



Australian Government



Workplace  
Gender Equality  
Agency

# Australia's Gender Equality Scorecard

November 2024

Key results from the Workplace Gender Equality Agency's Employer Census 2023–24



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**You can explore all of WGEA's data, including results at a national, industry and employer level, using the data explorer on the [WGEA website](#)**

## **Acknowledgment of Country**

The Workplace Gender Equality Agency acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past and present.



## CEO's Letter

Earlier this year, the Workplace Gender Equality Agency (WGEA) undertook an historic step in Australia's efforts to eliminate workplace gender inequality by publishing the gender pay gaps of nearly 5,000 Australian employers for the first time. The move solidified Australia's reputation on the global stage as a champion in this space, following in the footsteps of just a handful of nations that have led the way in demonstrating the power of gender pay gap transparency to drive positive change. Employers are now being held to account on their gender equality performance by employees, investors and the community. They are being challenged to articulate the drivers of their gap and their plans to address it.

There was an observable shift in employer focus and public attention on meaningful action to reduce employer gender pay gaps in the year leading up to WGEA's publication, following legislation changes the previous year. This *2023-24 Gender Equality Scorecard* is an insight into the gender equality landscape at Australian workplaces during this period.

The national results show a persistent and pervasive gender pay gap, which limits the lifetime earnings of Australian women, affecting their ability to save, invest and build long-term financial security for themselves and their families. In 2024, the total remuneration gender pay gap is 21.8%, meaning women earn just 78 cents for every \$1 men earn. This equates to women earning, on average, \$28,425 less each year.

But change is happening at the employer level, which suggests the anticipated publication of employer gender pay gaps had a motivational effect. Between 2022-23 and 2023-24 the mid-point of employer median gender pay gaps decreased from 9.1% to 8.9% and employers reported setting more targets to reduce gender pay gaps and tackle gender imbalances in their workforce composition. The proportion of employers that conducted a gender pay gap analysis increased 13 percentage points (pp) to 68% in 2023-24. Of those, 90% said they

conducted that analysis in the past 12 months. There was also a marked increase in the proportion of employers who took action as a result of conducting a gender pay gap analysis, rising from 60% in 2022-23 to 75% in 2023-24. This increase in employer action will impact the national statistics and ultimately the financial security of women in years to come.

It's worth noting that this increased focus and action on gender equality has coincided with some difficult economic times and business leaders' increased caution and concern going into 2024<sup>1</sup>. This hopefully signals a strong commitment to improving workplace gender equality - even when it is challenging.

This *Scorecard* represents a baseline from which to measure the impact of publishing employer gender pay gaps. The increased public accountability and transparency, along with the increased focus and action by employers, will help drive sustainable and meaningful progress on gender equality in workplaces and within industries, and close the gender pay gap.

We encourage employers and employees to use this *Scorecard* to enhance understanding and inform bold action by comparing these high-level results alongside employer and industry results on WGEA's website in our Data Explorer. From there, WGEA's comprehensive suite of employer resources and tools can help build capability and provide support to implement meaningful action plans for change. In future years, we expect to report that employers have built on the promising progress outlined in this *Scorecard* – in policy, practice, action and outcomes – to achieve a gender-equal workplace experience for all Australian employees.

**Mary Wooldridge**

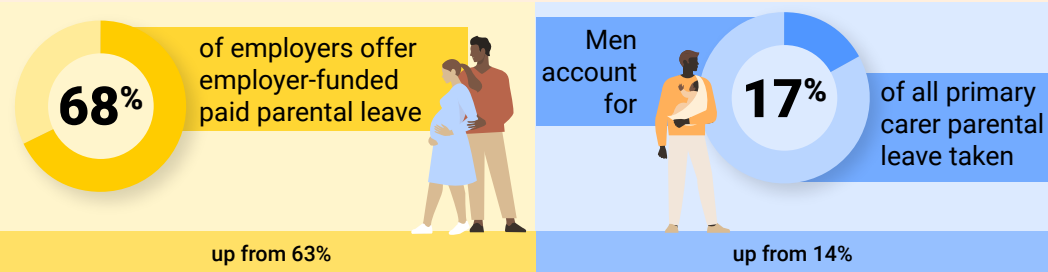
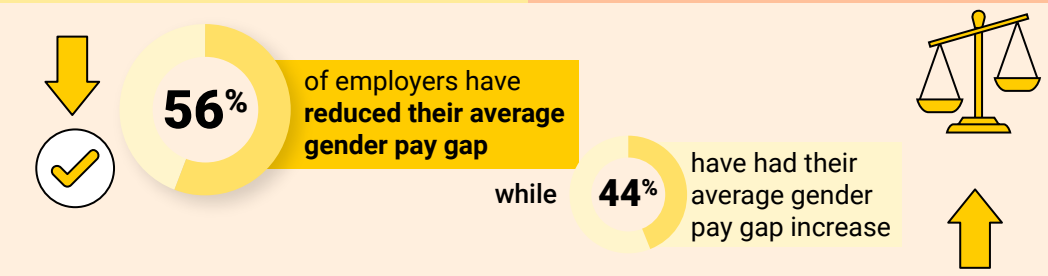
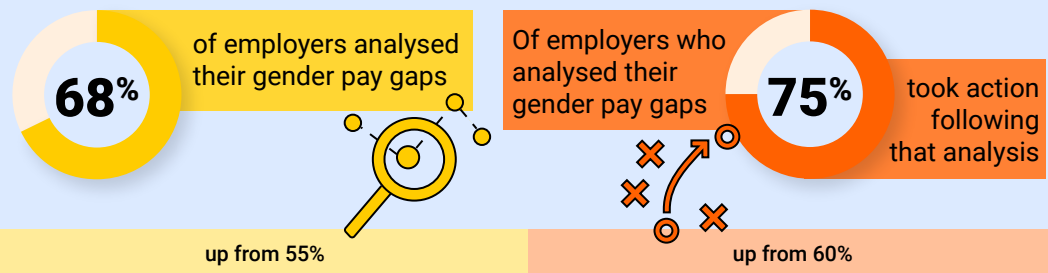
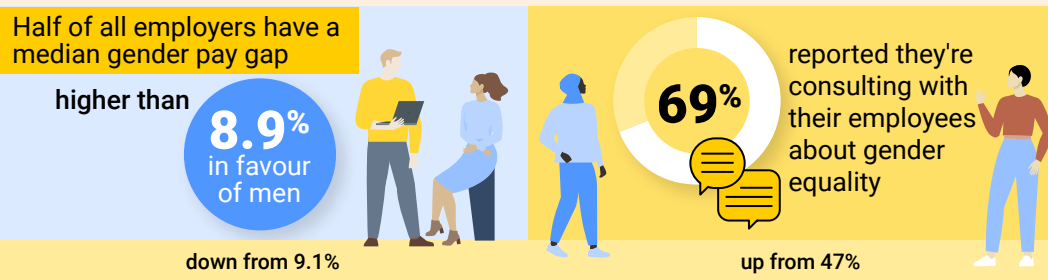
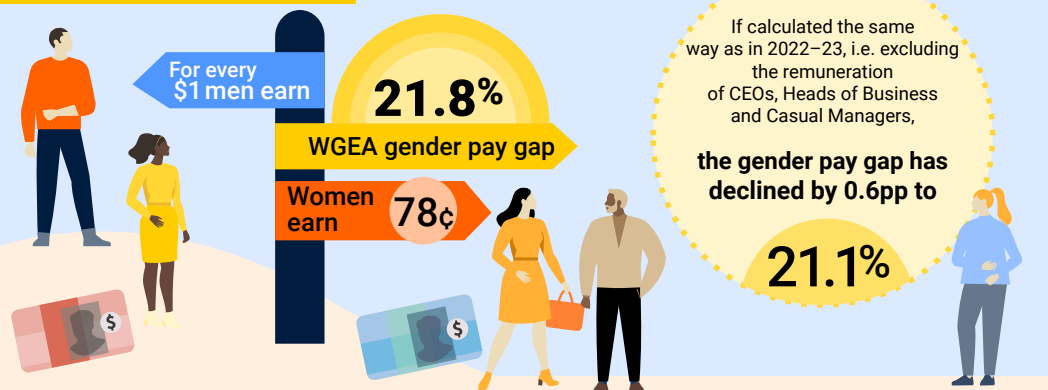
<sup>1</sup> AI Group (2024), *Australian Industry Outlook for 2024*



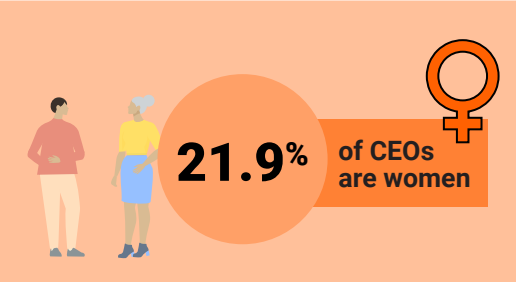
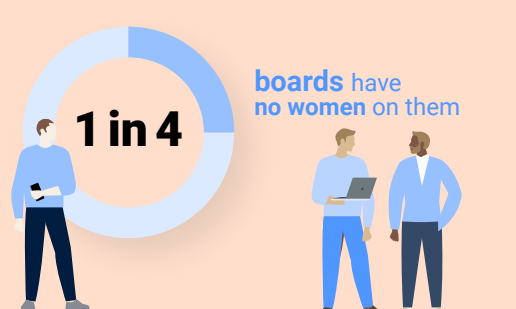
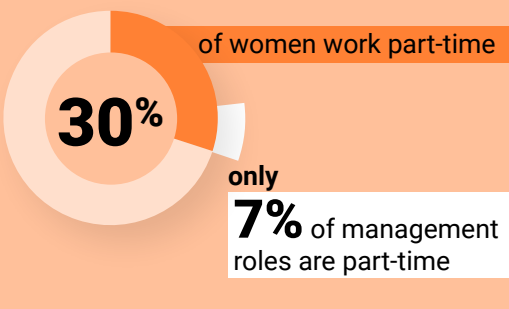
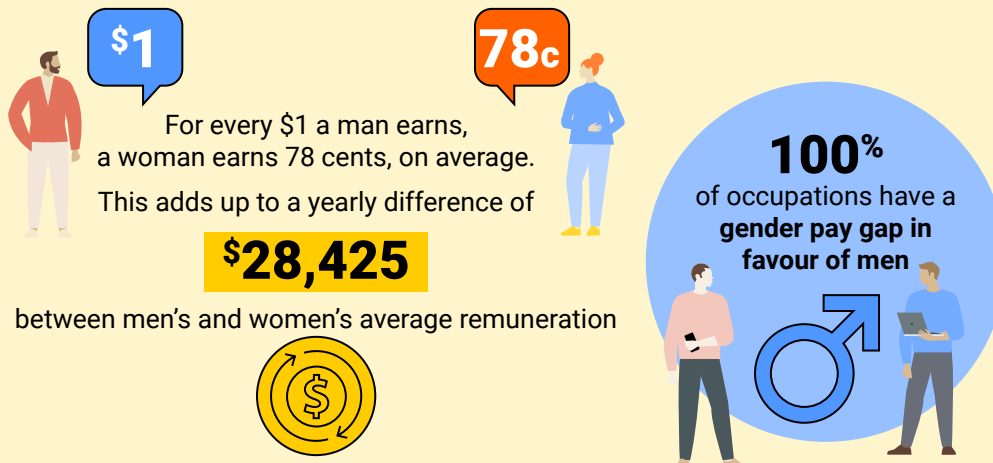
# Data snapshot

## What's improved?

Change since 2022-23



## What's stayed the same?



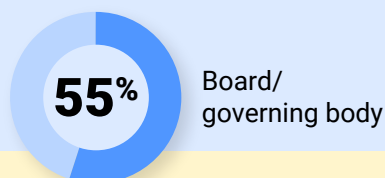
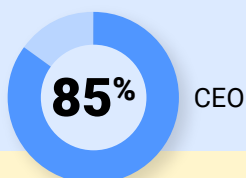
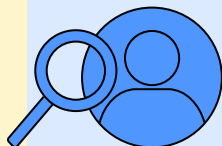
compared with 42% in 2022-23

compared with 22% in 2022-23

## Data we have for the first time



### Who's reviewing employers' sexual harassment policies?



# The state of workplace gender equality in 2023-24

WGEA's *Gender Equality Scorecard* provides an annual update on the state of workplace gender equality in Australia. It features data and insights from WGEA's annual Employer Census of private sector employers with 100 or more employees.

The information employers provided in 2023-24 relates to the year prior to WGEA publishing of employer gender pay gaps for the first time in February 2024. As such, it reflects what employers were doing in anticipation of the implementation of the legislative change.

Throughout 2023-24, the national focus on gender equality in Australia increased. In October 2023, the Women's Economic Equality Taskforce delivered "a 10-year plan to unleash the full capacity and contribution of women to the Australian economy". In March 2024, the government released *Working for Women: A National Strategy for Gender Equality*. Legislative reforms passed in March 2023 in the *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023* and associated Legislative Instruments, including publishing of employer gender pay gaps in Australia from 2024. All these developments have placed a spotlight on the actions of Australian employers in relation to improving gender equality in their workplaces. The intensified public focus correlates with an increase in employer understanding of, and action on, gender pay gaps.

While there are still areas for improvement, this *Scorecard* highlights the impact of the focus and positive action on workplace gender equality in Australia. Employers are making notable progress, especially on analysis of and action to reduce their gender pay gap, employee consultation, parental leave and more comprehensive target setting to deliver results.

These employer actions position Australia well for improvement in workplace gender equality in future years.



## Employers are taking greater action on gender equality

Gender equality is clearly on the agenda in Australian workplaces. 90% of employers have a policy or strategy to support gender equality in the workplace. More employers are seeking to reduce their gender pay gaps and improve gender equality in their organisations, including in workforce composition, parental leave, and employee consultation.

Key areas of action include:

- an increase in the number of employers who have undertaken a gender pay gap analysis, from 55% to 68% year-on-year. Of those who conducted a gender pay gap analysis, 90% have done the analysis in the last 12 months
- more employers (75%, up from 60%) are taking action on the results of their gender pay gap analysis. The biggest increases relate to reporting pay equity metrics (including the gender pay gap) to the executive, governing body and employees
- of employers who are setting targets (45%), more targets are being set, with the greatest growth in the number of employers that set targets to reduce their gender pay gap (up 17pp to 59%), increasing women in management (up 9pp to 68%) and having a gender balanced governing body (up 11pp to 35%).

These improvements are, in part, a likely anticipation effect of publication of employer gender pay gaps and the associated media and public focus. The significant increase in the number of employers conducting a gender pay gap analysis and taking action on the results means that Australian employers are seeking to understand the drivers of their gaps and put in place a plan to address them. The actions employers are taking, particularly in relation to target setting, are ones that evidence shows will drive improved results in future years.

With a direct link between the unequal division of unpaid care in households and gender inequality in the labour market, equal distribution of caring responsibilities is a key area of opportunity to improve equality. More employers (up 5pp to 68%) are offering paid parental leave, and a greater proportion of parental leave was taken by men (up 3pp to 17%). Gender-equal uptake of paid parental leave can remove or reduce the stigma more often borne by women for taking time out of the workforce, which can in turn affect their career opportunities. It can also promote shared responsibility for care on an ongoing basis.

Employers are also increasingly discussing gender equality with their employees. More employers have a policy or strategy for employee consultation on gender equality (up 20pp to 51%) and more employers are consulting employees on gender equality (up 22pp to 69%), enabling them to better understand and address employees' priorities.

## The inclusion of CEO/HOB remuneration data highlights differences at the top

The legislative changes enacted in 2023 required employers to report CEO, Head of Business (HOB) and Casual Manager remuneration to WGEA for the first time in 2023-24.

WGEA's and other Australian data consistently show that women's representation and pay at the level of CEO and HOB is well below that of men. Chief Executive Women's analysis indicates that this will continue to be a persistent issue for Australian employers, as the majority (82%) of CEO pipeline roles are filled by men.<sup>1</sup> Women's under-representation in executive roles also means that they are less likely to be appointed to boards, affecting the ability of the pipeline of candidates to enable gender diversity at board level, both now and into the future.

1 Chief Executive Women (2024), *Senior Executive Census 2024: Keeping Score of a Losing Game*.



The inclusion of the remuneration of these highly paid, generally masculinised, roles in WGEA's gender pay gap calculations has resulted in an increase in the average total remuneration gender pay gap of 0.7pp, to **21.8%** in 2023-24.<sup>2</sup> This forms a new baseline for WGEA's national gender pay gap calculations in the future.

The inclusion of CEO, HOB and Casual Manager remuneration data highlights the pervasive challenges experienced by women at the highest levels of leadership:

- The CEO/HOB gender pay gap is 27.1%, the largest of all manager categories. Even as women achieve the most senior levels of leadership in organisations, they are paid substantially less than their male peers.
- The higher the manager level, the larger the difference between total remuneration and base salary gender pay gaps, with the largest difference at CEO/HOB, highlighting the role of bonuses and discretionary pay in gender pay gaps at the most senior levels. When looking at base salary, women CEOs are paid \$74,923 less per year than their male counterparts. When looking at total remuneration, including bonuses and discretionary pay, the value of this gap increases to \$158,632 per year.
- Only 1 in 4 CEOs/HOBs are women.
- While there are more women CEOs/HOBs in women-dominated industries (44%) than in men-dominated (9%) or gender-balanced (18%) industries, this is still substantially less than their overall representation of 73% in those industries. Further progress is needed in all industries to achieve balanced representation of women at the most senior levels.

