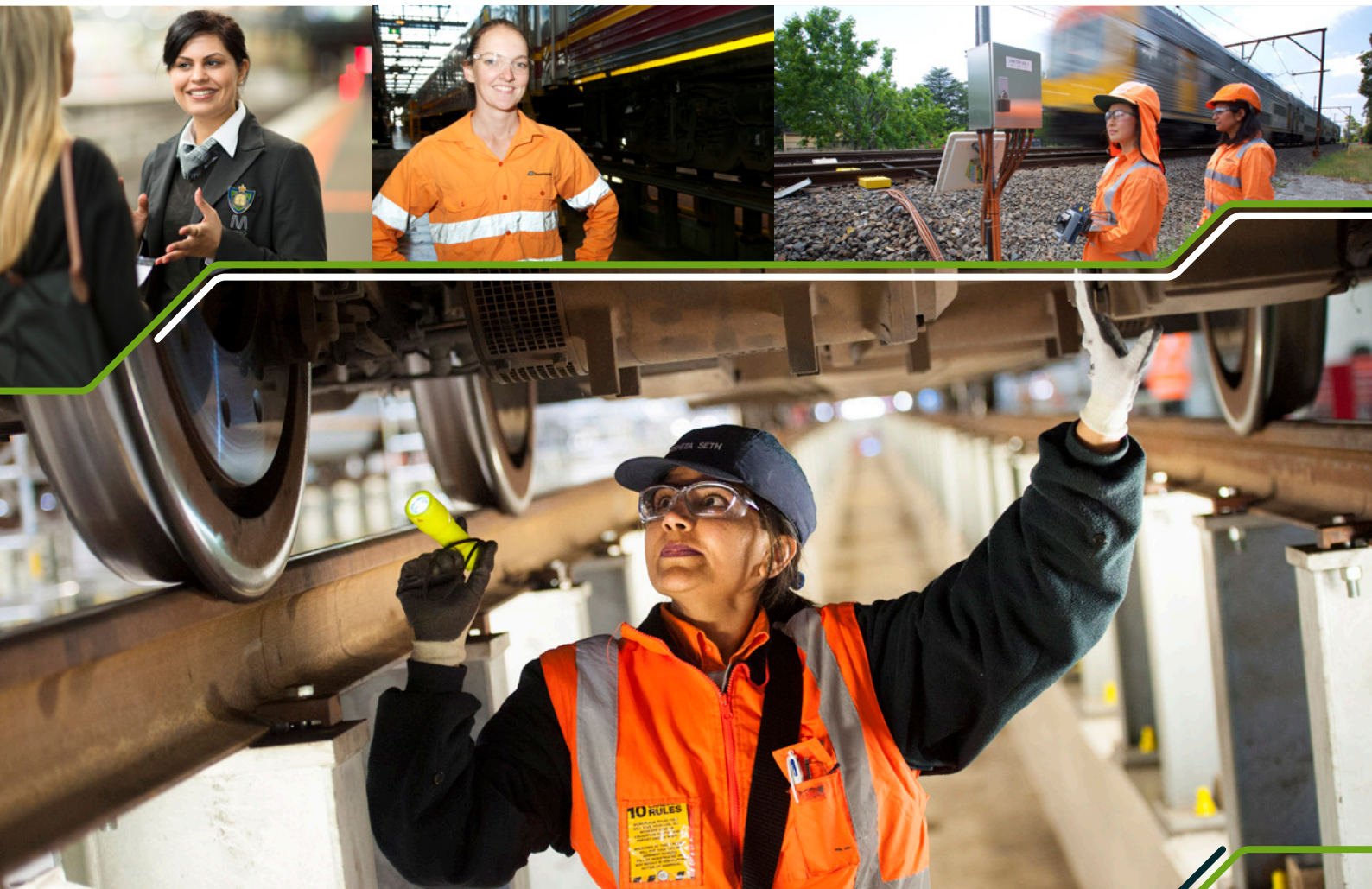


# Gender Diversity Report of the Australasian Rail Workforce

March 2020





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# Executive Summary

**Improving gender diversity in the Australasian rail workforce is a key focus for the Australasian Railway Association (ARA) and rail organisations throughout Australasia. The ARA, on behalf of the rail industry has collated diversity data to provide a greater understanding of the gender diversity within the Australasian rail workforce.**

The information collected assists the ARA and the rail industry track progress in this area since its last survey and report released in 2018. The information also assists in creating initiatives to address gender diversity.

The ARA circulated the survey to its members, 42 ARA member organisations responded to the survey (28 percent of potential respondents).

**The key findings of this survey are as follows:**

27 percent of the Australasian rail workforce are female in the 2018-19 reporting period. This is a 6 percent improvement from the 21 percent of females that were employed in the rail industry in 2016-17.

Females hold 22 percent of manager positions in the rail industry.

Females were awarded 31 percent of new appointments; 28 percent of all promotions were awarded to females; and 25 percent of resignations were by females in 2018-19.

Respondents indicated that on average their governing body has 16 percent female representation, and 10 percent of respondents indicated that they have set targets to increase female representation on their governing bodies.

86 percent of respondents have formal policies or strategies in place that specifically support gender diversity. Over half of all respondents have specific recruitment policies or strategies to improve the gender balance in their organisation.

74 percent of respondents have formal policies for flexible working arrangements, and the availability of flexible workplace arrangements increased considerably for respondents in rail from 2016-17 to 2018-19.

The survey data shows that improvements have been made in women's level of participation overall, in management and full-time work, but rail still lags well below national averages on women's employment overall across the categories. The Australasian rail industry has been progressing well in achieving a more gender equitable workforce, due to specific initiatives in place.





# Methodology

The survey questions (**Appendix A**) are based on the Australian Government's Workplace Gender Equality Agency (WGEA)<sup>1</sup> questionnaire to build data already collected to ensure a complete representation of the Australasian rail workforce. The reporting period of the survey aligns with the WGEA reporting period of 1 April 2018 to 31 March 2019 (2018-19) to allow WGEA reporting rail employers to resubmit the same data, and enable data comparison.

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

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

The 2018-19 data presented in this report, has in many cases been shown alongside the data collected for the same reporting period in 2016-17, and also compared to the WGEA National Average, which is the average for all industries that report to WGEA, to enable benchmarking.



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

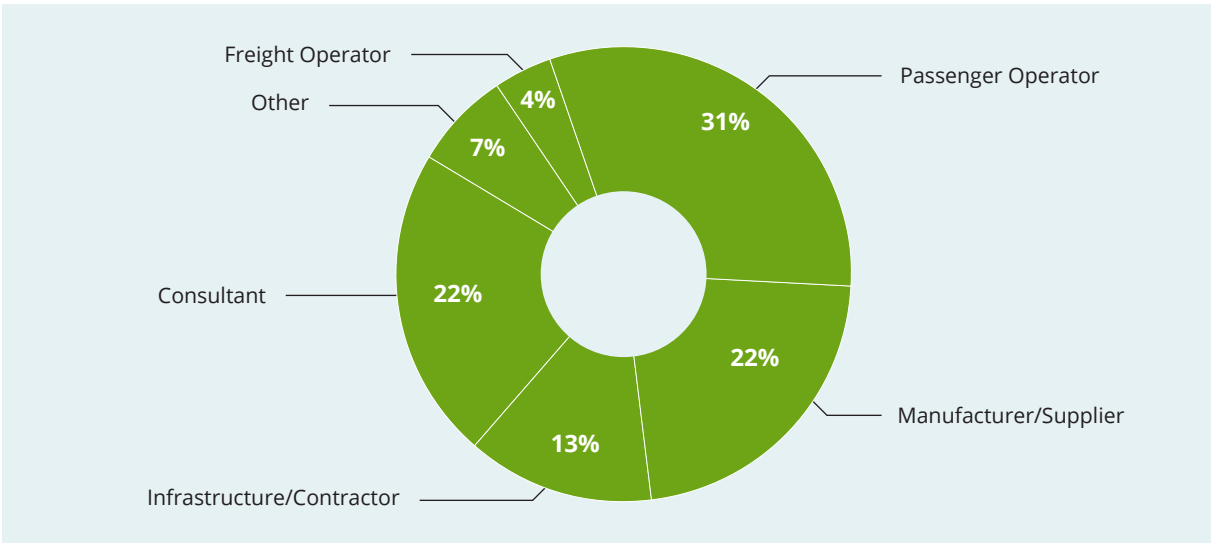
# Summary of survey results

## Breakdown of survey respondents

The survey was circulated to over 150 ARA members. 42 ARA members responded (28 percent of potential respondents) representing a total of 50,069 employees. WGEA only received 11 responses to compile their Rail Transport data for the same period. It should be noted that low response rates (particularly by sector) can skew data. A breakdown of the number of respondents to the ARA survey organised by sector is shown in Figure 1.

Three respondents classified themselves as spanning across multiple sectors of the industry.

