Gender Diversity Report

Survey of the Australian rail workforce

March 2022

Contents

Introduction

Improving gender diversity in the Australian rail workforce is a key focus for the Australasian Railway Association (ARA) and the rail industry.

The ARA's Women in Rail Strategy has six strategic areas of focus:

1. Attraction – raising awareness and improving perceptions

2. Retention – supporting the growth, development and progression of women

3. Networking – providing opportunities for women to network

4. Industry development – equipping industry with diversity resources and training

5. Recognition – acknowledging women's contribution to the sector

6. Benchmarking – measuring progress

The ARA, on behalf of the rail industry, collates diversity data to provide a greater understanding of gender diversity within the Australian rail workforce to benchmark the industry against the national average and measure its progress over time.

The information collected assists the ARA and the rail industry in identifying areas of success or focus to develop initiatives and programs to address gender diversity and support workforce inclusion.

Methodology

The survey questions were based on the Australian Government's Workplace Gender Equality Agency (WGEA)[1] questionnaire to build on data already collected to ensure a complete representation of the Australasian rail workforce. The reporting period of the survey aligns with the WGEA reporting period of 1 April 2020 to 31 March 2021 to allow WGEA reporting rail employers to resubmit the same data and enable data comparison.

Survey data was collected at an organisational level to report on employees who support the development and function of the Australian rail network and its supply chain.

The ARA would like to thank members who responded to the survey, providing improved clarity on gender diversity within the rail industry.

All information collected has been de-identified with only high-level aggregated data made publicly available.

A copy of the survey questions is included in Appendix 1.

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1   WGEA is an Australian Government statutory agency created by the Workplace Gender Equality Act 2012, legislated to collect and publish gender employment data from all Australian non-public sector employers with 100 or more employees.

Summary of survey results

Breakdown of survey respondents

The survey was circulated to over 170 ARA members. 44 ARA members responded (25 per cent of potential respondents).

WGEA only received 12 responses to compile its rail transport data for the same period. A breakdown of the number of respondents by sector is shown in Figure 1.

Figure 1: Survey respondents by sector

- Freight and Intermodal — 16%
- Passenger Operations — 27%
- Manufacturer/Supplier — 18%
- Infrastructure/Contractor — 14%
- Consultant — 20%
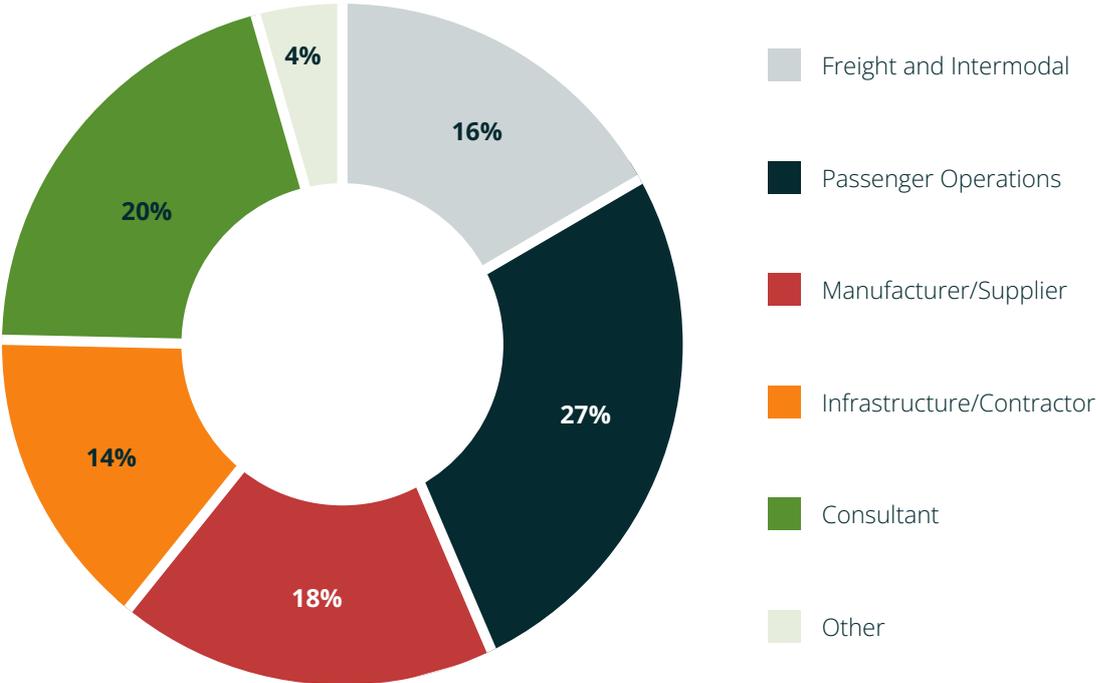- Other — 4%

It should be noted that the types of organisations who responded to the 2020-21 survey were different to the organisations that responded in 2018-19 and 2016-17. In addition, several respondents are represented in multiple rail sectors.

Policies and strategies to support gender equality

89 per cent of respondents have formal policies or strategies in place that specifically support gender diversity. A breakdown by sector is shown in Figure 2.
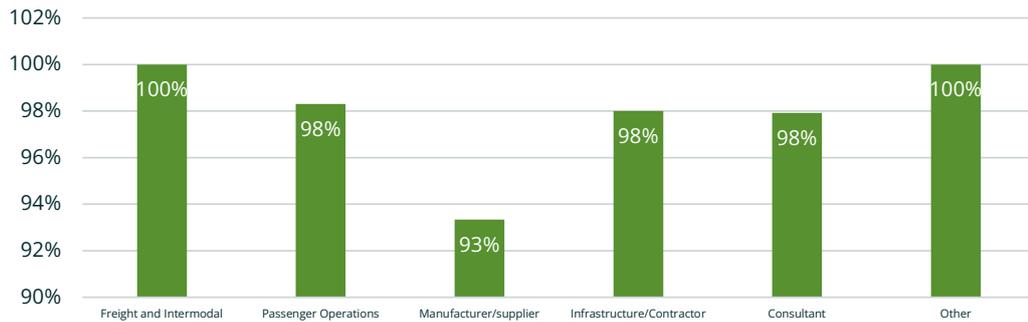
Figure 2: Proportion of respondents with formal gender diversity policies or strategies by Sector

80 per cent of all respondents have specific recruitment policies or strategies to improve the overall gender equality in their organisations. A far lower proportion have specific policies in place to support retention, performance management, promotions, talent identification, succession planning, training and development, and KPIs for managers relating to gender equality; which is significantly lower than the WGEA national average, as shown in Figure 3.

Figure 3: Proportion of respondents that have specific policies or strategies in place to support gender equality

Gender breakdown of workforce

Gender response options included in the survey were female, male and other[2.]

The survey found that 24 per cent of the rail workforce were female during the survey reporting period 2020-21. This is a two per cent improvement from 2018-19[3].

Figure 4 highlights the gender division between full-time and part-time employees is on par with the 2018-19 data at 22 per cent and 59 per cent of females represented in each respective category. The female proportion of casual employees was slightly higher at 28 per cent. However, these percentages are well below WGEA national averages.

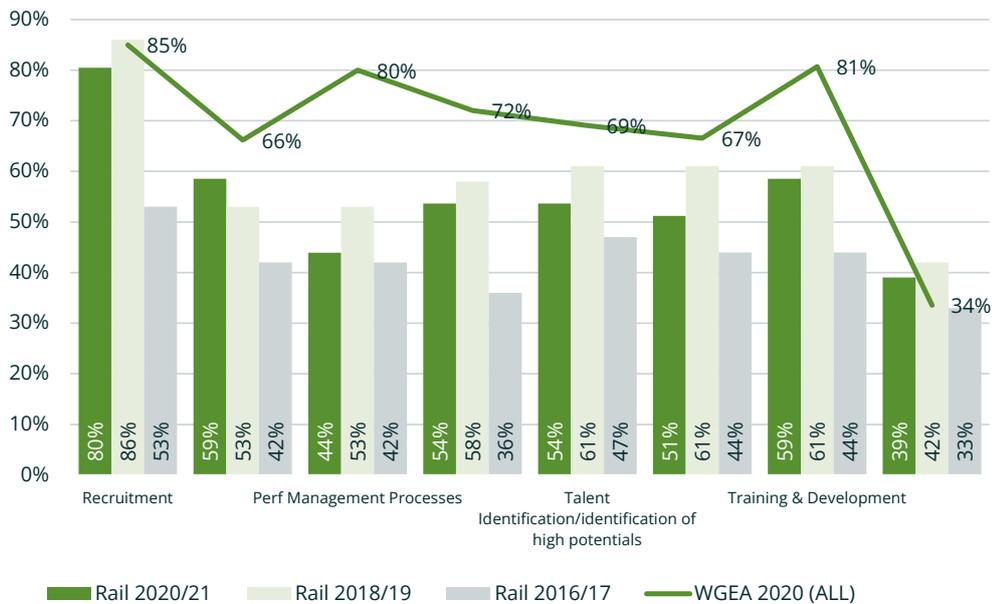|		Female	Male
Full-time	2016/17	18%	82%
	2018/19	21%	79%
	2020/21	22%	78%
	WGEA 2020 (ALL)	38%	62%
Part-time	2016/17	56%	44%
	2018/19	60%	40%
	2020/21	59%	41%
	WGEA 2020 (ALL)	75%	25%
Casual	2016/17	24%	76%
	2018/19	25%	75%
	2020/21	28%	72%
	WGEA 2020 (ALL)	56%	44%

