

# The **WORK180** Report

How employers are  
attracting, supporting  
and retaining  
talented women

W**180**RK



# Contents

|   |    |
|---|----|
| Introducing the quiet workplace revolution..... | 3  |
| <b>Flexible working</b>                         |    |
| Flexible working.....                           | 5  |
| Insights.....                                   | 6  |
| <b>Equal pay</b>                                |    |
| Equal pay.....                                  | 9  |
| Superannuation.....                             | 10 |
| Insights.....                                   | 11 |
| <b>Parental support</b>                         |    |
| Paid parental leave.....                        | 13 |
| Secondary carers.....                           | 14 |
| Insights.....                                   | 15 |
| Pacesetters in parental leave.....              | 16 |
| Introducing a paid parental leave policy.....   | 17 |
| Returning to work after parental leave.....     | 18 |
| Minimum tenure.....                             | 19 |
| Pacesetters in Minimum tenure.....              | 20 |
| Stillbirth.....                                 | 21 |
| Introducing breastfeeding rooms.....            | 21 |
| <b>Career development</b>                       |    |
| Career development.....                         | 24 |
| Insights.....                                   | 25 |
| Introducing career development programs.....    | 26 |
| Women in leadership.....                        | 27 |
| Raising the number of women in leadership.....  | 27 |
| <b>Employee assistance</b>                      |    |
| Employee Assistance Program.....                | 30 |
| Insights.....                                   | 31 |
| Domestic and family violence.....               | 32 |
| WORK180 endorsed employers for women.....       | 29 |
| <b>How does your business compare?</b>          |    |
| Here's how our rating works.....                | 36 |
| Footnotes.....                                  | 36 |



# Introducing the quiet workplace revolution

By 2025, millennials will make up more than 75% of the workforce. For them, a healthy work-life balance isn't just a nice-to-have, it's a deal-breaker.

Retaining the skills of this demographic will require organisations to make changes to the way they engage with employees, in order to grow and future proof their businesses.

The transition is already underway. Smart companies are investing heavily in their employees to help attract talented people and provide a competitive edge. Their HR benefits offer greater support to the employee and are focused on outcomes rather than rigid workplace processes.

To document this important development, WORK180 has undertaken a study into some of Australia's most progressive employers to analyse their commitment to supporting and rewarding employees. We have referred to this group as 'Leaders', with the best performing known as 'Pacesetters'.

The areas we looked at were flexible working, pay equity, parental support, career development and employee assistance. We have measured our findings against publicly available data from the Workplace Gender Equality Agency and a range of other key reports.\* We have referred to this group as 'All Australian Businesses'.

This is valuable information. It provides insights into industry trends and allows business operators to compare their own policies with those at the forefront of this quiet workplace revolution.



# **Flexible working**



# Flexible working

Flexible working provides employees with a healthy work-life balance and promotes a happy and loyal workforce. It encourages diversity, attracts great talent and reduces business costs. It also helps employees stay focused on their work, leading to improved productivity and better profitability.

The thing about flexible working is that there's no 'one size fits all' approach. It can mean changes to working hours, split shifts, job sharing, working remotely or just about any other arrangement that's agreed to by both employer and employee.

And it does come with challenges. Managing performance, arranging meetings and providing development opportunities can be more difficult when employees work flexibly. It's also true that some people just don't have the discipline to self-manage.

But in most cases the rewards far outweigh the obstacles and that's why a growing number of organisations are starting conversations with workers to see if there are ways to improve the way they do business.



#endorsedemployerforwomen

*"It's hard to say exactly how many people work flexibly at Laing O'Rourke and that's because it's part of our culture. People will work with their manager and their team to decide if they're going to come in a bit later, do childcare pick ups or whether they might work from home. We have a lot of people who travel, so they're always working flexibly, at the airport or maybe on a client's site. Often in construction, it's about what's happening on site today, so people don't work the same start and finish time ever."*

Helen Fraser, General Manager, Human Capital, Laing O'Rourke

# Insights

---

Where flexible working is most deeply entrenched:

**34%** take “a great deal” of personal accountability for their organisations’ reputations <sup>1</sup>

**54.2%** of Australian businesses provide some kind of flexible working arrangements <sup>2</sup>

**31.2%** of Australian businesses allow employees to work from home <sup>3</sup>

**83.2%** of Australian businesses offer part time work<sup>3</sup>

---

[Compare your company now](#)



#endorsedemployerforwomen

*“Ashurst were proud to launch their new approach to flexible working in 2018 – Smarter Working. Individuals are empowered to work more efficiently and flexibly and in a way that is consistent with the requirements of our clients and teams. This initiative is about being trusted to deliver outcomes in your role whilst working around personal life patterns and choices. We want to encourage all employees, both male and female to consider how they could work flexibly and make this a benefit for all – not something that really only supported a particular profile or gender.”*

Kasey Zun, Senior Diversity & Inclusion Manager, Ashurst




# Introducing flexible working arrangements

Without buy-in, flexible working will be difficult to introduce. Start with the board and CEO, then work down through management and employees. As well as explaining the benefits, it's important to listen to what everyone wants out of flexible working and what their expectations are.