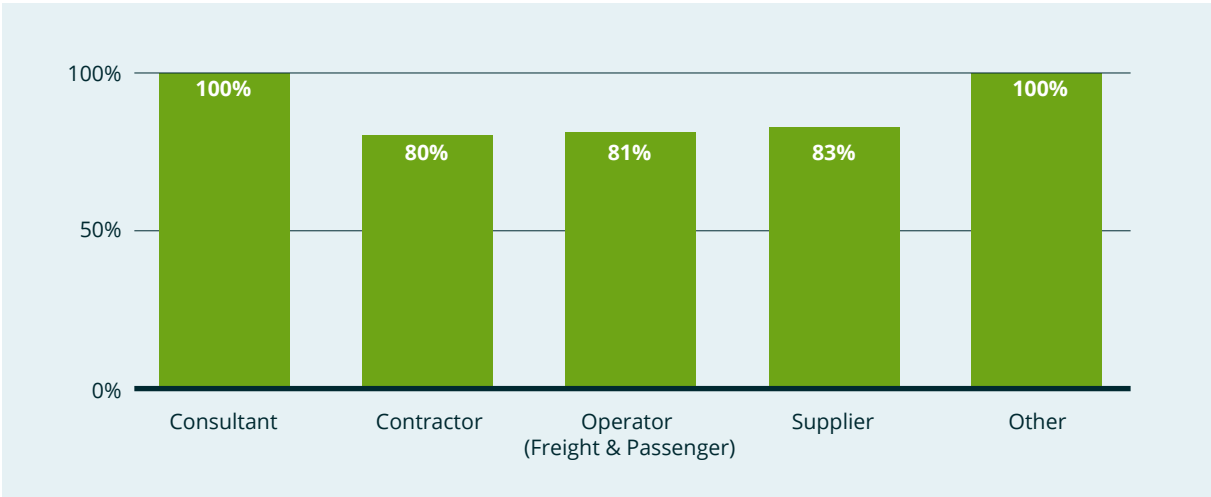
**Figure 1:** Survey respondents by sector



## Policies and strategies to support gender equality

86 percent of respondents have formal policies or strategies in place that specifically support gender diversity. A breakdown by sector is shown in Figure 2.

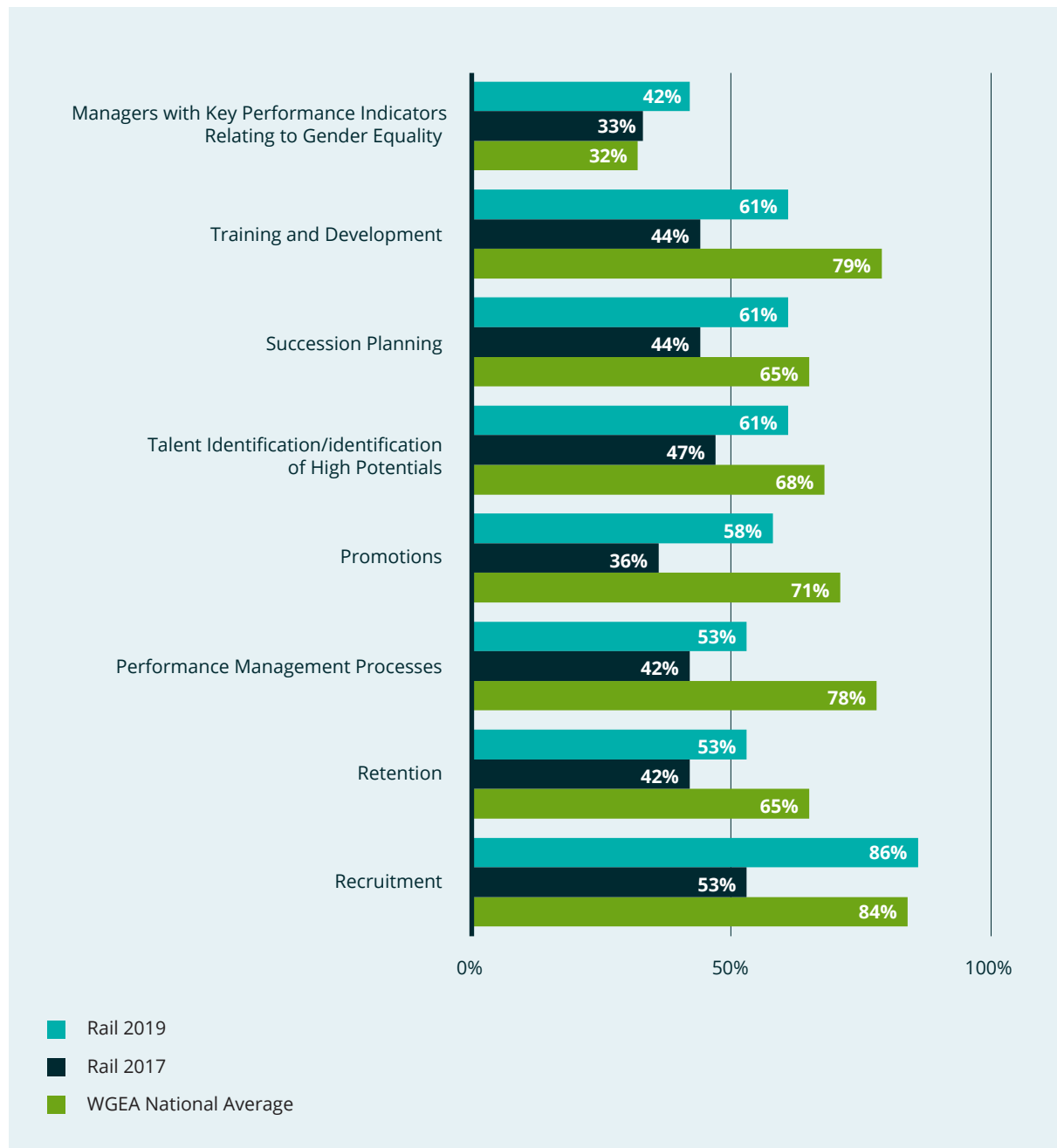
**Figure 2:** Proportion of respondents with formal gender diversity policies or strategies by Sector.



A number of rail organisations have policies or strategies across multiple areas. Over half of all respondents have specific recruitment policies or strategies to improve the gender balance in their organisations, as shown in Figure 3.

Rail survey respondents are above the WGEA national average (across all industries) for companies that have policies or strategies to support gender equality in the areas of: retention; and managers with key performance indicators relating to gender equality. In regard to the other types of policies or strategies, rail organisations are either in line with or below the national average as published by WGEA.

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

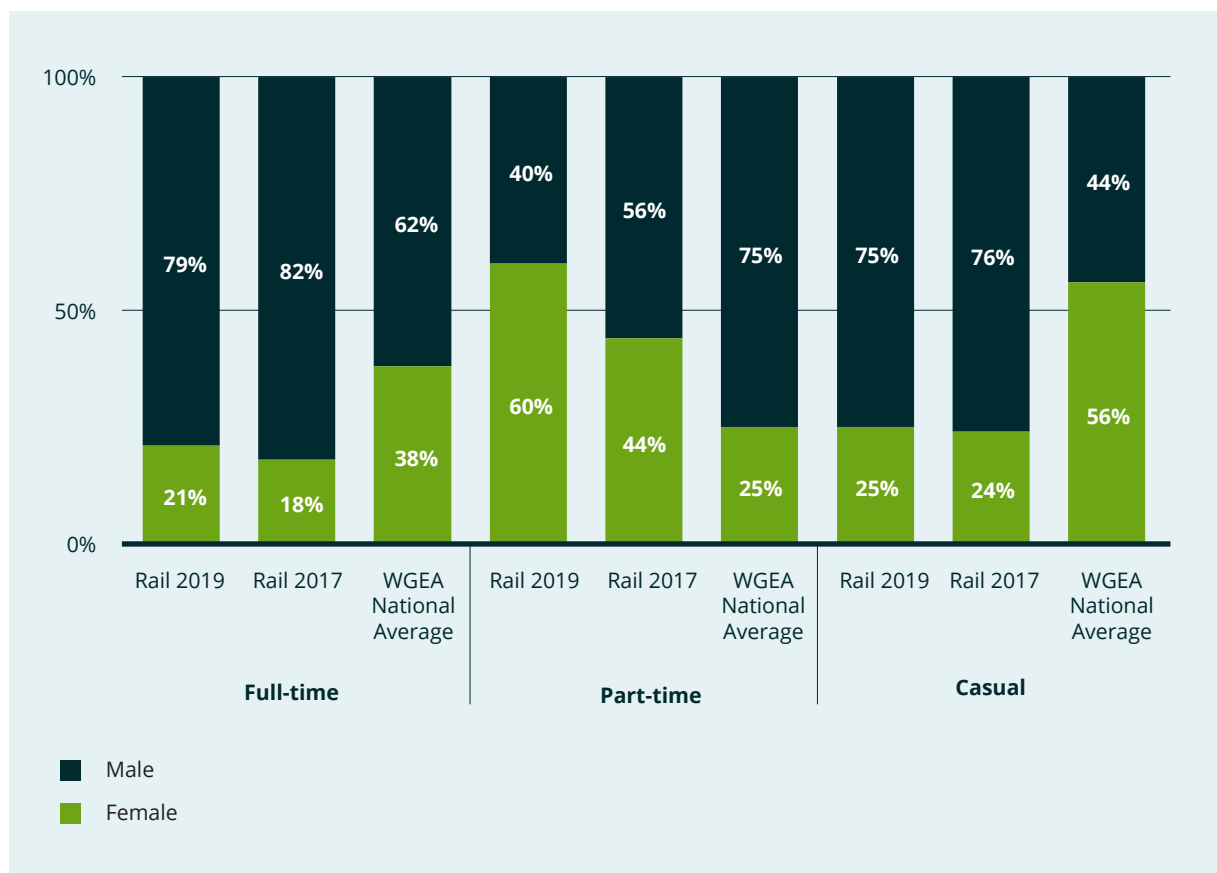


## Gender breakdown of workforce

The survey highlights that 27 percent of the Australasian rail workforce are female for the survey reporting period 2018-19. This is a 6 percent improvement from the 21 percent of females that were employed in the rail industry in 2016-17.

