



2020

GENDER EQUALITY IN THE WORKPLACE SURVEY OF PRIVATE COMPANIES

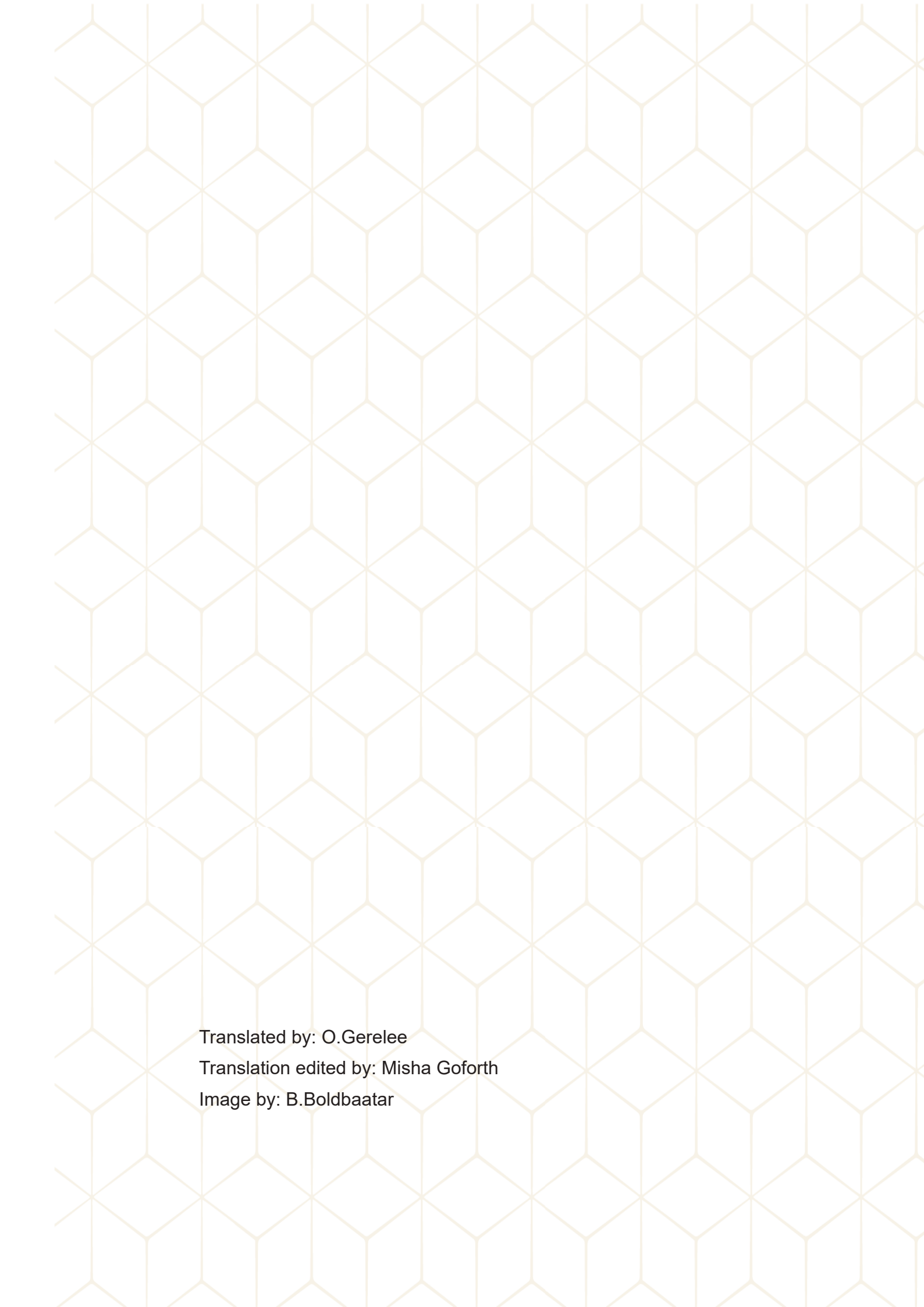
Gender Equality in the Workplace Survey of Private Companies 2020

Axon Neurolab LLC was contracted as an independent party to conduct this survey and analysis. The survey design, data collection methods, analyses and conclusions were designed on principles of scientific research. The survey is officially licensed and meets the standard of the Workplace Gender Equality Agency, Australia.

B.NANDIN-ERDENE, MBA & MMktg
AXON NEUROLAB LLC

..... **Founder,**

A handwritten signature in black ink, appearing to read 'B. Nandin-Erdene', is written over a light blue rectangular background.



Translated by: O.Gerelee
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FOREWORD

We are presenting the Gender Equality in the Workplace Survey of Private Companies.

This survey was commissioned by the "Promoting Gender Equality in the Private Sector" project team of the "Women's Leadership Program 2020", implemented by the Zorig Foundation and funded by the Australia Awards in Mongolia (AAM), under the initiative of the Government of Australia. An independent research organization, "Axon Neurolab" LLC at the University of Finance and Economics in Mongolia, conducted this survey successfully.

The survey aims to determine the current situation of gender equality in the private sector of Mongolia, including a consideration of formal policies and regulations, best practices and identify a potential gender inequality. For this, a sample of 104 private companies were surveyed as a representation of the private sector that constitutes around 77% of the country's gross domestic product (GDP).

With the consent of Australia's Workplace Gender Equality Agency, this survey has followed a methodology based on the country's Gender Equality Scorecard, an annual assessment of private companies with more than 100 employees established in accordance with the Workplace Gender Equality Act of Australia.

The survey questionnaire was adapted to Mongolia's context in consultation with a national gender expert. The significance of this survey is of importance in terms of its quantitative and qualitative data compared to other studies conducted before. Based on survey findings, we have included recommendations and advice from national gender experts.

We would like to express our deepest gratitude to those who supported and actively participated in the survey, particularly all respondent private companies, the research team, our partner organizations, our project funder and the project coordinators for their cooperation and contributions to promoting gender equality in Mongolia.

Sincerely,

'Promoting Gender Equality in the Private Sector' Project Team

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SURVEY INTRODUCTION

Survey purpose

The purpose of this survey was to identify overall gender equality in the private sector in Mongolia by examining current policies, regulations and practices of different workplaces, based on a comprehensive methodology from Australia.

Survey questionnaire structure

The survey questionnaire was developed based on the Australian Government's "Gender Equality Scorecard" questionnaire for measuring gender equality and the "Gender Attitudes Survey" from New Zealand. Additional questions were added to contextualize the survey questionnaire for use in Mongolia. The survey questionnaire structure is shown below:

- Managers' perceptions towards gender equality
- Organizational structure
- Management structure
- Remuneration and benefit policies that ensure gender equality
- Creating flexible working arrangements in the workplace
- Consultation with employees on issues concerning gender equality in the workplace
- Strategy on issues concerning gender inequality
- Additional questions

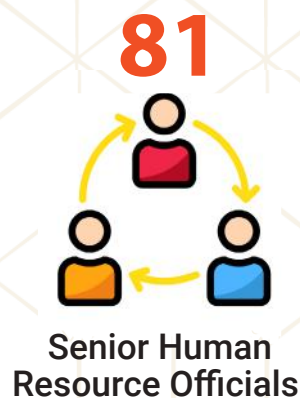


PARTICIPANT DETAILS

The survey sample included a total of **90** female and **14** male CEO/Senior Human Resource Officials from **104** companies **representing 39,469** workplaces.



As of 2019



"Gender Equality" as an absence of discrimination on the basis of sex achieved through equal participation of men and women in political, economic, social, cultural and family relations and their equal opportunities to contribute to and access the benefits of economic, social and cultural development
Constitution of Mongolia, Law of Mongolia on Promotion of Gender Equality

PARTICIPATING COMPANIES



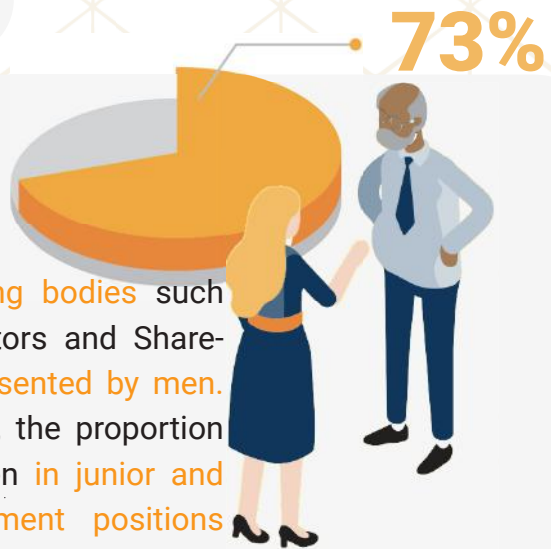
PILOTING

Survey Findings

Findings from Participating Companies



84% of respondents view that ensuring gender equality in the workplace is not a priority issue.



of higher governing bodies such as Board of Directors and Shareholders were represented by men. On the other hand, the proportion of men and women in junior and mid-level management positions were at an equal level.



74% of respondents have never discussed with their employees about gender equality in the workplace.

In 2019, **53%** of newly appointed senior management positions went to men whereas **57%** of new promotions were held by women.



Survey Summary

91% of surveyed companies **do not specifically include gender pay equity objectives** in their formal remuneration policies.



14% of the companies conducted payroll analysis to determine if there is **any remuneration gaps** between men and women, and

75% of those companies have taken **improvement actions based on the results of the analyses.**

69% of the companies **offer flexible working arrangements** for their employees.



57% of the companies identified actions to prevent and address sexual harassment, discrimination and gender inequality.

90% of the companies responded that there are currently **no formal policies** to support employees experiencing domestic violence.



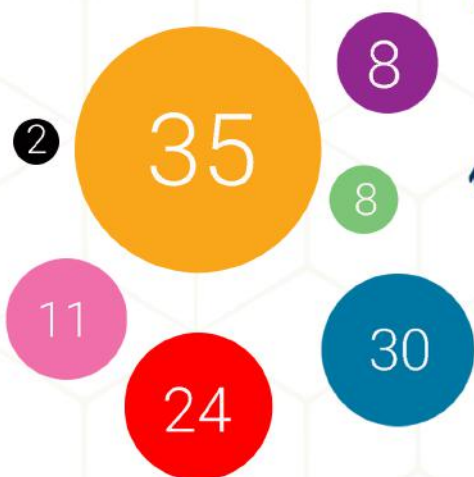
Chapter 1. Managers' perceptions toward gender equality

How well does Mongolia ensure gender equality?

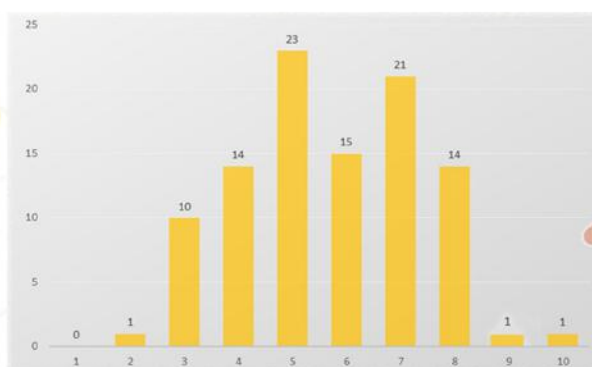
To what extent do you agree with the following statement?

