

# EQUALITY IS EVERYONE'S BUSINESS

**GENDER EQUALITY REPORT**

**FUTURE SUPER 2020**

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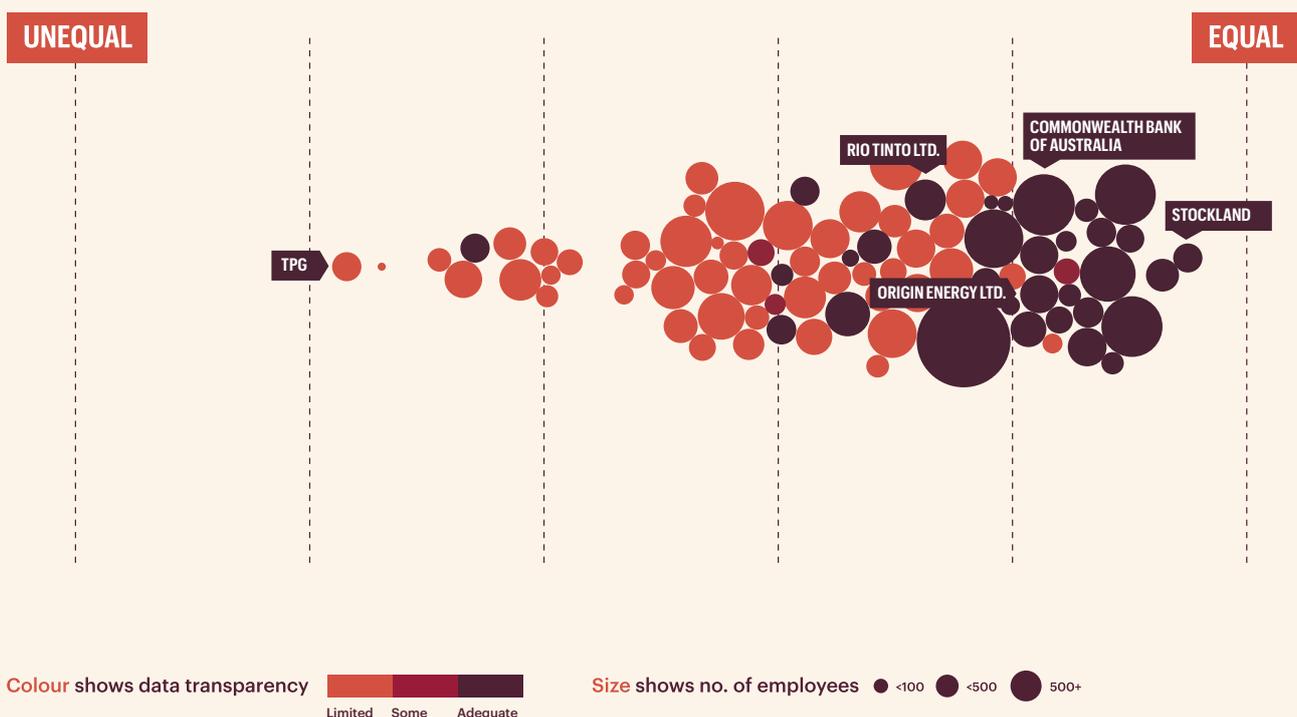
# EQUALITY IS EVERYONE'S BUSINESS

Gender equality isn't a pipedream. It's a future we can create when we take real action and demand change. This report aims to hold businesses accountable and set an agenda for improvement.

The ASX 100 is a list of the biggest public companies in the country. How do they rate on gender equality?

## THE STATE OF GENDER EQUALITY IN ASX100 COMPANIES

For all company scores, please see [page 27](#)



**THE BEST 20 COMPANIES ARE DOING  
A LOT OF GOOD THINGS, BUT  
THERE'S STILL ROOM TO IMPROVE**

**NOT A SINGLE COMPANY IN THE  
ASX 100 IS GETTING IT 100% RIGHT**

**53 OF 86 COMPANIES ANALYSED  
DO NOT DISCLOSE THEIR  
PAY GAP PUBLICLY**

**COMMITTED TO TAKING FURTHER ACTION  
AFTER WE ENGAGED THEM: MEDIBANK,  
TRANSURBAN, LINK, ANSELL, ARISTOCRAT  
LEISURE, WISETECH GLOBAL.**

# HOW DOES FUTURE SUPER FIT IN?

## MONEY TALKS

Future Super cares what the future looks like and our business purpose includes building a future free from inequality. The difference in financial and employment outcomes between women and men signalled to us that we have a role to play in addressing gender inequality.

As investors, Future Super advocates for companies in our investment universe to take meaningful steps to improve in many areas. By including gender equality in our advocacy work, we use our position as potential investors to create change in the business world. In this way, we use the power of super as a lever to create a future worth retiring into.

Previously, as part of ongoing investment research, we have reported on gender equality at ASX 100 companies. This year, we're making our research public, so that as we're campaigning for change in boardrooms, behind closed doors, we're also giving the general public important access to data and information and a chance to have their voices and experiences heard.

