

Commonwealth Public Sector Gender Equality Scorecard

Key Employer Results From 2023

May 2025



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You can explore all of WGEA's data using the Data Explorer
www.wgea.gov.au/Data-Explorer

Acknowledgement 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 letter

The release of this Scorecard marks an important milestone in the transparency of the Commonwealth public sector in relation to workplace gender equality. Alongside information on each of the 6 gender equality indicators, it publishes, for the first time, the individual gender pay gaps for 120 employers and 2 corporate groups.

There's a lot for these employers to celebrate. The sector's average total remuneration gender pay gap of 6.4% is substantially better than the equivalent in the private sector of 21.1%. 45% of employers have a median gender pay gap in the target range of $\pm 5\%$. The sector has achieved gender-balance in the composition of the workforce, at managerial level and in the upper quartile of remuneration (excluding the role of CEO or Agency Head, for which WGEA will publish data next year). It has also achieved gender-balance in governing bodies which is critical to driving and embedding actions that maintain, improve or accelerate gender equality in workplaces.

A significant proportion of employers understand the complexity of the drivers of their gender pay gap and they are taking action to reduce it. This is seen in the large numbers of employers that undertook a comprehensive gender pay gap analysis and took action on the results. It is also reflected in a large rise in the number of employers consulting their employees about their experiences in the workplace. Promisingly, 51% of employers reduced their gender pay gap year-on-year.

Rates of full-time work in the sector are high, and employees have access to a wide range of flexible working options.

Key areas for improvement do, however, remain.

Nearly half of the employers in the sector still have a gender pay gap in favour of men. While they are often smaller than the private sector, as evidenced by the 4.8% mid-point employer gender pay gap, this does never-the-less show that work still needs

to be done to improve gender-balance in both pay and composition. Particular focus should be paid to payments above base salary, which this report shows is a key contributor to the gender pay gap. A further contributor is occupational segregation, and to reduce their gender pay gaps employers should create pathways and set targets for men's employment in women-dominated roles and women's employment in men-dominated roles.

Further, men account for just 11% of all primary carer's leave taken. With changes in access to parental leave now enacted, Commonwealth public sector employers need to work hard to ensure cultural change to remove real or perceived penalties for taking time out for caring roles and ensure more men have confidence to take primary carer's leave.

Every person should have access to opportunities that allow them to use their full range of skills and capabilities and to be treated with dignity and respect. Improving gender equality is not one-size-fits-all. Each workplace faces unique challenges that will require different evidence-informed actions. This document details benchmarks for employers in the public sector. Further employer-specific information is available on WGEA's Data Explorer, including Employer Statements. Read together, these provide a detailed understanding of the data and the actions each employer is taking to improve.

This Scorecard shows many Commonwealth public sector employers are achieving positive outcomes. The results are promising, and I encourage all employers to continue this important work.

Mary Wooldridge



Executive summary

The *Commonwealth Public Sector Gender Equality Scorecard: Key Employer Results from 2023* details the state of workplace gender equality in the Commonwealth public sector. It is the second report of its kind following legislative changes in 2023. This Scorecard shows where employers are making progress on gender equality and points to opportunities for additional action on the GEIs.

Commonwealth public sector employers have lower gender pay gaps

This report provides an opportunity to compare gender pay gaps and workforce composition across the Commonwealth public and private sectors. The results indicate Commonwealth public sector employers have lower gender pay gaps than their private sector counterparts. Nearly half (45%) have a neutral median total remuneration gender pay gap (within +/- 5%), compared to 31% in the private sector. The majority of APS employers (55%) sit within this target range. 50% of employers have a gender gap below 4.8%, a point known as the employer gender pay gap mid-point. In the private sector, this mid-point is higher at 8.9%. As employers consider their own gender pay gaps and how they are performing relative to their peers, the mid-point provides an important point for benchmarking and comparison.

The balance of women and men in the workforce and at all levels of management is a key contributor to the lower gender pay gaps in the sector. Of the total workforce, 55% of employees are women and 45% of employees are men. Women comprise over half of management roles (54%). When compared to the private sector, women and men also have more balanced representation in the upper pay quartile in the Commonwealth public sector. Women comprise 47% (men 53%) of the highest paid positions.

Across all employees in the sector, the average total remuneration gender pay gap is 6.4 %. On average, women earn 94 cents for every dollar men earn. This difference adds up to \$8,200 per year. While the total remuneration average gender pay gap in the Commonwealth public sector is 14.7 percentage points (pp) lower than the private sector,¹ it is still in favour of men.

The size and composition of the sector impacts any analysis of the drivers of the gender pay gap. In comparison to the private sector, the Commonwealth public sector dataset

¹ This difference is when the Commonwealth public sector total remuneration average gender pay gap is compared to the private sector total remuneration average gender pay gap excluding CEO, Head of Business and Casual Manager remuneration.



is smaller and most employers are in the same industry (Public Administration and Safety). Almost 30% of employees work for the two largest Commonwealth public sector employers in the dataset, while in the private sector 5% of employees work for the two largest employers. As such, results from these large employers have the greatest impact on the sector-wide gender pay gap.

Employers are taking positive action on gender equality

The information reported by Commonwealth public sector employers indicates that employers are taking positive action on gender equality. These actions include gender pay gap analyses, consultation with employees, and reductions in the gender pay gap. In 2023, 72% of Commonwealth public sector employers conducted a pay gap analysis, up 8 pp from 2022.

Of the employers that conducted a pay gap analysis, the majority conducted an organisation-wide pay gap analysis (85%) and 76% of those conducted a gender pay gap analysis within the last 12 months.

Most employers (75%) that conducted a gender pay gap analysis also took action as a result. This is an 11 pp increase from 2022 results.

There were also significant rises in the number of employers that consulted with employees to understand their experience of gender equality in the workplace. Almost all employers (93%) consulted employees on workplace gender equality issues. This is an increase of 15 pp from the previous year. The most common methods of consultation are through a committee or group and the APS Census.

Employers are also making progress to reduce the gender pay gap even further. In the past 12 months, 51% of employers reduced their median total remuneration gender pay gap and 3% maintained the same gap.

The heightened focus on the Commonwealth public sector gender pay gaps that comes with publication will hopefully be a catalyst for future improvements.

Key areas for improvement on the gender pay gap remain

Payments above base salary such as overtime, performance bonuses and superannuation payments are one key area for employers to assess when planning action to improve their gender pay gaps.

The value of these additional payments adds \$5,373 or 3.6% to the gender pay gap, indicating that these payments offer more financial reward to men than women. This gender gap can be influenced by societal norms and stereotypes that place certain expectations on who is available to work overtime or non-traditional hours and who has more out-of-work commitments tied to care.

While the sector has achieved gender-balance, men do still comprise a greater proportion of the upper pay quartile compared to women. Across Commonwealth public sector employers, the median total remuneration gender pay gap of 5.7% is slightly lower than the average gender pay gap (at 6.4%). This indicates that men's representation in high-paying roles is having a greater impact on the gender pay gap than women's representation in lower-paying roles.

Women are more likely to work in lower-paid non-manager positions than men such as sales workers and clerical and administrative workers and they are under-represented in occupations considered more technical or manual (such as machinery operators and drivers, technicians and trades workers, and labourers). This may be one reason why nearly 49% of employers still have a gender pay gap in favour of men.

The contributors to the gender pay gap discussed above – including salary settings, discretionary payments and workforce composition – differ in APS and non-APS



employers. This leads to differences in the mid-point gender pay gaps in these employer types. While the mid-point of the median total remuneration gender pay gap for APS employers is 3.2%, this gender pay gap figure is 9.8% for non-APS employers, which is more equivalent to and even slightly above private sector employers (at 8.9% for 2023-24).

APS employers are those governed by the PS Act and covered by the Public Sector Workplace Relations Policy. This, along with agency enterprise agreements, sets out methods and directions for setting employee remuneration, resulting in a consistent and coordinated approach across APS employers and workplace policies. Non-APS employers do not have the same requirements. While non-APS employers are expected to support the Government's aim to establish the Commonwealth as a model employer and may align their conditions to the APS or other arrangements, they are also expected to operate competitively while delivering essential government services to the community.

APS employers use well-defined salary bands and they employ more women and have a higher proportion of women in management when compared to non-APS employers. These contribute to the lower mid-point gender pay gap of APS employers. Since they do not have the same expectation to use defined salary bands, non-APS employers have a more variable pay range across their employees. The variability in pay extends to discretionary payments, which is why additional payments add 5.6 pp to the base salary mid-point for non-APS employers and only 0.6 pp for APS employers.

The Commonwealth public sector has achieved gender-balance in governing bodies

One impressive finding from Commonwealth public sector employers' reports is that the sector has achieved gender-balance in governing bodies. Women hold 49% and men hold 51% of governing body seats (both Chairs and members) in the Commonwealth public sector.² On individual Boards, 48% of governing bodies are gender-balanced (meaning women and men occupy between 40% and 60% of governing body seats). The efforts of government to set targets for women's representation on Boards is likely a strong contributor to this.

Men are, however, still more likely to hold the position of Chair. For 2024-25, in addition to existing targets, the government established new targets³ that women hold 50% of Board positions and 50% of Chair and Deputy Chair positions on Australian Government boards at the portfolio level. The composition of governing bodies is a contributor to the state of gender equality in a workplace, with research demonstrating that more women on governing bodies contributes to workplace gender equality outcomes and company performance.⁴

Commonwealth public sector employers have gender equality policies and strategies but are less likely to set targets

Policies and strategies can support employers in taking action on gender equality in their workplaces. Most employers (80%) have a formal policy or strategy to support gender equality overall. In these policies or strategies, most employers are addressing recruitment and training and development while key areas, including promotion, talent identification, and succession planning, warrant attention.

In addition, more employers should consider how target setting can provide focus to meeting their gender equality goals. While targets, particularly for government Boards, have yielded positive results in recent years, only 41% of Commonwealth public sector employers reported setting any gender equality targets during the 2023 reporting period.

² This differs from the data in *Gender Balance on Australian Government Boards: 2023-2024 Annual Report*. More details on these differences can be found in the section on GEI 2: Gender composition of governing bodies.

³ www.pmc.gov.au/office-women/womens-leadership/gender-balance-australian-government-boards

⁴ Cassels R and Duncan A (2020), Gender Equity Insights 2020: Delivering the Business Outcomes, BCEC|WGEA Gender Equity Series, Issue #5, March 2020.



16% of employers have set a target to reduce the gender pay gap, and fewer employers (7%) are setting targets related to gender equality and men, such as men's uptake of parental leave and the number of men taking on roles that are typically women-dominated.

Support for men's engagement in flexible work and parental leave are priority areas

Work patterns and uptake of parental leave are heavily influenced by gender norms related to work and care. Increasing men's uptake of part-time, flexible working arrangements and parental leave will improve workplace gender equality and help reduce the gender pay gap.

Almost all employers have a policy or strategy in place for flexible work, and most employers offer access to a full suite of flexible working arrangements. This likely contributes to the high rates of full-time work for both women and men in the Commonwealth public sector.

At the same time, the data highlights some key areas of opportunity where employers can help to overcome the challenge of normalising men's shared responsibility for care. Men only accounted for 11% of primary carer's leave (including universally available leave) taken in 2023. The proportion of primary carer's leave taken by men was higher in non-APS employers (21%) than APS employers (7%). This may change in future reporting periods as the common conditions negotiated in APS-wide enterprise bargaining are implemented.

Employers are deepening their response to workplace sexual harassment and discrimination

Employers are required to respond to questions on whether they have a policy or strategy in place to prevent and address sexual harassment, harassment on the ground of sex and discrimination, and whether and how often they provide training for managers.

While the proportion of employers with a policy and/or strategy in place remains similar to last year (98%), there has been a significant increase in the percentage of policies or strategies that contain a grievance process. More than 9 in 10 (91%) employers are offering training to managers, with the majority providing this training at induction.

Employers also provided voluntary responses to additional questions that indicate a number of areas for improvement in sexual harassment prevention and response. This may also coincide with outcomes from APS-wide enterprise bargaining in which APS employers negotiated a Respect@Work clause that agencies consult with employees and their unions on approaches to prevent sexual harassment, sex discrimination, sex-based harassment and victimisation in the workplace.

Leaders (including governing bodies) can show their commitment to sexual harassment prevention by reviewing relevant policies and strategies. More employers can prioritise consultation with employees on sexual harassment risks and mitigation as part of their work health and safety risk management processes, and the collection of data that captures information relating to sexual harassment incidents and responses in the workplace.

Progress is happening, but there is still more to do

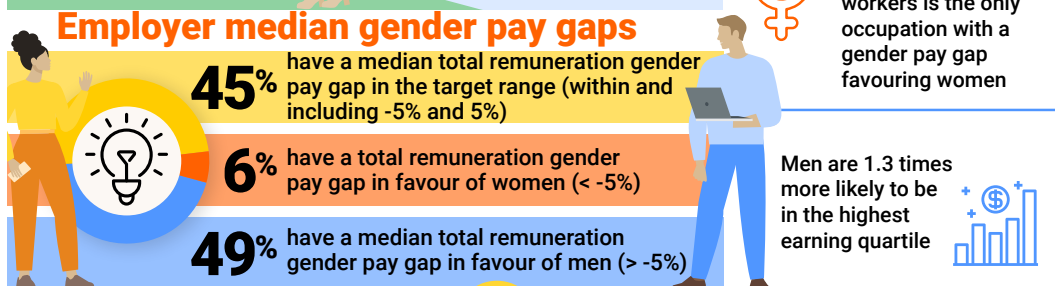
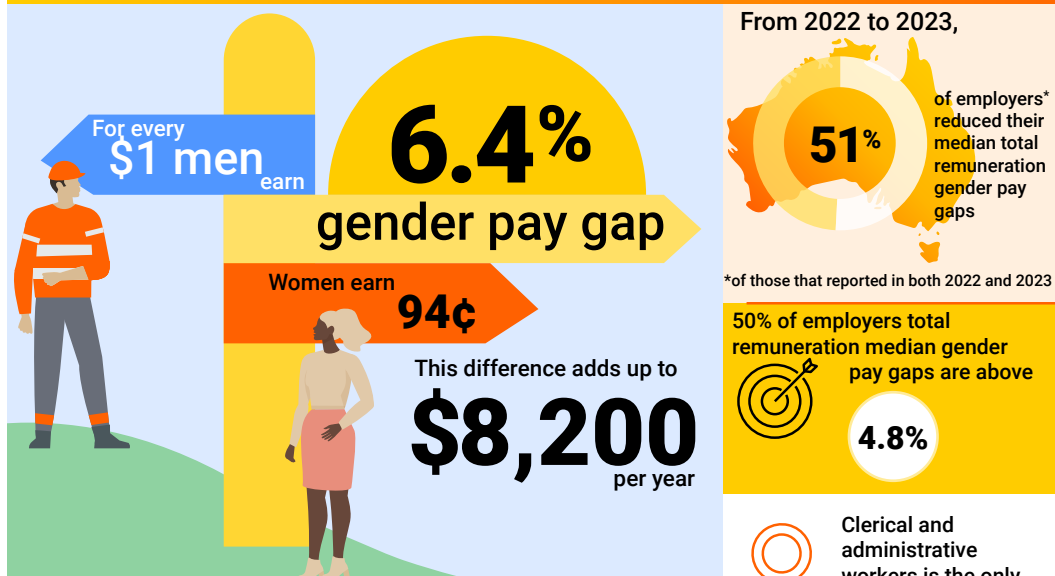
The findings outlined in this Scorecard make clear that Commonwealth public sector employers have a strong foundation of gender equality, both within their workplaces and across the sector. Employers are demonstrating progress in certain areas in these first 2 reporting periods (2022 and 2023). However, key areas for future opportunity and improvement remain.

Commonwealth public sector employers can use the data in this Scorecard to compare their performance with the broader sector, assess areas of opportunity, and establish action plans that will contribute to even more gender equal workplaces.