Opening more senior leadership roles to women must continue to be a priority for Australian employers. Employers should seek to understand and address the drivers of significant gender pay gaps at their most senior levels of leadership, and particularly the impact of the unequal distribution of bonuses and other discretionary pay on their gender pay gap.

## The gender pay gap reduced, excluding CEO remuneration, due largely to wage movements

In order to undertake a direct comparison of progress on the gender pay gap to last year, a comparison of this year's result without CEO, HOB and casual manager remuneration is needed. On that basis, Australia's average total remuneration gender pay gap marginally declined, to **21.1%** in 2023-24, a decrease of **0.6pp** from 2022-23.<sup>3</sup>

56% of employers improved their gender pay gap in the past 12 months and the number of employers with a gender pay gap within the target range of 0 +/- 5%, increased from 30% to 31%. As a result, there was a decrease in the mid-point of employer median gender pay gaps compared to last year from 9.1% to 8.9%.

The main driver of the decrease in the gender pay gap in 2023-24 was the increase of wages for lower paid workers; in particular, Aged Care Residential Services, where women make up approximately 80% of employees, and to a lesser extent, Retail Trade and Accommodation and Food Services.

<sup>2</sup> Net increase of 0.1pp from 2022-23

<sup>3</sup> This calculation applies the same formula for calculating gender pay gaps as in 2022-23 to enable a direct comparison and therefore excludes collection of remuneration data for CEOs, Head of Business and Casual Managers.





In June 2023, a Fair Work Commission decision led to a 15% minimum wage increase to several modern awards in the Aged Care sector.<sup>4</sup> The Commission found occupational segregation, gender stereotypes and historical legacies contribute to the undervaluation of women's work.<sup>5</sup> This means gendered assumptions may influence the valuation of work in modern awards, which can perpetuate national gender pay gaps. Results from the 2023-24 Employer Census highlight how addressing this historical de-valuation of wages in women-dominated sectors can help to improve gender equality and reduce the national gender pay gap in Australia.

A secondary driver of the gender pay gap reduction was a greater increase in women manager's average remuneration (up 5.9% from 2022-23.) compared to men managers (up 4.4% from 2022-23). This is particularly the case for the highest earners (women's remuneration increased 6.3% and men's increased 4.1%). While composition of the manager workforce has barely changed (remaining at 58% men), a greater wage increase for women narrows the gap between women and men's remuneration.

There is scope for more focussed action by employers to reduce their gender pay gap, with only 45% of employers setting a target to address gender equality in their workplace and only 59% of them setting a target to reduce the gender pay gap.

## A substantial gap remains

Gendered patterns of remuneration at a national level and differences in workforce composition and remuneration between industries are two key drivers fueling the size of Australia's gender pay gap.

When looking at the pay quartiles of the highest and lowest earners, we see that the top quartile has the greatest impact on the gender pay gap: men are much more likely to be in that top quartile and the remuneration of those highly paid men is generally greater than the remuneration of highly paid women. Conversely, at the lowest quartile, remuneration of women and men is relatively similar, with a lower limit set by the national minimum wage. However, women are far more likely than men to be in the lowest quartile of earners. It is important to note that *all* industries have a contributing effect.

Each of the industry types makes a significant contribution to the gender pay gap through:

- Men-dominated industries (e.g. Mining and Construction) are highly remunerated and have a low proportion of women.
- Women-dominated industries (e.g. Health Care and Social Assistance), with a lower average remuneration compared to the overall average, bring down the average remuneration of women across the workforce.
- Some gender-balanced industries still have large differences in remuneration between women and men within the industry (e.g. Professional, Scientific and Technical Services and Financial and Insurance Services).

These drivers of the gender pay gap demonstrate that employers need to address both gender composition in the workplace, and remuneration and the value assigned to work in order to reduce their own gender pay gaps, as well as on a national level.

4 Fair Work Ombudsman (2023), *15% wage increase for aged care sector*.

5 Fair Work Commission (2022), *Occupational segregation and gender undervaluation*.



## Industry gender segregation continues to drive patterns of inequality

WGEA's report with KPMG and the Diversity Council, *She's Price(d)less*<sup>6</sup>, attributes 20% of the gender pay gap to industrial gender segregation. A recent report published by the Fair Work Commission reinforced the point saying that: "the segregation of women and men into different occupations and industries is a key driver [of gendered earnings inequalities]. Many jobs where large numbers of women are concentrated disproportionately feature among the lowest paid, underpinning earnings and wealth gaps that accumulate across the life course."<sup>7</sup> In addition, the Committee for Economic Development of Australia notes that industry gender segregation "limits job mobility, stifles labour-market flexibility and keeps a lid on productivity"<sup>8</sup>.

Despite these negative effects of industry gender segregation, WGEA's 2023-24 Employer Census shows it stubbornly persists. 27% of employees work in 2 women-dominated industries – Education and Training, and Health Care and Social Assistance – an increase of 1pp, and the proportion of the workforce working in the 8 men-dominated industries remains the same at 24%. As such, slightly more than half of Australian employees continue to work in industries dominated by one gender.

While all industry types have seen a drop in the mid-point of employer median gender pay gaps this year, the largest improvement has occurred in men-dominated industries, which have the largest mid-point gender pay gap. Employers in men-dominated industries were also more likely to conduct a gender pay gap analysis (75%) and three quarters of those employers took action as a result of the analysis.

The mid-point of employer median gender pay gaps has dropped:

- 0.5pp for women-dominated industries (2.9% to 2.4%)
- 0.9pp for gender-balanced industries (10.0% to 9.1%)
- 1.3pp for men-dominated industries (15.2% to 13.9%).

It is worth noting that average remuneration of women and men in gender-balanced industries still often favours men. 75% of employers in gender-balanced industries have a gender pay gap in favour of men, compared to 82% of employers in men-dominated industries and 52% of employers in women-dominated industries. These results show that simply having a balance of genders in a workforce is insufficient for workplace gender equality. Instead, occupational segregation within gender-balanced industries can perpetuate the gender pay gap, with unequal distribution between men and women in higher and lower paid jobs.

## Employers are taking action to prevent and respond to sexual harassment

The *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces* (Respect@Work) report made recommendations that expanded the information employers report to WGEA on Gender Equality Indicator 6: Sexual harassment, harassment on the ground of sex or discrimination. This information has been collected for the first time in the 2023-24 Employer Census.

6 KPMG, *Shes Price(d)less: The Economics of the Gender Pay Gap*, Prepared with Diversity Council Australia and the Workplace Gender Equality Agency, Sydney, KPMG, 2022

7 Fair Work Commission (2023), *Gender-based Occupational Segregation: A National Data Profile*

8 Committee for Economic Development of Australia (2023), *Occupational Gender Segregation*, Submission to the Federal Government's Employment White Paper



The new information provides a comprehensive insight into employers' engagement with and progress on preventing and responding to work-related sexual harassment. It suggests that employers are undertaking a range of actions to meet their positive duty to eliminate sexual harassment in the workplace. Most employers have policies in place, offer some form of training and have incorporated prevention activities in their risk management processes. While these actions – particularly policy implementation – are fundamental, employers also need to ensure that employees are aware of and understand such policies. Employers must work to prevent, and not just react to, sexual harassment in their workplaces.

There are a number of additional actions employers can take. These include regular communications from CEOs on their expectations of safety and respectful and inclusive workplace conduct; annual reporting to the CEO and governing body on sexual harassment (ideally against the seven standards set out in the Australian Human Rights Commission's guidelines for complying with the positive duty<sup>9</sup>); and incorporating discussion of sexual harassment risks and mitigation into employee consultation. Employer action in these and other areas is essential in line with the positive duty requirements.

### **Leadership and communication**

85% of employers reported that the CEO reviewed and approved the organisation's policies and strategies to prevent workplace sexual harassment. The majority of CEOs (91%) are also demonstrating their leadership through communication to employees on expectations of respectful behaviour, with this communication most likely to occur at induction.

Governing bodies are less likely to review and approve policies or strategies (55%) and to communicate explicitly on expectations of safety, respectful and inclusive workplace conduct (62%). Successful prevention efforts require clear and transparent communication from leaders that reinforces expectations about appropriate behaviour and 'sends strong messages about addressing sexual harassment'.<sup>10</sup> Leaders should take responsibility for preventing sexual harassment through regular communications and review of organisational policies, among other actions.

### **Reporting to the CEO and governing body**

78% of employers provide reports on sexual harassment to the CEO and 67% to the governing body, at least annually. Having knowledge and understanding of an organisation's performance in relation to the seven standards of the Commission's guidelines supports organisational leaders, including the governing body, in their efforts to prevent sexual harassment. Reporting of this kind should be happening universally.

### **Engaging employees in sexual harassment prevention**

Engaging with employees is crucial in the context of preventing sexual harassment. In 2023–24, 45% of employers reported that consultation with employees on sexual harassment risks and mitigation formed part of their workplace health and safety risk management process. This is significantly lower than the proportion of employers who reported that they consulted with their employees on gender equality more broadly (69%). Given the connection between gender inequality and sexual harassment, more employers should prioritise consultation and integrate issues of sexual harassment, including the associated workplace risks and mitigations, into their consultation plans.

## **And to finish...**

The findings in this *Scorecard* highlight areas where employers and industries are making progress on workplace gender equality, as well as where more work needs to be done to drive change. We will continue to support and help drive improvement across all gender equality indicators, and in turn accelerate improvement in workplace gender equality.

9 Australian Human Rights Commission (2023), *Guidance materials*

10 Respect@Work, *Communication and transparency for organisations*



# Employer results against the Gender Equality Indicators

## Our 2023–24 employer data

The information and data included in this *Scorecard* is based on Gender Equality Reports from 7,414 employers that reported to WGEA by 31 August 2024.

Under the *Workplace Gender Equality Act 2012*, an employer must report to WGEA when they have 100 or more employees. Standalone organisations and entities within corporate groups can all meet the threshold under the legislation. The *Scorecard* counts **employers** in the analysis only when they have 100 or more direct employees.

The 2023–24 WGEA *Gender Equality Scorecard* offers an insight into the workplaces of a total of 5,169,129 employees across 19 industries in Australia. Of those, 51.1% were women, 48.7% were men and 0.3% identified as non-binary.

Recognising that gender is a social and cultural concept, WGEA created the option for employers to report employee gender as non-binary as a voluntary data category in 2020–21.

Since then, the proportion of employers reporting employee gender as non-binary has increased from 8.8% to 21% and the proportion of reported non-binary employees has increased from less than 0.1% to 0.3%. This shows a growing awareness of non-binary gender within workplaces. For analysis purposes, however, the numbers reported remain small and reporting is voluntary, so employees reported as non-binary gender have not been included in the analysis in this report.

All **employee** findings and insights in this *Scorecard* are based on women and men regardless of whether they are direct employees of an employer with 100 or more employees, or part of a smaller employer within a corporate group. In the following charts women are represented using orange, men are represented using blue.

**Since reporting under the Act commenced in 2013-14 the number of private sector employees included in WGEA's world-leading gender equality dataset has increased by nearly 1 million employees.**



Employers in WGEA's 2023–24 Employer Census are categorised into 19 industries, based on Australian and New Zealand Standard Industrial Classification (ANZSIC) codes for different industry divisions.

**FIGURE 1:** Number of employees, by industry

Industry	Employees (No. of)	Employees (%)
Health Care and Social Assistance	880,959	17
Retail Trade	791,507	15.3
Education and Training	530,957	10.3
Professional, Scientific and Technical Services	415,111	8.0
Manufacturing	360,934	7.0
Administrative and Support Services	333,892	6.5
Financial and Insurance Services	327,365	6.3
Accommodation and Food Services	270,652	5.2
Transport, Postal and Warehousing	201,182	3.9
Wholesale Trade	186,979	3.6
Mining	184,736	3.6
Construction	167,380	3.2
Other Services	111,229	2.2
Arts and Recreation Services	107,412	2.1
Information Media and Telecommunications	103,790	2.0
Electricity, Gas, Water and Waste Services	60,984	1.2
Rental, Hiring and Real Estate Services	50,117	1.0
Public Administration and Safety	49,317	1.0
Agriculture, Forestry and Fishing	34,626	0.7
<b>All industries</b>	<b>5,169,129</b>	<b>100</b>

This includes employees identifying their gender as non-binary.



# GEI 1 and GEI 3

## Gender composition of the workforce and the gender pay gap

### What is GEI 1?

Workforce gender composition measures the participation rates of different genders in a workplace. This includes the proportion of different genders by role, in different pay quartiles, and in management and non-management roles. It also includes the rates of full-time, part-time and casual work and the rates of resignations, promotions and appointments by gender.

Workforce composition is a 'moment in time' metric. The number of employees will change as a business grows or contracts and as it attracts, retains and promotes employees. For this reason, employers report data on workforce gender composition based on a selected 'snapshot' date.

### Why is it important?

Analysing workforce gender composition data allows employers to find 'hot spots' of gender inequality and to direct their actions to address these areas. When employers compare their composition over time, they can assess the outcomes of their actions to achieve gender balance.

WGEA's research with Bankwest Curtin Economics Centre (BCEC) shows that greater gender diversity in leadership delivers better company performance, productivity and profitability.<sup>1</sup> Further, increasing the representation of women in executive leadership roles is associated with declining gender pay gaps. Women are also more likely to comprise the lower earning quartiles. Addressing this composition imbalance and improving the earnings of employees in lower paid, often undervalued, industries and occupations is another way to reduce the gender pay gap.

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1 Cassells R and Duncan A (2020), *Gender Equity Insights 2020: Delivering the Business Outcomes*, BCEC/WGEA Gender Equity Series, Issue #5, March 2020.



## What is GEI 3?

GEI3 addresses equal remuneration between women and men. This is most commonly known as the gender pay gap. The information in this GEI shows where disparities in pay are most common, enabling employers to identify key areas for action. The information captured in relation to this GEI also includes the employer actions taken to address the gender pay gap.

## Why is it important?

Closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

Workforce gender composition and remuneration are the critical components of the gender pay gap. For this reason, WGEA has presented information on GEI 1 and GEI 3 together. Unbalanced representation of a gender in a particular area of the workforce can drive imbalances in average remuneration across the workforce. For example, more men in management and highly paid roles when compared to women is a clear driver of gender pay gaps in favour of men. This is why having gender-balanced management can increase the likelihood of an employer having a gender pay gap in the target range of within and including -5% and +5%.

## What is the gender pay gap?

The gender pay gap is the difference in average or median earnings between women and men in the workforce.

The gender pay gap is not to be confused with women and men being paid the same for the same, or comparable, job – this is equal pay. Equal pay for equal work is a legal requirement in Australia. However, illegal instances of unequal pay can still be one of the many drivers of the gender pay gap.

The 2023–24 WGEA gender pay gap:

- covers remuneration data for private sector employers with 100 or more employees
- uses total remuneration, including superannuation, overtime, bonuses, and other additional payments
- includes full-time, part-time and casual employee remuneration (non-full-time roles are converted into annualised full-time equivalent earnings)
- excludes employees reported as non-binary gender as the comparison is between women and men.

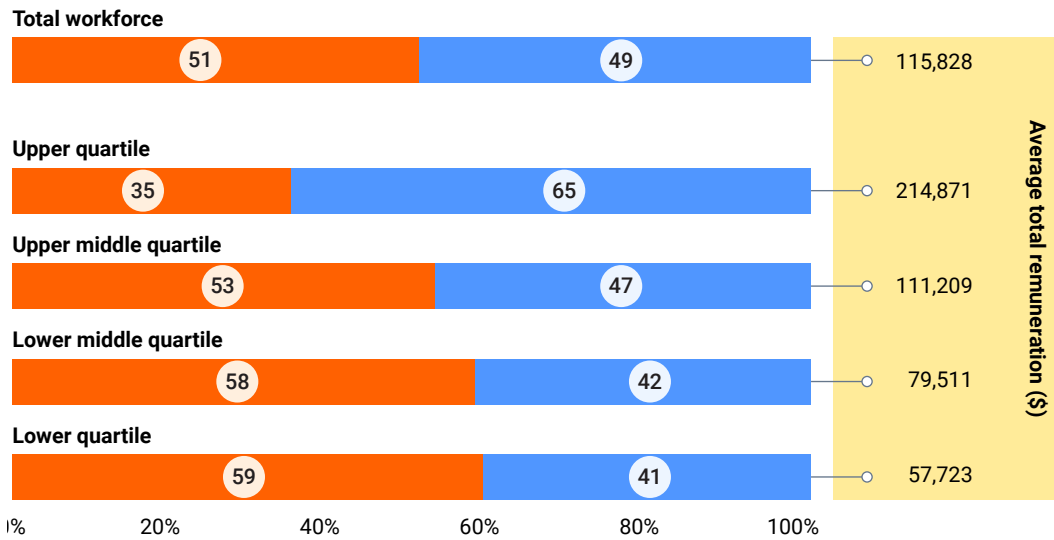
## The national picture

While the proportion of men and women in the 2023–24 Employer Census is roughly even, men are 1.9 times more likely to be in the highest earning remuneration quartile than women and women are 1.5 times more likely to be in the lowest earning quartile than men.

The average total remuneration in the highest quartile is more than 3.7 times higher than that of the lowest quartile.

