![Australian Government / Workplace Gender Equality Agency]

2015-16 public report form submitted by NSW Business Chamber Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name ABN ANZSIC	NSW Business Chamber Limited 63000014504 6961 Corporate Head Office Management Services
Organisation details	Trading name/s ASX code (if relevant) Postal address Organisation phone number	NSW Business Chamber Limited Locked Bag 938 NORTH SYDNEY NSW 2059 AUSTRALIA 132 696
Reporting structure	Ultimate parent Number of employees covered in this report submission Other organisations reported on in this report	NSW Business Chamber Limited 650 Illawarra 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	F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	2	0	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-1	Full-time permanent	1	4	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-2	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	4	8	12
		Full-time contract	0	2	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-3	Full-time permanent	0	3	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-1	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
Senior Managers	-2	Full-time permanent	1	4	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Workplace Gender Equality Agency
Australian Government

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-3	Full-time permanent	6	8	14
		Full-time contract	2	1	3
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	7	4	11
		Full-time contract	3	0	3
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	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
	-1	Full-time permanent	0	0	0
		Full-time contract	1	0	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	2	1	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-3	Full-time permanent	8	11	19
		Full-time contract	1	2	3
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	12	3	15
		Full-time contract	2	9	11
		Part-time permanent	3	1	4
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	3	1	4
		Full-time contract	2	2	4
		Part-time permanent	1	0	1
		Part-time contract	1	0	1
		Casual	0	0	0

Workplace
Gender Equality
Agency

Australian Government

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-6	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			68	66	134

Australian Government — Workplace Gender Equality Agency

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices) F	M	No. of graduates (if applicable) F	M	No. of apprentices (if applicable) F	M	Total employees
Professionals	Full-time permanent	79	59	0	0	0	0	138
	Full-time contract	18	23	0	0	0	0	41
	Part-time permanent	24	8	0	0	0	0	32
	Part-time contract	4	2	0	0	0	0	6
	Casual	8	4	0	0	0	0	12
Technicians and trade	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
Community and personal service	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
Clerical and administrative	Full-time permanent	37	5	0	0	0	0	42
	Full-time contract	35	12	0	0	0	0	47
	Part-time permanent	17	1	0	0	0	0	18
	Part-time contract	5	1	0	0	0	0	6
	Casual	13	1	0	0	0	0	14
Sales	Full-time permanent	38	37	0	0	0	0	75
	Full-time contract	48	23	0	0	0	0	71
	Part-time permanent	7	0	0	0	0	0	7

Workplace Gender Equality Agency

Australian Government

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	
	Part-time contract	5	0	0	0	0	0	5
	Casual	1	1	0	0	0	0	2
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Machinery operators and drivers	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	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
Labourers	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
Others	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
Grand total: all non-managers		339	177	0	0	0	0	516

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

1   Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1   Recruitment?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☒ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.2   Retention?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☒ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.3   Performance management processes?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☒ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.4   Promotions?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☒ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.5   Talent identification/identification of high potentials?
☒ Yes (you can select policy and/or strategy options)

☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.6   Succession planning?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☐ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.7   Training and development?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☒ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.8   Resignations?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☒ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.9   Key performance indicators for managers relating to gender equality?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☐ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.10   Gender equality overall?
☒ Yes (you can select policy and/or strategy options)

☐ Standalone policy
☒ Policy is contained within another policy
☐ Standalone strategy
☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.11   You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:
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, psychometric 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 role. 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 and the organisations corporate website and our advertisements do not exclude any particular gender from applying.

Gender equality is supported during our recruitment and selection process and this is demonstrated by five (5) female candidates/employees and one (1) male candidate/employee either being recruited/placed in or transferred into non-traditional roles for this reporting period.

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 factors underlying 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, 10 winners were selected and the gender break-up 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 the Employee Assistance Program. During the reporting period, issues raised during these cost free counselling sessions were predominately personal issues and although the majority of the employees whom used the program were female, it is equally available to both genders of employees.

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, the highest rating 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. Our Reception position, based in our head office, is currently a job share role. This in turn enables both 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 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. No employees have opted to take up this option during this reporting period.

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, twelve (12) employees returned from parental leave. Seven (7) employees returned to work on flexible work arrangements. Five (5) of these twelve (12) 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, 79 employees were either promoted or transferred in another role. All transfers and promotions are based on merit, hence, the fact that 58 female and 21 male employees demonstrates that gender equality is supported and no gender is discriminated against, instead transfers and promotions are based on based on merit, and requirements and suitability for the particular role and female promotions are supported. This is 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 staff in accordance with business requirements and to ensure the provision of training to 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 in partnership with the organisation for their development.

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, 46% are male and 54% 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.