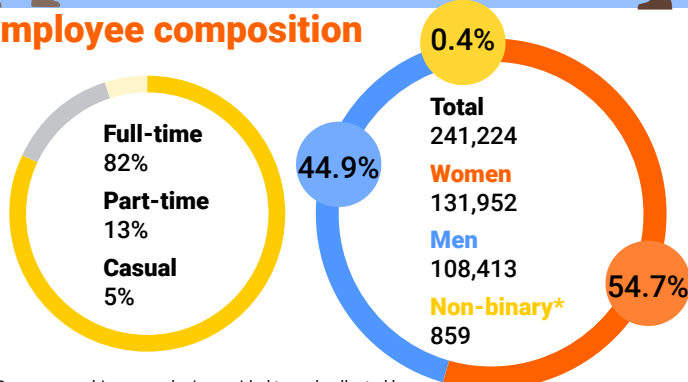


Commonwealth public sector data snapshot

The big picture



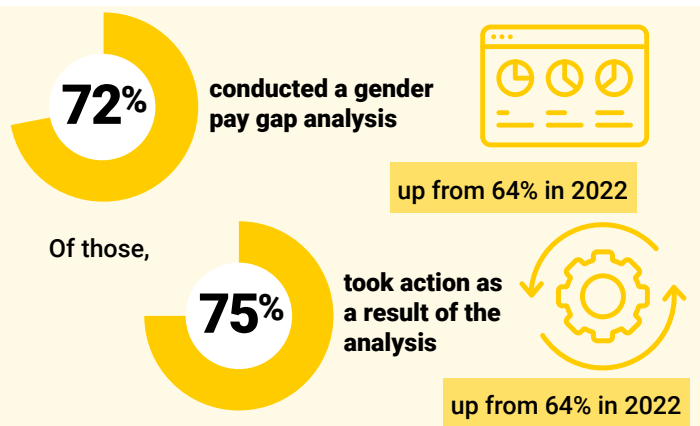
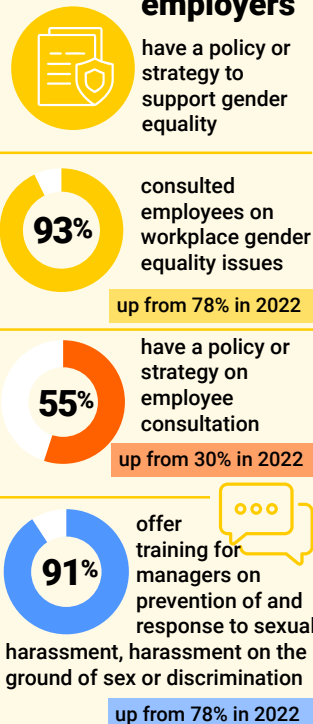
Employee composition



*Because non-binary gender is provided to and collected by WGEA as a voluntary data point, it is not included in the Scorecard analysis.

Employer action

4 out of 5 employers



The state of workplace gender equality

The *Commonwealth Public Sector Gender Equality Scorecard* presents an analysis of the data Commonwealth public sector employers reported to WGEA for the period 1 January to 31 December 2023.

Recommendation 43 in *A Roadmap for Respect: Preventing and Addressing Sexual Harassment in Australian Workplaces* (Respect@Work Report) recommended the Commonwealth public sector report to WGEA. In November 2022, the parliament passed the *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022*, expanding the definition of a relevant employer in the *Workplace Gender Equality Act 2012* (the Act) to include Commonwealth public sector employers with 100 or more employees. This Scorecard presents results from 2023, the second reporting period, after the Commonwealth public sector first reported to WGEA for 2022.

Under the Act, employers with 100 or more employees are required to report to WGEA annually against 6 gender equality indicators (GEIs):

- **GEI 1** Gender composition of the workforce
- **GEI 2** Gender composition of governing bodies of relevant employers
- **GEI 3** Equal remuneration between women and men
- **GEI 4** Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
- **GEI 5** Consultation with employees on issues concerning gender equality in the workplace
- **GEI 6** Sexual harassment, harassment on the ground of sex or discrimination.

This Scorecard examines the key outcomes of that data, the areas of improvement and areas where further progress can be achieved. Where relevant, WGEA has compared the data in this Scorecard to the Commonwealth public sector's baseline data from 2022 and to the private sector data from 2023-24. The GEIs are the same for the Commonwealth public sector and the private sector, enabling comparison between the two.

This Scorecard also presents the 2023 WGEA gender pay gap for each Commonwealth public sector employer. This is the first time WGEA has published Commonwealth public sector employer gender pay gaps in line with legislative amendments emerging from the review of the Act and resulting *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023*.



The individual employer median base salary and total remuneration gender pay gaps, along with the gender composition of the workforce, overall and by pay quartile, are published in this Scorecard's Appendix 1 and on the WGEA Data Explorer, where WGEA has also published the results for individual employers across each of the 6 GEIs.

WGEA has not released the average gender pay gaps or the average total remuneration per pay quartile for Commonwealth public sector employers. This is because the 2023 gender pay gaps do not include CEO or Agency Head, Head of Business and Casual Manager remuneration. The legislative changes requiring this additional information to be reported to WGEA also requires employers be given a year's notice. Commonwealth public sector employers will report CEO or Agency Head, Head of Business and Casual Manager remuneration to WGEA for the first time in 2025, relating to the 2024 reporting period. WGEA will use this information to calculate average gender pay gaps next year.

WGEA's Commonwealth public sector gender equality dataset

123 Commonwealth public sector employers reported gender equality information to WGEA for the 2023 calendar year. The Act exempts 3 security agencies from submitting specific data points. These employers are not included in sections related to the composition of the workforce (GEI 1), the gender pay gap (GEI 3) and gender pay gap publication.

In addition, the Australian Defence Force (ADF) is not included in the legislative definition of a relevant employer that is required to report to WGEA, although they reported in the 2022 reporting period as part of the Department of Defence.

Untangling the Department of Defence and ADF data delayed the Department of Defence's submission to WGEA. As a result, it was not able to be included in the overall 2023 Scorecard data analysis. However, the Department of Defence's gender pay gap and gender composition data appears in Appendix 1 and Appendix 2 details the impact of their inclusions in gender pay gaps and composition quartiles. Given the small size of the public sector dataset, the exclusion of one substantial employer can have an impact on the data findings. As a result, certain year-on-year data comparisons between 2022 and 2023, such as for gender composition and the gender pay gap, have generally not been included in this Scorecard.

The composition and remuneration data in the 2023 Scorecard covers 241,224 employees from 119 employers. Of these employees, 131,952 (54.7%) are women and 108,413 (44.9%) are men. A small proportion, 859 (0.4%) reported to their employer that they identify as non-binary. WGEA collects information from employers on non-binary employees on a voluntary basis. Due to the small numbers and voluntary nature of reporting, information about non-binary employees has not been included in this report.

How does this report differ to the APSC's reports?

The Australian Public Service Commission (APSC) publishes an annual Australian Public Service (APS) Remuneration data release which includes insights into workforce composition, base salary gender pay gaps and senior executive remuneration. It also recently released the [Australian Public Service Gender Equality Strategy 2021-2026 Interim Evaluation](#), which reflects APS progress on Strategy initiatives over approximately 2 years, from the launch of the Strategy in December 2021.

While the APSC collaborates with WGEA, there are several differences between the APSC's and WGEA's reports that should be noted. The APSC collects information on employees engaged under the *Public Service Act 1999* (PS Act). The definition of a relevant employer in WGEA's Act is Commonwealth companies and entities within the meaning of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) with 100 or more employees. These employers may engage employees wholly under the PS Act, wholly outside the PS Act, or a combination of both.



80 employers (APS employers) report employee data to both the APSC and to WGEA. Of the 80 employers, 9 employers also employ staff under arrangements other than the PS Act. These employers have still been classified as APS employers since they consistently report more PS than non-PS Act employees. APS employers are governed by the PS Act, APS-wide common conditions, and agency enterprise agreements that set out frameworks for employment including pay. An additional 39 employers (non-APS employers) are covered under the PGPA Act and do not employ staff under the PS Act. Workforce composition and remuneration data for both of these employer types has been included in this report. When referring to both APS and non-APS employers in this Scorecard, we use the terminology of the Commonwealth public sector. A list of employers, including details if they are APS or non-APS employers, can be found in the Appendix of this report.

The WGEA Scorecard also uses different terminology for manager categories compared to the APS Remuneration data release. A list of how these map to each other can be found in footnote 3 on page 15.

All Commonwealth public sector employers report to WGEA on 6 GEIs. This means the WGEA Scorecard has information on employer policies, strategies, and actions to address workplace gender equality that can be compared to the private sector using these same GEIs.

While the methodology for calculating the gender pay gap is the same, the data the APSC includes in its gender pay gap calculation differs from the data used by WGEA. More details on these differences can be found in the section on GEI 3: Equal Remuneration on page 28.

To facilitate employer reporting in the Commonwealth public sector to WGEA, the APSC transfers certain remuneration and composition data it collects from APS employers to WGEA. Remuneration of casual employees and the remuneration and gender composition of the CEO or Agency Head are not included in the data transferred by the APSC to WGEA.

National context and reform

Throughout 2023, gender equality at work was an area of national focus and reform. In March 2023, the *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023* was passed and associated Legislative Instruments remade. These legislative reforms enhanced employer accountability for gender equality, including the requirement that WGEA publish employer gender pay gaps in Australia. Further, 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.

Specific to the Commonwealth public sector, the *Maternity Leave (Commonwealth Employees) Act 1973* underwent a review in 2023, resulting in 26 recommendations. An APS-wide bargaining process on common conditions commenced in March 2023, resulting in a common pay increase from March 2024.

In March 2024, the Government released *Working for Women: A National Strategy for Gender Equality* setting a path to progress gender equality over the next 10 years. Closing the gender pay gap is one of the ambitions of *Working for Women*. The Government renewed and strengthened targets for gender-balance on Government boards as part of the National Strategy.

The data and analysis in this Scorecard pre-dates the implementation of these changes but does provide context against the GEIs in the Commonwealth public sector.



GEI 1

Workforce gender composition

What is GEI 1?

Workforce gender composition measures the participation rates of women and men in a workplace. This includes the proportion of different genders 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.

Why is it important?

Gender imbalance in workforce composition is a driver of the gender pay gap. Analysing workforce gender composition data allows employers to find 'hot spots' of gender imbalance 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. Further, increasing the representation of women in executive leadership roles is associated with declining employer gender pay gaps.¹ Addressing gender composition imbalance and improving the earnings of employees in lower paid, often undervalued, occupations is another way to reduce the gender pay gap. Gender balance across roles and business units indicates that people are able to access and enjoy equal rewards, resources and opportunities, regardless of their gender.

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



Profile of the Commonwealth public sector workforce

The 119 employers included in WGEA's 2023 Commonwealth public sector gender equality dataset (excluding the 3 security agencies) employ 241,224 employees. Of those 131,952 (55%) are women and 108,413 (45%) are men.

The majority of employees work for APS employers (65%), with fewer working for non-APS employers (35%).

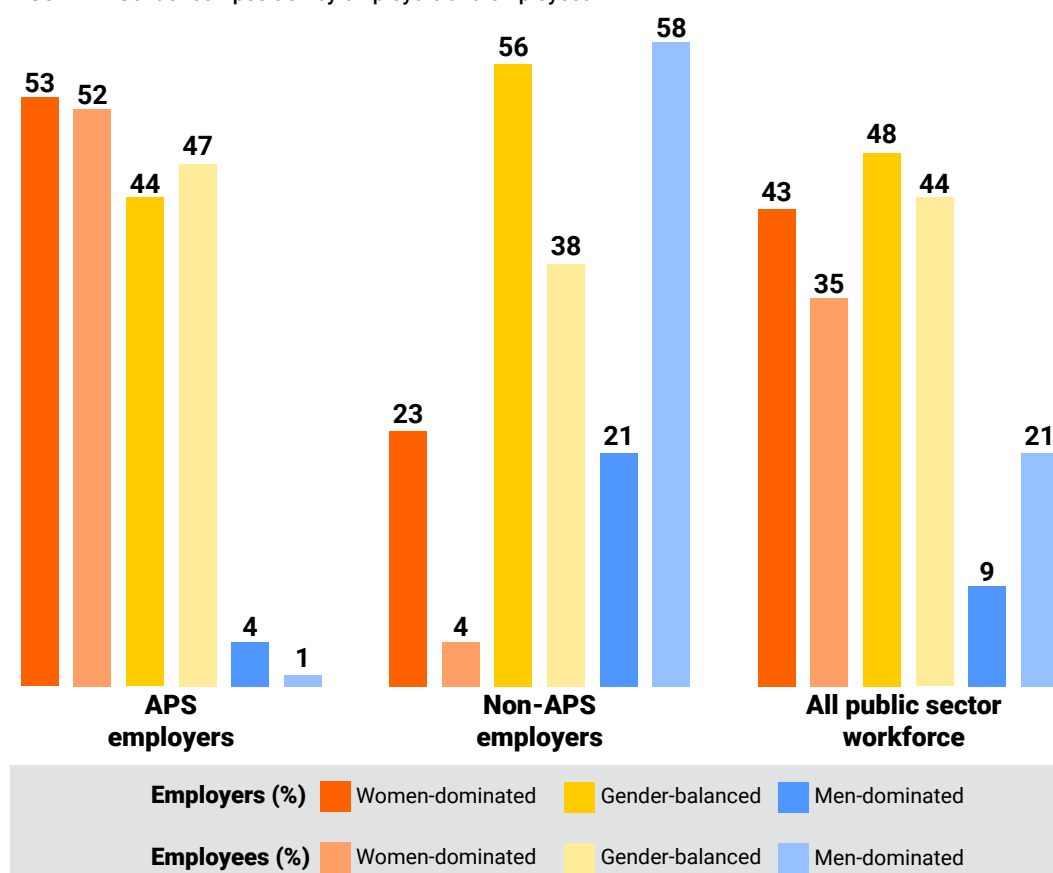
FIGURE 1: Employees and employers, by employer type

Public sector employer type	Employers (#)	Employees (#)	Employees (%)
APS employers	80	157,800	65
Non-APS employers	39	83,424	35
All public sector workforce	119	241,224	100

Gender balance of employers

While the Commonwealth public sector workforce overall is gender-balanced, at an individual employer level 48% of workforces are gender-balanced, 43% are women-dominated and 9% are men-dominated. This can be explained by the fact that men-dominated employers have more employees. As the table below shows, only 9% of employers are men-dominated, but they account for 21% of employees.

FIGURE 2: Gender composition by employers and employees



Employees in 3 portfolios², Infrastructure, Transport, Regional Development, Communications and the Arts, Social Services, and Treasury, comprise half the workforce reported to WGEA.

Most portfolios, particularly Social Services, Health and Aged Care, Veteran's Affairs and Education, employ more women; however, the largest portfolio, Infrastructure, Transport, Regional Development, Communications and the Arts, employs more men.

FIGURE 3: Number of employees by public sector portfolio

Public sector employer portfolio	Relevant employers (#)	Employees (#)	Proportion of all public sector employees (%)	Women (%)	Men (%)
Agriculture, Fisheries and Forestry	3	5,848	2	54	46
Attorney-General's	13	15,500	6	55	45
Climate Change, Energy, the Environment and Water	9	10,784	4	51	49
Defence*	3	1,341	1	69	31
Education	3	1,949	1	67	33
Employment and Workplace Relations	6	6,351	3	62	38
Finance	5	6,628	3	63	37
Foreign Affairs and Trade	4	5,717	2	59	41
Health and Aged Care	10	10,697	4	68	32
Home Affairs	2	15,535	6	53	47
Industry, Science and Resources	6	13,303	6	47	53
Infrastructure, Transport, Regional Development, Communications and the Arts	23	59,150	25	40	60
Parliamentary Departments	3	1,578	1	46	54
Prime Minister and Cabinet	12	6,229	3	62	38
Social Services	6	44,170	18	71	29
Treasury	9	32,384	13	55	45
Veterans' Affairs	2	4,060	2	68	32
All public sector workforce	119	241,224	100	55	45

Note: *Defence excludes Department of Defence.

² "Portfolios" include Departments of State, as well as other government agencies, as described in the [List of Commonwealth entities and companies under the Public Governance, Performance and Accountability Act 2013 \(PGPA Act\)](#). It should be noted that not all employers in the List of Commonwealth entities and companies are "relevant employers" (i.e. have 100 or more employees)—these employers are not required to report to WGEA and their data is not included in this Scorecard.



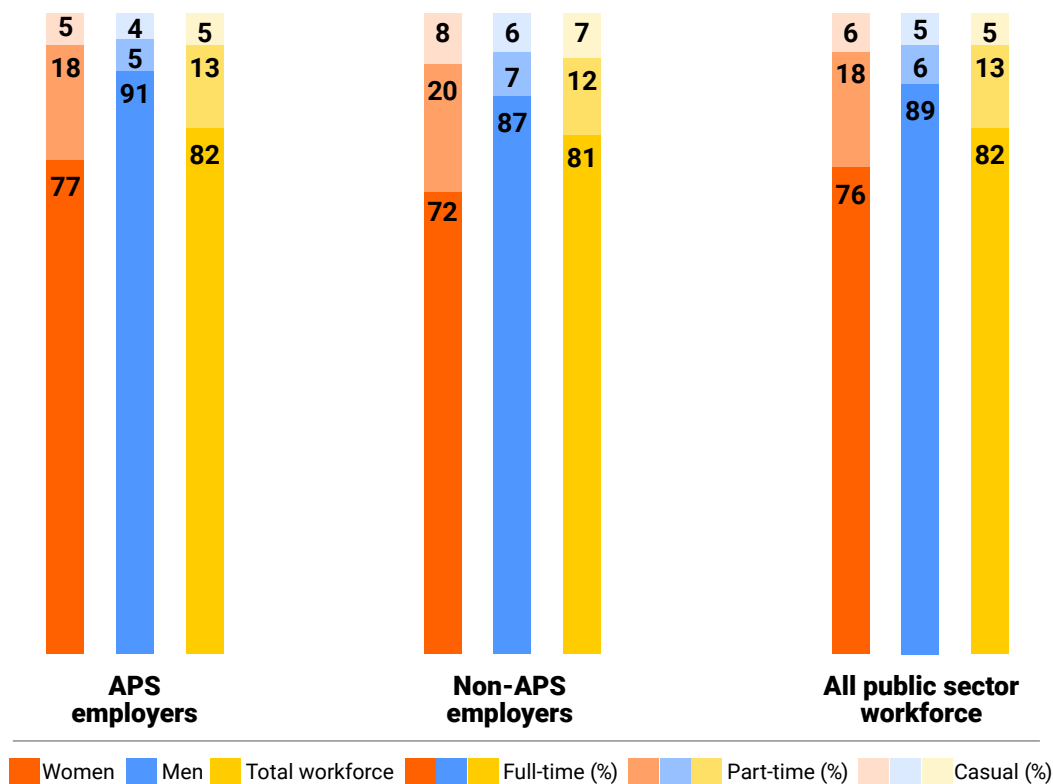
Full-time work is the norm

Commonwealth public sector workplaces enable high rates of full-time work for both women and men. 82% of employees work full-time, 13% work part-time and 5% work casually.