It's unlikely everything will fall into place immediately, so start with a pilot scheme so you can iron out any conflicts. You can then fine tune the policy over a period of months, based on feedback from participants and outcomes for the business.

Develop a set of guidelines to help avoid confusion and prevent problems from arising. These can be documented once the pilot has ended and the formal policy is introduced.





**Equal  
pay**





# Equal pay

Committing to closing the gender gap is an important step to publicly showing you are serious about equality in the workplace. It increases the number of female applicants, is better for innovation and delivers a more inclusive culture. It's also allows men to take on a more active role in caring for children and supports women returning to work after parental leave.

According to the Workplace Gender Equality Agency (WGEA), the current gender pay gap in Australia stands at 14.6%. While that's an improvement on recent years (in 2014 it reached 18.5%), it shows that we have a long way to go before women are valued equally.

On average, women earn \$244.80 a week less than men and have to work an extra 56 days a year to earn the same pay. And the pay gap is most pronounced for women aged 45-54.<sup>4</sup> One reason is that time spent away from the workforce has a major impact on income. Women are, in effect, being charged a 'mother's tax' for being the primary carer of their children.

But that's not the only reason why the gap exists. Other factors include:

- conscious and unconscious bias that impacts hiring, promotion and pay
- men's domination of managerial and technical roles, while women are over represented in administrative health and caring positions



# Superannuation

Paying superannuation on both paid and unpaid parental leave allows women to continue making contributions during times when their career is interrupted. It supports financial independence in retirement and goes some way to closing the gender pay gap.

Despite the fact that women tend to live longer than men, they retire with around half the superannuation savings. That's because they face unique challenges when it comes to funding their nest eggs.

We've already discussed the gender pay gap, which has a major impact on retirement savings. But the other key factor is the time women spend away from the workforce, caring for children or relatives. According to government figures, women are still five times more likely to be a stay at home parent than men.<sup>5</sup>

This contributes to a great disparity during retirement, with 44% of women relying on their partners income as the main source of funds for retirement. A staggering 40% of single retired women live in poverty and experience economic insecurity.

There is a growing trend for employers to continue contributions as a way of attracting, supporting and retaining talented women. More than 85% of surveyed Leaders now pay super on paid parental leave and almost a quarter are paying on unpaid leave.

---

**40%** of older single retired women live in poverty and experience economic insecurity in retirement<sup>6</sup>

**44%** of women rely on their partner's income as the main source of funds for retirement<sup>6</sup>

**8.5%** of women between 65 and 74 still have a mortgage<sup>6</sup>

Women spend on average  
**five hours more per day**<sup>6</sup>  
caring for children than men

---

**Compare your company now**



# Insights

Within our survey

# 66%

of companies sized  
10,001+ are equal  
pay ambassadors

## Introducing an equal pay policy

Understanding where you stand is the first step. Go to the WGEA website to find out how you can organise an equal pay audit.





# **Parental support**





# Paid parental leave

Paid parental leave is great for business. Happy employees are more productive and less likely to leave. This reduces the cost of hiring and training and helps businesses retain specialised knowledge. It also enhances workplace culture, improves employer/employee relationships and increases loyalty to the organisation.

In Australia, parents are able to access 18 weeks Parental Leave Pay, following the birth or adoption of a baby. This is paid by the government at minimum wage, which currently stands at \$719.35 a week (before tax).

But offering additional paid parental leave on top of this allowance has become a powerful differentiator for companies looking to attract and retain talented employees.

Providing support during the early months of a child's life has been shown to help with their physical and cognitive development. It also sends a clear message to employees that the employer values their life and responsibilities outside of the workplace.<sup>7</sup>

Across all Australian businesses, almost half of employers now offer paid parental leave for primary carers. However, the vast majority of businesses surveyed for this report provided a minimum of 6 weeks paid parental leave for the primary carer. The mean average across this group was 12 weeks, with Pacesetters offering 26 weeks.



# Secondary carers

A government payment of \$719.35 a week for up to 2 weeks is available to secondary carers. But as with primary carer support, providing paid parental leave for secondary carers is a growing trend in Australia.

