence clause	YES		1	
120	118	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Emergency accommodat	YES		1	
121	119	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Employee Assistance Prc	YES		1	
122	120	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Flexible working arran	YES		1	
123	121	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Formal polic	Policy	YES	1	
124	122	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Formal polic	Policy or str	YES	1	
125	123	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Formal polic	Strategy	YES	1	
126	124	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Offer change of office	lo	YES	1	
127	125	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Protection from any adv	YES		1	
128	126	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Provision of financial su	YES		1	
129	127	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Referral to support serv	YES		1	
130	128	1.1E+10	2021-22	Education a Preschool	ai Preschool	Ei Family or dc	Training of key personne	YES		1	

Appendix 13 (Q2)

	D	F	G	H	J	K	L	M	O
1	Reportin	Division	Subdivis	Group fir	High level group	Split leve	Split DET	Split ans	Value
4441	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Consulted with employee	YES		1
4442	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Consulted w	Consultative	YES	1
4443	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Consulted w	Focus group	YES	1
4444	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Consulted w Survey		YES	1
4445	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy	YES	1
4446	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4447	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4448	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Strategy	YES	1
4449	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy	YES	1
4450	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4451	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4452	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Strategy	YES	1
4453	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy	YES	1
4454	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4455	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4456	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Strategy	YES	1
4457	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4458	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Strategy	YES	1
4459	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Policy or str	YES	1
4460	2021-22	Health Care Residential	Residential	Residential	Formal policy and/c	Formal polic	Strategy	YES	1

Appendix 14 (Q3)

- ABN	- LEGAL_I	- Reportin	- Business	- Division	- Subdivis	- Group fir	- ANZS	- High lev	- Split level 1 Selection (group)	- Split DETAIL	- Spl	- Value T	- N
4224	1.1E+10	Odyssey H	2021-22	<250	Health Car Residential	Residential	8609	Action on	Action taken as a result of gap	In workplace agreement	NO	Businesses	1
4225	1.1E+10	Odyssey H	2021-22	<250	Health Car Residential	Residential	8609	Action on	Action taken as a result of gap	Reason not provided	NO	Businesses	1
21883	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Analysed commencement salaries by gender to ensure there are	YES	Businesses	1
