

Public report

2016-17

Submitted by

Legal Name:
NSW Business Chamber Limited



Organisation and contact details

Submitting organisation details	Legal name	NSW Business Chamber Limited
	ABN	63000014504
	ANZSIC	M Professional, Scientific and Technical Services 6961 Corporate Head Office Management Services
	Business/trading name/s	NSW Business Chamber Limited
	ASX code (if applicable)	
	Postal address	Locked Bag 938 NORTH SYDNEY NSW 2059 AUSTRALIA
	Organisation phone number	132 696
Reporting structure	Ultimate parent	NSW Business Chamber Limited
	Number of employees covered by this report	646

All organisations covered by this report

Legal name	Business/trading name/s
NSW Business Chamber Limited	NSW Business Chamber Limited
The trustee for Australian Business Lawyers & Advisors	
Hunter Business Chamber	

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
Key management personnel	-1	Casual	0	0	0
		Full-time permanent	2	4	6
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
	-2	Casual	0	0	0
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
Other executives/General managers	-2	Casual	0	0	0
		Full-time permanent	5	9	14
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
	-3	Casual	0	0	0
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
Senior Managers	-2	Casual	0	0	0
		Full-time permanent	4	5	9
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-3	Full-time permanent	9	11	20
		Full-time contract	2	2	4
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
	-4	Casual	0	0	0
		Full-time permanent	3	2	5
		Full-time contract	1	0	1
		Part-time permanent	1	0	1
	-2	Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	1	1	2
		Full-time contract	0	0	0
	-3	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	12	8	20
	-4	Full-time contract	0	0	0
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	16	13	29
		Full-time contract	3	8	11
		Part-time permanent	7	0	7
		Part-time contract	2	0	2
	-6	Casual	0	0	0
		Full-time permanent	8	2	10
		Full-time contract	4	1	5
		Part-time permanent	1	0	1
		Part-time contract	1	0	1
		Casual	0	0	0
		Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Grand total: all managers	87	70	157

Other managers

Workplace profile

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	66	43	0	0	0	0	109
	Full-time contract	21	24	0	0	0	0	45
	Part-time permanent	22	5	0	0	0	0	27
	Part-time contract	5	1	0	0	0	0	6
Technicians and trade	Casual	3	2	0	0	0	0	5
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
Community and personal service	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Clerical and administrative	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	43	7	0	0	0	0	50
Sales	Full-time contract	32	14	0	0	0	0	46
	Part-time permanent	23	2	0	0	0	0	25
	Part-time contract	8	0	0	0	0	0	8
	Casual	9	0	0	0	0	0	9
Machinery operators and drivers	Full-time permanent	38	38	0	0	0	0	76
	Full-time contract	44	24	0	0	0	0	68
	Part-time permanent	11	0	0	0	0	0	11
	Part-time contract	3	0	0	0	0	0	3
	Casual	1	0	0	0	0	0	1
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
Others	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
Grand total: all non-managers	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
		329	160	0	0	0	0	489

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

NB. IMPORTANT:

- References to the Act means the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2016 to 31 March 2017. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?

1.1 Recruitment

- ☒ Yes (select all applicable answers)
- ☒ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.2 Retention

- ☒ Yes (select all applicable answers)
- ☐ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.3 Performance management processes

- ☒ Yes (select all applicable answers)
- ☒ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.4 Promotions

- ☒ Yes (select all applicable answers)
- ☒ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.5 Talent identification/identification of high potentials

- ☒ Yes (select all applicable answers)
- ☐ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.6 Succession planning

- ☒ Yes (select all applicable answers)
- ☐ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.7 Training and development

- ☒ Yes (select all applicable answers)
- ☒ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.8 Key performance indicators for managers relating to gender equality

- ☒ Yes (select all applicable answers)
- ☐ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

1.9 Gender equality overall

- ☒ Yes (select all applicable answers)
- ☒ Policy
 - ☒ Strategy
- ☐ No (you may specify why no formal policy or formal strategy is in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not a priority

- 1.10 How many new appointments were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)? **IMPORTANT:** this should incorporate appointments from both external and internal sources (including all promotions).