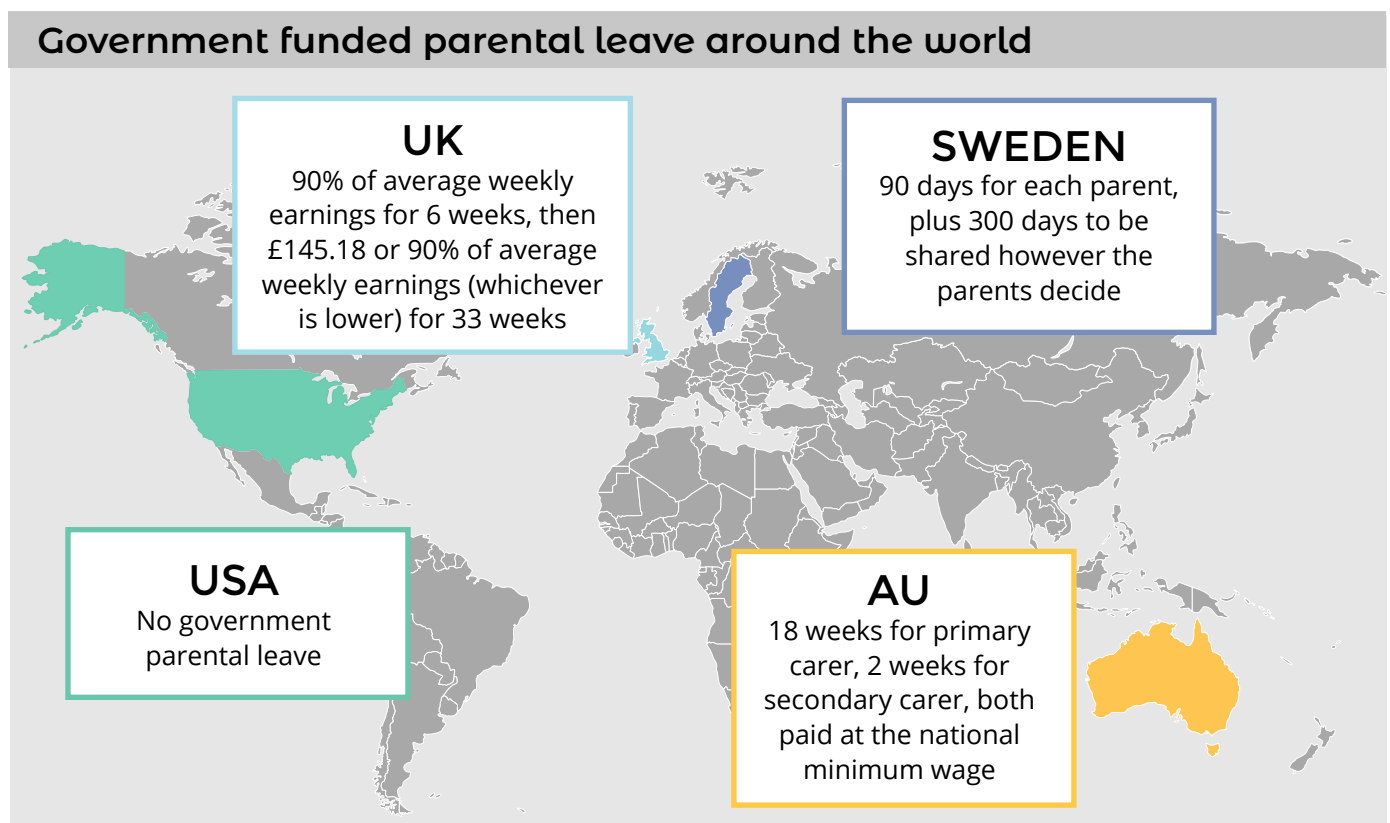
In the majority of Australia's heterosexual relationships, the secondary carer is a role most commonly taken on by the father. Half of the OECD nations have introduced some form of partner/father specific leave, whilst all OECD nations offer paid maternity leave (US being the exception). The benefits of sharing parental responsibilities are well documented.<sup>8</sup>

When men spend time with their newborn it improves their confidence and ability to care for the child in the long term.

It also benefits the child by increasing the child's cognitive scores and mental health outcomes. For mixed-sex couples, fathers who spend more time caring for their babies alone are also less likely to separate from their partners than those who are less hands-on.<sup>9</sup>

Naturally, shared care also helps both partners and mothers in particular to physically and emotionally recover after childbirth. Offering paid leave for the co-parent, and challenging caring norms by expecting fathers to take equal responsibilities, help transform entrenched gender inequalities. Couples are given the resources to divide the unpaid care and paid work more evenly and it improves work-life balance.

*Heilman B, Levtoy R, van der Gaag N, Hassink A, and Barker G (2017). State of the World's Fathers: Time for Action. Washington, DC: Promundo, Sonke Gender Justice, Save the Children, and MenEngage Alliance.*