21884	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Analysed performance ratings to ensure there is no gender bias	YES	Businesses	1
21885	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Corrected like-for-like gaps	YES	Businesses	1
21886	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Identified causes of the gaps	YES	Businesses	1
21887	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Policy or strategy	YES	Businesses	1
21888	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Reported pay equity metrics (including gender pay gaps) to the	YES	Businesses	1
21889	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Reviewed remuneration decision-making processes	YES	Businesses	1
21890	1.2E+10	Autism Sp	2021-22	1000-4999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Trained people-managers in addressing gender bias (including	YES	Businesses	1
31901	1.21E+10	Converge	2021-22	250-499	Health Car Medical	an Allied Heal	8539	Action on	Action taken as a result of gap	Analysed commencement salaries by gender to ensure there are	YES	Businesses	1
31902	1.21E+10	Converge	2021-22	250-499	Health Car Medical	an Allied Heal	8539	Action on	Action taken as a result of gap	Policy or strategy	YES	Businesses	1
32218	1.21E+10	Black Dog	2021-22	250-499	Health Car Medical	an Other Heal	8599	Action on	Action taken as a result of gap	In workplace agreement	NO	Businesses	1
32219	1.21E+10	Black Dog	2021-22	250-499	Health Car Medical	an Other Heal	8599	Action on	Action taken as a result of gap	Non-award employees paid market rate	NO	Businesses	1
32220	1.21E+10	Black Dog	2021-22	250-499	Health Car Medical	an Other Heal	8599	Action on	Action taken as a result of gap	Other	NO	Businesses	1
32221	1.21E+10	Black Dog	2021-22	250-499	Health Car Medical	an Other Heal	8599	Action on	Action taken as a result of gap	Reason not provided	NO	Businesses	1
61827	1.42E+10	St Vincent	2021-22	500-999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	In workplace agreement	NO	Businesses	1
61828	1.42E+10	St Vincent	2021-22	500-999	Health Car Social Assi	Other Soci	8790	Action on	Action taken as a result of gap	Reason not provided	NO	Businesses	1
62583	1.46E+10	PHYSIO IN	2021-22	<250	Health Car Medical	an Allied Heal	8533	Action on	Action taken as a result of gap	Identified cause/s of the gaps	YES	Businesses	1
62584	1.46E+10	PHYSIO IN	2021-22	<250	Health Car Medical	an Allied Heal	8533	Action on	Action taken as a result of gap	Policy or strategy	YES	Businesses	1
62585	1.46E+10	PHYSIO IN	2021-22	<250	Health Car Medical	an Allied Heal	8533	Action on	Action taken as a result of gap	Reviewed remuneration decision-making processes	YES	Businesses	1
72808	1.51E+10	Communit	2021-22	<250	Health Car Residential	Residential	8609	Action on	Action taken as a result of gap	No unexplained or unjustifiable gaps identified	NO	Businesses	1
72809	1.51E+10	Communit	2021-22	<250	Health Car Residential	Residential	8609	Action on	Action taken as a result of gap	Reason not provided	NO	Businesses	1
82383	1.54E+10	Uniting Ch	2021-22	1000-4999	Health Car Residential	Residential	8601	Action on	Action taken as a result of gap	Non-award employees paid market rate	NO	Businesses	1
82384	1.54E+10	Uniting Ch	2021-22	1000-4999	Health Car Residential	Residential	8601	Action on	Action taken as a result of gap	Reason not provided	NO	Businesses	1