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	27	15
Number of appointments made to NON-MANAGER roles (including promotions)	187	87

- 1.11 How many employees were promoted during the reporting period against each category below? **IMPORTANT:** Because promotions are included in the number of appointments in Q1.10, the number of promotions should never exceed appointments.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	5	7	10	7
Permanent/ongoing part-time employees	2	0	1	1
Fixed-term contract full-time employees	1	1	4	0
Fixed-term contract part-time employees	1	0	0	0
Casual employees	0	0	0	0

- 1.12 How many employees resigned during the reporting period against each category below?

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	4	7	49	23
Permanent/ongoing part-time employees	2	1	15	1
Fixed-term contract full-time employees	3	2	30	17
Fixed-term contract part-time employees	0	0	0	2
Casual employees	0	0	3	1

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

NSWBC have formal policies and strategies in place to specifically support gender equality in our workplace. Terms and conditions of employment are equal for all employees, irrespective of their gender.

Our Recruitment and Selection Policy ensures that our recruitment process is unbiased and that selection is based on merit only, not on non-relevant or discriminatory criteria. Recruitment and Selection activity is based on a set selection criteria. A Recruitment Guide has been developed to ensure that it is an equitable process. This guide was developed to work in conjunction with the Anti-Discrimination, Harassment and Equal Employment Opportunity Policy and is used when recruiting for employees, managers, and by our internal recruitment arm of the organisation. All recruitment must comply with legislation, and advertisements and interview questions are based on the selection criteria. Candidates are only selected once interviews, testing, and reference checks have been undertaken, and templates are used to conduct these.

Our position descriptions are gender-neutral and non-discriminatory, and are evaluated to ensure they are related to the position, including skills required for the position. Vacant positions are advertised internally and are made available to all employees via the organisation's intranet site. Employees are encouraged to apply for these positions and are all provided with the opportunity to do so. Vacancies are also advertised externally through online media such as SEEK, LinkedIn and the organisations corporate website, and our advertisements do not exclude any particular gender from applying.

A formal strategy put in place to support gender equality is the opportunity for all employees to participate in an annual web-based Employee Engagement Survey. This survey is managed by an external independent provider and all responses remain anonymous. The survey provides all employees, irrespective of gender, an

opportunity to answer a series of questions based around employee engagement and employee satisfaction, in turn allowing the organisation to understand underlying factors as to why employees choose to stay working with the organisation and factors as to why they would leave the organisation. We assess both male and female responses to all questions to see if any issues impact a particular gender. Findings are very consistent across all areas surveyed.

Another way which gender equality is supported across the organisation is through the utilisation of bonuses such as sales incentive payments, commission payments and gift cards being issued to both male and female employees to reward them for their performance and hard work during the course of the year.

All employees are also provided with the opportunity to nominate their colleagues whom they believe display the company values through our Employee Recognition Program. It is a means to which we can celebrate the successes of NSWBC employees, and to reinforce our company values. A judging panel consisting of a mixture of female and male employees assess these nominations. In the reporting period, 9 winners were selected and the gender break-up (6 female winners and 3 male winners) represents the gender equality which is present within the organisation.

A formal strategy which has been implemented to provide support to employees and assist employees and their immediate families with personal issues such as parenting issues and anxiety, or work-related issues such as conflict with a colleague and productivity, is our Employee Assistance Program. During the reporting period, issues raised during these cost free counselling sessions were predominately personal issues and it is equally available to both genders of employees (68% female use and 32% male use).

Our organisation advocates for a work/life balance. Our Flexible Work Policy advises employees that the organisation will consider flexible working requests such as part time work, subject to business requirements. In our employee engagement survey for this reporting period, one of the highest ratings across the board for staying at NSWBC was 'the flexible working conditions available'. This remains highly prominent as a retention factor.