A third of 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.

In this reporting period, there was a graduate network session held, which allowed recent graduate employees to meet each other, share their experiences at both university and the workplace, and learn from one another. This group consisted of 7 females and 5 males and demonstrates that no gender was discriminated against and irrespective of gender, all graduates in the organisation were included.

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 gender.

1.12   In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is

appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	17	11	253	104

1.13   In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

('Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	7	1	17	11
Permanent/ongoing part-time employees	0	0	1	0
Fixed-term contract full-time employees	0	1	4	1
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

1.14   In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).

('Resigned' refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	4	7	69	28
Permanent/ongoing part-time employees	0	0	21	2
Fixed-term contract full-time employees	1	0	32	24
Fixed-term contract part-time employees	1	0	6	2
Casual employees	0	0	0	0

1.15   Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:
N/A

Gender equality indicator 2: Gender composition of governing bodies

2   Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer".) For the purposes of reporting under the Act, this question relates to the ultimate or 'highest' governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.

o For private or publicly listed companies, you will have one or more directors or a board of directors.

o For trusts, the trustee is the governing body/board.

o For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.

o For organisations whose governing body/board is the same as their parent entity's governing body/board, it is still deemed to have a governing body/board.

o For religious structures, you may have a canonical advisor, bishop or archbishop.

o For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

2.1   Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation's governing body/board is the same as your parent entity's governing body/board, you will need to enter your organisation's name but the details of your parent entity's governing body/board in the table below.

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
01	NSW Business Chamber Limited	0	1	3	6	0	
02	The trustee for Australian Business Lawyers & Advisors	0	1	1	9	0	
03	Hunter Business Chamber	0	1	5	7	0	

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
04	Illawarra Business Chamber Limited	0	1	1	1	0	
05							
06							
07							
08							
09							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board	Year to be reached
		F (Chair)	M (Chair)	F	M	(enter 0 if no target has been set, or enter a % between 1-100)	(in YYYY format; if no target has been set, leave blank)
26							
27							
28							
29							
30							

2.2   If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below:

☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
☐ Currently under development
☐ Insufficient human resources staff
☐ Don't have 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):

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

☐ Yes (you can select policy and/or strategy options)
      ☐ Standalone policy
      ☐ Policy is contained within another policy
      ☐ Standalone strategy
      ☐ Strategy is contained within another strategy
☐ No
☐ No, in place for some governing bodies/boards
☐ No, currently under development
☐ No, insufficient human resources staff
☒ No, 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).
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

2.4   Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).

Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are "Other executives/General managers"				
Equity partners who are "Senior managers"				
Equity partners who are "Other managers"				

2.5   Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:
N/A

Gender equality indicator 3: Equal remuneration between women and men

3   Do you have a formal policy and/or formal strategy on remuneration generally?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☐ Policy is contained within another policy
    ☐ Standalone strategy
    ☒ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, salaries set by awards or industrial agreements
☐ No, non-award employees paid market rate
☐ No, not a priority
☐ No, other (provide details):

3.1   Are specific gender pay equity objectives included in your formal policy and/or formal strategy?
☐ Yes (provide details in questions 3.2 and/or 3.3 below)
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, salaries set by awards or industrial agreements
☐ No, non-award employees are paid market rate
☐ No, not a priority
☒ No, 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 or Collective Agreement is also assessed against the relevant Award or Collective Agreement and the appropriate grade and/or level. For trainees, remuneration is assessed against the National Training Award 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   Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)
☐ Yes. When was the most recent gender remuneration gap analysis 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
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, 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)
☐ No, 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)
☐ No, non-award employees are paid market rate
☐ No, not a priority
☒ No, 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 or Collective Agreement is also assessed against the relevant Award or Collective Agreement and the appropriate

Workplace
Gender Equality
Agency

Australian Government

grade and/or level. For trainees, remuneration is assessed against the National Training Award 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   Should you wish to provide additional information on any of your responses under 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

5   Do you provide employer funded paid parental leave for PRIMARY CARERS, 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
☐ No, currently being considered
☐ No, insufficient human resources staff
☒ No, government scheme is sufficient
☐ No, don't know how to implement
☐ No, not a priority
☐ No, other (provide details):

6   Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?
☐ Yes, one week or greater (please go to 6.1)
☐ Yes, less than one week (please go to 6.2)
☐ No
☐ No, currently being considered
☐ No, insufficient human resources staff
☒ No, government scheme is sufficient
☐ No, don't know how to implement
☐ No, not a priority
☐ No, other (provide details):

7   How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	1	0	0	1
Non-managers	26	0	0	2

8   Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).
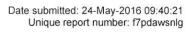
This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	0
Non-managers	7	0

