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attract, engage, retain

equal opportunity for women in the workplace agency



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Equal Opportunity for  
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## about eowa

An Australian Government agency, the Equal Opportunity for Women in the Workplace Agency (EOWA) consults with Australian employers annually regarding their equal opportunity initiatives. EOWA's vision is to create an Australia where women in the workplace can achieve their greatest potential. In addition to annual reporting, EOWA inspires employers to advance women in the workplace through a variety of programs. These include educational services, the EOWA Business Achievement Awards, Employer of Choice for Women citation, the EOWA Australian Census of Women in Leadership and the annual EOWA survey of reporting organisations.

Thank you to Cheryl Seeto, EOWA's Communications Officer, for writing and producing this valuable business resource.

EOWA gratefully acknowledges Associate Professor Marian Baird and Jessica Lai for their feedback and advice.



## about generation f™

Generation F are women in the Australian labour force, including women wishing to return to work, who are aged between 16 and 65 years. Present across the Baby Boomer, X and Y Generations, Generation F are employers' main solution to the nation's proliferating skills shortage. Harnessing their skills, commitment and experience will help organisations to secure effective and sustainable workforces.



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Generation F™ is a trade mark of the Equal Opportunity for Women in the Workplace Agency.

# introduction

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In light of the widespread skills shortage that is impacting on most industries across Australia, there is greater emphasis on the importance of attracting, engaging and retaining employees. Organisations cannot afford to lose valuable, experienced staff and must move beyond the traditional modes of recruitment and retention if they are to remain competitive in today's labour market.

There is a large group of employees that remains a significantly overlooked, under-used and untapped source of talent in the current labour market – Generation F™. That is, all women in the Australian labour force aged between 16 and 65 years.

Generation F already constitute more than half of Australia's population and nearly 45% of the nation's total labour force, a more substantial proportion than the Generation Y population. Women represent an important group of individuals whose participation in the workforce is vital to the continued growth of the Australian economy.

For this body of research, the Equal Opportunity for Women in the Workplace Agency (EOWA) has partnered with Hays to identify Generation F's career aspirations, priorities and expectations of their employers to facilitate the realisation of their ambitions.

An online survey was conducted in December 2006, among Australian women and men aged 20-55 years working on either a full-time, part-time or casual basis for private sector organisations with more than fifty employees. A total of seven focus groups were also conducted in June 2006 among Australian women aged between 20-59 years from across a range of occupations, industries and demographic groups.

Our findings reveal that like men, women desire promotion and advancement opportunities and want equal benefit from organisations' recruitment strategies, training and mentoring programs and career-pathing initiatives.

The findings also indicate that Generation F are not only discerning; they are highly mobile and will seek an alternative workplace if their employer fails to identify and address their communicated needs and issues. It becomes very clear that employers need to communicate extensively with their workforce and determine their professional goals and expectations. This will enable them to devise and implement the innovative strategies necessary to make them stand out as an employer of choice.

Over the following pages, EOWA reveals the perceptions and attitudes of Generation F toward their careers and workplaces, outlining the factors they consider most important when choosing an employer and identifying the issues that will motivate them to move on. We also include advice and examples of how organisations can harness the skills, commitment and ambitions of Generation F to benefit their business.

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EOWA acknowledges the invaluable support of its sponsor, Hays. Together, we recognise the comprehensive research conducted by Splash Consulting Group and acknowledge the five case study organisations whose leading edge initiatives are featured in this report: American Express, Corrs Chambers Westgarth, Deutsche Bank, HASSELL and VicSuper.

We hope that the findings in this report will encourage and assist employers to devise effective solutions for attracting, engaging and retaining Generation F and ensuring a sustainable workforce across all levels of the organisation.



**Anna McPhee**  
Director  
EOWA



**Nigel Heap**  
CEO  
Hays



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# summary of key findings

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## Generation F have the same expectations as men when job seeking

- Both women and men identify good pay and bonuses as the most important factor when job seeking. (p6)
- Over 80% of all job seekers also consider job security, supportive bosses, good relationships with colleagues and job satisfaction to be extremely important. (p6)
- Women are likely to consider additional factors such as the promotion and support of women, flexible working conditions, women in senior positions and the provision of paid maternity leave to be significant. (p6)

## Household and caring duties the double shift for Generation F in the workplace

- More than half of working women say their partner or spouse does less of the unpaid domestic and caring work at home. (p7)
- Nearly a third of working women state that if their partners were to carry out a greater share of domestic duties, they would be more likely to work more hours in paid employment. (p8)
- Nearly half of women with young children aged under thirteen years who are currently working part-time claim they would work more hours in paid employment if they had greater access to child-care facilities. (p8)

## Generation F are as ambitious as men

- Both women and men most commonly want to move into a job involving more responsibility. (p9)
- Plans to move into roles demanding less responsibility are shared by women and men in similar proportions. (p9)
- Almost 20% of women indicate that they intend to leave their jobs to start up their own business in the next few years, while only 14% of women plan to leave the workforce to have children. (p9)

## Gender equality has yet to be achieved in Australian workplaces

- Nearly one quarter of women and men do not believe that women are treated equally to men in their workplace. (p17)
- Nearly half of all employees believe that a boys' club exists within their organisation. (p17)
- More than half of both women and men agree that promotions and job opportunities are not always awarded on merit. (p18)
- Nearly 40% of women and 30% of men say that men in their workplace progress more quickly than women. (p18)

## Organisations need to do more to retain Generation F

- Two of the five most common reasons for women to leave their previous job were a difficulty in progressing and a lack of clear career development. (p20)
- Desire for a higher salary motivated more than 16% of women to leave their last job. (p20)
- Nearly one in ten women left their last job as a result of bullying and harassment. (p21)

## Flexibility is the key to staff retention

- 17% of women believe their workplace offers no flexibility whatsoever. (p24)
- 12% of women were motivated to resign from their previous job in search of greater work/life balance, while 10% resigned because they sought a more flexible role. (p20)
- Approximately half of women feel that part-time work and flexible start and finish times should be made more accessible in their workplace. (p24)
- More than 60% of women want their current employer to improve the provision of time in lieu and flexible rostering. (p24)

# attract the best talent to your organisation

Australia's current labour market is an extremely competitive environment and it is imperative that organisations ensure that their workplace offers attractive conditions to all job seekers.

Job seekers are not only individuals seeking to move on from their current workplace in search of career development or a salary increase. They are also young graduates entering the workforce, mature workers looking to scale back their hours and mothers returning to their careers after a period of parental leave, among many others. All have differing priorities, ambitions and expectations of a new workplace and organisations must take these into account if they are to remain competitive and maintain access to the wider talent pool.

This chapter reveals Generation F's priorities when job seeking and what women consider most important in a prospective workplace. Organisations can benchmark against these findings to identify what more they can do to stand out in their industry as an employer of choice.

## What Generation F look for in a new workplace

Overall, Generation F and men share similar priorities when job seeking. Women and men are most likely to consider *good pay and bonuses* as the single most important consideration (15% and 21% respectively). But while significant, money alone is not enough – a good salary package must be accompanied by a suite of other conditions.

**In addition to good pay, over 80% of women and men consider the prospect of *job security, supportive bosses, good relationships with colleagues, job satisfaction and the opportunity to work to their full ability* to be very important.**

The provision of *opportunities for learning and development, new experiences and challenges, promotion and progression and career-pathing* were also high priorities (see Graph 1).

Focus group discussions also demonstrated the need for organisations to offer incentives beyond financial remuneration. 'I was head-hunted', one woman said. 'Dollars flashed at me and the money was great but you couldn't go anywhere...[so] I took less money for career development.' Another woman highlighted the need for good leadership, saying that job seekers also look for a manager who is 'in touch with everyone who works for them and who is respected and admired'.

While they agree on the most important considerations when job seeking, there are a number of additional factors that Generation F tend to value noticeably more than men, including: a *good organisational record of promoting and supporting women* (39% more women than men); *flexible work conditions* (20% more women than men); an organisation with a *large number of women in senior positions* (16% more women than men); a *position that does not involve long hours or overtime*; and the *provision of paid maternity leave* (both considered important by 15% more women than men). (See Graph 1)

The reasons why women tend to take into account additional factors to men when weighing up prospective workplaces become apparent when they outline some of the challenges that can hinder their ability to participate, or participate fully, in the workforce.

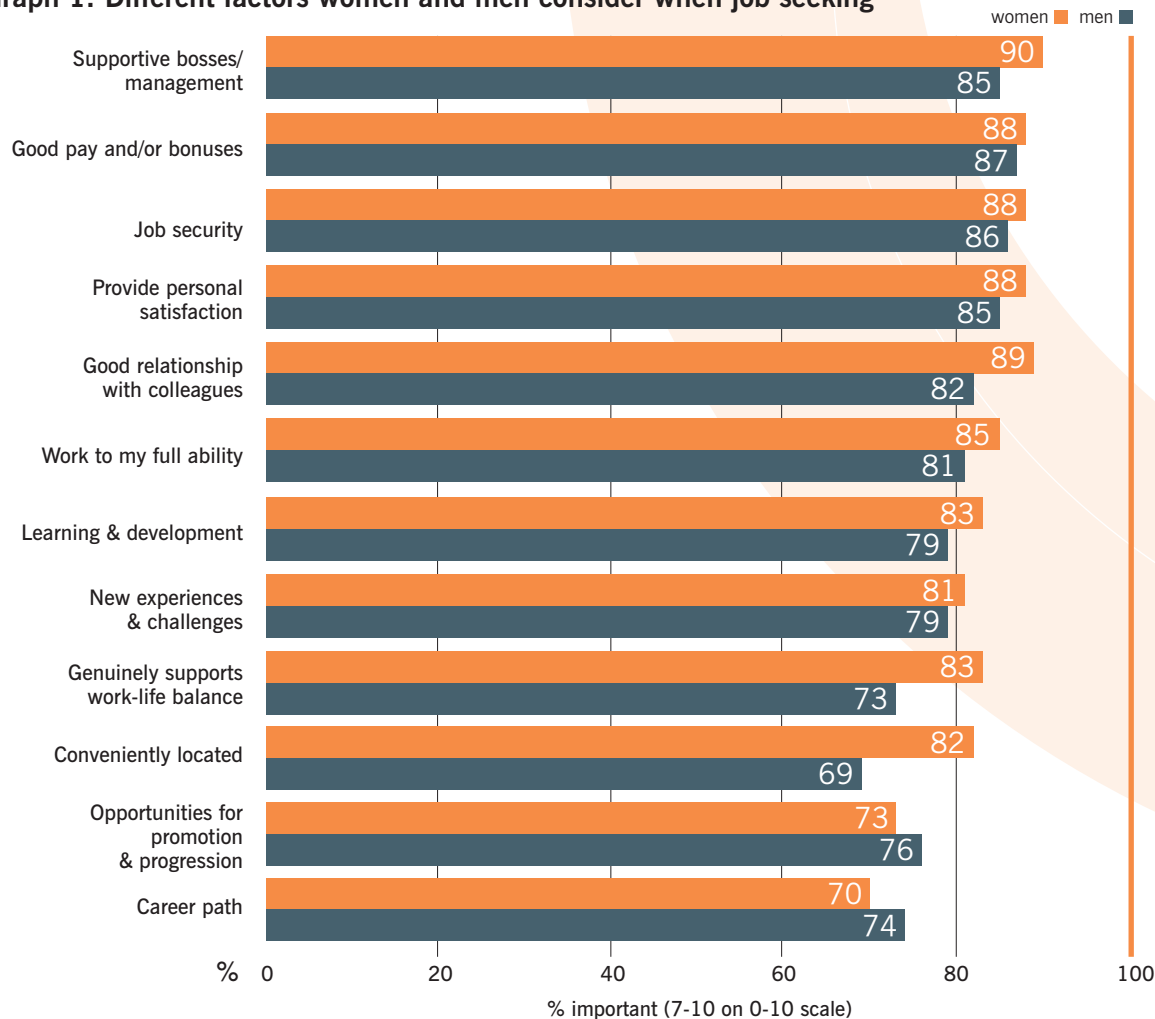
**Women shoulder the burden of caring and domestic responsibilities – the double shift**

More than half of working Generation F (56%) say that their partners do less of the unpaid domestic and caring work than they do. This is more likely to be the case for women with children than for women without (61% and 45% respectively).