Job sharing is also available for particular roles. Various positions in our organisation are currently job share roles, including an Executive Assistant position and a Receptionist position. This in turn enables employees to maintain a work/life balance and maintain their family duties.

Apart from certain roles where employees enjoy the benefit of working from home, other arrangements are put in place where parents can work from home or take annual leave or leave without pay during school holidays to care for their children to save on the expenses that child care would incur during this period.

Applications for phased retirement are considered on a case by case basis, as per our organisation's policy, and if approved, all employees, irrespective of gender, have several options available to them in order to maintain a work/life balance and continue to work (gradually reducing to part-time hours or re-skilling), rather than instantly retiring. During this reporting period, two employees utilised this opportunity.

The opportunity to request to return from parental leave on a flexible basis is available to all employees, irrespective of gender, and subject to business requirements. Requests are considered by managers in conjunction with Human Resources. Human Resources meet with all employees prior to them going on parental leave to discuss their options and to inform them of the paid PPL scheme implemented by the Government. During this reporting period, thirteen (13) employees returned from parental leave. Seven (7) of these thirteen (13) employees returned to work on flexible work arrangements and the remaining six (6) employees chose to return to work on their pre-parental leave duties/hours.

In order to maintain positive working relationships when individuals experience employment related grievances, a Grievance Policy is available and communicated to all employees via the online learning program and the intranet. This policy is required to be adhered to in order to resolve grievances and maintain positive working relationships.

During the reporting period, 72 employees were either promoted or transferred into another role. All transfers and promotions are based on merit. The fact that 48 female and 24 male employees fell into this category demonstrates that gender equality is supported and no gender is discriminated against. Instead, promotions and transfers are based on merit, and requirements and suitability for the particular role, and female promotions are supported. Promotions and transfers are also widely communicated to employees via our organisations newsletter.

A Training and Development Policy and Statement has been communicated and established to outline steps which are required to be taken to identify training needs of all employees in accordance with business requirements, and to ensure the provision of training meets identified needs. Both male and female employees are provided with appropriate employee training and development opportunities which are in line with available

resources. We aim to create a culture of learning throughout the organisation where individuals take responsibility for their development, in partnership with the organisation.

A skills gaps analysis and learning needs analysis was conducted within the executive team, and a 3 year emerging leaders and star performers program has been developed. Two key (cross business) development areas identified were 'Leadership and Management', and 'Sales Leadership'.

Sales Leadership training was organised for Sales Managers to provide guidance on how to assess the organisation's sales visions, strategies, values and behaviours, and then develop a plan to translate these into commercial results across their teams. Training covered topics such as techniques, skills and planning approaches to enhance sales performance in their teams. Overall, 64% of participants were female, and 36% were male.

Emerging leaders and star performers across the organisation have been enrolled to participate in 5 units of a TAFE Diploma of Management and Leadership during work hours. The 5 units cover topics such as managing personal work priorities and professional development, emotional intelligence, communicating with influence, and managing quality customer service. Overall, 55% of participants are female and 45% are male.

Another policy and strategy put in place to support gender equality is that all employees whom wish to pursue tertiary studies are encouraged to do so whilst being financially assisted by the organisation, subject to approval, and that the Educational Assistance Policy requirements, such as the course being relevant to business requirements and career development, are met. This also includes paid study leave of up to 5 days per academic year.

The organisation recognises the value of continuing study and encourages employees, irrespective of their gender, to gain qualifications or accreditation that will increase their skills and improve their ability to service clients and members. Of the current employees that are granted Educational Assistance during this reporting period, 67% are male and 33% are female, demonstrating that both genders take up this beneficial opportunity available to them.