Men are still more likely to work full-time than women, 89% of men compared to 76% of women, but the rates of full-time work in the sector are higher than in the private sector for both women and men.

Of the employees who work part-time, 79% are women and 21% are men. Of the employees who work casually, 58% are women and 42% are men.

FIGURE 4: Women and men employees by employment status



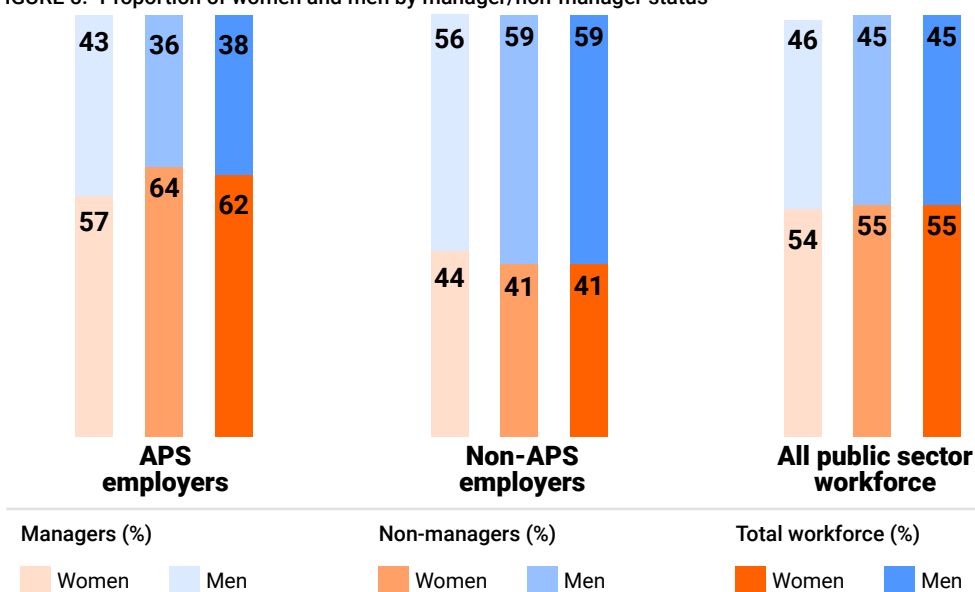
In the private sector, 55% of employees work full-time, 21% part-time and 24% casually. The difference is particularly notable for women: 76% of women work full-time in the Commonwealth public sector while 43% of women work full-time in the private sector. In the private sector, 30% of women work part-time and 27% work casually. Men are also more likely to work full-time in the Commonwealth public sector when compared to the private sector. In the private sector, 67% of men are employed full-time, 11% part-time and 22% casually. This represents a difference of about 20% when comparing the proportions of men working full-time in the Commonwealth public sector and the private sector.

Management positions overall are gender-balanced

Managers make up 26% of the Commonwealth public sector workforce. The number of women managers and men managers is proportional to the number of women and men who work in the sector overall. However, among APS employers, the proportion of women managers is slightly lower than the proportion of women, overall—the opposite is true of non-APS employers, where the proportion of women managers is slightly higher than the proportion of women, overall.



FIGURE 5: Proportion of women and men by manager/non-manager status



All levels of management³ are gender-balanced (between 40% and 60% women), both in APS and non-APS employers and across the whole sector. Women's representation in each management category is over 50% in APS employers. This is slightly higher than non-APS employers where women comprise between 40% and 45% of each management category. Overall, women comprise close to a representative proportion as 54% of employees in all management categories.

FIGURE 6: Gender composition of each management level, in Commonwealth public sector

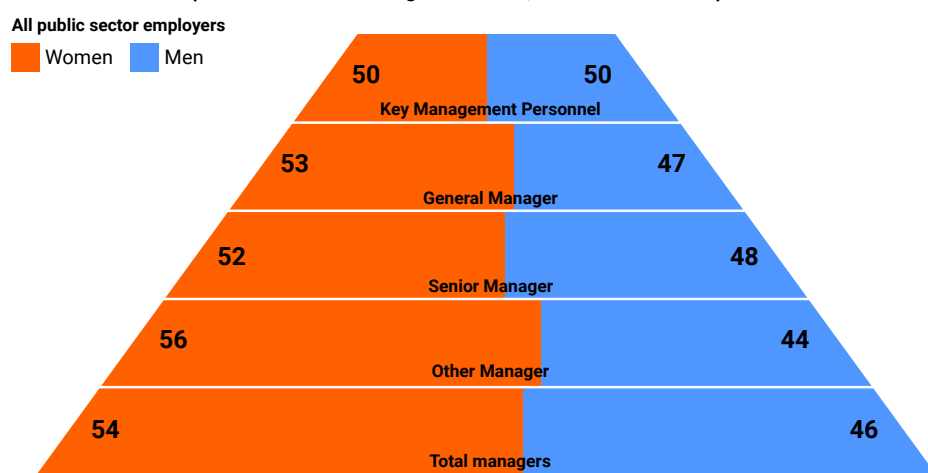


FIGURE 7: Gender composition of each management level, by employer type

	APS employers		Non-APS employers	
	Women (%)	Men (%)	Women (%)	Men (%)
Key Management Personnel	52	48	44	56
General Manager	55	45	45	55
Senior Manager	55	45	40	60
Other Manager	59	41	45	55
Total managers	57	43	44	56

3 For APS employers, manager categories have been mapped to APS employment levels. This mapping defines:

- CEO as CEO or Agency Head or equivalent
- Key Management Personnel as SES Band 2 and Band 3 or equivalent
- General Managers as SES Band 1 or equivalent
- Senior Managers as Executive Level 2
- Other Managers as Executive Level 1

Gender composition of the CEO or Agency Head was not included in the data transferred by the APSC to WGEA.



In the private sector, women's representation declines as seniority increases. Women account for 42% of all managers, but 40% of senior managers, 37% of general managers, and 37% of Key Management Personnel.

All but 3 portfolios have proportional numbers of women managers

In 3 portfolios, the proportion of women in management roles is significantly less than the proportion of women working in those portfolios. These are: Finance, Social Services and Defence. In these 3 portfolios, the difference between the proportion of women employees and the proportion of women in the most senior levels is between 20% and 25%.

FIGURE 8: Proportion of women and women managers by Commonwealth public sector portfolios

Public sector employer portfolio	Women (%)	Women managers (%)	Women KMPs (%)
Agriculture, Fisheries and Forestry	54	55	64
Attorney-General's	55	58	51
Climate Change, Energy, the Environment and Water	51	50	50
Defence	69	54	46
Education	67	66	50
Employment and Workplace Relations	62	60	56
Finance	63	56	38
Foreign Affairs and Trade	59	56	48
Health and Aged Care	68	66	57
Home Affairs	53	52	49
Industry, Science and Resources	47	46	43
Infrastructure, Transport, Regional Development, Communications and the Arts	40	45	49
Parliamentary Departments	46	51	50
Prime Minister and Cabinet	62	61	50
Social Services	71	61	51
Treasury	55	51	50
Veterans' Affairs	68	63	67
All Commonwealth public sector workforce	55	54	50



Fewer managers work in part-time roles

While 13% of public sector employees work part-time, only 10% of managers work part-time. Women and men are more likely to work part-time in non-manager roles—20% of non-manager roles held by women are part-time, and 7% of non-manager roles held by men are part-time.

FIGURE 9: Proportion of managers who work part-time, by employer type

		Part-time managers (%)
APS employers	Women	16
	Men	4
	Total workforce	11
Non-APS employers	Women	10
	Men	3
	Total workforce	6
All public sector employers	Women	15
	Men	4
	Total workforce	10

The Commonwealth public sector employs a slightly higher proportion of part-time managers than the private sector. In the private sector, 7% of managers work part-time compared to 10% in the public sector. However, in both the private and public sectors, part-time managers are predominantly women.

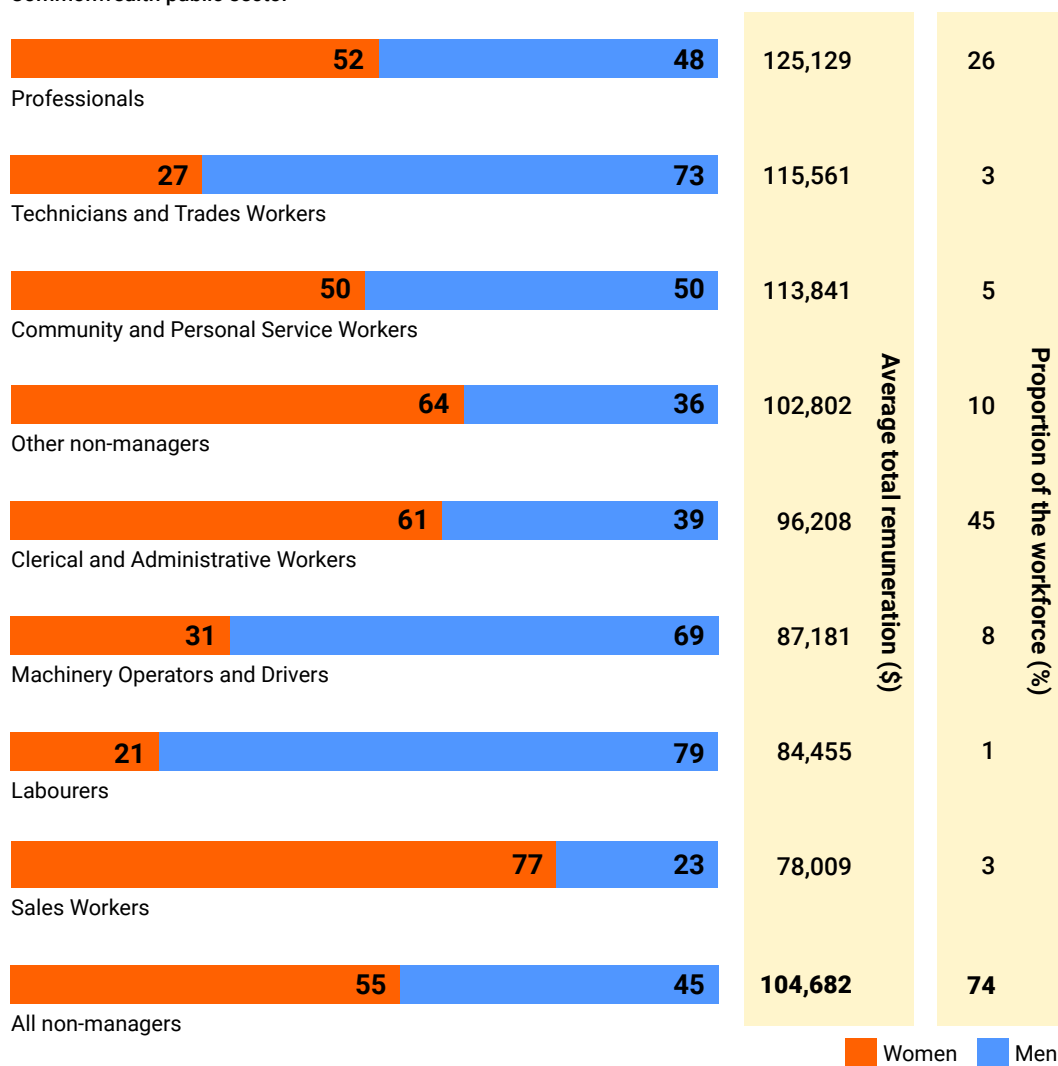
Gender-balance of non-manager roles

WGEA collects data from employers on occupation of employees using the Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes.

The number of women and men non-managers in the Commonwealth public sector is proportional to the number of women and men who work in the sector overall. However, clear differences can be seen based on each occupation level. Women are more likely to be represented as clerical and administrative workers. This group makes up the highest proportion of employees of the non-manager occupations. Men are more likely to be represented as labourers and technicians and trades workers—both of which make up a small proportion of the overall workforce.



FIGURE 10: Gender composition and average total remuneration of non-manager occupations in the Commonwealth public sector



While overall non-managers are gender-balanced, Community and Personal Service Workers and Professionals are the only gender-balanced occupations in the Commonwealth public sector. While Professionals are also balanced in the private sector, Community and Personal Service Workers are mostly women (71% women). The difference between the sectors may be due to the broad definition of this occupation code, to include health and welfare support workers, carers, hospitality workers and protective service workers. In the Commonwealth public sector, there are more protective services workers, in policing and defence roles, which likely contributes to the different gender composition of this occupation.

Employee movements: Recruitment, promotions and resignations

Employers report to WGEA on the number of employees who were promoted, who were internally and externally appointed, and who voluntarily resigned in the 12-month reporting period.

- A promotion is a permanent change when an employee advances or rises to a higher rank. It is not a temporary change in duty, transfer to a position of equal rank or a raise in salary.
- An internal appointment is where an organisation fills a position from within its existing workforce, such as a movement at-level. It does not include promotions or employees who changed employment status (for example, from part-time to full-time).



- An external appointment is for positions filled by suitable applicants outside of the organisation.
- Voluntary resignations are when an employee gives up their employment voluntarily or ends their contract earlier than a contracted date. It does not include employer-initiated terminations, redundancies or retirement.

Women are overrepresented in external appointments, promotions and resignations

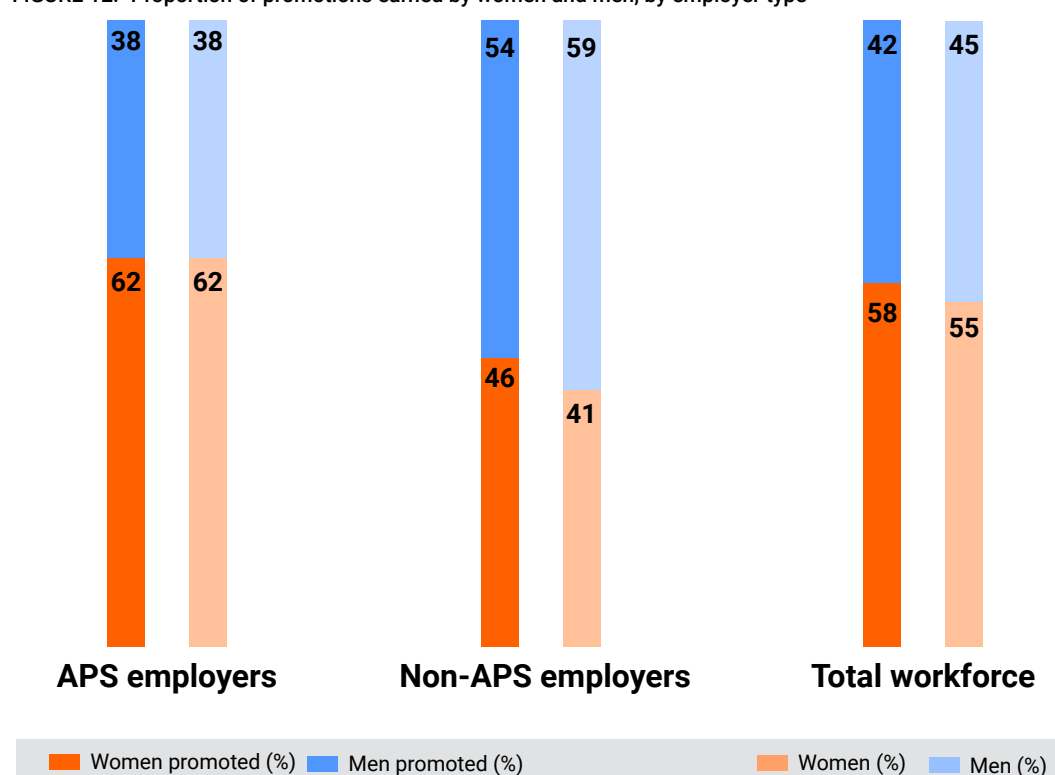
The proportion of external appointments, promotions and voluntary resignations are slightly higher for women compared to their representation in the workforce. Internal appointments, however, are more likely to go to men and are disproportionate when compared with the number of men in the workforce.