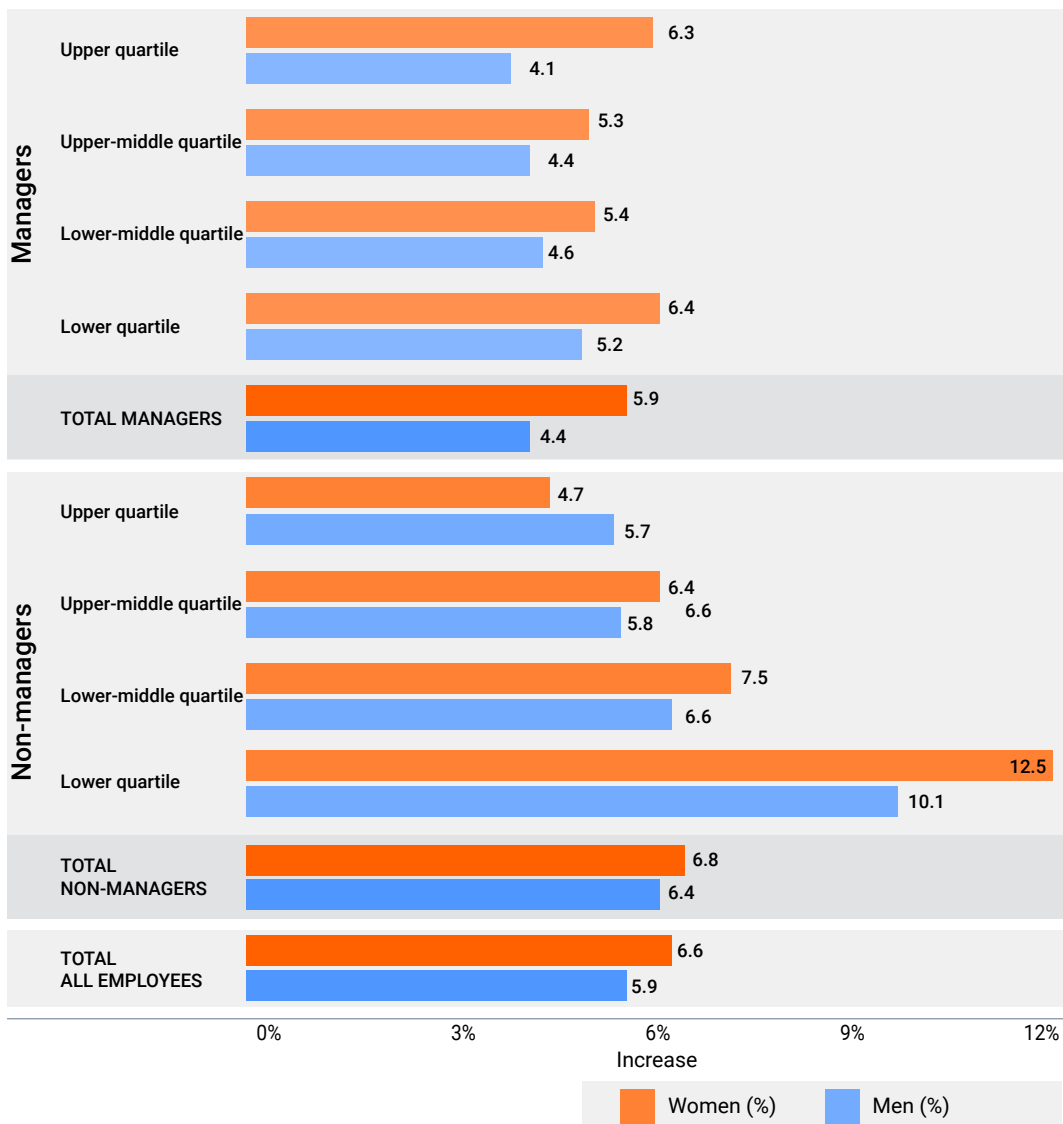


**FIGURE 2: Gender composition and average total remuneration, by pay quartile**



These statistics and the representation of women and men in each quartile have remained relatively static since last year. However, remuneration for women has increased at a higher rate than men.

**FIGURE 3: Year-on-year increase in total remuneration by pay quartile by gender(%)**

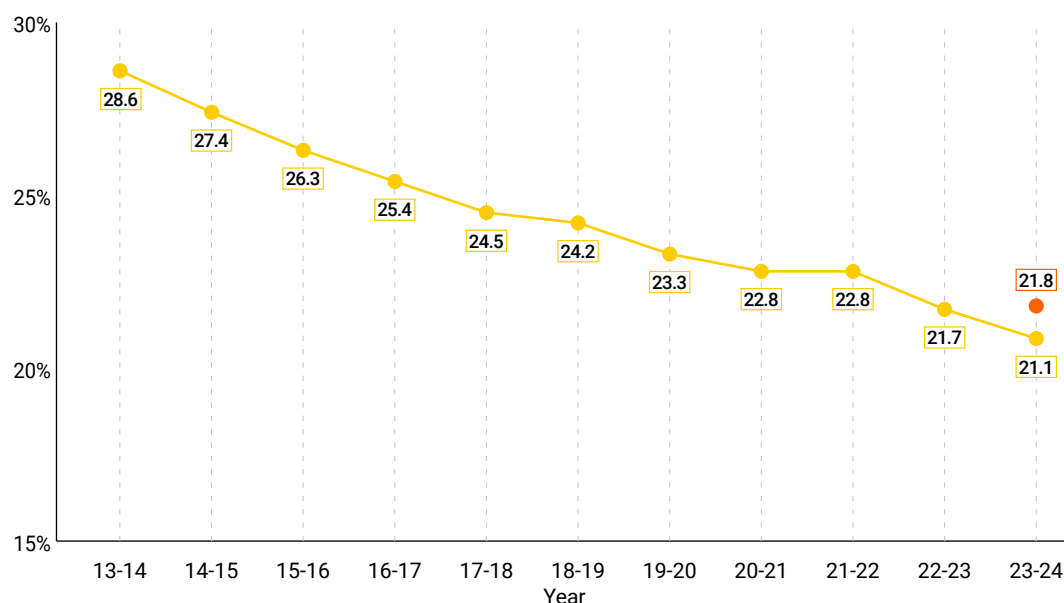




## The average gender pay gap

The WGEA total remuneration average gender pay gap is 21.8%. For every \$1 men earn, women earn 78 cents. Over the course of a year that difference adds up to \$28,425.

**FIGURE 4: WGEA total remuneration gender pay gap over time**



Note: WGEA calculated two gender pay gap results for 2023–24, one with CEO, HOB and Casual Manager remuneration included (orange dot) and one with it excluded, which is comparable to previous years (yellow line).

For the first time in 2024, as a result of legislative changes in 2023, this gender pay gap includes the remuneration of CEOs, Head of Business (HOB) and Casual Managers. With this information excluded, the total remuneration average gender pay gap declines 0.6pp to 21.1%.

The gender pay gap remains a persistent feature of the Australian workforce. The increase in the gender pay gap in 2023–24 shows how the inclusion of highly remunerated roles, such as the CEO or HOB, influences the gender pay gap. When compared to other manager categories, the gender pay gap at the level of CEO/HOB is the largest gap in favour of men (at 27.1%).

**FIGURE 5: WGEA average total remuneration gender pay gap**

Year	Average total remuneration women (\$)	Average total remuneration men (\$)	Difference (\$)	Gender pay gap (%)
2023–24	101,961	130,386	28,425	21.8
2022–23	95,165	121,558	26,393	21.7
2021–22	90,309	116,906	26,597	22.8
2020–21	87,451	113,237	25,786	22.8
2019–20	84,632	110,379	25,747	23.3

Note: WGEA's calculation for 2023–24 includes CEO remuneration for the first time.

Total remuneration includes base salary, overtime, bonuses, additional payments and superannuation. When just base salary is used, the gender pay gap decreases by 5.1pp to 16.7%.



**FIGURE 6: Average base salary gender gap (2019–20 2023–24)**

Year	Average base salary women (\$)	Average base salary men (\$)	Difference (\$)	Base salary gender pay gap (%)
2023–24	86,173	103,394	17,221	16.7
2022–23	80,827	97,585	16,758	17.2
2021–22	76,939	93,975	17,035	18.1
2020–21	74,826	91,594	16,768	18.3
2019–20	72,534	89,112	16,578	18.6

Note: 2023–24 includes CEO remuneration for the first time.

## The median gender pay gap

The median total remuneration gender pay gap reduced 0.7pp since last year to 18.3%.

**FIGURE 7: Median total remuneration gender pay gap**

Year	Median total remuneration women (\$)	Median total remuneration men (\$)	Difference (\$)	Total remuneration gender pay gap (%)	Median base salary women (\$)	Median base salary men (\$)	Difference (\$)	Base salary gender pay gap (%)
2023–24	84,126	102,961	18,835	18.3	72,638	84,048	11,410	13.6
2022–23	78,484	96,945	18,461	19.0	68,071	79,613	11,542	14.5
2021–22	74,011	92,259	18,248	19.8	64,615	76,382	11,767	15.4
2020–21	72,248	90,373	18,125	20.1	63,014	74,992	11,978	16.0

The addition of a small number of employees (CEO/HOB) will have an immaterial affect on the median calculation. Therefore, a comparison between last year's median gender pay gaps and this year's can be made.



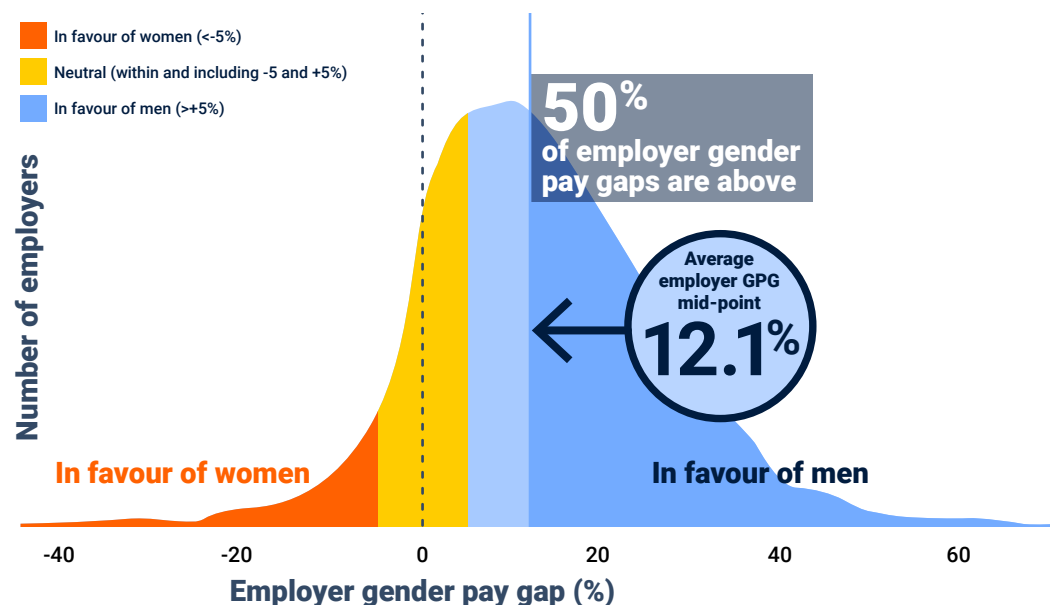
## Employer gender pay gaps

Across all employers, 50% have a total remuneration median gender pay gap larger than 8.9%. This is known as the mid-point of employer gender pay gaps and represents a decrease of 0.2pp compared to 12 months earlier.

With the inclusion of CEO remuneration in the gender pay gap, WGEA has calculated the mid-point of employer gender pay gaps, by average, for the first time. The mid-point of the employers' average total remuneration gender pay gaps is 12.1%.

Gender pay gaps differ widely across industry types. In women-dominated industries, the mid-point of average gender pay gaps is 5.5%. This increases to 13.2% in gender-balanced industries and increases further to 16.1% in men-dominated industries.

**FIGURE 8: Distribution of employer average gender pay gaps**



The industry mid-point of employer gender pay gaps provides an important comparison point for employers seeking to understand their gender pay gap.

Like the national mid-point, the industry mid-point is the number 50% of employers are above and 50% are below. For example, in Professional, Scientific and Technical Services, 50% of employers have an average gender pay gap above 17.3% and 50% of employers have a gender pay gap below this point.

In 2023-24, 6% of employers have an average total remuneration gender pay gap in favour of women, 21% have a neutral gender pay gap, and 72% have a gender pay gap in favour of men. The difference between the average and the median gender pay gap can reveal important information about income distribution and the drivers of the gender pay gap.

An average higher than the median means that a disproportionate number of men in high-income roles is having a greater impact on the gender pay gap, than a disproportionate number of women in lower-paying roles. An average lower than the median means that a disproportionate number of women in lower-paying roles has the greater impact. WGEA's results show that just 3 out of 19 industries have an average gender pay gap slightly lower than their median gender pay gap.

The scale of the remuneration difference between the highest and lowest-paid roles is also a factor in gender pay gaps. The minimum wage and Awards effectively place a floor on how low wages can go, while there is no limit on how high a salary can go. This means that the proportion of men earning high salaries has a larger impact on the average gender pay gap in favour of men than the larger number of women who are low or minimum wage employees.



**FIGURE 9: Mid-point gender pay gaps, by industry**

Industry	Employers (No. of)	Gender pay gap above 12.1% (% of employers)	Mid-point industry total remuneration gender pay gaps		Change mid-point median gender pay gaps 22–23 to 23–24 (pp)
			Average % of employers	Median	
<b>WOMEN-DOMINATED INDUSTRIES</b>					
Education and Training	641	23	7.6	6.0	-0.6
Healthcare and Social Assistance	1,059	25	3.7	1.1	-0.4
<b>TOTAL (Women-dominated industries)</b>	<b>1,700</b>	<b>25</b>	<b>5.5</b>	<b>2.4</b>	<b>-0.5</b>
<b>GENDER-BALANCED INDUSTRIES</b>					
Accommodation and Food Services	365	25	7.2	1.6	0.0
Administrative and Support Services	472	37	7.2	4.3	-0.1
Arts and Recreation Services	143	30	7.2	2.8	+0.8
Financial and Insurance Services	374	85	22.2	22.2	-0.1
Information Media and Telecommunications	168	50	12.1	10.6	-2.3
Other Services	235	46	10.6	8.4	+2.5
Professional, Scientific and Technical Services	906	69	17.3	15.4	-0.7
Rental, Hiring and Real Estate Services	119	70	21.2	16.2	-2.3
Retail Trade	489	46	10.6	3.7	-1.4
<b>TOTAL (Gender-balanced industries)</b>	<b>3,271</b>	<b>53</b>	<b>13.2</b>	<b>9.1</b>	<b>-0.9</b>
<b>MEN-DOMINATED INDUSTRIES</b>					
Agriculture, Forestry and Fishing	77	55	12.9	8.5	+0.8
Construction	363	81	25.3	26.3	+0.5
Electricity, Gas, Water and Waste Services	88	75	17.1	20.4	-3.0
Manufacturing	804	58	14.2	11.1	-0.6
Mining	248	75	19.8	19.9	-1.6
Public Administration and Safety	68	15	1.9	0.7	-3.6
Transport, Postal and Warehousing	336	55	13.6	11.9	-0.1
Wholesale Trade	459	65	16.4	11.6	-2.4
<b>TOTAL (Men-dominated industries)</b>	<b>2,443</b>	<b>63</b>	<b>16.1</b>	<b>13.9</b>	<b>-1.3</b>
<b>TOTAL OVERALL</b>	<b>7,414</b>	<b>50</b>	<b>12.1</b>	<b>8.9</b>	<b>-0.2</b>



In every industry, a majority of employers improved their gender pay gap between 2022–23 and 2023–24. This may reflect more attention on the gender pay gap in the lead up to publication of employer gender pay gaps for the first time in February 2024.

**FIGURE 10: Change in employer average total remuneration gender pay gaps by industry (2022–23, compared to 2023–24)**

Industry	Employers with an improved average GPG (%)	Employers with a worsened average GPG (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>		
Education and Training	54	46
Healthcare and Social Assistance	56	44
<b>TOTAL (Women-dominated industries)</b>	<b>55</b>	<b>45</b>
<b>GENDER-BALANCED INDUSTRIES</b>		
Accommodation and Food Services	59	41
Administrative and Support Services	55	45
Arts and Recreation Services	63	38
Financial and Insurance Services	62	38
Information Media and Telecommunications	62	38
Other Services	59	41
Professional, Scientific and Technical Services	57	43
Rental, Hiring and Real Estate Services	56	44
Retail Trade	56	44
<b>TOTAL (Gender-balanced industries)</b>	<b>58</b>	<b>42</b>
<b>MEN-DOMINATED INDUSTRIES</b>		
Agriculture, Forestry and Fishing	63	37
Construction	54	46
Electricity, Gas, Water and Waste Services	61	39
Manufacturing	54	46
Mining	57	43
Public Administration and Safety	60	40
Transport, Postal and Warehousing	51	49
Wholesale Trade	56	44
<b>TOTAL (Men-dominated industries)</b>	<b>55</b>	<b>45</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>56</b>	<b>44</b>

Note: Analysis included relevant employers that reported in both 2022-23 and 2023-24, and excluded CEO, HOB and Casual Manager remuneration to enable comparison with 2022-23 reporting requirements. Figures for Arts and Recreation Services do not add to 100% due to rounding.



## State gender pay gaps

In 2023–24 employers were required to report the primary workplace location of employees for the first time.