# WHAT'S GOING RIGHT?

- **The gender pay gap is shrinking.** In 2019, the full-time total remuneration pay gap shrunk by 0.5pp to 20.8%.<sup>1</sup>
- **More women are progressing into management roles.** Women are achieving promotion to senior leadership roles at a better rate than ever before, but equal representation is likely to be 20 years away if current growth rates continue.<sup>2</sup>
- **Paid parental leave is improving.** In the last year, employers offering paid primary carer's leave is up 1.6pp to 49.4%, with 35.9% of employers now offering at least 7 weeks of paid leave.<sup>3</sup>
- **More companies are looking at their data.** In 2019, 44.7% of organisations were analysing their pay gap data, a 3.1pp increase on the previous year.<sup>4</sup>

## A NOTE ON TRANSPARENCY

Everyone needs to improve their transparency. Right now, many companies are releasing only limited data regarding pay gaps and what they are doing to address gender inequality. And while a handful (including the big banks) are leading the way, we are only seeing the tip of the iceberg. Comprehensive data would make reports like this more powerful, improving accountability. Shareholders deserve clear, accurate reporting and women deserve to know how they're valued. Reports like this are only the beginning.

1. [WGEA 2018-19 Gender Equality Scorecard](#)

2. [WGEA Gender Equality Insights 2019](#)

3. [WGEA 2018-19 Gender Equality Scorecard](#)

4. [WGEA 2018-19 Gender Equality Scorecard](#)

# WHAT CAN COMPANIES DO BETTER?

- **Be more transparent.** Show us your numbers. Publishing data is good business. Hiding your data is a risk. Shareholders and staff increasingly want to be able to review a company's performance on gender equality in the same way they can review its financial performance. A good start would be publishing gender pay gap data by organisational level and employee category.
- **Make action a priority.** Senior leaders have the power to open doors and model best practice. There should be checks and balances in place that make sure leaders are accountable for using that power to deliver progress, rather than getting in its way.
- **Crunch the data.** Turn numbers into action, each and every year. To properly address issues like the gender pay gap, companies need consistent data collection and analysis. Understanding how the numbers add up supports real, specific, evidence-based progress on gender equality.
- **Eliminate bias.** Recruitment, remuneration and promotion all involve a variety of human inputs that are susceptible to gender bias. Anonymising applicant responses, providing transparent salary ranges and standardising performance reviews are just a few of the many readily available methods companies can employ to eliminate bias.
- **Offer real flexibility.** Providing the opportunity for both men and women to balance career and home duties is an essential element in achieving gender equality. A robust and inclusive flexible work policy considers how employees, regardless of gender, balance their careers and family by taking into account the employee's career goals, and their potential needs regarding flexibility, eldercare, childcare and school holiday care. These policies need to be modelled and championed by senior leaders to ensure company culture keeps up.
- **Support women's career progression.** Greater diversity in leadership delivers better business outcomes. At Future Super, we have already stopped investing in any company that has an all-male board (yes, they definitely still exist). Companies should take an active approach by setting internal targets for female representation in leadership, offering mentoring and networking opportunities, and by embedding flexibility into all levels of the company structure.



**WOMEN ONLY MAKE**

**79c TO THE DOLLAR**

**COMPARED TO MEN<sup>6</sup>**

**UNDISCLOSED**

# HOW DID WE CREATE THIS REPORT?

The backbone of this report comes from data collated by the Workplace Gender Equality Agency (WGEA), which we've supplemented with additional publicly disclosed company information (FY2018-19).

The WGEA is the Australian body responsible for promoting and improving gender equality in the workplace. It requires annual reporting on the actions and policies that companies have in place to address gender inequality. It collates the data, produces public reports and provides resources that help companies take action to create stronger workforces and fairer workplaces.

Our supplementary data includes analysis of the public commitments and policies in reporting of companies in the ASX 100. We have also condensed the recommendations from the WGEA and the UK Equality Agency to clearly outline the actions companies need to take to make their workplaces more equal.

Note that having accurate and wide-ranging data is essential to driving change. In this regard, Australia can do better. The UK has adopted more stringent reporting obligations than Australia, and this has helped them deliver improved transparency and impacts (like a full-time total remuneration gender pay gap of only 9.6% compared with Australia's 14%).<sup>7</sup>

1. [WGEA Australia's Gender Pay Gap Statistics](#)

# WHY DOES GENDER EQUALITY MATTER?

## **Equality is a human right.**

In the workplace, being a woman shouldn't mean you get paid less or have less chance of promotion than a man. Right now, it does.

As a superfund, we look for companies that have long-term potential. Treating workers unfairly is a risk that we take very seriously. Will the company be affected by sexual harassment litigation? Is it losing high-performing staff because of inflexible work practices? Do workers feel undervalued and disengaged?

## **Gender equality drives better business performance.**

Currently, the business community in Australia isn't doing enough. But investor and community pressure has the power to change that. This is just the beginning.



**“WE HAD LONG BOOZY  
LUNCHES AT PLACES  
THAT MADE ME FEEL  
UNCOMFORTABLE”**

**— CLARE POWELL**



**“MY EXPERIENCE OF  
PARENTAL LEAVE WAS  
A LITTLE CONFUSING.  
I WAS ONLY ALLOWED  
TWO DAYS OFF”**

**— TREVOR THOMAS**

**“IN 6 YEARS I DIDN’T  
SEE A SINGLE WOMAN  
GET PROMOTED TO  
PARTNER”**

**— KIRSTIN HUNTER**



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# WHAT DOES ACTION ON GENDER INEQUALITY LOOK LIKE?

In ranking the ASX 100 from best to worst, we considered how well they delivered on the following dimensions. The Workplace Gender Equality Agency website ([wgea.gov.au](http://wgea.gov.au)) provides specific case studies and resources to guide implementation on many of these actions.