The net addition of women to the workforce is 1.4 times greater than the net addition of men.

FIGURE 11: Number and proportion of employees who have been appointed, promoted or resigned, by gender

	Women (#)	Women (%)	Men (#)	Men (%)
External appointments	38,669	59	27,105	41
Internal appointments	8,042	48	8,642	52
Promotions	13,237	58	9,457	42
Resignations	15,859	59	10,853	41
Total workforce	131,952	55	108,413	45

FIGURE 12: Proportion of promotions earned by women and men, by employer type



APS employers promote women and men at rates proportional to their numbers in the workforce. However, in non-APS employers, where women are a lower proportion of employees when compared to men (41%), the proportion of women promoted is slightly higher than their representation in the workforce (46% of promotions).



Full-time staff are promoted at higher rates

Employees who work full-time are promoted at disproportionately higher rates, compared with part-time employees. While full-time employees account for 82% of the workforce, they account for 92% of promotions. With women accounting for 79% of the part-time workforce, this can be limiting to their career aspirations.

FIGURE 13: Proportion of appointments, promotions and resignations by employment status

Employment Status	Promotions (%)	Appointments (internal and external) (%)	Resignations (%)	Representation in workforce (%)
Full-time	92	77	77	82
Part-time	8	9	13	13
Casual	0	15	10	5

External managerial appointments are more likely to go to women

Mirroring the broader employee group, the proportion of promotions and voluntary resignations are both slightly higher for women managers compared with their representation in the managerial workforce (57% of promotions and 60% of resignations are women, and they comprise 54% of managers).

Women are also more likely than men to be appointed from an external source to management roles in the Commonwealth public service, with 60% of external appointments to manager roles going to women.

FIGURE 14: Number and proportion of appointments, promotions and resignations for managers by gender

	Women managers (#)	Women managers (%)	Men managers (#)	Men managers (%)
External appointments	5,450	60	3,616	40
Internal appointments	1,338	49	1,400	51
Promotions	4,003	57	2,991	43
Resignations	3,778	60	2,515	40
Total managers	33,690	54	28,372	46

Employer action to improve gender composition

80% of Commonwealth public sector employers have a policy or strategy to support gender equality.⁴ This is similar to 2022, when 78% of employers had such a policy or strategy. A slightly higher proportion of non-APS employers than APS employers have such a policy or strategy.

Most employers include actions and practices relating to recruitment, training and development, and performance management in their gender equality policies or strategies. Talent identification, succession planning and key performance indicators for managers relating to gender equality are less likely to be included in gender equality policies and strategies and represent areas of opportunity. Overall, a higher proportion of non-APS employers include a greater range of topics in their gender equality policies or strategies when compared to APS employers.

⁴ While some APS-wide policies and strategies relating to the six gender equality indicators exist, WGEA asked Commonwealth public sector employees if they had a policy or strategy specific to their agency.



FIGURE 15: Policy or strategy inclusions of those employers with a policy or strategy on gender equality, by employer type

Inclusion	APS employers (%)	Non-APS employers (%)	All public sector employers (%)
Employers with a policy or strategy on gender equality	79	83	80
Recruitment	89	94	91
Training and development	75	71	73
Performance management	68	69	68
Retention	56	69	60
Gender and other aspects of diversity	52	71	59
Promotions	48	60	52
Talent identification of high potentials	30	54	39
Succession planning	30	51	38
Key performance indicators relating to gender equality	29	23	27

Note: The first row of data shows proportions out of all employers that reported to WGEA. The subsequent rows are of those employers with a policy or strategy.

Most employers do not set targets for gender equality

41% of employers reported they set targets for gender equality. A quarter of employers had a target to increase the number of women in management positions. However, few employers are setting other kinds of gender equality targets. Targets provide a mechanism for accountability and change when combined with dedicated actions to help achieve them.

FIGURE 16: Targets set by Commonwealth public sector employers to support gender equality

Target set	Employers setting targets (%)
Employers setting any targets	41
Increase the number of women in management positions	25
Reduce the gender pay gap	16
Increase the number of women in men-dominated roles	14
Increase the number of women in key management personnel (KMP) roles	11
To have a gender-balanced governing body	11
Other	10
Increase the number of men taking parental leave	7
Increase the number of men using flexible working arrangements	7
Increase the number of men in women-dominated roles	7

A similar proportion of private sector employers are likely to set targets as Commonwealth public sector employers (45% set a target in 2023-24). However, a slightly higher proportion of private sector employers are setting certain targets. For example, 31% of private sector employers have set targets to increase the number of women in management positions; 27% to reduce their gender pay gap; and 16% to have a gender-balanced governing body.



GEI 2

Gender composition of 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 and the selection process for governing body members.

Why is it important?

The evidence is clear – gender-balance on Boards is good for performance. Research shows that when women hold 20% or more Board seats, there are broader positive effects on workplace gender equality outcomes and improved company performance.¹

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



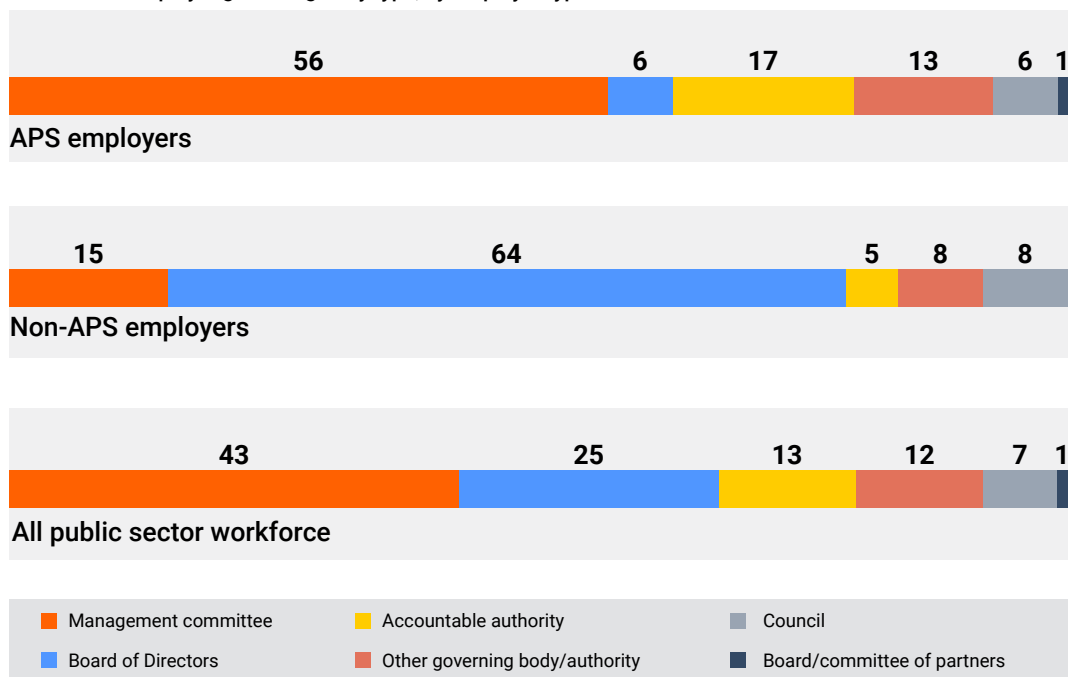
Gender composition of governing bodies

In WGEA's reporting, a governing body is defined as the body, or group of members, that formulates policy and directs the affairs of an organisation.²

Among Commonwealth public sector employers, management committees are the most common form of governing body.

There are differences between the types of governing bodies in APS and non-APS employers. Non-APS employers are much more likely to have a Board of Directors (64%), compared to only 6% of APS employers. Management committees, accountable authorities, and other governing body/authority are more prominent among APS employers.

FIGURE 17: Employer governing body type, by employer type



For public sector employers, appointments to the governing body are most likely to be made by the relevant Minister. There is significant variation across APS and non-APS employers: almost half (49%) of APS employers have control over governing body appointments compared to 15% of non-APS employers. Non-APS employers are more than twice as likely to have their governing body appointments made by the relevant Minister (69% versus 30% for APS employers).

FIGURE 18: Control of governing body appointments, by employer type

Employer type	By the employer (%)	By the Minister (%)	By legislation (%)
APS employers	49	30	5
Non-APS employers	15	69	5
All public sector employers	38	43	5

Note: Figures don't add up to 100 as employers could provide an "Other" response not captured in this table.

² Note: this differs slightly from the [Gender balance on Australian Government Boards data](#), which includes a wider definition of Australian Government boards (including Ministerial Advisory committees and review committees appointed by a Minister or Cabinet).



Women hold around half of governing body positions

Since 2016, the Australian Government has had a target to achieve gender-balance on Commonwealth public sector governing bodies. This initiative has been integral to achieving gender-balance on Government boards. In 2024, the Government renewed its targets that women hold half of all Australian Government board positions and at least 40% of Australian Government board positions at the individual board level. The Government also set new targets that women hold half of Australian Government board positions and Chair and Deputy Chair positions on Australian Government boards at the portfolio level.

The data reported to WGEA shows that women hold 49% and men hold 51% of all governing body positions (Chairs and members).³

While women and men members are equally represented on governing bodies, women are less likely than men to hold the Chair position. Men hold 60% of Chair positions on governing bodies.

FIGURE 19: Proportion of women and men on governing bodies, by employer type

Employer type	Women Chairs (%)	Women members (%)	Women overall, Chairs & members (%)	Men Chairs (%)	Men members (%)	Men overall, Chairs & members (%)
APS employers	40	53	51	60	47	49
Non-APS employers	39	45	45	61	55	55
All public sector employers	40	50	49	60	50	51

In the private sector, men consistently have greater representation on governing bodies. They are about two times more likely to occupy a seat on a governing body than women (32% women and 68% men). Men also account for 80% of chair positions.

Most Commonwealth public sector boards are gender-balanced or women-dominated

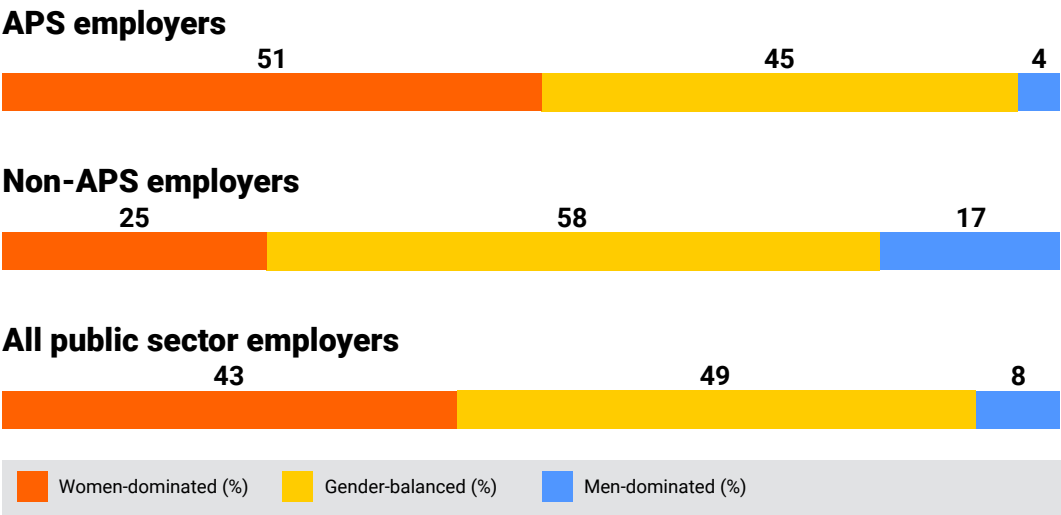
Overall, 49% of employers have a gender-balanced governing body. This means they have between 40% to 60% of both women and men on the governing body. This is a decrease from 2022, when 55% of employers had gender-balanced composition of their governing body.

APS employers are much more likely to have women-dominated governing bodies than non-APS employers.

³ This differs from the data in [Gender Balance on Australian Government Boards: 2023-2024 Annual Report](#) which reports 54.4% of reportable positions on Australian Government boards are filled by women. The scope of gender-balance on Australian Government boards data includes certain Australian Government boards covered by the PGPA Act, ministerial advisory committees, review committees whose members are appointed by a Minister or the Cabinet, and Commonwealth statutory authorities. These Boards must also consist of more than one person in total and have at least one appointment approved by the Australian Government. Employers report to WGEA on several governing body types, including Board of Directors, Board/committee of partners, Accountable Authorities, Council, and management committees which are also referred to as executive management teams comprised of employees and not appointed positions.



FIGURE 20: Gender balance of governing bodies



Commonwealth public sector boards are much more likely to be gender-balanced than private sector boards. In the private sector, governing bodies are more likely to be men-dominated (40%) than women-dominated (6%) and gender-balanced (27%). About one-quarter of private sector boards (26%) still have no women.

In 2023, employers were asked a voluntary question about whether they had a formal policy or strategy on diversity and inclusion in their governing body. 62% of employers answered the question. Of those, 20% reported having a policy or strategy on diversity and inclusion in the governing body.



GEI 3

Equal remuneration

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.

What is the gender pay gap?

The gender pay gap is the difference between the average or median remuneration of men and the average or median remuneration of women, expressed as a percentage of men's remuneration.

This is not the same as equal pay.

Equal pay is where women and men are paid the same for performing the same role or work of equal or comparable value. In Australia, this has been a legal requirement since 1969.

The gender pay gap encompasses broader differences in pay and gender composition within a workforce. Comparing the average pay of men and women in an organisation allows employers to see, for example, whether one gender has fewer barriers to high-paying roles than another. Although instances of unequal pay can drive the gender pay gap, it is not the only cause. Employers can find the other causes by completing a gender pay gap analysis.

The 2023 Commonwealth public sector gender pay gap:

- covers remuneration for Commonwealth public sector employers with 100 or more employees



- includes average and median base salary and total remuneration gender pay gaps, with total remuneration including salaries, superannuation, overtime, bonuses and other additional payments
- includes full-time, part-time and some casual employee remuneration (non-full-time roles are converted into annualised full-time equivalent earnings)
- excludes remuneration of CEOs, Heads of Business, Casual Managers and employees who are furloughed, as well as casual employee salary for staff employed under the PS Act due to how remuneration data is currently reported to the APSC
- excludes employees from 3 Commonwealth public sector security agencies exempted from reporting employee composition and pay data to WGEA in addition to the Department of Defence
- excludes employees reported as non-binary gender.

The Commonwealth public sector gender pay gap

The total remuneration average gender pay gap for the Commonwealth public sector is 6.4%. On average, women earn 94 cents for every dollar men earn. This difference adds up to \$8,200 per year. This gender pay gap includes all employees across the Commonwealth public sector workforce as a whole.

The average gender pay gap differs between types of employers. APS employers have a lower total remuneration average gender pay gap at 5.7% compared to non-APS employers at 8.8%.

FIGURE 21: Average base salary and total remuneration gender pay gap for Commonwealth public sector

Employer type	Average base salary women earn (\$)	Average base salary men earn (\$)	Gender pay gap (\$)	Base salary gender pay gap (%)	Average total rem. women earn (\$)	Average total rem. men earn (\$)	Gender pay gap (\$)	Total rem. gender pay gap (%)
APS	101,186	106,113	4,927	4.6	121,146	128,503	7,357	5.7
Non-APS	94,601	97,700	3,098	3.2	116,157	127,354	11,196	8.8
All public sector	99,366	102,192	2,827	2.8	119,767	127,967	8,200	6.4
All private sector (2023-24)	85,892	102,378	16,486	16.1	101,569	128,804	27,235	21.1

Note: The private sector data excludes remuneration of CEOs, Heads of Business and Casual Managers for comparability.

Across the Commonwealth public sector, men are receiving greater financial benefit from payments above base salary than women. The impact of this more than doubles the average gender pay gap, pushing it out of the target range to a gap in favour of men.

The difference between the total remuneration and the base salary gap shows the value of these payments, which include overtime, performance bonuses and superannuation. In the Commonwealth public sector, gendered differences in these payments adds \$5,373 or 3.6 pp to the gender pay gap.

In the private sector, the total remuneration average gender pay gap, excluding CEO, Head of Business and Casual Manager remuneration, is 21.1%.



The difference between the average and the median can provide an important indicator of what may be driving the gender pay gap. The median total remuneration gender pay gap in the Commonwealth public sector is 5.7%. This is slightly lower than the average gender pay gap for the sector.

For gender pay gaps in favour of men, 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.

Notably, the difference between the base salary median and average gender pay gap is just 0.01pp and both are within target range.

