

HEALTH WEALTH CAREER



LANDCOM

**PAY EQUITY AUDIT
FINAL**

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EXECUTIVE SUMMARY

- Overall, the female/male gender ratio for Landcom is slightly in favour of females 52/48. However, female representation is higher in lower Salary Grade roles (levels 2-5 is about 75% females).
- Organisation wide, Landcom has a pay equity gap of 14.9% in favour of men. This is due to the higher representation of males in Senior manager roles (60% males) and the higher representation of females in lower level roles.
- When viewed by Salary Grade, the average pay gap is low; 2.3% in favour of men. This result is consistent with other organisations with an award structure with fixed pay levels.
- Starting salaries is a known hot spot where pay gaps can exist. For Landcom, when viewed by salary grade, the pay gap for Senior Managers was 2.6% in favour of men (all other salary grades the pay gap was close to 0%).
- In terms of Female representation and gender pay gap - Landcom compares well against other similar sized organisations in the WGEA Industry benchmarks (Professional, Scientific and Technical Services (<250 Employees)).
 - Female representation of 52% vs the benchmark of 42% (2018)
 - Gender pay gap of 14.9% vs the benchmark of 23.0% (2018)

APPROACH CALCULATING GENDER PAY GAP



This report is guided by the Workforce Gender Equality Agency (WGEA) reporting framework.

Organisation-Wide Pay Gap

Pay difference between the average salary of men and women, expressed as a percentage of men's earnings.

When in favour of men, this is largely due to men accessing higher paid position and women dominating lower paid positions.

Pay Gap by Level

Pay difference between the average salary of men and women at the same level/band.

Occupational segregation where men access and are attracted to higher paid positions is usually the primary reason for this gap.

Like-for-Like Pay Gap

Pay difference between men and women doing the same or comparable roles.

Unconscious bias and the different negotiation dynamics of women and men can create differences in pay for women and men doing the same work.

<https://www.wgea.gov.au>

QUICK SNAPSHOT OF LANDCOM ANALYSIS

Salary Grade	Female	Male	Female% 2019
Corporate Executive	3	4	43%
Senior Manager	14	21	40%
Landcom Off Level 8	7	4	64%
Landcom Off Level 7	15	19	44%
Landcom Off Level 6	13	17	43%
Landcom Off Level 5	8	5	62%
Landcom Off Level 4	11	1	92%
Landcom Off Level 3	6	1	86%
Landcom Off Level 2	1	1	50%
Landcom Off Level 1	0	0	-
Grand Total	78	73	52%

Overall Landcom has 50/50 gender split.

Females have higher representation at lower levels (only 8 males in levels 5 and below compared with 26 females) and males at higher levels from 6 up, with the exception of level 8.