# METHODOLOGY

Companies were scored according to their public disclosure of their specific gender equity provisions and policies. In order to align their actions against recommended best practice, disclosures were separated into 6 dimensions: leadership buy-in, data analysis, equal access to work and pay, flexible working conditions, equal access to career progression, and transparency. Within these dimensions we mapped what a company said they were doing against the standards set by WGEA; their percentage score in any given dimension reflects how close they were to meeting best practice. The final score was calculated as an average of each percentage score from the 6 dimensions, giving each an equal weighting in the overall scoring.

# 1. LEADERSHIP BUY-IN

Senior leaders have the power to drive improvements on gender equality by opening doors and modelling best practice. Without their buy-in, it's difficult for a company to make meaningful progress. Leaders should show the way forward and set up structures to hold themselves accountable.

POSITIVE ACTIONS	RATIONALE
1. Sign the WGEA Pay Equality Pledge [1]	Creates public accountability.
2. Create clear targets and expectations around gender equality (e.g. policies and strategies) [2]	Ensures organisational action and accountability.
3. Set clear criteria and hold relevant leaders and managers accountable for making meaningful progress [3]	Ensures commitments are not tokenistic or ambiguous. Incentivises legitimate and meaningful action at all levels of the business.

## SYMPTOMS OF FAILURE

- Leaders in the company don't engage with the issue
- Leaders and managers aren't held accountable to targets or expectations that will improve gender equality
- Leaders model or disregard sexist language, behaviour and business practices
- Staff are expected to tolerate or disregard sexual harassment, sexist language and gender discrimination

## 2. DATA ANALYSIS

For a company to properly address their gender pay gap, they need to know what it looks like. Thorough and consistent data collection and analysis is essential to identify where pay gaps exist and what causes them.

POSITIVE ACTIONS	RATIONALE
1. Assign people to analyse gender equality data on a regular basis, making sure they have the expertise and the resources they need [4]	Provides an ongoing stream of quality data to monitor progress and deliver improvements on gender equality.
2. Analyse the causes for both positive and negative results, following best practice [5]	Supports real progress by revealing the underlying causes of gender inequality in the workplace. Allows positive changes to be amplified and replicated.
3. Use data to create action plans that can deliver improvements and close gaps [6]	Addresses the specific and current inequities within a workplace with evidence-based tactics for improvement.

### SYMPTOMS OF FAILURE

- Staff don't know that there is a gender equality analysis or were never connected to the results
- No action is proposed or implemented after an analysis is performed
- There's no follow-up to monitor how the analysis and its recommendations are put into action
- Gender pay gap analysis is performed only once and isn't checked for progress

### 3. EQUAL ACCESS TO WORK AND PAY

In some cases, the impact of gender inequality begins before someone is even hired. Recruitment, salary and promotion decisions involve human inputs that are susceptible to bias. Each biased decision has a compounding effect on gender inequality. So it's crucial to remove biases and actively monitor how companies hire, promote and pay.

POSITIVE ACTIONS	RATIONALE
<ol style="list-style-type: none"> <li>1. Introduce policies that eliminate bias in recruitment decisions.               <ol style="list-style-type: none"> <li>a. Use gender-neutral language in job descriptions and advertisements [7]</li> <li>b. Include multiple women in shortlists for recruitment [8]</li> <li>c. Use skill-based assessment tasks in recruitment [9]</li> <li>d. Anonymise responses to skill-based criteria [10]</li> <li>e. Use structured interviews for recruitment [11]</li> <li>f. Appoint diversity managers and/or teams to recruitment processes [12]</li> <li>g. Don't ask job applicants their salary history [13]</li> </ol> </li> </ol>	<p>Eliminates internalised gender biases that can result in differing assessments of an applicant's talent.</p> <ol style="list-style-type: none"> <li>a. Widens the pool of applicants</li> <li>b. Increases the likelihood of women being hired</li> <li>c. Eliminates gender bias in evaluating applicants</li> <li>d. Standardises assessment of a candidate's actual suitability for the role</li> <li>e. Eliminates gender bias in evaluating applicants</li> <li>f. Ensures responsibility is taken for independently reviewing recruitment processes and improving diversity in the workforce</li> <li>g. Stops the perpetuation of lower pay for women</li> </ol>
<ol style="list-style-type: none"> <li>2. Introduce policies that eliminate bias in remuneration decisions               <ol style="list-style-type: none"> <li>a. Make salary ranges transparent to staff and applicants [14]</li> <li>b. Make reward and bonus processes transparent [15]</li> <li>c. Ensure gender is considered in company-wide remuneration decisions [16]</li> </ol> </li> </ol>	<p>Addresses the gender pay gap through improved fairness and transparency. Provides a clear framework for negotiation between staff and managers. When pay ranges aren't publicised, women are less likely to negotiate pay and are less likely to be awarded higher salaries or raises when they do negotiate.</p>

