



Australian Government



Workplace  
Gender Equality  
Agency

# 2021 - 22 Gender Equality Reporting

Submitted by:

**Pendal Group Limited (ABN:28126385822)**

Date: 2022-08-12

# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes( <i>Select all that apply</i> )	
...Yes	Strategy Policy

3: Does your organisation have any of the following targets to address gender equality in your workplace?

Increase the number of women in leadership positions
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4: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

## Governing bodies

*Pendal Group Limited*

1: Does this organisation have a governing	Yes( <i>Provide further details on the governing</i> )
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body?	<i>body(ies) and its composition)</i>
1.1: What is the name of your governing body?	Pendal Group Limited Board
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	1
...Male	0
...Non-binary	0
...Members	
...Female	2
...Male	3
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <i>Select all that apply</i> )
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either) Other (provide details)
	Our target is to have a gender balance of 40% male, 40% female and 20% either at Board level by 2023. This has been achieved and female representation currently sits at 50%.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes( <i>Select all that apply.</i> )
	Strategy

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

Our target is to have a minimum of 40% female representation on the Pendal Group Board by FY2023.

Currently, we are exceeding this target. As such, we do not have a target which is expressed as needing to increase female representation on the Pendal Group board

# #Action on gender equality

## Gender pay gaps

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	No( <i>Select all that apply</i> )
...No	Non-award employees paid market rate Other (provide details)
...Other (provide details)	We implemented a new Remuneration Policy at the end of 2021 which outlines the link between performance, reward and risk, as well as the governance framework which oversees the remuneration and performance review processes

2: What was the snapshot date used for your Workplace Profile?

31-Dec-2021

## Employer action on pay equity

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

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	No( <i>Select all that apply</i> )
...No	No unexplained or unjustifiable gaps identified
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	<i>Pendal undertakes a gender remuneration gap analysis each year as part of the annual remuneration review process, using like for like role analysis across the organisation</i>

3: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

## Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Survey Consultative committee or group Exit interviews
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1.2: Who did you consult?	ALL staff Diversity committee or equivalent
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2: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

No

3: On what date did your organisation share your previous year's public reports with employees?

28-Jul-2021

4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders?	21-Jul-2021
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5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

No

6: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

# #Flexible work

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No ( <i>Select all that apply</i> )
...No	Not aware of the need
...Targets have been set for men's engagement in flexible work	No ( <i>Select all that apply</i> )
...No	Not aware of the need
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Being considered for roll out in FY23 as we establish our hybrid working model
...Employee training is provided throughout the organisation	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Being considered for roll out in FY23 as we establish our hybrid working model
...Team-based training is provided throughout the organisation	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Being considered for roll out in FY23 as we establish our hybrid working model
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	No ( <i>Select all that apply</i> )

...No	Not aware of the need
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No( <i>Select all that apply</i> )
...No	Not aware of the need
...Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Time-in-lieu	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
	SAME options for women and men( <i>Select all that apply</i> )

...Yes	<i>that apply)</i>
...SAME options for women and men	Formal options are available
...Purchased leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Has your organisation implemented an 'all roles flex' approach to flexible work?

Yes

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Yes, for both women and men

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

Employee performance is measured by performance and not presenteeism  
All team meetings are held online

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.7.1: How long is the qualifying period?

6

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?

Yes (*Please indicate how employer funded paid parental leave is provided to the primary carers.*)

1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:

All, regardless of gender

1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:

Birth  
Adoption  
Surrogacy  
Stillbirth

1.1.c: How do you pay employer funded paid parental leave to primary carers?

Paying the employee's full salary

1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?

Yes, on employer funded parental leave  
Yes, on unpaid parental leave

1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?

13

1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?

81-90%

1.1.g: Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?

Yes

1.1.g.1: How long is the qualifying period?

12

1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?

Yes

1.1.h: Do you require primary carers to take employer funded paid parental leave within a

certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 12 months
.. Yes	
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes ( <i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i> )
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary
1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	2
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	80-90%
1.2.g: Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	Yes
1.2.g.1: How long is the qualifying period?	6
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 6 months
.. Yes	

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

## Support for carers

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

Yes(Select all that apply)	
...Yes	Policy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Other (provide details)	
...On-site childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Other (provide details)
...Other (provide details)	on site space restrictions
...Breastfeeding facilities	No(You may specify why the above support mechanism is not available to your employees.)
...No	Other (provide details)
...Other (provide details)	on site space restrictions
...Childcare referral services	No(You may specify why the above support mechanism is not available to your employees.)
...No	Other (provide details)
...Other (provide details)	Small business, insufficient volume
...Internal support networks for parents	No(You may specify why the above support mechanism is not available to your employees.)
...No	Other (provide details)
...Other (provide details)	Small business, insufficient volume
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Information packs for new parents and/or those with elder care responsibilities	No(You may specify why the above support mechanism is not available to your employees.)
...No	Insufficient resources/expertise
...Referral services to support employees with family and/or caring responsibilities	No(You may specify why the above support mechanism is not available to your employees.)
...No	Insufficient resources/expertise
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Support in securing school holiday care	No(You may specify why the above support mechanism is not available to your employees.)
...No	Insufficient resources/expertise

...Coaching for employees on returning to work from paid parental leave	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Insufficient resources/expertise
...Parenting workshops targeting mothers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Insufficient resources/expertise
...Parenting workshops targeting fathers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Insufficient resources/expertise
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

### Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes( *Select all that apply*)

...Yes	Policy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction At least annually
...All employees	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction At least annually

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

### Family or domestic violence

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

Yes( *Select all that apply*)

...Yes	Policy
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2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

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...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	No( <i>Select all that apply</i> )
...A domestic violence clause is in an enterprise agreement or workplace agreement	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	we do not have enterprise or workplace agreements
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	we do not have enterprise or workplace agreements
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	we do not have enterprise or workplace agreements
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes( <i>Is the leave period unlimited?</i> )
...Yes	No
: How many days of paid domestic violence leave (not contained in an enterprise/workplace agreement) are provided?	10
...Access to unpaid leave	Yes( <i>Is the leave period unlimited?</i> )
...Yes	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	No( <i>Select all that apply</i> )
...No	Not aware of the need

...Other (provide details)	
...Offer change of office location	Yes
...Emergency accommodation assistance	No( <i>Select all that apply</i> )
...No	Not aware of the need
...Access to medical services (e.g. doctor or nurse)	No( <i>Select all that apply</i> )
...No	Not aware of the need
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.