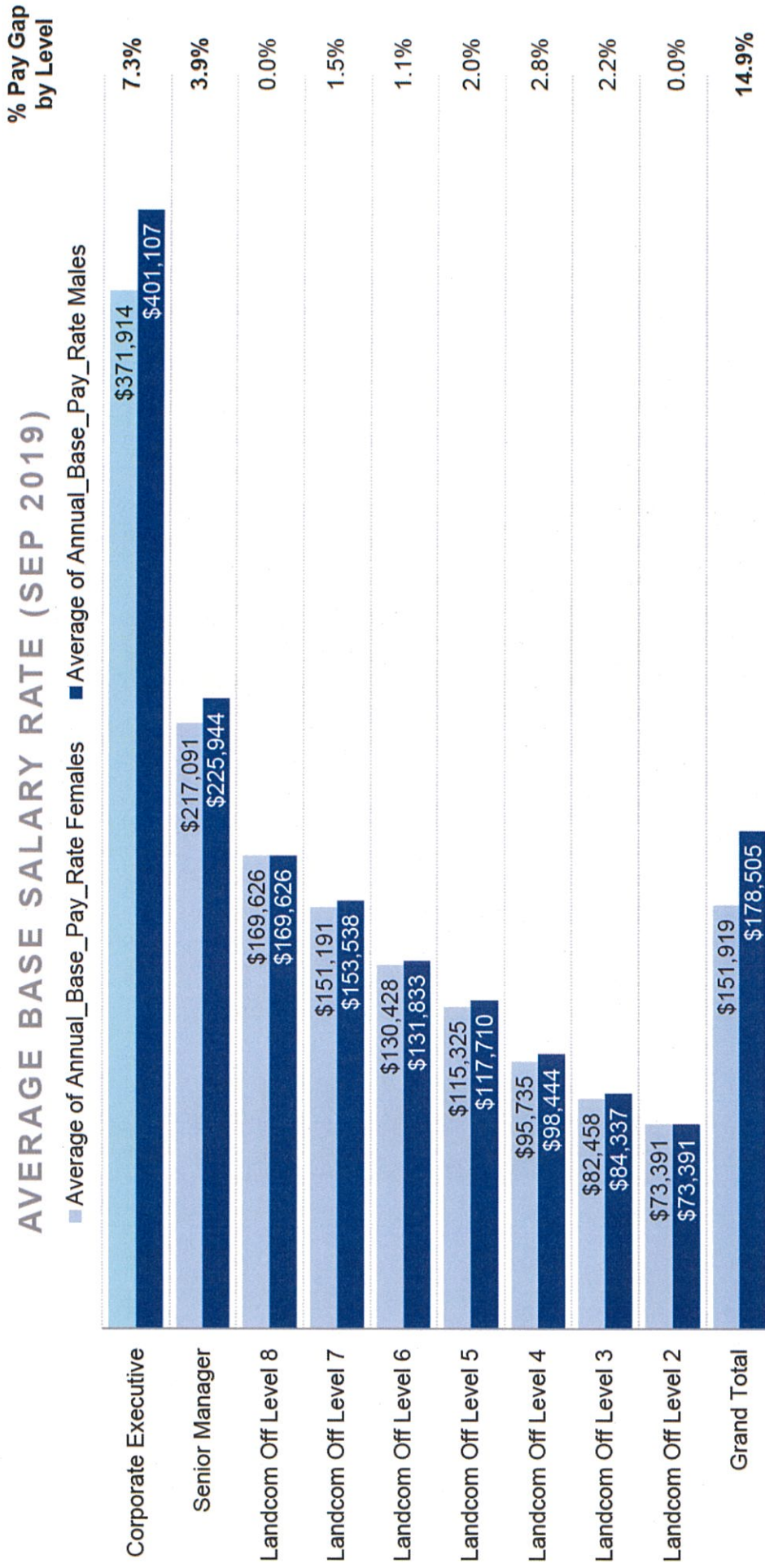
Department	Female	Male	Female% 2019
Chief Executive	2	1	67%
Communications & Policy	14	5	74%
Finance & Commercial	9	13	41%
Legal & Compliance	8	3	73%
Partnerships & Bus Devel	6	10	38%
People, Culture & Safety	6	3	67%
Projects A	15	25	38%
Projects B	18	13	58%
Grand Total	78	73	52%

Females have high representation in Communications & Policy, People, Culture & Safety and Legal & Compliance.

Males have high representation in Partnerships & Bus Devel and Projects A.