**FIGURE 11: Share of employees, by gender and primary work location**

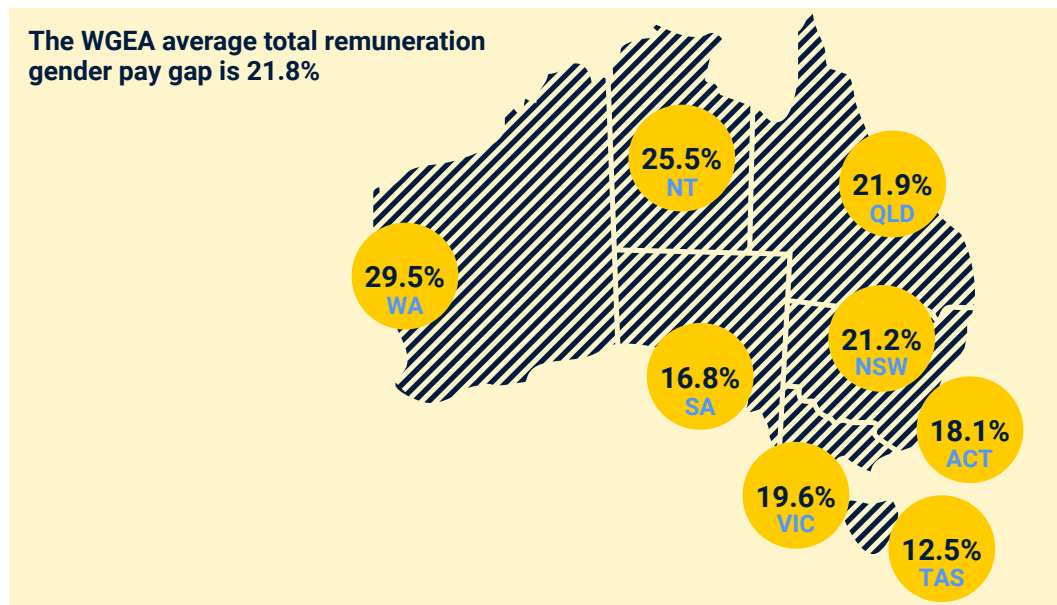
State/territory	Women (No. of)	Men (No. of)	% of employees in Australia	State/territory workforce (women, %)
ACT	44,249	42,912	2	51
NSW	838,696	777,584	31	52
NT	20,570	23,512	1	47
QLD	512,908	474,030	19	52
SA	180,073	174,266	7	51
TAS	44,096	42,651	2	51
VIC	707,916	639,971	26	53
WA	291,486	337,403	12	46

\*Note: This excludes employees who don't have a postcode (e.g. they work on oil rigs/at sea).

Using this information, WGEA has calculated average total remuneration gender pay gap by state/territory. These gender pay gaps are based on the primary workplace location of the employee, rather than the head office.

Every state and territory has a gender pay gap in favour of men.

**FIGURE 12: Average total remuneration gender pay gap, by primary work location**



## Age and the gender pay gap

In 2023–24 WGEA collected information on employee age for all employees for the first time. This new data allows us to provide a breakdown of the gender pay gap by age range.

Although men and women are equally represented at every age cohort, every age cohort has a gender pay gap in favour of men, with the exception of ages 15-19. The gender pay gap steadily increases until age 60, where it remains high.

**FIGURE 13: Average total remuneration gender pay gaps, by age**

Age (Years)	Employees		Proportion of the workforce		Average total remuneration		Gender pay gap	
	Women (No. of)	Men (No. of)	Women (%)	Men (%)	Women (\$)	Men (\$)	(\$)	(%)
15–19	125,484	111,815	53	47	44,900	44,524	-376	-0.8
20–24	293,579	253,244	54	46	72,995	74,935	1,940	2.6
25–29	340,348	304,469	53	47	88,968	95,620	6,652	7.0
30–34	343,381	319,323	52	48	102,395	117,579	15,184	12.9
35–39	323,025	314,182	51	49	113,774	140,117	26,343	18.8
40–44	291,759	299,254	49	51	120,836	156,937	36,101	23.0
45–49	244,347	246,220	50	50	123,245	167,334	44,089	26.3
50–54	236,975	229,768	51	49	119,972	170,167	50,195	29.5
55–59	193,979	188,396	51	49	110,078	163,251	53,173	32.6
60–64	147,205	145,825	50	50	102,026	148,292	46,266	31.2
65+	99,166	101,672	49	51	97,841	133,447	35,606	26.7



### Gender segregation of industries

Gender segregation of industries is a key driver of the gender pay gap and a significant feature of the Australian labour force. In 2023–24, 27% of employees work in women-dominated industries, 49% work in gender-balanced industries and 24% work in men-dominated industries.

The representation of women and men in each industry has generally remained the same year-on-year.

**FIGURE 14: Proportion of the workforce working in women-dominated, men-dominated or gender-balanced industries (change since 2019-20)**

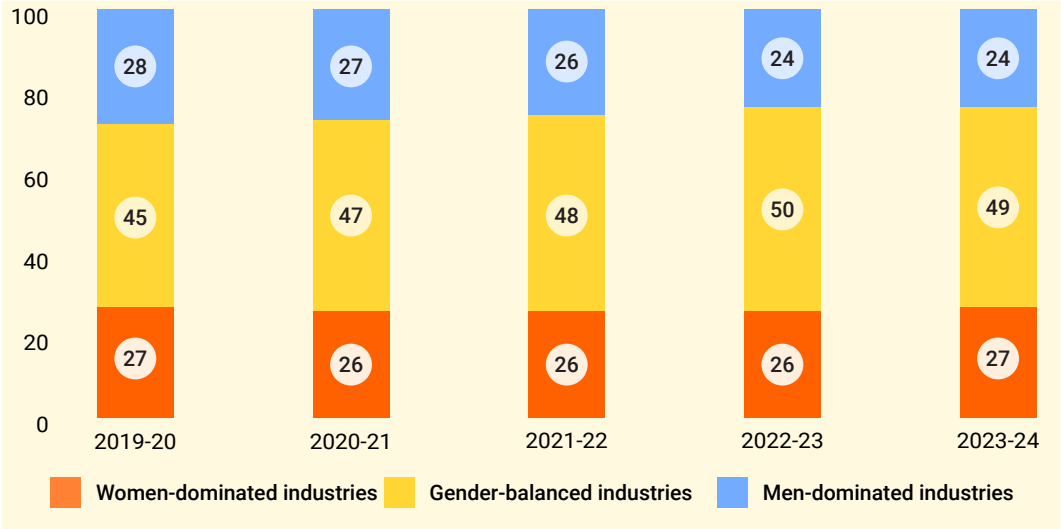
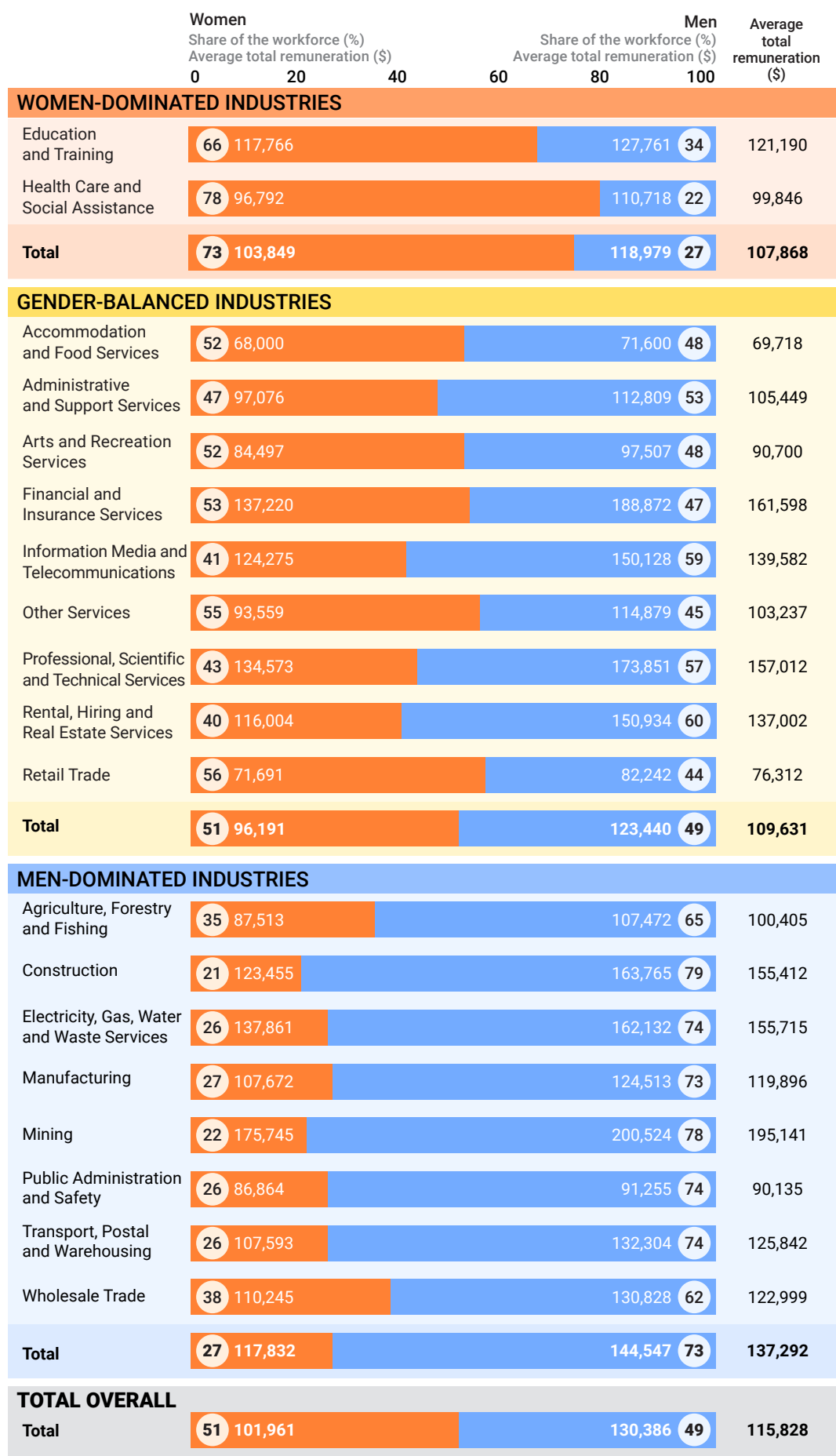




FIGURE 15: Proportion of women and men and average total remuneration, by industry



Within each industry, gendered patterns are evident in the distribution of remuneration. Men are more likely to be in the highest earning quartile than women in every industry, except in the 2 women-dominated industries of Education and Training and Health Care and Social Assistance.

**FIGURE 16: Proportion of women in each pay quartile, by industry (2023–24)**

Industry	Upper quartile (%)	Upper middle quartile (%)	Lower middle quartile (%)	Lower quartile (%)	Overall (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>					
Education and Training	58	69	68	68	66
Health Care and Social Assistance	74	78	80	80	78
<b>TOTAL (Women-dominated industries)</b>	<b>67</b>	<b>73</b>	<b>77</b>	<b>77</b>	<b>73</b>
<b>GENDER-BALANCED INDUSTRIES</b>					
Accommodation and Food Services	46	56	57	50	52
Administrative and Support Services	39	50	54	44	47
Arts and Recreation Services	45	50	56	58	52
Financial and Insurance Services	36	48	60	67	53
Information Media and Telecommunications	29	37	45	52	41
Other Services	35	57	65	62	55
Professional, Scientific and Technical Services	28	37	49	57	43
Rental, Hiring and Real Estate Services	30	39	45	46	40
Retail Trade	43	57	64	61	56
<b>TOTAL (Gender-balanced industries)</b>	<b>37</b>	<b>51</b>	<b>57</b>	<b>58</b>	<b>51</b>
<b>MEN-DOMINATED INDUSTRIES</b>					
Agriculture, Forestry and Fishing	22	34	42	44	35
Construction	10	14	21	38	21
Electricity, Gas, Water and Waste Services	19	21	25	40	26
Manufacturing	20	22	31	37	27
Mining	16	15	21	35	22
Public Administration and Safety	22	22	30	28	26
Transport, Postal and Warehousing	16	23	30	37	26
Wholesale Trade	30	33	41	48	38
<b>TOTAL (Men-dominated industries)</b>	<b>17</b>	<b>22</b>	<b>30</b>	<b>39</b>	<b>27</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>35</b>	<b>53</b>	<b>58</b>	<b>59</b>	<b>51</b>



Overall, men are 1.9 times more likely to be in the upper pay quartile than women. The greatest disparity is in the construction industry where men are 7.3 times more likely than women to be in the upper pay quartile.

In the upper pay quartile, there are more men who work in 5 industries (Professional, Scientific and Technical Services, Mining, Financial and Insurance Services, Manufacturing and Construction) (38.5%) than the total number of women across all 19 industries (35%). The 2 women-dominated industries, Health Care and Social Assistance and Education and Training, contribute just over one third of women's overall representation in the top-earning quartile.

**FIGURE 17: Proportion of women and men in the upper pay quartile, by industry (2023–24)**

Industry	Women (%)	Men (%)	Total (%)	Ratio: Men to women
Accommodation and Food Services	0.2	0.4	0.6	2.0
Administrative and Support Services	1.7	3.0	4.7	1.8
Agriculture, Forestry and Fishing	0.1	0.3	0.4	3.0
Arts and Recreation Services	0.3	0.5	0.8	1.7
Construction	0.8	5.8	6.6	7.3
Education and Training	7.1	4.7	11.8	0.7
Electricity, Gas, Water and Waste Services	0.5	2.0	2.4	4.0
Financial and Insurance Services	4.8	6.9	11.8	1.4
Health Care and Social Assistance	5.8	2.5	8.3	0.4
Information Media and Telecommunications	1.0	2.2	3.3	2.2
Manufacturing	1.5	6.3	7.8	4.2
Mining	2.0	9.3	11.4	4.7
Other Services	0.5	1.1	1.6	2.2
Professional, Scientific and Technical Services	4.8	10.2	15.0	2.1
Public Administration and Safety	0.1	0.2	0.3	2.0
Rental, Hiring and Real Estate Services	0.3	0.8	1.1	2.7
Retail Trade	1.2	2.0	3.2	1.7
Transport, Postal and Warehousing	0.8	4.0	4.8	5.0
Wholesale Trade	1.2	2.9	4.1	2.4
<b>TOTAL</b>	<b>35</b>	<b>65</b>	<b>100</b>	<b>1.9</b>

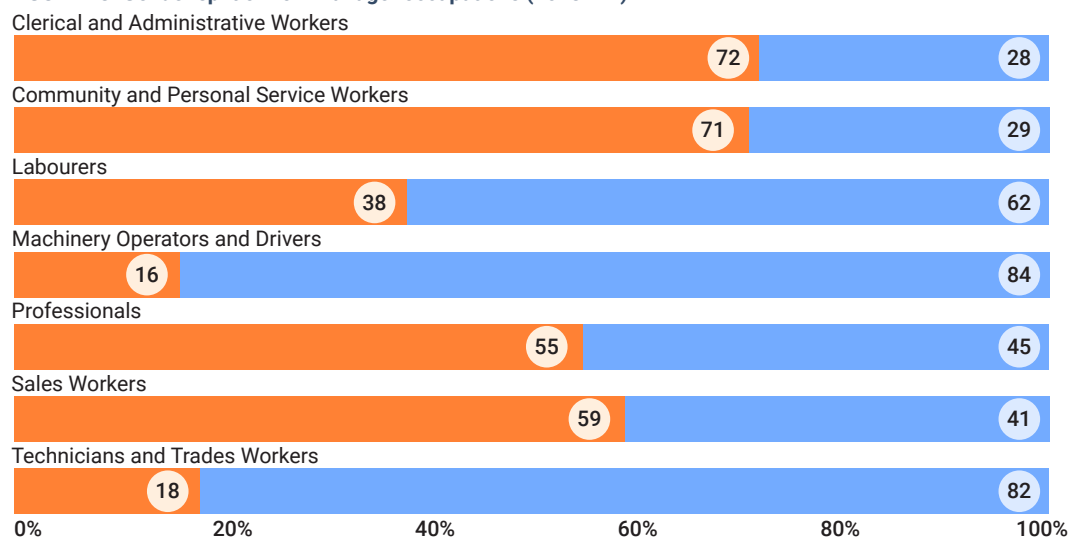


## Roles, occupations and gender

Every manager and non-manager category has a gender pay gap in favour of men. Women still dominate roles stereotypically associated with women, such as clerical and administrative workers and community and social services workers.

There has been no change in the gender representation of women and men in each non-manager occupation since 2022–23.