Figure 4 highlights the gender division between full-time, part-time and casual employees, where 21 percent of the full-time workforce are female (up from 18 percent in 2016-17, but below WGEA National Average of 38 percent). Whereas 60 percent of the part time workforce are females (which is actually up from 56 percent in 2016-17), and substantially higher than the WGEA national average. Female representation in casual employment in rail is steady at approximately 25 percent.

**Figure 4:** Gender division between types of employment



## Manager roles

Females hold 22 percent of manager positions in the Australasian rail industry (this is up from 19 percent in 2017, but substantially lower than the WGEA National Average of 39 percent). Figure 5 below shows a breakdown of this representation across the different types of manager positions and an industry comparison on progress from two years ago, as well as against the National WGEA Average.

**Figure 5:** Gender breakdown of manager roles during the reporting

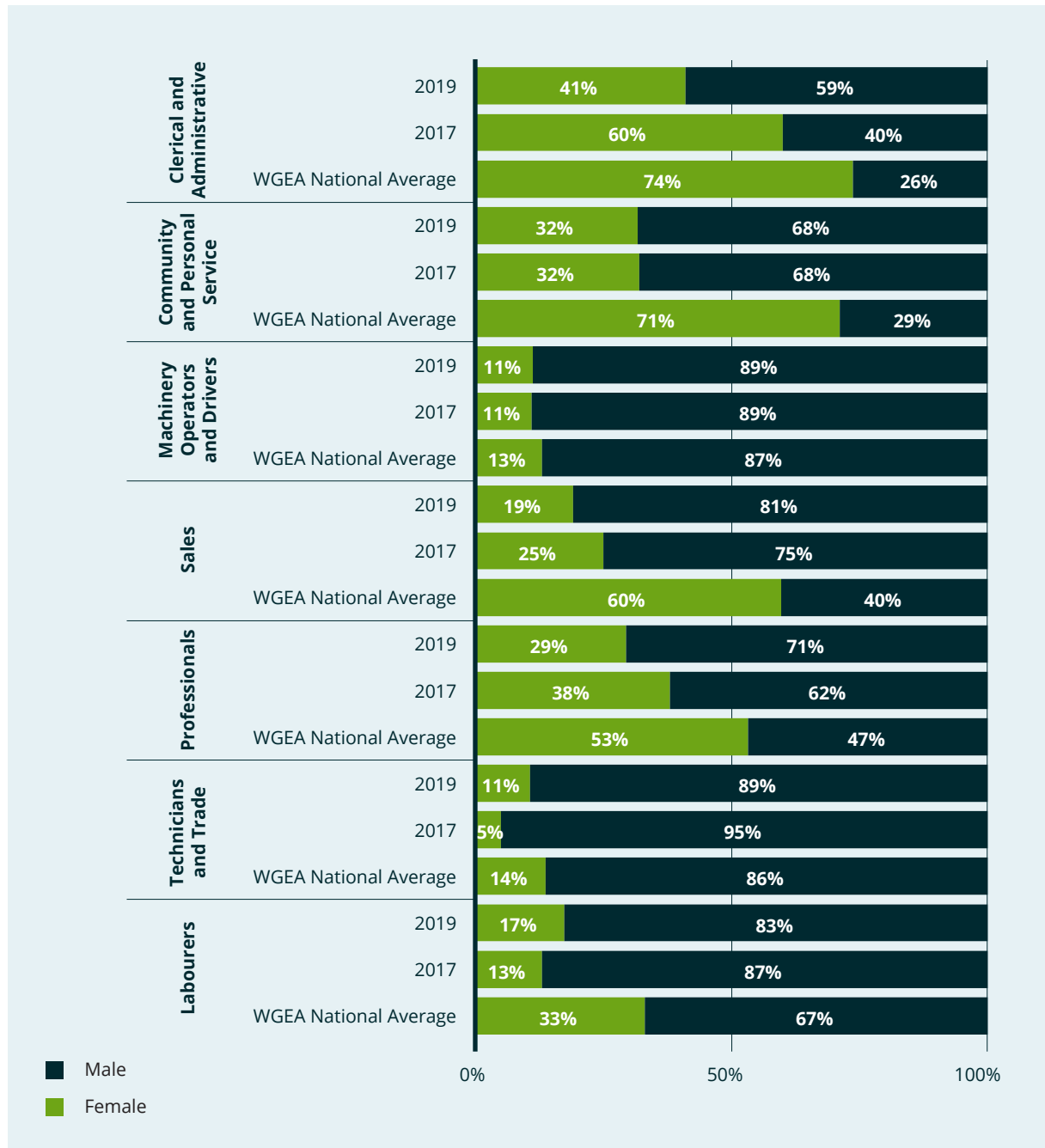




## Non-manager roles

Females hold 22 percent of non-manager positions (down from 24 percent in 2016-17). Females have the highest representation in clerical and administrative positions, at 41 percent and lowest representation in technicians and trade positions at 11 percent (which is up from 5 percent in 2017). The proportion of females in non-manager positions in rail, is lower than the WGEA National Average, for all categories. There has been an increase in the proportion of females in technical and trades, and professionals in non-manager roles from 2016-17 to 2018-19. However, there has been no improvement, and for some positions a decrease in the proportion of females in the other non-manager positions, as outlined in Figure 6.

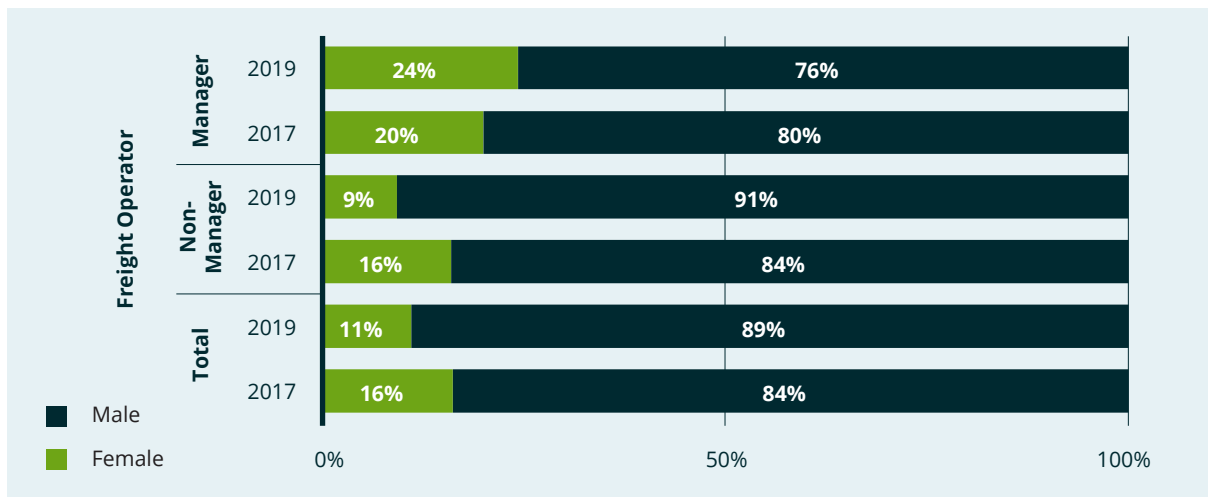
**Figure 6:** Gender breakdown on non-manager roles during the reporting period:



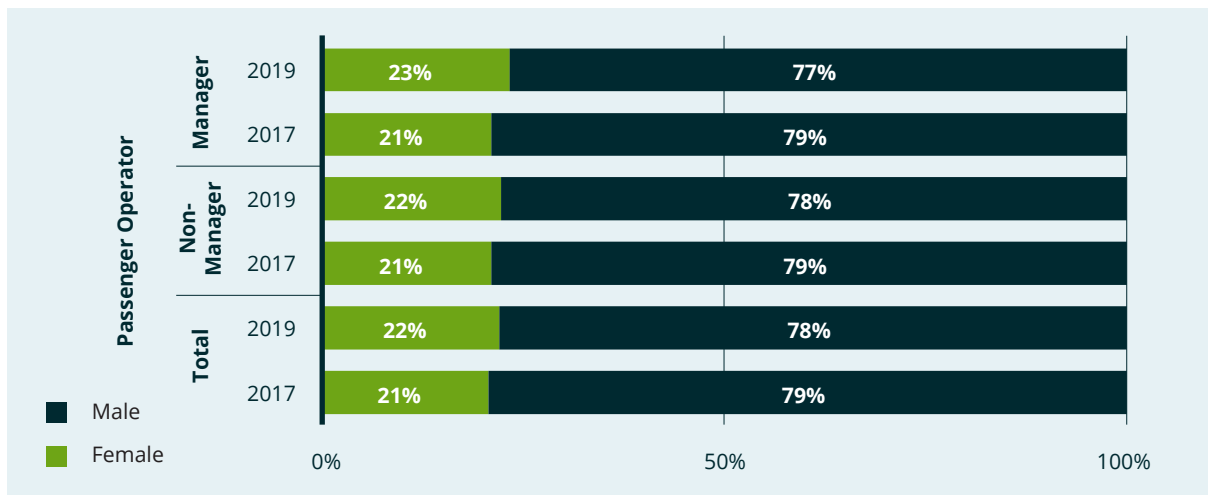
Consultants have the highest proportion of women in their workforce (38 percent) compared to the other rail sectors. Freight Operators have the lowest proportion of females in their workforce overall (11 percent) compared to the other rail sectors, yet the highest proportion of females in manager positions (24 percent) compared to the other rail sectors.

A comparison between the rail sectors, regarding the proportion of females in manager and non-manager positions, as well as changes since 2016-17 are shown in Figure 7 to Figure 11 below.

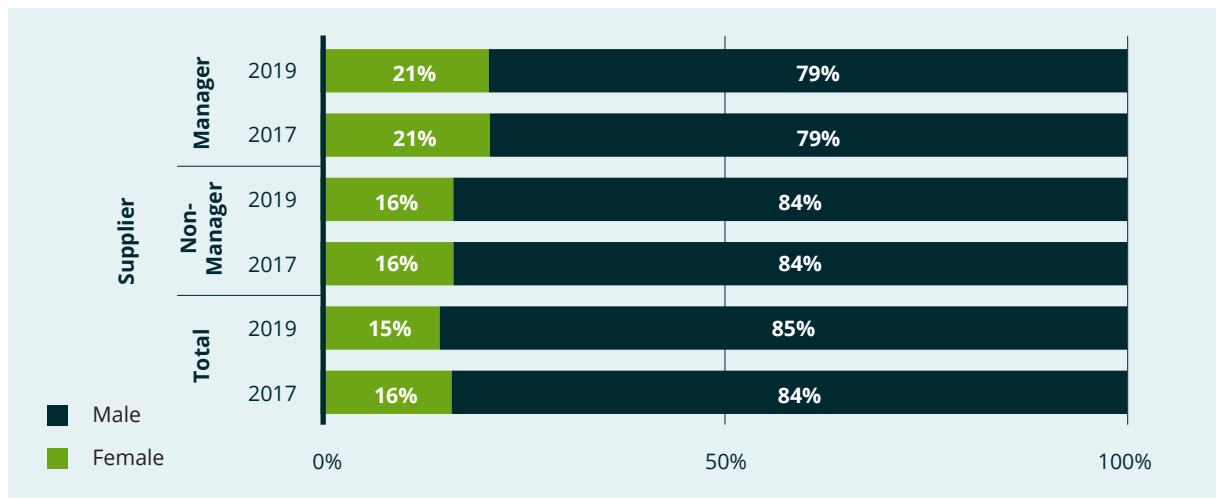
**Figure 7:** Gender breakdown of managers and non-managers in the Freight Operator sector



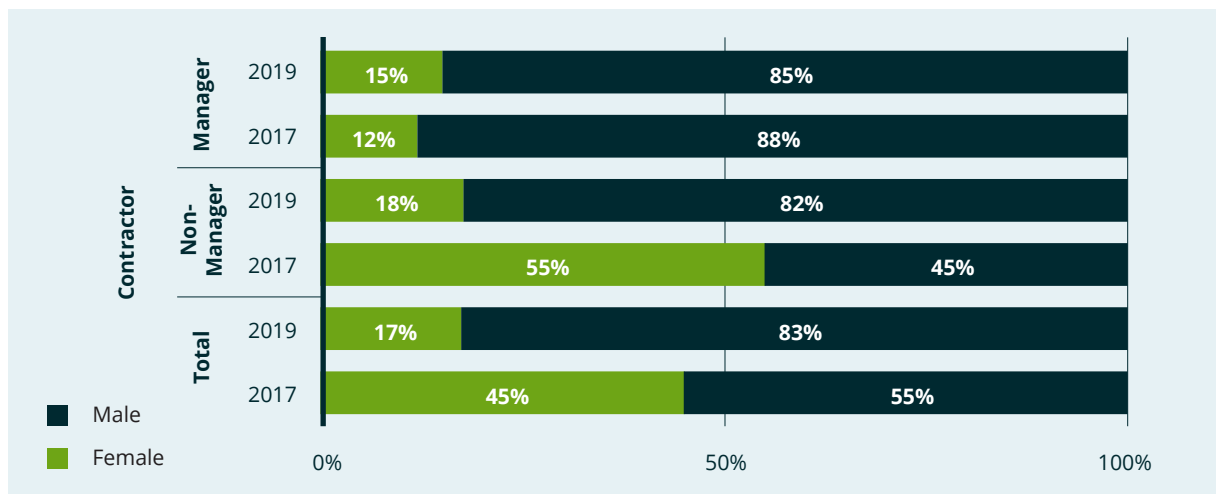
**Figure 8:** Gender breakdown of managers and non-managers in the Passenger Operator sector



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

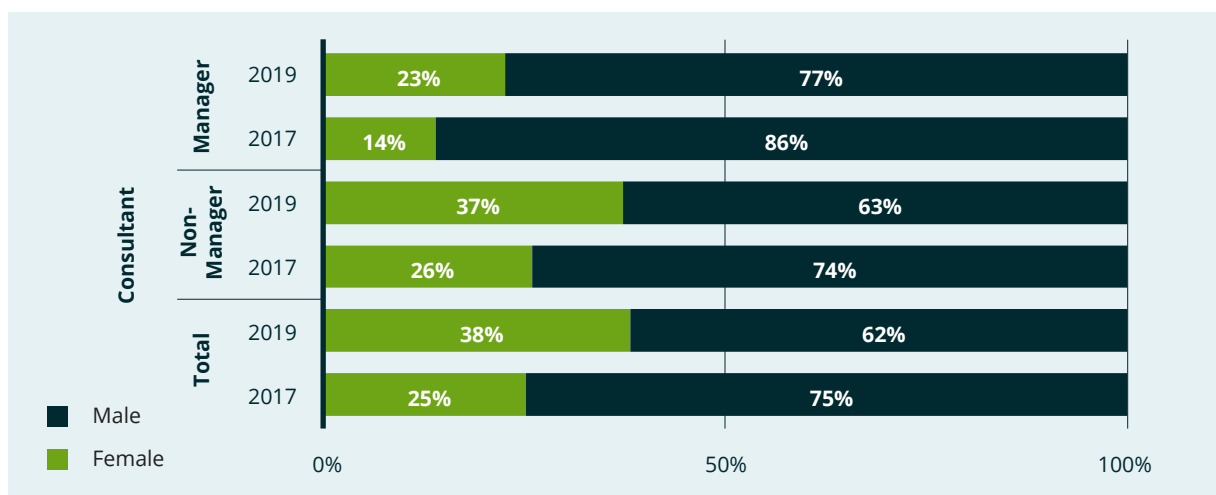


**Figure 10:** Gender breakdown of managers and non-managers in the Contractor sector\*



\*It should be noted that low response rates (particularly by sector) can skew data.