POSITIVE ACTIONS	RATIONALE
<p>3. Introduce best practice policies that eliminate bias in promotion decisions.</p> <ul style="list-style-type: none"> <li>a. Include multiple women in shortlists for promotion [17]</li> <li>b. Use skill-based assessment tasks in promotion [18]</li> <li>c. Use structured interviews for performance reviews [19]</li> <li>d. Appoint diversity managers and/or teams to promotion processes [20]</li> <li>e. Ensure performance ratings are consistent and free from bias across the business [21]</li> <li>f. Ensure gender is considered in company-wide outcomes of performance reviews [22]</li> <li>g. Train team leaders to manage their biases when assessing performance through evidence-based appraisals [23]</li> <li>h. Hold managers to account for evidence of bias in performance ratings [24]</li> </ul>	<p>Eliminates internalised gender biases that can result in differing assessments of an employee’s talent.</p> <ul style="list-style-type: none"> <li>a. Increases the likelihood of women being promoted</li> <li>b. Standardises assessment of candidate’s actual suitability for the new role, rather than their purported suitability</li> <li>c. Prevents unconscious bias from influencing promotion decisions</li> <li>d. Ensures responsibility is taken for independently reviewing promotion processes and improving diversity in the workforce</li> <li>e. Creates equal opportunity for career progression regardless of gender or business unit</li> <li>f. Identifies patterns or potential gaps to ensure no bias is occurring in performance reviews</li> <li>g. Sets managers up for success in removing bias during performance reviews</li> <li>h. Incentivises managers to actively ensure their appraisals are evidence-based</li> </ul>

## SYMPTOMS OF FAILURE

- Female staff have more junior or otherwise subordinate job titles
- Biases influence promotion and recruitment decisions (“she is bossy”/“he is leadership material”)
- Remuneration decisions are poorly understood by staff, are not reviewed or quality controlled, and options or pay scales are not transparent
- Recruitment and promotion decisions are not reviewed or quality controlled

# 4. FLEXIBLE WORKING CONDITIONS

Providing flexible working conditions means enabling both women and men to continue in their chosen profession and progress in their career while balancing other duties at home. Given women are more likely to be primary caretakers of children, and more likely to work part-time, they lose out when inflexible conditions are the norm.

POSITIVE ACTIONS	RATIONALE
<ol style="list-style-type: none"> <li>1. Provide access and support for flexible work arrangements.               <ol style="list-style-type: none"> <li>a. Senior leaders model and champion flexible work [25]</li> <li>b. Encourage and support male uptake of flexible work options [26]</li> <li>c. Ensure casual and part-time staff have equal access to career progression opportunities [27]</li> <li>d. Ensure the necessary technology and infrastructure are available to support flexible workers in doing their job successfully (e.g. collaborative project management platforms and video conferencing are routinely used, and task allocation is adjusted to suit flexible work) [28]</li> <li>e. Develop a broad definition and implementation of flexible work that goes beyond 'working from home' [29]</li> <li>f. Advertise and offer all roles as having flexible work options [30]</li> </ol> </li> </ol>	<p>Reduces the burden of care and household management on women by providing the opportunity for both men and women to balance career and home duties.</p> <ol style="list-style-type: none"> <li>a. Reduces stigma of flexible work and reinforces that career progression is compatible with flexibility</li> <li>b. Addresses cultural biases around male breadwinners</li> <li>c. Eliminates the negative impact on career progression experienced by women, who are more likely to be in casual and part-time positions than men</li> <li>d. Ensures flexible workers are setup to succeed and can continue to grow and develop their careers</li> <li>e. Adapts flexible work options to employees depending on their personal situation</li> <li>f. Encourages all applicants to balance life and work according to their situation</li> </ol>

POSITIVE ACTIONS	RATIONALE
<p>2. Provide access and support for parental leave.</p> <ul style="list-style-type: none"> <li>a. Offer at least 8 weeks of parental leave at full pay to primary carers regardless of gender [31]</li> <li>b. Offer at least 4 weeks of parental leave at full pay to secondary carers regardless of gender [32]</li> <li>c. Offer paid parental leave for any circumstances where there is a new child (adoption, same sex couples, surrogacy etc) [33]</li> <li>d. Senior leaders model and champion uptake of parental leave</li> <li>e. Encourage and support male uptake of parental leave [34]</li> <li>f. Allow employees to set the terms of their parental leave [35]</li> <li>g. Make paid parental leave available to employees from the day they start their job [36]</li> <li>h. Consider employees on parental leave for promotions and include them in salary reviews and bonus schemes [37]</li> <li>i. Continue superannuation contributions to employees during paid and unpaid parental leave [38]</li> <li>j. Don't make employees pay back any portion of their paid parental leave if they choose not to return to work after parental leave [39]</li> <li>k. Plan for regular communication while an employee is on parental leave, considering the employee's preferences about contact during leave [40]</li> <li>l. Outline employee's performance and career goals prior to parental leave [41]</li> <li>m. Share and document the steps needed to prepare employees and their managers for parental leave and educate employees on their parental leave entitlements (both employer and government-provided) [42]</li> </ul>	<p>Enables and supports employees to balance their careers with the growth of their family.</p> <ul style="list-style-type: none"> <li>a. Provides support to primary careers and their families, supporting equal uptake of caring responsibilities</li> <li>b. Provides support to secondary careers and their families, supporting equal uptake of caring responsibilities</li> <li>c. Creates an inclusive workplace that supports parenthood in all its forms</li> <li>d. Reduces stigma of parental leave, reinforcing that career progression is compatible with flexibility</li> <li>e. Addresses cultural biases around male breadwinners</li> <li>f. Allows families to manage caring responsibilities in a way that suits them</li> <li>g. Stops career stagnation due to family planning (e.g. so as not to lose parental leave entitlements, women may decline new career opportunities if they're planning on having a child)</li> <li>h. Ensures that parental leave is not a hindrance to an employee's career progression and salary increase</li> <li>i. Ensures employees' retirements are not adversely affected by raising children – the impact of lost superannuation contributions compounds over time</li> <li>j. Prevents staff from being burdened with additional financial strain during a potentially challenging period</li> <li>k. Maintains employee connection with the workplace</li> <li>l. Establishes a clear vision for returning to work and career development</li> <li>m. Provides employees with a strong understanding of their rights and needs regarding parental leave</li> </ul>