FIGURE 22: Median base salary and total remuneration gender pay gap for Commonwealth public sector

Employer type	Median base salary women (\$)	Median base salary men (\$)	Gender pay gap (\$)	Base salary gender pay gap (%)	Median total rem. women (\$)	Median total rem. men (\$)	Gender pay gap (\$)	Median total rem. gender pay gap (%)
APS	92,470	99,072	6,602	6.7	110,220	117,221	7,002	6.0
Non-APS	83,375	80,798	-2,577	-3.2	103,449	110,269	6,820	6.2
All public sector	90,158	92,628	2,470	2.7	108,585	115,145	6,560	5.7
All private sector (2023-24)	72,638	84,048	11,410	13.6	84,126	102,961	18,835	18.3

On base salary alone, the median woman working for a non-APS employer earns more than the median man, resulting in a gender pay gap in favour of women. But when additional payments are factored in, the gender pay gap is in favour of men.

APS employers often recruit and promote employees along well-defined salary bands. The median woman and the median man fall on different levels – with men a level above. The median total remuneration gender pay gap in this instance is lower than the base salary because women are benefiting slightly more from payments above base salary than men, which reduces the gap. Notably the average gender pay gaps for non-APS employees does not follow this same pattern – meaning the size of the additional payments of some men is skewing the average further in favour of men.

In the private sector, the median total remuneration gender pay gap is 18.3%. This was a slight reduction from the year prior, but remains much higher than the median gender pay gap for the Commonwealth public sector.

WGEA gender pay gap versus APSC gender pay gap

The APSC calculates a base salary gender pay gap for employees covered under the PS Act. As of December 2023, this was 4.5%.¹ The difference between the WGEA base salary gender pay gap and that calculated by the APSC can be partly attributed to the inclusion of additional employees covered under the PGPA Act in WGEA's data. The APSC data only includes those covered by the PS Act. Additionally, WGEA's data only includes employers with 100 or more employees, while the APSC data includes all PS Act employers. Importantly, both the WGEA and the APSC datasets show a base salary gender pay gap in favour of men.

¹ Australian Public Service Commission (2024). State of the Service Report 2023-24. Available: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/research-analysis-and-publications/state-service/state-service-report-2023-24>.



Most occupations have a gender pay gap in favour of men

Almost every occupation has an average total remuneration gender pay gap in favour of men. The exception is Clerical and Administrative Workers, where the gender pay gap favours women.

The largest gender pay gap by occupation is for Community and Personal Service Workers. This is the case even though the occupation is gender-balanced employing 50% women and 50% men. As an occupation group, Community and Personal Service Workers are comprised of health and welfare support workers, carers and aides, hospitality workers, protective service workers including police, and sports and personal service workers, which have different gender compositions and average remuneration. Within the largest employers of Community and Personal Service Workers in the Commonwealth public sector, health and welfare support workers and carers and aides are mostly women and have lower average remuneration when compared to protective service workers who are mostly men and have higher average remuneration.

FIGURE 23: Average gender pay gaps by role

	Average base salary gender pay gap (\$)	Average base salary gender pay gap (%)	Average total remuneration gender pay gap (\$)	Average total remuneration gender pay gap (%)
Managers				
Key Management Personnel	9,612	2.9	15,561	3.8
General Managers	16,582	6.6	22,108	7.2
Senior Managers	6,442	3.9	9,817	4.8
Other Managers	4,300	3.3	7,410	4.8
Total Managers	7,570	5.1	11,390	6.3
Non-Managers				
Clerical and Administrative Workers	-4,718	-6.3	-506	-0.5
Community and Personal Service Workers	4,442	5.1	21,776	17.5
Labourers	2,854	4.7	8,822	10.2
Machinery Operators and Drivers	2,272	3.8	7,031	7.9
Professionals	9,983	9.1	14,249	10.8
Sales Workers	5,837	8.7	11,954	13.7
Technicians and Trades Workers	7,113	7.5	15,277	12.8
Total Non-Managers	918	1.1	6,819	6.3

In the private sector, the overall manager average total remuneration gender pay gap is higher than the non-manager average total remuneration gender pay gap. Some of the highest gender pay gaps exist within the Technicians and Trades Workers occupation (29.6%), and Key Management Personnel (21.2%).



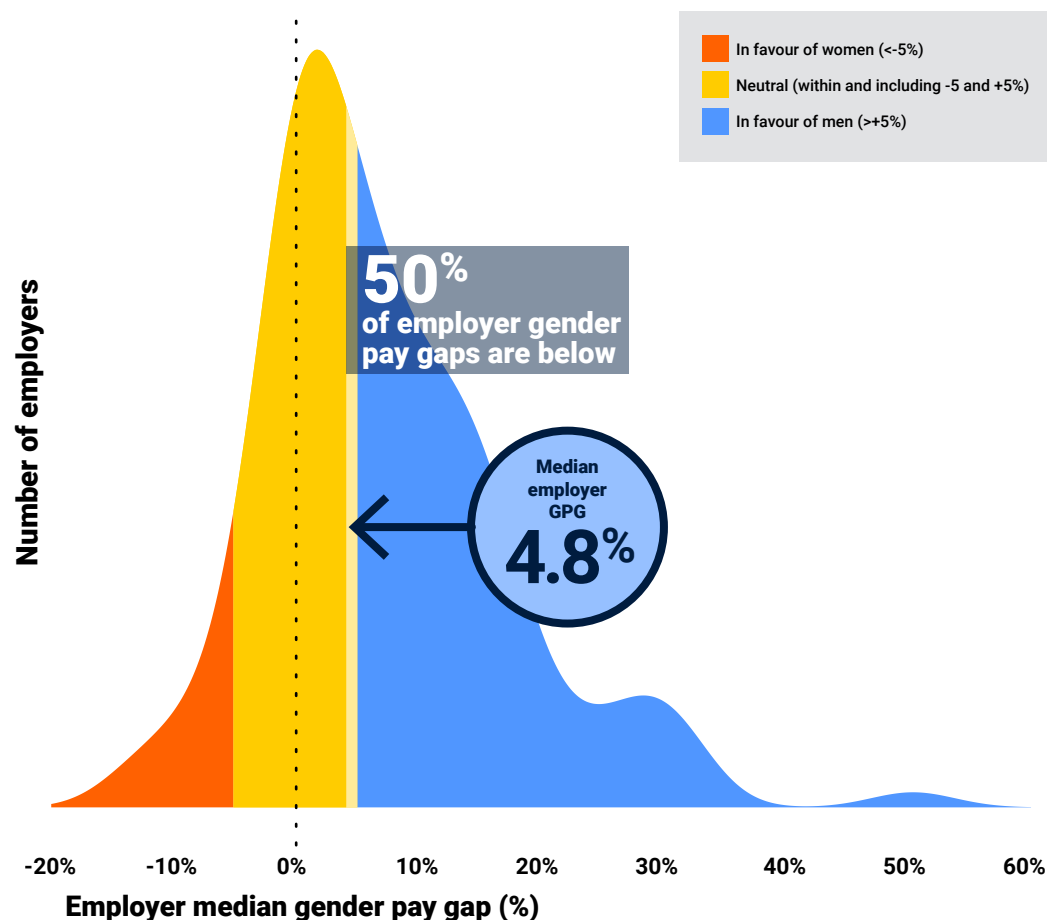
Employer gender pay gaps

Individual employers have great influence over the gender pay gap in their workplace. While the overall Commonwealth public sector gender pay gaps include all employees in the sector, the employer gaps assess the gaps for each employer allowing for employer to employer benchmarking.

Of the employers that reported in both 2022 and 2023, 51% reduced their median total remuneration gender pay gap, 3% maintained the same gap and 46% increased the gap year-on-year.

The mid-point of employer median total remuneration gender pay gaps in the Commonwealth public sector is 4.8%. This means that 50% of employers have a gender pay gap larger than 4.8% and 50% have a gender pay gap smaller than 4.8%.

FIGURE 24: Distribution of employer median gender pay gaps

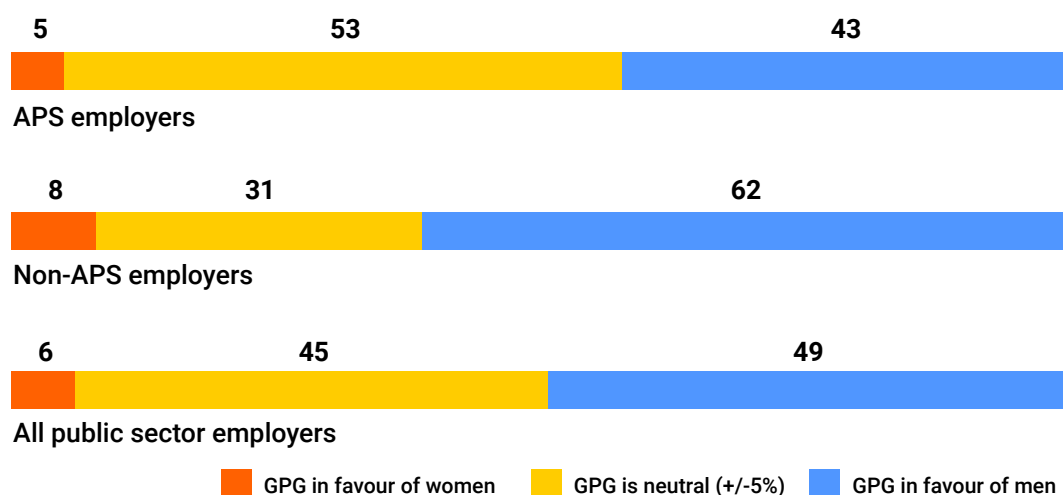


Differences can be seen in the gender pay gaps for APS employers and non-APS employers.

45% of all Commonwealth public sector employers and just over half of APS employers have a median total remuneration gender pay gap in the target range of +/-5%.



FIGURE 25: Distribution of employer median gender pay gaps, by employer type (% of employers)



While more than half of APS employers have a neutral gender pay gap, non-APS employers are more likely to have a gender pay gap in favour of men at rates similar to the private sector. As such they are disproportionately represented in the group of employers with the highest gender pay gaps in the sector. The mid-point of employer total remuneration gender pay gaps for non-APS employers is more than triple that of APS employers and higher than the private sector mid-point of 8.9% in 2023-24.

FIGURE 26: Mid-point median total remuneration gender pay gaps, by employer type

Employer type	Base salary mid-point (%)	Total remuneration mid-point (%)	Gender pay gap above mid-point of 4.8% (% of employers)
APS	2.6	3.2	44
Non-APS	4.2	9.8	62
All public sector	3.4	4.8	50

The mid-points also suggest that additional payments above base salary are a key driver of the gender pay gap for non-APS employers. These payments add 5.6 pp to the mid-point for non-APS employers, and just 0.6 pp for APS employers.

In the private sector, the mid-point of employer median total remuneration gender pay gaps is higher than the Commonwealth public sector, at 8.9% (2023-24). 31% of private sector employers have a median gender pay gap in the target range, 61% have a gender pay gap that favours men and 8% have a gender pay gap that favours women.

Every portfolio has at least one employer with a gender pay gap in the target range and at least one employer with a gender pay gap in favour of men. Three have employers with gender pay gaps in favour of women. In three portfolios, the mid-point of employer median gender pay gaps is above 10%.



FIGURE 27: Mid-point of employer median gender pay gaps and their distribution, by Commonwealth public sector portfolio

Public sector employer portfolio	Mid-point median total remuneration GPG (%)	GPG in favour of women (# of employers)	GPG is neutral (+/-5%) (# of employers)	GPG in favour of men (# of employers)
Agriculture, Fisheries and Forestry	6.2	0	1	2
Attorney-General's	5.2	0	6	7
Climate Change, Energy, the Environment and Water	11.2	0	2	7
Defence	3.2	0	2	1
Education	4.2	0	2	1
Employment and Workplace Relations	1.7	0	5	1
Finance	7.1	0	2	3
Foreign Affairs and Trade	10.6	0	2	2
Health and Aged Care	5.8	0	5	5
Home Affairs	3.7	0	1	1
Industry, Science and Resources	11.1	0	1	5
Infrastructure, Transport, Regional Development, Communications and the Arts	6.7	3	7	13
Parliamentary Departments	0.0	0	3	0
Prime Minister and Cabinet	1.7	3	6	3
Social Services	1.9	0	4	2
Treasury	4.8	1	4	4
Veterans' Affairs	6.1	0	1	1
All public sector workforce	4.8	7	54	58

Women are underrepresented in the top earnings quartile

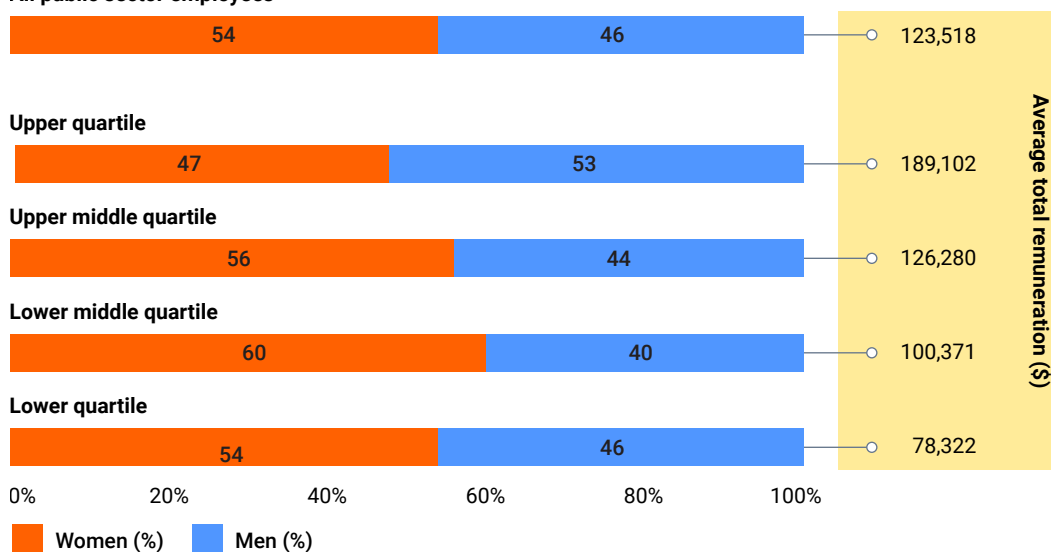
The Commonwealth public sector has achieved gender-balance in every remuneration quartile. This is one key reason why the gender pay gap in the sector is so much lower than the private sector. However, small differences do still have an impact.

Men are 1.3 times more likely to be in the upper quartile of earners in the sector compared to women. And women are over-represented in the lower-middle quartile compared to their proportion in the workforce and under-represented in the upper quartile. The average total remuneration in the upper quartile is 1.6 times higher than the lower quartile.



FIGURE 28: Gender composition and average remuneration by pay quartile

All public sector employees



Average total remuneration in Figure 28 does not include CEO remuneration.

In the private sector, men are 1.9 times more likely to be in the highest earning quartile than women. Women are 1.5 times more likely to be in the lowest earning quartile than men. The average total remuneration in the upper quartile is more than 3.7 times higher than that of the lowest quartile.

When compared to their representation in the overall workforce, there is an over-representation of men in the upper quartile and of women in the lower quartile in both APS and non-APS employers. But the gendered differences in pay are larger in non-APS employers, leading to a larger gender pay gap.

FIGURE 29: Proportion of women in each earning quartile, by employer type

Employer type	Women in employer type (%)	Women in upper quartile (%)	Women in upper middle quartile (%)	Women in lower middle quartile (%)	Women in lower quartile (%)
APS employers	62	56	60	66	65
Non-APS employers	41	33	44	39	49
All public sector employers	54	47	56	60	54
All private sector employers (2023-24)	51	35	53	58	59

Employer action on the gender pay gap

More employers are conducting a gender pay gap analysis in an effort to understand their data and find the key drivers of the gender pay gap. In 2023, 72% of Commonwealth public sector employers conducted a pay gap analysis, an increase from 64% in 2022. Of those, 76% conducted the analysis in the previous 12 months.

Most conducted an organisation-wide pay gap analysis, which considers the difference between the average remuneration of women and the average remuneration of men across the whole organisation. A like-for-like analysis considers pay gaps between women and men undertaking work of equal or comparable value, while a by-level analysis examines pay gaps between women and men at the same organisational level. Some employers may have undertaken more than one type of analysis.



FIGURE 30: Proportion of employers that conducted a pay gap analysis, by employer type and type of analysis

Employer type	Conducted a pay gap analysis (%)	Like-for-like pay analysis (%)	By-level pay analysis (%)	Organisation-wide pay analysis (%)
APS employers	69	27	58	82
Non-APS employers	79	61	64	91
All public sector employers	72	40	60	85

Note: The first column of data shows proportions out of all employers that reported to WGEA. The remaining columns are of those employers that conducted a gender pay gap analysis.

More employers are also taking action on the results of their gender pay gap analysis. 75% of the employers that conducted an analysis took action as a result, up from 64% in 2022.