GENDER PAY GAP ANALYSIS

AVERAGE BASE SALARY

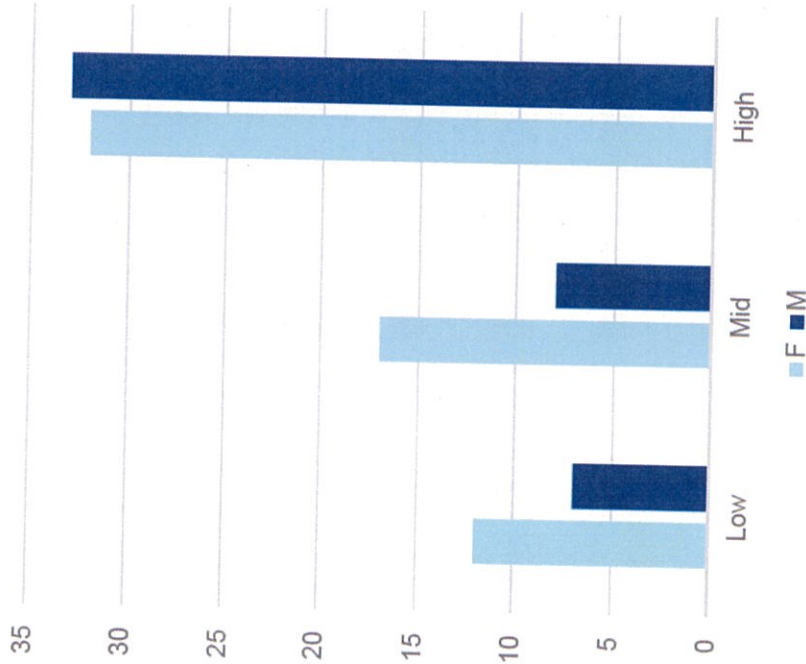


As expected, the pay gap is small across all Officer levels due to the Salary Schedule (Awards). At all levels, the gap is either 0% or in favour of males.

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GENDER PAY GAP ANALYSIS POSITIONING AGAINST PAY POINTS (2019 AWARD)

SUMMARY OF POSITIONING AGAINST PAY POINTS (LVL 1-8)



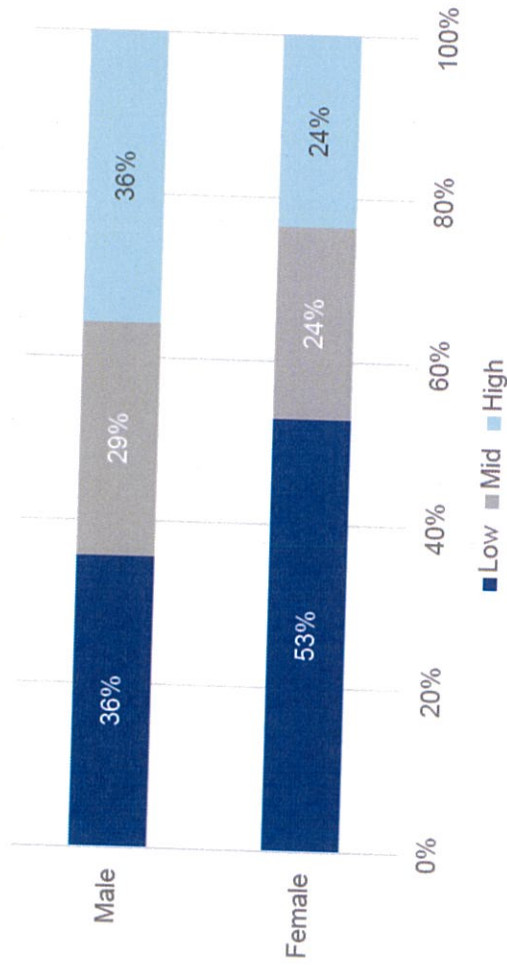
DISTRIBUTION OF SALARY POINTS ACROSS SALARY LEVELS (1-8)



For ease of interpretation we have designated the salary points in each salary level as Low, Mid, High (except Level 8 which are all Mid). At all salary levels males are more likely to be in the High point. In level 5 and below 100% of males are in the High Point, compared with 70% of females – even though females have higher representation at these levels

GENDER PAY GAP ANALYSIS NEW HIRES

2019 New Hires – starting salary point



2018 New Hires - starting salary point



In 2018, Females new hires were more likely to enter at the High Salary point (48% vs 33%). This dropped to 24% in 2019 while males remained roughly constant. This should be monitored ongoing to check for bias in starting salaries.