An Employee Engagement and Employee Life Cycle procedures manual, encompassing guidelines and procedures for organisational processes, including recruitment, induction, personal and team development, reward and recognition, performance management and end of employment is used to train all managers across all states, through one-on-one learning sessions with Human Resources. This manual also assists managers in engaging employees throughout the life cycle of employment.

Formalised training on an introduction and overview of our organisation and policies such as Anti-Discrimination, Harassment, Equal Employment Opportunity and Anti-Discrimination, Bullying and WHS (such as a Safe Driver component) are delivered to new employees through the online learning program. These policies are also available on the intranet site for all employees to access at all times and employees are regularly reminded of them by means of emails and our employee newsletter. Employees are also required to complete refresher training every two years so that they are reminded of and are continuously made aware of the policies we have in place. All employees are required to acquire 100% of this assessment, irrespective of their gender.

A further online learning program was also developed and implemented for managers of the organisation and includes topics such as Recruitment, Induction, Anti-Discrimination, Harassment, Equal Employment Opportunity and Performance Appraisals.

Many of our employees are required to drive as part of their role. In order to provide direction and instruction for managers and employees regarding the procedures, processes and strategies to minimise the risks associated with car journeys, Safe Driver Training has been designed and implemented across all states. All employees whom drive are required to participate in a theoretical and practical component for the training, irrespective of their gender. In this reporting period, both genders attended and completed the training. Employees were also provided with a safe driver manual and directed to the Driver Policy, which outlines instructions and procedures for safe driving.

All employees are expected to have development discussions with their managers, which include training and development plans. Employees can also request for training specifically relevant to their roles, for instance specific software related training, return to work coordination training, first aid training, or any other relevant workshops and seminars.

Overall, as demonstrated through the examples above, our organisation supports gender equality and has formal policies and formal strategies in place to do so; no employee is ever discriminated against on the basis of their gender.

Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer". This question relates to the highest governing body for your Australian entity, even if it is located overseas.

- 2.1 Please answer the following questions relating to each governing body covered in this report.

Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.

If your organisation's governing body is the same as your parent entity's, you will need to add your organisation's name BUT the numerical details of your parent entity's governing body.

- 2.1a.1 Organisation name?

NSW Business Chamber Limited

- 2.1b.1 How many Chairs on this governing body?

	Female	Male
Number	0	1

- 2.1c.1 How many other members are on this governing body (excluding the Chair/s)?

	Female	Male
Number	3	6

- 2.1d.1 Has a target been set to increase the representation of women on this governing body?

☐ Yes

☒ No (you may specify why a target has not been set)

☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)

☐ Currently under development, please enter date this is due to be completed

☐ Insufficient resources/expertise

☒ Do not have control over governing body/board appointments (provide details why):

As a Registered Industrial organisation, Board Members must be elected by its members (Constitution).

☐ Not a priority

☐ Other (provide details):

- 2.1g.1 Are you reporting on any other organisations in this report?

☒ Yes

☐ No

- 2.1a.2 Organisation name?

The trustee for Australian Business Lawyers & Advisors

2.1b.2 How many Chairs on this governing body?

	Female	Male
Number	0	1

2.1c.2 How many other members are on this governing body (excluding the Chair/s)?

	Female	Male
Number	1	8

2.1d.2 Has a target been set to increase the representation of women on this governing body?

- ☐ Yes
- ☒ No (you may specify why a target has not been set)
- ☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
 - ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Do not have control over governing body/board appointments (provide details why):
 - ☐ Not a priority
 - ☒ Other (provide details):
Irrespective of gender, the appointments are based on whom is best suited for the position, and the expertise they can bring to their Board position.

2.1g.2 Are you reporting on any other organisations in this report?

- ☒ Yes
- ☐ No

2.1a.3 Organisation name?

Hunter Business Chamber

2.1b.3 How many Chairs on this governing body?

	Female	Male
Number	0	1

2.1c.3 How many other members are on this governing body (excluding the Chair/s)?