9   Do you have a formal policy and/or formal strategy on flexible working arrangements?
☒ Yes (you can select policy and/or strategy options)
    ☒ Standalone policy
    ☐ Policy is contained within another policy
    ☐ Standalone strategy
    ☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, don't offer flexible arrangements
☐ No, not a priority
☐ No, other (provide details):

10   Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?
☒ Yes (you can select policy and/or strategy options)
    ☒ Standalone policy
    ☐ Policy is contained within another policy
    ☒ Standalone strategy
    ☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

11   Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?
☒ Yes
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

11.1 Please indicate what measures are in place and if they are available at all worksites (where only one worksite exists, for example a head-office, please 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

11.2 Please provide details of any other non-leave based measures that are in place and whether they are available at all worksites.
N/A

12 Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?
☒ Yes (you can select policy and/or strategy options)
    ☐ Standalone policy
    ☐ Policy is contained within another policy
    ☒ Standalone strategy
    ☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement

☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (please provide details):

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

☒ Yes - please indicate the type of measures in place (more than one option can be selected):

    ☒ 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

    ☐ Provide 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
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

14   Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	☒	☐	☒	☐	☒	☐	☒	☐
Compressed working weeks	☐	☒	☐	☒	☐	☒	☐	☒
Time-in-lieu	☐	☒	☐	☒	☐	☒	☐	☒
Telecommuting	☒	☐	☒	☐	☒	☐	☒	☐
Part-time work	☒	☐	☒	☐	☒	☐	☒	☐
Job sharing	☒	☐	☒	☐	☒	☐	☒	☐

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Carer's leave	☒	☐	☒	☐	☒	☐	☒	☐
Purchased leave	☐	☐	☐	☐	☐	☐	☐	☐
Unpaid leave	☒	☐	☒	☐	☒	☐	☒	☐

14.1   If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those 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.

14.2   Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:
☐ Currently under development
☐ Insufficient human resources staff
☐ Don't have expertise
☒ Not a priority
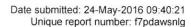☐ Other (provide details):

14.3   Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:
N/A

Gender equality indicator 5: Consultation with 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
☒ No, 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.
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

15.3   Should you wish to provide additional information on any of your responses under gender equality indicator 5, please do so below:
N/A

Gender equality indicator 6: Sex-based harassment and discrimination

16   Do you have a formal policy and/ or formal strategy on sex-based harassment and discrimination prevention?
☒ Yes (you can select policy and/or strategy options)
    ☒ Standalone policy
    ☐ Policy is contained within another policy
    ☒ Standalone strategy
    ☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

16.1   Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy?
☒ Yes
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

17   Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?
☒ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):
    ☒ At induction
    ☐ At least annually
    ☐ Every one-to-two years
    ☐ Every three years or more
    ☐ Varies across business units
    ☒ Other (provide details):
        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.
☐ No

☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

17.1   Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below:
N/A

Other

18   Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any 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. This initiative has resulted in improved gender equality outcomes.
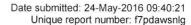
All employees, irrespective of gender, are also offered a diverse range of benefits which include but are not limited to free flu vaccinations, discounted health cover, banking/financial services and dental care, yoga sessions, vehicles, salary sacrifice options, salary packaging, and discounted Microsoft 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 and have resulted in improved gender equality outcomes.

An online system which conducts both probation reviews for new employees and annual performance appraisals/development plans for existing employees is accessible to all employees to use, irrespective of gender. This is used as an opportunity for both employees and their managers to discuss and create key performance objectives, employee development plans and identify and discuss any issues or concerns that are affecting the employee or the organisation. The performance standards are equitable and transparent, and there are no underlying systemic reasons where outcomes for men and women aren't comparable.

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 men and women 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. They 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. An exit interview is yet to be based around gender. 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 62.6% females and 37.4% males.
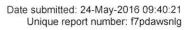
Promotions
2. 67.4% of employees awarded promotions were women and 32.6% were men
    i. 77.8% of all manager promotions were awarded to women
    ii. 64.7% of all non-manager promotions were awarded to women.
3. 12.8% of your workforce was part-time and 2.3% of promotions were awarded to part-time employees.

Resignations
4. 68.0% of employees who resigned were women and 32.0% were men
    i. 46.2% of all managers who resigned were women
    ii. 69.6% of all non-managers who resigned were women.
5. 12.8% of your workforce was part-time and 16.2% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave
    i. 25.9% of all women who utilised parental leave and ceased employment before returning to work
    ii. 0.0% of all men who utilised parental leave and ceased employment before returning to work
    iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
    iv. 25.0% 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

Confirmation CEO has signed the report

Yes

CEO Signature:

Date: 24 MAY 2016