POSITIVE ACTIONS	RATIONALE
<p>3. Provide additional support to employees after they have returned to work from parental leave.</p> <ul style="list-style-type: none"> <li>a. Devise a return to work plan for employees on parental leave [43]</li> <li>b. Offer a return to work support program [44]</li> <li>c. Provide support for employees with family or caring responsibilities, including but not limited to: <ul style="list-style-type: none"> <li>i. employer-subsidised childcare</li> <li>ii. on-site childcare</li> <li>iii. breastfeeding facilities</li> <li>iv. parenting workshops targeting fathers</li> <li>v. coaching for employees returning to work from parental leave</li> <li>vi. a return-to-work bonus</li> <li>vii. support in securing school holiday care</li> <li>viii. childcare referral services</li> <li>ix. internal communication and support networks for parents</li> <li>x. information packs to support new parents in understanding their entitlements and the resources they can access</li> </ul> </li> <li>d. Recruit career returners, i.e. those that have taken an extended career break for caring or other reasons. They may be unemployed or working in roles they are overqualified for [45]</li> </ul>	<p>Ensures employees can balance their career with caring responsibilities.</p> <ul style="list-style-type: none"> <li>a. Ensures employees know what to expect and supports them in their transition back to work</li> <li>b. Aids employees in successfully returning to work</li> <li>c. Allows employees to manage their caring responsibilities with work</li> <li>d. Provides opportunities for motivated and qualified individuals who may otherwise be stigmatised due to their roles as carers</li> </ul>

## SYMPTOMS OF FAILURE

- Female staff are worried about job security if they tell managers they are pregnant
- Male staff are unable to take equal leave to spend time with new children (no or limited parental leave)
- Male staff don't have flexibility to share care responsibilities (e.g. pick up kids)
- Conversations about staff on parental leave question parents' dedication, job fitness etc based on care responsibilities rather than actual job performance
- Staff on carer's or parental leave are left out of the loop during important opportunities
- There are insufficient resources to support staff with full lives (e.g. work-hour flexibility, private spaces for breastfeeding, telecommuting etc)
- Leaders who are parents are treated unequally based on gender
- Work activities are at times or locations that carers can't attend

# 5. EQUAL ACCESS TO CAREER PROGRESSION

Actively supporting women’s career progression and representation in leadership delivers better business outcomes. Inequality in career progression is often due to the cumulative impact of other inequalities and biases, but it can require its own distinct remedies as well.

POSITIVE ACTIONS	RATIONALE
<ol style="list-style-type: none"> <li>1. Achieve gender parity in senior leadership.               <ol style="list-style-type: none"> <li>a. Set internal targets for female representation in leadership. Ensure these targets are realistic, timeframe-specific and embedded in the KPIs/ remuneration of managers. They should also be communicated transparently within the organisation [46]</li> <li>b. Support all internal targets with resources, policies and training to improve equal access to work and pay [47]</li> <li>c. Provide equal access to development projects for men and women [48]</li> <li>d. Support and implement job rotations for women and men, particularly into operational roles [49]</li> </ol> </li> </ol>	<p><b>Delivers better business outcomes and gives more diverse role models to junior employees.</b></p> <ol style="list-style-type: none"> <li>a. Creates accountability for achieving representation and gender parity</li> <li>b. Ensures those accountable for achieving targets have the proper infrastructure to support those goals</li> <li>c. Develops skills, increases exposure to more senior managers, customers and other stakeholders and prepares employees for higher-level roles</li> <li>d. Diversifies teams and the skillsets of employees</li> </ol>
<ol style="list-style-type: none"> <li>2. Actively support the career progression of women.               <ol style="list-style-type: none"> <li>a. Redesign roles to enable flexible work and normalise the practice for both women and men [50]</li> <li>b. Ensure primary carers have equal access to career opportunities such as project work, job rotations and overseas assignments [51]</li> <li>c. Create structures through which senior men and women actively mentor and sponsor women with leadership potential [52]</li> <li>d. Offer networking programmes [53]</li> </ol> </li> </ol>	<p><b>Supports women’s progression through the leadership pipeline.</b></p> <ol style="list-style-type: none"> <li>a. Normalises flexible work options and creates avenues for part-time workers to develop their careers at senior levels</li> <li>b. Supports the continued career progression of primary carers</li> <li>c. Improves leadership outcomes for women</li> <li>d. Provides opportunities for employees to share career advice</li> </ol>

## SYMPTOMS OF FAILURE

- Men have access to stretch projects but women don’t
- Male-coded leadership styles are favoured
- Time and attention with leaders aren’t equally available to men and women
- Only female leaders are seen as responsible for mentoring and sponsoring future female leaders

# 6. TRANSPARENCY

To see progress, you need to consistently publish data. To show you care, you need to show your numbers. A company that hides its gender pay gap doesn't instil confidence in investors or its staff. Being transparent encourages accountability and promotes a fairer workplace.

POSITIVE ACTIONS	RATIONALE
1. Make salary ranges transparent to staff and applicants [54]	Addresses the gender pay gap through improved fairness and transparency. Provides a clear framework for negotiation between staff and managers.
2. Publish gender pay gap statistics publicly, including breakdown by organisational level	Shows progress, encourages further evidence-based action and improves accountability.
3. Publish data publicly on factors that contribute to the gender pay gap including but not limited to: <ol style="list-style-type: none"> <li>a. gender composition of workforce by level</li> <li>b. uptake of parental leave of women and men</li> <li>c. uptake of flexible work policies by women and men</li> <li>d. gender breakdowns for: retention/turnover, training received, new hires, promotions, performance reviews and career development</li> </ol>	Keeps companies accountable and meets the expectations of consumers that they are improving gender pay equality.