**FIGURE 18: Gender split of non-manager occupations (2023–24)**



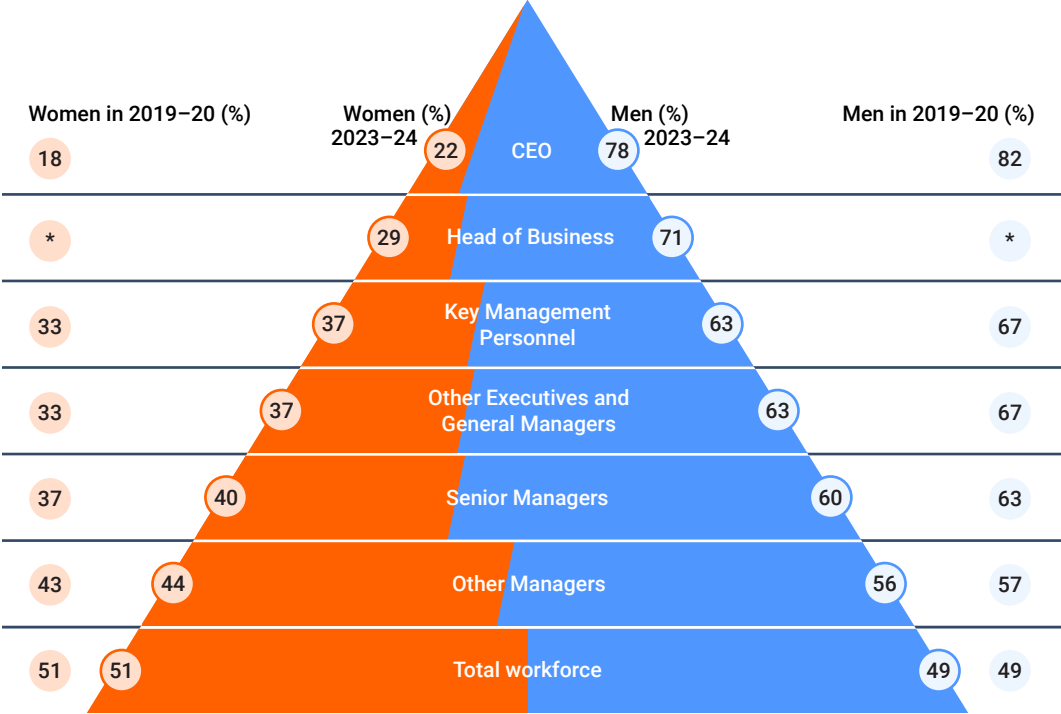
**FIGURE 19: Average total remuneration gender pay gap, by occupation (2023–24)**

Occupation	Average total remuneration gender pay gap (%)	Change over time (from 2022–23) (pp)	Average total remuneration		Average total remuneration gender pay gap (\$)
			Women (\$)	Men (\$)	
CEO	25.0	N/A	512,970	684,087	171,117
Head of Business	23.4	N/A	344,962	450,314	105,352
Key Management Personnel	21.2	-0.9	328,944	417,240	88,296
Other Executives and General Managers	18.2	-1.4	323,106	394,934	71,828
Senior Managers	16.5	-0.9	227,385	272,260	44,875
Other Managers	18.5	-0.5	145,810	178,942	33,131
<b>TOTAL (All managers)</b>	<b>22.8</b>	<b>0.6</b>	<b>183,788</b>	<b>238,117</b>	<b>54,328</b>
Clerical and Administrative Workers	7.7	0.2	86,993	94,237	7,244
Community and Personal Service Workers	4.5	0.2	81,185	84,997	3,813
Labourers	12.3	-1.2	68,149	77,725	9,576
Machinery Operators and Drivers	13.1	0.1	101,008	116,256	15,248
Professionals	18.5	0.4	127,379	156,178	28,799
Sales Workers	12.5	-1.6	67,134	76,719	9,585
Technicians and Trades Workers	29.6	0.9	89,591	127,309	37,718
<b>TOTAL (All non-managers)</b>	<b>17.8</b>	<b>-0.3</b>	<b>93,660</b>	<b>113,933</b>	<b>20,273</b>



As the level of seniority increases, the proportion of women decreases. In the past year, the proportion of women managers overall has remained the same at 42%. This is a 2pp increase since 2019–20 when women were 40% of managers. Meanwhile, the proportion of women in the role of Key Management Personnel and women CEOs have both increased 4pp since 2019–20.

**FIGURE 20: Gender split of each manager level**



Note: The Head of Business category was not included in WGEA's Employer Census in 2019-20.

At the industry level, 7 industries have achieved gender balance in manager roles. This has not changed compared to 12 months prior.

Only 3 industries have achieved gender balance in Key Management Personnel roles and one industry (Health Care and Social Assistance) in CEO roles.

When compared against the proportion of women in the industry, we can see that most industries are closer to achieving proportional representation of women in management, rather than gender balance. Proportional representation means the representation of women and men in management reflects the proportion of women and men in the workforce. By contrast, gender balance refers to representation between 40% and 60% of men or women.



**FIGURE 21: Proportion of women, by industry and manager type (2023–24)**

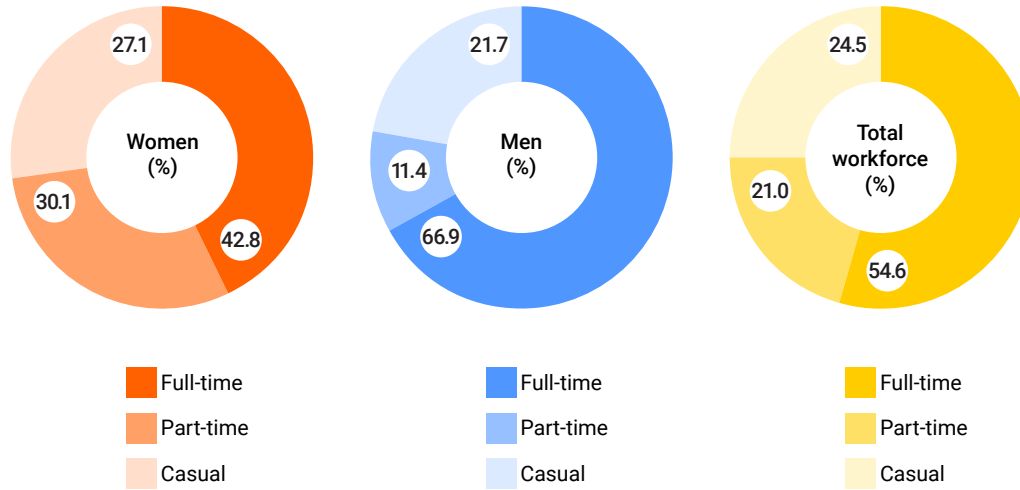
Industry	Women (%)	Women managers (%)	Women KMPs (%)	Women CEOs (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>				
Education and Training	66	56	50	39
Health Care and Social Assistance	78	71	59	48
<b>TOTAL (Women-dominated industries)</b>	<b>73</b>	<b>64</b>	<b>54</b>	<b>44</b>
<b>GENDER-BALANCED INDUSTRIES</b>				
Accommodation and Food Services	52	45	39	13
Administrative and Support Services	47	42	39	23
Arts and Recreation Services	52	44	37	24
Financial and Insurance Services	53	43	34	13
Information Media and Telecommunications	41	38	35	23
Other Services	55	50	49	31
Professional, Scientific and Technical Services	43	38	32	16
Rental, Hiring and Real Estate Services	40	37	30	11
Retail Trade	56	50	39	15
<b>TOTAL (Gender-balanced industries)</b>	<b>51</b>	<b>43</b>	<b>35</b>	<b>18</b>
<b>MEN-DOMINATED INDUSTRIES</b>				
Agriculture, Forestry and Fishing	35	23	23	4
Construction	21	17	21	5
Electricity, Gas, Water and Waste Services	26	25	24	0
Manufacturing	27	26	26	10
Mining	22	22	22	11
Public Administration and Safety	26	27	27	16
Transport, Postal and Warehousing	26	28	28	10
Wholesale Trade	38	31	30	11
<b>TOTAL (Men-dominated industries)</b>	<b>27</b>	<b>25</b>	<b>26</b>	<b>9</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>51</b>	<b>42</b>	<b>37</b>	<b>22</b>



## Employment status and gender

Women are more likely to work part-time and casually, with fewer than 50% of women working full-time. Of the employees who work full-time 40% are women and 60% are men. Of those who work part-time, 73% are women and 27% are men. Of the employees who work casually, 57% are women and 43% are men.

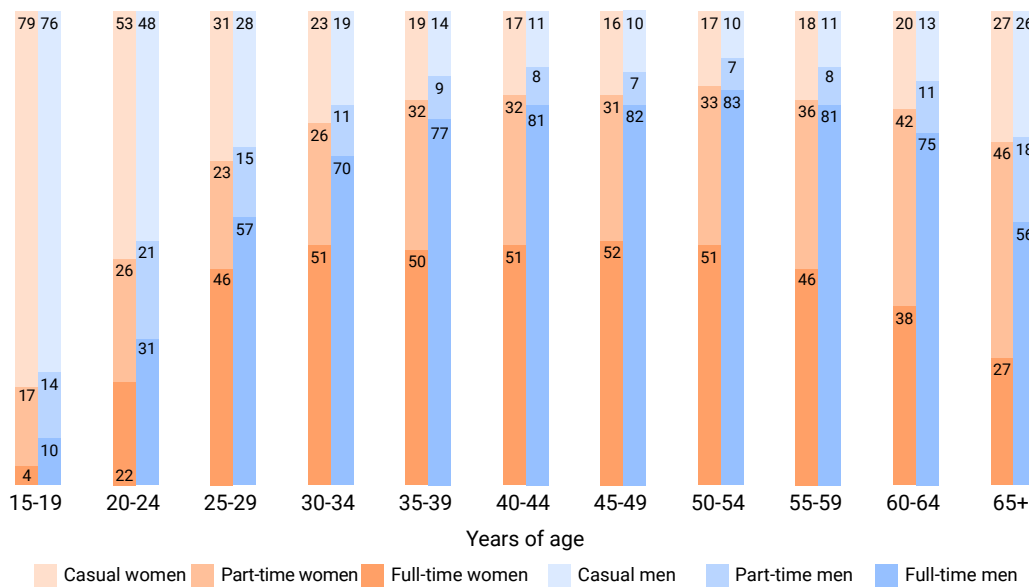
FIGURE 22: Employment status by gender



Note: Total workforce adds up to 100.1% due to rounding

Analysis of women’s and men’s working patterns, by age, provides an insight into the workplace experience for employees at all stages of life and career. Women’s representation in full-time work does not increase much above 50% throughout the life course, peaking at 52% at age 45-49. By comparison, 70% of men are working full-time from age 30 and this proportion remains high until nearing the age of retirement.

FIGURE 23: Proportion of employees by labour force status, gender and age



Note: Percentages may not add to 100% due to rounding.



**FIGURE 24: Proportion of women and men who work part-time, by industry (2023–24)**

Industry	Women working part-time (%)	Men working part-time (%)	Total part-time workforce (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>			
Education and Training	29	11	23
Healthcare and Social Assistance	49	38	47
<b>TOTAL (Women-dominated industries)</b>	<b>42</b>	<b>25</b>	<b>38</b>
<b>GENDER-BALANCED INDUSTRIES</b>			
Accommodation and Food Services	22	16	19
Administrative and Support Services	19	11	15
Arts and Recreation Services	18	14	16
Financial and Insurance Services	19	4	12
Information Media and Telecommunications	14	6	9
Other Services	37	11	25
Professional, Scientific and Technical Services	16	3	8
Rental, Hiring and Real Estate Services	13	3	7
Retail Trade	34	27	31
<b>TOTAL (Gender-balanced industries)</b>	<b>25</b>	<b>13</b>	<b>19</b>
<b>MEN-DOMINATED INDUSTRIES</b>			
Agriculture, Forestry and Fishing	12	2	6
Construction	14	1	4
Electricity, Gas, Water and Waste Services	11	1	4
Manufacturing	11	2	5
Mining	8	1	3
Public Administration and Safety	19	15	16
Transport, Postal and Warehousing	18	7	10
Wholesale Trade	15	5	9
<b>TOTAL (Men-dominated industries)</b>	<b>13</b>	<b>3</b>	<b>6</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>30</b>	<b>11</b>	<b>21</b>





Few managers work part-time and progress is slow on enabling more senior employees to work part-time. In 2023–24, 92% of managers worked full-time, 7% part-time, and 1% casually. By contrast, a larger share of non-managers work part-time (23%) and casual (27%) arrangements.

Designing more manager roles to part-time is one key way employers can improve their workforce composition by attracting more women to these roles. This in turn will drive down the gender pay gap.

**FIGURE 25: Proportion of managers working part-time, by industry**

Industry	Women managers working part-time (%)	Men managers working part-time (%)	All managers working part-time (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>			
Education and Training	14	7	11
Healthcare and Social Assistance	19	9	16
<b>TOTAL (Women-dominated industries)</b>	<b>17</b>	<b>8</b>	<b>14</b>
<b>GENDER-BALANCED INDUSTRIES</b>			
Accommodation and Food Services	9	4	7
Administrative and Support Services	10	2	5
Arts and Recreation Services	15	5	9
Financial and Insurance Services	9	1	5
Information Media and Telecommunications	9	2	5
Other Services	16	4	10
Professional, Scientific and Technical Services	17	3	8
Rental, Hiring and Real Estate Services	8	1	4
Retail Trade	8	2	5
<b>TOTAL (Gender-balanced industries)</b>	<b>11</b>	<b>2</b>	<b>6</b>
<b>MEN-DOMINATED INDUSTRIES</b>			
Agriculture, Forestry and Fishing	10	1	3
Construction	11	1	3
Electricity, Gas, Water and Waste Services	8	1	3
Manufacturing	8	1	3
Mining	9	1	3
Public Administration and Safety	5	2	3
Transport, Postal and Warehousing	7	1	2
Wholesale Trade	6	1	3
<b>TOTAL (Men-dominated industries)</b>	<b>8</b>	<b>1</b>	<b>3</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>12</b>	<b>2</b>	<b>7</b>

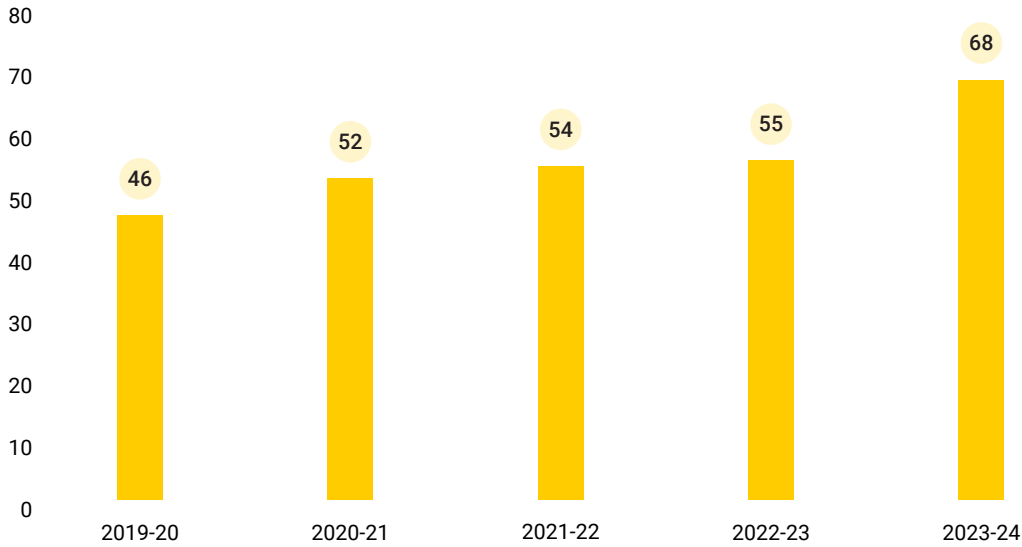


## Employer action to reduce the gender pay gap

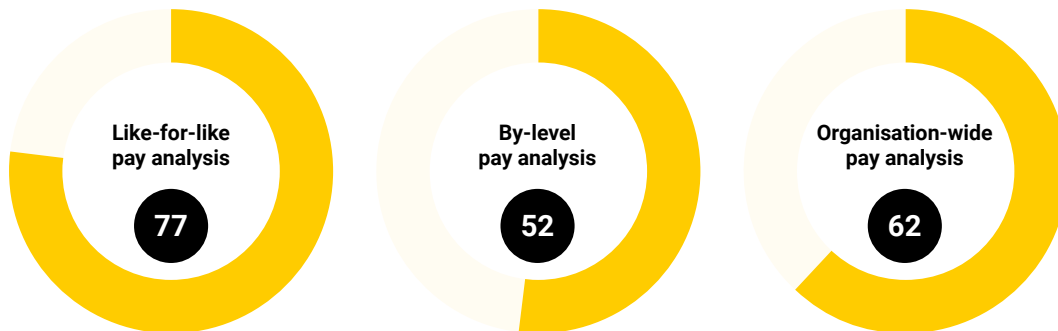
A gender pay gap analysis is the crucial first step employers should take to understand their gender pay gap and identify targeted actions to address it.

In 2023–24, the proportion of employers that conducted a gender pay gap analysis increased by 13pp to 68%. Of those, 90% completed this analysis in the last 12 months. 75% of the employers that conducted a gender pay gap analysis took action on the results.

**FIGURE 26: Proportion of employers that conducted a pay gap analysis, by year (% of all employers)**



**FIGURE 27: Proportion of employers that conducted a pay gap analysis, by analysis type (%)**



Note: Percentage shown is of employers who conducted a gender pay gap analysis.

With the exception of Agriculture, Forestry and Fishing industry, the proportion of employers taking action on the results of their gender pay gap analysis has increased in every industry.



**FIGURE 28: Proportion of employers that have done a pay gap analysis and took action, by industry**

Industry	Done pay gap analysis (%)	Change from 2022–23 (pp)	Took action as a result (%)	Change from 2022–23 (pp)
Accommodation and Food Services	56	17	69	30
Administrative and Support Services	67	16	71	28
Agriculture, Forestry and Fishing	71	19	62	-10
Arts and Recreation Services	71	19	75	24
Construction	77	14	76	18
Education and Training	42	10	63	20
Electricity, Gas, Water and Waste Services	84	11	89	10
Financial and Insurance Services	88	7	90	19
Health Care and Social Assistance	52	17	62	26
Information Media and Telecommunications	76	14	82	9
Manufacturing	72	13	72	6
Mining	91	20	76	2
Other Services	61	14	72	16
Professional, Scientific and Technical Services	84	6	85	12
Public Administration and Safety	74	27	78	28
Rental, Hiring and Real Estate Services	79	17	73	5
Retail Trade	61	9	71	16
Transport, Postal and Warehousing	67	9	76	13
Wholesale Trade	73	9	75	9
<b>ALL INDUSTRIES</b>	<b>68</b>	<b>13</b>	<b>75</b>	<b>15</b>

Note: Percentage of employers that took action as a result of their pay gap analysis is the proportion of those who answered 'yes' to conducting an analysis.