In support of these figures, the 2003 Household, Income and Labour Dynamics in Australia (HILDA) Survey<sup>1</sup> revealed that on average, women with partners spend close to thirty hours per week on household duties, while men with partners only spend slightly more than fifteen hours per week on the same activities. The same survey also found that even if both partners in the couple are working full-time, women are still spending around seven hours more per week on household activities than men.

The additional time women spend on domestic and caring duties compared to men clearly limits their ability to fully participate in the workplace.

**Graph 1: Different factors women and men consider when job seeking**



**Q: Please now think back specifically to the last time you looked for a job. Using a 0 to 10 scale where 0 means not at all important and 10 means extremely important, please rate each of the following in terms of how important they were to you when you most recently looked for a job.**

Base: All respondents (n=1,610)  
\* Graph shows the top 12 factors considered out of a total of 23

<sup>1</sup> Headey, B., Warren, D., & Harding, G. (2006), *Families, incomes and jobs: A statistical report of the HILDA survey*, Melbourne Institute of Applied Economic and Social Research, The University of Melbourne.

**Nearly a third of women (31%) state that if their partners were to carry out a larger share of these responsibilities, they would be more likely to work greater hours in paid employment.**

With more time spent on household duties and less time to dedicate to their career development, women's capacity to undertake further study or training, to engage in regular networking and mentoring activities, and to enjoy sufficient leisure time may be similarly limited. This further disadvantages their ability to advance in their careers when competing against individuals who have had greater, more frequent access to these opportunities.

A report released by the Australian Institute of Family Studies in 2004 indicated that 91% of women and 86% of men with children believed that if both partners work, they should equally share in the housework and caring for the children<sup>2</sup>. Unfortunately, these findings do not reflect what is actually taking place.

In addition to performing the bulk of household work, women also make up the majority of primary carers in Australia, (both child-care and elder care)<sup>3</sup> which again poses numerous challenges for many when returning to – or remaining in – the workforce. Who will care for their child/ren while they are at work? Is quality child-care accessible? Will their salary cover the costs of formal child-care or aged care, or could their family potentially be financially worse off if they return or continue to work?

The difficulties in accessing quality child-care and the high costs involved pose significant hindrances for families with young children where women wish to return to work or increase their working hours.

**Nearly half of women (45%) with children under the age of 13 years who are currently working part-time claim they would work more hours in paid employment if they could better access child-care facilities.**

Broken down further, 68% of mothers aged 20-30 years and 56% of women with young children under the age of five are making this claim. It is interesting to note that 60% of women with post-graduate qualifications would be likely to work more hours with increased access to child-care.

The House of Representatives Standing Committee on Family and Human Services' *Balancing Work and Family* report supports these findings, revealing that in 2005, 162,000 women were available for work but not actively job seeking due to difficulties in accessing quality, affordable child-care<sup>4</sup>. EOWA's 2004 *Survey on Employer Assistance with Child-Care* found that only 21% of reporting organisations provide any formal child-care assistance to their employees<sup>5</sup>.

Overall, women with children have the same priorities when job seeking as women without children, particularly regarding *good pay, supportive management, good relationships with colleagues* and *a good record of promoting and supporting women*. Not surprisingly however, women with children are more likely than women without to regard the following

attributes as important when considering a prospective workplace or role: *a workplace that recognises the needs of working parents* (42% more likely); *flexible working conditions* (17% more likely); *a company that actively assists with child-care* (11% more likely); and *a role that does not involve long hours or overtime* (11% more likely).

54% of women with children under the age of five and 43% of women with children aged between six and ten mention an organisation's active assistance with child-care among the factors they consider most important when job seeking.

With the earlier-mentioned figures in mind regarding women's greater uptake of domestic and caring duties, it is hardly surprising that women take additional considerations into account to men when job seeking. The importance that many women place on working for organisations that provide flexible work conditions, promote and support women and provide paid maternity leave indicates that Generation F seeks opportunities and workplaces that will enable them to participate in the workforce and advance in their careers alongside fulfilling their family responsibilities.

2 De Vaus, David (2004), *Diversity and Change in Australian Families: Statistical profiles*, Australian Institute of Family Studies.

3 The Longitudinal Study of Australian Children found that in 2004, mothers spent twice as much time as fathers caring for their children. Furthermore, the ABS study *Disability, Ageing and Carers: Summary of Findings* revealed that 71.3% of all primary carers of the disabled and ageing were women. Baxter, J., Gray, M., Alexander, M., Strazdins, L., & Bittman, M. (2004, unpublished report), *Mothers and fathers with young children: Paid employment, caring and wellbeing. An analysis of Growing Up in Australia: The Longitudinal Study of Australian Children*, Department of Families, Community Services and Indigenous Affairs and Australian Institute of Family Studies; and *Disability, Ageing and Carers, Australia, 2003*, ABS Cat. No. 4430.0, Australian Bureau of Statistics.

4 (2006) *Balancing Work and Family: Report on the inquiry into balancing work and family*, Family and Human Services Committee.

5 (2006) *Employer Assistance with Child-Care: Equal Opportunity for Women in the Workplace Survey 2004*, Equal Opportunity for Women in the Workplace Agency.

**It is important to note that the more significant caring and household responsibilities that women have in no way diminishes their loyalty to their employers.**

In fact, evidence shows that 72% of employed mothers had worked for the same employer for at least 12 months prior to the birth of a child, compared to 65% of employed fathers<sup>6</sup>.

To avoid restricting their access to the wider talent pool, organisations must keep in mind what Generation F is looking for in a prospective workplace. Employers that go to lengths to attract all candidates with diverse needs and expectations are better-positioned for recruiting the best talent available.

### Career goals and aspirations

Job seekers may have varying career aspirations and organisations should avoid making any assumptions about these based on a person's gender, age, family situation or professional history. This could result in employers overlooking talented candidates and unnecessarily limiting their access to the talent pool.

With career development and progression an important priority to many, job seekers will be more attracted to organisations that they perceive are interested from the outset in their personal career goals and are willing to provide genuine opportunities to help them to achieve them.

Like their male counterparts, the majority of Generation F – whether single, married, with or without children – aspire to a role involving either more or equal responsibility over the next few years.

One third of all women surveyed (and 43% of men) aspire to a job involving more responsibility over the next few years and 26% of women plan to retain the same level of responsibility in their jobs (compared to 24% of men). Plans to move into roles demanding less responsibility and into retirement were also shared by both women and men in similar proportions (see Graph 2).

These findings debunk the stereotype that having children hinders women's ambition and that unlike their career-driven male counterparts, women's family obligations take greater priority over their desire for professional advancement.

US research<sup>7</sup> supports this, revealing that female and male executives aspire to occupy the most senior role in an organisation in almost identical numbers (55% of women and 57% of men).

In fact, Generation F are more likely to want to leave a job to start their own business or pursue other interests (such as study or travel) than to start a family. Almost one in five women (17%) plan to join the growing numbers of Australian small business owners, among which there is no significant difference between single or married women, or those with or without children. Interestingly, 41% of these women are currently not employed, which tells us that

**nearly half of women planning to return to or commence paid employment are less attracted to what recruiting organisations have to offer them and would prefer to be self-employed.**



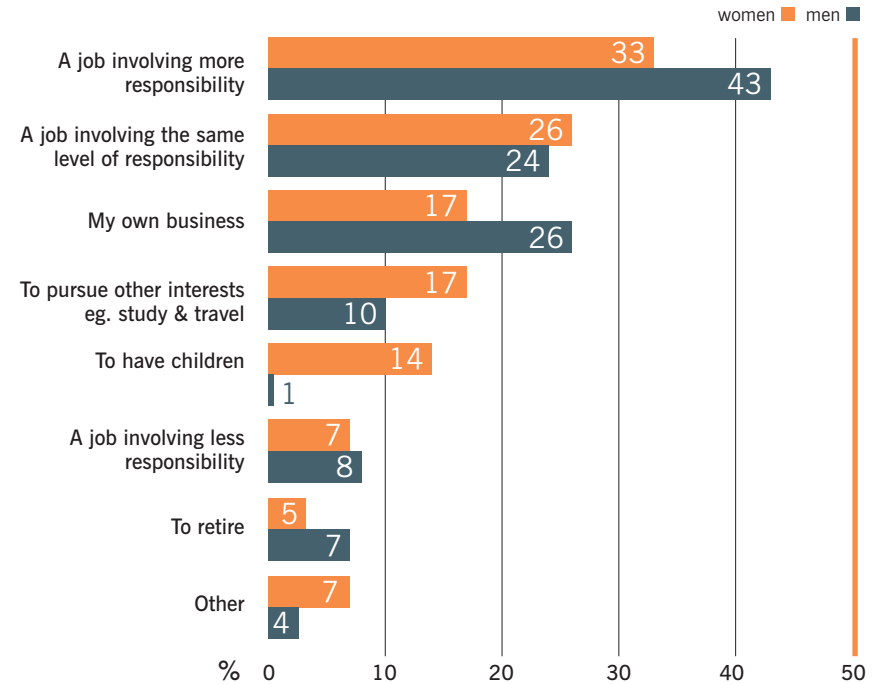
6 Whitehouse, G., Baird, M., Diamond, C. (2006), *The Parental Leave in Australia Survey Report, November 2006*.

7 (2004), *Women and Men in US Corporate Leadership: Same workplace, different realities?*, Catalyst.

Women with caring responsibilities are not the only group of workers seeking to reduce or rearrange their working patterns to fulfil interests and obligations outside their employment. The percentage of Generation F desiring a job involving less responsibility (7%) is almost identical to that of men (8%). There are numerous women and men pursuing additional studies or training, private business ventures or volunteer work, as well as many older workers who are wishing to scale back their hours in the later stages of their careers. These employees and many others stand to benefit from employers who are willing to facilitate their individual needs and lives via a suite of provisions, including but not restricted to: part-time work, job-sharing, flexi-time and study and carer's leave.

