

Case study: Pay Equity

CEMENT AUSTRALIA

Using the EOWA pay equity tool, the Cement Australia HR team worked closely with the business improvement team in 2008 to deeply analyse pay equity within the company. Various aspects of inequity were considered as per the EOWA approach.

This analysis revealed that pay discrimination at similar grades had largely been addressed at Cement Australia. Analysis performed for the Cement Australia Executive following the 2008 pay review process revealed that the small gaps that had emerged across a few grades had been closed significantly. Currently pay equity at similar grades sits around 95%.

An analysis of occupational based inequity identified a very high representation of women in administration roles, the group with the lowest average pay of all occupation groups used in Cement Australia's analysis.

Cement Australia has had some success in breaking down the gender bias in this area over the past 24 months with a number of men being appointed to roles in customer service, accounts payable and other administrative roles. They have also increased the level of female representation in non-traditional female areas of supply chain and logistics.

Cement Australia recognised they had some issues associated with workforce participation based inequity and recognise the positive impacts of flexible working arrangements. Cement Australia ensures that where possible, flexible working arrangements that work for both the company and the family are given fair consideration, and that policies do not discriminate against part-time roles for men who are looking to pick up a larger share of family responsibilities.

Cement Australia uses an industry standard Hay Point grading system, and monitors pay levels to ensure they are well-researched pay grade bands. The grading process itself frequently involves the use of an independent expert in this area, particularly for new roles. Cement Australia continues to monitor this closely.