Overall, employers are tackling the gender pay gap through a variety of actions, but there's more work to be done. Employers have not prioritised areas of action such as conducting deeper analysis of gendered difference in performance pay, performance ratings and commencement salaries. Similarly, employers are not setting targets to reduce the gender pay gap. Given that measurable and realistic targets can help to build accountability, target setting is a key area for employers to consider when addressing their gender pay gaps.

There has been a decline in the proportion of employers correcting instances of unequal pay. This may be a positive metric, signalling that few employers found instances of unequal pay. Equal pay is where employees are paid the same for performing work of equal or comparable value. In Australia, this has been a legal requirement since 1969.



**FIGURE 29: Action taken by employers following a gender pay gap analysis (of employers that did a pay gap analysis and took action as a result)**

Action taken	Employers (%)	Change from 2022–23 for all employers (pp)
Identified cause/s of the gaps	67	8
Reported pay equity metrics (including gender pay gaps) to the executive	62	15
Reviewed remuneration decision-making processes	54	3
Reported pay equity metrics (including gender pay gaps) to the governing body	52	20
Corrected instances of unequal pay	52	-5
Analysed performance pay to ensure there is no gender bias	48	0
Analysed performance ratings to ensure there is no gender bias	40	0
Analysed commencement salaries by gender to ensure there are no gender pay gaps	38	0
Reported pay equity metrics (including gender pay gaps) to all employees	31	21
Trained people managers in addressing gender bias (including unconscious bias)	31	2
Created a pay equity strategy or action plan	30	5
Reported pay equity metrics (including gender pay gaps) externally	25	18
Set targets to reduce any gender pay gaps	17	0
Conducted a gender-based job evaluation process	7	1

**FIGURE 30: Action taken by employers following a gender pay gap analysis (by industry type)**

## Employee movement

As workforce composition is a ‘moment in time’ metric, WGEA also collects information about employee movements. Comparing this data over time allows us to assess whether employer recruitment, promotion and retention practices are having a gendered impact on the workforce.

Women accounted for just over half of appointments, promotions, and resignations in 2023–24. Across the workforce, the largest changes year-on-year were in internal appointments and promotions.

When compared to employee movements across the workforce, there was less movement in manager positions. Women represent 42% of managers, and are proportionally more likely than men to be appointed, promoted and resign.

**FIGURE 31: Appointments, promotions and resignations, by gender (2023–24)**

	Women	Women (%)	Change from 2022–23 (pp)	Men	Men (%)	Change from 2022–23 (pp)
External appointments	910,946	53	+1	819,239	47	0
Internal appointments	285,960	56	+2	229,099	44	-2
Promotions	159,812	51	+4	156,057	49	-4
Resignations	645,547	54	+1	552,567	46	0
<b>TOTAL WORKFORCE</b>	<b>2,640,538</b>	<b>51</b>	<b>0</b>	<b>2,515,212</b>	<b>49</b>	<b>0</b>



**FIGURE 32: Appointments, promotions, and resignations by managers, by gender (2023-24)**

	Women managers	Women managers (%)	Year on year (%)	Men managers	Men managers (%)	Year on year (%)
External appointments	33,166	45	+1	40,399	55	0
Internal appointments	32,922	50	+1	33,460	50	-1
Promotions	39,221	49	+2	41,464	51	-2
Resignations	32,036	46	+1	38,051	54	-1
<b>TOTAL MANAGERS</b>	<b>243,215</b>	<b>42</b>	<b>0</b>	<b>333,470</b>	<b>58</b>	<b>0</b>

## Policies and strategies

Employer policies on workforce composition and equal remuneration can be a powerful lever for improving workplace gender equality when backed up by an evidence-informed action plan to address areas of disparity.

90% of employers have a policy or strategy to support gender equality in the workplace. Of these employers, the majority target actions at key points in the employee life cycle, including recruitment, training and development, and performance management. Just 1 in 3 employers (32%) report they are setting Key Performance Indicators (KPIs) for managers on gender equality outcomes. This represents a key area for further consideration and development.

**FIGURE 33: Inclusions in formal policies or strategies that support gender equality in the workplace**

Inclusion	Employers (%)
Recruitment	95
Training and Development	81
Performance management process	79
Promotions	70
Retention	69
Succession Planning	66
Talent identification of high potentials	65
Gender and other aspects of diversity	65
Key performance indicators for managers relating to gender equality	32

Note: Percentage shown is of employers who have policies or strategies to support gender equality in the workplace.



In 2023–24, 71% of employers have formal policies or strategies on equal remuneration between women and men. These policies or strategies aim to address issues of pay equity and the gender pay gap. Again, manager accountability for pay equity outcomes remains an area for employers to consider as they work to address equal remuneration.

**FIGURE 34: Inclusions in employer policies or strategies on equal remuneration**

Policy or strategy inclusion	Employers (%)
Ensure no gender bias occurs at any point in the remuneration review process	86
Implement and/or maintain a transparent and rigorous performance assessment process	62
Achieve gender pay equity	61
Close the gender pay gap	45
To be transparent about pay scales and/or salary bands	39
Ensure managers are held accountable for pay equity outcomes	38

Note: Percentage shown is of employers who have a policy or strategy on equal remuneration.

In 2023–24 WGEA asked employers a voluntary question on whether they had a formal policy or strategy on diversity and inclusion. 62% of employers answered this question. Of those employers, 50% had a formal policy or strategy on diversity and inclusion.

## Setting targets

In 2023–24, 45% of employers set a target to address gender equality in their workplace. Of those employers setting a target, more than half are focused on issues of gender composition and reducing the gender pay gap.

**FIGURE 35: Targets set by employers**

Target set	Employers (%)
Increase the number of women in management positions	68
Reduce the gender pay gap	59
Increase the number of women in men-dominated roles	51
To have a gender-balanced governing body	35
Increase the number of men taking parental leave	25
Increase the number of men in women-dominated roles	21
Increase the number of men using flexible work arrangements	20
Other	14

Note: Percentage shown is of employers who set targets for gender equality.



# GEI 2

## Boards and governing bodies

### What is GEI 2?

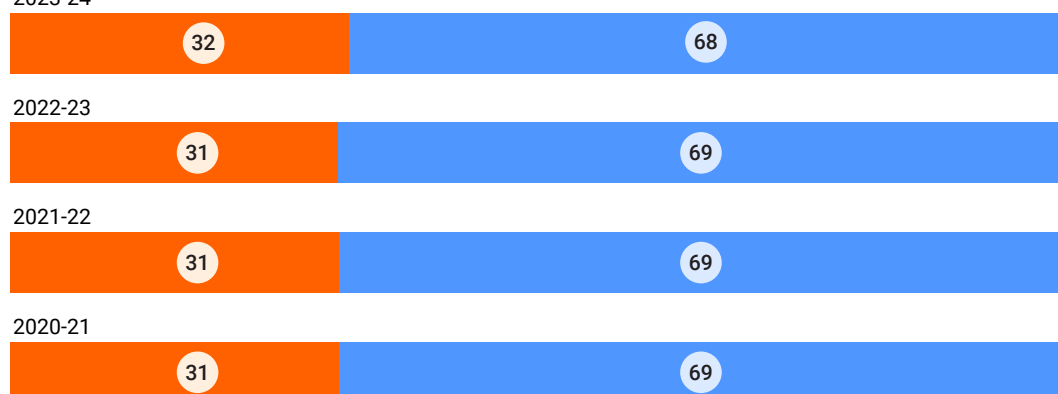
GEI 2 measures the gender composition of Boards or governing bodies of relevant employers. It looks at the gender representation of chairs and other members, whether employers consider gender in the selection of Board members and actions taken to drive change such as term limits, gender equality targets and policies.

### Why is it important?

The evidence is clear – gender-balance on Boards is good for business. Research shows that when women hold 20% or more Board seats, there are broader effects on workplace gender equality outcomes and improved company performance.<sup>2</sup>

The proportion of women on governing bodies is 32% in 2023-24, an increase of 1pp. Men are about 2 times more likely to occupy a seat on a governing body than women.

**FIGURE 36: Proportion of women and men on governing bodies (change over time, 2020-21 to 2023-24)**



<sup>2</sup> Cassells R and Duncan A (2020), *Gender Equity Insights 2020: Delivering the Business Outcomes*, BCEC|WGEA Gender Equity Series, Issue #5, March 2020.



Men-dominated industries are more likely to have Boards with no women. At the industry level, the Construction industry has a majority of employers with no women on their Boards. Men-dominated industries and gender-balanced industries also have a lower proportion of gender-balanced Boards, when compared with women-dominated industries.

Overall, when compared to data from 2022–23, gender-balanced Boards have increased 2pp. There has been a corresponding 2pp reduction in men-dominated Boards.

**FIGURE 37: Representation of women on Boards, by industry**

	Boards with no men (%)	Women-dominated Boards (%)	Gender-balanced Boards (%)	Men-dominated Boards (%)	Boards with no women (%)
<b>Women-dominated industries</b>					
Education and Training	1	11	42	39	7
Health Care and Social Assistance	2	14	44	32	7
<b>TOTAL (Women-dominated industries)</b>	<b>2</b>	<b>13</b>	<b>43</b>	<b>35</b>	<b>7</b>
<b>Gender-balanced industries</b>					
Accommodation and Food Services	0	3	21	45	30
Administrative and Support Services	3	5	26	37	28
Arts and Recreation Services	0	4	39	41	17
Financial and Insurance Services	1	4	24	43	28
Information Media and Telecommunications	1	9	24	48	18
Other Services	2	9	30	41	18
Professional, Scientific and Technical Services	1	4	23	46	26
Rental, Hiring and Real Estate Services	0	2	19	48	31
Retail Trade	1	6	21	33	40
<b>TOTAL (Gender-balanced industries)</b>	<b>1</b>	<b>5</b>	<b>24</b>	<b>43</b>	<b>27</b>
<b>Men-dominated industries</b>					
Agriculture, Forestry and Fishing	1	1	14	42	43
Construction	1	1	10	34	55
Electricity, Gas, Water and Waste Services	0	3	17	43	38
Manufacturing	0	2	19	43	36
Mining	0	1	23	42	34
Public Administration and Safety	0	5	20	37	38
Transport, Postal and Warehousing	0	3	16	40	41
Wholesale Trade	1	3	16	43	37
<b>TOTAL (Men-dominated industries)</b>	<b>1</b>	<b>2</b>	<b>17</b>	<b>40</b>	<b>41</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>1</b>	<b>6</b>	<b>27</b>	<b>40</b>	<b>26</b>





Men dominate the position of Chair in every industry type. The proportion of women governing body Chairs has increased by only 1pp since last year.

**FIGURE 38: Proportion of women Chairs, by industry**

	2022-23			2023-24		
	Share of women in industry (%)	Women Chairs (%)	Men Chairs (%)	Share of women in industry (%)	Women Chairs (%)	Men Chairs (%)
Women-dominated industries	74	32	68	73	34	66
Gender-balanced industries	51	19	81	51	18	82
Men-dominated industries	27	10	90	27	11	89
<b>Total</b>	<b>51</b>	<b>19</b>	<b>81</b>	<b>51</b>	<b>20</b>	<b>80</b>

## Employer action on composition of Boards and governing bodies

The proportion of employers with a formal policy or strategy in place to support gender equality in their governing body is 43%.

In 2023-24, 18% of employers set targets to increase the proportion of women on Boards. Target setting to increase women's representation on governing bodies remains underutilised. Given results show there's been minimal change in women's representation as governing body members and Chairs in recent years, this is an area for employer consideration and action.

**FIGURE 39: Proportion of employers taking action to increase gender equality on Boards by industry**

	Members Boards women (%)	Formal policy or strategy (% of employers)	Targets set to increase representation	Term limits in place (% of employers)
Women-dominated industries	43	48	14	54
Gender-balanced industries	30	43	20	23
Men-dominated industries	23	39	19	10
<b>Total</b>	<b>32</b>	<b>43</b>	<b>18</b>	<b>26</b>

A voluntary question in the WGEA Employer Census in 2023-24 asked employers whether they had a formal policy or strategy on diversity and inclusion - beyond and including gender - for their Board. 34% of employers answered the question. Of those, 38% reported they had developed a formal policy or strategy.



# GEI 4

## Employment conditions relating to flexible work and support for employees with family or caring responsibilities

### What is GEI 4?

GEI 4 measures employer policies, strategies and actions relating to flexible working arrangements as well as parental, caring and family violence leave and support for employees.

### Why is it important?

Increasing the availability of flexibility, leave and other support is important to enable equal workforce participation and equal caring responsibilities.

## Parental leave

### Access to parental leave

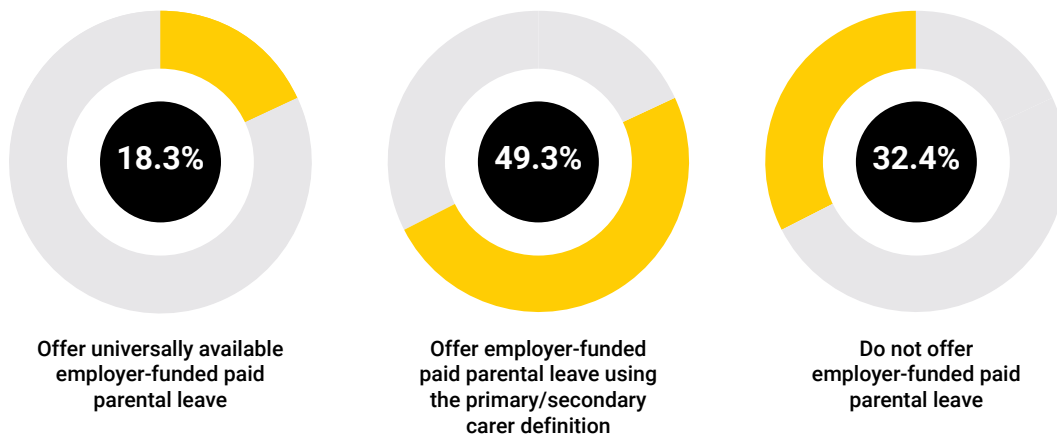
The proportion of employers offering paid parental leave, in addition to the government scheme, rose from 63% in 2022–23 to 68% in 2023–24. In Australia, some organisations are moving towards universally available parental leave policies, offering equal parental leave for all parents, irrespective of gender, and breaking down the distinctions between 'primary' and 'secondary' carers.

A policy that's available to all parents, recognises the equally important role of both parents in caregiving. It also helps to de-gender the ideal worker and carer norms. These norms pervade the workplace and reduce opportunities for women to remain in, or re-enter the workforce.

Men's uptake of parental leave is important to shifting gender norms. Actively encouraging men to take the paid parental leave which they are entitled to, can promote more equitable uptake of parental leave.



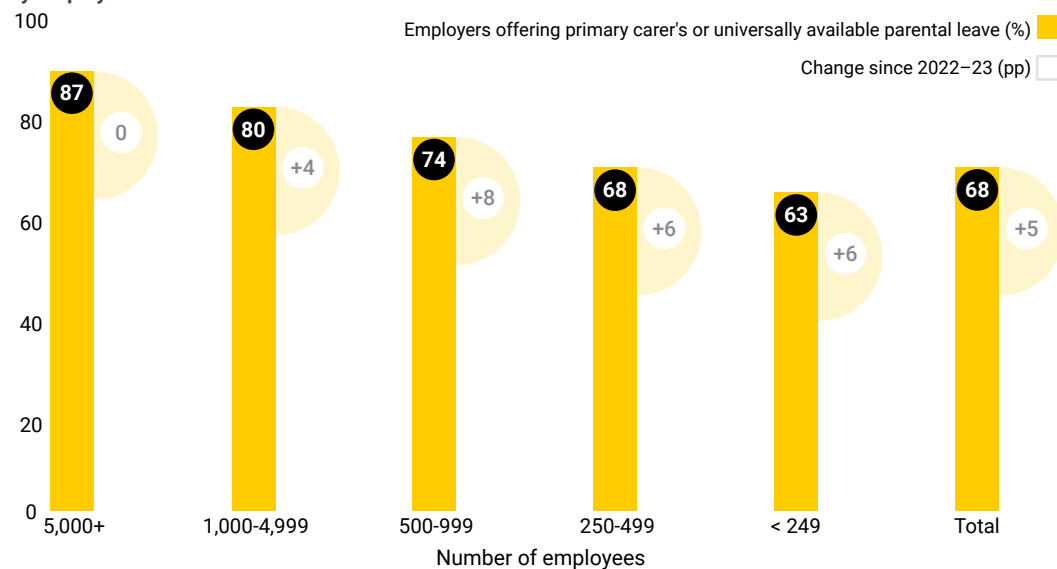
**FIGURE 40: Proportion of employers offering employer-funded paid parental leave 2023–24**



The larger an employer is, the more likely they are to offer paid parental leave. While 63% of employers with 249 or fewer employees reported offering universal parental leave or primary carer’s leave, this increases to 87% for employers with more than 5,000 employees.

The biggest increase in the last year has been among employers with 500-999 employees, which saw an 8pp rise to 74% in 2023–24.

**FIGURE 41: Proportion of employers offering paid primary carer’s or universally-available parental leave, by employer size**



Men-dominated industries are least likely to offer universally available paid parental leave.

4% of employers offer primary carer’s paid parental leave to women only. Education and Training has the highest proportion of employers (12%) that offer primary carers leave to women only, representing an area for improvement, especially if seeking to attract men to the industry. This is followed by Mining, where 10% of employers offer primary carer’s leave to women only.

Where employers offer leave using the primary/secondary carer distinction, 86% offer secondary carer’s leave. Of those, the majority of employers provide secondary carer’s leave to all genders, with only 2% offering secondary carer’s leave to men only.