**Organisations must remember that women are equally ambitious and as committed to their careers as men. Employers that mistakenly avoid recruiting women based on the inaccurate stereotypes about Generation F and the impact that caring responsibilities can have on their careers risk overlooking some of the best talent in the Australian workforce.**

**Graph 2: Career aspirations by gender**



**Q: Of the following, which do you aspire to over the next few years?**

Base: All female respondents (n=805) and all male respondents (n=805)

## tips for business

- Analyse your organisation's recruitment processes and assess whether you are receiving applications from a diverse pool of candidates. Is there an absence of female applicants?
- Analyse the roles for which you are recruiting; identify those roles (including at management level) which can potentially be done part-time or as a job-share and advertise these roles accordingly.
- Ensure that there is transparency in the recruitment process across your organisation, for which management is accountable.
- Ensure that all members of recruitment panels – including those sourced externally – are informed on and sensitive to matters of equal opportunity and diversity.
- Hold recruitment agencies accountable for delivering a diverse mix of female and male applicants of all ages and backgrounds.
- When recruiting, consider the suite of working conditions that attract job seekers. Are you offering a competitive salary? Are flexible working conditions genuinely available? Do you offer training and development and career-pathing opportunities to all staff?
- Be prepared to provide a workplace that accommodates differences in terms of employee needs and values (eg. child-care, same-sex benefits, job-sharing, flexible work hours, etc).
- Avoid making assumptions about the suitability of job applicants based on their gender, age, educational background or life situation.
- Communicate with job applicants and new staff about their career goals and aspirations.
- Ensure that female and male employees have equal access to training and development opportunities that will develop their skills further in line with their individual career goals.
- Gender imbalances should not occur at any level of any workplace. Analyse the number of women present at senior levels of your organisation and check if there is any noticeable change in the gender balance at different levels, or in different departments.
- Identify and address any gender pay gaps across all levels of your organisation. (see p22)

## Corrs Chambers Westgarth

After a period of parental leave following the birth of her first child, Fiona decided that she was ready to return to the paid workforce. She decided to seek a part-time role that would enable her to work around her child-care arrangements.

Corrs Chambers Westgarth, a leading Australian law firm, was extremely positive about recruiting Fiona into a part-time Senior Associate role and has remained flexible as her caring responsibilities have evolved.

Initially, Fiona worked three days each week in the office. When the availability of child-care increased, she was able to transition to three-and-a-half days and now works four days in the office each week. She is also able to work remotely when need be and Corrs has provided her with a laptop and BlackBerry to facilitate this.

*'There are many challenges to face when you work in a professional role while also managing family responsibilities', Fiona says. 'For me, what makes Corrs a great workplace is the unwavering commitment to making it work, the open communication and an overwhelmingly positive attitude.'*

case study

# engage committed and motivated employees

Employees in any organisation are a diverse group of individuals with different lives, backgrounds and ambitions. Ensuring employee engagement requires building and maintaining open relationships with all staff members based on communication, understanding and confidence – it is important not to make assumptions about what any employee wants or expects from their workplace or career.

Staff who feel engaged in their workplace will perform better and be more enthusiastic and committed to their employers, improving productivity and workplace culture.

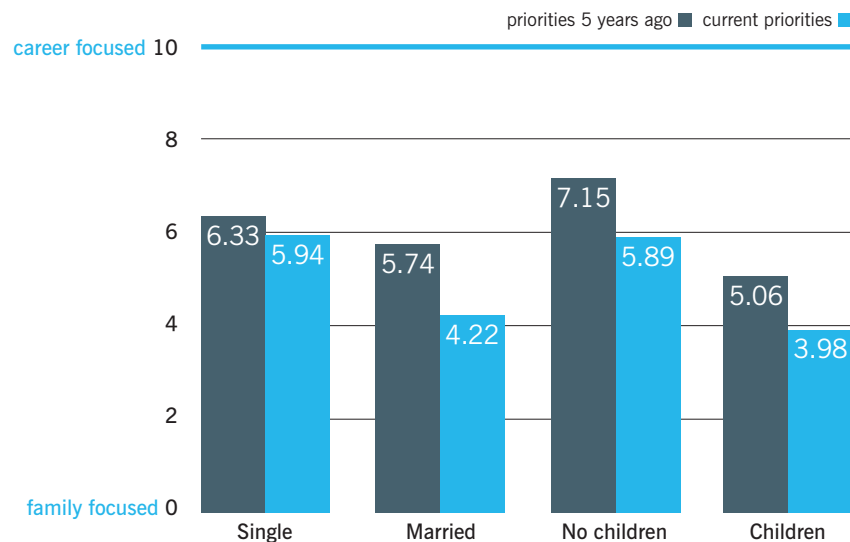
EOWA has asked women and men to identify what they expect from their workplace and any issues they are experiencing in managing their careers and other personal or professional obligations. Employers must constantly invite this kind of honest feedback and communication if they genuinely seek to understand their employees' work/life needs, career aspirations, expectations and concerns.

## **The importance of work/ life balance**

**The Australian workforce is placing increased value on achieving a balance between work and family responsibilities. Employees' priorities are shifting away from their careers and more towards their families.**

As shown in Graphs 3-5, this trend is occurring across the board and is shared by women and men, single or married, with or without children, from all varying educational backgrounds and across all income ranges. For future business sustainability, workplaces must take this into account and go to lengths to enable staff to successfully balance their jobs with their personal lives.



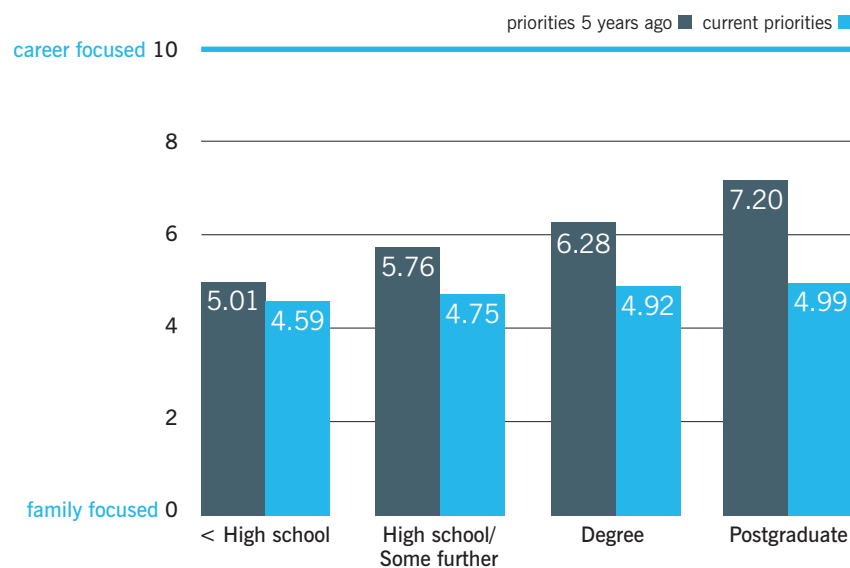


**Graph 3: Reduced focus on career across life stages**

Q: Please think back to your priorities five years ago. Using a 0 to 10 scale where 0 means entirely focused on family, 5 means focused on both family and a career and 10 means you were entirely focused on your career, score where your *priorities lay five years ago*. Think now about your *current priorities*.

Q: Again using a 0 to 10 scale where 0 means entirely focused on family, 5 means focused on both family and a career and 10 means you were entirely focused on your career, score where your *current priorities* lie.

Base: All respondents (n=1,610)



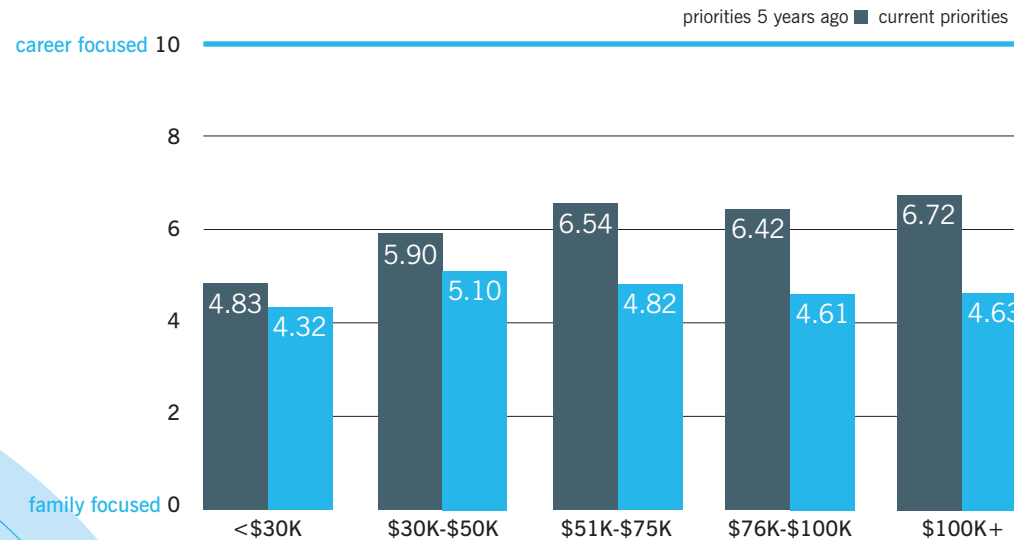
**Graph 4: Reduced focus on career across education**

Q: Please think back to your priorities five years ago. Using a 0 to 10 scale where 0 means entirely focused on family, 5 means focused on both family and a career and 10 means you were entirely focused on your career, score where your *priorities lay five years ago*. Think now about your *current priorities*.

Q: Again using a 0 to 10 scale where 0 means entirely focused on family, 5 means focused on both family and a career and 10 means you were entirely focused on your career, score where your *current priorities* lie.

Base: All respondents (n=1,610)

**Graph 5: Reduced focus on career across income**



**Q: Please think back to your priorities five years ago. Using a 0 to 10 scale where 0 means entirely focused on family, 5 means focused on both family and a career and 10 means you were entirely focused on your career, score where your priorities lay five years ago. Think now about your current priorities.**

**Q: Again using a 0 to 10 scale where 0 means entirely focused on family, 5 means focused on both family and a career and 10 means you were entirely focused on your career, score where your current priorities lie.**

Base: All respondents (n=1,610)

While it is certainly a most significant factor, it is important that employers keep in mind that work/life balance is not just about the family/career dichotomy. Many employees have various other priorities that they are trying to fit into their lives in addition to their work and family commitments.

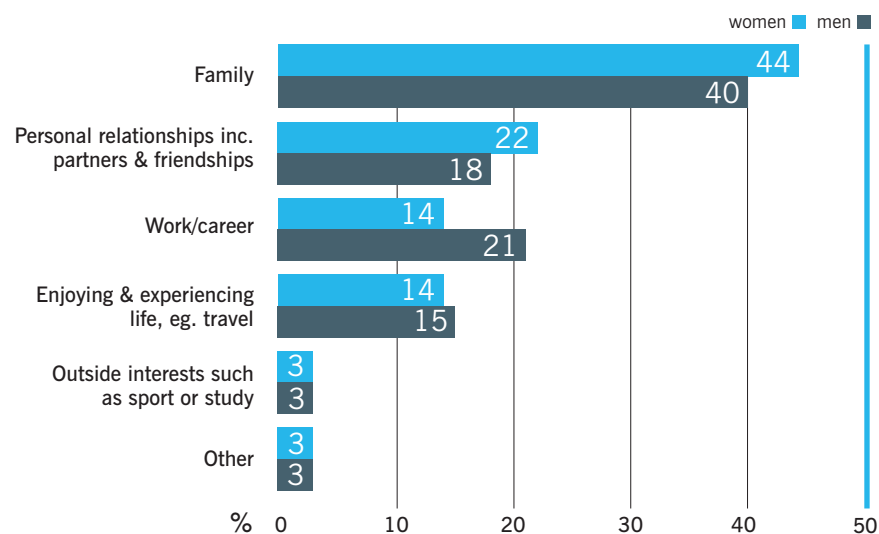
For example, while 22% of women and 18% of men say their highest current priority is their personal relationships, including those with partners and friends, 14% of women and 15% of men consider travelling and other life experiences to be most important. Another 3% of both women and men are focusing most on outside interests such as study or sporting activities (see Graph 6).