	Female	Male
Number	4	5

2.1d.3 Has a target been set to increase the representation of women on this governing body?

- ☐ Yes
- ☒ No (you may specify why a target has not been set)
- ☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
 - ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☒ Do not have control over governing body/board appointments (provide details why):
As a Registered Industrial organisation, Board Members must be elected by its members (Constitution).
 - ☐ Not a priority
 - ☐ Other (provide details):

2.1g.3 Are you reporting on any other organisations in this report?

- ☐ Yes
☒ No

2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?

- ☐ Yes (select all applicable answers)
☐ Policy
☐ Strategy
☒ No (you may specify why no formal selection policy or formal selection strategy is in place)
☐ In place for some governing bodies
☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☒ Do not have control over governing body appointments (provide details why)
As a Registered Industrial organisation, Board Members must be elected by its members (Constitution).
☐ Not a priority
☒ Other (provide details):
Irrespective of gender, the appointments are based on whom is best suited for the position, and the expertise they can bring to their Board position.

2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an "incorporated" entity - Pty Ltd, Ltd or Inc; or an "unincorporated" entity)?

- ☐ Yes
☒ No

2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.

N/A

Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women's economic security and progressing gender equality.

3. Do you have a formal policy and/or formal strategy on remuneration generally?

- ☒ Yes (select all applicable answers)
☐ Policy
☒ Strategy
☐ No (you may specify why no formal policy or formal strategy is in place)
☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☐ Salaries set by awards/industrial or workplace agreements
☐ Non-award employees paid market rate
☐ Not a priority
☐ Other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

- ☐ Yes (provide details in question 3.2 below)
☒ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
☐ Currently under development, please enter date this is due to be completed
☐ Salaries set by awards/industrial or workplace agreements
☐ Insufficient resources/expertise
☐ Non-award employees paid market rate

☐ Not a priority

☒ Other (provide details):

Whilst NSWBC's formal remuneration strategy does not specifically contain gender pay equity objectives, it aims to apply structured, effective and objective benchmarking processes and methodologies to determine salaries for positions, and hence supports gender equality across the organisation.

For the remuneration of positions, NSWBC's target position is to assess salaries and pay at a percentile of the general market, as agreed by NSWBC Management and the HR and Succession Committee. Other factors including individual performance and contribution, benchmarking data, tenure, internal relativities and the seniority of the position are also taken into respect when benchmarking any position.

NSWBC generally uses salary data provided by external remuneration specialists to benchmark positions. For specific positions in specific industries, positions may be benchmarked against the relevant industry.

Remuneration for trainees and employees covered by an Award are also assessed against the relevant Award, and the appropriate grade and/or level. For trainees, remuneration is assessed against the National Training Wage, and is not determined by the gender of the employee.

Both genders, including pregnant women and employees on parental leave, are all included in the pay review process.

4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?

☐ Yes - the most recent gender remuneration gap analysis was undertaken:

☐ Within last 12 months

☐ Within last 1-2 years

☐ More than 2 years ago but less than 4 years ago

☐ Other (provide details):

☒ No (you may specify why you have not analysed your payroll for gender remuneration gaps)

☐ Currently under development, please enter date this is due to be completed

☐ Insufficient resources/expertise

☐ Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)

☐ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)

☐ Non-award employees paid market rate

☐ Not a priority

☒ Other (provide details):

No gender remuneration gap analysis has been undertaken during this reporting period as gender pay equity is supported throughout the organisation due to structured, effective and objective benchmarking processes and methodologies being put into place to determine salaries for all positions in the organisation.

A gender remuneration gap analysis has not been required to be undertaken as factors such as individual performance and contribution, benchmarking data, tenure, internal relativities and the seniority of the position are also taken into respect when benchmarking positions. Salaries are assessed and are paid at a percentile of the general market as agreed by NSWBC Management and the HR and Succession Committee.