'Mongolia fully ensures gender equality.'

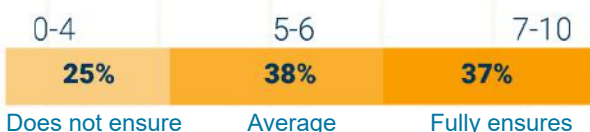
Which group do you think is most likely to be negatively affected by gender inequality in the workplace?



- Most women
- Some groups of women
- Do not know
- Some groups of men
- Non-binary people (people who do not identify as men or women)
- Gender inequality has no negative impact on people
- Most men



1- Fully disagree 10-Fully agree



Respondents ranked Mongolia **AS ABOVE AVERAGE** in ensuring gender equality.

According to respondents, workplace gender inequality has **the most effect** on **"MOST WOMEN"** and **"SOME GROUPS OF WOMEN"** and has **the least effect** on **"MOST MEN"**.

In your opinion, how does workplace gender inequality negatively affect employees?

Additionally, 57 respondents commented that negative effects on following factors could arise from gender inequality in the workplace.



23 responses

ON PERSONAL MENTAL HEALTH
(mental health and self-confidence)



21 responses

ON WORKPLACE ENVIRONMENT
(salary, promotion, performance and productivity)



8 responses

ON SOCIAL STATUS
(politics and social stereotypes)



5 responses

ON FAMILY LIFE
(domestic violence and children)

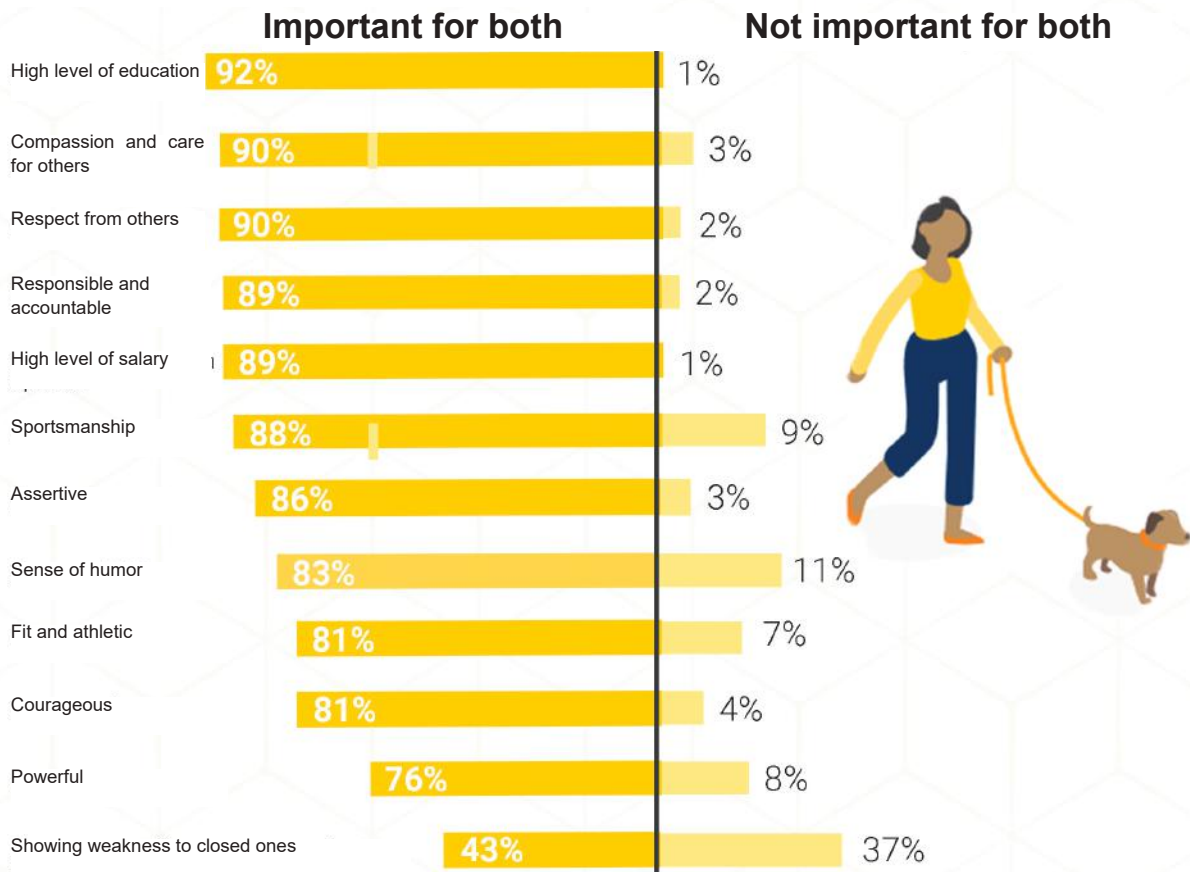
*... women get less valued than men when being considered for promotion and salary raises.
(Hotel service company)*

*... childcare, household work and eldercare should not be the sole responsibility of women.
(Food services company)*

*It affects a person's self-confidence and self-esteem when in social interaction. It may have a negative impact on mental health as well.
(Communications company)*

Which traits are more important for each gender?

Respondents:



According to respondents:

Women must be:

Assertive **9%**

Powerful **6%**

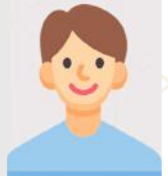


Men must be:

Courageous **10%**

Fit and athletic **10%**

Have high level of salary **8%**










“HIGH LEVEL OF EDUCATION” is important for both men and women.

It is most important for men to be **“COURAGEOUS”** and **“FIT and ATHLETIC”**.

It is most important for women to be **“ASSERTIVE”**.

Which sector/level do you think gender equality is achieved the most?

		KNOW	DO NOT KNOW	NOTE
GAY		97%	3%	A sexual orientation (physically and emotionally attracted to) toward people of the same gender.
LESBIAN		94%	5%	A woman whose primary sexual orientation (physically and emotionally attraction) is toward people of the same gender.
TRANSGENDER		93%	7%	Someone whose gender identity or expression does not fit (dominant-group social constructs of) the sex and gender assigned to them at birth.
BISEXUAL		75%	25%	A person whose primary sexual and affectional orientation (physically and emotionally attraction) is toward people of the same and other genders.
HETEROSEXUAL		16%	84%	A sexual orientation (physically and emotionally attracted to) toward people of a gender other than their own.
NONBINARY		12%	88%	A gender identity that embraces the full universe of expressions and ways of being that resonate with an individual. It may be an active resistance to binary gender expectations and/or an intentional creation of new unbounded ideas of self within the world.
CISGENDER		3%	97%	Someone whose gender identity or expression matches the sex and gender assigned to them at birth.

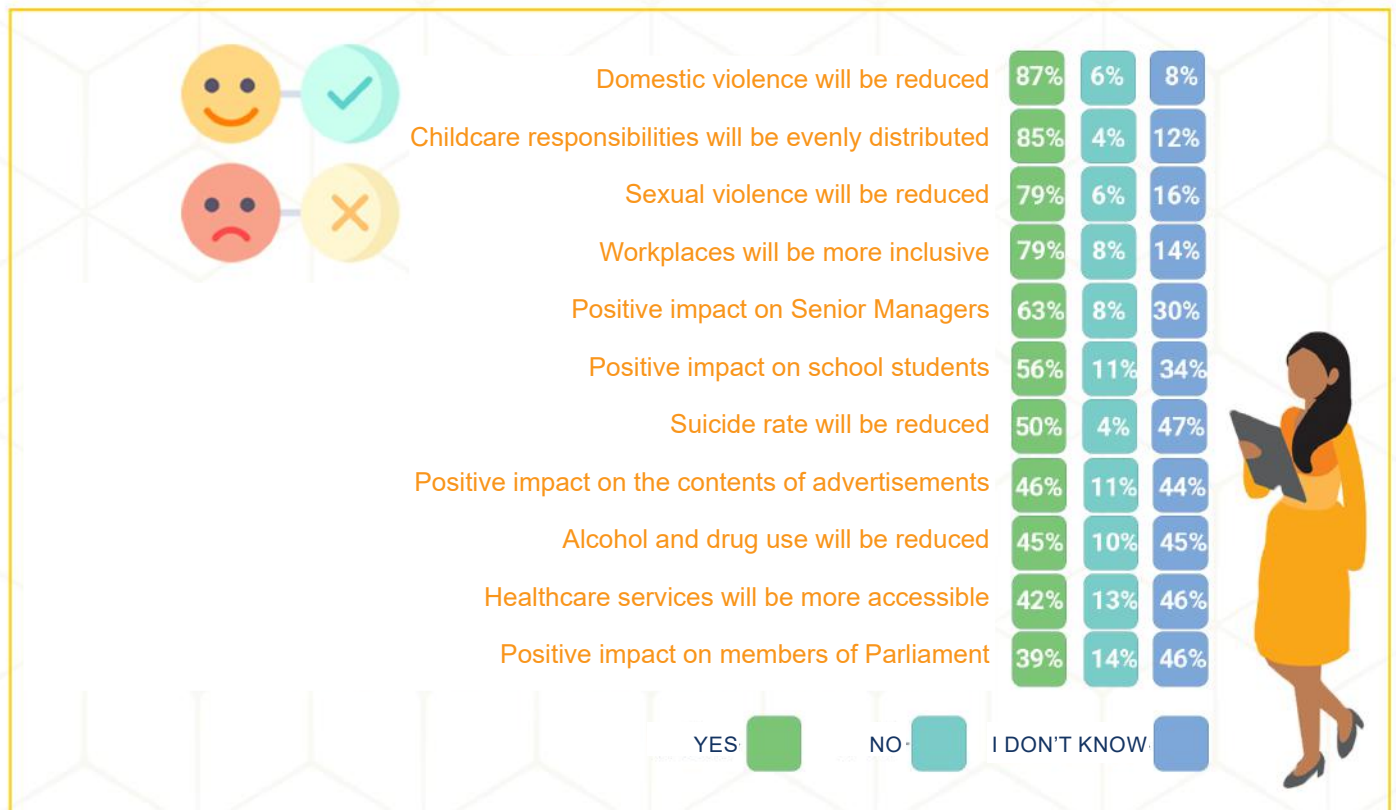
MOST known word: **GAY**
LEAST KNOWN: **CISGENDER**

73%	At the workplace
70%	Products, services and advertisement
66%	Household
64%	Education
63%	Healthcare
62%	Journalism
58%	Sports
56%	Welfare
46%	Judiciary
43%	Military
44%	Politics

Do you know these terms?