# Insights

## Primary Carer

Companies offering paid parental leave

All Australian businesses **45.95%**<sup>10</sup>

Leaders **100%**

Average (All Australian businesses) **10 weeks**<sup>10</sup>

Average (leaders) **12 weeks**

Pacesetters **26 weeks**

## Secondary Carer

Companies offering paid parental leave

All Australian businesses **39.25%**<sup>10</sup>

Leaders **86.9%**

Average (All Australian businesses) **1.4 weeks**<sup>10</sup>

Average (leaders) **2.33 weeks**

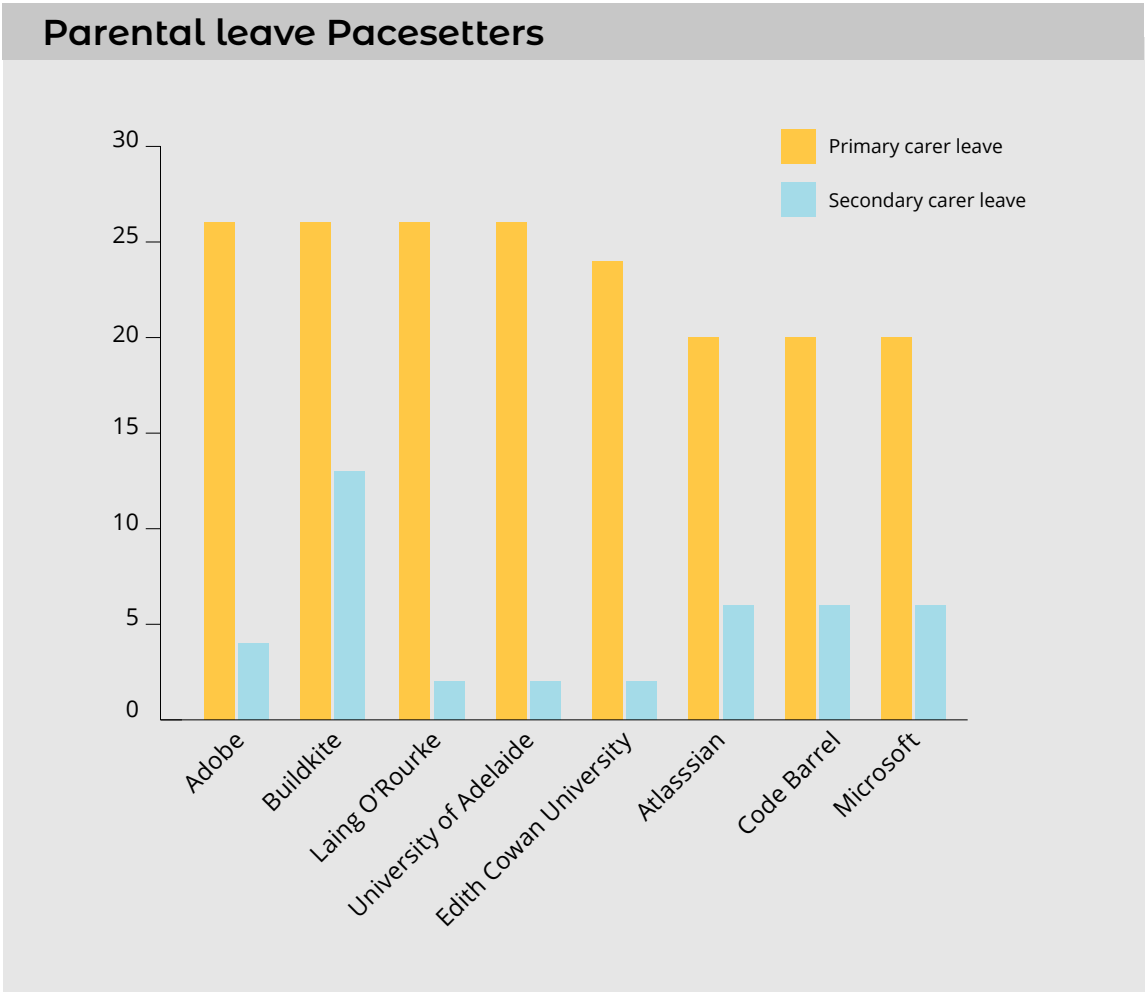
Pacesetters **18 weeks**

[Compare your company now](#)

# Pacesetters in parental leave



#endorsedemployerforwomen





# Introducing a paid parental leave policy

First you need to work out what you can afford. Not everyone can match a Pacesetter's parental leave policy, but that doesn't mean you're out of the game. Cost a manageable program and start as soon as possible. As well as making your company more attractive the next time you hire, it will also make your current employees feel more valued.

Removing stereotypes from your policy acknowledges the variety of gender identities and is more inclusive for everyone. That means replacing terms such mother and father with primary and secondary carer.

Then you need to encourage employees to use it. Men are particularly reluctant to take leave, believing it may damage their career. But as well as helping them form strong bonds with their children, it also empowers women and helps increase their workforce participation.



#endorsedemployerforwomen

*"Starting a family can be a vulnerable time for parents, both professionally and personally. At Buildkite we've implemented parental leave policies that are gender neutral, apply equally to stillbirths, pay superannuation during unpaid leave, are transferable between carer roles, and provide flexible working arrangements for returning to the workplace. Putting these policies in place has not only helped to protect new parents' creativity, motivation and career, but helped to foster a company-wide culture of equality, empathy and support."*

Tim Lucas, CEO & Co-founder, Buildkite

# Returning to work after parental leave

Supporting parents who are returning to work after parental leave reduces business costs related to recruitment, retraining and restructuring. It helps realise the full potential of the workforce and increases both productivity and performance.

The key to supporting parents who are returning to work after parental leave is flexibility. That means understanding the needs of the parent and being open to changes to working arrangements to accommodate their challenges. Part-time work, reduced or condensed hours, remote working and a reallocation of responsibilities are just some of the ways this can be achieved.