■ Female ■ Male
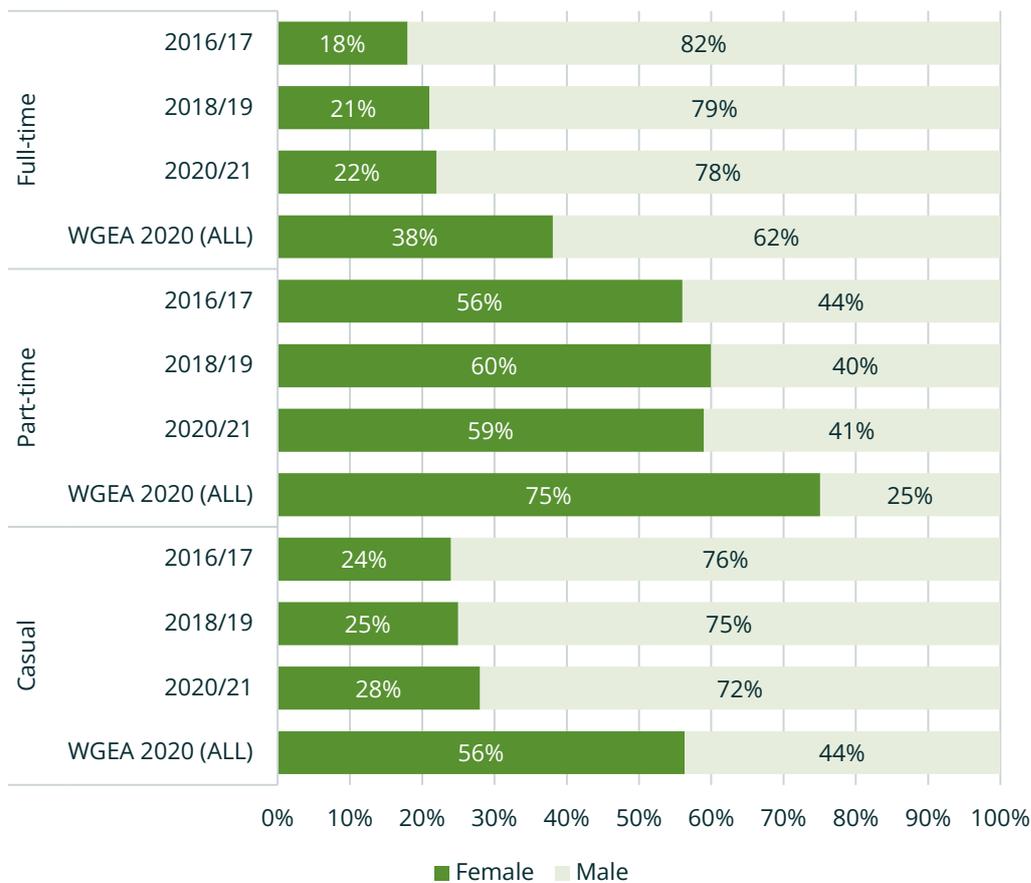
Figure 4: Proportion of respondents with formal gender diversity policies or strategies by Sector

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2   The 'other' gender option aligns to the WGEA questionnaire use of the term 'Gender X', which refers to any non-binary person who identifies with a number of gender identities that sit within, outside of, across or between the spectrum of the male and female binary.

3   The report on the 2018-19 survey reported 27 per cent female participation in the rail industry. This was a transcription error, with the correct figure being 22 per cent.

Management roles

Females hold on average, 24 per cent of managerial positions in the rail industry, with increases in female representation across most management categories since 2018-19.

Figure 5 below shows a breakdown of this representation across the different types of managerial positions and the rail industry's progress since 2016-17, as well as a comparison against the WGEA national average.

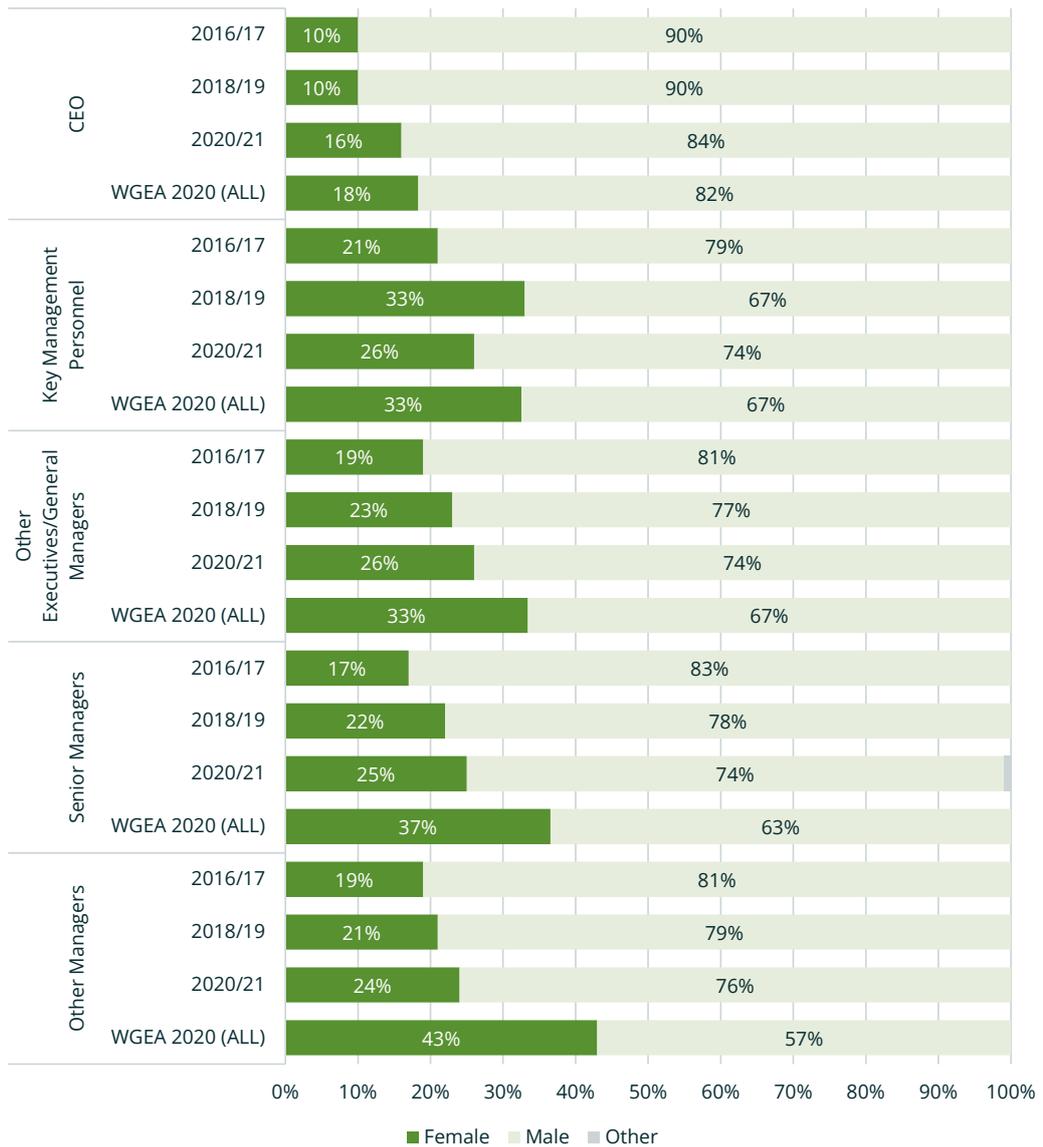|		Female	Male
CEO	2016/17	10%	90%
	2018/19	10%	90%
	2020/21	16%	84%
	WGEA 2020 (ALL)	18%	82%
Key Management Personnel	2016/17	21%	79%
	2018/19	33%	67%
	2020/21	26%	74%
	WGEA 2020 (ALL)	33%	67%
Other Executives/General Managers	2016/17	19%	81%
	2018/19	23%	77%
	2020/21	26%	74%
	WGEA 2020 (ALL)	33%	67%
Senior Managers	2016/17	17%	83%
	2018/19	22%	78%
	2020/21	25%	74%
	WGEA 2020 (ALL)	37%	63%
Other Managers	2016/17	19%	81%
	2018/19	21%	79%
	2020/21	24%	76%
	WGEA 2020 (ALL)	43%	57%

■ Female ■ Male ■ Other

Figure 5: Gender breakdown of manager roles during the reporting

CASE STUDY: TRANSPORT FOR NSW – INCREASING FEMALE REPRESENTATION IN LEADERSHIP ROLES

Transport for NSW has introduced a range of new measures as part of its support for the NSW Government's 'Premier's Priorities' call for gender balance in all senior public service roles by 2025. It has targeted 40 per cent female representation in senior roles as part of this commitment.

To support the appointment of women to executive and senior manager roles, Transport for NSW implemented the following measures:

- Senior executive and senior manager interview shortlists must comprise of at least 50 per cent suitable female candidates. If a shortlist does not meet this requirement, an exemption request outlining the steps taken to attract female applicants must be made to the Secretary
- Gender-balanced recruitment panels for senior executive and senior manager roles are required
- Advertising guidelines have been established, including a review of job advertisements to minimise gendered language to ensure the appeal of the role to women
- The Anti-Discrimination Exemption Order can be applied across the organisation

Additional initiatives have been implemented to support a strong pipeline of female talent, including:

- Market mapping of women in areas where there are critical skill shortages, such as in STEMC roles
- Launch of NSW Government parental leave policy enhancements
- Completion of an annual pay equity analysis and assessment as part of the Gender Pay Action Plan to sustainably address and minimise pay gaps
- Bespoke coaching for female leaders when they are appointed to new executive leadership roles
- All female Deputy Secretaries are eligible to participate in the Public Service Commission Leadership Academy Band 3 Program

- Support for a hybrid way of working, with a mix of face-to-face and virtual working to give people greater choice in where and when they work
- Support provided for people impacted by domestic and family violence, with training for HR business partners to ensure they are equipped to respond to people who may be impacted in the workplace

The outcomes

Transport for NSW increased female representation in leadership roles 3.4 per cent, from 32.4 per cent in June 2020 to 35.8 per cent in June 2021. This exceeded its target of 34 per cent for the period.

Transport for NSW now has strong female representation across all levels of management, with 67 per cent of direct reports to the Secretary and 57.8 per cent of direct reports to the Executive Team being women.

In addition, more than 50 per cent of trainee train drivers are now women for the first time, while 47 per cent of VET cadets, graduates and scholars, and 43 per cent of entry level engineering and ICT program participants are female, providing a strong pipeline for future leaders.