Gender equality is more achieved in the **“THE WORKPLACE”** and in **“PRODUCTS, SERVICES AND ADVERTISEMENT”**, and least achieved in **“POLITICS”**.

What is the potential impact if gender equality is achieved?

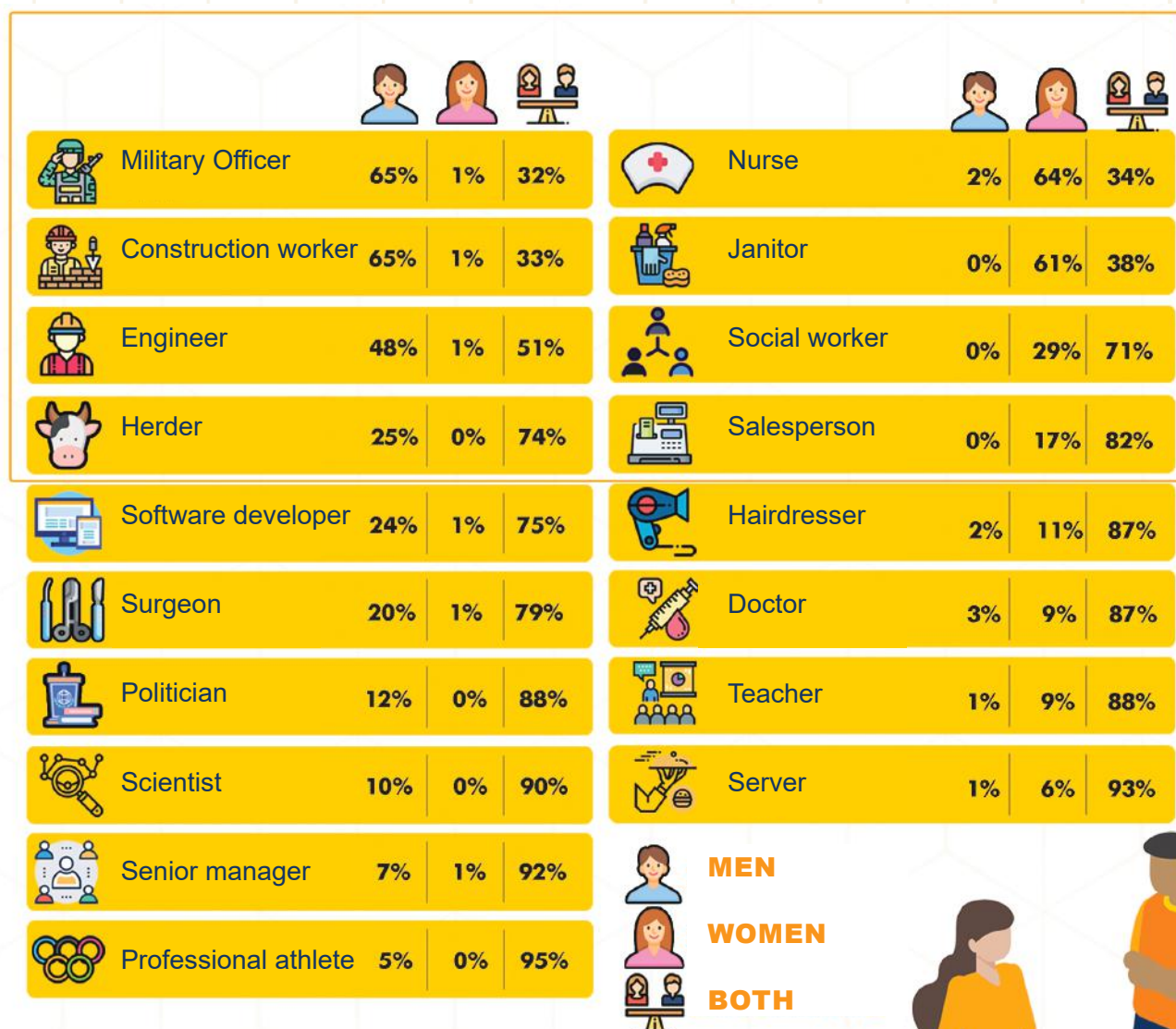


ACCORDING TO RESPONDENTS:

Achieving gender equality will have a significant impact **ON REDUCING DOMESTIC VIOLENCE AND ON THE EQUAL DISTRIBUTION OF CHILDCARE RESPONSIBILITIES**. However, there will not be a specifically **“POSITIVE IMPACT ON MEMBERS OF PARLIAMENT”**.

Which professions do you think are more suitable for women or men?

RESPONDENTS:

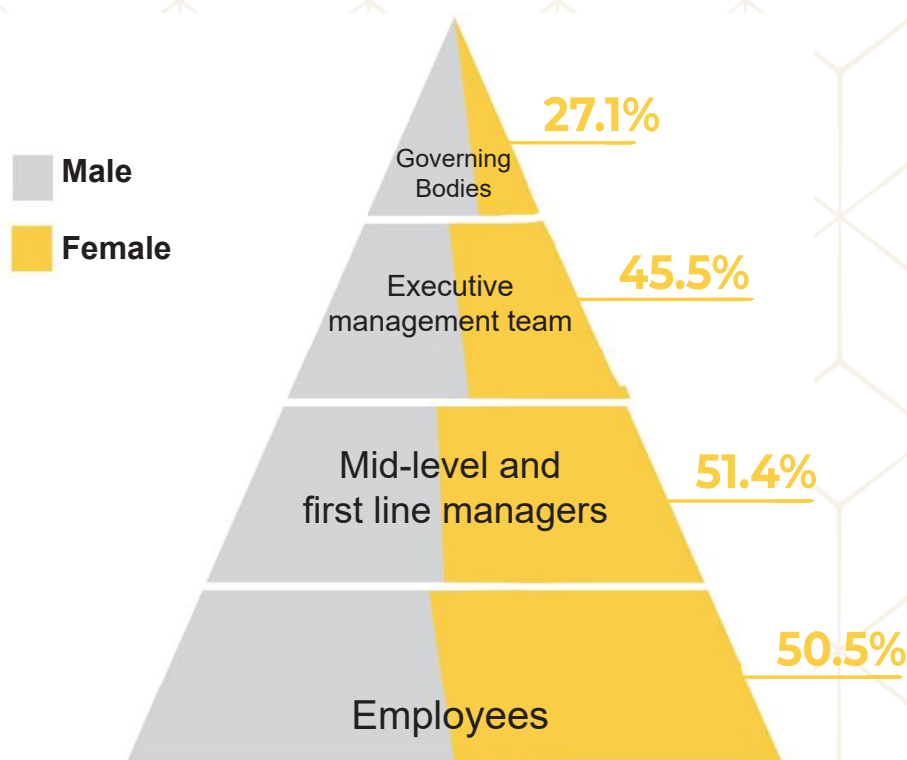


According to the respondents, the professions such as the **“MILITARY OFFICER”** and **“CONSTRUCTION WORKER”** are the most suitable to be held by men. On the other hand, the **“NURSE”** and **“JANITOR”** were the most suitable professions to be held by women. The most suitable profession for both men and women are considered to be **“PROFESSIONAL ATHLETE”** and **“SERVER”**.



Chapter 2. Organizational structure and composition

2.1. Gender composition of work force of participating companies



In 2019,

representation of women in senior management: **48.3%** (average number of women in positions that are higher than mid-level and first line managers.)

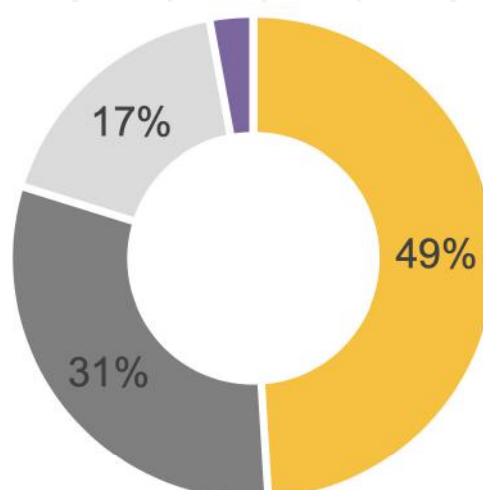
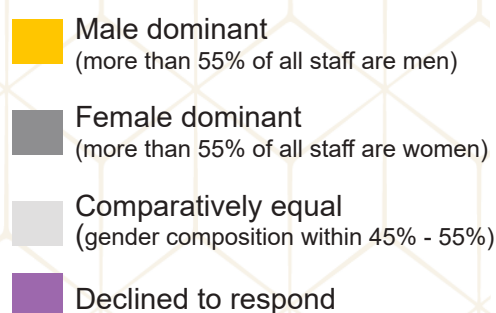
Total number of women promoted to the senior management level: **46.8%**

Total number of women promoted: **57.6%**

2.2. Gender composition in the organizational structure of participating companies

Note: The gender composition of all participating companies is 49.9:50.1 (19,704 female staff and 19,765 male staff). Composition is categorized as “dominant” if one gender represents more than 55% and categorized as “comparatively equal” if gender composition is within 45%-55%.

49% of participating companies were male dominant.
31% of participating companies were female dominant.



2.3. Gender composition of governing bodies of respondent companies categorized by sector.

	Strategic Level (Governing Body/Board, shareholders etc./ CEO team) (6 companies declined to respond to questions related to decision makers. The information below presents results from 98 companies.)		Tactical Level (Mid-level and first level managers) (10 companies declined to respond to questions about staff at a tactical level. The information below presents results from 94 companies.)		Implementing Level (Employees) (7 organizations declined to respond to questions about staff at a imple- menting level. The information below presents results from 97 companies.)	
	Male	Female	Male	Female	Male	Female
Construction (8)	72.9%	27.1%	67.8%	32.2%	78.4%	21.6%
Manufacturing (25)	54.0%	46.0%	50.1%	49.9%	46.4%	53.6%
Small & wholesale (8)	41.7%	58.3%	27.4%	72.6%	41.8%	58.2%
Group company (16)	49.9%	50.1%	37.4%	62.6%	41.0%	59.0%
Hotel, accommodation and food service (4)	62.2%	37.8%	53.8%	46.2%	45.6%	54.4%
Information and telecommunication(10)	69.1%	30.9%	55.5%	44.5%	45.2%	54.8%
Finance and insurance services (12)	73.3%	26.7%	50.9%	49.1%	36.7%	63.3%
Transportation and warehouse service (3)	64.5%	35.5%	86.1%	13.9%	80.9%	19.1%
Mining (8)	75.4%	24.6%	84.0%	16.0%	90.0%	10.0%
Other services (5)	63.5%	36.5%	57.8%	42.2%	56.6%	43.4%
Real estate (3)	36.8%	63.2%	22.7%	77.3%	77.2%	22.8%

72.9% The red box refers to the highest percentages for each column.

Note:

* Participating companies were categorized by the revised version of “Classification of All Economic Activities” system of the National Statistical Office of Mongolia.

* Number of participating companies in each sector is indicated in brackets.