Appendix 15 (Q3)

- ABN	- LEGAL_I	- Reportin	- Business	- Division	- Subdivis	- Group fir	- ANZS	- High lev	- Split level 1 Selection (group)	- Split DETAIL	- Spl	- Value T	- N
769	1.1E+10	Colas Aust	2021-22	250-499	Construct	Heavy and Heavy	3101	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Reason not provided	NO	Businesses	1
770	1.1E+10	Colas Aust	2021-22	250-499	Construct	Heavy and Heavy	3101	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Under development	NO	Businesses	2
980	1.1E+10	Scholastic	2021-22	500-999	Informatio	Publishing Newspaper	5413	Formal pol	Formal policy or strategy includes objectives for gender pay equity	In workplace agreement	NO	Businesses	1
981	1.1E+10	Scholastic	2021-22	500-999	Informatio	Publishing Newspaper	5413	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Non-award employees paid ma	NO	Businesses	1
982	1.1E+10	Scholastic	2021-22	500-999	Informatio	Publishing Newspaper	4530	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Reason not provided	NO	Businesses	1
1491	1.1E+10	Yarrawong	2021-22	<250	Accommo	Food and ICclubs (Hos	1841	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Policy or strategy	YES	Businesses	1
1492	1.1E+10	Yarrawong	2021-22	<250	Accommo	Food and ICclubs (Hos	4530	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To ensure no gender bias occur	YES	Businesses	1
2097	1.1E+10	Employers	2021-22	1000-4999	Financial a Insurance	+Health an	6322	Formal pol	Formal policy or strategy includes objectives for gender pay equity	In workplace agreement	NO	Businesses	1
2098	1.1E+10	Employers	2021-22	1000-4999	Financial a Insurance	+Health an	6322	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Non-award employees paid ma	NO	Businesses	1
2099	1.1E+10	Employers	2021-22	1000-4999	Financial a Insurance	+Health an	6322	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Reason not provided	NO	Businesses	1
2369	1.1E+10	Pacific Hill	2021-22	250-499	Education Preschool	School Ed	8023	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Not a priority	NO	Businesses	1
2370	1.1E+10	Pacific Hill	2021-22	250-499	Education Preschool	School Ed	8023	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Reason not provided	NO	Businesses	1
2886	1.1E+10	Isentia Pty	2021-22	<250	Informatio	Library and Other Info	6020	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Non-award employees paid ma	NO	Businesses	1
2887	1.1E+10	Isentia Pty	2021-22	<250	Informatio	Library and Other Info	6020	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Reason not provided	NO	Businesses	1
3211	1.1E+10	Ensign Lab	2021-22	250-499	Manufacu	Basic ChenPharmace	1841	Formal pol	Formal policy or strategy includes objectives for gender pay equity	In workplace agreement	NO	Businesses	1
3212	1.1E+10	Ensign Lab	2021-22	250-499	Manufacu	Basic ChenPharmace	1841	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Non-award employees paid ma	NO	Businesses	1
3213	1.1E+10	Ensign Lab	2021-22	250-499	Manufacu	Basic ChenPharmace	3501	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Reason not provided	NO	Businesses	1
3475	1.1E+10	B M W Awt	2021-22	<250	Wholesale Motor Veh	Motor Veh	3501	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Policy or strategy	YES	Businesses	1
3476	1.1E+10	B M W Awt	2021-22	<250	Wholesale Motor Veh	Motor Veh	3501	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To achieve gender pay equity	YES	Businesses	1
3477	1.1E+10	B M W Awt	2021-22	<250	Wholesale Motor Veh	Motor Veh	3501	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To ensure no gender bias occur	YES	Businesses	1
3478	1.1E+10	B M W Awt	2021-22	<250	Wholesale Motor Veh	Motor Veh	3501	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To implement and/or maintain	YES	Businesses	1
3784	1.1E+10	Australia A	2021-22	5000+	Financial a Finance	Depository	6221	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Policy or strategy	YES	Businesses	1
3785	1.1E+10	Australia A	2021-22	5000+	Financial a Finance	Depository	6221	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To achieve gender pay equity	YES	Businesses	1
3786	1.1E+10	Australia A	2021-22	5000+	Financial a Finance	Depository	6221	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To ensure no gender bias occur	YES	Businesses	1
3787	1.1E+10	Australia A	2021-22	5000+	Financial a Finance	Depository	6221	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To implement and/or maintain	YES	Businesses	1
4461	1.1E+10	Odyssey H	2021-22	<250	Health Car Residential	Residential	8609	Formal pol	Formal policy or strategy includes objectives for gender pay equity	Policy or strategy	YES	Businesses	1
4462	1.1E+10	Odyssey H	2021-22	<250	Health Car Residential	Residential	8609	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To achieve gender pay equity	YES	Businesses	1
4463	1.1E+10	Odyssey H	2021-22	<250	Health Car Residential	Residential	8609	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To be transparent about pay sz	YES	Businesses	1
4464	1.1E+10	Odyssey H	2021-22	<250	Health Car Residential	Residential	8609	Formal pol	Formal policy or strategy includes objectives for gender pay equity	To ensure no gender bias occur	YES	Businesses	1

Appendix 16 (Q3)