The Transport for NSW team has recognised this commitment, with 64 per cent of women and 70 per cent of men agreeing senior managers support the career advancement of women in the organisation's 2020 People Matter Employee Survey.

Tips for success

- Set year-on-year targets with strong leadership accountability
- Remove any opportunity for bias in decision making
- Establish 50:50 gender panels and shortlists, and use a gender decoder on job ads

Non-managerial roles

Females hold 24 per cent of non-managerial positions (up from 22 per cent in 2018-19). Females have the highest representation in clerical and administrative positions, at 37 per cent, and lowest representation as labourers, machinery operators and drivers, technicians and trade positions. However, the proportion of females as machinery operators and drivers, and technicians and trades are slightly above the WGEA national average, as outlined in Figure 6.

A greater proportion of non-managerial workers identify as other. This includes nine per cent of technicians and trade, five per cent of professionals and three per cent of machinery operators and drivers.
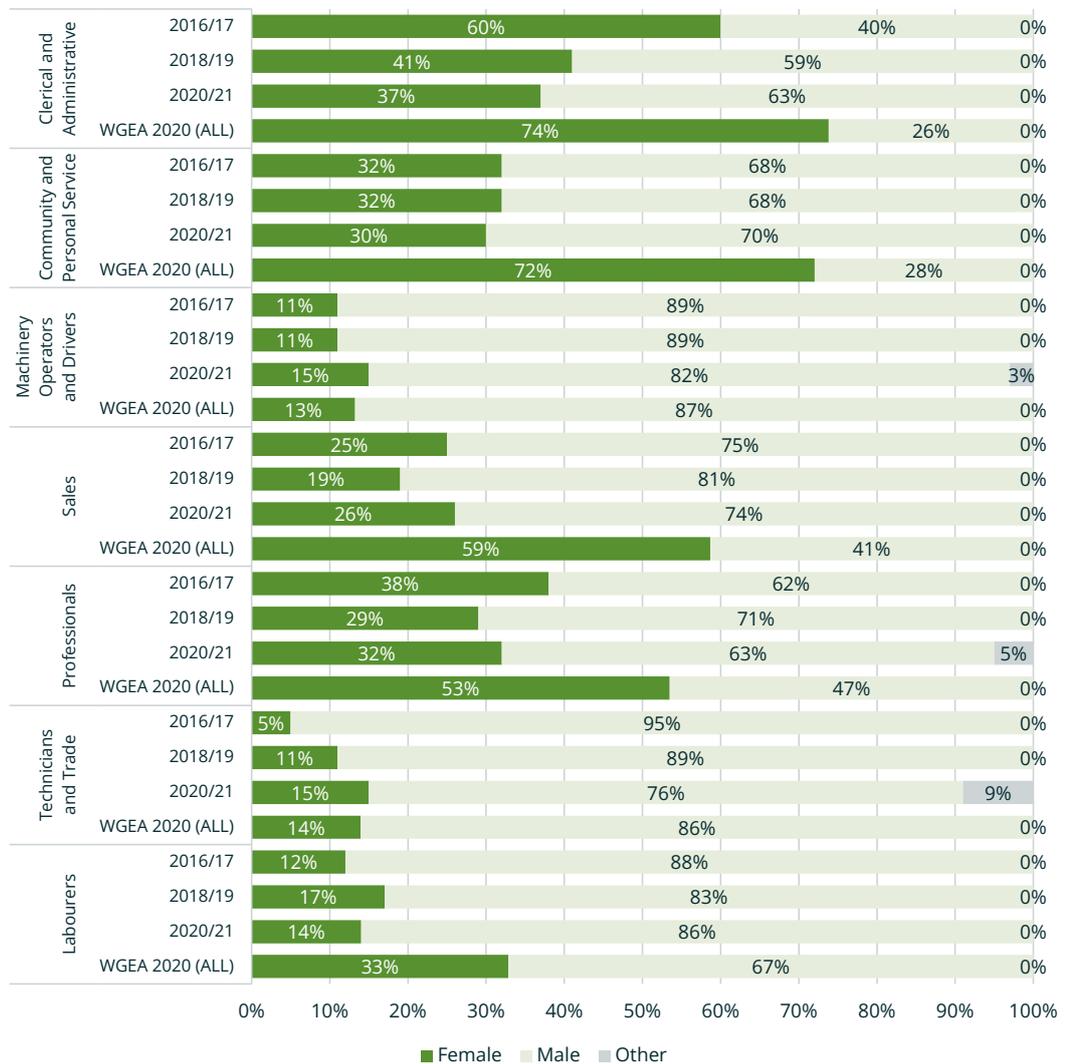

Figure 6: Gender breakdown on non-managerial roles during the reporting period

CASE STUDY: INFRASTRUCTURE ADVISORY GROUP (IAG) – SUPPORTING GENDER EQUALITY AND INCLUSION

IAG was seeking to recruit experienced female engineers to support the delivery of engineering services to the transport sector. It has implemented a range of measures to support the participation and advancement of women in the organisation.

As a people-focused business, IAG strives to provide a flexible, supportive and inclusive workplace that recognises diversity and harnesses talent and expertise from broad perspectives. Gender equality targets are just the start, with a broader focus on breaking down cultural and social barriers to achieve long-term, sustainable gender equality in the infrastructure consulting industry.

IAG is passionate about supporting career development to create more female industry leaders. By way of example, female engineers regularly present at careers days at secondary schools to raise awareness of engineering as a potential career choice.

Aligning with Victoria's Building Equality Policy, IAG has designed and implemented its own gender equality action plan, with policies covering workplace inclusivity, harassment and the elimination of the gender pay gap.

In addition, IAG has a gender-equal parental leave policy. Men represent over 40 per cent of extended parental leave takers since IAG was formed just over three years ago. Leading by example, IAG's CEO recently returned from six months parental leave with his daughter.

The outcomes

With a team of over 100 people, around 50 per cent are female. In addition, 32 per cent of engineers are female compared to the Australian engineering graduate average of just 13 per cent.

IAG's staff retention rate is 97 per cent. Its confidential employee engagement survey findings show high levels of productivity and workplace satisfaction.

Tips for success

- Inclusive policies are an initial and vital step
- An organisation's culture is crucial to retaining talented and motivated staff and needs to be led from the top
- All staff need to feel supported and encouraged to contribute to workplace culture

CASE STUDY: PORT OF BRISBANE – PORT OPERATIONS CADETSHIPS FOR WOMEN

The number of female employees in Port of Brisbane's rail operations is not reflective of the diverse environment in which it operates. To address this issue and realise the benefits of diversity, the organisation launched a pilot program for port operations cadetships for women.

The two-year program sees participants rotate through the rail terminal and other port operations teams to support the development of women with different backgrounds and career paths. On completion, cadets obtain a Diploma of Logistics.

The outcomes

The program reached its half-way point in December 2021, with two cadets progressing through operational areas to provide a well-rounded understanding of the business.

Port of Brisbane team members have shared their decades of experience to support cadets to confidently start their operational careers. Both cadets have been well respected contributors to their teams – bringing fresh ideas and new perspectives.

The program has also highlighted the need for standardised procedures and updated documentation to ensure consistency in practices. A further post implementation review will be completed at the end of the pilot to identify learnings and determine next steps.

Tips for success

- When implementing a new pilot program, stay curious, open and flexible in your approach
- Keep communication lines open, check in regularly and ask for feedback from participants
- Tailor the pace and support at each step, and incorporate participants' ideas to make their experience successful
- Complete a Post Implementation Review to identify key learnings

CASE STUDY: DOWNER EDI RAIL – WOMEN ON TRACK

Women on Track was established in 2021 to provide a dedicated channel for entry-level roles in the rail industry available exclusively to woman. Downer's Victorian business offered a full time traineeship with support through to a Certificate II in Electrotechnology to 10 women from Melbourne's south eastern suburbs when the program launched.

Downer partnered with Hallam Secondary College, Holmesglen TAFE and Our Place to deliver the program, which combines structured learning with practical, on-the-job experience on the High Capacity Metro Trains Project at Downer's Pakenham East Depot.

More than 120 candidates applied for the roles following a dedicated marketing campaign. Its launch followed 12 months of planning, including the development of the recruitment and sourcing strategy, bridging course and formal studies design and supervisor and mentor training.

The program is supported by the Apprentice Innovation Fund which has provided necessary resourcing, tickets, licenses and tooling required for career advancement in the rail industry.

The outcomes

All 10 women have reached the half-way point of the program and wish to pursue their rail career with Downer following their graduation in August 2022. The participants are currently completing four days per week at the Pakenham East Depot working across high capacity signalling, static and dynamic train testing and maintenance work crews, and are attending TAFE one day per week.

Monthly check in meetings are held with supervisors, mentors and TAFE to track participants' progress.

Tips for success

- Establish strong partnerships and invest in prior planning, with regular meetings, to ensure your program's success

- Ensure you have the right number of participants to ensure they are fully supported as they integrate with the wider business
- Adopt an approach that allows participants to work rotations and be part of teams across the business

Participant profile - Dary Lean

Dary's love of language has taken her from her native Cambodia to Australia – with a few stops in between. But now it's the practical skills of Downer's 'Women on Track' traineeship program that are proving her professional motivation.

Born in Cambodia, she won a scholarship in Year 12 to go to neighbouring Vietnam to study English. She used her skills to teach English in Cambodia before her zest for learning took her to Hobart in the 1990s.

Dary landed a job with Cablex – a globally recognised cable manufacturer – before she left to start a family. She later returned to work at Cablex, ran her own business and worked with the Cambodian Association.

After her children left home, the opportunity to train for an electrical apprentice with Downer has provided the next step in her career.

"The study and work combination was what attracted me, as I can get a qualification with work," Dary says.

"A second income is really important for being able to enjoy life, and it helps with getting the children through uni."

Sector comparisons

Consultants have the highest proportion of women in their workforce at 38 per cent compared to the other rail sectors. Rail manufacturers and suppliers have the lowest proportion of females in their workforce overall at 13 per cent.