It is also important to recognise the value of the employer and to ensure that they continue to have access to training, networking and social functions, and other opportunities for career development.

The World Health Organisation (WHO) recommends that where possible, mothers should breastfeed for at least six months after the birth of their child. But for new mums, it's not as simple as deciding 'yes' or 'no' to breastfeeding. As well as facing physical demands, women also have to overcome difficult environmental obstacles in order to maintain lactation for such a long period.

The workplace has traditionally been a challenging environment for breast feeding, with new mothers forced into bathrooms, stock cupboards and other 'secret' locations to breastfeed or express. But as progressive employers become more in-tune with the needs of their employees, dedicated breastfeeding areas are becoming more and more common.

**Some of the most successful businesses in Australia have adopted innovative policies that are relatively inexpensive and easy to introduce. They include:**

- Childcare assistance
- 'Keep in touch' programs
- Introduction of shared 'return to work' information
- Technology driven flexible working arrangements
- Opportunity to self-manage schedules and responsibilities
- Breastfeeding rooms

# Minimum tenure

Removing or reducing the waiting time for parental leave eligibility communicates a desire to develop long term relationships with employees. It also builds loyalty and improves both retention and return to work rates.

Most companies insist that employees wait a period of time before being eligible to receive parental leave. This is known as minimum tenure. This varies across industries, but 12 months tends to be the average.

However, there is a growing trend among innovative employers to remove minimum tenure altogether. Organisations such as Buildkite, AustralianSuper and QinetiQ allow employees to access parental leave from the day they start work.

This sends a clear message that you're looking at the big picture and want to build a long and lasting future together.



#endorsedemployerforwomen

*"We expect a lot from our people but we also understand that it's a relationship in which we also want to give something in return. The increase to paid parental leave gives mothers and fathers time to bond with a new child, whether through birth, adoption, or foster placement. We are now making it available from day one, whereas before we did have that caveat of the full entitlement of 12 weeks after six months."*

Ingrid Jenkins, HR director, Microsoft Australia.

## Pacesetters in minimum tenure



#endorsedemployerforwomen

Compare your  
company now



# Stillbirth

Developing a stillbirth policy recognises the birth of a child and the role of the parents. It relieves financial pressure during an already traumatic period and allows time for the employee to physically and emotionally recover from the experience of birth.

Stillbirth is one of the most traumatic events a parent can face. Unfortunately, it is something that is far too common, with six babies a day being stillborn in Australia.<sup>11</sup> Despite this, many parental leave policies do not clearly define what support is offered to the parents of a stillborn child.

Enshrining access to paid parental leave in parental leave policy removes any doubt and sends a message that an employer recognises stillbirth as a social issue. It also means that parents are not forced to rely on the discretion of managerial staff while dealing with such a complex emotional issue.

---

Six babies a day are stillborn in Australia.<sup>11</sup>

Babies born to mothers living in remote areas are 65% more likely to die during the perinatal period than babies born to mothers living in major cities or inner regional areas.<sup>11</sup>

---



#endorsedemployerforwomen

*"HSBC Australia places great importance on supporting its employees in the most important aspects of their lives. Research shows there are 6 stillborn babies a day in Australia – a rate that has not fallen in two decades. HSBC is proud to support Stillbirth Foundation Australia in its efforts to encourages businesses to include stillbirth in paid parental leave policies so there is no ambiguity about parents' entitlements."*

Paul Murphy, Head of Human Resources HSBC



## Introducing breastfeeding rooms

The World Health Organisation (WHO) recommends that where possible, mothers should breastfeed for at least six months after the birth of their child. But for new mums, it's not as simple as deciding 'yes' or 'no' to breastfeeding. As well as facing physical demands, women also have to overcome difficult environmental obstacles in order to maintain lactation for such a long period. The Australian Breastfeeding Association lists the key elements of support required as:

- a private, comfortable space to breastfeed or express breastmilk
- time during the working day to breastfeed or express
- support from the employer and colleagues

## Breastfeeding room statistics<sup>12</sup>



In workplaces where mothers knew there was a breastfeeding policy:

**61%** exclusively breastfed to six months

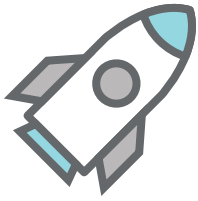
In workplaces where employees were unsure or knew there was no such policy:

**34%** exclusively breastfed to six months

**Women who exclusively breastfed for six months and returned to work when their baby was between seven and 12 months old, reported fewer hospitalisations of their infant.**



# **Career development**



# Career development

Introducing career development programs lets employees know that you're willing to invest in their future. It also increases loyalty and reduces turnover, creates a positive work environment and promotes a sense of cooperation within the organisation.

But that's not all. It also helps mentors develop leadership skills and encourages them to share their knowledge and experience. That in turn reenergises the mentor's career and builds self-confidence in their own abilities.

For the mentoree, the benefits are even more profound. Increased knowledge of the organisation's culture and values, critical feedback on technical skills, communication and relationship building, as well as strategic career advice, networking opportunities and encouragement to speak up and be heard.