Organisations that engage in regular dialogue with their employees regarding the commitments they have outside work and remain open and supportive in accommodating their pursuit of these commitments, will be well-positioned to significantly improve and maintain staff engagement and motivation.

One woman's comment in a focus group substantiates this: "I would like to think that my job would be flexible if my priorities change", she said. "I don't want to change my job every time I change something in my life. It would be nice if your job changes with you...."



**Graph 6: Current highest priority for women and men**



**Q: Considering the various aspects of your life, please select which of the following is your highest priority at the moment.**

Base: All respondents (n=1,610)

**Men also have family responsibilities**

While figures in the previous chapter highlighted the significant discrepancy between women’s and men’s uptake of caring and household duties, employers must be careful not to make the assumption that male employees consequently do not have family obligations and thus place greater pressure on them to spend more hours in the office.

Research has found that men would in fact like to spend more time with their families yet are prevented from doing so due to their work commitments. One survey of 1,000 Australian fathers showed that 68% of respondents believed they did not spend enough time with their children<sup>8</sup>, while another survey indicated that 60% of fathers felt that their jobs caused them to ‘miss out on some of the rewarding aspects of being a parent’<sup>9</sup>.

It is evident then, that just as women have similar career aspirations as men but have less access to leadership roles and higher salaries (as will be further explored), so too do men share similar family-focused sentiments to women but feel that their jobs interfere with the time they spend with their families.

Both have reported being left with a consequent sense of reduced fulfilment and will be very likely less engaged in their workplaces where this is the case.

Why is it, then, that men’s increased prioritising of their families does not translate to the amount of time they spend on caring or household duties? And why does women’s workplace participation continue to be reduced, compromised and sacrificed as a result of the greater proportion of domestic responsibilities they tend to assume?

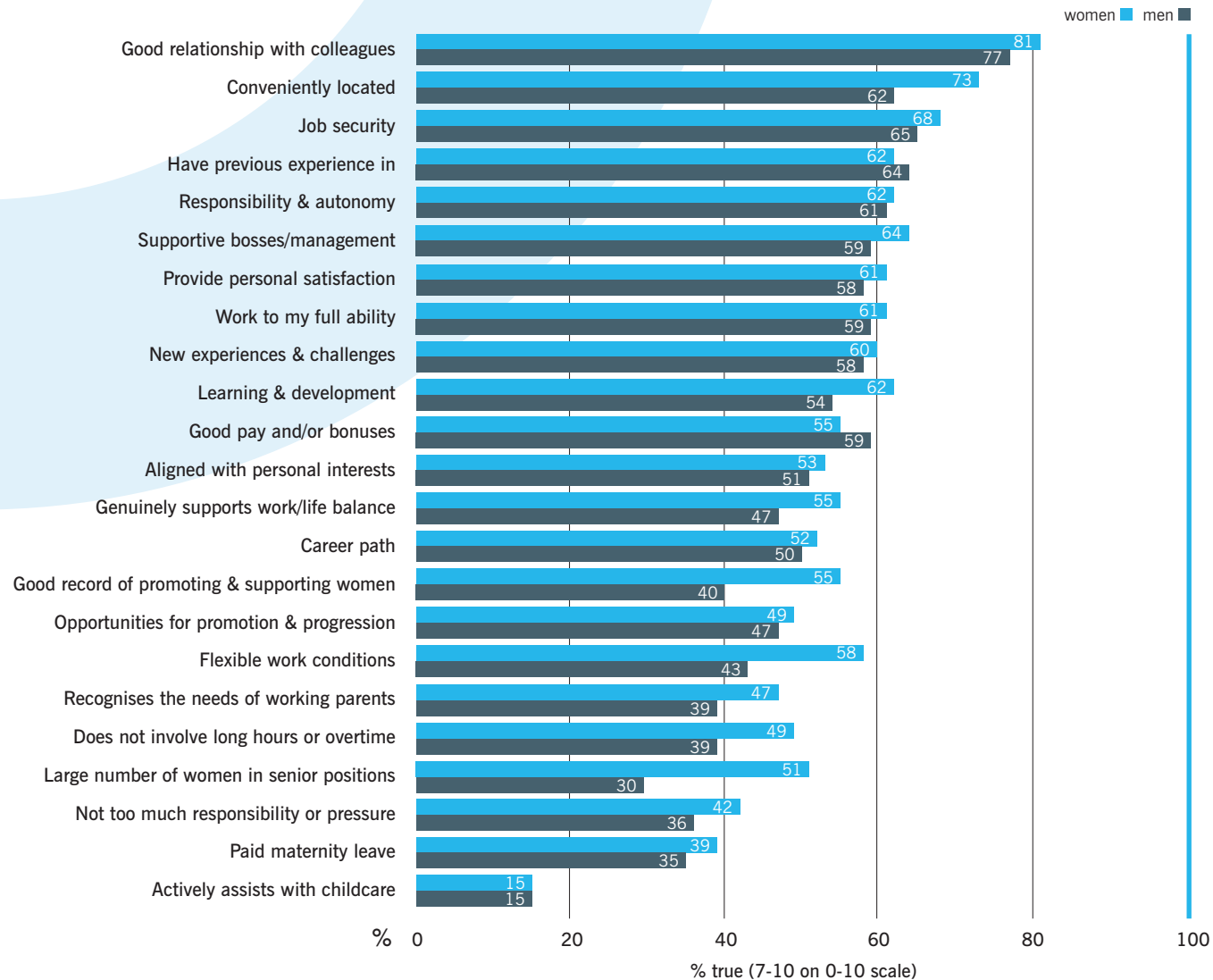
A 2005 discussion paper produced by the Human Rights and Equal Opportunity Commission (HREOC) attributes this to society’s gendered expectations which not only cause women to be relegated to the primary carer role, but also see men become trapped in the main breadwinning role<sup>10</sup>.

**Employers must be aware that achieving work/life balance is not just an issue faced by women; it is an issue for all employees of any gender, age, background and situation in life.**

They must ensure that all staff members feel comfortable and confident in approaching superiors to discuss managing their work commitments with their family responsibilities.

<sup>8</sup> Russell, G. Barclay, L., G. Edgecombe, G. A. Donovan, J. Habib, G & Pawson, Q. (1999), *Fitting Fathers into Families: Men and the Fatherhood Role in Contemporary Australia*, Department of Family and Community Services.  
<sup>9</sup> & <sup>10</sup> (2005), *Striking the balance: Women, men, work and family*, Sex Discrimination Unit, Human Rights and Equal Opportunity Commission.

**Graph 7: The benefits women and men believe their workplaces currently provide**



**Q: Please now think about your current or most recent job and workplace. Using a 0 to 10 scale, please rate each of the following where 0 means it is *not at all true of your current or most recent job and workplace* and 10 means it is *extremely true of your current or most recent job and workplace*.**

Base: All respondents (n=1,610)

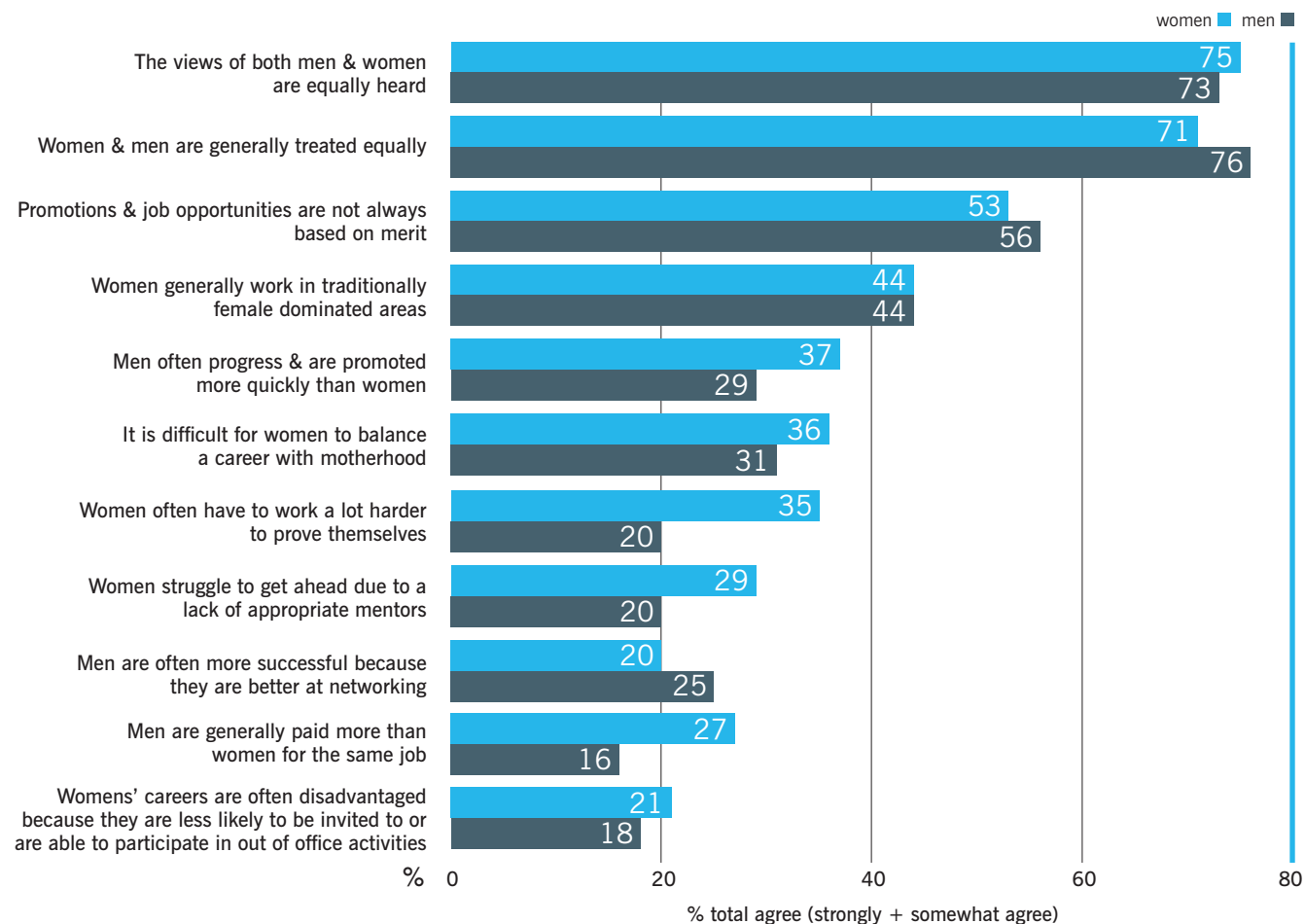
**What Generation F really think about their workplace**

It is important for organisations to be aware of any issues their employees may be experiencing, both regarding their role or the workplace generally, and to identify the exact problem so they can be in a position to address it effectively.