26 per cent of managers are female in the rail freight, passenger and consultant sectors.

The proportion of females across non-manager and manager positions has either risen or remained steady across the various rail sectors, with the exception of the rail manufacturing and supplier sector, since 2018-19.

Four per cent of the non-manager workforce in the passenger sector identified as other, and one per cent of the total rail manufacturing and supplier workforce.

The proportion of females in managerial and non-managerial positions in different rail sectors, including changes since 2016-17, are shown in Figure 7 to Figure 11 below.

Figure 7: Gender breakdown of managers and non-managers in the Freight Operator sector

Figure 8: Gender breakdown of managers and non-managers in the Passenger Operator sector

Figure 9: Gender breakdown of managers and non-managers in the rail supplier sector

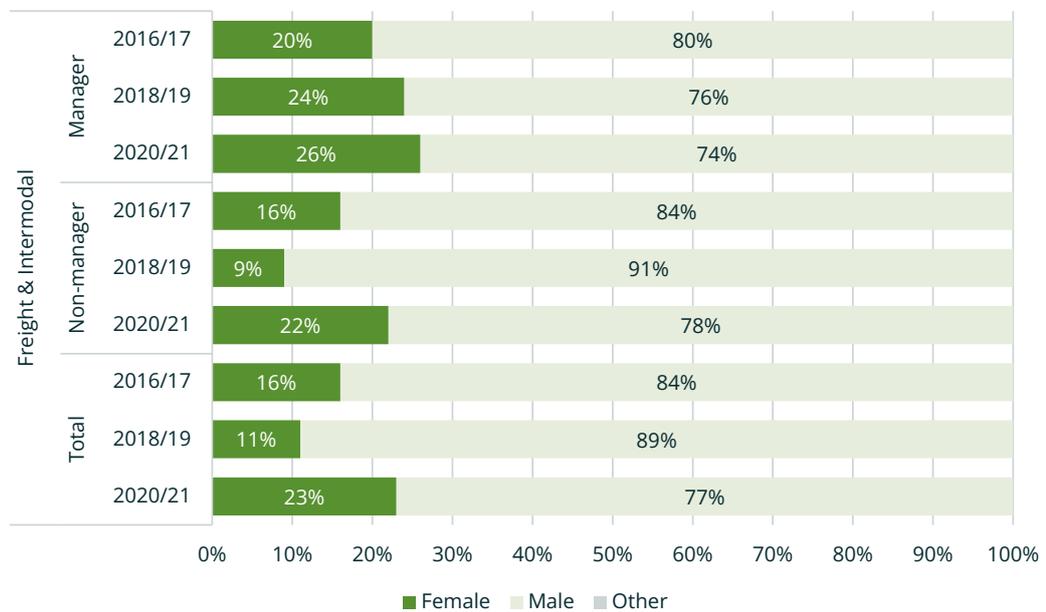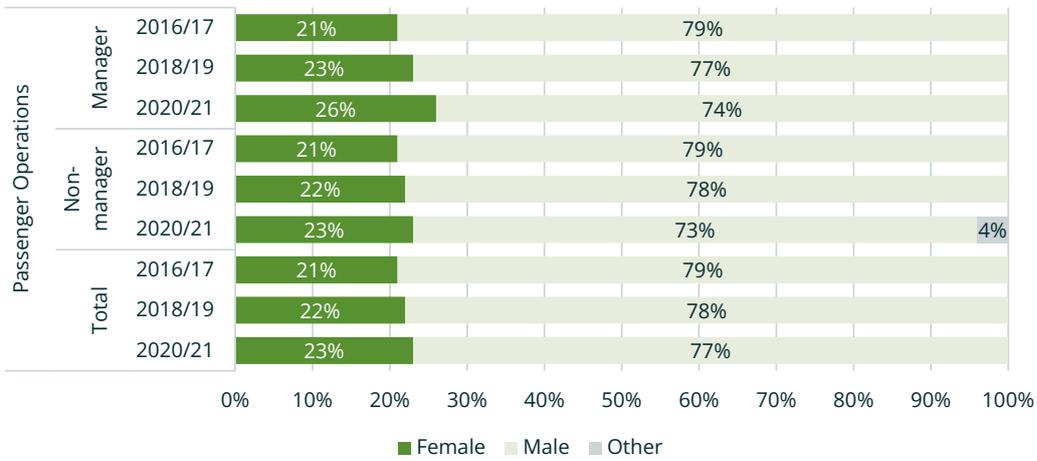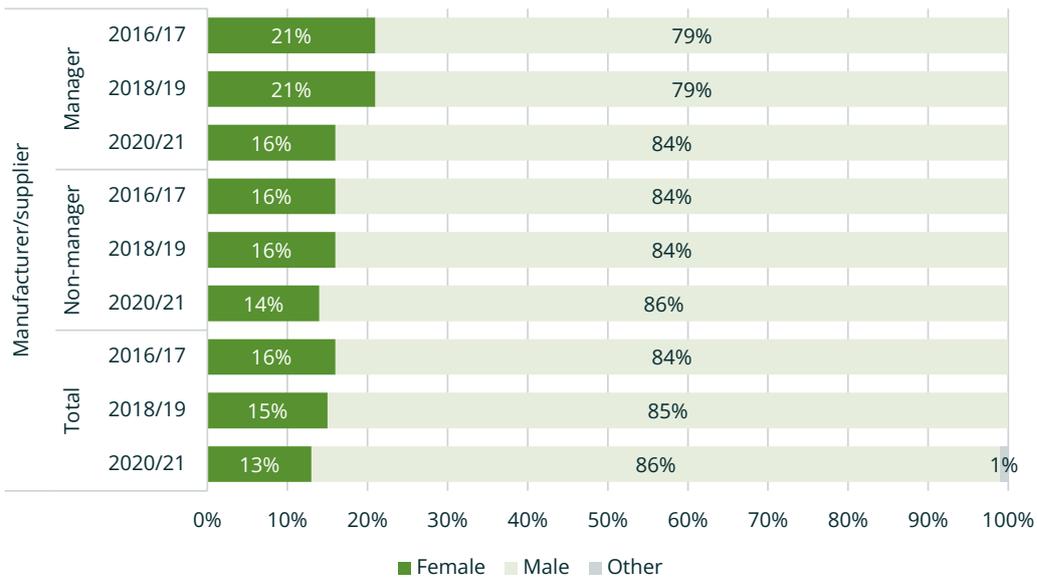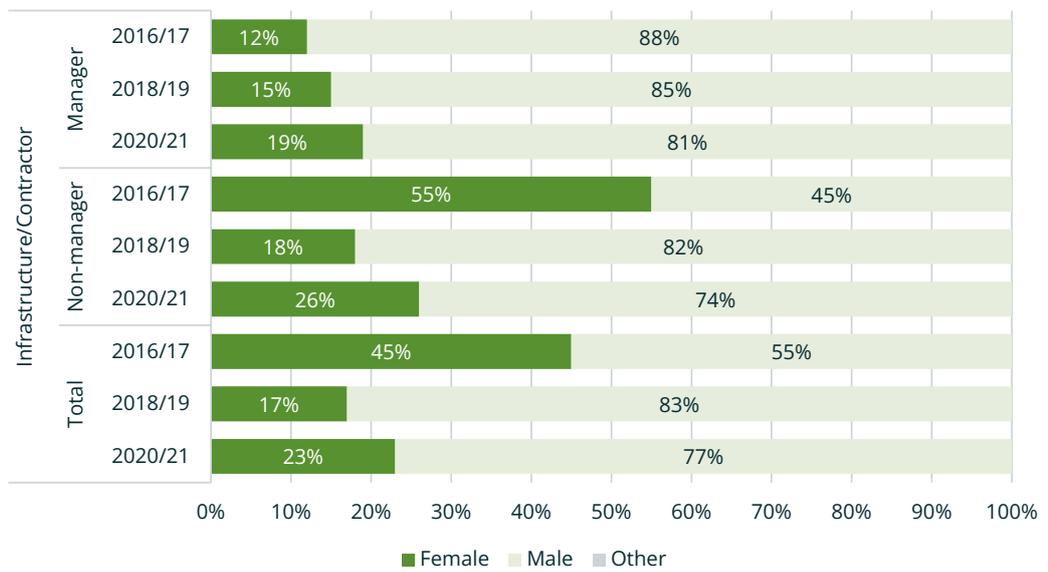*Figure 10: Gender breakdown of managers and non-managers in the Contractor sector*
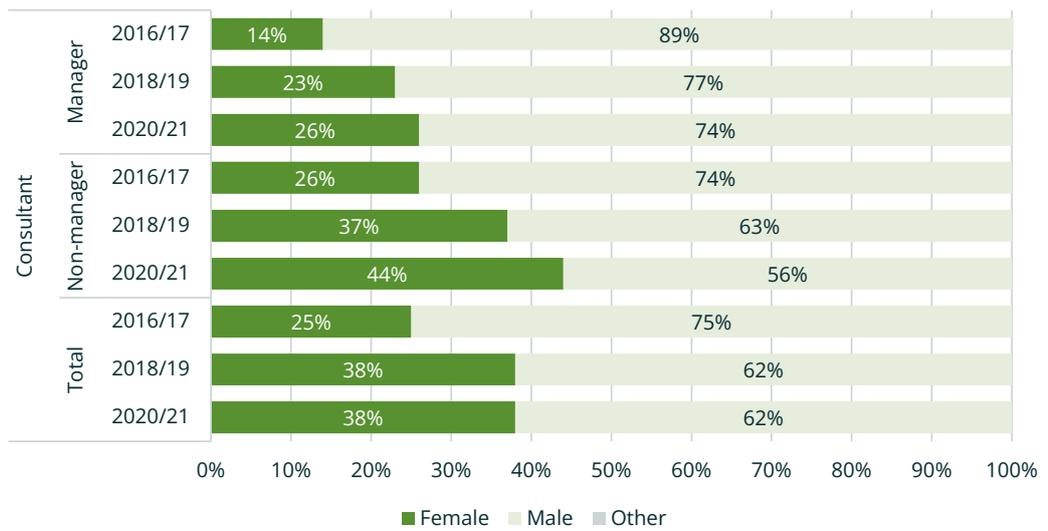
Figure 11: Gender breakdown of managers and non-managers in the Consultant sector

New appointments

Females were awarded 32 per cent of new appointments (via both external and internal recruitment) during the period.