**FIGURE 42: Proportion of employers offering paid employer-funded parental leave, by industry and leave type**

Industry	Universally available (%)	Primary carer / secondary carer (%)	Total (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>			
Education and Training	24	53	89
Health Care and Social Assistance	23	44	70
<b>TOTAL (Women-dominated industries)</b>	<b>23</b>	<b>47</b>	<b>77</b>
<b>GENDER-BALANCED INDUSTRIES</b>			
Accommodation and Food Services	8	28	39
Administrative and Support Services	14	32	47
Arts and Recreation Services	22	53	78
Financial and Insurance Services	29	61	91
Information Media and Telecommunications	29	57	87
Other Services	22	40	67
Professional, Scientific and Technical Services	27	55	86
Rental, Hiring and Real Estate Services	22	42	66
Retail Trade	8	32	47
<b>TOTAL (Gender-balanced industries)</b>	<b>20</b>	<b>44</b>	<b>68</b>
<b>MEN-DOMINATED INDUSTRIES</b>			
Agriculture, Forestry and Fishing	13	35	51
Construction	14	45	64
Electricity, Gas, Water and Waste Services	14	57	75
Manufacturing	13	38	54
Mining	14	64	88
Public Administration and Safety	12	15	29
Transport, Postal and Warehousing	8	42	61
Wholesale Trade	17	38	60
<b>TOTAL (Men-dominated industries)</b>	<b>13</b>	<b>42</b>	<b>61</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>18</b>	<b>44</b>	<b>68</b>



## Men taking parental leave

Men account for 17% of all primary carer parental leave taken. This includes employees on government-funded, employer-funded and unpaid parental leave and is an increase of 3pp since 2022–23.

The largest year-on-year increase in men's uptake of parental leave occurred in Public Administration and Safety (a men-dominated industry) followed by Rental, Hiring and Real Estate Services (a gender-balanced industry).

**FIGURE 43: Proportion of primary carer and universally available parental leave taken by men**

Industry	Leave taken by men (%)	Change from 2022–23 (pp)	Men in industry (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>			
Education and Training	6	1	34
Health Care and Social Assistance	3	1	22
<b>TOTAL (Women-dominated industries)</b>	<b>4</b>	<b>1</b>	<b>27</b>
<b>GENDER-BALANCED INDUSTRIES</b>			
Accommodation and Food Services	9	5	48
Administrative and Support Services	17	7	53
Arts and Recreation Services	17	-5	48
Financial and Insurance Services	25	4	47
Information Media and Telecommunications	36	3	59
Other Services	7	2	45
Professional, Scientific and Technical Services	34	6	57
Rental, Hiring and Real Estate Services	23	14	60
Retail Trade	5	2	44
<b>TOTAL (Gender-balanced industries)</b>	<b>21</b>	<b>4</b>	<b>49</b>
<b>MEN-DOMINATED INDUSTRIES</b>			
Agriculture, Forestry and Fishing	6	6	65
Construction	27	3	79
Electricity, Gas, Water and Waste Services	45	10	74
Manufacturing	21	2	73
Mining	54	8	78
Public Administration and Safety	40	16	74
Transport, Postal and Warehousing	23	-1	74
Wholesale Trade	16	3	62
<b>TOTAL (Men-dominated industries)</b>	<b>31</b>	<b>4</b>	<b>73</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>17</b>	<b>3</b>	<b>49</b>



## Parental leave policy details

WGEA's 2023–24 Employer Census reveals notable differences in the inclusions and considerations contained within employer paid parental leave policies.

In 2023–24 the average length of paid parental leave offered by employers was 12.3 weeks for universally available parental leave, 12.2 weeks for primary carer leave, and 2.9 weeks for secondary carer leave. These averages represent no significant change from 2022–23. The qualifying period for all types of parental leave is about 12 months.

**FIGURE 44: Proportion of employers offering paid parental leave by number of weeks offered, 2023–24**

Weeks of leave	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
1-6	20	22	18	95
7-12	39	34	40	4
13-17	24	22	25	1
18+	18	21	16	0.4
<b>Average number of weeks</b>	<b>12.3</b>	<b>12.3</b>	<b>12.2</b>	<b>2.9</b>

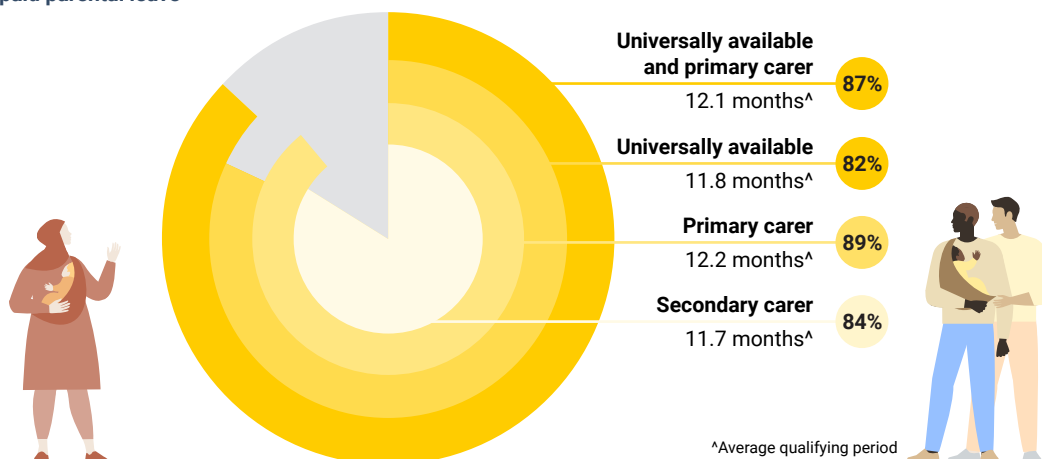
Note: Percentages shown may not add up to 100% due to rounding of decimal place.

**FIGURE 45: Proportion of employers offering employer-funded paid parental leave with time limits**

	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Yes	87	81	89	91
over 24 months	1	1	0.5	1
within 12 months	47	42	49	50
within 24 months	16	23	13	12
within 6 months	24	15	27	29
No	13	19	11	9

Note: Percentages shown may not add up to 100% due to rounding of decimal place.

**FIGURE 46: Proportion of employers with a qualifying period before employees can access employer-funded paid parental leave**



**FIGURE 47: Proportion of employers offering employer-funded paid parental leave, by method of payment**

	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
As a lump sum payment	4	5	4	1
Paying the gap between the employee's salary and the government's paid parental leave scheme	11	13	10	5
Paying the employee's full salary	85	82	86	93

Note: Percentages shown may not add up to 100% due to rounding of decimal place.

**FIGURE 48: Proportion of employers offering employer-funded paid parental leave, by reason of parenting**

	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Birth	100	100	100	100
Adoption	98	98	98	98
Stillbirth	75	82	73	71
Surrogacy	70	78	67	68

## Superannuation on parental leave

The majority of employers who offer employer funded paid parental leave are paying superannuation on this leave. Fewer are paying superannuation on government-funded parental leave and unpaid parental leave.

**FIGURE 49: Proportion of employers paying superannuation on their parental leave**

Superannuation paid on parental leave	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Yes, on employer funded primary carers leave	83	87	81	87
Yes, on government funded primary carers leave	18	20	18	13
Yes, on unpaid parental leave	16	18	16	7
No	16	13	17	13

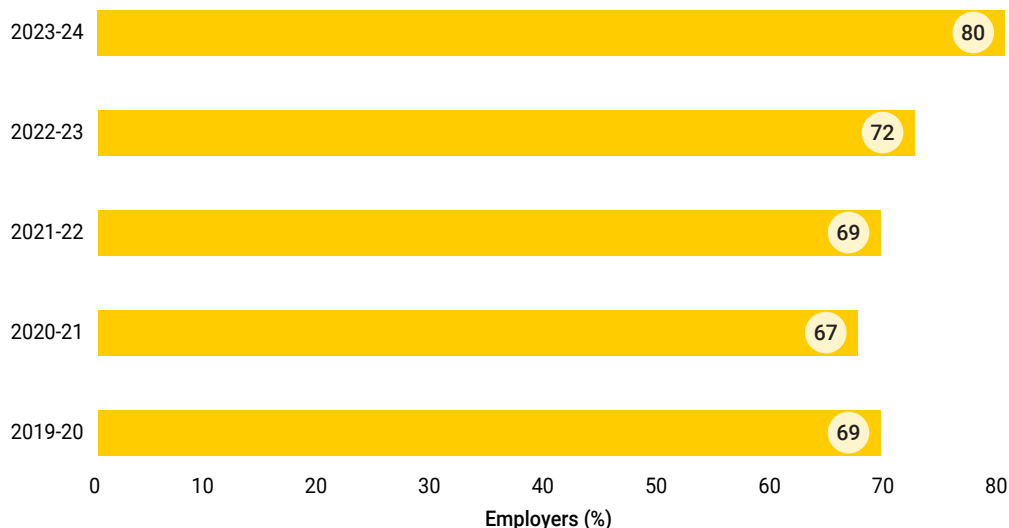
Note: Totals do not add to 100% because employers may pay superannuation on more than one type of leave.



## Support for parents and carers

Most employers (80%) have a policy or strategy in place to support employees with family or caring responsibilities. This is a notable rise from 72% in 2022–23. In the past five years, it has increased by 11pp.

**FIGURE 50: Proportion of employers with a formal policy or strategy to support employees with family or caring responsibilities**



In addition to paid parental leave, employers can contribute to workplace gender equality by providing support for employees with caring responsibilities. Direct, personalised support to individual carers such as counselling, keep-in-touch and referral programs, are the most common supports offered by employers.

**FIGURE 51: Table Proportion of employers offering support for carers by support type, 2023–24**

Support for carers	Employers (%)	
	Offered at some worksites	Offered at all worksites
Access to counselling and external support for carers	11	81
Keep-in-touch programs for carers on extended leave and/or parental leave	11	51
Referral services to support employees with family and/or caring responsibilities	8	47
Targeted communication mechanisms (e.g. Intranet)	7	38
Coaching for employees returning to work from parental leave and/or extended carers leave and/or career breaks	8	35
Breastfeeding facilities	41	25
Internal support networks for parents and/or carers	8	25
Information packs for those with family and/or caring responsibilities	5	21
Referral services for care facilities	4	8
Parenting workshop targeting mothers	2	5
Parenting workshops targeting fathers	2	5
Return to work bonus	1	4
Support for employees with securing care	3	4
Support in securing school holiday care	3	3
Employer subsidised childcare	2	3
On-site childcare	4	2

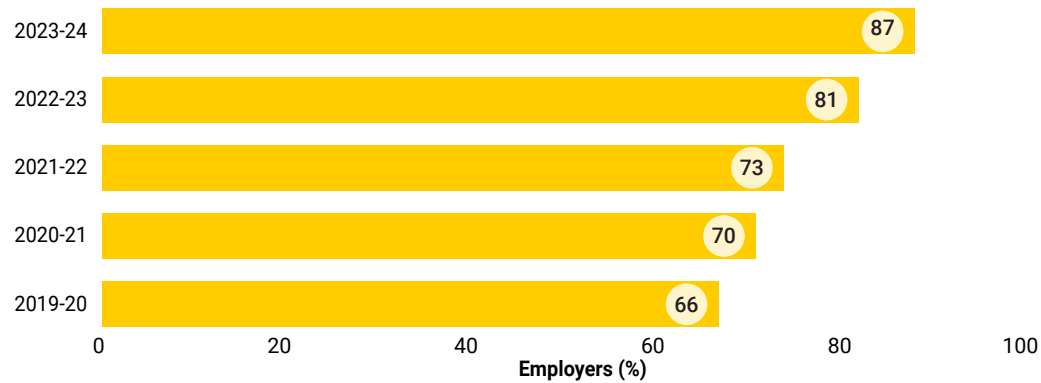




## Family and domestic violence support

Nearly 9 in 10 employers (87%) have a policy or strategy to support employees experiencing family or domestic violence, an increase of 6pp since 2022–23.

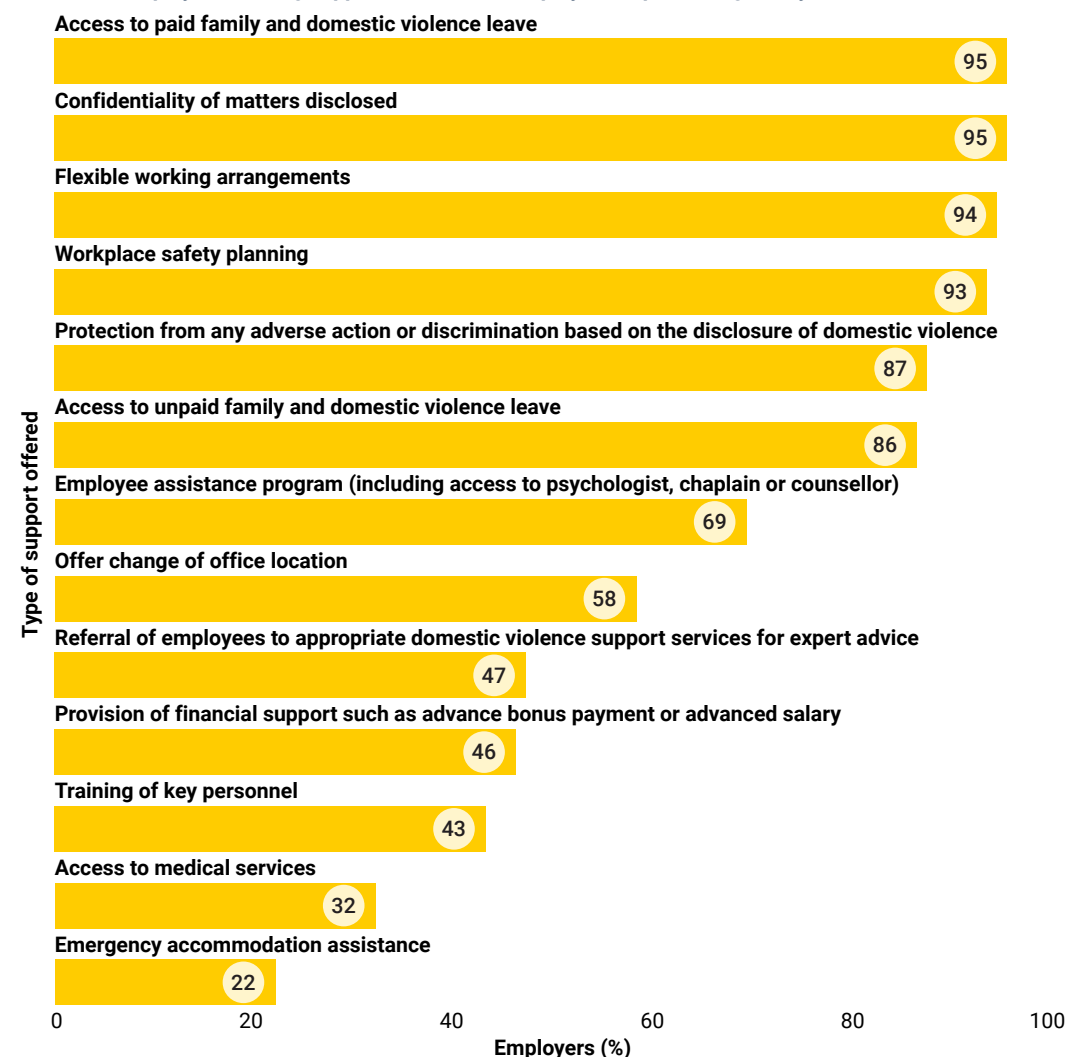
**FIGURE 52: Proportion of employers with a formal policy or strategy to support employees experiencing family or domestic violence (change over time since 2019-20)**



A new National Employment Standard under the Fair Work Act 2009 implemented an employee entitlement to 10 days paid family and domestic violence leave in a 12-month period.

Despite this, not all employers reported offering paid family and domestic violence leave to employees. An explanation for this could be that employers responded negatively to the question if they did not offer additional leave beyond the 10-day entitlement, or, that they are unaware of the new requirement to offer paid leave.

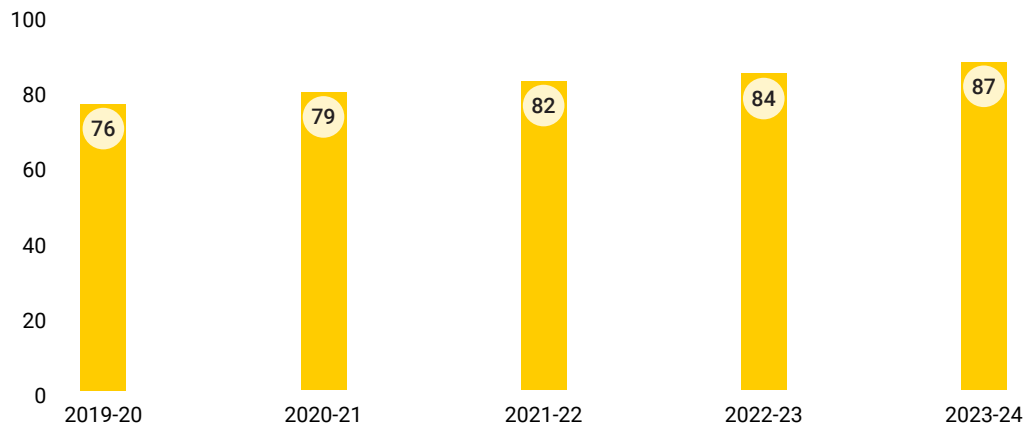
**FIGURE 53: Employers offering support and leave to employees experiencing family or domestic violence**



## Flexible working arrangements

The proportion of employers having a policy or strategy on flexible working arrangements has increased by 3pp to 87% in the past 12 months.