Most businesses have some form of training for employees, whether it's coaching, mentoring or leadership development. Often the definition of these terms is unclear, as they tend to overlap. But here is a simple rule of thumb to differentiate programs:



## Coaching

Short term, task-based training



## Mentoring

Personal and/or professional development



## Leadership development

Promotion-focused training



# Insights

**In a survey of 400 employees (Baby Boomers, Generation X and Millennials):**

**44%** of millennials identify opportunities for continuous learning most important when working at an organisation<sup>13</sup>

**43%** of millennials envision leaving their jobs within 2 years if their priorities are not met<sup>13</sup>

**69%** of millennials whose working for employers perceived to have a diverse workforce say they are more likely to want to stay five or more years<sup>13</sup>

Total sample: 10,455 Millennials (born between January 1983 and December 1994)

**In a survey of 4,300 employees:**

**74%** felt they were performing below their full potential because of a lack of development opportunities<sup>14</sup>

A recent survey of 75,000 millennials worldwide put opportunities for career progression as the most persuasive influence when assessing an employer

**37%** Only 37% said they were satisfied with career development opportunities at their current place of work<sup>15</sup>

**Compare your company now**

# Introducing career development programs

Start by identifying your organisation's short and long term objectives, then determine what skills are required to support these goals. In the case of leadership, this may be focused on strategy, communication and effective delegation.

Talk to your employees about their career aspirations and how they think they can achieve their goals. This is an important part of the process for maintaining enthusiasm and momentum.

Create actions plans with specific KPIs, so you and your employees know exactly what is expected and when.

Build regular feedback sessions to assess the quality of your development programs and make adjustments based on outcomes.



# Women in leadership

It's a fact. Having more women in leadership positions increases retention, productivity and profitability. This is, in part, because diversity delivers a broader range of skills and experience. But that's not the only story. Women are also great at problem solving and collaboration, and make highly effective mentors.

There's also the fact that when it comes to millennials, women tend to be better educated than men. But saying that one gender is better than the other is divisive and not very helpful. The truth is that both are effective, with a broad range of skills and experience. During a time of skilled leadership shortage, both are needed.

In the top 200 Australian listed companies, there are just 14 female chief executives and 24 chief financial officers. As of September 2018, there are 23 ASX200 companies with no women in their executive leadership team whatsoever. However, this figure is down from 41 last year, reflecting a change in the way businesses value women in leadership.<sup>16</sup>

WGEA statistics show that Women comprised 50% of new appointments to ASX 200 boards in 2018 (as at 31 July). The number of female chief executives rose from 11 to 14 and female CFOs went up to 24, from 17 last year.

---

## 74%

of WORK180 Endorsed Employers have targets to increase the number of women in leadership

---

**Compare your company now**

# Raising the number of women in leadership

The first step to increasing the number of women in leadership roles is to make a commitment to greater diversity. Communicating this with management, employees and clients will encourage conversation and show that you're serious.

The introduction of flexible working arrangements enables women to develop their careers and also allows men to play a more significant role when it comes to family commitments.

Another policy to consider is paid parental leave. Countries with more even leadership gender ratios tend to be more generous when it comes to parental leave for both parents.

Other support measures may include the introduction of breastfeeding rooms, return to work programs and women's networking groups.

Active sponsorship of rising women is an effective way of speeding up the process. Helping them overcome barriers as they progress is an essential part of elevating women to senior roles.



#endorsedemployerforwomen

*"Our leadership programmes connect strategy to marketplace, and offer access to senior leaders, peer networks, external speakers, coaching and more. It means we get the best out of our people, so that we deliver sustainable results and respond to the changing needs of our customers."*

Kate Sermanni, Inclusion & Diversity Leader, Lion



# **Employee assistance**





# Employee Assistance Programs

According to the Australian Human Rights Commission, every dollar spent on identifying and supporting workers with mental illness yields close to 500% return in improved productivity.<sup>17</sup>

One in five Australians say they have taken time off in the past 12 months due to being mentally unwell. This figure more than doubles for employees who feel their workplace is unhealthy. So introducing an Employee Assistance Program (EAP) isn't just the right thing to do for employees, it's also good for business.

An EAP is a workplace initiative that provides emotional, mental and psychological support to employees and their immediate family members. Its focus is on early detection and resolution, using a proactive and preventative approach.

The issues an EAP aims to address may be work-related or personal in nature, including grief and bereavement, stress, health, anxiety, depression, relationship difficulties, personal trauma, financial pressures and drug, alcohol and gambling addiction.

These pressures can have a negative effect on workplace performance. A 2015 study by Price Waterhouse Coopers put the cost at \$10.9 billion a year, including absenteeism (\$4.7 billion) presenteeism (\$6.1 billion) and compensation claims (\$146 million).

---

## 1 in 5

Australians say they have taken time off in the past 12 months due to being mentally unwell<sup>18</sup>

---

**Compare your company now**

# Insights

**\$10.9 billion**<sup>18</sup> **84%**<sup>18</sup>

is the annual cost of missed work according to a 2015 study

of WORK180 employers have formal EAP in place



## Introducing an EAP

EAPs are actually quite simple to implement. The first thing to do is get leadership buy-in and agree on the reasons why you're doing it.