Females were awarded 30 per cent of new appointments to manager positions in 2020-21, up four per cent from 2018-19. In addition, 32 per cent of new appointments to non-manager positions were female, as outlined in Figure 12.

		Female	Male
Manager	2016/17	25%	75%
	2018/19	26%	74%
	2020/21	30%	70%
	WGEA 2020 (ALL)	45%	55%
Non-manager	2016/17	30%	70%
	2018/19	31%	69%
	2020/21	32%	68%
	WGEA 2020 (ALL)	52%	48%
Overall	2016/17	30%	70%
	2018/19	31%	69%
	2020/21	32%	68%
	WGEA 2020 (ALL)	51%	49%
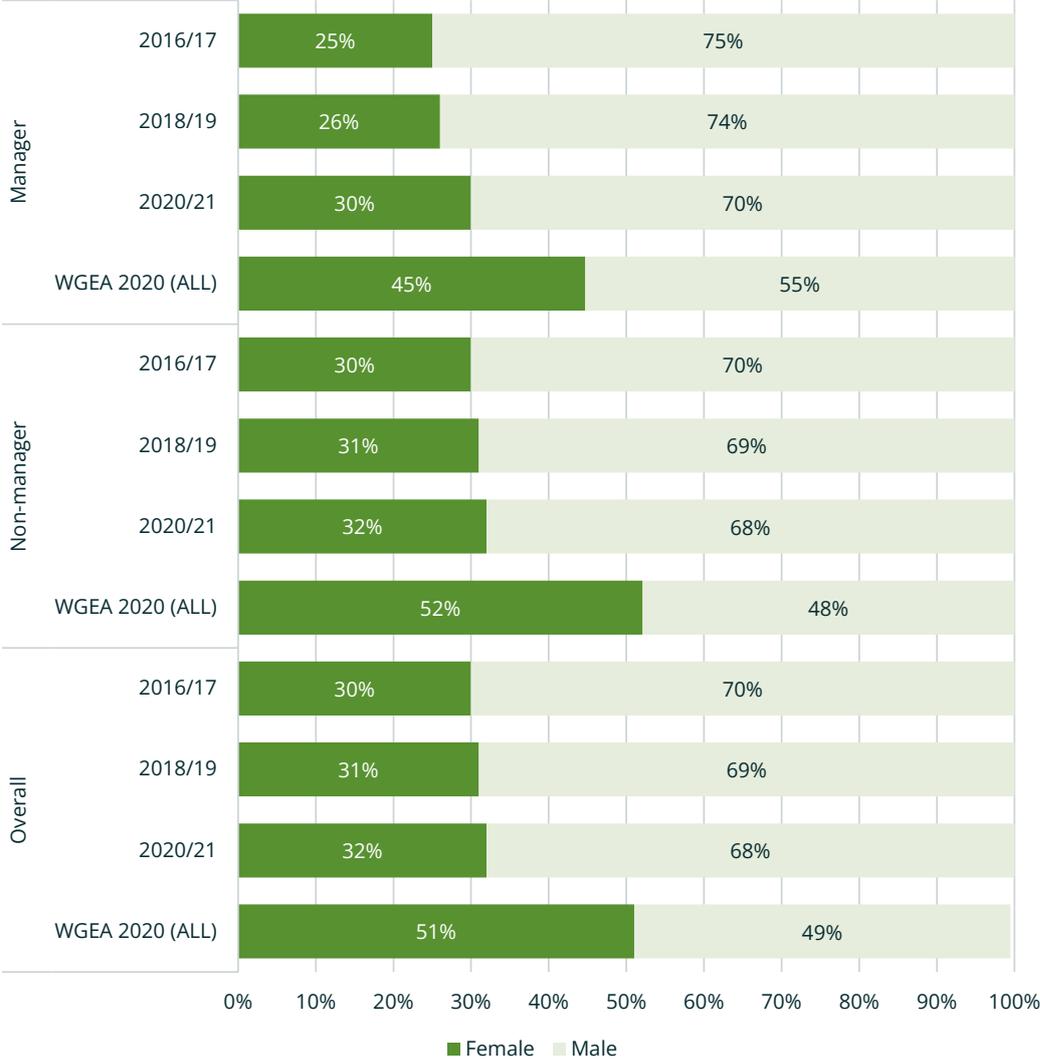
■ Female ■ Male

Figure 12: Gender breakdown of new appointments to manager and non-manager roles

Promotions

32 per cent of all promotions were awarded to females, which was an increase from 28 per cent in 2018-19 but still lower than the WGEA national average. Figure 13 shows a significant rise in the proportion of females promoted in manager positions from 25 per cent in 2018-19 to 34 per cent in 2020-21.

		Female	Male
Manager	2016/17	14%	86%
	2018/19	25%	75%
	2020/21	34%	66%
	WGEA 2020 (ALL)	47%	53%
Non-manager	2016/17	23%	77%
	2018/19	30%	70%
	2020/21	31%	69%
	WGEA 2020 (ALL)	49%	51%
Overall	2016/17	20%	80%
	2018/19	28%	72%
	2020/21	32%	68%
	WGEA 2020 (ALL)	49%	51%

■ Female ■ Male

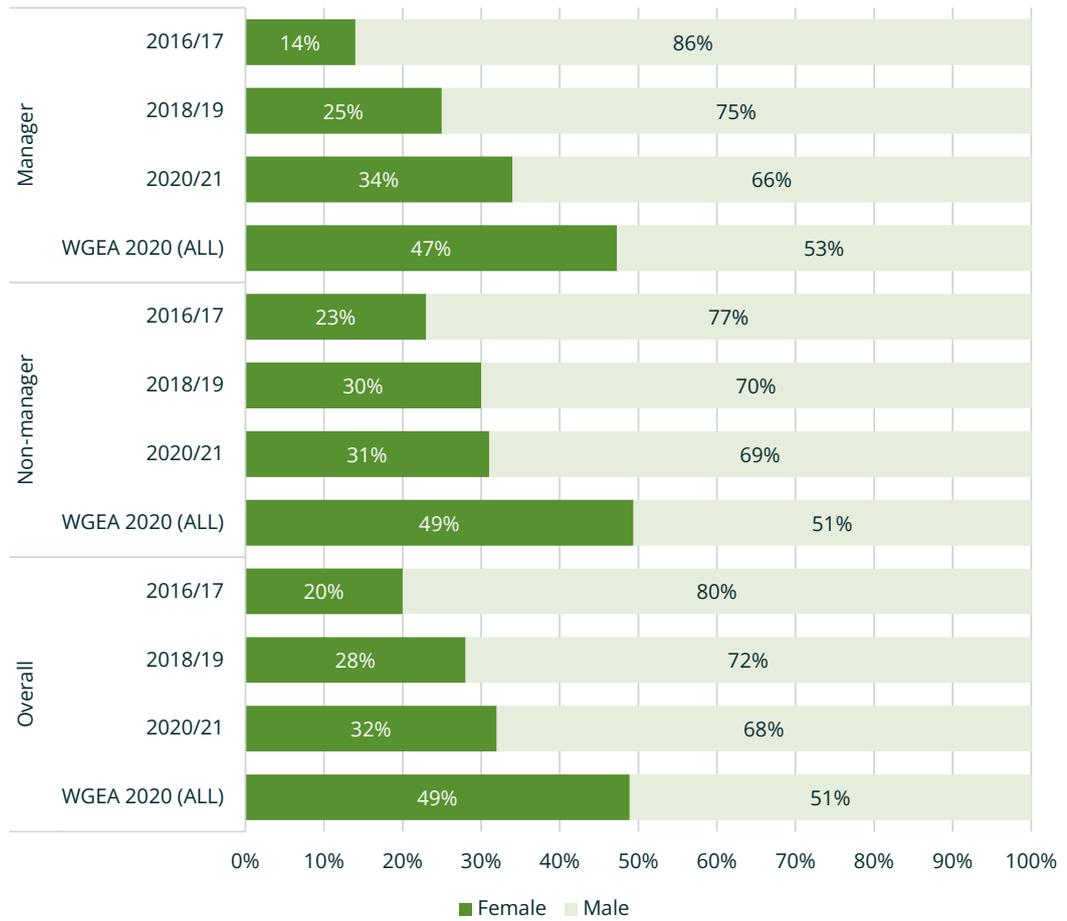*Figure 13: Gender breakdown of promotions by manager and non-manager roles*