EOWA has asked employees to rate their workplaces against the same factors they said they consider most important when job seeking. These factors are an excellent starting point on which workplaces can consult with staff and measure how effectively they are managing their professional expectations and addressing their concerns.

In general, it was found that women’s and men’s perceptions of their current or most recent job and workplace are quite similar. Women feel that above all, their workplace affords them *good relationships with colleagues* (81%

**Graph 8: Attitudes towards equality in the workplace**



**Q:** Again thinking about *your current or most recent workplace*, please rate the extent to which you agree or disagree with the following statements as they apply to your workplace?

Base: All female respondents (n=805) and all male respondents (n=805)

compared to 77% of men), a *convenient location* (73% compared to 62% of men) and *job security* (68% compared to 65% of men). These three factors are also among the top four factors that men are most likely to consider true of their workplace. (see Graph 7)

Among the factors that women and men believe to be least true of their current or most recent workplace are the active *assistance with child-care*, the provision of *paid maternity leave*, *recognition of the needs of working parents*, having a *large number of women in senior positions* and a *good record of promoting and supporting women*.

It is important to note that the areas in which organisations are perceived by employees as lagging most, are those areas that are specific to and which can impact more directly on Generation F.

**Matters of gender equality**

**When specifically commenting on gender equality in their workplace, both women and men acknowledge that more work needs to be done before real equity can be achieved. 25% of women and 21% of men say they do not believe that women and men are generally treated equally in their workplace (see Graph 8).**

Furthermore, 44% of both women and men believe that women *tend to work in traditionally female-dominated areas*; **43% of women and 46% of men feel their workplace can be a bit of a boys' club**; and over a third of women (36%) and 31% of men recognise that *it is difficult for women to balance a career with motherhood*.

In terms of pay and promotion, there is the shared opinion that once again, equality has not yet been achieved. The most commonly perceived barriers for women include: *promotions and job opportunities are not always based on merit* (53% of women and 56% of men); *men often progress and get promoted more quickly than women* (37% of women and 29% of men); *women work harder to prove themselves* (35% and 20% of men); and *men are generally paid more than women for the same job* (27% of women and 16% men).

Focus group discussions also emphasised the inequalities women encounter in the workplace. One woman said that in her male-dominated workplace, men are accessing pay increases and promotions much more frequently than women.

She felt that this formal recognition occurs as a 'natural progression' for men but for women, it is simply not happening. Another participant said that men in her workplace tend to 'stick together and promote each other', while women are left to 'fight battles on their own'. There was further discussion of women's exclusion from the 'boys' club' and the consequent detriment this can have to their career advancement opportunities.

Several participants also shared their experiences with discrimination and harassment. In a job interview, one woman had been subjected to inappropriate comments from the male interviewer, who then used the contact details on her résumé to proposition her at a later date. Another woman disclosed that she had once been offered – and accepted – a permanent position but as soon as she informed the organisation that she was pregnant, the job offer was rescinded. There were numerous other accounts of women being questioned in job interviews about whether they had formal child-care arrangements, or how their working hours would be affected if their children were unwell.

In several instances, men are even more critical than women of their employers' efforts to support and advance women employees. Men are remarkably more likely than women to believe that their organisations do not *appoint women to senior positions* (10% more likely); do not *provide flexible work conditions* (10% more likely); and do not *have a good record of promoting and supporting women* (6% more likely).

This shows that it is not only women who perceive gender inequality in the workplace.

**Men too are aware of the constant struggles women encounter and it is evident that from the often privileged position they occupy in the workplace, they may be afforded an even clearer view of the extent to which women can be professionally disadvantaged and excluded.**

What this does *not* imply however, is that women are prepared to accept less than their male counterparts from their workplaces. We have already seen that in general, women are equally ambitious when it comes to their careers. Women are just as discerning as men and will not hesitate to seek a better employer if their workplace is not satisfactorily meeting their expectations.

Whether female or male, employees who feel engaged with their workplace will respond with quality performance, motivation and dedication. Through regularly communicating with all staff members across the organisation, employers can learn what their employees need to stay engaged and subsequently devise key methods for retaining them. This will be further explored in the following chapter on staff retention.

## How are women disadvantaged in the workplace?

The 2006 EOWA *Australian Census of Women in Leadership* showed that across ASX200 companies there were only six female CEOs, and women made up only 8.7% of board directors and 12.0% of executive managers<sup>1</sup>.

Graduate Careers Australia's December 2007 *GradStats* figures revealed that in 2007, male graduates commenced employment on a median salary of \$45,000 (an increase of \$3,000 from 2006), while female graduates earned only \$42,000 (an increase of only \$2,000 from 2006)<sup>2</sup>. The 2006 EOWA *Census of ASX200 Companies: Gender Distribution of Income for Top Earners* indicated that the gender bias is also prevalent at the most senior levels of business, with female Chief Financial Officers (CFOs) experiencing a median wage gap of 51% and women in support roles, a median wage gap of 39%<sup>3</sup>.

In further support of these findings, an ABS study showed that as at November 2007, women's average weekly earnings (for full-time, adult ordinary earnings) are 84.2% that of men's average weekly earnings, constituting an overall gender pay gap of 15.8%<sup>4</sup>.

Women are also far more likely than men to be subjected to sex-based harassment and discrimination in the workplace. A 2002 study by HREOC revealed that 86% of reported incidents of sex-based harassment involved a female victim and a male perpetrator<sup>5</sup>.

1 2006 EOWA *Australian Census of Women in Leadership*, Equal Opportunity for Women in the Workplace Agency.  
2 *GradStats Number 12, December 2007*, Graduate Careers Australia.  
3 2006 EOWA *Census of ASX200 Companies: Gender Distribution of Income for Top Earners*, Equal Opportunity for Women in the Workplace Agency.  
4 *Average Weekly Earnings, Australia, 2007*, ABS Cat No. 6302.0, Australian Bureau of Statistics.  
5 (2003) *Sexual Harassment: A bad business. Review of Sexual Harassment in Employment Complaints 2002*, Human Rights and Equal Opportunity Commission.

## tips for business

- Communicate regularly and transparently with staff.
- Encourage an open culture where employees feel comfortable voicing any opinions or raising any issues of concern.
- Remember that employees are a diverse group and that each staff member will have different professional needs and expectations, which may evolve with changes in life stages.
- Avoid making any assumptions based on gender, family situation, age or job position about employees' career advancement and development plans. Instead, communicate regularly with all staff about their personal goals and aspirations.
- Train management to be aware of the importance of staff engagement and ensure that open communication is taking place throughout all departments and levels of the organisation.
- Develop a consistent scorecard for all review and promotion processes and hold management accountable for its equitable implementation.
- Ensure that staff can comfortably and confidentially raise more sensitive issues such as bullying or harassment and importantly, that all employees are aware that they can do this at any time.
- Ensure that meetings are held at times and in places where all relevant staff can attend and have the opportunity to share their opinions and voice any concerns.
- Conduct organisation-wide surveys. Surveys enable staff to communicate their perceptions and issues confidentially and honestly. Consider different surveys that target specific outcomes, for example:
  - An induction survey. This enables employers to identify from the outset, the individual needs and expectations of staff. Possible areas for enquiry could include further training they feel would enhance their performance, their career development aspirations, or the networking opportunities they feel would be of benefit.
  - A staff satisfaction or organisational culture survey. This will enable you to identify the general morale of staff throughout the organisation and provide employees with the opportunity to express any concerns or suggestions for how to improve the workplace environment or culture.
  - Exit interviews. It is important to ask staff who have resigned, why they are leaving. This presents the opportunity to identify any organisational issues which need to be addressed to improve staff engagement across the workplace.



# retain the skills and experience of Generation F



Identifying employees' professional needs and expectations as outlined in the previous chapter is just the first step. Staff who feel that their workplace does not satisfactorily address the issues they raise will become increasingly disengaged and eventually seek employment elsewhere.

Having already explored the workplace characteristics and employer actions that attract and engage Generation F, this third and final chapter will identify what issues most motivate talented female staff to quit their jobs. These are the areas that employers must seek to address; in such a competitive labour market, flexibility, innovation and most importantly, effective action, are imperative for avoiding high rates of attrition.

### **Women seek better opportunities, better conditions**

Australian Human Resources Institute's 2008 HRPulse research report conservatively estimated the cost of replacing a job leaver at 75% of the salary involved.<sup>11</sup> Another study conducted by the UK's Department for Education and Employment showed that replacing a job leaver costs an organisation at least one third of the recruit's starting salary<sup>12</sup>. These costs are as significant as they are unnecessary and avoidable. Organisations *must* reflect on whether they are doing enough to retain talented and experienced staff; otherwise, the risk is just too great.

### **Career Development Opportunities**

**Two of the five most common reasons for women to leave their previous jobs were a *difficulty in progressing* (17% of women) and *lack of clear career development* (15% of women).**

A quarter of women surveyed (24%) do not feel that their current employers provide them with a career path and 16% do not believe they are afforded sufficient learning and development opportunities. (See Graph 9).

This is despite the fact that 70% of women look for an employer that provides them with a career path and 83% consider development opportunities extremely important when job seeking.

### **Competitive Salary Packages**

Desire for a higher salary was the second most common reason that motivated women to leave their previous job (16%). Looking at how women perceive their current or most recent job

and workplace, many are expressing dissatisfaction with their salaries.

Although 88% of women rate good salary and/or bonuses as an important characteristic of a new job, only 55% of women say their current organisation actually does offer them good pay.

### **Workplace Flexibility**

12% of women were motivated to resign from their previous job in search of greater work/life balance and 10% of women left because they wanted more flexibility in their roles. Furthermore, 10% of women left their last job because of family commitments and 11% of women left to have children.

When job seeking, a significant 83% of women consider organisational support of work/life balance to be very important and 60% place great importance on workplaces that recognise the needs of working parents.

Currently however, nearly half of women (45%) do not believe their workplace genuinely supports work/life balance and

<sup>11</sup> (2008) *HRPulse Research Report*, Australian Human Resources Institute (AHRI)

<sup>12</sup> (2006) *Balancing Work and Family: Report on the inquiry into balancing work and family*, Family and Human Services Committee.