NSWBC generally uses salary data provided by external remuneration specialists to benchmark positions. For specific positions in specific industries, positions may be benchmarked against the relevant industry.

Remuneration for trainees and employees covered by an Award are also assessed against the relevant Award, and the appropriate grade and/or level. For trainees, remuneration is assessed against the National Training Wage, and is not determined by the gender of the employee.

A gender remuneration gap analysis was therefore not undertaken for the reasons outlined above, hence no actions were able to be taken.

4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:

N/A

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.

Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?

- ☐ Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
 - ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
 - ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)
- ☐ No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
 - ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
 - ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)
- ☐ No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
 - ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
 - ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)
- ☒ No, not available (you may specify why this leave is not provided)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☒ Government scheme is sufficient
 - ☐ Not a priority
 - ☐ Other (provide details):

6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?

- ☐ Yes
- ☐ No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- ☐ No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- ☒ No (you may specify why employer funded paid parental leave for secondary carers is not paid)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☒ Government scheme is sufficient
 - ☐ Not a priority
 - ☐ Other (provide details):

7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	6	0	0	1

- 7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	30	0	0	1

8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Females	Males
Managers	0	0

- 8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	1	0

9. Do you have a formal policy and/or formal strategy on flexible working arrangements?

☒ Yes (select all applicable answers)

- ☒ Policy
☐ Strategy

☐ No (you may specify why no formal policy or formal strategy is in place)

- ☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☐ Don't offer flexible arrangements
☐ Not a priority
☐ Other (provide details):

10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

☒ Yes (select all applicable answers)

- ☒ Policy
☒ Strategy

☐ No (you may specify why no formal policy or formal strategy is in place)

- ☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☐ Included in award/industrial or workplace agreement
☐ Not a priority
☐ Other (provide details):

11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?

- ☒ Yes
☐ No (you may specify why non-leave based measures are not in place)
☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☐ Not a priority
☐ Other (provide details):

11.1 Please select what support mechanisms are in place and if they are available at all worksites.

- Where only one worksite exists, for example a head-office, select "Available at all worksites".

- ☐ Employer subsidised childcare
☐ Available at some worksites only
☐ Available at all worksites
☐ On-site childcare
☐ Available at some worksites only
☐ Available at all worksites
☒ Breastfeeding facilities
☒ Available at some worksites only
☐ Available at all worksites
☐ Childcare referral services
☐ Available at some worksites only
☐ Available at all worksites
☐ Internal support networks for parents
☐ Available at some worksites only
☐ Available at all worksites
☐ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
☐ Available at some worksites only
☐ Available at all worksites
☐ Information packs to support new parents and/or those with elder care responsibilities
☐ Available at some worksites only
☐ Available at all worksites
☒ Referral services to support employees with family and/or caring responsibilities
☐ Available at some worksites only
☒ Available at all worksites
☐ Targeted communication mechanisms, for example intranet/ forums
☐ Available at some worksites only
☐ Available at all worksites
☐ Support in securing school holiday care
☐ Available at some worksites only
☐ Available at all worksites
☐ Coaching for employees on returning to work from parental leave
☐ Available at some worksites only
☐ Available at all worksites
☐ Parenting workshops targeting mothers
☐ Available at some worksites only
☐ Available at all worksites
☐ Parenting workshops targeting fathers
☐ Available at some worksites only
☐ Available at all worksites
☐ None of the above, please complete question 11.2 below

12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

- ☒ Yes (select all applicable answers)
☐ Policy
☒ Strategy
☐ No (you may specify why no formal policy or formal strategy is in place)
☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise

- ☐ Included in award/industrial or workplace agreements
- ☐ Not aware of the need
- ☐ Not a priority
- ☐ Other (please provide details):

13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?