**FIGURE 54: Proportion of employers with a formal policy or strategy on flexible working arrangements**



Employers have quite comprehensive options regarding flexible hours or location (e.g. work from home), when offering flexible working options.

**FIGURE 55: Proportion of employers offering different types of flexible work**

Type of flexible work	Women-dominated Industries (%)	Gender-balanced Industries (%)	Men-dominated Industries (%)	All employers (%)
Unpaid leave	98	99	98	98
Part-time work	99	98	98	98
Flexible hours of work	96	98	99	98
Remote working/working from home	94	97	98	96
Time-in-lieu	96	93	93	94
Job sharing	77	62	62	65
Compressed working weeks	62	60	56	59
Purchased leave	51	44	37	43

Note: Proportions are out of all employers



**FIGURE 56: Proportion of employers by industry with a formal policy or strategy on flexible working arrangements**

Industry	Employers (%)
<b>WOMEN-DOMINATED INDUSTRIES</b>	
Education and Training	77
Health Care and Social Assistance	89
<b>TOTAL (Women-dominated industries)</b>	<b>84</b>
<b>GENDER-BALANCED INDUSTRIES</b>	
Accommodation and Food Services	78
Administrative and Support Services	88
Arts and Recreation Services	93
Financial and Insurance Services	95
Information Media and Telecommunications	97
Other Services	90
Professional, Scientific and Technical Services	96
Rental, Hiring and Real Estate Services	91
Retail Trade	80
<b>TOTAL (Gender-balanced industries)</b>	<b>90</b>
<b>MEN-DOMINATED INDUSTRIES</b>	
Agriculture, Forestry and Fishing	70
Construction	85
Electricity, Gas, Water and Waste Services	97
Manufacturing	86
Mining	89
Public Administration and Safety	84
Transport, Postal and Warehousing	85
Wholesale Trade	90
<b>TOTAL (Men-dominated industries)</b>	<b>87</b>
<b>TOTAL (ALL INDUSTRIES)</b>	<b>87</b>



Many employers promote flexible work and role model it at a leadership level. However, fewer hold managers accountable for flexibility, monitor and report on the impact on flexible work, or design management roles for flexibility.

**FIGURE 57: Proportion of employers offering different types of flexible work policy or strategy inclusions**

<b>Flexible work policy/strategy inclusions</b>	<b>Employers (%)</b>
Flexible working is promoted throughout the organisation	75
Leaders are visible role models of flexible working	75
A business case for flexibility has been established and endorsed at the leadership level	67
Employees are surveyed on whether they have sufficient flexibility	55
All team meetings are offered online	46
Managers receive support to conduct performance evaluations that are not influenced by the work location of the employee (proximity bias)	42
Leaders are held accountable for improving workplace flexibility	41
Flexible work offerings are available to all employees, with a default approval bias (all roles flex approach)	40
The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	38
Manager training on flexible working and remote/hybrid teams is provided throughout the organisation	37
The organisation's approach to flexibility is integrated into client conversations	30
Employee training on flexible working and remote/hybrid teams is provided throughout the organisation	28
Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	25
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	18
Team-based training on flexible working is provided throughout the organisation	18
The ability to job-share is incorporated into job design and advertising of new roles	12
Management positions are designed as part-time	11
Targets have been set for engagement in flexible work	8
Targets have been set for men's engagement in flexible work	3

Note: Percentage shown is of employers who indicated they have a policy or strategy on flexible working arrangements.



# GEI 5

## Employee consultation

### What is GEI 5?

This GEI measures how, when and how often employers engage with their employees on issues of workplace gender equality.

### Why is it important?

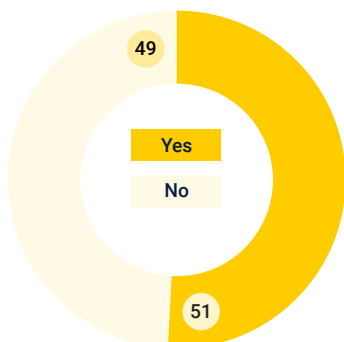
Engaging employees through consultation on gender equality issues helps employers to understand the employee experience and to take meaningful action. Employers can use the information they learn through the consultation process to generate solutions that are practical and relevant to their organisation.

### Approaches to employee consultation

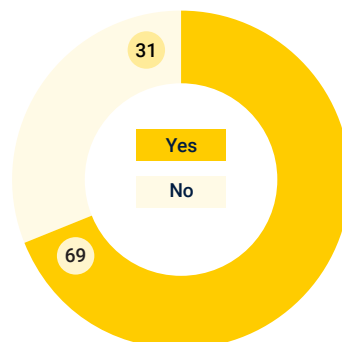
Almost 7 in 10 (69%) employers consult employees on gender equality, but only slightly more than half (51%) have a formal policy for consultation.

This represents a significant increase from 2022–23, when less than half of employers (47%) consulted employees on gender equality and less than one third (31%) had a formal policy in place. The significance of this increase may be, in part, due to the publication by WGEA of employer gender pay gaps for the first time in February 2024, bringing unprecedented transparency to employer performance on gender equality.

**FIGURE 58: Proportion of employers with a formal policy or strategy for consulting employees on gender equality**



**FIGURE 59: Proportion of employers that consult employees about gender equality**



**FIGURE 60: Proportion of employers that consulted with staff, by method of consultation**

<b>Method of consultation</b>	<b>Employers (%)</b>
Employee experience survey	69
Exit interviews	62
Consultative committee or group	43
Performance discussions	40
Focus group	31

Note: Proportion of employers is out of those who indicated they consulted with employees in 2023–24. Employers could select more than one option.



# GEI 6

## Prevention of and response to sexual harassment

### What is GEI 6?

This GEI measures employer policies, strategies and actions to prevent and respond to sex-based harassment, harassment on the ground of sex or discrimination in the workplace.

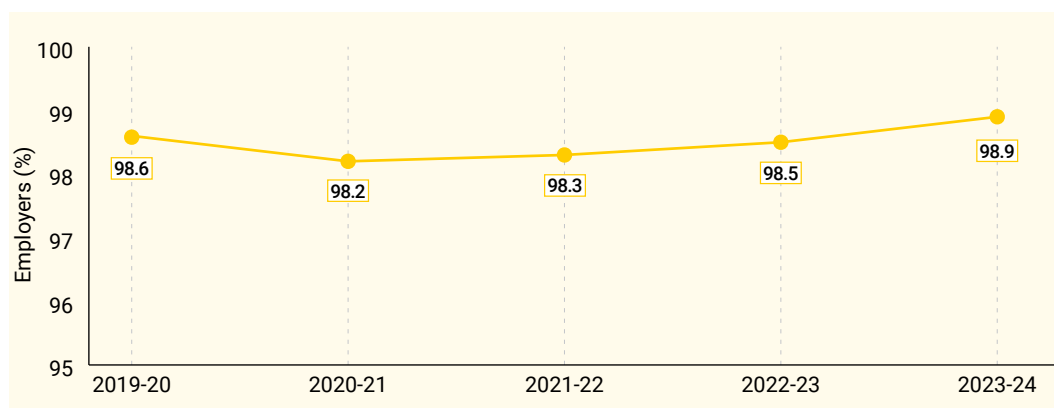
### Why is it important?

Workplace sexual harassment and discrimination is a gender equality issue that predominantly impacts women. To increase women's workforce participation and retention, it is essential employers take action to prioritise and protect all employees from sexual harassment, harassment on the ground of sex or discrimination and ensure that every employee feels safe in the workplace.

Following the Respect@Work report, in 2023 the government expanded information WGEA could collect from employers about sexual harassment or discrimination. The following tables are the result of the first year of reporting, with the exception of Chart 1 (covering employers with a policy or strategy in place).

Almost all employers have a policy or strategy to prevent sexual harassment or discrimination. More than half (54%) of the 1.1% of employers that did not have a policy indicated that it was under development.

**FIGURE 60: Proportion of employers with a policy or strategy on the prevention of, and response to, sexual harassment, harassment on the ground of sex or discrimination (change over time, 2019-20 to 2023-24)**



The details of these policies and the inclusions can vary widely by employer.

**FIGURE 61: Inclusions in employer policies or strategies on the prevention and response to sexual harassment**

Policy inclusion	Employers (%)
Process to disclose, investigate and manage any sexual harassment	95
A statement on the positive duty of the employer to provide a safe workplace free of sexual harassment	91
Leadership accountabilities and responsibilities for prevention and response to sexual harassment	87
Expectations of manager and non-manager training on respectful workplace conduct and sexual harassment	85
Expectations of safety, respect and inclusive conduct in recruitment materials, contracts and performance management	80
Guidelines for human resources or other designated responding staff on confidentiality and privacy	80
Inclusive and respectful behaviour is part of regular performance evaluation	73
A system for monitoring outcomes of sexual harassment and discrimination complaints, including employment outcomes for complainants and accused perpetrators	60
How risks will be identified and assessed, and how control measures will be monitored, implemented and reviewed	58
Process for development and review of the policy, including consultation with employees, unions or industry groups	51
Expectations and management of personal/intimate relationships	50
Processes relating to the use of non-disclosure or confidentiality agreements	49
The frequency and nature of reporting to the governing body and management on sexual harassment	45
Process for parties to agree on the investigator of an incident	41

Note: Percentage shown is of employers who have a policy or strategy on prevention and response to sexual harassment, harassment on the ground of sex or discrimination.

Most employers (85%) had their sexual harassment and discrimination policy reviewed by the CEO (or equivalent) in the last year. Slightly more than half (55%) had their policy reviewed by the Board.

Communication from these leaders is an important part of setting a respectful culture, with leadership being one of the key standards in the Respect@Work framework for better prevention of, and response to, sexual harassment. WGEA's results show 62% of governing bodies and 91% of CEOs communicated their expectations on safety and respectful and inclusive workplace conduct.

**FIGURE 62: Governing body communication about workplace expectations**

Timing of governing body communications	Employers (%)
At new staff induction	25
More than annually	13
Annually	11

Note: Percentage shown is of all employers. Employers could provide multiple responses.





**FIGURE 63: CEO or equivalent communication about expectations on safety and respectful and inclusive workplace conduct**

Timing of CEO or equivalent communications	Employers (%)
At new staff induction	25
More than annually	17
CEO has made set expectations for line managers to communicate on respectful behaviour	14
Ahead of big events such as Christmas parties	9
Annually	8
When promoted	0

Note: Percentage shown is of all employers. A small number of employers reported that the CEO or equivalent communicates when staff are promoted. This is shown as zero due to rounding. Employers could provide multiple responses.

Nearly 9 in 10 employers (88%) provide training on the prevention of sexual harassment and discrimination. This training does not always occur at all levels of the organisation.

Almost all training programs cover respectful workplace conduct and different forms of inappropriate workplace behaviour.

**FIGURE 64: Proportion of employers providing training to managers, non-managers and governing bodies (employers, %)**

	At induction	At promotion	Annually	Multiple times a year
All managers	76	6	59	7
All non-managers	76	3	57	6
Governing body	48	2	39	4

**FIGURE 65: Training program inclusions**

Training program inclusions	Employers (%)
The respectful workplace conduct and behaviours expected of workers and leaders	99
Different forms of inappropriate workplace behaviour (e.g. sexual harassment, harassment on the ground of sex and discrimination) and its impact	98
Options for reporting occurrences of sexual harassment as well as the risk of sexual harassment occurring	90
Information on worker rights, external authorities and relevant legislation relating to workplace sexual harassment	81
The drivers and contributing factors of sexual harassment	70
Bystander training	62
Diverse experiences and needs of different people, including women, LGBTIQ+ workers, CALD workers and workers with a disability	45
Trauma-informed management and response to disclosures	31
Self-care and vicarious trauma training for employees, witnesses and responding staff	29
Other	5

Note: Percentage shown is of employers who offered training programs.



Most employers (87%) include specific items related to sexual harassment in workplace health and safety risk planning and actions.

**FIGURE 66: Inclusions in workplace health and safety risk management process**

Inclusions	Employers (%)
Control measures to eliminate or minimise the identified drivers and risks for sexual harassment so far as reasonably practicable	69
Identification and assessment of the specific workplace and industry risks of sexual harassment	68
Reporting to leadership on workplace sexual harassment risks, prevention and response, incident management effectiveness and outcomes, trend analysis and actions	64
Regular review of the effectiveness of control measures to eliminate or minimise the risks of sexual harassment	55
Consultation on sexual harassment risks and mitigation with staff and other relevant stakeholders (e.g. people you share a premises with)	45
Identification, assessment and control measures in place to manage the risk of vicarious trauma to responding staff	40
None of the above	13

**FIGURE 67: Employer actions or responses as part of a workplace sexual harassment risk management process**

Actions/responses	Employers (%)
Train people managers in prevention of sexual harassment	74
Train staff on mitigation and control measures	50
Make workplace adjustments	46
Change or develop new control measures	42
Undertake and act on a culture audit of the relevant business or division	35
Train identified contact officers	30
Implement other changes	10
None of the above	12



Disclosing sexual harassment can be difficult. Employers are deploying multiple options to enable and support safe disclosure.

**FIGURE 68: Options for employees who wish to disclose or raise concerns about incidents related to sexual harassment or similar misconduct**

Disclosure process	Employers (%)
Process for disclosure to human resources or other designated responding staff	98
Process to disclose anonymously	68
Process for disclosure to confidential ethics hotline or similar	60
Process for workers to identify and disclose potential risks of sexual harassment, without a specific incident occurring	60
Process to disclose after their employment has concluded	50
Special procedures for disclosures about organisational leaders and board members	37
Process for disclosure to union/worker representative	29
None of the above	0

Note: A small number of employers reported they have none of the above. This is shown as zero due to rounding.

Employers also provide a range of supports for employees involved in and affected by sexual harassment.

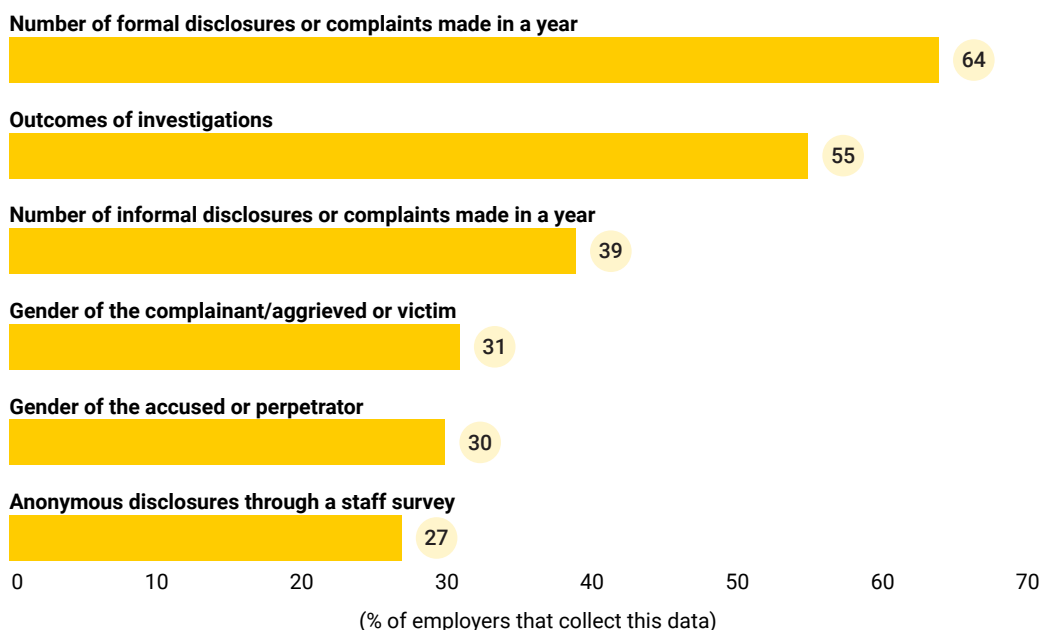
**FIGURE 69: Supports provided to workers involved in and affected by sexual harassment**

Type of support provided	Employers (%)
Confidential external counselling (e.g. EAP)	95
Reasonable adjustments to work conditions	83
Information provided to all workers on external support services available	71
Trained, trauma-informed support staff/contact officers	33
Union/worker representative support throughout the disclosure process and response	33
Other	6
None of the above	1



Close to 3 in 4 employers (72%) collect data on sexual harassment prevalence (disclosures and complaints) in their workplace.

**FIGURE 70: Data collected on sexual harassment in the workplace**



Of all employers, 78% report on sexual harassment to the CEO and 67% to the governing body, at least annually.

**FIGURE 71: How often reporting on sexual harassment to the governing body and management occurs (employers, %)**

	Regularly/at every meeting	Multiple times per year	Annually
Governing body	20	30	17
CEO, HOBs	27	38	13
KMPs	17	29	11
All managers	8	14	11

Note: Percentage shown is of all employers.

**FIGURE 72: Inclusions in reports on sexual harassment to governing body and management**

Inclusion	Employers (%)
Outcome of reports of sexual harassment	61
Nature of workplace sexual harassment	56
Organisational action to prevent and respond to sexual harassment	55
Consequences for perpetrators of sexual harassment	53
Prevalence of workplace sexual harassment	43
Identified risks of workplace sexual harassment	39
Effectiveness of response to reports of sexual harassment	27
Analysis of sexual harassment trends	26
Use and context of non-disclosure agreements or confidentiality clauses	16

Note: Percentage shown is proportion of employers who report on sexual harassment to the governing body and management. Employers could provide multiple responses.





## Additional information

For further information, please contact:

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