Of the employers that took action, about one-quarter of all Commonwealth public sector employers corrected instances of unequal pay. This shows the importance of employer vigilance in determining salary and remuneration. It should also be noted that payments above base salary are included in the definition of equal pay and the gender pay gap is broader than this definition.

While significant numbers of employers reported their gender pay gap metrics to their Board or executive, few reported them to their employees or the public. This may mean that WGEA's release of employer gender pay gaps is the first chance many Commonwealth public sector employees have had to view their employer's gender pay gap.

Few employers created a pay equity strategy or action plan or set targets to reduce the gender pay gap. These areas can support employers to address their gender pay gaps over the longer term, and therefore, represent an opportunity for employer improvement.

FIGURE 31: Types of actions taken of those employers who reported taking action following a gender pay gap analysis, by employer type

Action	APS employers (%)	Non-APS employers (%)	All public sector employers (%)
Employers taking any action from GPG analysis	69	85	75
Reported pay equity metrics (including gender pay gaps) to the executive	58	71	64
Identified cause/s of the gaps	58	57	58
Reported pay equity metrics (including gender pay gaps) to the governing body	63	46	56
Reported pay equity metrics (including gender pay gaps) to all employees	29	32	30
Reported pay equity metrics (including gender pay gaps) externally	26	36	30
Corrected instances of unequal pay	3	50	23
Analysed performance ratings to ensure there is no gender bias (including unconscious bias)	5	43	21
Trained people-managers in addressing gender bias (including unconscious bias)	21	21	21
Analysed commencement salaries by gender to ensure there are no pay gaps	13	25	18
Analysed performance pay to ensure there is no gender bias (including unconscious bias)	8	32	18
Reviewed remuneration decision-making processes	8	25	15



Action	APS employers (%)	Non-APS employers (%)	All public sector employers (%)
Implemented other changes	13	7	11
Created a pay equity strategy or action plan	11	11	11
Set targets to reduce any gender pay gaps	8	11	9
Conducted a gender-based job evaluation process	0	4	2

Note: The first row shows the % of employers that undertook a gender pay gap analysis that reported taking any action as a result. Subsequent rows show the % of employers within this group that took each specific action.

Private sector employers also conducted a gender pay gap analysis and took action on the results at a similarly high rate. 68% of private sector employers conducted a gender pay gap analysis. 75% of those employers took action on the results of their analysis.

Fewer than half of employers have policies or strategies on equal remuneration

42% of Commonwealth public sector employers have policies or strategies on equal remuneration between women and men. Non-APS employers are more likely to have a strategy than APS employers. This may be because APS salaries are often determined by enterprise agreements and salary bands and levels. Salaries for Senior Executive Service (SES) employees typically fall under individual arrangements negotiated directly with their agency. However, there are policies that govern remuneration practices for these employees in the APS. For example, the APS Executive Remuneration Management Policy sets out the process for negotiating and approving SES salaries. Salaries for Secretaries, Agency Heads and CEOs in the APS are determined by the Remuneration Tribunal.

Within the individual policy inclusions, holding managers to account for pay equity outcomes remains among the areas actioned by the least number of employers. Managers play an important role in promoting and influencing gender equality in their organisations.

APS employers were more likely to be transparent about pay scales, likely a reflection of the inclusion of these in enterprise agreements. More than 90% of non-APS employers have a policy inclusion to address gender bias in the remuneration review process which is a key moment of impact.

FIGURE 32: Policy or strategy inclusions of employers with policies or strategies on equal remuneration, by employer type

Inclusion	APS employers (%)	Non-APS employers (%)	All public sector employers (%)
Employers who have a policy or strategy	36	52	42
Ensure no gender bias occurs at any point in the remuneration review process	52	91	69
Implement and/or maintain a transparent and rigorous performance assessment process	72	59	67
Be transparent about pay scales and/or salary bands	83	46	67
Achieve gender pay equity	24	55	24
Close the gender pay gap	14	27	20
Ensure managers are held accountable for pay equity outcomes	14	18	16

Note: The first row in the table shows the proportion of all employers that reported to WGEA. Subsequent rows are the proportion of employers that had a policy or strategy.



GEI 4

Support for flexible work and parents and carers

What is GEI 4?

GEI 4 measures employer policies, strategies and actions relating to flexible working arrangements as well as parental, caring, and family and domestic 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

Under the *Maternity Leave*¹ (*Commonwealth Employees*) Act 1973, a pregnant employee is entitled to up to 12-weeks paid parental leave. This legislation applies to employees who are employed under the PS Act, as well as employees from several other 'Prescribed Authorities'. The *Maternity Leave Act* sets out the minimum paid maternity leave entitlements available to employees. Many agencies include additional entitlements within enterprise bargaining agreements, which may:

- provide additional weeks of paid leave to the *Maternity Leave Act* entitlements
- include provisions for employees not included in the Act, for example:
 - to extend the same maternity leave entitlements to men
 - to offer secondary or supporting partner leave
 - to extend parental leave entitlements to the adoption or long-term fostering of a child.

¹ Maternity leave is a form of parental leave offered to women only. Parental leave is a gender-neutral term often offered to all genders.



The Maternity Leave Act underwent a review by the APSC in 2023.² While the Government is currently considering its response to the 26 recommendations made by the review, some updates to parental leave availability have been incorporated as common conditions in APS enterprise agreements. These changes for APS employers, including 18-weeks paid leave for both primary and secondary carers by 2027,³ will be reflected in subsequent reporting periods. Under the Public Sector Workplace Relations Policy,⁴ non-APS agencies are required to consider the APS Statement of Common Conditions – including those relating to paid parental leave – when creating or adjusting workplace arrangements.

Paid parental leave is comprehensively offered

Most Commonwealth public sector employers offer paid parental leave. However, 2% indicated they do not provide this leave. This is the same proportion of employers that reported not offering paid parental leave in 2022.

5% of employers offer universally available paid parental leave. This means that the leave is available to all genders and does not use the primary and secondary carer labels.⁵ Parental leave which is equally available to women and men (either universal or with the primary and secondary carer definition) is important for shifting gender norms and normalising all genders taking parental leave.

93% of employers offer paid parental leave using the primary and secondary carer definition. Within this group, 12% still offer paid primary carer leave to women only – effectively ‘maternity leave’.

39% of employers have an opt-out approach to parental leave. This means there is the expectation, or it is the ‘default’ option, that employees take parental leave when eligible to do so. With an opt-out approach, employees have to explicitly communicate that they plan not to take parental leave.

FIGURE 33: Proportion of employers offering paid parental leave, by employer type and leave type

Employer Type	Universally available (%)	Primary and secondary carer (%)	Total (%)
APS employers	4	95	99
Non-APS employers	7	88	95
All public sector employers	5	93	98

The parental leave offered by employers is slightly influenced by the gender-balance of the employer’s workforce composition. Employers with gender-balanced workforces are proportionally less likely to offer paid parental leave than the Commonwealth public sector as a whole.

FIGURE 34: Proportion of employers offering paid parental leave, by gender-balance of employer and leave type

Gender-balance of employer	Universally available (%)	Primary and secondary carer (%)	Total (%)
Women-dominated	4	94	98
Gender-balanced	5	91	96
Men-dominated	9	91	100

² See [Review of the Maternity Leave Act | Australian Public Service Commission](#)

³ Primary carers are currently able to access all 18 weeks of paid parental leave. Secondary carers’ entitlement increases from 8 weeks to 18 weeks between 2024 and 2027. See [APS bargaining | Australian Public Service Commission](#)

⁴ See [Workplace Relations | Australian Public Service Commission](#)

⁵ A primary carer is the person who most meets the child’s needs, including feeding, dressing, bathing, and otherwise supervising the child. A secondary carer is generally the current partner of the primary carer, the other legal parent of the child, or the current partner of the other legal parent of the child.



Almost one third of private sector employers (32%) still do not offer employer-funded paid parental leave. This is a significant contrast to the Commonwealth public sector. But private sector employers are more likely to offer universally available paid parental leave than Commonwealth public sector employers (18% vs. 5%). About half (49%) of private sector employers use the primary and secondary carer definition, compared to most (93%) of Commonwealth public sector employers.

Men's take-up of primary carer's parental leave is unchanged

The majority of primary carer's parental leave is taken by women. Men account for 11% of primary carer's (including universally available) parental leave taken. The proportion of men taking this leave is 3 times greater in non-APS agencies (21%) than in APS agencies (7%). However, the proportion of primary carer's parental leave taken by men remains well below their representation in the workforce.

FIGURE 35: Proportion of primary carer and universally available parental leave taken by men, by employer type

Employer type	Leave taken by men (%)	Men in workforce (%)
APS employers	7	38
Non-APS employers	21	59
All public sector employers	11	45

Men account for 12% of all primary carer's parental leave taken by managers and 11% taken by non-managers. In contrast, men account for 89% of all paid secondary carer's leave taken. While the proportion of primary carer's parental leave taken by men has remained unchanged from 2022 (11%), there has been a decrease of 8 pp in the proportion of secondary carer's leave taken by men (97% in 2022).

FIGURE 36: Proportion of primary carer and universally available parental leave taken by women and men, by manager type

Manager type	Leave taken by women (%)	Leave taken by men (%)
Manager	88	12
Non-manager	89	11
All staff	89	11

In the private sector, men account for 17% of all primary carer's parental leave taken. This is an increase of 3pp from the previous year. The proportion of paid primary carer's and universally available parental leave taken by men in the Commonwealth public sector remains at 11%.

Few employees are ceasing employment on parental leave

3% of employees who took parental leave in 2023, including primary carer and universally available and secondary carer leave, ceased employment while on that leave. 91% of those were women and 9% were men.

FIGURE 37: Proportion of employees who ceased employment while on parental leave, by employer type

Employer type	Women (%)	Men (%)
APS employers	93	7
Non-APS employers	86	14
All public sector employers	91	9



The proportion of employers ceasing employment while on parental leave is slightly higher in the private sector. 5% of employees who took parental leave in 2023-24, including primary carer and universally available and secondary carer leave, ceased employment while on that leave. 89% of those were women and 11% were men.

Parental leave policy details

The average length of employer-funded paid parental leave is 15.0 weeks for universally available leave, 16.2 weeks for primary carer's leave, and 4.8 weeks for secondary carer's leave.

This disparity between the length of primary and secondary carer's leave helps reinforce gender norms about work and care. Given secondary carer's leave is predominantly taken by men, this impacts the time men have with their family at critical early stages.

However, these figures show improvement from 2022 where the average length of employer-funded paid parental leave was 14.5 weeks for universally available and primary carer's leave and 3.5 weeks for secondary carer's leave.

FIGURE 38: Number of weeks offered by those employers that provide paid parental leave

Length of leave	Universal and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
1-6 weeks	2	17	1	66
7-12 weeks	6	0	6	33
13-17 weeks	51	17	53	0
18+ weeks	41	67	40	1
Average number of weeks	16.1	15.0	16.2	4.8

Note: Proportions are of those employers that offer paid parental leave.

The average length of paid parental leave in the private sector is lower than that offered in the Commonwealth public sector for each type of leave. On average, the private sector offers 12.3 weeks of universally available parental leave (compared to 15.0 weeks in the Commonwealth public sector), 12.2 weeks for primary carer's leave (compared to 16.2 weeks), and 2.9 weeks for secondary carer's leave (compared to 4.8 weeks).

Most employers have a time limit in place for employees to take parental leave. Across all paid parental leave types, the majority of employers place an access limit of 12 months or less. This is the same as in 2022. Removing or increasing time limits to access parental leave gives employees greater flexibility on when to use this leave and creates more gender-equal caring opportunities.

FIGURE 39: Time limits for taking leave of those employers that provide paid parental leave

Length of leave	Universal and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Yes	97	100	97	96
Over 24 months	3	0	4	2
Within 24 months	35	33	35	39
Within 12 months	41	50	40	41
Within 6 months	21	17	21	18
No	3	0	3	4

Note: Proportions are of those employers that offer paid parental leave.



In 2023, about two-thirds of employers have a qualifying period for universally available and primary carer's leave. This means an employee must work for the employer for a certain amount of time before they can access paid parental leave. This will change in future years with the removal of qualifying periods for paid parental leave as an outcome of APS-wide bargaining.

Across employers, the qualifying period is 11.7 months on average, comprising 11.8 months for primary carer and 9.0 months for universal leave.

Fewer restrictions are in place for employees accessing secondary carer's leave, with less than half of employers having a qualifying period. In 2022, the qualifying period for any type of carer's leave was commonly a 12-month period.

FIGURE 40: Qualifying period of those employers that provide paid parental leave

Qualifying period	Universal and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Yes	66	67	65	45
No	34	33	35	55
Average length of qualifying period (months)	11.7	9.0	11.8	11.5

Note: Proportions are of those employers that offer paid parental leave.

Almost all employers who offer paid parental leave pay this leave at the employee's full salary.

Given that women take the majority of primary carer's parental leave, one way to help close the financial gap faced by women at retirement is through employers paying superannuation on parental leave. Of Commonwealth public sector employers that offer employer-funded paid parental leave universally and to primary carers, 95% of employers pay superannuation on that leave, 53% on unpaid parental leave and 39% of employers pay superannuation on government-funded parental leave.

FIGURE 41: Superannuation paid on parental leave

Superannuation	Universal and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Yes, on employer-funded parental leave	95	100	95	100
Yes, on unpaid parental leave	53	67	52	46
Yes, on government-funded parental leave	39	50	38	35
No	2	0	2	0

Note: Proportions are of those employers that offer paid parental leave.

Although many employers in the private sector pay superannuation on parental leave, it remains below that of the Commonwealth public sector. In the private sector, 83% pay superannuation on employer-funded universal and primary carer's leave compared to 95% in the Commonwealth public sector.

While all employers who offer paid parental leave provide this leave for birth, and most provide leave to all carers for adoption, fewer offer the same leave for stillbirth or surrogacy. However, the *Maternity Leave (Commonwealth Employees) Act 1973* provides leave for women who experience a stillbirth at 20 weeks gestation or later.



FIGURE 42: Proportion of employers offering paid parental leave, by reason of parenting

Reason of parenting	Universal and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Birth	100	100	100	100
Adoption	100	100	100	99
Stillbirth	76	50	78	71
Surrogacy	51	67	50	47

Note: Proportions are of those employers that offer paid parental leave.

Supports for carers

87% of Commonwealth employers have policies or strategies to support employees with family or caring responsibilities. This is an increase from 2022, when 76% of employers had such a policy or strategy.

Employers are offering a range of supports to employees with caring responsibilities. The majority of employers offer access to counselling and external support for carers, while employers are least likely to offer support with securing care and return-to-work bonuses.

FIGURE 43: Proportion of employers offering support for carers, by support type

Type of support	All Commonwealth public sector employers	
	At some worksites (%)	At all worksites (%)
Access to counselling and external support for carers (e.g. EAP)	12	85
Keep-in-touch programs for carers on extended leave and/or parental leave	12	52
Referral services to support employees with family and/or caring responsibilities	5	52
Breastfeeding facilities	46	48
Targeted communication mechanisms (e.g. intranet/forums)	7	43
Coaching for employees returning to work from parental leave and/or extended carers leave and/or career breaks	7	31
Internal support networks for parents and/or carers	3	26
Information packs for those with family and/or caring responsibilities	1	24
Parenting workshops targeting mothers	0	4
Support in securing school holiday care	0	4
Employer subsidised childcare	2	2
On-site childcare	14	3
Parenting workshops targeting fathers	0	3
Referral services for care facilities (could include for childcare, eldercare and/or adult day centres)	4	2
Support for employees with securing care by securing priority places at local care centres (for childcare, eldercare and/or adult day centres)	2	0
Return to work bonus (that is not the balance of paid parental leave)	0	0



Most private sector employers (80%) have a policy or strategy in place to support employees with family or caring responsibilities. This was a notable increase (8pp) from the year before. The Commonwealth public sector also saw a notable increase, from 76% in 2022 to 87% in 2023. Similar to the Commonwealth public sector, access to counselling, keep-in-touch and referral programs were among the most common supports offered by private sector employers to carers.

Flexible work

98% of Commonwealth employers have policies or strategies on flexible working arrangements. This is a 1% increase from 2022.

Most employers have policy inclusions that promote flexible working and ensure that leadership have endorsed the business case for flexibility as well as role modelling flexible working. The least common type of flexible work policy inclusion relates to targets being set for men's engagement with flexible work. Men's engagement in flexible work is a key enabler for supporting men in their caring roles.

13% of employers incorporate the ability to job-share into job design and advertising, and fewer (8%) offer management positions as part-time roles. Despite the availability of flexible work arrangements, job-share and part-time opportunities, especially in management, remain limited, highlighting that full-time work is still the norm in most workplaces. Expanding part-time and job-share options through intentional design can help attract a broader talent pool, improve employee retention, and address workforce gender imbalances that contribute to the gender pay gap.