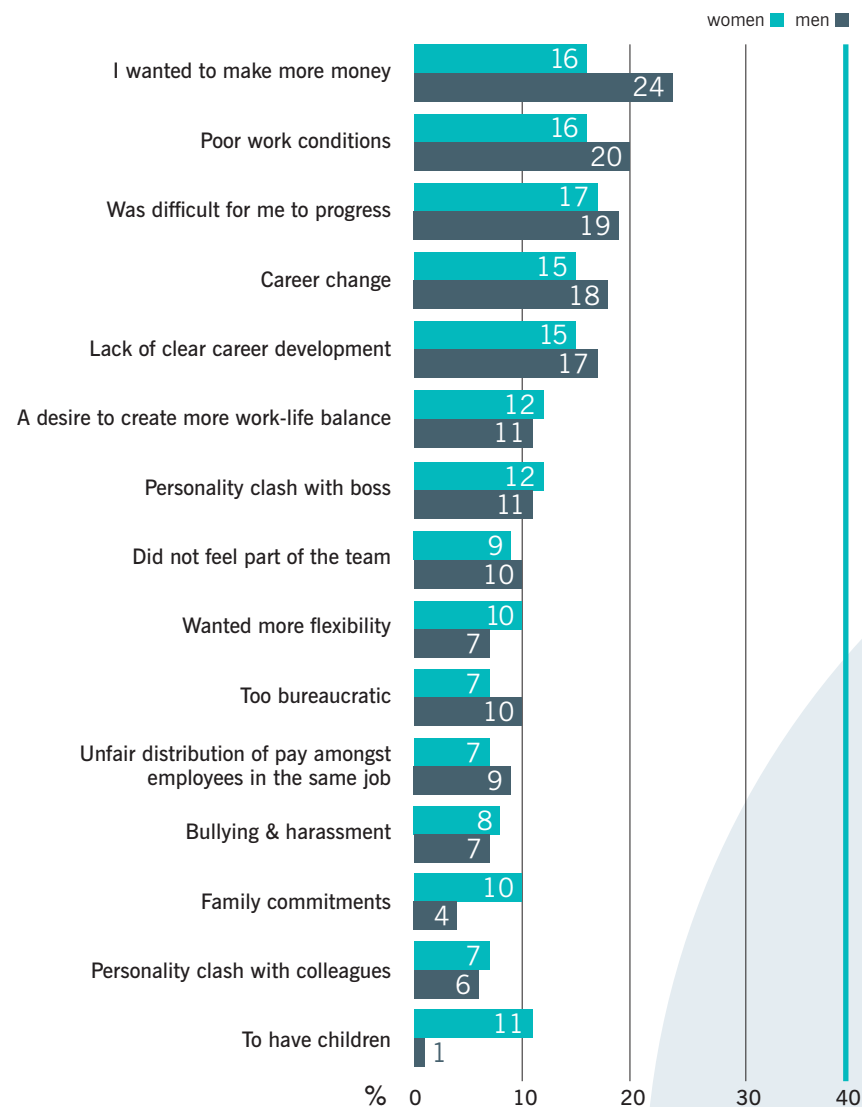
42% do not feel that they have access to flexible work conditions. 22% of women do not feel that their workplace recognises the needs of working parents and less than half (49%) believe that their role does not involve working long hours or overtime.

### Gender Equity

7% of women left their last job because of an unfair distribution of pay amongst employees in the same role. Furthermore, nearly one in 10 women (8%) left their previous job because of bullying and harassment and 2% left because they were victims of sexual harassment. And although 69% of women say they consider an organisation's record of promoting and supporting women to be extremely important when looking for a job, only 55% believe that their current employer actually achieves this.

The belief that women encounter additional obstacles in the workplace to men is not held by women alone. We have already seen that men are in many cases even more conscious than women of the specific challenges that can hinder women's equal workplace participation and advancement. When asked – unprompted – to list the top three challenges facing women in the workplace, 24% of men feel that women must work harder than men to gain equality and respect amongst peers, 31% of men say women struggle against boys' clubs and male-dominated

**Graph 9: Top 15 reasons why women and men left their previous job**



**Q: Thinking now about why you left your previous job, please select the main reasons why you left?**

Base: All respondents (n=1,610)

working environments, and 20% of men mention the difficulty women encounter in balancing their work and family commitments.

**There is a clear discrepancy in what women want and expect from a role and workplace, and what they are actually experiencing.**

Generation F however, is not a passive group of employees. They are skilled, in-demand and mobile, with their priorities clearly defined and if their workplace expectations are not being met, they will not hesitate to seek an alternative employer.



## tips for business

### Career Development

- Consult with all staff about their individual career ambitions. Do not assume for example, that women with children will not be open to certain development opportunities, such as opportunities involving travel or relocation.
- Require all staff to have a career discussion with their manager or supervisor that includes mapping out an annual training and development plan.
- Encourage managers to discuss training and development interests and opportunities for the future with both female and male employees.
- Hold managers accountable for implementing the development plan by including it in their workplace and/or performance agreement. Provide employees with access to different modes of training (for example, on-the-job, rotation, coaching, and distance education).
- Ask senior managers to act as mentors to both female and male employees. Consider the benefits of having mentors from different backgrounds available to provide mentoring support.
- Ensure that training and development are available and accessible to all staff, including secondment, mentoring and networking opportunities.
- Monitor women's and men's access to training and development opportunities to identify any inequities. Be sure to identify if gender inequities are experienced more particularly by certain groups of women, for example, indigenous women, women from non-English speaking backgrounds, mature-aged women and women with disabilities.
- Encourage staff to participate in learning experiences that build diverse skills and broaden career options.
- Provide both female and male high potential staff with training and development experiences that will assist them, where appropriate, to fast-track their career.
- Support all employees wishing to undertake formal study, for example, paid study leave or financial assistance.
- Communicate company commitment to valuing and managing differences through induction training, and by providing diversity training for managers and employees at all levels of the organisation.

### Remuneration

- Conduct regular pay analyses and address any identified pay inequities.
- Benchmark the salary packages and bonuses your organisation offers against those of your competitors. Are your employees receiving similar pay for the same work? Has your organisation considered other forms of allowances and benefits such as car and mileage allowances, health insurance or financial assistance with child-care?
- Ensure that bonuses are awarded equitably. A transparent, objective, merit-based set of criteria will ensure a fair process is upheld.
- Ensure that both women and men, including full and part-time staff, pregnant women and women on maternity leave, are included in all pay review processes.
- Ensure that the achievements of high performers are appropriately recognised and rewarded.
- Analyse individual workplace agreements to ensure that they are free of any bias.
- Ensure that staff have the confidence and skills to be able to negotiate their salaries. Feeling able to do this will prevent them from having to look to another organisation for a higher salary.

### Address gender inequity

- Educate managers on how to implement and manage performance reviews effectively and in a non-discriminatory way.
  - Monitor and compare the promotion and transfer rates of female and male employees. Identify any promotion barriers that may be preventing women from advancing. Implement strategies to address these barriers.
  - Conduct confidential exit interviews to identify what particular factors are motivating staff to leave your organisation.
  - Conduct non-biased skills audits across your organisation to identify all high potential female and male employees who are interested in promotion opportunities.
  - Ensure that all opportunities for career development such as mentoring, networking, secondment, acting in higher roles and internal and external training are genuinely awarded on merit and not biased against gender, age, hours spent in the office or family situation.
  - Implement a harassment and discrimination policy that is endorsed by your organisation's CEO and executive and which covers all issues (e.g. harassment via inappropriate use of e-mail or Internet, or workplace bullying).
  - Ensure that networking functions and opportunities are accessible to all staff members, to avoid the proliferation of a 'boys' club' mentality throughout your organisation.
  - Provide compulsory sex-based harassment and discrimination training and refresher training to all staff members.
  - Ensure complaints procedures that are transparent, accessible and clearly communicated to all staff members.
  - Treat all harassment and discrimination complaints seriously and investigate and address them promptly.
- Tips for business addressing workplace flexibility will be outlined in the following section.



## VicSuper

Since joining VicSuper eight years ago as a graduate, Joanna has taken advantage of the organisation's career pathing strategy. This has enabled her to pursue further study and progress to her current role of senior superannuation adviser.

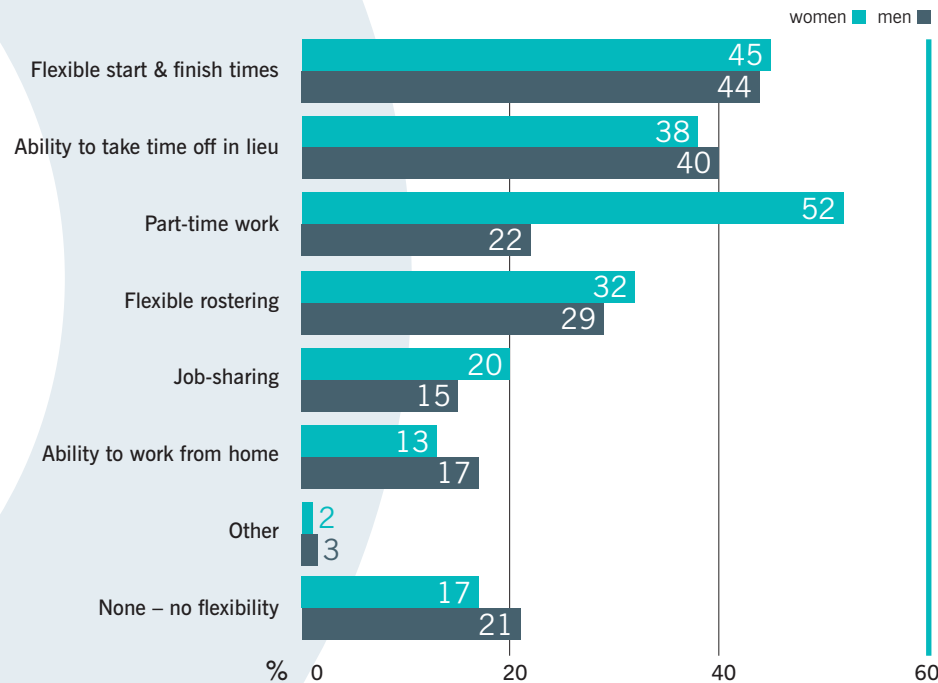
Her gender was entirely irrelevant in the traditionally male-dominated financial services industry, and the ongoing support provided by VicSuper ensured that she attained the skills and experience necessary to succeed. She is now a team leader focused on learning and development for VicSuper's superannuation advice team.

*"Throughout my career at VicSuper, I've been coached and mentored by my managers and colleagues... and I can't emphasise enough how supported and confident that made me feel. Although not all employers offer these kinds of opportunities to their staff, I hope more and more workplaces catch on. It makes a huge difference,"* she says.

Above photograph of Joanna courtesy of VicSuper

case study

**Graph 10: What flexible arrangements workplaces are really offering**



**Q: Of the following, which in your opinion does your current or most recent workplace offer satisfactorily? Please mark as many as are appropriate.**

Base: All respondents (n=1,610)

**The importance of workplace flexibility**

We have seen that the availability of flexible working arrangements is becoming one of the most critical elements of any Australian workplace's retention strategy. Employees of either gender or any age, profession or life stage seek to establish a balance between their work and personal life. They seek genuine commitment from their employer to help achieve this balance and with more organisations integrating flexibility into their workplace programs, there is ever-growing demand for innovation and progress in this area.

In recognising how important it is for retaining skilled staff, many workplaces say they are responding in some way to their employees' need for flexibility. EOWA's Work/Life Flexibility Survey 2003 found that there were employees working part-time hours in 94% of reporting organisations. 89% of organisations had staff members that were accessing carer's leave and 80% of organisations enabled staff to work flexible hours. Less commonly provided were working from home provisions (45% of organisations), compressed hours (25% of organisations) and child-care provisions (7% of organisations)<sup>13</sup>.

Despite so many organisations providing at least some form of work/life flexibility, 17% of women still feel their workplaces offer no flexibility at all and the majority of women feel their organisations need to improve their provision of flexible arrangements. Nearly half of women (48%) do not feel that their workplace satisfactorily offers part-time work and this is the flexible arrangement that women are *most likely* to believe they are able to access. Over half (55%) of women do not believe their employer offers flexible start and finish times, 80% do not feel they can access job-sharing opportunities and 87% do not believe their workplace satisfactorily enables staff to work from home (see Graph 10).