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

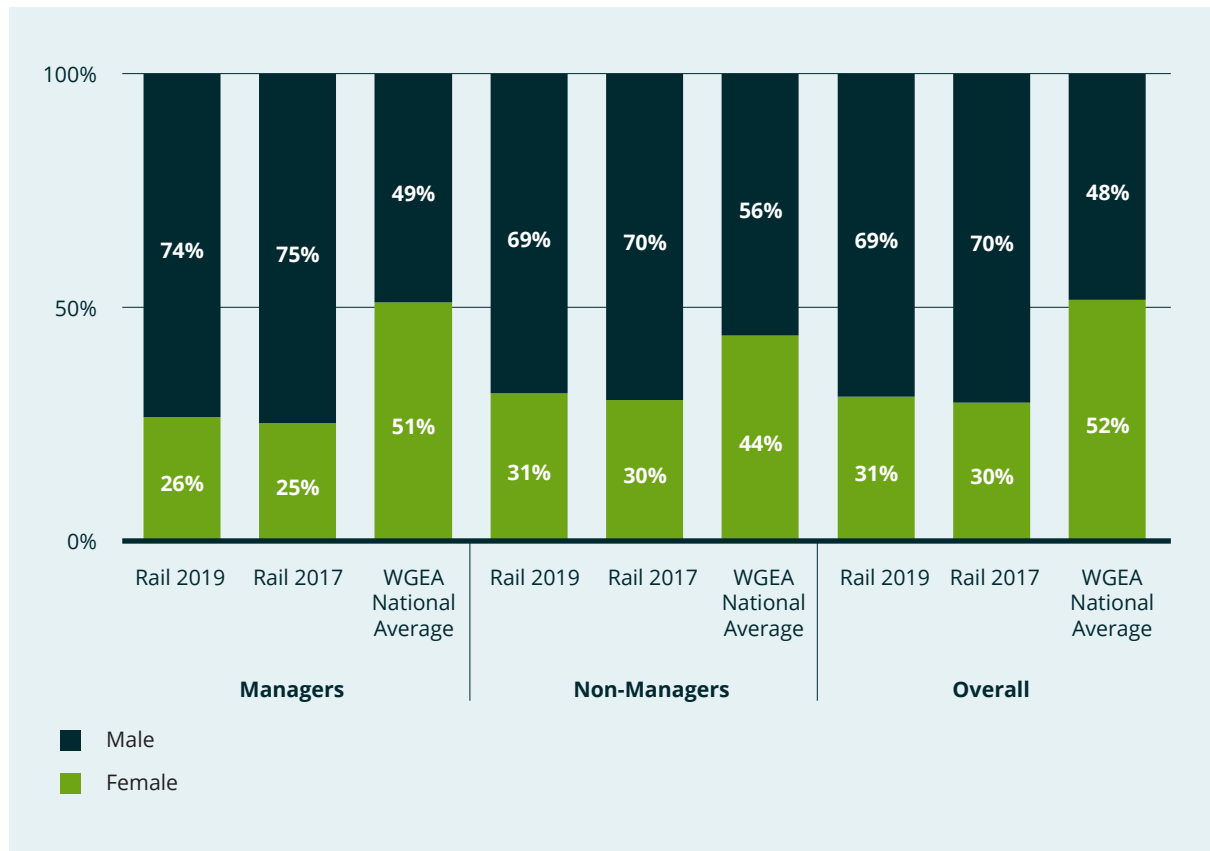


## New appointments

Females were awarded 31 percent of new appointments (via both external and internal recruitment) during the reporting period.

In a breakdown of manager and non-manager appointments, females were awarded 26 percent of new appointments for manager roles and 31 percent for non-manager roles. These figures are up only slightly from 2017 and are still significantly below the WGEA National Average.

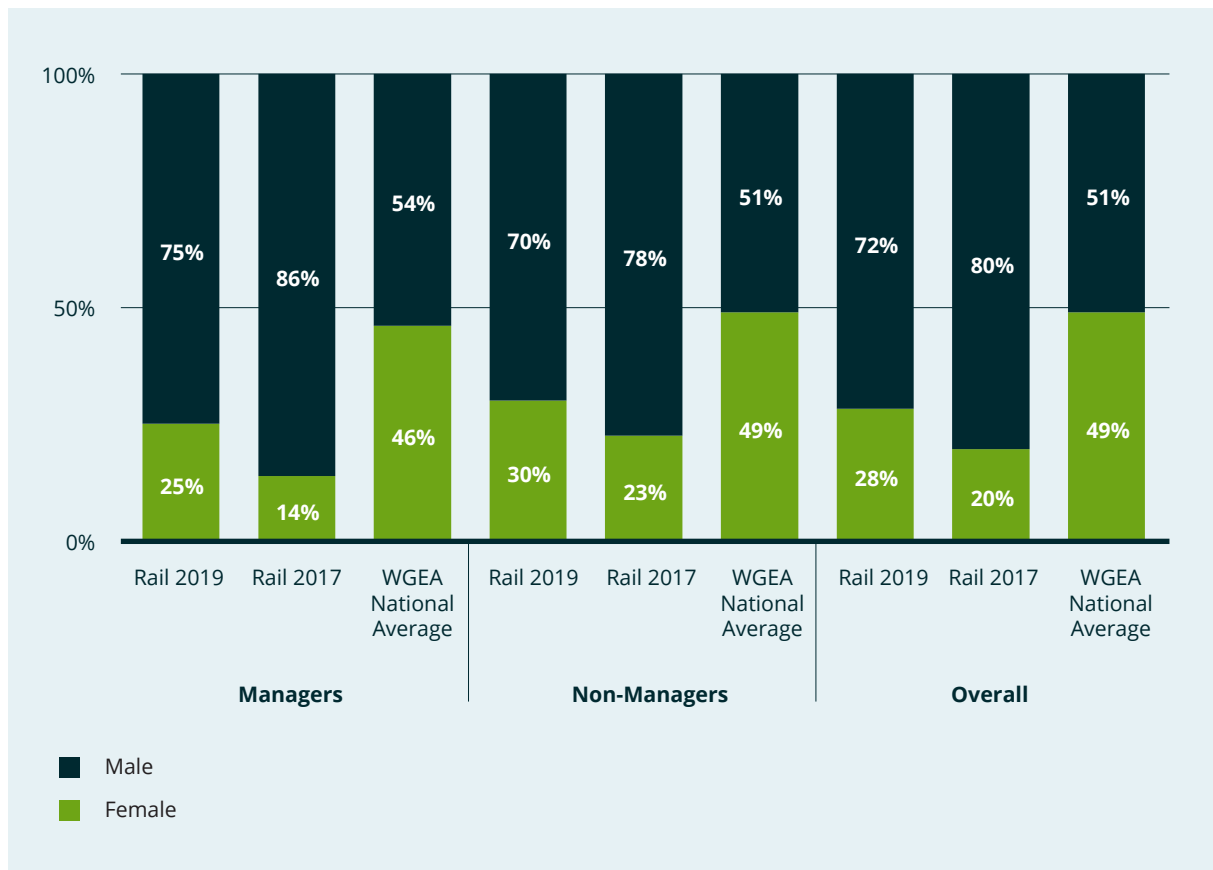
**Figure 12:** Gender breakdown of new appointments to manager and non-manager roles



## Promotions

28 percent of all promotions were awarded to females, which was an increase from 20 percent in 2016-17, but still lower than the WGEA National Average. Figure 13 shows a significant rise in the proportion of females promoted in both manager and non-manager positions in the Australasian rail industry over the past two years.

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

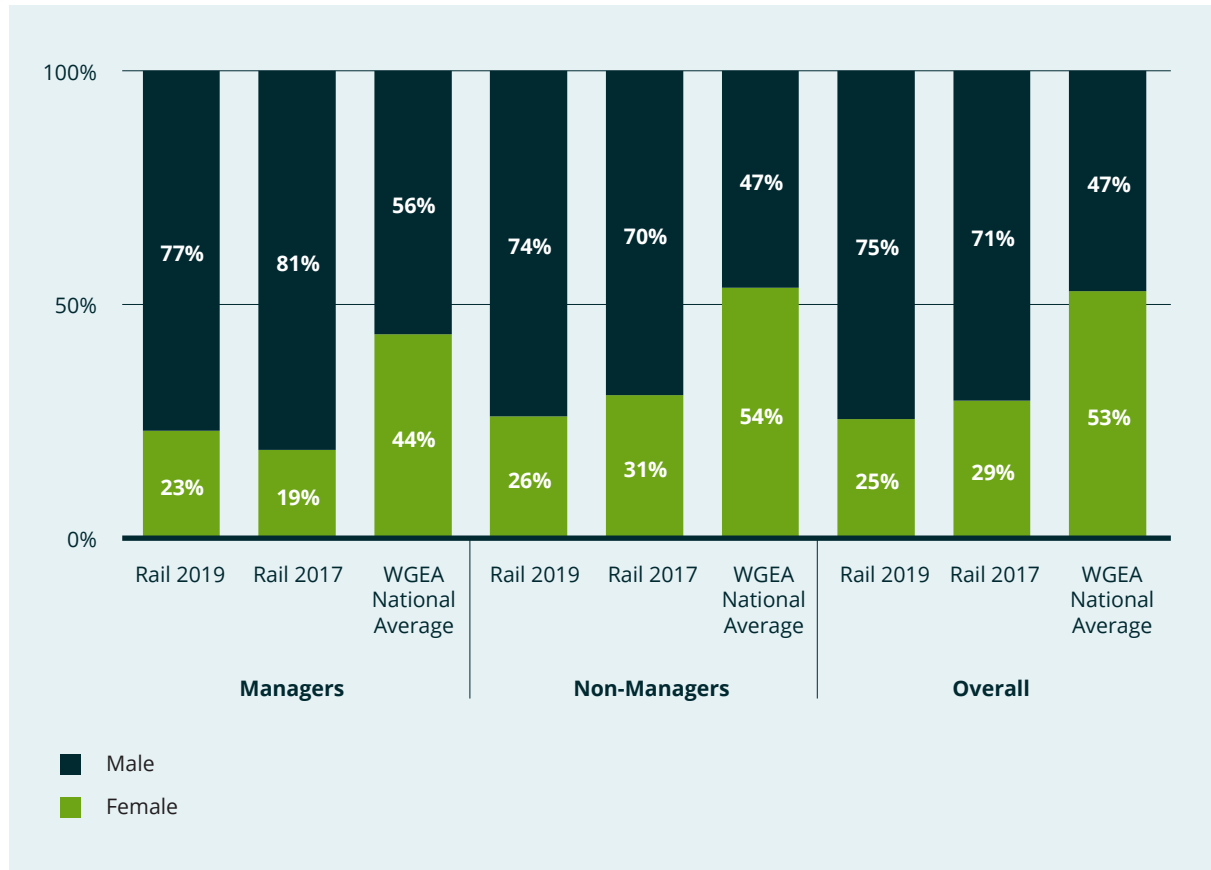




## Resignations

25 percent of resignations in 2018-19 were by females, (which is down from 29 percent). A breakdown by manager and non-manager positions is shown in Figure 14, with a comparison to 2016-17 and the WGEA National Average.