## SYMPTOMS OF FAILURE

- Staff and investors don't know how well a company is performing on gender equality
- Companies do not make public their data on gender equality

# LEADERBOARD

The leaderboard data as a table, ranked from best to worst

## LEGEND/KEY/DEFINITIONS

- **Committed:** Company has made a commitment to the specific ask to us either verbally or in writing.
- **Considering:** Company is considering whether they will commit to/implement the specific ask within a 6-12 month period. Future Super will follow up with them over the course of the year to determine what their final decision is.
- **Declined:** Company engaged with us in regards to this specific ask and declined to commit to it.
- **No response:** Company did not engage with us on this specific ask.

COMPANY	SCORE	OUR ASK	RESPONSE
STOCKLAND	95%	Publish gender pay gap statistics publicly, including breakdown by organisational level	No response
SCENTRE GROUP	93%	Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
NATIONAL AUSTRALIA BANK LTD.	89%	Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	Declined
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	Declined
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	Declined
		Make paid parental leave available to staff from commencement of employment	Declined
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	Declined
		Continue superannuation contributions to staff during paid and unpaid parental leave	Declined

COMPANY	SCORE	OUR ASK	RESPONSE
WESTPAC BANKING CORP.	89%	Support and implement job rotations for women and men, particularly into roles with better avenues for career progression	Declined
		Both senior men and women actively sponsor junior women with leadership potential	Declined
		Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	Declined
AUSTRALIA & NEW ZEALAND BANKING GROUP LTD.	88%	Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
CHARTER HALL GROUP	88%	Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
		Offer parental leave at full pay at least 4 weeks to secondary carers regardless of gender	No response
		Make paid parental leave available to staff from commencement of employment	No response
MEDIBANK PRIVATE LTD.	88%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Made a commitment
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
MIRVAC GROUP	88%	Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
TRANSURBAN GROUP LTD.	88%	Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	Made a commitment
		Make paid parental leave available to staff from commencement of employment	Made a commitment
BHP GROUP LTD.	87%	Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
CALTEX AUSTRALIA LTD.	87%	Publish gender pay gap statistics publicly, including breakdown by organisational level	No response
DEXUS	85%	Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
		Offer parental leave at full pay at least 4 weeks to secondary carers regardless of gender	Declined

COMPANY	SCORE	OUR ASK	RESPONSE
COMMONWEALTH BANK OF AUSTRALIA	83%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
LENLEASE GROUP	83%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response
SEEK LTD.	83%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Declined
THE GPT GROUP	83%	Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	Considering
		Offer paid parental leave for any circumstances where there is a new child (adoption, same sex couples, surrogacy etc.)	Considering
ORIGIN ENERGY LTD.	82%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Declined
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
TABCORP HOLDINGS LTD.	82%	Publish gender pay gap statistics publicly, including breakdown by organisational level	Declined
VICINITY CENTRES	82%	Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	Declined
		Make paid parental leave available to staff from commencement of employment	Declined
AGL ENERGY LIMITED	81%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response

COMPANY	SCORE	OUR ASK	RESPONSE
COLES GROUP LTD.	80%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response
CHALLENGER LTD.	79%	Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Considering
CIMIC GROUP LTD.	78%	Offer parental leave at full pay at least 4 weeks to secondary carers regardless of gender	No response
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	No response
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	No response
		Make paid parental leave available to staff from commencement of employment	No response
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	No response
		Continue superannuation contributions to staff during paid and unpaid parental leave	No response
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	No response

COMPANY	SCORE	OUR ASK	RESPONSE
NIB HOLDINGS LTD.	78%	Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	Considering
		Senior leaders champion and encourage uptake of parental leave for all genders	Considering
		Encourage and support men across your organisation to take parental leave	Considering
		Make paid parental leave available to staff from commencement of employment	Considering
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	Considering
		Continue superannuation contributions to staff during paid and unpaid parental leave	Considering
		Offer paid parental leave for any circumstances where there is a new child (adoption, same sex couples, surrogacy etc.)	Considering
		Plan for regular communication whilst an employee is on parental leave, considering the employees preferences about contact during leave	Considering
		Outline employees performance and career goals prior to taking parental leave	Considering
		Be transparent about and document the steps needed to prepare employees and their managers for parental leave and educate employees on their parental leave entitlements (both employer and government provided)	Considering
SOUTH32 LTD.	78%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response
TELSTRA CORPORATION LIMITED	78%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Declined
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined

COMPANY	SCORE	OUR ASK	RESPONSE
INCITEC PIVOT LTD.	77%	Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	No response
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	No response
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	No response
		Make paid parental leave available to staff from commencement of employment	No response
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	No response
		Continue superannuation contributions to staff during paid and unpaid parental leave	No response
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	No response
AURIZON HOLDINGS LTD.	76%	Offer parental leave at full pay fat least 4 weeks to secondary carers regardless of gender	Declined
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	Declined
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	Declined
		Make paid parental leave available to staff from commencement of employment	Declined
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	Declined
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	Declined
FORTESCUE METALS GROUP LTD.	76%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave by gender, retention/turnover by gender)	Declined
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined

COMPANY	SCORE	OUR ASK	RESPONSE
WOOLWORTHS GROUP LTD.	76%	Publish gender pay gap statistics publicly, including breakdown by organisational level	Declined
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
INSURANCE AUSTRALIA GROUP LTD.	75%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Declined
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
QBE INSURANCE GROUP LIMITED	75%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response
AMP LTD.	73%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response
COCA-COLA AMATIL LTD.	73%	Offer parental leave at full pay at least 4 weeks to secondary carers regardless of gender	Declined
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	Declined
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	Declined
		Make paid parental leave available to staff from commencement of employment	Declined
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	Declined
		Continue superannuation contributions to staff during paid and unpaid parental leave	Declined

COMPANY	SCORE	OUR ASK	RESPONSE
REA GROUP LTD.	72%	Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	No response
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	No response
		Make paid parental leave available to staff from commencement of employment	No response
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	No response
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	No response
		Provide non-leave support for employees with family or caring responsibilities (e.g. onsite childcare, breastfeeding facilities etc.)	No response
RIO TINTO LTD.	72%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
BANK OF QUEENSLAND LTD.	71%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response
QANTAS AIRWAYS LIMITED	71%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Declined
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
SUNCORP GROUP LIMITED	70%	Embed leadership accountability on making meaningful progress on gender pay equality outcomes into policy	Declined

COMPANY	SCORE	OUR ASK	RESPONSE
CARSALES.COM LTD.	69%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	Declined
LINK ADMINISTRATION HOLDINGS LTD.	69%	Sign the WGEA Pay Equality Pledge	Made a commitment
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Made a commitment
ASX LIMITED	68%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
AUSNET SERVICES LTD.	68%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	No response
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	No response
		Make salary ranges transparent to staff and applicants during recruitment and promotion processes	No response
BLUESCOPE STEEL LTD.	68%	Offer parental leave at full pay at least 4 weeks to secondary carers regardless of gender	Declined
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	Declined
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	Declined
		Make paid parental leave available to staff from commencement of employment	Declined
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	Declined
		Continue superannuation contributions to staff during paid and unpaid parental leave	Declined
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	Declined

COMPANY	SCORE	OUR ASK	RESPONSE
THE STAR ENTERTAINMENT GROUP LTD.	67%	Offer parental leave at full pay for at least 4 weeks to secondary carers regardless of gender	No response
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	No response
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	No response
		Make paid parental leave available to staff from commencement of employment	No response
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	No response
		Continue superannuation contributions to staff during paid and unpaid parental leave	No response
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	No response
		Provide non-leave support for employees with family or caring responsibilities (e.g. onsite childcare, breastfeeding facilities etc.)	No response
WESFARMERS LTD.	67%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response

COMPANY	SCORE	OUR ASK	RESPONSE
SANTOS LTD.	65%	Offer parental leave at full pay for at least 8 weeks to primary carers and at least 4 weeks to secondary carers regardless of gender	No response
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	No response
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	No response
		Make paid parental leave available to staff from commencement of employment	No response
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	No response
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	No response
		Provide non-leave support for employees with family or caring responsibilities (e.g. onsite childcare, breastfeeding facilities etc.)	No response
BENDIGO AND ADELAIDE BANK LTD.	64%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
WOODSIDE PETROLEUM LTD.	63%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
MACQUARIE GROUP LIMITED	62%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
TREASURY WINE ESTATES LTD.	62%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
WORLEYPARSONS LTD.	62%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response

COMPANY	SCORE	OUR ASK	RESPONSE
CROWN RESORTS LTD.	61%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
NEWCREST MINING LTD.	61%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
SYDNEY AIRPORT	61%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
BEACH ENERGY LTD.	59%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
ILUKA RESOURCES LTD.	59%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
BRAMBLES LTD.	58%	Sign the WGEA Pay Equality Pledge	Considering
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Considering
ANSELL LTD.	57%	Sign the WGEA Pay Equality Pledge	Made a commitment
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
BORAL LTD.	57%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
COMPUTERSHARE LTD.	57%	Sign the WGEA Pay Equality Pledge	Considering
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Considering

COMPANY	SCORE	OUR ASK	RESPONSE
ORICA LTD.	57%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
RAMSAY HEALTH CARE LTD.	56%	Publish gender pay gap statistics publicly, including breakdown by organisational level.	Declined
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Declined
FLIGHT CENTRE TRAVEL GROUP LTD.	55%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
ARISTOCRAT LEISURE LTD.	54%	Sign the WGEA Pay Equality Pledge	Made a commitment
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Made a commitment
CSL LIMITED	54%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
ORORA LTD.	54%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response

COMPANY	SCORE	OUR ASK	RESPONSE
ALS LTD.	53%	Offer parental leave at full pay for at least 8 weeks to primary carers and at least 4 weeks to secondary carers regardless of gender	No response
		Senior leaders champion and encourage uptake of parental leave and flexible work for all genders	No response
		Encourage and support men across your organisation to take parental leave and to utilise flexible work options	No response
		Make paid parental leave available to staff from commencement of employment	No response
		Consider staff on parental leave for promotions and include them in salary reviews and bonus schemes	No response
		Continue superannuation contributions to staff during paid and unpaid parental leave	No response
		Backup flexible work options with a supportive culture and the proper infrastructure to help staff flourish	No response
		Provide non-leave support for employees with family or caring responsibilities (e.g. onsite childcare, breastfeeding facilities etc.)	No response
DOWNER EDI LTD	53%	Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
XERO LIMITED	53%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
JB HI-FI LTD.	51%	Sign the WGEA Pay Equality Pledge	Considering
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
OZ MINERALS LTD.	51%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
COCHLEAR LTD.	48%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response