Organisations must communicate that flexible working conditions are not only permissible for women with caring responsibilities; they should be made as accessible to men as they are to women, at any age or stage of life. If men are not encouraged to benefit from flexible arrangements, these arrangements will become stigmatised as utilised only by women. Not only will this result in women being perceived as less committed, further blocking their access to promotions and other opportunities, but it will also serve to prevent men from being equally involved in their family and personal life as they desire.

13 (2004), *Work/Life Flexibility Survey 2003: Access to work/life flexibility results*, Equal Opportunity for Women in the Workplace Agency.

There is a marked difference in the uptake of flexible working arrangements between managers and other staff members. EOWA's Work/Life Flexibility Survey 2003 revealed that managers are considerably less likely to access flexibility arrangements than all staff members generally. While managers and general staff accessed carer's leave and child-care provisions in similar proportions, far fewer managers than general staff were accessing compressed hours (12% fewer managers), job-sharing opportunities (42% fewer managers) and part-time working hours (51% fewer managers).

The need for managers to have access to flexible working hours is not only an equity issue. If managers do not 'walk the talk' in this respect, working flexibly will be potentially perceived as an obstacle to promotion and advancement, causing apprehension in the uptake of these provisions. Talented women who require flexible hours and are keen to progress into senior roles but perceive prohibitive working conditions at that level in their organisation are likely to become disillusioned, prompting them to seek alternative workplaces.

## tips for business

### Workplace flexibility and job design

- Consultation is the key – ask the women in your organisation what improvements or additional provisions would help them to better balance their work and life responsibilities.
- Review all vacant jobs to see if flexible working arrangements can be accommodated, rather than designing all jobs around the traditional '9am-5pm' arrangement. Consider the following, among others: part-time work, job-sharing, flexible start and finish hours, compressed hours and working from home.
- Ensure that staff working flexibly are encouraged to apply for promotions and training and development opportunities, and are not excluded from meetings and decision-making.
- Schedule meetings at times that enable all staff members (including those working flexibly) to attend.
- Ensure that the provision of flexibility and quality part-time work is utilised across all levels of the organisation, including at senior levels and across all departments.
- Establish a flexible rostering system that meets both the diverse range of needs of your employees, as well as the needs of your organisation.

### Retain working parents and encourage return to work

- If you do not offer paid maternity leave, benchmark with similar organisations, then prepare and present your business case to your Executive and leaders.
- Implement a 'Keep in Touch' program for employees on parental leave.
- Provide a referral service for staff to locate child-care providers in the vicinity of the office location.
- Consider providing on-site child-care centre.
- Subsidise employees' child-care and before and/or after-school care fees.
- Provide staff with reserved places in a child-care centre.
- Enable staff to salary-sacrifice child-care expenses.
- Do not direct the provision of child-care assistance to women alone. Remember that men also have child-caring responsibilities and encourage them to access all available provisions.

### Workplace Culture

- Do not make assumptions about which staff members may want or need to work flexibly.
- Recognise that employees' needs change at all life stages, not just if or when they have a family. Balancing life and work is extremely important regardless of an employee's gender, age, job position or situation in life.
- Ensure that all policies and provisions relating to parental leave and job flexibility are available to and designed to cater for all employees, not just women with children.
- Create flexibility for all staff and ensure that the culture of your workplace does not overlook or penalise any employee who takes up flexible working conditions.
- Ensure that HR and Managers do not consider the uptake of flexible work options as an impediment to promotion or career development within the organisation. Be sure that this is communicated to all staff.
- Train managers in the management of flexible working arrangements and other work organisation processes, including managing flexible rostering.
- Establish forums and/or other networking opportunities for staff who work or who want to work flexibly.

## American Express

Tracey, a Vice President and General Manager, has been with American Express for more than 20 years and currently manages over 450 employees in 12 countries across the Asia-Pacific region.

Tracey believes it is important to adopt a flexible working approach to help manage one's work/life balance. She has personally taken advantage of American Express' new work/life diversity policy 'Summer Hours', which allows employees to alter their work schedules by providing extended weekends during the summer months. This policy gives her the flexibility to spend more time with her family and friends throughout the week.

Tracey sometimes elects to work from home when she needs to put together a strategy paper or a speech without interruptions, or when she has conference calls outside of normal working hours.

*'It is a reality that people need flexibility in their working week occasionally. It is important as an employer that we partner with employees to help them achieve a greater work/life balance,'* said Tracey.

*'I believe knowing you have some flexibility to make time when you need it for family or personal reasons makes sense – it reduces absenteeism, empowers employees and creates a sense of loyalty towards the employer.'*

*'Where flexible work practices works for the company and the employer, it is a win-win.'*

## Deutsche Bank

Deutsche Bank values its employees. To demonstrate this, the bank has introduced several initiatives over recent years to improve the return to work rate of employees following parental leave and to facilitate greater attraction and retention of employees, especially women.

The bank provides 14 weeks' paid maternity/parental leave. In addition, a \$10,000 per annum Child Care Assistance payment has been designed to help employees returning to work from parental leave. The payment, paid monthly to primary carers returning from paid parental leave until the child turns three, equates to \$10,000 (gross) per child, per year for full-time employees (pro-rated for part-time employees).

Deutsche Bank also offers a fully equipped parents' room and 21 reserved and subsidised places at The Playroom, a purpose-built child-care centre located at Deutsche Bank Place in Sydney. Information about child and other family care options is also provided to staff through the bank's Family CareLink telephone information service.

Furthermore, salary packaging of child-care costs has been made possible by a 2007 ATO ruling obtained by Deutsche Bank, confirming that the child-care benefits at the Playroom provided to employees do not attract Fringe Benefits Tax (FBT).

## HASELL

HASELL, an international architectural and design firm, recognises that paid maternity leave and flexible working hours alone may not eliminate the financial hardship and other difficulties many families experience after the birth of a child. To address this, the organisation now provides employees who are primary carers of their children, forty-five dollars on top of their salary for each day they work in the first year following their return from parental leave. This is in addition to the provision of six weeks' paid parental leave and the ability to work flexible hours upon returning to work. Whilst the daily payment is designed to cover child-care costs, employees receiving the benefit can use it in other ways and are not required to disclose how they spend it.

As a result, these family-friendly initiatives have had a positive impact on the workforce. These include female employees announcing their intention to return to work from maternity leave earlier than originally intended and for more days a week. It has also led to a widening of interest from potential employees, who appreciate HASELL's leading stance on family-friendly policies and practices.

These retention strategies have targeted valuable employees, particularly females in their mid-thirties who have reached a level of maturity and skills vital to the culture of HASELL. It is also aimed at retaining women ready for the next stage in their careers in management and ownership positions. HASELL's attraction and retention strategy is leading the way in family-friendly practices.



*Photograph supplied courtesy of HASELL  
Photographer: Earl Carter*

# methodology

The research commissioned by the Equal Opportunity for Women in the Workplace Agency (EOWA) was conducted by Splash Consulting Group, an independent market research and specialist communications consultancy.

## Qualitative

A total of seven (7) focus groups were conducted among Australian women in June 2006. They were conducted in North Sydney and Parramatta among women aged between 20-59 years from across a mix of occupations and industries within a range of demographic groups:

OCCUPATION	AGE & LIFE STAGE	LOCATION
Low skilled	20-29, no children, SINKs/DINKs*	North Sydney
High skilled	30-44, with children	North Sydney
Low skilled	30-44, with children	Parramatta
High skilled	30-44, without children, SINKs/DINKs	North Sydney
Low skilled	30-44, without children, SINKs/DINKs	Parramatta
High skilled	45-59, empty nesters & children at home	North Sydney
High skilled	20-29, no children, SINKs/DINKs	North Sydney

\* SINKs = Single Income, No Kids  
DINKs = Double Income, No Kids

Each session ran for approximately 90 minutes and comprised up to eight participants.



### Quantitative

To test and quantify the qualitative findings, an online survey was conducted among a sample of n=1,610 people Australia-wide, including n=805 men and n=805 women.

The survey, undertaken from 1-8 December 2006, was conducted among Australian women and men aged 20-55 years working either on a full-time, part-time or casual basis for a private sector organisation with 50+ employees. Women on maternity leave and women and men not currently working but actively seeking work or intending to seek work in the next twelve months were also included if they had most recently worked on a full-time, part-time or casual basis for a private sector organisation with 50+ employees.

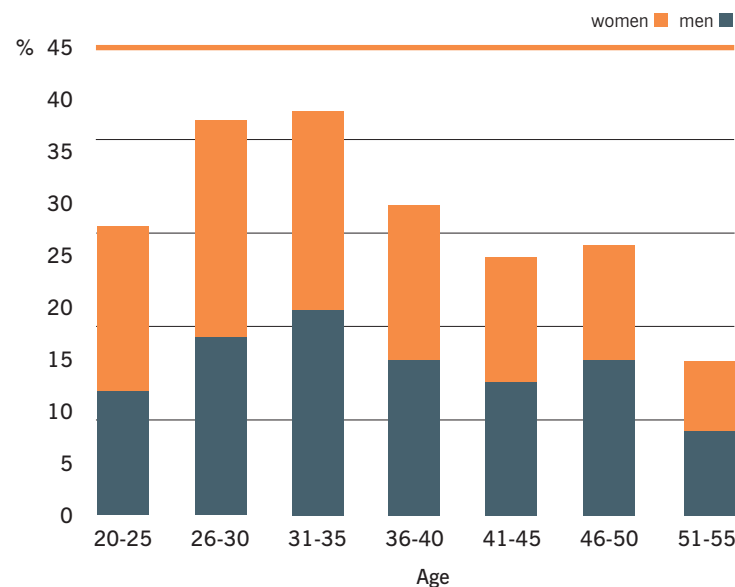
Individuals working in the fields of market research, journalism or media were screened out.

Splash Consulting typically uses qualitative (percentages or proportions) and quantitative (averages or means) measures in its survey designs. In general, for a qualitative measure, the maximum margin of error for a sample size of 1610 is +2.4 percentage points in 95 out of 100 cases.

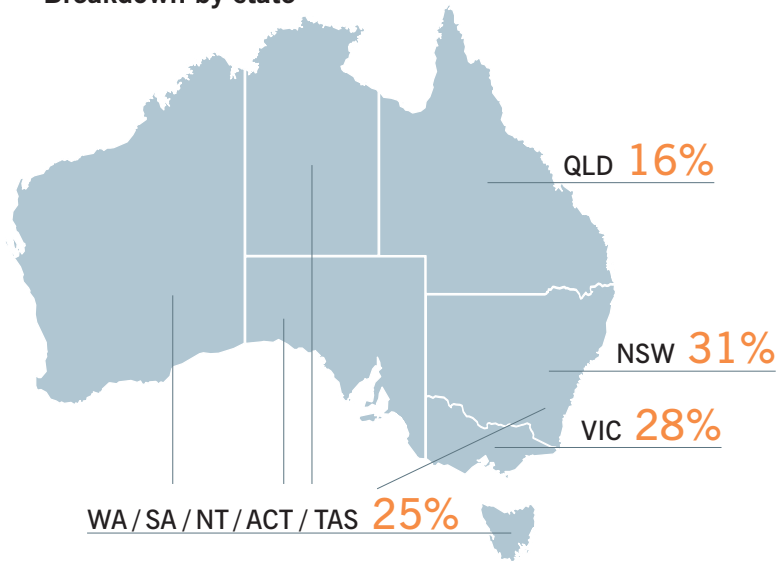
It should be understood, however, that this margin of error only applies to measuring a proportion based on the total sample. Margins of error will be different for comparisons between sub-samples and for quantitative measures, such as means derived from ratings scales.