- ABN	- LEGAL	- Reporter	- Business	- Division final	- Subdiv	- Group	- ANZ	- High lev	- Split level 1 Selection (group)	- Split DETAIL	- Spl	- Value	- Ty	- Val
4226 1.1E+10 Odyssey H	2021-22	<250	Health Care and Residential	Residential	8609	Action on Remuneration gap analysis done	Policy or strategy	YES	Businesses	1				
4227 1.1E+10 Odyssey H	2021-22	<250	Health Care and Residential	Residential	8609	Action on Remuneration gap analysis done	Within the last 12 months	YES	Businesses	1				
8452 1.1E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	Not a priority	NO	Businesses	1				
8453 1.1E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	Reason not provided	NO	Businesses	1				
8454 1.1E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	Salaries for SOME employees (including managers) are set	NO	Businesses	1				
12619 1.1E+10 Carrington	2021-22	500-999	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	In workplace agreement	NO	Businesses	1				
12620 1.1E+10 Carrington	2021-22	500-999	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	Non-award employees paid market rate	NO	Businesses	1				
12621 1.1E+10 Carrington	2021-22	500-999	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	Reason not provided	NO	Businesses	1				
16964 1.1E+10 Everability	2021-22	<250	Health Care and Medical ar Allied Heal	Health	8539	Action on Remuneration gap analysis done	Reason not provided	NO	Businesses	1				
16965 1.1E+10 Everability	2021-22	<250	Health Care and Medical ar Allied Heal	Health	8539	Action on Remuneration gap analysis done	Salaries for SOME employees (including managers) are set	NO	Businesses	1				
17709 1.1E+10 SOUTH EA	2021-22	<250	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	In workplace agreement	NO	Businesses	1				
17710 1.1E+10 SOUTH EA	2021-22	<250	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	Reason not provided	NO	Businesses	1				
21391 1.2E+10 Autism Spi	2021-22	1000-499	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Action on Remuneration gap analysis done	Policy or strategy	YES	Businesses	1				
21392 1.2E+10 Autism Spi	2021-22	1000-499	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Action on Remuneration gap analysis done	Within the last 12 months	YES	Businesses	1				
28103 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Action on Remuneration gap analysis done	In workplace agreement	NO	Businesses	1				
28104 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Action on Remuneration gap analysis done	Reason not provided	NO	Businesses	1				
28105 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Action on Remuneration gap analysis done	Salaries for SOME employees (including managers) are set	NO	Businesses	1				
28802 1.21E+10 Baptcare L	2021-22	1000-499	Health Care and Residential	Residential	8601	Action on Remuneration gap analysis done	Reason not provided	NO	Businesses	1				
29574 1.21E+10 St John's C	2021-22	500-999	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Action on Remuneration gap analysis done	In workplace agreement	NO	Businesses	1				
29575 1.21E+10 St John's C	2021-22	500-999	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Action on Remuneration gap analysis done	Non-award employees paid market rate	NO	Businesses	1				
29576 1.21E+10 St John's C	2021-22	500-999	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Action on Remuneration gap analysis done	Reason not provided	NO	Businesses	1				
29577 1.21E+10 St John's C	2021-22	500-999	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Action on Remuneration gap analysis done	Salaries for ALL employees (including managers) are set	NO	Businesses	1				
31903 1.21E+10 Converge	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Action on Remuneration gap analysis done	Policy or strategy	YES	Businesses	1				
31904 1.21E+10 Converge	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Action on Remuneration gap analysis done	Within the last 12 months	YES	Businesses	1				
32222 1.21E+10 Black Dog	2021-22	250-499	Health Care and Medical ar Other Heal	Health	8599	Action on Remuneration gap analysis done	Policy or strategy	YES	Businesses	1				
32223 1.21E+10 Black Dog	2021-22	250-499	Health Care and Medical ar Other Heal	Health	8599	Action on Remuneration gap analysis done	Within the last 12 months	YES	Businesses	1				

Appendix 17 (Q3)