COMPANY	SCORE	OUR ASK	RESPONSE
NORTHERN STAR RESOURCES LTD.	48%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
GOODMAN GROUP	47%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
WHITEHAVEN COAL LTD.	42%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
EVOLUTION MINING LTD.	40%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
RELIANCE WORLDWIDE CORP. LTD.	40%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
WISETECH GLOBAL LTD.	40%	Sign the WGEA Pay Equality Pledge	Made a commitment
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
QUBE HOLDINGS LTD.	38%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
DOMINO'S PIZZA ENTERPRISES LTD.	37%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
		Publish gender pay gap statistics publicly, including breakdown by organisational level.	Considering
		Publish data publicly on factors that contribute to the gender pay gap (e.g. uptake of parental leave and flexible work options by gender)	Considering

COMPANY	SCORE	OUR ASK	RESPONSE
RESMED, INC.	34%	Sign the WGEA Pay Equality Pledge	No response
		Create clear targets and expectations around gender equality (e.g. policies and strategies)	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
NINE ENTERTAINMENT CO. HOLDINGS LTD.	33%	Sign the WGEA Pay Equality Pledge	Declined
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	Declined
		Develop processes and expertise in gender pay gap analysis and commit resources for regular analysis	No response
		Follow best practice for analysis and interrogate the causes for both positive and negative results	No response
		Develop action plans based on data and the identified causes of gaps	No response
JAMES HARDIE INDUSTRIES PLC	31%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
WASHINGTON H. SOUL PATTINSON & CO. LTD.	26%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response
TPG TELECOM LTD.	23%	Sign the WGEA Pay Equality Pledge	No response
		Hold relevant leaders to account for making meaningful progress on gender pay equality outcomes	No response

# TIME TO GET TO WORK

For anyone looking to get more information on which businesses are succeeding or lagging on gender equality, visit [equalityiseveryonesbusiness.com.au](https://equalityiseveryonesbusiness.com.au). To share your experiences of gender inequality in the workplace, call the hotline on 1800 ALL EQL.

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# ENDNOTES

- [1] <https://www.wgea.gov.au/leading-practice/wgea-pay-equality-ambassador-network>
- [2] <https://www.wgea.gov.au/sites/default/files/documents/guide-to-gender-pay-equality.pdf>, pg. 14
- [3] Ibid, pg. 14
- [4] Ibid, pg. 14
- [5] Ibid, pg. 28
- [6] Ibid, pg. 28
- [7] [https://www.wgea.gov.au/sites/default/files/documents/Guide\\_for\\_organisations.pdf](https://www.wgea.gov.au/sites/default/files/documents/Guide_for_organisations.pdf)
- [8] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 4
- [9] Ibid.
- [10] [https://www.wgea.gov.au/sites/default/files/documents/Guide\\_for\\_organisations.pdf](https://www.wgea.gov.au/sites/default/files/documents/Guide_for_organisations.pdf)
- [11] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 4
- [12] Ibid.
- [13] <https://www.wgea.gov.au/sites/default/files/documents/Negotiation-Paper-Final.pdf> pg. 8
- [14] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 4
- [15] Ibid.
- [16] <https://www.wgea.gov.au/sites/default/files/documents/guide-to-gender-pay-equality.pdf> pg. 31
- [17] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 4
- [18] Ibid.
- [19] Ibid.
- [20] Ibid.
- [21] <https://www.wgea.gov.au/sites/default/files/documents/guide-to-gender-pay-equality.pdf>, pg. 31
- [22] Ibid.
- [23] Ibid.
- [24] Ibid.
- [25] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 7
- [26] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 7
- [27] <https://www.wgea.gov.au/sites/default/files/documents/guide-to-gender-pay-equality.pdf> p. 33
- [28] [https://www.wgea.gov.au/sites/default/files/documents/Building\\_a\\_flex\\_strategy\\_0.pdf](https://www.wgea.gov.au/sites/default/files/documents/Building_a_flex_strategy_0.pdf) pg. 20
- [29] <https://www.wgea.gov.au/sites/default/files/documents/Women-in-Leadership%20report-BCA.pdf>, pg. 10
- [30] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 7
- [31] <https://www.wgea.gov.au/sites/default/files/documents/WGEA-Leading-Practice-Parental-Leave-Policy-Guide.pdf>, pg. 5
- [32] Ibid.
- [33] Ibid.
- [34] Ibid.
- [35] Ibid.
- [36] Ibid.
- [37] Ibid, pg. 6
- [38] Ibid.
- [39] Ibid.
- [40] Ibid, pg. 6
- [41] Ibid, pg. 6
- [42] Ibid, pg. 6
- [43] Ibid, pg. 6
- [44] Ibid, pg. 7
- [45] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 7
- [46] <https://www.wgea.gov.au/sites/default/files/documents/Women-in-Leadership%20report-BCA.pdf>, pg. 11
- [47] Ibid.
- [48] Ibid.
- [49] Ibid.
- [50] <https://www.wgea.gov.au/sites/default/files/documents/Women-in-Leadership%20report-BCA.pdf>, pg.8
- [51] Ibid.
- [52] <https://www.wgea.gov.au/sites/default/files/documents/Women-in-Leadership%20report-BCA.pdf>, pg. 10
- [53] UK Government Equalities Office, Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers, pg. 7
- [54] Ibid, pg. 4

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