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



## Gender composition of rail organisation's governing bodies

Respondents indicated that on average their governing body<sup>2</sup> has 16 percent female representation.

10 percent of respondents indicated that they have set targets to increase female representation on their governing bodies.

## Remuneration

61 percent of respondents indicated that they have a formal policy in place regarding remuneration, and 41 percent have specific gender pay equity objectives. For those organisations that don't, they indicated that they are either are: currently under development; the salaries are set by Workplace Agreements; or that non-award employees are paid market rates.

56 percent of respondents had conducted a gender pay gap analysis within the last 24 months. These results are significantly higher than WGEA's national average of 42 percent.



<sup>2</sup> For example, for private or publicly listed companies a governing body includes one or more directors or a board of directors.

## Flexible working arrangements

74 percent of respondents have formal policies or strategies for flexible working arrangements, this is slightly down from 77 percent of respondents in 2016-17, but well above compared to WGEA's national average of 59 percent.

Those respondents who don't, either have insufficient resources; have industrial agreements which dictate the terms; apply arrangements on an as needs basis; or have flexible work policies in development.

The proportion of respondents who have specific flexible working strategies is shown in Figure 15.

**Figure 15:** Proportion of Organisations who have the following flexible workplace strategies\*

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

\*It should be noted that low response rates (particularly by sector) can skew data.

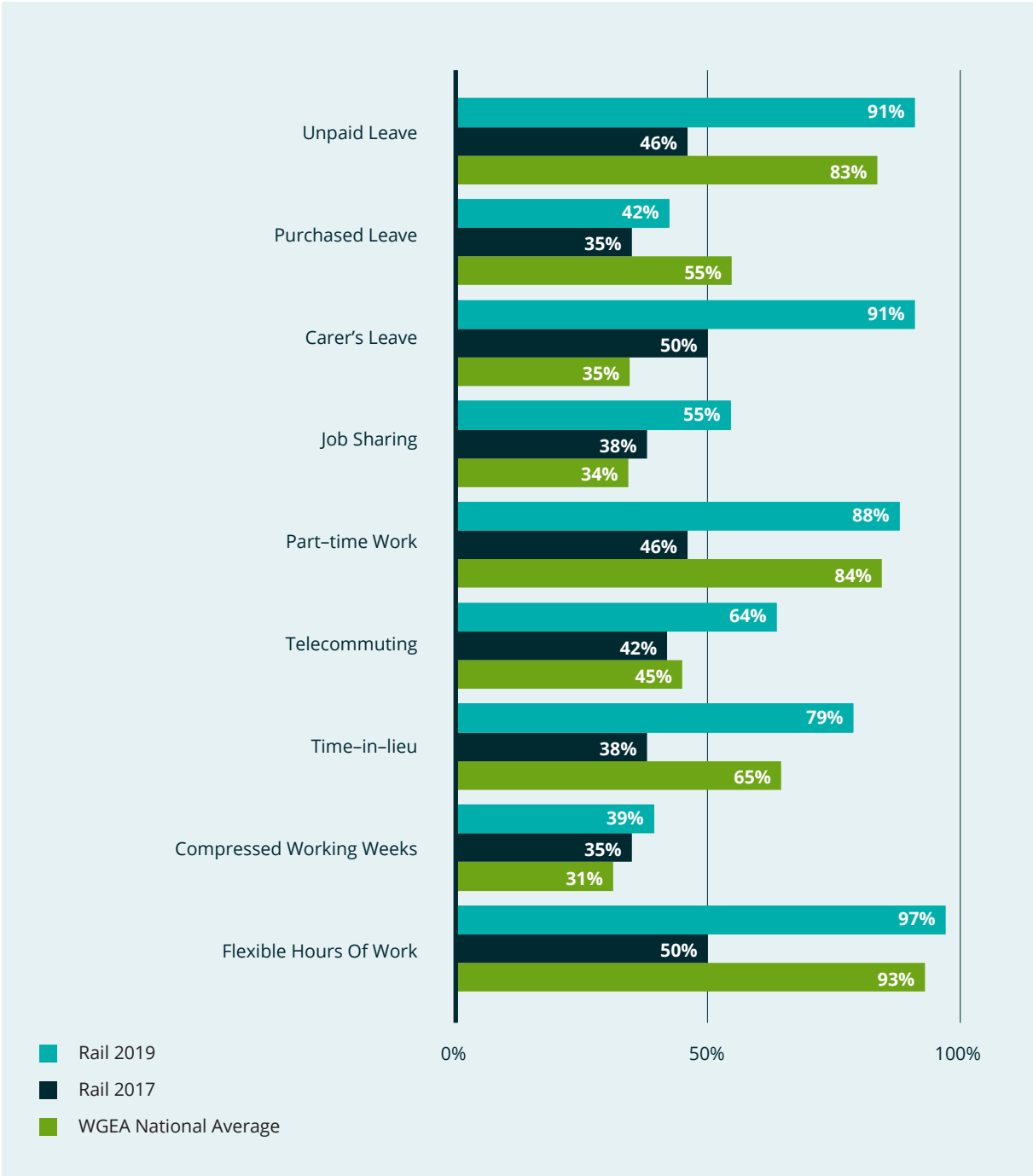
54 percent of respondents (down from 77 percent in 2016-17) offer additional support mechanisms, other than leave, for employees with family or caring responsibilities. Those organisations that do not have the resources, or deal with it on a case by case basis.

62 percent of respondents have employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme for primary carers, this is a significant improvement from 46 percent in 2016-17 and higher than the WGEA National Average of 49 percent.

24 percent of respondents who offer paid parental leave, pay the gap between the employee's salary and government's paid parental leave scheme; 71 percent pay the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid; and 19 percent as a lump sum payment (paid pre- or post- parental leave, or a combination).

The availability of flexible workplace arrangements increased considerably for respondents in rail from 2016-17 to 2018-19, and is significantly higher than the WGEA National Average with the exception of purchased leave, as shown in Figure 16.

**Figure 16:** Availability of flexible workplace arrangements



## Other Initiatives

Some rail organisations have been very proactive in putting in place specific initiatives that have been successful in achieving a more gender equitable workforce, these have included:

Those that have been most successful for rail organisations have included:

- » Non-bias interview training
- » Targeted Sourcing Strategies.
- » Salary review
- » Refer a female program with a monetary award for employees who refer
- » Stay Connected program with those on maternity leave
- » Recruitment KPIs
- » Shadow a Senior Leader program
- » Female focused Try a Trade Day
- » Women's listening sessions
- » Mentoring programs
- » Diversity Audits
- » Female Networking Forums
- » Dignity Audits

## Conclusion

The Australasian rail industry has shown progress in improving the gender diversity of its rail workforce, from 2016-17 to 2018-19. However there is still significant room for improvement when comparing against WGEA's national average data.

The ARA is committed in supporting industry to improve these results, by continuing to implement the ARA Women in Rail Strategy, as led by the Women in Rail Advisory Committee.



# Appendix A

## Gender Data Survey of the Australasian Rail Workforce

### Purpose of this Survey

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

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

### Confidentiality

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

### Reporting Period

The reporting period is 1 April 2018 to 31 March 2019 (to align with WGEA).