On the whole, APS employers are more likely than non-APS employers to incorporate a variety of measures relating to flexibility into the workplace. The most pronounced differences between the two are in embedding an all-roles-flex approach (a 35 pp difference between APS and non-APS employers) and providing metrics on flexibility measures to KMPs (a 23 pp difference).

FIGURE 44: Policy or strategy inclusions of those employers with a flexible work policy or strategy, by employer type

Inclusion	APS employers (%)	Non-APS employers (%)	All Commonwealth public sector employers (%)
Employers with a policy or strategy on flexible work	98	100	98
Flexible working is promoted throughout the organisation	96	95	96
A business case for flexibility has been established and endorsed at the leadership level	82	85	83
Leaders are visible role models of flexible working	87	73	82
Employees are surveyed on whether they have sufficient flexibility	83	68	78
Flexible work offerings are available to all employees, with a default approval bias (all roles flex approach)	77	41	64
All team meetings are offered online	64	41	56
Manager training on flexible working and remote/hybrid teams is provided throughout the organisation	57	49	54
Leaders are held accountable for improving workplace flexibility	57	41	52



Inclusion	APS employers (%)	Non-APS employers (%)	All Commonwealth public sector employers (%)
Employee training on flexible working and remote/hybrid teams is provided throughout the organisation	45	49	47
Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	52	29	44
Managers receive support to conduct performance evaluations that are not influenced by the work location of the employee (proximity bias)	49	32	43
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	47	32	42
The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	40	39	40
The organisation's approach to flexibility is integrated into client conversations	27	32	29
Team-based training on flexible working is provided throughout the organisation	22	10	18
The ability to job-share is incorporated into job design and advertising of new roles	13	20	15
Management positions are designed as part-time	8	0	5
Targets have been set for engagement in flexible work	3	7	4
Targets have been set for men's engagement in flexible work	1	0	1

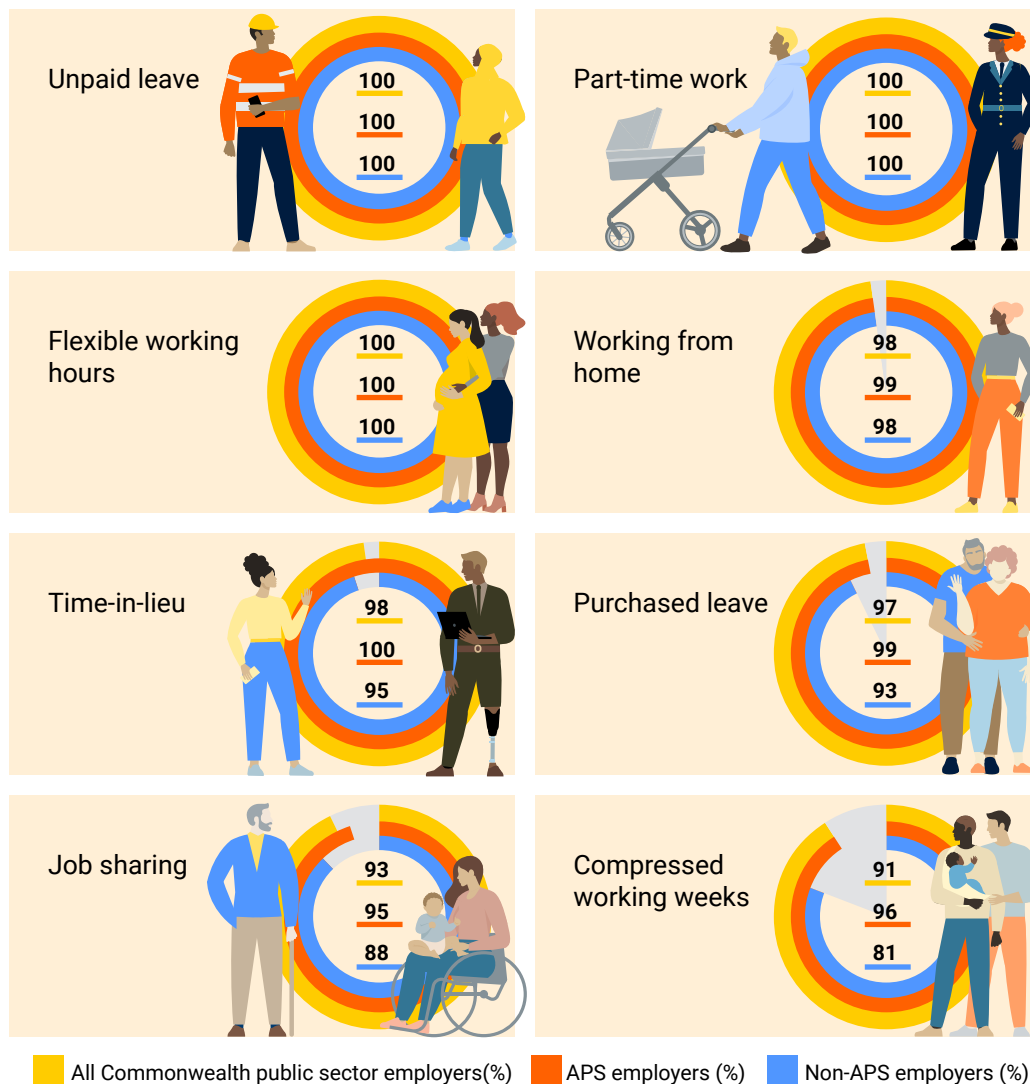
Note: The first rows of data shows proportions out of all employers that reported to WGEA. The remaining rows are of those employers with a policy or strategy.

87% of private sector employers have a policy or strategy on flexible working arrangements, compared to almost all (98%) Commonwealth public sector employers. Three-quarters of private sector employers promote flexible work throughout their organisations and role model it at a leadership level.

The majority of Commonwealth public sector employers offer the full range of different types of flexible working arrangements, similar to 2022. All employers offer access to part-time work, unpaid leave and flexible working hours.



FIGURE 45: Proportion of employers offering certain types of flexible work



While almost all private sector employers offer part-time work (98%), flexible hours (98%), unpaid leave (98%), remote work (96%), and time-in-lieu (94%). Fewer offer arrangements for job sharing, compressed working weeks and purchased leave. In contrast, the vast majority of Commonwealth public sector employers offer these flexible work types: 93% offer job sharing, 91% offer compressed working weeks and 97% offer purchased leave.

Family and domestic violence

83% of Commonwealth public sector employers have policies or strategies to support employees experiencing family and domestic violence. This is a small increase from 2022 when 81% did so. 86% of APS employers and 76% of non-APS employers have such a policy or strategy.

In October 2022, 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. 2023 is the first Commonwealth public sector reporting period affected by the introduction of the National Employment Standard.

Despite this, a small percentage of employers did not report 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.



Of those employers that offer paid family and domestic violence leave, 45% reported that it is unlimited. In addition, 84% of employers that offer unpaid family and domestic violence leave reported that leave is unlimited.

Almost all employers offer an employee assistance program, confidentiality of matters disclosed, and flexible working arrangements to support employees experiencing family or domestic violence.

FIGURE 46: Employers offering support and leave to employees experiencing family or domestic violence

Support measure	APS employers (%)	Non-APS employers (%)	All Commonwealth public sector employers (%)
Employee assistance program	100	100	100
Confidentiality of matters disclosed	99	100	99
Access to paid family and domestic violence leave	98	98	98
Flexible working arrangements	99	95	98
Protection from an adverse action of discrimination based on the disclosure of domestic violence	90	88	89
Access to unpaid family and domestic violence leave	89	79	85
Referral of employees to appropriate domestic violence support services	84	83	84
A domestic violence clause in an enterprise agreement or workplace agreement	81	71	78
Offer change of office location	76	61	71
Workplace safety planning	75	56	69
Training of key personnel	58	61	59
Provision of financial support	44	46	45
Access to medical services	26	37	30
Emergency accommodation assistance	14	32	20

87% of private sector employers have a policy or strategy in place to support employees experiencing family or domestic violence. Private sector employers are significantly more likely to offer workplace safety planning than Commonwealth public sector employers (93% vs. 69%), but significantly less likely to offer an employee assistance program (69% vs. 100%).



GEI 5

Employee consultation

What is GEI 5?

This GEI measures how, when and how often employers are consulting with their employees on gender equality in the workplace.

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.

Status of employee consultation

In 2023, 93% of Commonwealth public sector employers consulted employees on workplace gender equality issues. However, only 55% have a formal policy or strategy to do so. Both of these figures have increased from 2022. The proportion of employers consulting with employees increased 15pp and the proportion of employers with a formal policy or strategy increased 25pp. However, like in 2022 more employers are consulting about gender equality than have a formal policy or strategy to do so. A slightly higher proportion of non-APS employers (64%) have a formal policy or strategy about consulting on gender equality when compared to APS employers (50%).



FIGURE 47: Proportion of employers with a formal policy or strategy for consulting employees on gender equality

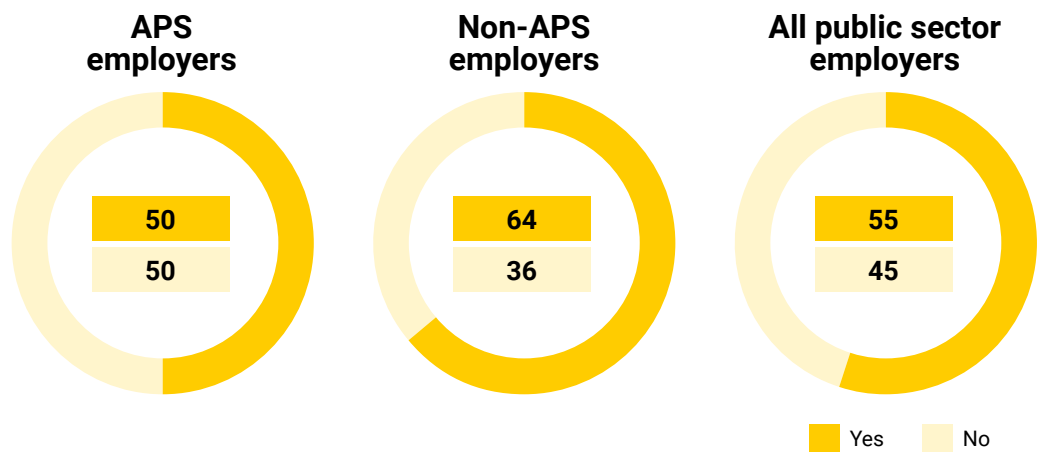
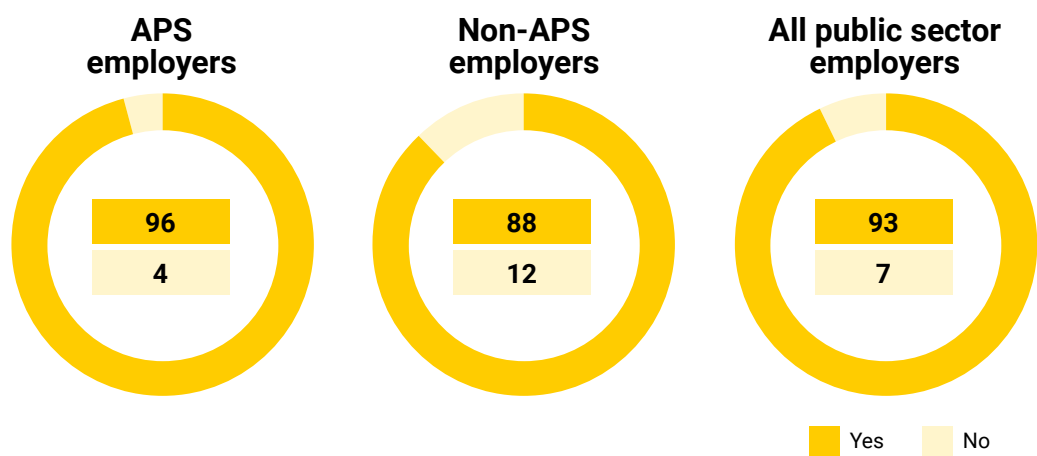


FIGURE 48: Proportion of employers that consult employees on gender equality



A higher proportion of employers in the Commonwealth public sector are consulting their employees about workplace gender equality than in the private sector. However, about half of employers in both the Commonwealth public sector and the private sector have a formal policy or strategy on consultation. Similar to the Commonwealth public sector, the proportion of private sector employers consulting with staff on gender equality increased significantly over the last year. In 2023-24, 69% of private sector employers consulted employees on gender equality (an increase of 22 pp from the year before).

The most common way Commonwealth public sector employers consult their employees on gender equality is through consultative committees or groups (77%) and the APS Census (61%).

The APS Employee Census is an annual survey that collects employee attitude and opinion information on issues in the workplace. The survey is conducted by the APSC.



FIGURE 49: Proportion of employers that consulted with staff, by method of consultation

Consultative committee or group



APS Census



Employee experience survey



Exit interviews



Focus groups



Performance discussions



0% 10% 20% 30% 40% 50% 60% 70% 80%

Note: Proportions are of those employers that consulted on gender equality.



GEI 6

Prevention of sexual harassment and discrimination

What is GEI 6?

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

Why is it important?

Workplace sexual harassment, harassment on the ground of sex or discrimination are gender equality issues that predominantly impact 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.

Note about Respect@Work and additional reporting requirements

Following the Respect@Work Report, the government expanded information WGEA could collect from employers about sexual harassment, harassment on the ground of sex or discrimination. These questions will become reporting requirements for Commonwealth public sector employers in the 2024 reporting period. In 2023, employers were asked these questions and could provide responses voluntarily. Some voluntary responses are included below. These questions were mandatory for private sector employers in 2023-24.



Prevention of sexual harassment, harassment on the ground of sex or discrimination

98% of Commonwealth public sector employers have a policy or strategy on prevention and response to sexual harassment, harassment on the ground of sex or discrimination. Employers can use formal policies and strategies to encourage cultural change and create a workplace culture that promotes gender equality and prevents sexual harassment.

98% of employers with a policy have a grievance process included. This is a significant increase from 83% in 2022.

FIGURE 50: Proportion of employers with measures to prevent sexual harassment, harassment on the ground of sex or discrimination

	APS employers (%)	Non-APS employers (%)	All public sector employers (%)
Policy or strategy	96	100	98
Grievance process contained in policy or strategy	99	98	98

Note: Proportions for a grievance process are of those employers with a policy or strategy.

Similar to the Commonwealth public sector, almost all private sector employers (98.9%) have a policy or strategy on prevention and response to sexual harassment, harassment on the ground of sex or discrimination.

The majority of Commonwealth public sector employers offer training to all managers.

FIGURE 51: Proportion of employers providing training to all managers, by employer type

	APS employers (%)	Non-APS employers (%)	All public sector employers (%)
Training for managers	90	93	91

FIGURE 52: Frequency of training offered to managers on the prevention of sexual harassment, harassment on the ground of sex or discrimination

	At induction (%)	At promotion (%)	Annually (%)	All public sector employers offering training (%)
Training for managers	75	1	52	91

Note: Proportions are of those employers that provide training to managers.

Voluntary responses on prevention and response to sexual harassment, harassment on the ground of sex or discrimination

The figures below provide initial insights about how Commonwealth public sector employers address sexual harassment, harassment on the ground of sex or discrimination in their workplaces. Data reflects only those employers that provided a voluntary response. Response rates for different questions ranged from 49% to 79% of Commonwealth public sector employers, and results should be interpreted with caution. Given the voluntary nature of these responses, data is not compared to the private sector who were required to respond in 2023–24.

Preliminary findings from the voluntary dataset are mapped against four of the key standards outlined by the Australian Human Rights Commission designed to aid employers to meet their positive duty to eliminate sexual harassment in the workplace.¹

¹ See [Guidance materials](#) | Australian Human Rights Commission



Leadership

70% of responding employers indicated that their CEO or Agency Head reviewed their sexual harassment policy or strategy, and 54% indicated that their governing body reviewed these documents.

99% of responding employers' CEOs or Agency Head and 91% of employers' governing bodies communicated their expectations on safety and respectful and inclusive workplace conduct.

Knowledge

Formal policies and strategies are most likely to include definitions and examples of sexual harassment and the consequences of engaging in this behaviour (94%); disclosure options (internal and external) and process to investigate and manage any sexual harassment (94%); and leadership accountabilities and responsibilities for prevention and response to sexual harassment (92%).

The most common inclusions in training programs on sexual harassment are different forms of inappropriate workplace behaviour (95%) and the respectful workplace conduct and behaviours expected of employees and leaders (91%).

Risk management

Three quarters (75%) of responding employers include reporting to leadership on sexual harassment as part of their workplace health and safety risk management process.

Only slightly more than half (54%) of responding employers include consultation with employees on sexual harassment risks and mitigation in their risk management process.

In response to their sexual harassment risk management processes, 75% of employers are training people managers in the prevention of sexual harassment.