Next you should tailor the program to suit your employees. Not everyone will have the same needs, so consult and listen before drafting an EAP document.

Then you're going to need a plan. How will you prevent, identify and respond to issues

as they arise? Again, this will be determined by your business and employees.

Training is another important step. To be effective, everyone in the organisation must know what support is available and their role in helping colleagues in need.

EAPs should be continually assessed and adapted where necessary. It's also common for the policy to expand over time, as your knowledge and experience grows.

# Domestic and family violence

The introduction of a Domestic Family Violence policy shows your commitment to supporting employees who face an abusive situation outside of the workplace. It encourages victims to speak up and in some cases may even save a life.

Domestic family violence (DFV) is on the rise in Australia, with police attending a call-out every two minutes across the country. An average of one woman a week is killed by a partner or family member.<sup>19</sup>

DFV occurs when one person in a relationship uses violence and abuse to maintain power and control over the other person. This can include behaviour that is physically, sexually, emotionally, psychologically or economically abusive, threatening, coercive or aimed at controlling or dominating the other person through fear. DFV can affect people of all cultures, religions, ages, genders, sexual orientations, educational backgrounds and income levels.

In recent years, employers have been far more proactive in this space and of the organisations we surveyed, around half now have a policy in place.

---

Percentage of organisations with formal DFV policies in place:

**80%** Government

**66%** Mining

**65%** Finance

---

**Compare your company now**

## Developing a DFV policy

DFV policies deal with sensitive issues, so it's important to do your homework. Talk to experts, involve all stakeholders and read up on the planning and implementation stages.

You should also identify key areas of responsibility and establish timelines and accountability. This must include a record of incidents, actions and outcomes.

As with any policy that requires engagement, communicating the objectives and responsibilities is essential. Training should include how to identify DFV, appropriate responses and the need to maintain confidentiality when it comes to personal information.

# WORK180 endorsed employers for women

accenture



AECOM

AIRBUS



ALSTOM



ARISTOCRAT

ARQ  
group

ARUP

ashurst

ATLASSIAN



AustralianSuper

BAE SYSTEMS  
INSPIRED WORK



BHP

black.ai



Buildkite

BUNNINGS



CIMIC



CLAYTON UTZ



CCA  
COCA-COLA AMATIL



COLIN  
BIGGERS  
& PAISLEY  
LAWYERS





# WORK180 endorsed employers for women



# WORK180 endorsed employers for women

OPTUS



PORT of BRISBANE  
Here for the future



PROGRAMMED



QANTAS

QINETIQ



Queensland  
Law Society

QUEENSLAND  
UrbanUtilities



RACQ

readify

reinventure.



Robert Bird Group  
Member of the Surbana Jurong Group



SEDGMAN

servicenow.

SIEMENS  
Ingenuity for life



stanwell

Symantec.



THIESS

TransGrid



THE UNIVERSITY  
of ADELAIDE



zendesk

# How does your business compare?

It's easy to blame a lack of high quality job applicants on a skills shortage. But it's much more likely that you're missing out on the very best candidates because your competitors are offering better conditions and opportunities.

The WORK180 best employer audit is your window into employee satisfaction metrics, both within your business and in the industry in which you operate.

## Here's how it works

When you submit the details of your employee policies, the data is compared to companies that are similar to yours in terms of size and industry.

You will be provided with a rating, not based on our assessment of your policies, but by industry standards and the employee benefits offered by those setting the highest benchmarks.

For example:

Say in your industry, the average paid parental leave for the primary carer is 8 weeks. Well, if you offer 8 weeks, that's OK, but you're not going to attract the most talented employees. In many cases, the leaders are offering 26 weeks and that means they're not only getting great candidates, their retention rates are incredible. Knowing where you stand allows you to make informed decisions by clearly identifying challenges to your HR policies. As the global workforce adapts to this new landscape, the ability to analyse and act on data will become increasingly important to businesses.

The HR Health Check takes less than 10 minutes to complete. You'll be provided with a high level report letting you know how your business compares to the leading organisations.

**Compare your company now**

**Please note: All of the information we collect is strictly confidential.**



WORK180 is an international jobs board that allows women to assess a company's employee benefits before they apply. We pre-screen HR policies against more than 35 criteria, including pay equity, flexible working, paid parental leave and equal opportunities. We also take into account initiatives that focus on age, ability, ethnicity and sexual orientation.

This information is made public on our website and organisations that can show they support women in the workplace are endorsed and promoted via our extensive networks. This allows employers to reach thousands of talented women, with our jobs board delivering 10-50 times more female applicants than via traditional methods.