### Who is classified in the Australasian Rail Workforce?

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

## 1. Gender Composition of the Workforce

### 1. Organisation/contact details:

Organisation name

Survey Contact

Name

Email

Phone

## 2. Does your organisation identify as:

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

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

If YES, select from the below options:

- ☐ Recruitment
- ☐ Retention
- ☐ Performance Management Processes
- ☐ Promotions
- ☐ Talent identification/identification of high potentials
- ☐ Succession planning
- ☐ Training and development
- ☐ Key performance indicators for managers relating to gender equality
- ☐ Gender equality overall

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

- ☐ Insufficient resources/expertise
- ☐ Not a priority
- ☐ Currently under development

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

Female:

Full-time

Casual

Part-time

Male:

Full-time

Casual

Part-time

5. What is the overall breakdown of managers during the reporting period?

Female:

CEO

Key Management Personnel

Other Executives/General Managers

Senior Managers

Other Managers

Male:

CEO

Key Management Personnel

Other Executives/General Managers

Senior Managers

Other Managers

**6. How many new appointments were made to manager and non-manager roles during the reporting period? IMPORTANT: this should incorporate appointments from both external and internal sources (including all promotions).**

**Female:**

Number of appointments made to Manager roles (including promotions)

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

**Male:**

Number of appointments made to Manager roles (including promotions)