Resignations

29 per cent of total resignations in 2020-21 were by females, which is up from 25 per cent in 2018-19. However only 19 per cent of manager resignations were female, down from 23 per cent in 2018-19, as shown in Figure 14.
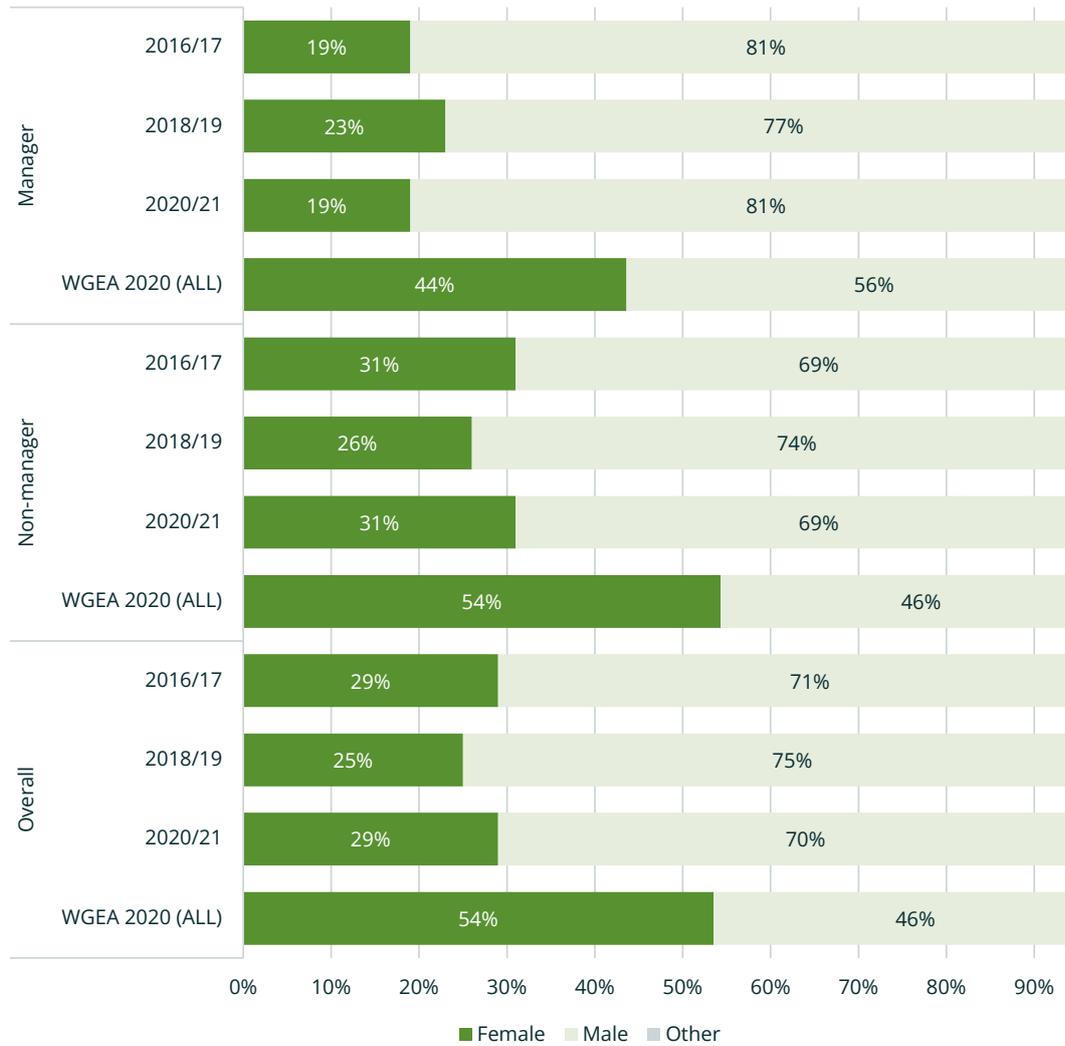

Figure 14: Gender breakdown of resignations by manager and non-manager positions

Gender composition of rail organisation's governing bodies

Respondents indicated that on average their governing body[4] has 26 per cent female representation, a significant increase from 16 per cent in 2018-19. In addition, 27 per cent of females on governing bodies hold the position of Chair.

14 per cent of respondents indicated that they have set targets to increase female representation on their governing bodies. However, of the respondents who do not have targets, 35 per cent have indicated this is due to having no control over the governing body appointments.

Remuneration

68 per cent of respondents indicated they have a formal policy in place regarding remuneration, and 49 per cent have specific gender pay equity objectives. For those organisations that don't, they indicated they are either: currently under development; salaries are set by workplace agreements; non-award employees are paid market rates; or they have insufficient resources.

44 per cent of respondents had conducted a gender pay gap analysis within the last 24 months. And of those who carried out the analysis, 83 per cent undertook action as a result.

Gender equality consultation

58 per cent of respondents have consulted with employees on issues concerning gender equality in the workplace.

Paid parental leave

67 per cent of respondents have employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme, this is an improvement from 62 per cent in 2018-19 and higher than the WGEA national average of 52 per cent.

77 per cent of respondents provide 91-100 per cent of their workforce with access to employer funded paid parental leave.

For those employers who fund paid parental leave, on average, 14 weeks is provided for females, and 12 weeks for males.

Of those who paid parental leave:

- 25 per cent of respondents pay the gap between the employee's salary and government's paid parental leave scheme

- 75 per cent pay the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid

- 11 per cent provided a lump sum payment (paid pre- or post- parental leave, or a combination)

- 7 per cent of respondents offer paid parental leave only to females

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4   For example, for private or publicly listed companies a governing body includes one or more directors or a board of directors.

CASE STUDY: TRANSDEV AUSTRALASIA – GENDER NEUTRAL PARENTAL LEAVE

Transdev Australasia has implemented gender neutral parental leave.

Its 12-week employer-funded parental leave entitlements support both the primary and secondary carers, and do not limit primary caring responsibilities to the mother of the child. This is explicitly stated in the policy and the communication of the policy to employees via internal bulletins, newsletters and the MyTransdev employee app.

Employees who have taken paid parental leave have also shared feedback to educate the broader team on the application and availability of the policy.

The outcome

One-third of employees who took parental leave in the last 12 months were men.

Flexible working arrangements

79 per cent of respondents have formal policies or strategies for flexible working arrangements, an increase from 74 per cent in 2018-19 and above WGEA's national average of 76 per cent.

There is an increased proportion of organisations who provide flexible workplace strategies, as shown in Table 1.

Table 1: Proportion of organisations who have the following flexible workplace strategies

	2020/21	2018/19	2016/17
A business case for flexibility has been established and endorsed at the leadership level	54%	36%	50%
Leaders are visible role models of flexible working	81%	68%	50%
Flexible working is promoted throughout the organisation	81%	80%	80%
Targets have been set for engagement in flexible work	12%	0%	10%
Targets have been set for men's engagement in flexible work	12%	0%	n/a
Leaders are held accountable for improving workplace flexibility	31%	28%	35%
Manager training on flexible working is provided throughout the organisation	27%	16%	40%
Employee training is provided through the organisation	15%	12%	20%
Employees are surveyed on whether they have sufficient flexibility	58%	52%	30%
The organisations approach to flexibility is integrated into client conversations	23%	20%	n/a
The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	42%	32%	20%
Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	42%	24%	n/a
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body/board	35%	16%	10%

56 per cent of respondents offer additional support mechanisms, other than leave, for employees with family or caring responsibilities, which for the majority includes breastfeeding facilities. In addition, 43 per cent of those that don't currently have these support mechanisms have them under development.

The availability of flexible workplace arrangements continued to increase for respondents in rail from 2018-19 to 2020-21, and is significantly higher than the WGEA national average as shown in Figure 15.
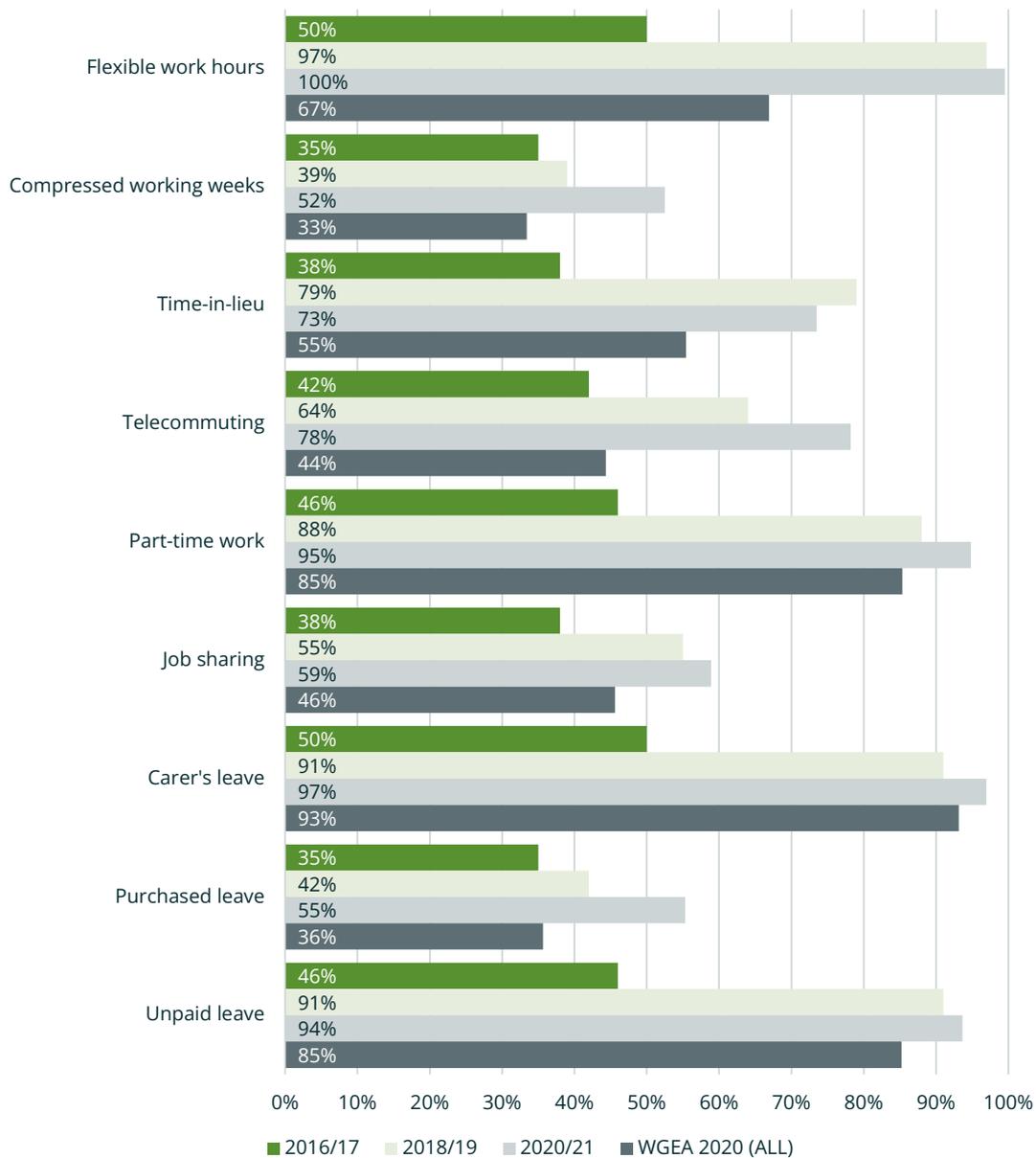
Figure 15: Availability of flexible workplace arrangements

The chart shows the following values:

Arrangement	2016/17	2018/19	2020/21	WGEA 2020 (ALL)
Flexible work hours	50%	97%	100%	67%
Compressed working weeks	35%	39%	52%	33%
Time-in-lieu	38%	79%	73%	55%
Telecommuting	42%	64%	78%	44%
Part-time work	46%	88%	95%	85%
Job sharing	38%	55%	59%	46%
Carer's leave	50%	91%	97%	93%
Purchased leave	35%	42%	55%	36%
Unpaid leave	46%	91%	94%	85%

70 per cent of respondents allowed managers to make informal flexible working arrangements with their team members in response to the COVID-19 pandemic.