2.4. Additional comments provided on gender equality in organizational structure and composition



TOTAL 26 COMMENTS:

HR policy is implemented on a gender selective basis due to specific characteristics of the business sector and operations	13 comments
Activities to promote gender equality is regularly conducted	6 comments
Gender equality aspects are planned to be included in their activities	4 comments
Formal policies are in place to ensure gender equality in the workplace	3 comments

Our company is one of three Mongolian companies to have signed the "Global Compact". According to this program, we have committed to implement the "Ten Principles of the UN Global Compact" and have reflected them in our all policies and rules since 2012. "The Ten Principles of the UN Global Compact" is a document derived from the "Universal Declaration of Human Rights". We submit a yearly report on our practices.

(Mining company)

EXAMPLES OF BEST PRACTICES IN THE COMPANIES

Our Internal Labour Regulation states that it shall follow the "Law on Promotion of Gender Equality".

(Small & wholesale company)

... each area of our Human Resources policy is free from gender discrimination, including vacancy announcements, performance evaluations, training and development. There are no gender-related advantages or disadvantages in our company.

(Financial company)

Chapter 3. Strategy for Ensuring Gender Equality

3.1. Is gender equality a priority issue in your company?

Yes 16%

"Providing gender equality in the workplace has a direct influence on organizational and national economic performance. For example, organizational overall productivity will be increased."
(Service company)

"Our company is in the male-dominant mining sector, so most employees are male. We will develop and implement a 'Gender Equality and Workplace Harassment' policy in the second quarter of 2020 to increase women's representation".
(Mining company)

No 84%

"We believe in providing equal rights and equal opportunities for everyone in the company".
(Financial company)

"It does not matter because we only consider the skill and attitude of the person [not the gender]."
(Small & wholesale company)

3.2. BEST PRACTICES of Gender Sensitive Companies

"Our Ethics Committee handles cases of discrimination and sexual harassment. There is nothing written in our policy or regulations that specifically addresses women or men. I think this is how we provide equal rights for everyone".
(Mining company)

"We evaluated our gender equality situation by including gender related questions in our organizational culture assessment. Now we all have information on gender. I think this is the foundation for establishing best practices".
(Mining company)

"We have separate dressing rooms and restrooms for female and male staff because our organizational culture provides for equality. We provide equality in every activity".
(Communication company)

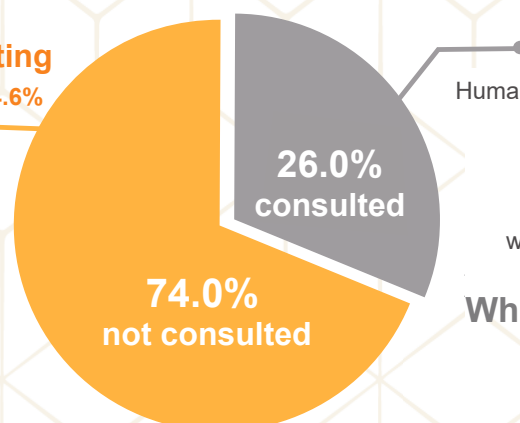
"We cover 50% of the kindergarten fees and provide apartments for our employees. We also provide long term paid leave in special situations."
(Construction company)

"We have started hiring male salespersons. I think this is a best practice".
(Manufacturing company)

3.3. Consultation with employees on issues concerning gender equality in the workplace

Reasons for not consulting

Insufficient resources/expertise **44.6%**
 Not needed **27.7%**
 Not a priority **18.5%**
 Other **9.2%**



Management **30.0%**
 All staff **26.0%**
 Human resource managers **19.0%**
 Women only **9.0%**
 Men only **2.0%**
 Women and men who took parental leave **2.0%**

Who was consulted?

3.4. How did you consult with employees on issues concerning gender equality in the workplace?



3.5. Additional comments

"We consult with our employees during trainings and through surveys and discussions, but some employees are not active. Thus, we need to improve the format and methodology for the trainings and discussions in order to raise awareness of employees about gender equality issues."

(Logistics company)

"Employees are not keen on attending the trainings and consultations due to their lack of understanding on gender inequality".

(Logistics and warehouse service company)

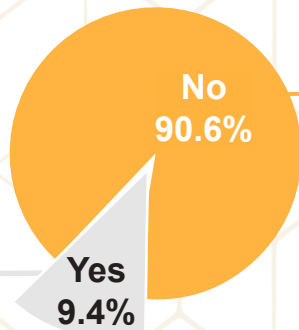
3.6. Do organizational activities and regulations include workplace gender equality issues?

If workplace gender equality issues are included...		Yes	Policy Level	Implementation level	No	Under development	Insufficient resources/expertise	Not a priority	Other
1	Recruitment Process	67.0%	60.5%	39.5%	33.0%	12.2%	19.5%	41.5%	26.8%
2	Overall organization	62.0%	56.5%	43.5%	38.0%	11.4%	45.7%	37.1%	5.7%
3	Promotion	56.0%	46.0%	54.0%	44.0%	8.3%	33.3%	58.3%	0.0%
4	Retention	51.0%	50.9%	49.1%	49.0%	14.0%	37.2%	46.5%	2.3%
5	Talent identification/ identification of high potential	48.0%	41.2%	58.8%	52.0%	13.0%	37.0%	47.8%	2.2%
6	Training and development	45.0%	43.8%	56.2%	55.0%	10.9%	25.5%	50.9%	12.7%
7	Succession planning	44.0%	48.9%	51.1%	56.0%	8.0%	26.0%	66.0%	0.0%
8	Performance evaluation of senior managers	44.0%	48.8%	51.2%	56.0%	7.5%	24.5%	62.3%	5.7%
9	Performance evaluation	43.0%	53.1%	46.9%	57.0%	18.2%	21.8%	58.2%	1.8%

Note: The template shows whether participating companies include workplace gender equality issues in these areas of policy and regulation. Participating companies incorporate general conditions from articles of Constitutional Law and the Labour Law of Mongolia, rather than particularly addressing gender equality, in their regulations. Respondents chose **“the policy level”** option when they included provisions that promote gender equality issues in their policy and guidelines. Respondents chose **“the implementation level”** option when their company has developed or implemented a plan to promote gender equality. Whereas, respondents chose **“not included option”** and provided the reasons thereof.

Chapter 4. Remuneration and benefits policies

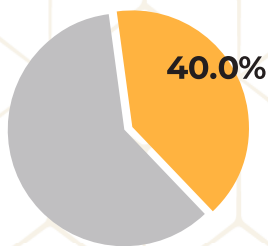
4.1. Are specific gender equity objectives included in your formal remuneration and benefits policies and strategies?



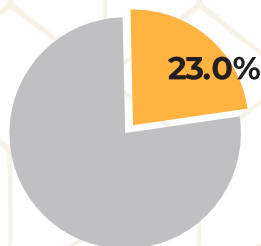
Reason pay equity objectives are not included in the formal policy or strategy:

- 44.6% Salaries set and paid under employment agreements
- 22.8% Not a priority
- 13.0% Employees are paid at average sectorial rate
- 5.4% Insufficient resources/expertise
- 4.3% Currently under development
- 9.8% Other

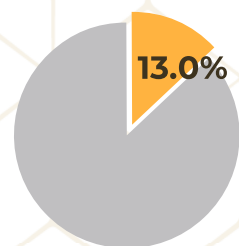
4.2. Gender equity objectives included in formal policy and/or formal strategy



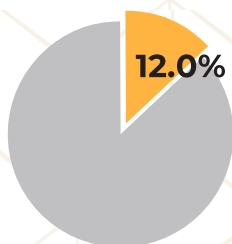
To implement and/or maintain a transparent and rigorous performance assessment process



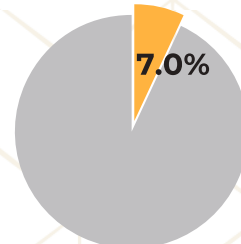
To be transparent about pay scales and/or salary bands