✉ **hello@work180.co**

➔ **work180.com.au**



W180RK



# Footnotes

- <sup>1</sup> Deloitte. (2018). Millennial Survey Report 2018. [online] Available at: <https://www2.deloitte.com/content/dam/Deloitte/ro/Documents/Deloitte-Millennial-Survey-Report-2018.pdf> [Accessed 10 Oct. 2018].
- <sup>2</sup> Tinypulse.com. (2016). 2016 Tech Industry Report [White Paper]. [online] Available at: <https://www.tinypulse.com/2016-tech-industry-report> [Accessed 10 Oct. 2018].
- <sup>3</sup> WGEA Data Explorer. (2018). WGEA Data Explorer. [online] Available at: [http://data.wgea.gov.au/industries/1#work\\_flex\\_content](http://data.wgea.gov.au/industries/1#work_flex_content) [Accessed 10 Oct. 2018].
- <sup>4</sup> Workplace Gender Equality Agency. (2018). Australia's Gender Pay Gap Statistics. [online] Available at: <https://www.wgea.gov.au/sites/default/files/gender-pay-gap-statistic.pdf> [Accessed 8 Oct. 2018].
- <sup>5</sup> Australian Census, customised data reports. (2018). Work and family. Australian Institute of Family Studies. [online] Available at: <https://aifs.gov.au/facts-and-figures/work-and-family> [Accessed 8 Oct. 2018].
- <sup>6</sup> Australian Institute of Family Studies (2015). Inquiry into Economic Security for Women in Retirement. Senate Economics References Committee, pp.10, 16-19, 23-25,.
- <sup>7</sup> WGEA Data Explorer. (2018). WGEA Data Explorer. [online] Available at: [http://data.wgea.gov.au/industries/1#carers\\_content](http://data.wgea.gov.au/industries/1#carers_content) [Accessed 10 Oct. 2018].
- <sup>8</sup> OECD (2016). Parental leave: Where are the fathers? MEN'S UPTAKE OF PARENTAL LEAVE IS RISING BUT STILL LOW. [online] Available at: <https://www.oecd.org/policy-briefs/parental-leave-where-are-the-fathers.pdf> [Accessed 10 Oct. 2018].
- <sup>9</sup> Norman, H., Elliot, M. and Fagan, C. (2018). Does Fathers' Involvement in Childcare and Housework Affect Couples' Relationship Stability?. Social Science Quarterly.
- <sup>10</sup> WGEA Data Explorer. (2018). WGEA Data Explorer. [online] Available at: [http://data.wgea.gov.au/industries/1#carers\\_content](http://data.wgea.gov.au/industries/1#carers_content) [Accessed 10 Oct. 2018].
- <sup>11</sup> Stillbirth Foundation. (2018). Home - Stillbirth Foundation. [online] Available at: <https://stillbirthfoundation.org.au> [Accessed 10 Oct. 2018].
- <sup>12</sup> Australian Breastfeeding Association. (2018). Australian Breastfeeding Association. [online] Available at: <https://www.breastfeeding.asn.au/> [Accessed 10 Oct. 2018].
- <sup>13</sup> Deloitte. (2018). Millennial Survey Report 2018. [online] Available at: <https://www2.deloitte.com/content/dam/Deloitte/ro/Documents/Deloitte-Millennial-Survey-Report-2018.pdf> [Accessed 10 Oct. 2018].
- <sup>14</sup> Deloitte. (2017). The 2017 Deloitte Millennial Survey. Available at: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/about-deloitte/deloitte-au-about-millennial-survey-2017-030217.pdf> [Accessed 10 Oct. 2018].
- <sup>15</sup> PwC. (2011). Millennials at work - Reshaping the workplace. Available at: <https://www.pwc.de/de/prozessoptimierung/assets/millennials-at-work-2011.pdf> [Accessed 10 Oct. 2018].
- <sup>16</sup> Nassim Khadem. (2018). [online] Available at: <https://www.smh.com.au/business/the-economy/the-outliers-23-top-companies-lack-women-in-top-leadership-20180903-p501ff.html> [Accessed 10 Oct. 2018].
- <sup>17</sup> Australian Human Rights Commission. (2010). Workers with Mental Illness: a Practical Guide for Managers. [online] Available at: <https://www.humanrights.gov.au/publications/2010-workers-mental-illness-practical-guide-managers/1-mental-health-workplace#fnB13> [Accessed 10 Oct. 2018].
- <sup>18</sup> State of Workplace Mental Health in Australia. (2014). Beyondblue. Available at: <https://www.headsup.org.au/docs/default-source/resources/bl1270-report---tns-the-state-of-mental-health-in-australian-workplaces-hr.pdf> [Accessed 10 Oct. 2018].
- <sup>19</sup> Australian Institute of Health and Welfare. (2018). Family, domestic and sexual violence in Australia, 2018, Summary - Australian Institute of Health and Welfare. [online] Available at: <https://www.aihw.gov.au/reports/domestic-violence/family-domestic-sexual-violence-in-australia-2018/contents/summary> [Accessed 10 Oct. 2018].
- \* Claims without reference are based on our work with WORK180 endorsed employers for women. This information is confidential, so we have not shared sources. However, if you would like to know more about our methods or criteria, please contact us via [hello@work180.co](mailto:hello@work180.co)