- ABN	- LEGAL	- Reporter	- Business	- Division final	- Subdiv	- Group	- ANZ	- High lev	- Split level 1 Selection (group)	- Split DETAIL	- Spl	- Value	- Ty	- Val
4461 1.1E+10 Odyssey H	2021-22	<250	Health Care and Residential	Residential	8609	Formal	Formal	Policy or strategy includes objectives for gender pay	Policy or strategy	YES	Businesses	1		
4462 1.1E+10 Odyssey H	2021-22	<250	Health Care and Residential	Residential	8609	Formal	Formal	Policy or strategy includes objectives for gender pay To achieve gender pay equity	YES	Businesses	1			
4463 1.1E+10 Odyssey H	2021-22	<250	Health Care and Residential	Residential	8609	Formal	Formal	Policy or strategy includes objectives for gender pay To be transparent about pay scales	YES	Businesses	1			
4464 1.1E+10 Odyssey H	2021-22	<250	Health Care and Residential	Residential	8609	Formal	Formal	Policy or strategy includes objectives for gender pay To ensure no gender bias occurs at YES	Businesses	1				
4465 1.1E+10 Odyssey H	2021-22	<250	Health Care and Residential	Residential	8609	Formal	Formal	Policy or strategy includes objectives for gender pay To implement and/or maintain a tri:	YES	Businesses	1			
8639 1.11E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Formal	Formal	Policy or strategy includes objectives for gender pay Policy or strategy	YES	Businesses	1			
8640 1.11E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Formal	Formal	Policy or strategy includes objectives for gender pay To achieve gender pay equity	YES	Businesses	1			
8641 1.11E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Formal	Formal	Policy or strategy includes objectives for gender pay To be transparent about pay scales	YES	Businesses	1			
8642 1.11E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Formal	Formal	Policy or strategy includes objectives for gender pay To ensure managers are held acco	YES	Businesses	1			
8643 1.11E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Formal	Formal	Policy or strategy includes objectives for gender pay To ensure no gender bias occurs at YES	Businesses	1				
8644 1.11E+10 Little Comj	2021-22	5000+	Health Care and Residential	Residential	8601	Formal	Formal	Policy or strategy includes objectives for gender pay To implement and/or maintain a tri:	YES	Businesses	1			
21558 1.2E+10 Autism Spi	2021-22	1000-499	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Formal	Formal	Policy or strategy includes objectives for gender pay In workplace agreement	NO	Businesses	1			
21559 1.2E+10 Autism Spi	2021-22	1000-499	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Formal	Formal	Policy or strategy includes objectives for gender pay Non-award employees paid marke	NO	Businesses	1			
21560 1.2E+10 Autism Spi	2021-22	1000-499	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Formal	Formal	Policy or strategy includes objectives for gender pay Other	NO	Businesses	2			
21561 1.2E+10 Autism Spi	2021-22	1000-499	Health Care and Social Assi-Other Soci	Social Assi-Other Soci	8790	Formal	Formal	Policy or strategy includes objectives for gender pay Reason not provided	NO	Businesses	1			
28298 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay Policy or strategy	YES	Businesses	1			
28299 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To achieve gender pay equity	YES	Businesses	1			
28300 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To be transparent about pay scales	YES	Businesses	1			
28301 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To ensure managers are held acco	YES	Businesses	1			
28302 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To ensure no gender bias occurs at YES	Businesses	1				
28303 1.21E+10 Adelaide N	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To implement and/or maintain a tri:	YES	Businesses	1			
28828 1.21E+10 Baptcare L	2021-22	1000-499	Health Care and Residential	Residential	8601	Formal	Formal	Policy or strategy includes objectives for gender pay Reason not provided	NO	Businesses	1			
32118 1.21E+10 Converge	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay Policy or strategy	YES	Businesses	1			
32119 1.21E+10 Converge	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To achieve gender pay equity	YES	Businesses	1			
32120 1.21E+10 Converge	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To be transparent about pay scales	YES	Businesses	1			
32121 1.21E+10 Converge	2021-22	250-499	Health Care and Medical ar Allied Heal	Health	8539	Formal	Formal	Policy or strategy includes objectives for gender pay To ensure no gender bias occurs at YES	Businesses	1				
32445 1.21E+10 Black Dog	2021-22	250-499	Health Care and Medical ar Other Heal	Health	8599	Formal	Formal	Policy or strategy includes objectives for gender pay Policy or strategy	YES	Businesses	1			
32446 1.21E+10 Black Dog	2021-22	250-499	Health Care and Medical ar Other Heal	Health	8599	Formal	Formal	Policy or strategy includes objectives for gender pay To achieve gender pay equity	YES	Businesses	1			