To achieve gender pay equity

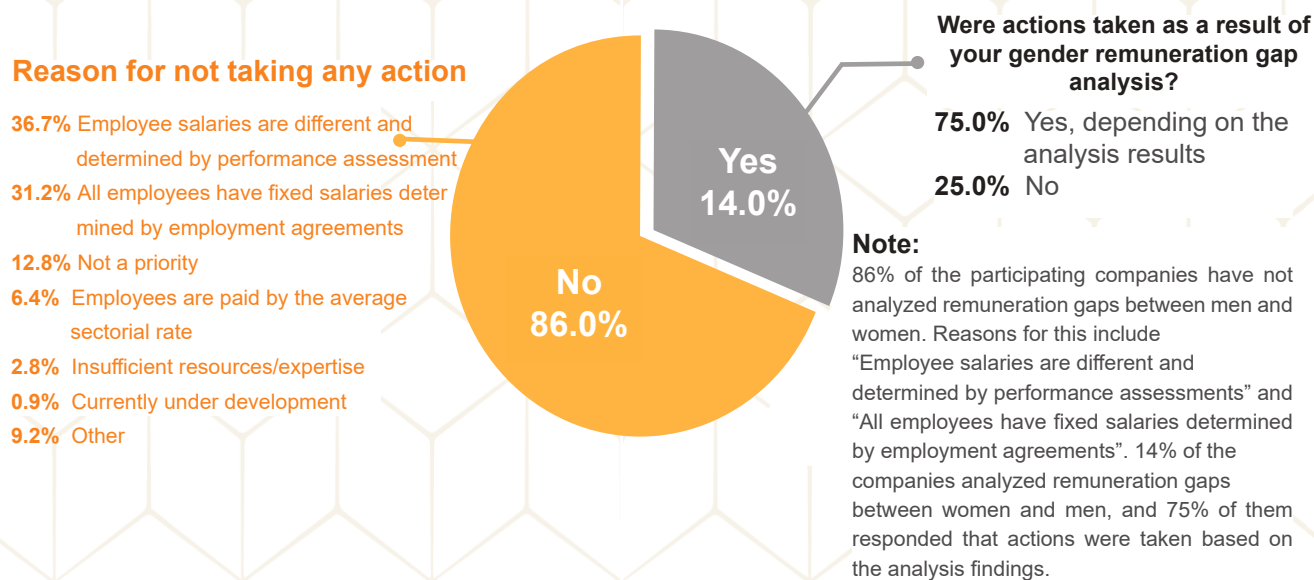


To ensure no gender bias occurs at any point in the remuneration review process

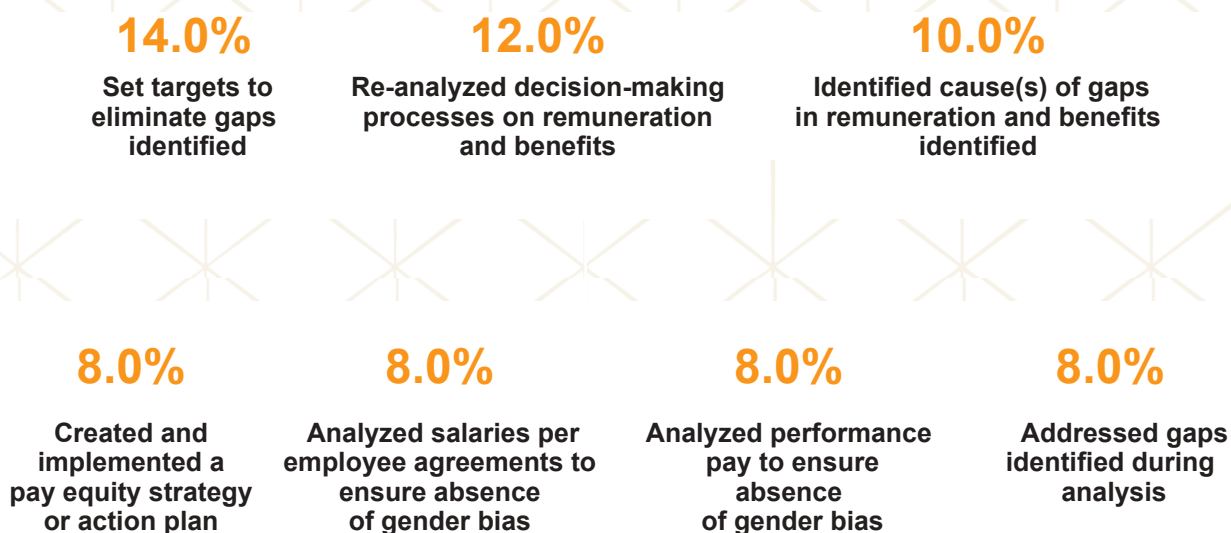


To ensure managers are held accountable for pay equity outcomes

4.3. Have you conducted an analysis to determine if there are any remuneration gaps between men and women?



4.4. What actions were taken as a result of the gender remuneration gap analysis:



4.5. Average remuneration of the participating companies

Note: 30.8% of the participating companies refused to share information about their Senior managers' salaries and 29% refused to share information about employees' salaries. Of the companies that shared information on its salaries, 81.9% responded that they have equal pay among their managers regardless of their gender and 18.1% responded that there is a pay difference based on gender. 81.1% of the companies responded that they have equal pay among their employees regardless of their gender and 19.9% responded that there is a pay difference based on gender.

Average remuneration for managers

Average monthly remuneration for male managers	Average monthly remuneration for female managers	Pay gap
3'246'192₹	2'826'090₹	- 420'102₹ (12.9%↓)

Average remuneration for employees

Average monthly remuneration for male employees	Average monthly remuneration for female employees	Pay gap
1'037'605₹	952'766₹	- 84'839₹ (8.2%↓)

4.6. Additional comments

Total 13 comments provided by the respondents

Remuneration is based on performance pay	7
Remuneration policy is free of gender bias	4
Remuneration policy is in accordance with the regulations	2

"Our remuneration system is based on the employee's performance, work goals, knowledge and skill, rather than their gender".

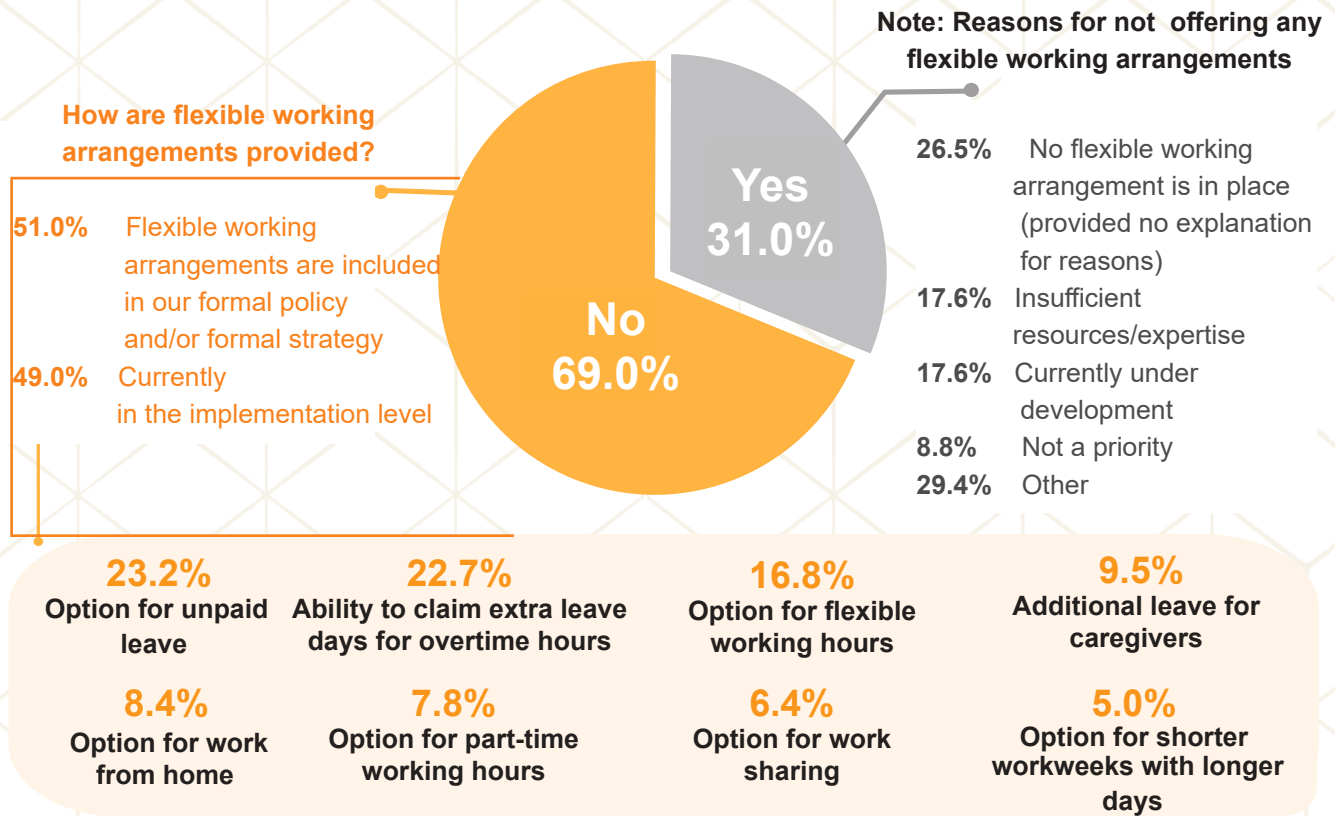
(Financial company)

"We pay our employees based on their professionalism, education, performance and impact on the company, rather than their gender".

(Small and wholesale company)

Chapter 5. Flexible Working Arrangements

5.1. Do you have a formal policy and/or formal strategy on flexible working arrangements:



5.2. Examples of best practices

"Our company has a three-day workweek (Monday, Wednesday and Friday) in the months with less workload. Our workday starts at 10 am which allows our employees to drop their children off at kindergarten and school."
(Food Processing Company)

5.3. Do you have a formal policy and/or formal strategy on flexible working arrangements:



16.6%

Flexible working arrangements are supported throughout the organization



16.0%

Managers are active in promoting flexible working arrangement



12.9%

An objective has been set for employee participation in establishing flexible working arrangements



12.3%

Management takes responsibility for creating and advancing flexible working arrangements



9.8%

The impact of flexible working arrangement is evaluated



7.4%

Companies conduct a survey to determine if employees are provided with flexible working arrangements



2.5%

Managers attended a training on creating flexible working arrangements



1.8%

Employees attended a training on creating flexible working arrangements



1.8%

Presented company's flexible working arrangements to international partners



12.3%

Flexible working arrangements adopted throughout the organization



5.5%

Companies measure the impact of flexible working arrangements and present it to managers

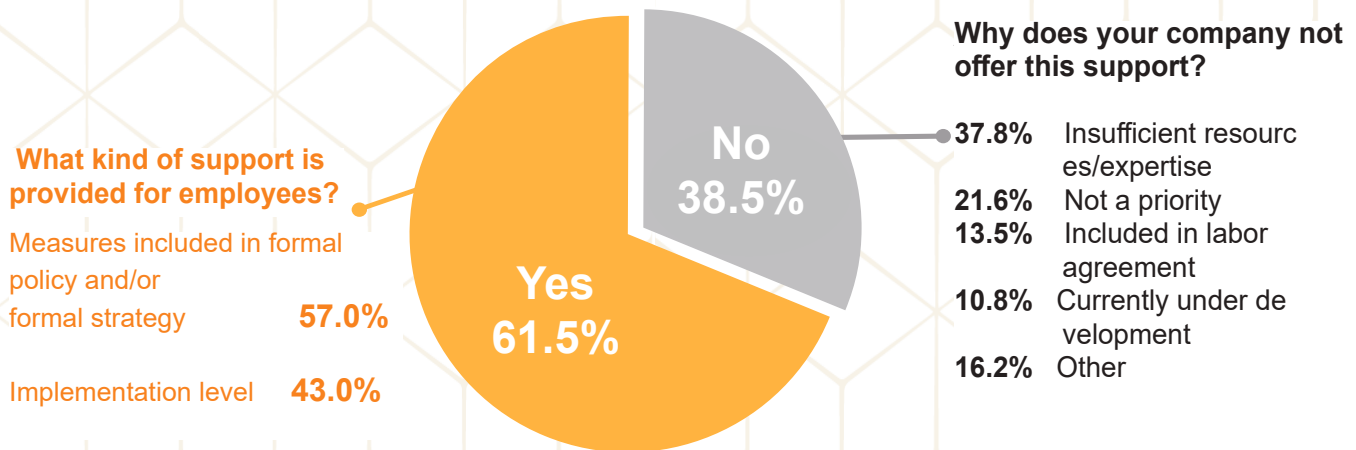


1.2%

Targets have been set for supporting men's engagement in order to create flexible working arrangements

Chapter 6. Formal policy and/or formal strategy to support childcare

6.1. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?



Note:

61.5% of participating companies support their employees' personal lives or family responsibilities. 57.0% of these companies indicated that they include these measures in their 'formal policy and/or formal strategy' and 43.0% answered their support is in the 'implementation' level. However, 38.5% of the participating companies do not offer any support due to 'insufficient resources/expertise'.

6.2. Information about employees who were on parental leave in 2019

	Women		Men	
	Provided with paid parental leave	Quit job while on parental leave	Provided with paid parental leave	Quit job while on parental leave
Managers	185	11	59	0
Employees	4682	206	328	95

Note:

91.3% of employees on parental leave were women who were provided with paid leave, while only 8.7% were men who were provided with paid leave. Of the employees on parental leave, 3.9% were women who quit their job during the leave and 1.7% were men who quit their job during the leave.