- ☒ Yes (select all applicable answers)
- ☒ Employee assistance program (including access to a psychologist, chaplain or counsellor)
 - ☐ Training of key personnel
 - ☐ A domestic violence clause is in an enterprise agreement or workplace agreement
 - ☐ Workplace safety planning
 - ☐ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
 - ☐ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
 - ☐ Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
 - ☒ Access to unpaid leave
 - ☒ Confidentiality of matters disclosed
 - ☐ Referral of employees to appropriate domestic violence support services for expert advice
 - ☒ Protection from any adverse action or discrimination based on the disclosure of domestic violence
 - ☒ Flexible working arrangements
 - ☐ Provision of financial support (e.g. advance bonus payment or advanced pay)
 - ☒ Offer change of office location
 - ☐ Emergency accommodation assistance
 - ☐ Access to medical services (e.g. doctor or nurse)
 - ☐ Other (provide details):
- ☐ No (you may specify why no other support mechanisms are in place)
- ☐ Currently under development, please enter date this is due to be completed
 - ☐ Insufficient resources/expertise
 - ☐ Not aware of the need
 - ☐ Not a priority
 - ☐ Other (provide details):

14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- ☒ Yes, the option/s in place are available to both women and men.
- ☐ No, some/all options are not available to both women AND men.

14.1 Which options from the list below are available? Please tick the related checkboxes.

- Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

14.3 You may specify why any of the above options are NOT available to your employees.

- ☐ Currently under development, please enter date this is due to be completed
☐ Insufficient resources/expertise
☒ Not a priority
☐ Other (provide details):

14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:

Another employment term, condition or practice available to all employees, irrespective of their gender is the opportunity to work from home.

NSW Business Chamber supports a work/life balance and understands that employees may need to work from home due to various reasons at certain times during their employment.

Requests to work from home are assessed against business requirements and may be approved on a temporary or permanent basis. Working from home arrangements are funded by the organisation where the organisation arranges for workplace assessments in the home, and also provides equipment such as first aid kits, fire extinguishers, ergonomic chairs, desks, telephones, and workstations to ensure that productivity is not hindered, and that the employee is safe at all times.

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

15. Have you consulted with employees on issues concerning gender equality in your workplace?

- ☐ Yes
☒ No (you may specify why you have not consulted with employees on gender equality)
☒ Not needed (provide details why):
 There have never been issues concerning gender equality in our workplace, therefore consultation with employees on these issues have not been needed. This is due to the fact that all aspects of employment terms, conditions or practices such as part time work and job sharing, are available to all employees, irrespective of their gender.
☐ Insufficient resources/expertise
☐ Not a priority
☐ Other (provide details):

15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.

N/A

Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

16. Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

☒ Yes (select all applicable answers)

- ☒ Policy
- ☒ Strategy

☐ No (you may specify why no formal policy or formal strategy is in place)

- ☐ Currently under development, please enter date this is due to be completed
- ☐ Insufficient resources/expertise
- ☐ Included in award/industrial or workplace agreement
- ☐ Not a priority
- ☐ Other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?

☒ Yes

☐ No (you may specify why a grievance process is not included)

- ☐ Currently under development, please enter date this is due to be completed
- ☐ Insufficient resources/expertise
- ☐ Not a priority
- ☐ Other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?

☒ Yes

☐ No (you may specify why a grievance process is not included)

- ☐ Currently under development, please enter date this is due to be completed
- ☐ Insufficient resources/expertise
- ☐ Not a priority
- ☐ Other (provide details):

17. Do you provide training for all managers on sex-based harassment and discrimination prevention?

☒ Yes - please indicate how often this training is provided:

- ☒ At induction
- ☐ At least annually
- ☒ Every one-to-two years
- ☐ Every three years or more
- ☐ Varies across business units
- ☐ Other (provide details):

☐ No (you may specify why this training is not provided)

- ☐ Currently under development, please enter date this is due to be completed
- ☐ Insufficient resources/expertise
- ☐ Not a priority
- ☐ Other (provide details):

17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:

Training for Managers and Team Leaders on sex-based harassment and discrimination prevention has been implemented in the form of an online learning program/training course. Current People Managers, including Team Leaders, were required to complete it upon its implementation and all new People Managers, including Team Leaders are required to complete it upon their commencement in that role. At the end of each module, a learning assessment is required to be completed and a 100% result is essential to be attained in order to ensure that the module has been understood.