57 per cent of respondents confirmed an increase in the approval of formal flexible working arrangements compared to pre-COVID 19.

CASE STUDY: AUSTRALIAN RAIL TRACK CORPORATION (ARTC) – FLEXIBLE WORK CAMPAIGN

While flexible work options had been available at ARTC for years, they were not taken up as widely as hoped, particularly among frontline teams. A leader-led approach was adopted to encourage greater use of flexible work through real-life story telling. The initiative focused on three key messages that encouraged people to:

- speak to their leader about flexible work options
- recognise flexibility could work for all roles
- support a culture of belonging by ensuring people can thrive and bring their whole selves to work

The campaign was supported by a review of flexible working policies. Dedicated information sessions, Q&As, a leader's guide, guiding principles and scenarios and case studies were provided to leaders to make sure they had all the information they needed to support conversations with team members. A business-wide communications campaign was then implemented to normalise flexible working across the organisation.

Employees were encouraged to speak with their leaders about what was possible, while processes to manage flexible working requests were streamlined to make it easier for people seeking new arrangements. Case studies featuring scenarios such as males with caring responsibilities, females completing further study, operational staff easing into retirement or the CEO leaving early to do school pick ups were featured throughout the campaign.

The outcomes

In support of the campaign, the CEO has developed flexible work arrangements with each of the executive team members. Leaders throughout the business were empowered to make decisions within their own teams, reducing the workload involved in traditional approvals processes.

As a result, flexible working arrangements have increased, particularly for frontline and network control workers. A recent employee engagement survey confirmed 69 per cent of employees believe the ARTC has good benefits and is a great place to work.

Tips for success

- Embed targets and measure your progress as part of business unit scorecards
- Promote flexible working for all roles

Personal profile – Jane Lavender-Baker

"Being able to work flexibly has made a big difference for me. When I started working flex it felt like it was accepted because I had kids. Today it's accepted for any reason that's important to you, which is a big shift I've noticed and a societal one too.

"I work both structured and unstructured flex. I have a structured working from home day each Monday, which started when my kids, Lucy and William, were little. I used to get pretty anxious and uptight every Sunday anticipating what I needed to do on Monday morning - getting the kids up and dressed, packing lunches, childcare and school drop-offs - but when I switched to WFH it took that anxiety away and I could enjoy Sundays again. I also try not to schedule meetings before 9am SA time. and I start and finish early on Fridays so I can take Lucy to Cheer. These flex ways of working are fixed in my calendar, and it doesn't mean I won't join a meeting at those times, but I try to work around it.

"I also work unstructured flex - those days when you want to drop into school sports day, or you've got a tradesperson coming or your child has a medical appointment. I used to wedge all that personal stuff into my weekends but now I'm better at going no. it's okay to take time out of your workday for healthcare or selfcare. It might mean I'll work at night to compensate, but that's okay because I'm still delivering outcomes and I see my leader and my peers doing it too. Sometimes work gets the best of me and sometimes my family does - that's balance for me.

"I've had team members who've needed to be encouraged to feel like they have permission to work flexibly. It's great that flex is for everybody now - not just for a particular gender or for people with what were considered 'legitimate reasons' in the past. Flexible working is good for business, and it improves employee engagement. People who feel like they have permission to shape their work will get better outcomes, and we'll have an even stronger culture."

CASE STUDY: AURECON - #WORDSATWORK

Aurecon has sought to address the use of inappropriate or non-inclusive language, developing a one-hour team session drawing on Diversity Council Australia's Words at Work resources. The session requires participants to review guides either as an individual or in pairs or small groups, and share key points and reflections before the session begins.

The one-hour session then includes a presentation on the evidence behind Words at Work, before providing opportunities for group work and discussion. An Aurecon leader facilitates the session and reflects on the insights identified by participants.

The outcome

Teams have reported greater awareness of their own and others' language and its impact on others. This has provided greater clarity across the team, while Aurecon's leaders' contribution to the sessions has supported a sense of collective accountability.

Tips for success

- Take care in introducing the topic and activity to avoid defensiveness
- Seek to follow up the activity to further increase empathy and respect

CASE STUDY: TRANSDEV AUSTRALASIA – SUPPORTING FLEXIBLE WORKING

A lack of flexible work has traditionally been considered one of the biggest barriers for women pursuing a career in public transport, particularly for women with carer responsibilities. To combat this, Transdev has made flexible work options available to all employees, including frontline teams.

Transdev created a FlexWork toolkit to provide a framework for managers and staff to collaborate to create suitable flexible work agreements that meet the needs of employees, teams and the business. This empowers employees to better balance their work and personal commitments, increasing wellbeing at work.

The toolkit includes the following elements:

- A Workplace Flexibility Policy to provide information about flexible working and the requirements for establishing flexible work arrangements

- A flex meeting form, providing a guide to support conversations about establishing flexible work agreements

- Guides for team managers and team members to support the successful implementation of flexible work agreements

Family and domestic violence

61 per cent of respondent organisations have a formal policy or strategy to support employees who are experiencing family or domestic violence. Of those organisations that didn't, these were currently under development, included in their workplace agreement, or organisations weren't aware of the need or would manage these needs on an individual basis.

70 per cent of respondents indicated they had one or more support mechanisms in place to support employees experiencing family or domestic violence, as listed in Table 2 below.

Table 2: Proportion of organisations who have the following support mechanisms in place to support employees experiencing family or domestic violence

Measures offered	2020/21	WGEA 2020
Employee assistance program	70%	82%
HR or other staff training	52%	22%
Referral to support services	57%	52%
Access to any leave (overall measure)	41%	84%
Paid domestic violence leave	52%	36%
Unpaid domestic violence leave	48%	33%
Unpaid leave	68%	78%
Domestic violence clause in an enterprise or workplace agreement	45%	25%
Workplace safety planning	61%	22%
Confidentiality of disclosure	75%	74%
Protection from adverse action or discrimination	59%	49%
Flexible working arrangements	70%	78%
Financial support	25%	25%
Change of office location	48%	33%
Emergency accommodation assistance	20%	11%
Medical services	32%	20%

For those respondents that do not have these support mechanisms currently available, they advised this was due to the lack of resources; not aware of the need; would be discretionary or based on informal arrangements; or are under development.

Sex-based harassment and discrimination

75 per cent of respondent organisations have a formal policy or strategy on sex-based harassment and discrimination prevention.

73 per cent of respondent organisations provide a grievance process in any sex-based harassment and discrimination prevention formal policy.

73 per cent of respondent organisations provide training on sex-based harassment and discrimination prevention to all employees. 72 per cent of those organisations provide this training as part of their induction process.

Major challenges

Respondents were asked what the main challenges were in addressing gender inclusion in their workplace. The majority highlighted that attracting females into rail apprenticeships, rail training or the rail sector, and the availability of skilled or qualified female candidates for roles is limiting the number of females in the rail workforce.

Case studies

A number of organisations have introduced initiatives that have resulted in improved gender equality in their workplace. The ARA is building a diversity initiative library on our website, to showcase these initiatives and provide insights for organisations considering adopting new measures in their own workplaces.

Appendix 1 – Survey questions

Gender Data Survey of the Australasian Rail Workforce - 2021

Purpose of this Survey

The purpose of this survey is to provide a greater understanding of gender diversity within the Australasian rail workforce. The survey questions are based on the Australian Government's Workplace Gender Equality Agency (WGEA) questionnaire to build on data already collected and ensure a complete representation of the Australian rail workforce.

This information will enable the ARA to track improvements and guide initiatives.

Confidentiality

All information collected will be de-identified with high level aggregated data made publicly available.

Reporting Period

The reporting period is 1 April 2020 to 31 March 2021 (to align with WGEA).

Who is clasified in the Australasian Rail Workforce

Any person whose role supports the development and functioning of the railway network and its supply chain or is employed by a rail organisation. For construction companies who work in rail, please only report on employees who are primarily rail workers.

1. Gender Composition of the Workforce

1. Organisation/contact details:

Organisation name

Survey Contact Name

Email

Phone

2. Does your organisation identify as:

Freight operator	Contractor
Passenger Operator	Consultant
Manufacturer/supplier	Other (please specify)

3. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY?