37 additional comments:

18 additional comments indicating:
3-7 days of paid leave for new fathers

14 additional comments indicating:
Flexible working hours for pregnant women and mothers

6 additional comments indicating:
Congratulatory bonus payment for new mothers

3 additional comments indicating:
Paid childcare leave for parents with 0-5 years old children

BEST PRACTICES

...We provide paid fatherhood leave from 5 days to 1 month".
(Manufacturing company)

We provide 7-day paid fatherhood leave for male employee adopting a child.
(Hospitality service company)

We provide daily 2 hours of flexibility for mothers with children under 1 year old. Employees are able choose when to use their time.
(Manufacturing company)

Women who are in their third trimester of pregnancy are able to work shorter hours.
(Health sector company)

All employees (men and women) are given 100,000¥ bonus for newborn child.
(Manufacturing company)

We provide one-time bonus payments to new parents, single parents and newly married employees once a year.
(Logistics and warehouse company)

(Small and wholesale company)

All employees have a right to pregnancy and childcare leave, according to the law. We also provide 3 days of 50%-paid leave for child sickness and other emergencies regardless gender.

6.4. Mechanisms in place to support employees with family and their personal life

Note:

41.3% of participating companies monetary support to employees looking after their children, 38.5% provide re-orientation trainings for employees returning from parental leave and 33.7% offer other support mechanisms for employees' personal lives and family responsibilities.

	Some departments and units	All departments and units	All
Provide monetary support to employees looking after their children	10.6%	30.8%	41.3%
Re-orientation trainings	5.8%	32.7%	38.5%
Support for employees' personal lives and family	5.8%	27.9%	33.7%
Targeted communication mechanisms, for example intranet/ forums	6.7%	21.2%	27.9%
Internal support networks for new parents	2.9%	24.0%	26.9%
Support in securing school holiday care	3.8%	12.5%	16.3%
Re-orientation from parental leave bonus	1.0%	8.7%	9.6%
Information packs to support new parents and/or those with elder care responsibilities	1.9%	6.7%	8.7%
On-site childcare room or service	3.8%	1.9%	5.8%
Breastfeeding facilities	3.8%	1.0%	4.8%
Provision of childcare services	0.0%	4.8%	4.8%
Parenting workshops targeting mothers	1.0%	3.8%	4.8%
Parenting workshops targeting fathers	0.0%	3.8%	3.8%

6.5. Additional comments provided by the respondents related to mechanisms in place to support employees with family and their personal life

TOTAL 48 ADDITIONAL COMMENTS:



Various Activities towards supporting family

18 comments



Monetary subsidies and bonuses

9 comments



Trainings and activities for employees

8 comments



Policies on Flexible working hours

8 comments



Provision of Healthcare checkups

5 comments

EXAMPLES OF BEST PRACTICES

We pay for family relationship trainings for our employees. We also provide kindergarten support for our employees' children. (Hospitality services company)

All employees' children are covered by "Indigo" children's accident insurance for free. (Financial and insurance service company)

We do not have a strict 8-hour working day in the office, everyone is allowed to work flexible hours. (Small and wholesale company)

We provide regular trainings and information to our employees. In 2019, we opened a company kindergarten. We also provide company coupons for new mothers and women who are on childcare leave. (Manufactory company)

... all employees have access to a 5-50% discount on services from our partner companies. They can access these with their family by showing their employee cards. (Gold's gym 50% discount, 5%-10% discount in pools and cafes etc.) (Service company)

All employees have health, accident and life insurances and this has decreased their time spent on family issues and sickness. Also, we provide healthcare check-ups every year. (Financial and insurance service company)

We conduct a living standard survey among our employees and provide interest-free mortgage loans and house repairs. (Construction company)

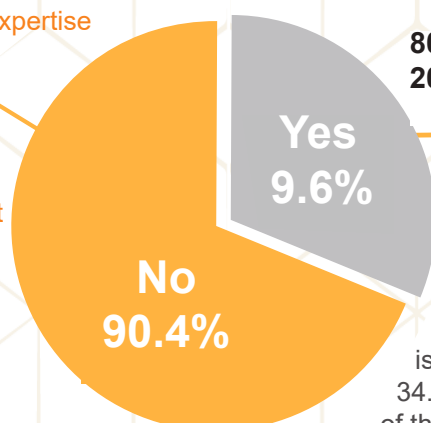
Employees' family members get health insurance for free. (Mining company)

Chapter 7. Support policies to protect employees and prevent domestic violence

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

Reason of absence

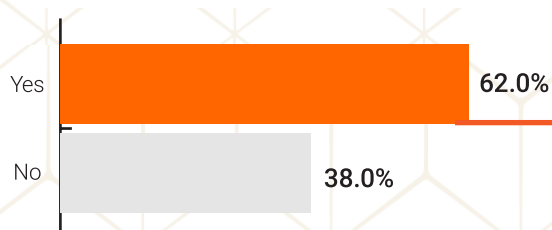
- 46.0% Insufficient resources/expertise
- 34.5% Not aware of this need
- 6.9% Currently under development
- 4.6% Not a priority
- 1.1% Included in employment agreement
- 6.9% Other



- 80.0% Implementation level
- 20.0% Included in policy and/or strategy

Note: 90.4% of the surveyed companies answered that there are no policies or activities to support employees who are experiencing family or domestic violence. 46.0% of these companies explained the reason for this is 'insufficient resources/expertise' and 34.5% answered that they were 'not aware of the need'.

7.2. Do you conduct activities to prevent domestic violence?



Note: 62.0% of the participating companies indicated they organize activities to prevent domestic violence. 75.0% of these companies responded that they provide advanced workplace safety planning, organize personal development trainings and confidentiality of employees experiencing domestic violence ensured.

7.3. What activities do you organize?

	Actions taken against domestic violence	Average rate
1	Provision of advanced workplace safety planning	75.0%
2	Personal development trainings	68.8%
3	Confidentiality of employees experiencing domestic violence ensured	39.1%
4	Unpaid domestic violence leave	37.5%
5	Provision of financial support *(e.g. increased bonus payment....)	32.8%
6	Flexible working arrangements	31.3%
7	Access to medical services (e.g. doctor or nurse)	31.3%
8	Referral of employees experiencing domestic violence to counselling	23.4%

Conclusion

- The managers of the participating companies are seen to have gender stereotypes.
- Women represent about 27.1% of higher governing bodies (board of directors and shareholders) of the participating companies. This shows that women's participation at the strategical decision-making level is rather limited. Comparatively, the gender balance among employees is relatively equal.
- 84.0% of the respondents indicated that “gender equality is not a priority issue” in their business operations. 74.0% of the companies responded that “they never consult with employees on issues concerning gender equality in the workplace” and these issues are “not specifically included in the formal policies.”
- 90.6% of the participating companies “do not specifically include gender equity objectives in its formal remuneration policy.”

81.5% of the participating companies that shared their remuneration information views that there is no gender pay gap between female and male employees within their organizations, whereas 18.5% responded that there is a gender pay gap. Results indicated that male managers are paid MNT 420,102 (12.9%) more than female managers average while general male employees are paid MNT 84,839 (8.2%) more than female employees on average.
- 69.0% of participating companies offer flexible working arrangements, such as options for unpaid leave (23.2%), ability to claim extra leave days for overtime hours (22.7%) and flexible working hours (16.7%).
- 61.5% of participating companies provides mechanisms for supporting the family responsibilities and personal life of their employees by providing monetary support to employees looking after their children (41.3%), re-orientation trainings for employees returning from parental leave (38.5%) and other support mechanisms for employees' personal lives and family responsibilities (33.7%).
- 90.4% of participating companies answered that they have no policy or activity to support employees who are experiencing family or domestic violence.

Recommendations

1. Conduct analyses related to issues of gender equality. For example:
 - Examine reasons for low representation of women in the upper management level;
 - Examine reasons for gender pay gaps.
2. Conduct trainings to advance understanding on gender equality. For example:
 - Framework for trainings:
 - + Among all staff
 - + Among all governing bodies
 - Training content:
 - + General understanding on gender
 - + Gender-sensitive workplaces. For example:
 - * Identifying gender-based discrimination in the workplace.
 - + Including gender equality in the formal policies of the organization. For example:
 - * Sexual harassment in the workplace
 - * Equal pay
 - * Considering equal gender representation at the management level
 - * Childcare leave



Recommendations

3. Formulate policies to promote gender equality. For example:

- To provide female and male employees with an equal opportunity for promotion based on skill and performance;
- Gender-sensitive policies related to remuneration, benefits, bonuses, and human resources;
- To support work-life balance and provide flexible work arrangements;
- To prevent workplace harassment, especially sexual harassment, and responsibility systems for offenders;
- To support employees experiencing domestic violence (provide paid leave, referral to legal services and medical services, etc.)



WORKPLACE GENDER EQUALITY SURVEY – 2020

Greetings

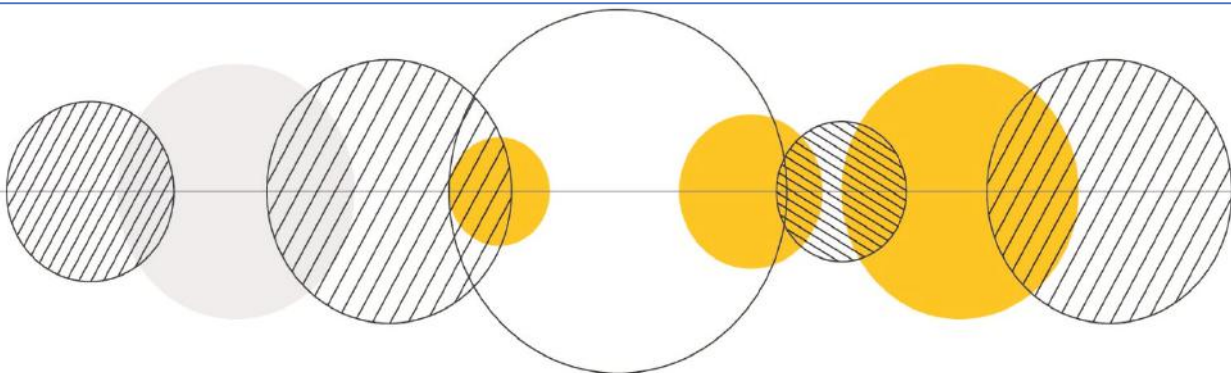
We appreciate you taking your valuable time to participate in this survey. The purpose of the survey is to determine the current state of gender equality in the workplace.

- *The survey questionnaire consists of six parts with 20 questions each. Please select your answers after carefully reviewing the questions.*
- *Please approach our researcher if you find any question unclear or complicated.*
- *Please reach us at info@axiominc.mn or contact 7511-1111 for any comments regarding the survey.*

Axon Neurolab LLC is responsible for the confidentiality of the survey responses and the overall results will be derived from statistical analysis of the responses as a whole. Therefore, we seek your honest and accurate responses.