Monitoring, evaluation and transparency

All 70 employers that responded to a voluntary question regarding the collection of sexual harassment data indicated that they collect data in some form. Most commonly these employers collect the number of formal and informal disclosures made in a year (96% and 68%, respectively) and the outcomes of investigations (80%).

62% of responding employers report on sexual harassment to their CEO or agency or department head multiple times per year, and 10% report regularly or at every meeting. For governing bodies, these proportions are 56% and 6%, respectively.

Reports are most likely to include the prevalence of sexual harassment in the workplace (67%) and the outcome of reports of sexual harassment (63%). They are least likely to include information on the use and context of non-disclosure agreements or confidentiality clauses (4%).



Appendix 1

Gender pay gaps of Commonwealth public sector employers

The median gender pay gaps and gender composition of the workforce and by pay quartile for 120 Commonwealth public sector employers and 2 corporate groups are below.

FIGURE 1: Employer median gender pay gaps and percentage of women in the workforce and by pay quartile

Employer size (# of employees)	Employer name	Median total rem GPG (%)	Median base salary GPG (%)	Total work-force, women (%)	Upper quartile, women (%)	Upper-middle quartile, women (%)	Lower-middle quartile, women (%)	Lower quartile, women (%)
250-499	Aboriginal Hostels Limited	2.9	5.8	57	52	57	55	66
500-999	Administrative Appeals Tribunal	4.8	2.7	65	56	64	73	67
1,000-4,999	Aged Care Quality and Safety Commission	0.0	0.0	71	69	73	70	72
1,000-4,999	Airservices Australia	6.6	-2.7	20	16	21	19	25
<250	Anindilyakwa Land Council	-12.9	-13.3	50	37	69	61	33
1,000-4,999	Attorney-General's Department	7.4	7.4	70	64	73	74	71
5,000+	Australian Broadcasting Corporation	9.8	8.7	54	46	46	58	67
1,000-4,999	Australian Bureau of Statistics	0.0	0.0	53	50	54	55	50

Note: Non-APS employers are highlighted in grey. All other employers are APS employers.



Employer size (# of employees)	Employer name	Median total rem GPG (%)	Median base salary GPG (%)	Total work-force, women (%)	Upper quartile, women (%)	Upper-middle quartile, women (%)	Lower-middle quartile, women (%)	Lower quartile, women (%)
<250	Australian Commission on Safety and Quality in Health Care	0.0	0.0	74	73	76	78	68
500-999	Australian Communications and Media Authority	6.7	6.7	56	49	54	58	61
1,000-4,999	Australian Competition & Consumer Commission	-0.1	-0.5	56	53	60	58	54
500-999	Australian Crime Commission	25.6	25.5	53	40	42	63	69
<250	Australian Curriculum Assessment and Reporting Authority	4.2	4.2	63	50	66	59	79
250-499	Australian Digital Health Agency	9.9	11.9	58	48	59	58	68
1,000-4,999	Australian Electoral Commission	7.1	3.9	68	66	60	66	81
5,000+	Australian Federal Police	12.2	3.2	41	28	35	51	53
<250	Australian Film Television & Radio School	0.2	0.0	58	67	48	62	55
250-499	Australian Financial Security Authority	3.5	3.7	64	59	64	63	68
<250	Australian Fisheries Management Authority	6.2	0.0	53	48	42	61	63
1,000-4,999	Australian Hearing Services	18.1	8.5	82	68	80	84	94
<250	Australian Human Rights Commission	13.5	13.7	85	80	78	92	89
<250	Australian Institute of Aboriginal & Torres Strait Islander Studies	0.4	3.2	59	49	66	75	46
<250	Australian Institute of Family Studies	18.9	18.9	79	63	78	78	96
500-999	Australian Institute of Health and Welfare	-1.6	0.0	67	64	70	70	64
250-499	Australian Institute of Marine Science	13.5	13.1	47	33	43	56	58
250-499	Australian Maritime Safety Authority	30.4	22.2	45	16	33	54	78
250-499	Australian National Audit Office	2.8	4.1	55	55	53	62	49
<250	Australian National Maritime Museum	16.7	16.2	50	36	43	62	59
1,000-4,999	Australian Nuclear Science and Technology Organisation	10.8	10.8	33	27	27	31	48
<250	Australian Pesticides and Veterinary Medicines Authority	8.8	4.5	57	39	56	62	72
5,000+	Australian Postal Corporation	8.6	-1.4	38	33	30	42	49
500-999	Australian Prudential Regulation Authority	7.8	7.6	47	39	44	47	58
250-499	Australian Public Service Commission	9.6	10.6	73	66	71	77	76

Note: Non-APS employers are highlighted in grey. All other employers are APS employers.



Employer size (# of employees)	Employer name	Median total rem GPG (%)	Median base salary GPG (%)	Total work-force, women (%)	Upper quartile, women (%)	Upper-middle quartile, women (%)	Lower-middle quartile, women (%)	Lower quartile, women (%)
<250	Australian Radiation Protection and Nuclear Safety Agency	14.0	9.9	46	30	35	49	68
<250	Australian Research Council	14.4	15.7	62	54	62	69	63
1,000-4,999	Australian Securities & Investments Commission	5.9	4.7	57	51	51	60	64
500-999	Australian Sports Commission	3.7	3.5	53	49	54	60	50
250-499	Australian Submarine Agency	3.2	4.5	56	46	57	58	64
5,000+	Australian Taxation Office	4.8	7.3	55	51	55	59	56
500-999	Australian Trade and Investment Commission	0.9	3.8	55	44	55	59	62
500-999	Australian Transaction Reports & Analysis Centre	0.0	0.0	58	54	62	56	61
<250	Australian Transport Safety Bureau	29.0	19.5	38	19	19	48	67
250-499	Australian War Memorial	12.6	13.9	59	52	48	65	70
1,000-4,999	Bureau of Meteorology	0.0	0.0	38	35	34	36	46
500-999	Civil Aviation Safety Authority	30.9	31.0	39	17	17	54	68
<250	Clean Energy Finance Corporation	24.6	31.4	50	31	37	66	64
250-499	Clean Energy Regulator	0.0	0.0	54	45	60	56	54
<250	Coal Mining Industry (Long Service Leave Funding) Corporation	31.7	31.7	66	52	60	76	77
500-999	Comcare Australia	3.1	2.8	63	54	59	70	68
5,000+	Commonwealth Scientific and Industrial Research Organisation	11.3	11.4	45	30	40	52	59
500-999	Commonwealth Superannuation Corporation	22.1	22.0	50	34	44	61	60
<250	Creative Australia	13.6	12.1	76	72	65	90	74
250-499	Decipha Pty Ltd	3.0	0.0	57	33	75	67	53
500-999	Defence Housing Australia	14.2	15.0	69	49	68	80	78
5,000+	Department of Agriculture, Fisheries and Forestry	4.8	-2.8	54	50	52	57	57
5,000+	Department of Climate Change, Energy, the Environment and Water	7.0	0.0	60	56	57	61	64
5,000+	Department of Defence	4.5	2.7	48	39	45	51	58
250-499	Department of Defence Army & Air Force Canteen Service	0.0	0.0	82	73	91	80	83

Note: Non-APS employers are highlighted in grey. All other employers are APS employers.



Employer size (# of employees)	Employer name	Median total rem GPG (%)	Median base salary GPG (%)	Total work-force, women (%)	Upper quartile, women (%)	Upper-middle quartile, women (%)	Lower-middle quartile, women (%)	Lower quartile, women (%)
1000-4999	Department of Education	-1.8	0.0	68	65	71	71	64
1,000-4,999	Department of Employment and Workplace Relations	3.1	0.0	60	59	59	63	60
1,000-4,999	Department of Finance	1.5	0.0	57	56	57	61	55
1,000-4,999	Department of Foreign Affairs & Trade	4.8	2.6	59	52	56	63	65
5,000+	Department of Health and Aged Care	7.8	8.2	71	67	71	72	75
5,000+	Department of Home Affairs	9.3	3.9	52	45	49	58	58
1,000-4,999	Department of Industry, Science and Resources	1.8	0.0	57	55	56	55	60
1,000-4,999	Department of Infrastructure, Transport, Regional Development, Communications and the Arts	2.4	2.4	60	57	60	60	63
1000-4999	Department of Parliamentary Services	1.0	-5.3	41	39	41	41	43
1,000-4,999	Department of Prime Minister and Cabinet	0.2	0.0	68	67	69	71	67
1000-4999	Department of Social Services	0.0	0.0	71	69	71	72	73
<250	Department of the House of Representatives	0.0	0.0	62	57	68	74	51
<250	Department of the Senate	-4.6	-9.7	63	59	69	69	57
1,000-4,999	Department of Treasury	0.0	0.0	54	53	54	53	55
1,000-4,999	Department of Veterans' Affairs & the Repatriation Commission and the Military Rehabilitation and Compensation Commission	-0.5	-1.4	68	63	74	67	68
<250	Digital Transformation Agency	0.0	0.0	53	48	52	50	61
<250	Export Finance and Insurance Corp	16.3	14.1	43	34	38	47	53
250-499	Fair Work Commission	-1.0	0.0	63	59	73	64	58
1,000-4,999	Federal Court of Australia	-0.5	-2.8	73	70	77	72	74
<250	Food Standards Australia New Zealand	15.3	18.4	65	48	67	75	71
250-499	Future Fund Management Agency	18.1	17.1	51	37	53	51	64
500-999	Geoscience Australia	14.7	14.9	43	30	38	45	59
250-499	Great Barrier Reef Marine Park Authority	7.0	5.4	62	59	50	54	86
1,000-4,999	IP Australia	10.5	8.4	47	39	43	52	57

Note: Non-APS employers are highlighted in grey. All other employers are APS employers.



Employer size (# of employees)	Employer name	Median total rem GPG (%)	Median base salary GPG (%)	Total work-force, women (%)	Upper quartile, women (%)	Upper-middle quartile, women (%)	Lower-middle quartile, women (%)	Lower quartile, women (%)
250-499	Indigenous Business Australia	4.6	3.8	59	49	61	51	76
250-499	Murray-Darling Basin Authority	13.2	16.5	55	41	48	54	75
<250	National Anti-Corruption Commission	15.2	14.5	52	34	49	60	64
250-499	National Archives of Australia	-3.8	-5.1	61	61	63	60	60
5,000+	National Disability Insurance Agency	0.7	0.0	74	72	75	76	72
250-499	National Emergency Management Agency	-2.0	-6.9	62	62	63	64	59
<250	National Film and Sound Archive of Australia	-7.0	-9.1	48	59	41	37	55
250-499	National Gallery of Australia	-7.3	-8.2	70	75	73	69	63
<250	National Health and Medical Research Council	19.5	19.5	67	48	67	76	78
1,000-4,999	National Indigenous Australians Agency	16.8	20.0	71	63	69	75	76
250-499	National Library of Australia	11.0	14.2	67	55	66	76	71
250-499	National Museum of Australia	-3.4	-5.9	68	64	75	68	64
<250	National Offshore Petroleum Safety and Environmental Management Authority	50.4	50.3	41	18	21	40	83
<250	National Vocational Education and Training Regulator	-1.7	-1.7	66	69	75	65	56
1,000-4,999	NBN Co Limited	1.3	-1.0	32	34	30	28	38
500-999	NDIS Quality and Safeguards Commission	0.3	-2.0	67	63	70	68	66
500-999	Northern Land Council	-7.0	-8.9	43	41	49	41	40
250-499	Office of National Intelligence	6.4	0.0	52	42	47	50	67
<250	Office of Parliamentary Counsel	29.3	27.8	64	50	48	81	78
<250	Office of the Australian Information Commissioner	5.2	4.4	73	63	70	87	73
250-499	Office of the Commonwealth Ombudsman	-2.6	-2.8	64	74	60	65	55
250-499	Office of the Director of Public Prosecutions	0.0	0.0	68	70	66	65	69
500-999	Office of the Fair Work Ombudsman	0.3	0.0	63	63	63	64	65
<250	Old Parliament House	-11.3	-14.6	70	75	78	63	67
<250	Outback Stores Pty Ltd	0.6	3.0	45	37	49	47	48

Note: Non-APS employers are highlighted in grey. All other employers are APS employers.



Employer size (# of employees)	Employer name	Median total rem GPG (%)	Median base salary GPG (%)	Total work-force, women (%)	Upper quartile, women (%)	Upper-middle quartile, women (%)	Lower-middle quartile, women (%)	Lower quartile, women (%)
<250	Productivity Commission	-5.5	-5.0	57	54	65	65	46
1,000-4,999	Red Energy Pty Limited	11.2	1.4	51	36	52	61	57
1,000-4,999	Reserve Bank of Australia	11.5	10.6	42	30	35	47	54
250-499	Royal Australian Mint	7.7	7.6	42	22	49	44	51
5,000+	Services Australia	3.1	0.0	69	61	72	74	67
500-999	Snowy Hydro Limited	25.7	19.9	26	14	17	26	46
1,000-4,999	Special Broadcasting Service Corporation	1.9	2.0	53	50	53	49	60
250-499	Sport Integrity Australia	0.0	0.0	59	53	66	55	62
1,000-4,999	Star Track Express Pty Limited	17.1	3.4	21	8	11	25	38
<250	Startrack Retail Pty Ltd	13.8	5.2	38	32	28	24	65
<250	Torres Strait Regional Authority	-11.9	-6.0	62	71	71	49	56
<250	Tourism Australia	16.5	16.5	69	53	63	81	78
<250	WSA Co Limited	29.4	29.4	44	24	38	38	77

Note: Non-APS employers are highlighted in grey. All other employers are APS employers.

Corporate group median gender pay gaps and percentage of women in the workforce and by pay quartile

Employer size (# of employees)	Corporate group	Median total rem GPG (%)	Median base salary GPG (%)	Total work-force, women (%)	Upper quartile, women (%)	Upper-middle quartile, women (%)	Lower-middle quartile, women (%)	Lower quartile, women (%)
5,000+	Australian Postal Corporation [^]	9.7	-1.2	37	31	28	40	48
1,000-4,999	Snowy Hydro Limited [~]	38.4	34.8	42	18	37	56	56

[^] This corporate group is made up of: Australian Postal Corporation, Startrack Retail Pty Ltd, Star Track Express Pty Limited and Decipha Pty Ltd.

[~] This corporate group is made up of: Snowy Hydro Limited and Red Energy Pty Limited.



Appendix 2

Key results including Department of Defence

As noted earlier in this report, the Department of Defence was not able to be included in the data analysis for this Commonwealth Public Sector Scorecard. However, WGEA has calculated results for key metrics related to gender pay gaps and composition quartiles, to understand the impact of the Department's inclusion and establish a basis of comparison for future years.

With the inclusion of the Department of Defence, the composition of the Commonwealth public sector workforce remains at 54% women and 46% men. The Department of Defence has a gender-balanced workforce, and the proportion of women in the total workforce falls by 0.5pp when Defence is included in the dataset.

The impact on the gender composition by pay quartile is minimal. The small decreases to women's representation in the higher quartiles are because the Department of Defence employs slightly more women than men in lower-paying roles while employing slightly more men than women overall when compared to other APS employers.

FIGURE 2: Proportion of women in the total workforce and in each earning quartile

Employer type	Total workforce (%)	Upper (%)	Upper-middle (%)	Lower-middle (%)	Lower (%)
All public sector without Department of Defence	54.3	47.2	55.7	59.8	54.3
All public sector including Department of Defence	53.8	46.5	54.6	59.2	54.8
APS	61.6	55.5	60.5	65.8	64.8
APS including Department of Defence	60.1	53.6	58.0	64.5	64.5



The inclusion of the Department of Defence adds just 0.1pp to the average and 0.3pp to the median total remuneration gender pay gap for Commonwealth public sector employers. While the Department is similar in remuneration distribution to APS employers, it has more men employees and minimally higher salaries which leads to the increase in the total remuneration gender pay gap.

Larger increases are observable in base salary gender pay gaps, where marked differences between APS and non-APS employers occur. Because the Department of Defence has a similar base salary remuneration distribution to APS employers, its inclusion increases the base salary of the median employee and therefore also the median gender pay gap.

FIGURE 3: Comparison of Commonwealth Public Sector gender pay gaps, with and without the Department of Defence

Employer type	Total remuneration		Base salary	
	Average GPG (%)	Median GPG (%)	Average GPG (%)	Median GPG (%)
All public sector without Department of Defence	6.4	5.7	2.8	2.7
All public sector including Department of Defence	6.5	6.0	3.1	4.0
APS	5.7	6.0	4.6	6.7
APS including Department of Defence	6.0	6.3	4.9	7.1

In conclusion, the Agency's analysis found the inclusion of the Department of Defence does not change the main findings of this report.





Additional information

For further information, please contact:

Workplace Gender Equality Agency
Level 7, 309 Kent Street
Sydney NSW 2000
T: 02 9432 7000 or 1800 730 233
E: wgea@wgea.gov.au
www.wgea.gov.au

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