If **YES**, select from the below options:

Recruitment

Training and development

Retention

Key performance indicators for managers relating to gender equality

Performance Management Processes

Talent identification/identification of high potentials

Promotions

Gender equality overall

Succession planning

If **NO**, you may wish to specify why no formal policy or formal strategy is in place:

Insufficient resources/expertise

Not a priority

Currently under development

3. What is the overall breakdown of employees during the reporting period?

Female:

Full-time

Part-time

Casual

Male:

Full-time

Part-time

Casual

Other:

Full-time

Part-time

Casual

Male:

CEO

Key Management Personnel

Other Executives/General Managers

Senior Managers

Other Managers

Other:

CEO

Key Management Personnel

Other Executives/General Managers

Senior Managers

Other Managers

6. How many new appointments were made to manager and non-manager roles during the reporting period? 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)	Number of appointments made to Manager roles (including promotions)
Number of appointments made to Non-Manager roles (including promotions)	Number of appointments made to Non-Manager roles (including promotions)

Other:

Number of appointments made to Manager roles (including promotions)

Number of appointments made to Non-Manager roles (including promotions)

7. How many employees were promoted during the reporting period against each category below?

Managers Female:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Non-Managers Female:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Managers Male:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Non-Managers Male:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Managers Other:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Non-Managers Other:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

8. What is the overall breakdown of employees in non-manager roles during the reporting period?

Female:	**Male:**
Clerical and Administrative	Clerical and Administrative
Community and Personal Service	Community and Personal Service
Machinery Operators and Drivers	Machinery Operators and Drivers
Sales	Sales
Professionals	Professionals
Technicians and Trade	Technicians and Trade
Labourers	Labourers

Other:

Clerical and Administrative

Community and Personal Service

Machinery Operators and Drivers

Sales

Professionals

Technicians and Trade

Labourers

9. How many employees resigned during the reporting period against each category below?

Managers Female:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Non-Managers Female:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Managers Male:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Non-Managers Male:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Managers Other:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Non-Managers Other:

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

2. Gender Composition of Governing Body

The following questions relate to the governing body of your organisation. For example your organisation's governing body would be:

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

- For trusts, the trustee is the governing body/board

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

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

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

1. How many members are on this governing body?

Female   Male   Other

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

If **YES**, what is the percentage target and year it is to be reached:

Percentage   Year

If **NO**, select from the below options:

    Governing body has gender balance   Do not have control over governing body appointments

    Insufficient resources/expertise   Not a priority

    Currently under development   Other

3. Who holds the position of Chair:

Female   Male   Other

3. Equal remuneration between women and men

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

Yes

No

If **NO**, you may specify why no formal policy or formal strategy is in place:

Insufficient resources/expertise

Salaries set by awards/industrial or workplace agreements

Currently under development

Non-award employees paid market rate

Not a priority

Other (please specify)

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

If **YES**, select from the below options:

to achieve gender pay equity

Salaries set by awardsto ensure no gender bias occurs at any point in the remuneration review process

to be transparent about pay scales and/or salary bands

to ensure managers are held accountable for pay equity outcomes

to implement and/or maintain a transparent and rigorous performance assessment process

If **NO**, select from the below options:

Insufficient resources/expertise

Salaries set by awards/industrial or workplace agreements

Currently under development

Non-award employees paid market rate

Not a priority

Other (please specify)

3. 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)?

If **YES**, please select when the most recent gender remuneration gap analysis was undertaken:

Within last 12 months	More than 2 years ago but less than 4 years ago
Within last 1-2 year	Other (please specify)

If **YES** to the above, did you take any actions as a result of your gender remuneration gap analysis:

No, did not take any actions	Set targets to reduce any organisation wide gaps
Created a pay equity strategy or action plan	Reported pay equity matrics
Identified causes of gaps	Trained people in addressing gender bias
Reviewed remuneration decision making processes	Corrected like for like gaps
Analysed commencement salaries by gender to ensure no pay gaps	Conducted a gender based job evaluation process
Analysed performance pay to ensure there is no gender bias	Other (please specify)
Analyse performance ratings to ensure no gender bias	

If **NO**, you may specify why you have not analysed your payroll for gender remuneration gaps:

Insufficient resources/expertise

Currently under dvelopment

Salaries for some or 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 chance in tenure or qualifications)

Reviewed remuneration decision making processes

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 are paid market rate

Not a priority

Other (please specify)

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

Yes

No

4. Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

1. 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?

If **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 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)

If **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 governments 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)

If **NO**, we offer paid parental leave for primary carers that is available for **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 governments paid parent lave scheme
>
> By paying the employees full salary (in addition to the governments 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)

If **NO**, not available you may specify why this leave is not provided:

> Insufficient resources/expertise   Not a priority
>
> Government scheme is sufficient   Other (please specify)
>
> Currently under development

2. How many weeks of employer funded paid parental leave is provided?

Female

Male

3. What proportion of your total workforce has access to employer funded paid parental leave?

Less than 10%	51-60%
10-20%	61-70%
21-30%	71-80%
31-40 %	81-90%
41-50%	91-100%

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

Yes

No

If **NO**, select from the below options:

Salaries set by awards/industrial or workplace agreements

Insufficient resources/expertise

Currently under development

Don't offer flexible arrangements

Not a priority

Other (please specify)

2. How many weeks of employer funded paid parental leave is provided?

A business case for flexibility has been established and endorsed at the leadership level

Leaders are visible role models of flexible working

Flexible working is promoted throughout the organisation

Targets have been set for engagement in flexible work

Targets have been set for men's engagement in flexible work

Leaders are held accountable for improving workplace flexibility

Manager training on flexible working is provided throughout the organisation

Employee training is provided through the organisation

Employees are surveyed on whether they have sufficient flexibility

The organisations approach to flexibility is integrated into client conversations

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body/board

6. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (e.g. employer-subsided childcare, breastfeeding facilities)?

No

If Yes, (please specify)

If **NO**, select from the below options:

Insufficient resources/expertise   Not a priority

Currently under development   Other (please specify)

7. Which options from the list below are available to your employees? Please indicate in the related checkboxes. Unmarked boxes will mean this option is not available to your employees.

Managers Female:

Flexible hours of work

Compressed working weeks

Time-in-lieu

Telecommuting

Part-time work

Job sharing

Carer's leave

Purchased leave

Unpaid leave

Non-Managers Female:

Flexible hours of work

Compressed working weeks

Time-in-lieu

Telecommuting

Part-time work

Job sharing

Carer's leave

Purchased leave

Unpaid leave

Managers Male:

Flexible hours of work

Compressed working weeks

Time-in-lieu

Telecommuting

Part-time work

Job sharing

Carer's leave

Purchased leave

Unpaid leave

Non-Managers Male:

Flexible hours of work

Compressed working weeks

Time-in-lieu

Telecommuting

Part-time work

Job sharing

Carer's leave

Purchased leave

Unpaid leave

Managers Other:

Flexible hours of work

Compressed working weeks

Time-in-lieu

Telecommuting

Part-time work

Job sharing

Carer's leave

Purchased leave

Unpaid leave

Non-Managers Other:

Flexible hours of work

Compressed working weeks

Time-in-lieu

Telecommuting

Part-time work

Job sharing

Carer's leave

Purchased leave

Unpaid leave

5. Family & Domestic Violence

This section focuses on the measures your organisation has in place related to family or domestic violence. It asks whether you have a formal policy and/or formal strategy to support employees experiencing family or domestic violence, as well as other specific support mechanisms.

If measures to support employees experiencing family or domestic violence are not available in your organisation, you will have the opportunity to indicate why.

*Family or domestic violence involves violent, abusive or intimidating behaviour from a partner, carer or family member to control, dominate or instil fear. It can be physical, emotional, psychological, financial, sexual or another type of abuse.

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

Yes

No

If **NO**, select from the below options:

Currently under development

Insufficient resources/expertise

Included in award/industrial or workplace agreement

Not a priority

Not aware of the need

Other (please specify)

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

Employee assistance program (including access to psychologist, chaplain or counsellor):

Yes

No

If **NO**, select from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Training of key personnel:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

A domestic violence clause in an enterprise agreement or workplace agreement:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Workplace safety training:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Access to paid domestic violence leave (contained in n enterprise/workplace agreement):

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Access to paid domestic violence leave (not contained in n enterprise/workplace agreement):

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Access to unpaid leave:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Confidentiality of matters disclosed:

Yes

No

If **NO**, select from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Referral of employees to appropriate domestic violence support services for expert advice:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Protection from any adverse action or discrimination based on the disclosure of domestic violence:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Flexibile working arrangements:

       Yes

       No

If **NO**, select all from the below options:

       Currently under development

       Insufficient resources/expertise

       Not a priority

       Not aware of the need

       Other (please specify)

Provision of finacial support (e.g. advance bonus payment or advanced pay):

       Yes

       No

If **NO**, select from the below options:

       Currently under development

       Insufficient resources/expertise

       Not a priority

       Not aware of the need

       Other (please specify)

Offer change of office location:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Emergency accommodation assistance:

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Access to medical services (e.g. doctor or nurse):

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

Other (please specify)

6. Sex-based harassment and discrimination

This section focuses on the measures your organisation has in place related to sex-based harassment and discrimination, including formal policies/strategies, grievance processes, and training.

If measures to support carers are not available to your employees, you will have the opportunity to indicate why.

*Sex-based discrimination occurs when someone is treated less favourably or not given the same opportunities because of their sex. Sex-based harassment includes sexual or non-sexual behaviour that offends, humiliates, intimidates, is unwanted, or is not returned. The Sex Discrimination Act 1984 makes it unlawful to discriminate against a person on the basis of gender identity, intersex status, sexual orientation, marital or relationship status, family responsibilities, pregnancy or potential pregnancy or breastfeeding. It also prohibits sexual harassment in many areas of public life including all work-related activity.

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

Yes

No

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

1.1. Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?*

Yes

No

If **NO**, select all from the below options:

    Currently under development

    Insufficient resources/expertise

    Not a priority

    Not aware of the need

    Other (please specify)

2. Do you provide training on sex-based harassment and discrimination prevention to the following groups?*

All Managers: If **YES**, please indicate how often is this training provided. Select all that apply.

    At induction

    At least annually

    Every three years or more

    Varies across business units

    Other (please specify)

If **NO**, select all from the below options:

    Currently under development

    Insufficient resources/expertise

    Not a priority

    Not aware of the need

    Other (please specify)

All Managers: If **YES**, please indicate how often is this training provided. Select all that apply.

At induction

At least annually

Every three years or more

Varies across business units

Other (please specify)

If **NO**, select all from the below options:

Currently under development

Insufficient resources/expertise

Not a priority

Not aware of the need

Other (please specify)

7. Major Challenges and Successful Initiatives

What are your orginisations major challenges in addressing gender inclusion?

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