“Gender Equality” as an absence of discrimination on the basis of sex achieved through equal participation of men and women in political, economic, social, cultural and family relations and their equal opportunities to contribute to and access the benefits of economic, social and cultural development;

Law of Mongolia on Promotion of Gender Equality, 4.1.2



1. Do you agree with the following statement? (Please circle the answer)

“Mongolia has fully achieved gender equality”

0 (Strongly disagree)	1	2	3	4	5	6	7	8	9	10 (Strongly Agree)
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2. How well do you think gender equality is achieved in following sectors and levels?

	1 (Very bad)	2	3	4	5	6	7 (Excellent)	Don't know
Household level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At the Workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judiciary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthcare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Journalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product, services and advertisement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Military	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welfare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Politics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Which traits do you think are more important for each gender?

	More important for men	More important for women	Both	Neither	Don't Know
High level of education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High level of salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Powerful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respect from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assertive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compassion and care for others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sense of humor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsible and accountable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courageous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Showing weakness to close relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sportsmanship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fit and athletic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Which professions do you think are more suitable for men and women?

	Men	Women	Regardless of gender	Don't know
Cleaner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Doctor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Herder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hairdresser	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Server	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nurse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Politician	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Athlete	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scientist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salesperson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surgeon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teacher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Soldier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software developer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Which group do you think is most likely to be negatively affected by gender inequality?

a. Most men	e. Non-binary people
b. Some groups of men	f. Gender inequality has no negative impact on people
c. Most women	
d. Some groups of women	g. Don't know

6. How do you think gender inequality affects the above groups of people?

7. Are you familiar with the following terms?

	Yes	No
Heterosexual	<input type="checkbox"/>	<input type="checkbox"/>
Gay	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian	<input type="checkbox"/>	<input type="checkbox"/>
Bisexual	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian	<input type="checkbox"/>	<input type="checkbox"/>
Bisexual	<input type="checkbox"/>	<input type="checkbox"/>
Cisgender	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Transgender	<input type="checkbox"/>	<input type="checkbox"/>
Non-binary	<input type="checkbox"/>	<input type="checkbox"/>

8. Do you think ensuring gender equality will impact the following circumstances?

	Yes	No	Don't know
Domestic violence will be reduced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual violence will be reduced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suicide rate will be reduced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthcare services will be more accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alcohol and drug use will be reduced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workplace will be more inclusive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare responsibilities will be evenly distributed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance of school students will be positively impacted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members of Parliament will be positively impacted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members of Senior management will be positively impacted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contents of advertisements will be positively impacted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 1: Gender composition of the workforce

1. Do you have formal policies and/or strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following? (You may select multiple options)

More information:

- ✓ **Policy level** is to be selected if your organization has specified clauses that support gender equality in your policies, guidelines, rules and procedures
- ✓ **Implementation level** is to be selected if your organization has formulated a plan of action promoting gender equality in the workplace and is implementing it.

1.1	Recruitment	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Policy level (Specify which policy and procedure? _____) <input type="checkbox"/> Implementation level <input type="checkbox"/> Currently under development, (please enter date this is due to be completed) _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (Please specify.) _____
1.2	Retention	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Policy level (Specify which policy and procedure? _____) <input type="checkbox"/> Implementation level <input type="checkbox"/> Currently under development, (please enter date this is due to be completed) _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (Please specify.) _____
1.3	Performance management process	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Policy level (Specify which policy and procedure? _____) <input type="checkbox"/> Implementation level <input type="checkbox"/> Currently under development, (please enter date this is due to be completed) _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (Please specify.) _____
1.4	Promotion	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Policy level (Specify which policy and procedure? _____) <input type="checkbox"/> Implementation level <input type="checkbox"/> Currently under development, (please enter date this is due to be completed) _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (Please specify.) _____
1.5	Talent identification/identification of high potentials	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Policy level (Specify which policy and procedure? _____) <input type="checkbox"/> Implementation level <input type="checkbox"/> Currently under development, (please enter date this is due to be completed) _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input checked="" type="checkbox"/> Other (Please specify.) _____

1.6	Succession planning	<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <i>(Specify which policy and procedure? _____)</i> <input type="checkbox"/> Implementation level
		<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, <i>(please enter date this is due to be completed)</i> _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other <i>(Please specify.)</i> _____
1.7	Training and Development	<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <i>(Specify which policy and procedure? _____)</i> <input type="checkbox"/> Implementation level
		<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, <i>(please enter date this is due to be completed)</i> _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other <i>(Please specify.)</i> _____
1.8	Key performance indicators for senior managers	<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <i>(Specify which policy and procedure? _____)</i> <input type="checkbox"/> Implementation level
		<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, <i>(please enter date this is due to be completed)</i> _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other <i>(Please specify.)</i> _____
1.9	Gender equality overall in the organization	<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <i>(Specify which policy and procedure? _____)</i> <input type="checkbox"/> Implementation level
		<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, <i>(please enter date this is due to be completed)</i> _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other <i>(Please specify.)</i> _____

1.10 How many employees were promoted in 2019 under each category below?

IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

More information:

- ✓ Please fill in the total number of promotions made in 2019
- ✓ Temporary higher duties or movement within a salary band are NOT considered a promotion

	Managers		Non-managers	
	Male	Female	Male	Эрэгтэй
Permanent/ongoing full-time employees				
Permanent/ongoing part-time employees				
Fixed-term contract full-time employees				
Fixed-term contract part-time employees				
Casual employees				

1.11 How many appointments were made in total in 2019? (including the number of promotions above in Q1.10)

More information:

- ✓ All appointments from both external and internal sources in 2019 to be included

	Female	Male
Number of appointments made to MANAGER roles (including promotions)		
Number of appointments made to NON-MANAGER roles (including promotions)		

1.12 How many employees resigned in 2019?

More information:

- ✓ Resigned refers to employees who have given up their employment voluntarily, NOT those who are subject to redundancies or employer-initiated terminations.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees				
Permanent/ongoing part-time employees				
Fixed-term contract full-time employees				
Fixed-term contract part-time employees				
Casual employees				

1.13 If your organisation would like to provide additional information relating to gender composition of the workforce, please do so below.

Part 2 : Gender composition of governing bodies

Governing Bodies: Highest governing body such as board of directors and executive management members who are responsible for making a key strategic and tactical decision and administering certain resources in the organization.

- 2.1a Organization name: _____

2.1b Ownership type:

a. Limited liability company	d. Government agency	g. Partnership	j. State owned company
b. Joint stock company	e. Bank	h. NBFI	k. Representative office
c. State owned enterprise	f. University	l. Other (please specify): _____	

2.1c Please specify the number of employees at your organization?

	Female	Male	Total
Governing bodies (BoD, Shareholders etc)			
Executive management team			
First line and Mid-level management			
Employees			

2.1d Has a target been set to increase the representation of specific gender on the governing body? (You may select multiple options)

<input type="checkbox"/> Yes	<input type="checkbox"/> To increase the representation of male employees <input type="checkbox"/> To increase the representation of female employees
<input type="checkbox"/> No (If you selected "No" please proceed to Q2.2.)	<input type="checkbox"/> Governing body has gender balance <input type="checkbox"/> Do not have control over governing body/board appointments (provide details why): _____ <input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details): _____

2.1e What is the percentage (%) target?

_____ % _____ %

2.1f What year is the target to be reached?

2.1g Which organization's/subsidiary company's human resource are you representing when taking part in the questionnaire? Please specify the name of the organization(s)/subsidiary(ies).

2.2 Do you have a formal selection policy and/or formal selection strategy for governing body/executive management members? (You may select multiple options)

<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level (Specify which policy ? _____) <input type="checkbox"/> Being implemented as per action plan
<input type="checkbox"/> No	<input type="checkbox"/> In place for some governing bodies <input type="checkbox"/> Do not have control over governing body/board appointments (provide details why): _____ <input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details): _____

2.3 If your organisation would like to provide additional information relating to gender composition of governing bodies, please do so below.

Part 3: Equal remuneration between women and men

3. Do you have a formal policy and/or formal strategy on remuneration generally? (You may select multiple options)

<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level (Specify which policy? _____) <input type="checkbox"/> Implementation level
<input type="checkbox"/> No (If you selected "No" please proceed to Q4.)	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Salaries set by employment agreements <input type="checkbox"/> Salaries set by sector/industrial average <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details): _____

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy? (You may select multiple options)

<input type="checkbox"/> Yes	(If you selected "No" please go to Q3.2)
<input type="checkbox"/> No (If you selected "No" please proceed to Q4.)	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Salaries set by employment agreements <input type="checkbox"/> Salaries set by sector/industrial average <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details): _____

3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)? (You may select multiple options)

- ☐ To achieve gender pay equity
- ☐ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
- ☐ To be transparent about pay scales and/or salary bands
- ☐ To ensure managers are held accountable for pay equity outcomes
- ☐ To implement and/or maintain a transparent and rigorous performance assessment process
- ☐ Other _____

4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)? *(You may select multiple options)*

<input type="checkbox"/> Yes	<input type="checkbox"/> Within the last 12 months <input type="checkbox"/> Within last 1-2 years <input type="checkbox"/> More than 2 years ago but less than 4 years ago <input type="checkbox"/> Other (Provide details.) _____
<input type="checkbox"/> No <i>(If you selected "No" please proceed to Q4.2)</i>	<input type="checkbox"/> Currently under development, please enter date this is due to be completed) _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> All employees have fixed salaries as per employment agreement <input type="checkbox"/> Pay policy is based on performance <input type="checkbox"/> Salaries set by sector/industrial average <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details) _____

4.01 Please provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).

More information

- *a like-for-like gap compares the same or similar roles;*
- *an organisation-wide gap is the difference between the average remuneration of all women and the average remuneration of all men in your organisation.*

4.1 Did you take any actions as a result of your gender remuneration gap analysis? *(You may select multiple options)*

<input type="checkbox"/> Yes	<p>Please indicate what actions were taken (select all applicable answers):</p> <input type="checkbox"/> Created a pay equity strategy or action plan <input type="checkbox"/> Identified cause/s of the gaps <input type="checkbox"/> Reviewed remuneration decision-making processes <input type="checkbox"/> Analysed commencement salaries by gender to ensure there are no pay gaps <input type="checkbox"/> Analysed performance ratings to ensure there is no gender bias (including unconscious bias) <input type="checkbox"/> Analysed performance pay to ensure there is no gender bias (including unconscious bias) <input type="checkbox"/> Trained people-managers in addressing gender bias (including unconscious bias) <input type="checkbox"/> Set targets to reduce any like-for-like gaps <input type="checkbox"/> Set targets to reduce any organisation-wide gaps <input type="checkbox"/> Reported pay equity metrics (including gender pay gaps) to the governing body <input type="checkbox"/> Reported pay equity metrics (including gender pay gaps) to the executive management
<input type="checkbox"/> Yes	<input type="checkbox"/> Reported pay equity metrics (including gender pay gaps) to all employees <input type="checkbox"/> Corrected like-for-like gaps <input type="checkbox"/> Conducted a gender-based job evaluation process

<input type="checkbox"/> Yes	<input type="checkbox"/> Reported pay equity metrics (including gender pay gaps) to all employees <input type="checkbox"/> Corrected like-for-like gaps <input type="checkbox"/> Conducted a gender-based job evaluation process <input type="checkbox"/> Implemented other changes (provide details): _____ _____ _____
<input type="checkbox"/> No	<p>Please specify why no actions were taken resulting from your remuneration gap analysis?</p> <input type="checkbox"/> No unexplainable or unjustifiable gaps identified <input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Salaries set by employment agreements <input type="checkbox"/> Salaries set by sector/industrial average <input type="checkbox"/> Unable to address cause/s of gaps (provide details why): _____ <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details): _____

4.2 What is the average remuneration at your organization?

		Average Salary		
		Overall	Female	Male
Senior	management			
	Non – manager /employees			

4.3 If your organisation would like to provide additional information relating to equal remuneration between women and men, please do so below:

Part 4: Availability of inclusive workplace conditions and flexible working arrangements

“Primary carer” is the member of a couple or a single carer, regardless of gender, identified as having greater responsibility for the day-to-day care of a child.

5. Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers? (You may select multiple options)

<input type="checkbox"/> Yes	<input type="checkbox"/> By paying the gap between the employee's salary and the government's paid parental leave scheme. <input type="checkbox"/> By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks <input type="checkbox"/> As a lump sum payment (paid pre- or post- parental leave, or a combination)	<p><i>What is the minimum duration provided for paid parental leave?</i></p> <p>Provide the duration</p> <hr/>
<input type="checkbox"/> No, we offer paid parental leave for primary carers that is available to WOMEN only <i>(E.g: maternity leave).</i>	<input type="checkbox"/> By paying the gap between the employee's salary and the government's paid parental leave scheme. <input type="checkbox"/> By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks <input type="checkbox"/> As a lump sum payment (paid pre- or post- parental leave, or a combination)	<p><i>What is the minimum duration provided for paid parental leave?</i></p> <p>Provide the duration</p> <hr/>
<input type="checkbox"/> No, we offer paid parental leave for primary carers that is available to MEN only	<input type="checkbox"/> By paying the gap between the employee's salary and the government's paid parental leave scheme. <input type="checkbox"/> By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks <input type="checkbox"/> As a lump sum payment (paid pre- or post- parental leave, or a combination)	<p><i>What is the minimum duration provided for paid parental leave?</i></p> <p>Provide the duration</p> <hr/>
<input type="checkbox"/> No, not available <i>(If you selection No, not available, please proceed to Q6))</i>	<input type="checkbox"/> Currently under development, please enter date this is due to be completed Click here to enter text. <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Government scheme is sufficient <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details):	

5a If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.

5.1 How many employees have taken parental leave during 2019 (paid and/or unpaid)? (For example: Employee who has taken a leave from August 2018 to August 2019 should be included)

	Parental leave	
	Female	Male
Managers		
Non-managers		

6. How many employees have ceased employment in 2019 while on parental leave?

More information:

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

	Female	Male
Managers		
Non-managers		

7. Do you have a formal policy and/or formal strategy on flexible working arrangements? (You may select more than one answer)

<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <input type="checkbox"/> Implementation level
<input type="checkbox"/> No (If you selected "No", please proceed to Q8)	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Don't offer flexible arrangements <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details): _____

7.1 You may indicate which of the following are included in your flexible working arrangements strategy: (You may select multiple options)

- ☐ Flexible working arrangements are well adopted within all levels of the organization
- ☐ Leaders are visible role models of flexible working
- ☐ Flexible working is promoted throughout the organisation
- ☐ Targets have been set for engagement in flexible work

- ☐ Targets have been set for men's engagement in flexible work
- ☐ Leaders are held accountable for improving workplace flexibility
- ☐ Manager training on flexible working is provided throughout the organisation
- ☐ Employee training is provided throughout the organisation
- ☐ Employees are surveyed on whether they have sufficient flexibility
- ☐ The organisation's approach to flexibility is integrated into client conversations
- ☐ The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- ☐ Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

8. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities? (You may select multiple options)

<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <input type="checkbox"/> Implementation level
<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Included in employment agreement <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details):

9. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?

<input type="checkbox"/> Yes	
<input type="checkbox"/> No <i>(If you selected "No", please proceed to Q11)</i>	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details):

1. Please select what support mechanisms are in place at your organization? (You may select multiple options)

- ☐ Employer subsidised childcare
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ On-site childcare
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Breastfeeding facilities
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Childcare referral services
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Internal support networks for parents
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Information packs to support new parents and/or those with elder care responsibilities
 - ☐ Available at some worksites only

- ☐ Available at all worksites
- ☐ Referral services to support employees with family and/or caring responsibilities
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Targeted communication mechanisms, for example intranet/ forums
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Support in securing school holiday care
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Coaching for employees on returning to work from parental leave
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Parenting workshops targeting mothers
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ Parenting workshops targeting fathers
 - ☐ Available at some worksites only
 - ☐ Available at all worksites
- ☐ None of the above, please complete question 10.1 below

10.1 Please provide details of any other support mechanisms, other than leave, that are in place for employees with family or caring responsibilities, and whether they are available at all worksites.

11. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence? (You may select multiple options)

<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <input type="checkbox"/> Implementation level
<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Included in award/industrial or workplace agreement <input type="checkbox"/> Not aware of the need <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details):

12. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence? (You may select multiple options)

☐ **Yes**

- ☐ Employee assistance program (including access to a psychologist, chaplain or counsellor)
- ☐ Training of key personnel
- ☐ A domestic violence clause is in an enterprise agreement or workplace agreement
- ☐ Workplace safety planning
- ☐ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
- ☐ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
- ☐ Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
- ☐ Access to unpaid leave
- ☐ Confidentiality of matters disclosed
- ☐ Referral of employees to appropriate domestic violence support services for expert advice
- ☐ Protection from any adverse action or discrimination based on the disclosure of domestic violence
- ☐ Flexible working arrangements
- ☐ Provision of financial support (e.g. advance bonus payment or advanced pay)
- ☐ Offer change of office location
- ☐ Emergency accommodation assistance
- ☐ Access to medical services (e.g. doctor or nurse)
- ☐ Other (provide details):

☐ **No**

- ☐ Currently under development, please enter date this is due to be completed_____
- ☐ Insufficient resources/expertise
- ☐ Not aware of the need
- ☐ Not a priority
- ☐ Other (provide details):_____

13. Where any of the following options are available in your workplace, are those option/s available to both women AND men? *(You may select multiple options)*

- ☐ flexible hours of work
- ☐ compressed working weeks (e.g 10 hours a day for 4 days a week)
- ☐ time-in-lieu
- ☐ telecommuting
- ☐ part-time work
- ☐ job sharing
- ☐ carer's leave
- ☐ purchased leave
- ☐ unpaid leave.

(Options may be offered both formally and/or informally. For example, if time-in-lieu is available to women formally but to men informally)

More information:

- ✓ *This question relates to having an option AVAILABLE in your workplace.*
- ✓ *Are some or all of the employment terms, conditions or practices listed above are available to women and men and offered in the same way or available to only one gender, offered in a different way?*

☐ Yes, the option/s in place are available to both women and men. *(If you answered "Yes", please proceed to Q14.1)*

☐ No, some/all options are not available to both women AND men. *(If you answered "No", please proceed to Q14.2)*

14.1 Which options from the list below are available? Please tick the related checkboxes.

	Managers			Non-managers		
	Formal	Informal	Unavailable	Formal	Informal	Unavailable
Flexible hours of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part-time work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14.2 Which options from the list below are available to your employees? Please tick the related checkboxes. Unticked checkboxes mean this option is NOT available to your employees.

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part-time work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14.3 You may specify why any of the above options are NOT available to your employees. (You may select multiple options)

- ☐ Currently under development, please enter date this is due to be completed _____
- ☐ Insufficient resources/expertise
- ☐ Not a priority
- ☐ Other (provide details):

14.4 If your organisation would like to provide additional information relating to availability of inclusive workplace conditions and flexible working arrangements, please do so below:

Part 5. Consultation with employees on issues concerning gender equality in the workplace

15. Have you consulted with employees on issues concerning gender equality in your workplace? (You may select multiple options)

<input type="checkbox"/> Yes	
<input type="checkbox"/> No (Please proceed to Q16)	<input type="checkbox"/> Not needed (provide details why): <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace? (You may select multiple options)

- ☐ Survey
- ☐ Consultative committee or group
- ☐ Focus groups
- ☐ Exit interviews
- ☐ Performance discussions
- ☐ Other (provide details):

15.2 Who did you consult? (You may select multiple options)

- ☐ All staff
- ☐ Women only
- ☐ Men only
- ☐ Human resources managers
- ☐ Management
- ☐ Women and men who have resigned while on parental leave
- ☐ Other (provide details):

15.3 If your organisation would like to provide additional information relating to consultation with employees on issues concerning gender equality in the workplace, please do so below.

Part 6: Response measures against Harassment, Discrimination and Gender inequality

16. Do you have a formal policy and/or formal strategy on sex-based harassment, prevention of discrimination and gender inequality? *(You may select multiple options)*

<input type="checkbox"/> Yes	<input type="checkbox"/> Policy level <input type="checkbox"/> Implementation level
<input type="checkbox"/> No <i>(If you selected "No, Please proceed to Q17.)</i>	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Included in employment agreement <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and prevention of discrimination and gender inequality formal policy and/or formal strategy?? *(You may select multiple options)*

<input type="checkbox"/> Yes	<input type="checkbox"/> Grievance mechanism is established <input type="checkbox"/> Grievance resolution procedure is established
<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise <input type="checkbox"/> Not a priority <input type="checkbox"/> Other (provide details):

16.2 Do you provide training for all managers on sex-based harassment and prevention of discrimination and gender inequality? *(You may select multiple options)*

<input type="checkbox"/> Yes	<input type="checkbox"/> At induction <input type="checkbox"/> At least annually <input type="checkbox"/> Every one-to-two years <input type="checkbox"/> Every three years or more <input type="checkbox"/> Varies across business units <input type="checkbox"/> Other (provide details): _____
<input type="checkbox"/> No	<input type="checkbox"/> Currently under development, please enter date this is due to be completed _____ <input type="checkbox"/> Insufficient resources/expertise

16.3 If your organisation would like to provide additional information relating to response measures against gender inequality, please do so below:

Part 7: Additional Questions

17. How well do you think your organization promotes gender sensitive policies? (Please circle)

More Information:

- ✓ **Gender sensitive policies** take into account the different social roles of men and women that lead to women and men having different needs and consider the factors that constrain women and men's participation in and benefit from development.

0 (None)	1	2	3	4	5	6	7	8	9	10 (Excellent)
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18. Is promoting gender equality a priority issue for your organization? Why do you think so?

☐ **Yes**, (Why do you think so?)

☐ **No**, (Why do you think so?)

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

Respondent's position: _____

Respondent's name: _____

Contact details: _____

Date of completion of the survey: ____/____/____