A 0-10 rating scale was used in this survey. Where the report refers to a total percentage who agreed with a statement or who rated it as important or true, this was defined as 7-10 on the 0-10 scale. Where the report refers to a total percentage who disagreed with a statement or who rated it as unimportant or untrue, this was defined as 3-10 on the 0-10 scale.

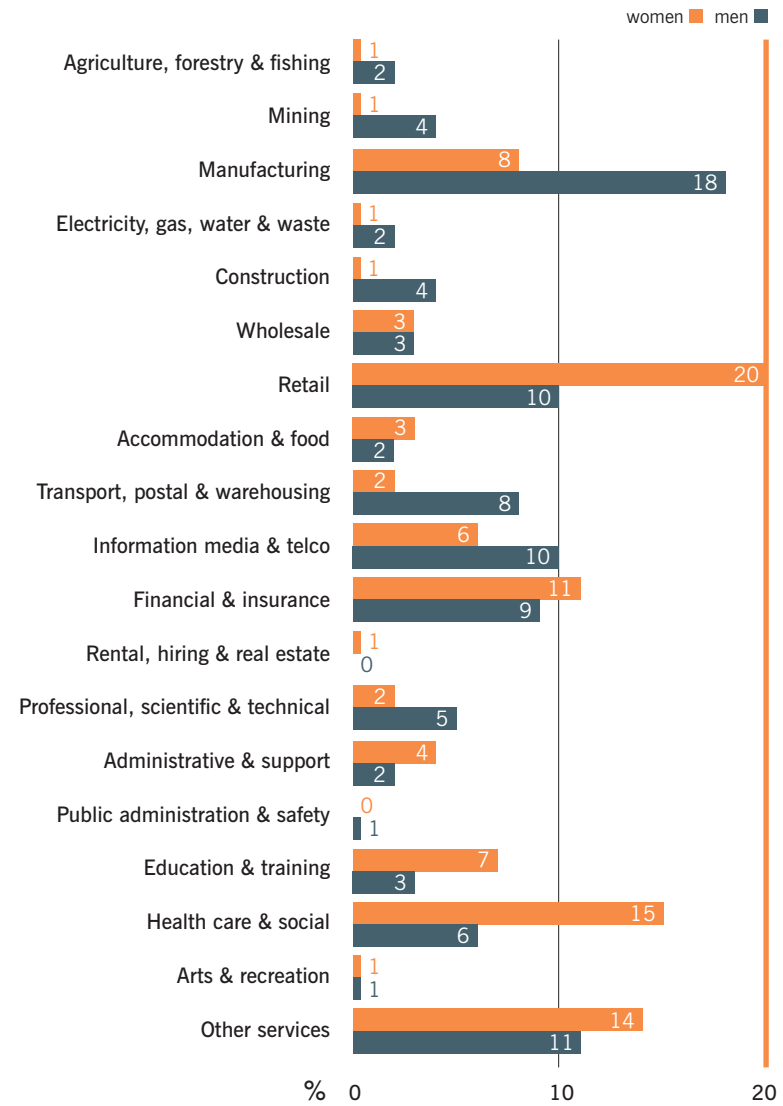
### Demographic profile of survey participants

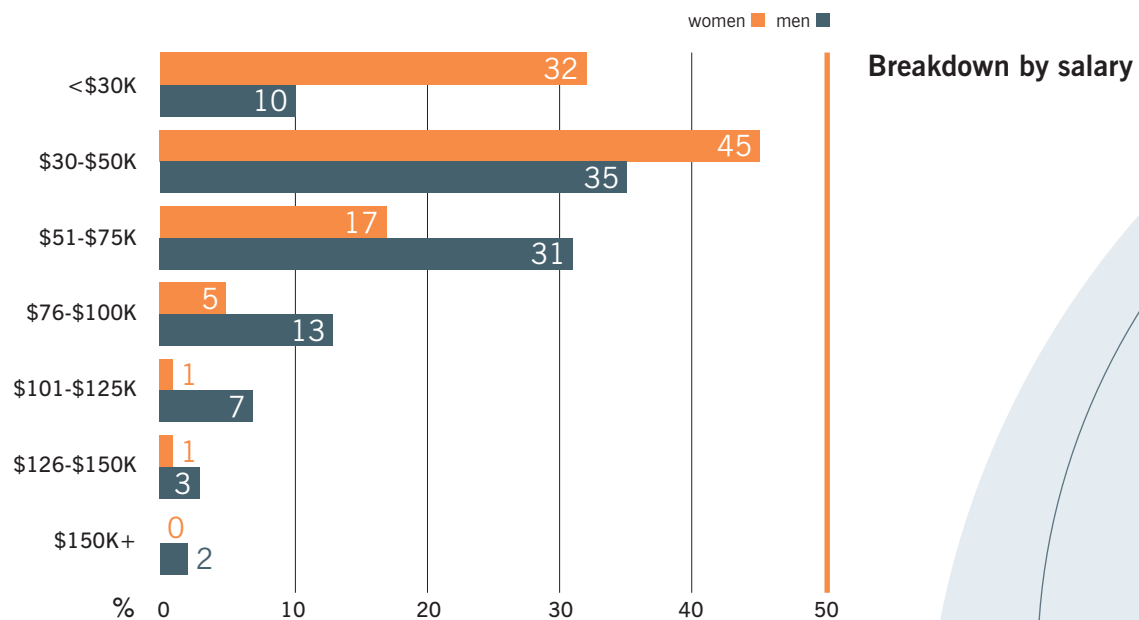
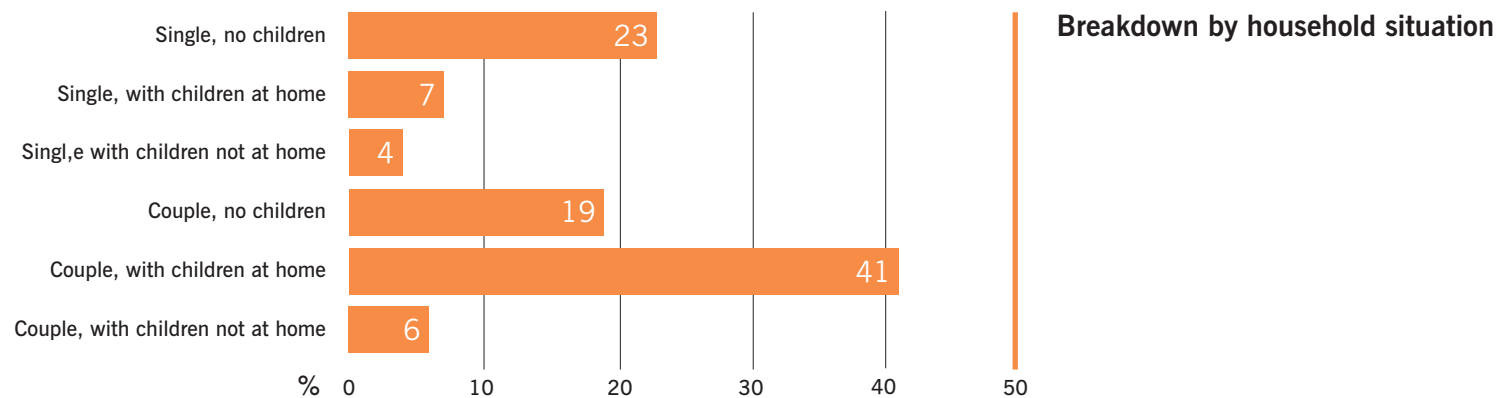


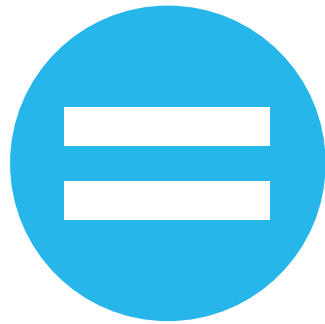
### Breakdown by state



### Breakdown by industry



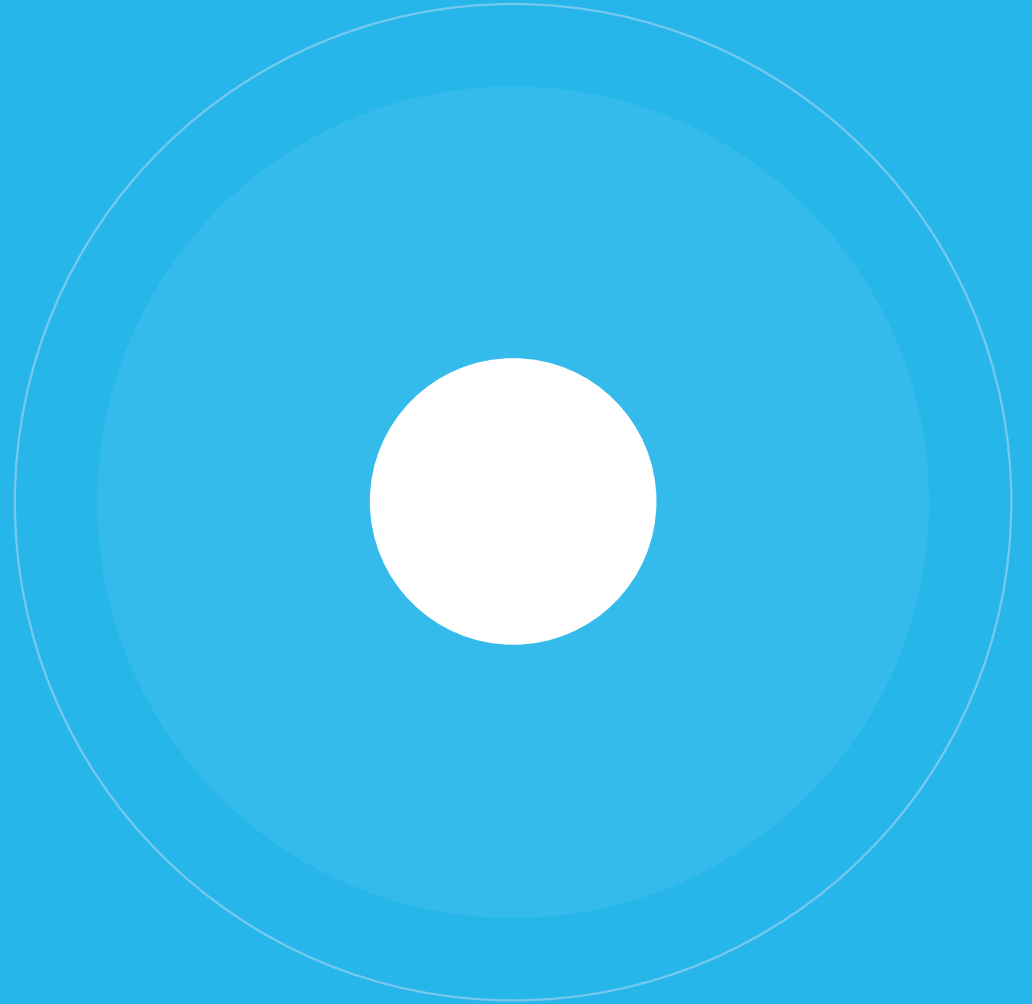




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