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

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

**Managers Female**

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

**Non-Managers Female**

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

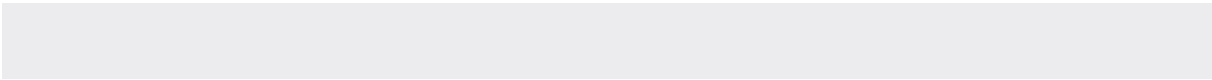
Fixed-term contract part-time employees

Casual employees

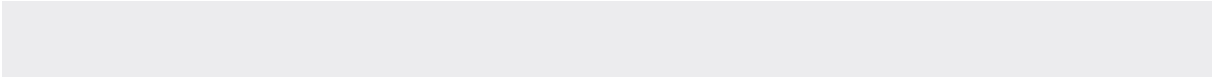


**Managers Male**

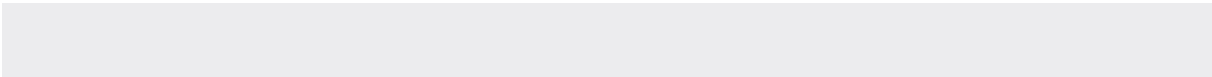
Permanent/ongoing full-time employees



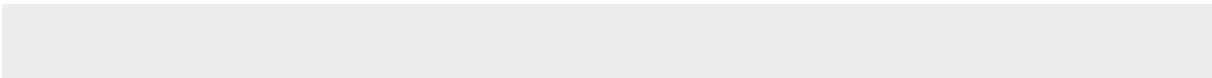
Permanent/ongoing part-time employees



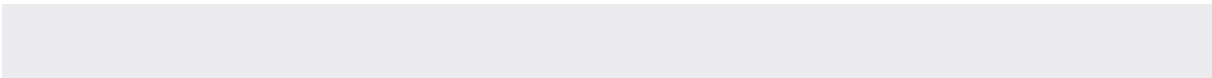
Fixed-term contract full-time employees



Fixed-term contract part-time employees

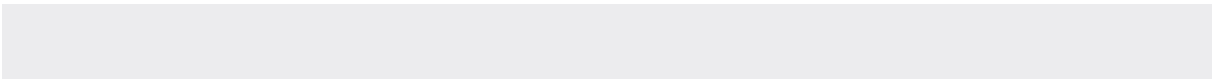


Casual employees

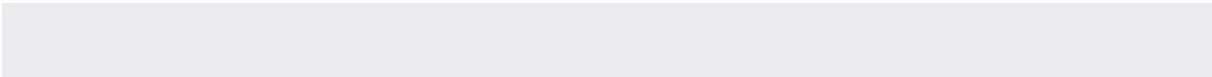


**Non-Managers Male**

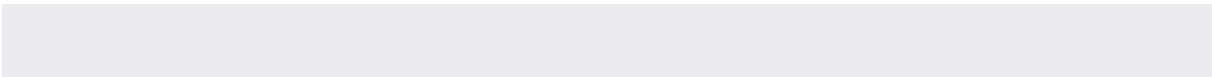
Permanent/ongoing full-time employees



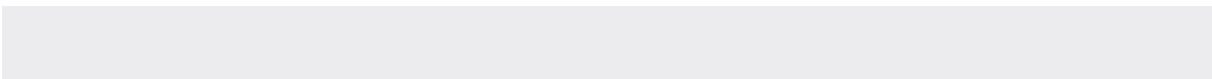
Permanent/ongoing part-time employees



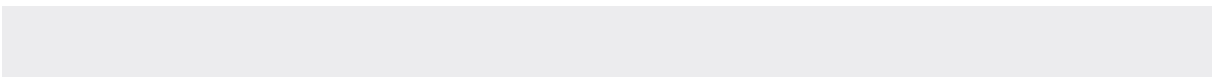
Fixed-term contract full-time employees



Fixed-term contract part-time employees



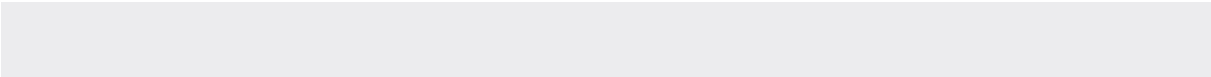
Casual employees



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

**Female:**

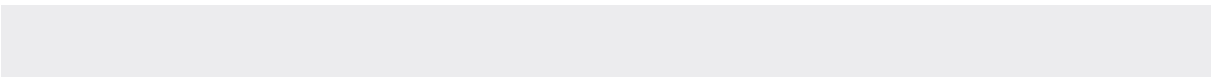
Clerical and Administrative



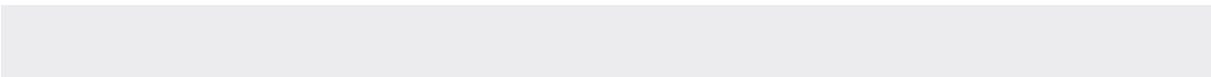
Community and Personal Service



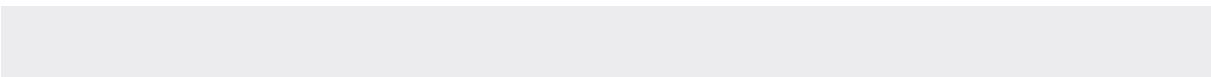
Machinery Operators and Drivers



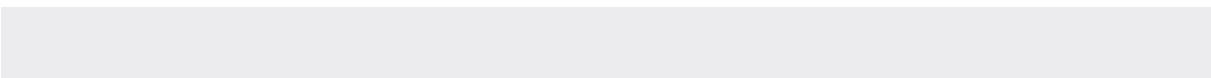
Sales



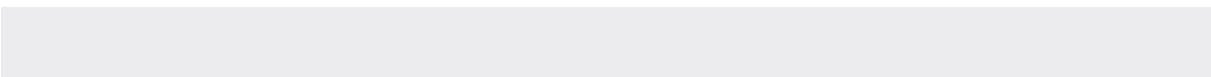
Professionals



Technicians and Trade

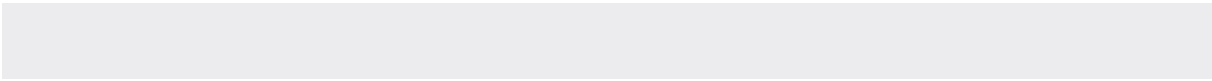


Labourers

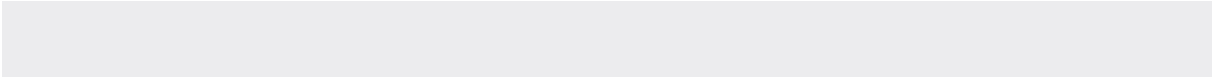


**Male:**

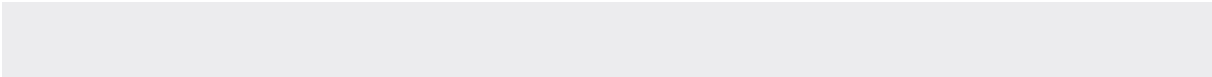
Clerical and Administrative



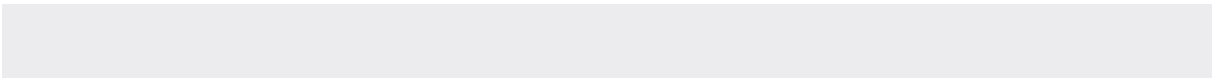
Community and Personal Service



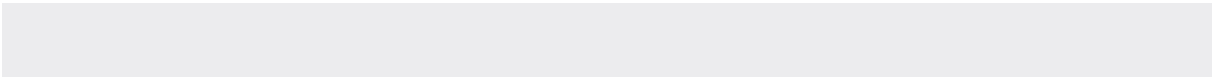
Machinery Operators and Drivers



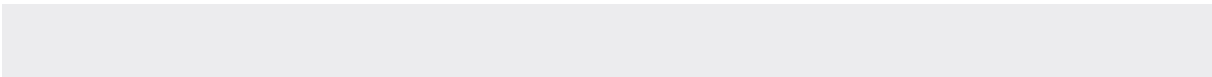
Sales



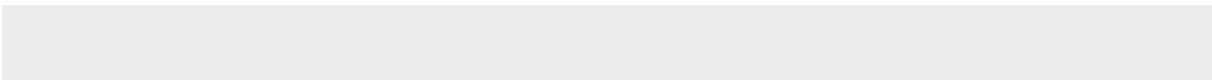
Professionals



Technicians and Trade



Labourers



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

Managers Female

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

Fixed-term contract full-time employees

Fixed-term contract part-time employees

Casual employees

Non-Managers Female

Permanent/ongoing full-time employees

Permanent/ongoing part-time employees

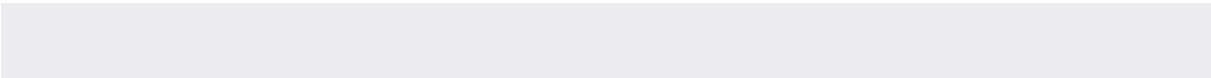
Fixed-term contract full-time employees

Fixed-term contract part-time employees

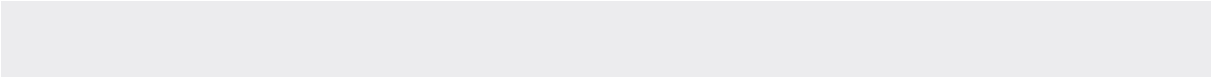
Casual employees

**Managers Male**

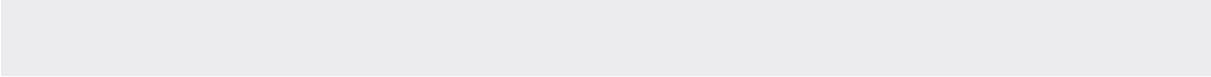
Permanent/ongoing full-time employees



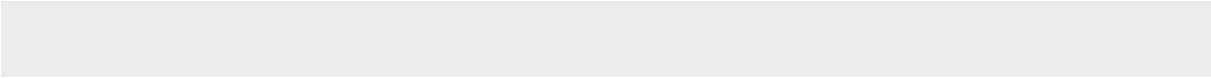
Permanent/ongoing part-time employees



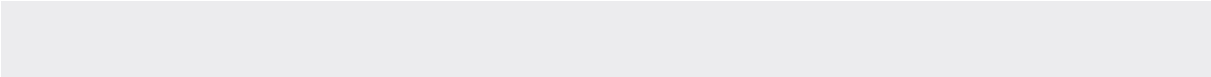
Fixed-term contract full-time employees



Fixed-term contract part-time employees

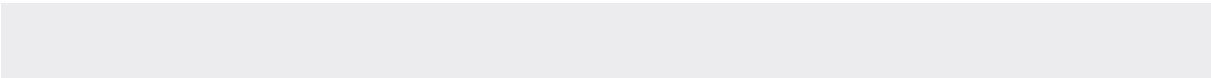


Casual employees

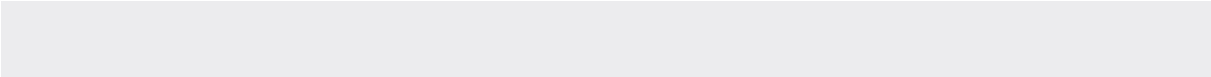


**Non-Managers Male**

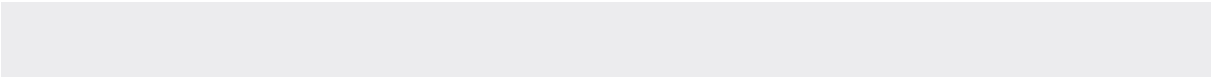
Permanent/ongoing full-time employees



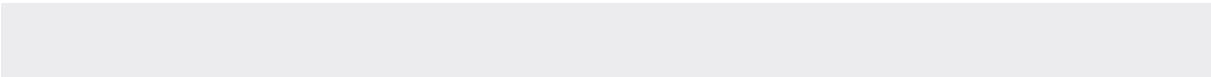
Permanent/ongoing part-time employees



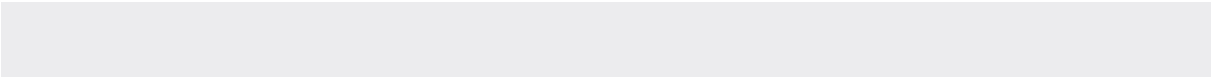
Fixed-term contract full-time employees



Fixed-term contract part-time employees



Casual employees





## 2. Gender Composition of Governing Body

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

- » For private or publicly listed companies, you will have one or more directors or a board of directors
- » For trusts, the trustee is the governing body/board
- » For partnerships, the governing body/board is likely to comprise all or some (if elected) partners
- » For organisations whose governing body is the same as their parent entity's governing body/board, it is still deemed to have a governing body
- » For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board

### 1. How many members are on this governing body?

Female

Male

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

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

Percentage

Year

If NO, select from the below options:

- ☐ Governing body has gender balance
- ☐ Insufficient resources/expertise
- ☐ Currently under development
- ☐ Do not have control over governing body appointments
- ☐ Not a priority
- ☐ Other (please specify)

### 3. Equal remuneration between women and men

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

- ☐ Yes
- ☐ No

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

- ☐ Insufficient resources/expertise
- ☐ Salaries set by awards/industrial or workplace agreements
- ☐ Currently under development
- ☐ Non-award employees paid market rate
- ☐ Not a priority
- ☐ Other (please specify)

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

- ☐ Yes
- ☐ No

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

- ☐ Insufficient resources/expertise
- ☐ Salaries set by awards/industrial or workplace agreements
- ☐ Currently under development
- ☐ Non-award employees paid market rate
- ☐ Not a priority
- ☐ Other (please specify)

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

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

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

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

- ☐ Insufficient resources/expertise
- ☐ Currently under development
- ☐ Salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
- ☐ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- ☐ Non-award employees are paid market rate
- ☐ Not a priority
- ☐ Other (please specify)

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

##### 1. Do you provide Employer Funded paid parental leave for PRIMARY CARERS (that is available for women and men), in addition to any government funded parental leave scheme for primary carers?

If YES, please indicate how employer funded paid parental leave is provided to the primary carer:

- ☐ By paying the gap between the employee's salary and government's paid parental leave scheme
- ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

If NO, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). Please indicate how employer funded paid parental leave is provided to women ONLY.

- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
- ☐ By paying the employee's full salary (in addition to the governments paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

If NO, we offer paid parental leave for primary carers that is available for men ONLY. Please indicate how employer funded paid parental leave is provided to men ONLY.

- ☐ By paying the gap between the employee's salary and the governments paid parent lave scheme
- ☐ By paying the employees full salary (in addition to the governments paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

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

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

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

Female

Male

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

- ☐ Yes  
☐ No

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

- ☐ Salaries set by awards/industrial or workplace agreements  
☐ Insufficient resources/expertise  
☐ Currently under development  
☐ Don't offer flexible arrangements  
☐ Not a priority  
☐ Other (please specify)

**4. You may indicate which of the following are included in your flexible working arrangements strategy:**

- ☐ A business case for flexibility has been established and endorsed at the leadership level  
☐ Leaders are visible role models of flexible working  
☐ Flexible working is promoted throughout the organisation  
☐ Targets have been set for engagement in flexible work  
☐ Targets have been set for men's engagement in flexible work  
☐ Leaders are held accountable for improving workplace flexibility  
☐ Manager training on flexible working is provided throughout the organisation  
☐ Employee training is provided through the organisation  
☐ Employees are surveyed on whether they have sufficient flexibility  
☐ The organisations approach to flexibility is integrated into client conversations  
☐ The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)  
☐ Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel  
☐ Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body/board

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

- ☐ Yes  
☐ No

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

- ☐ Insufficient resources/expertise  
☐ Currently under development  
☐ Not a priority  
☐ Other (please specify)

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

**Managers Female**

- ☐ Flexible hours of work  
☐ Compressed working weeks  
☐ Time-in-lieu  
☐ Telecommuting  
☐ Part-time work  
☐ Job sharing  
☐ Carer's leave  
☐ Purchased leave  
☐ Unpaid leave

**Non-Managers Female**

- ☐ Flexible hours of work  
☐ Compressed working weeks  
☐ Time-in-lieu  
☐ Telecommuting  
☐ Part-time work  
☐ Job sharing  
☐ Carer's leave  
☐ Purchased leave  
☐ Unpaid leave

#### Managers Male

- ☐ Flexible hours of work
- ☐ Compressed working weeks
- ☐ Time-in-lieu
- ☐ Telecommuting
- ☐ Part-time work
- ☐ Job sharing
- ☐ Carer's leave
- ☐ Purchased leave
- ☐ Unpaid leave

#### Non-Managers Male

- ☐ Flexible hours of work
- ☐ Compressed working weeks
- ☐ Time-in-lieu
- ☐ Telecommuting
- ☐ Part-time work
- ☐ Job sharing
- ☐ Carer's leave
- ☐ Purchased leave
- ☐ Unpaid leave

## 5. Successful Initiatives

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

# Thank you

Special thanks to the ARA members who responded to the survey to provide improved clarity on gender diversity of the Australasian rail industry.