Compulsory re-training will occur every two years and at times when the program is updated with new information.

This training is completed by all Managers, including Team Leaders, irrespective of their gender and irrespective of their business unit.

Other

18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.

(As with all questions in this questionnaire, information you provide here will appear in your public report.)

All employees, irrespective of gender, are entitled to a 'picnic day' (extra paid day of annual leave) provided by the organisation which coincides with the Christmas holidays.

A formal strategy that specifically supports gender equality within our organisation is a monthly electronic newsletter, where we celebrate promotions, business wins by employees and share ideas. This is sent out to all employees, irrespective of their gender. All employees are given the opportunity to contribute to this newsletter and it aids in connecting employees from different offices and departments, and opening up communication channels amongst them.

All employees, irrespective of gender, are also offered a diverse range of benefits which include but are not limited to free flu vaccinations, discounted health cover, banking/financial services and dental care, vehicles, salary sacrifice options, salary packaging, discounted gym memberships and discounted Microsoft office programs.

A variety of committees are present within the organisation, varying from the strategic, management and operational levels, such as Employee Recognition, WHS and Consultative Committee and Community Connect. These committees and teams are made up of both male and female employees.

To ensure that talent is managed and kept within the organisation, a formal mentoring program has been established through our Mentoring Guide. This mentoring program comprises of both senior managers and managers of both genders mentoring employees whom have been identified as being high potential performers. This will assist these employees in their career development. Through the mentoring relationship, the mentee is supported in coping with the challenges and opportunities that they are experiencing in their career, and life in general. Both males and females are equally represented within the talent/high potential pool and this has been an outstanding initiative which has been put in place to support gender equality in the workplace.

Succession planning is a strategy that has been put into place as a program which includes guidelines for employees whom have been identified as having the potential to fill key and critical organisational positions. Gender equality is supported through succession planning as employees have been identified irrespective of gender, and both female and male employees have been considered for each key role. This strategy ensures that capable employees are prepared to move into more senior roles as and when they become vacant.

A formal strategy our organisation uses to support gender equality is the use of exit interviews and an Employee Engagement Survey. Employees of both genders are encouraged to complete an exit interview online and the Employee Engagement Survey, and hence provide feedback on their opinions and experiences whilst working for the organisation, which managers are then informed about. Exit interviews are monitored by gender and the reasons for leaving the organisation during this reporting period included the end of fixed-term contracts, better career opportunities provided to them, better salaries, family commitments, health reasons and redundancies. Results from our annual Employee Engagement Survey for this reporting period reiterate that the key factors as to why employees resign from the organisation include better career opportunities and better salaries provided to them.

The initiatives outlined above have resulted in improved gender equality outcomes within our workplace.

Gender composition proportions in your workplace

Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 64.4% females and 35.6% males.

Promotions

2. 60.0% of employees awarded promotions were women and 40.0% were men
 - i. 52.9% of all manager promotions were awarded to women
 - ii. 65.2% of all non-manager promotions were awarded to women.
3. 14.9% of your workforce was part-time and 12.5% of promotions were awarded to part-time employees.

Resignations

4. 66.2% of employees who resigned were women and 33.8% were men
 - i. 47.4% of all managers who resigned were women
 - ii. 68.8% of all non-managers who resigned were women.
5. 14.9% of your workforce was part-time and 13.1% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 2.8% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations:

CEO sign off confirmation

Name of CEO or equivalent:

Stephen Cartwright

CEO signature:



Confirmation CEO has signed the report:

Date:

22 JUNE 2017