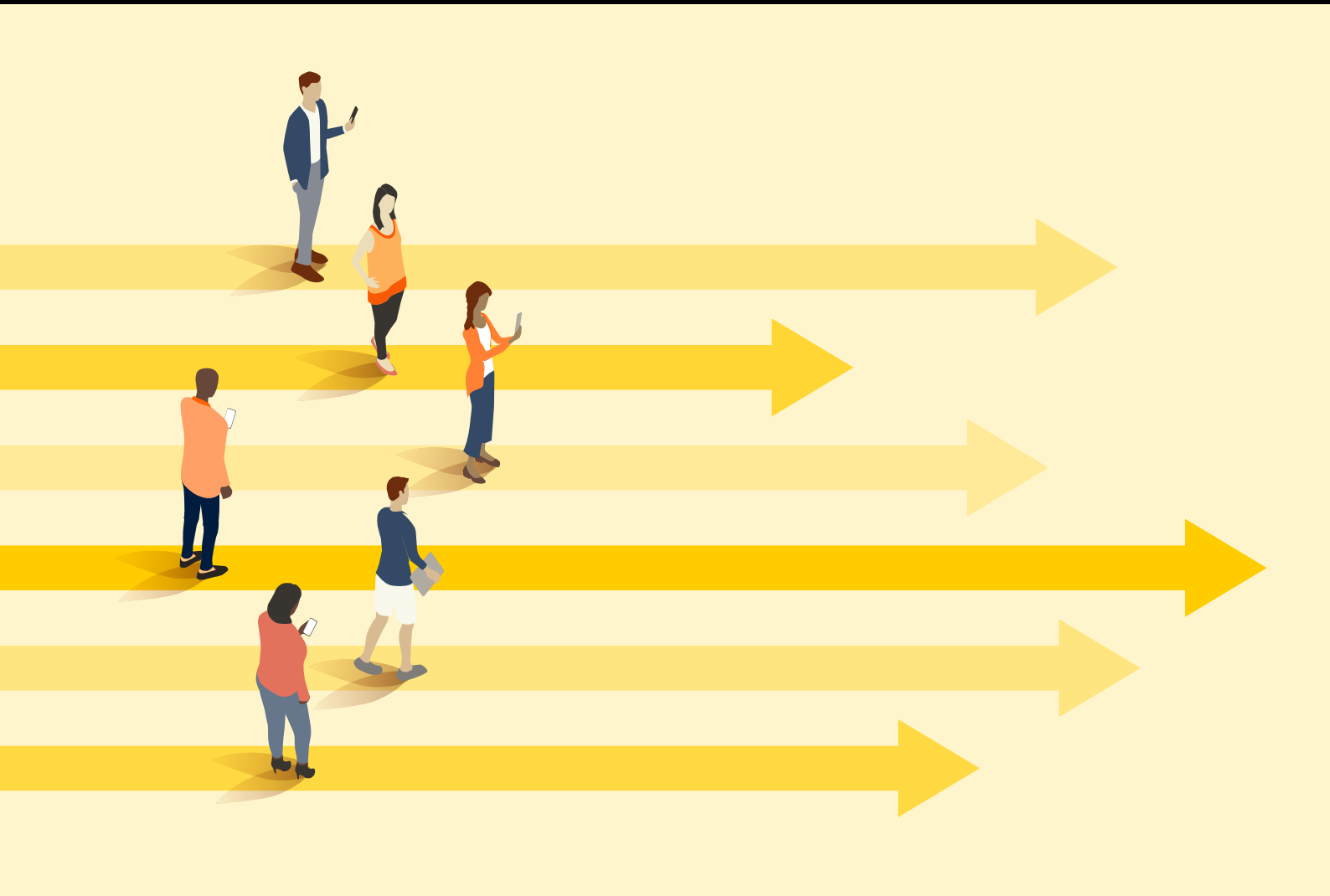




Australian Government



Workplace
Gender Equality
Agency



Australia's Gender Equality Scorecard

Key results from the Workplace Gender Equality Agency's
Employer Census 2024–25

November 2025

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You can explore all of WGEA's data, including results at a national, industry and employer level, using the Data Explorer 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 2024-25 *Gender Equality Scorecard* paints a picture of continued improvement in the context of a deeper shift in understanding, analysis and engagement about workplace gender equality which is likely to accelerate change.

This year's employer results fall between 2 periods of substantive legislative reform. They reflect the initial impact of 2023 amendments to the *Workplace Gender Equality Act 2012*, which required WGEA to publish employer gender pay gaps and expand collection of critical sexual harassment data under the Respect@Work legislation. They also precede and establish the baseline for 2025 amendments to the Act requiring large employers to select and meet or demonstrate improvement against gender equality targets.

Together, these reforms set the stage for workplace gender equality to transition from aspiration and individual workplace success to an expectation of improved outcomes for all employers. This shift is designed to drive steady and sustainable national achievement.

Progress is happening. This year we see a continued reduction in the national average total remuneration gender pay gap, down by 0.7pp to 21.1%. This reduction is larger than the trend of the previous 5 years. The proportion of women in the highest and lowest pay quartiles has shifted, with a 1pp increase in women in the highest pay quartile and an equivalent decrease in women in the lowest earning quartile. 55% of employers reduced their gender pay gap and more employers have a gender pay gap in the target range of -5% to +5%.

On face value these are small shifts. But they are positive. Our analysis shows they are underpinned by a growth in employer policies and actions that are necessary precursors to breaking down gender norms around work, leadership and caring responsibilities as well as improving employee safety.

The proportion of employers conducting a gender pay gap analysis and taking action as a result has been maintained after a big increase last year and significant growth in the number of employers reporting to WGEA. Employers are consulting their employees more and particularly surveying their experiences of gender equality. Embedding these critical processes into business-as-usual informs action plans, helps deliver a gender-equal employee experience and ultimately helps to close the gender pay gap.

Employers increased their actions to prevent sexual harassment. 99% of employers have policies, more CEOs are communicating expectations of a respectful workplace and governing body engagement is increasing, albeit off a low base. This sends a strong signal that gender equality is built on the foundations of a safe and respectful workplace.



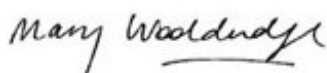
The positive shift in men's uptake of primary carer's leave has continued. Men account for 20% of parental leave taken, another 3pp rise this year. Employers need to embrace and ensure a culture that enables men as well as women to spend meaningful time with their families.

These outcomes are why I am encouraged by the improvements we see in this year's results. These gains are important leading indicators. Improved outcomes will take longer to show up in the multi-faceted metrics of gender pay gaps and changes to workforce composition. Progress to date signals that the heavy lifting of creating gender-equal workplaces by creating safe environments, setting expectations for workplace culture and opportunity and breaking down the ideal worker and carer norms is underway.

The Scorecard also points to areas where employers have an opportunity to take more comprehensive action to meet employees' expectations of a gender-equal workplace. For gender equality to happen, a workplace must be safe. This requires regular proactive action to identify risks, ensure everyone is aware of them and to take effective action to eliminate them. Employers can make inroads into industrial and occupational segregation and reducing the gender pay gap by broadening their gender pay gap analysis to identify differences in recruitment, performance bonuses, and segregation of roles. When coupled with more detailed employee consultation, this can also assist employers to understand and address issues that lead to women resigning from workplaces in greater numbers than men. Challenging gendered stereotypes around work and caring will also help to break down barriers for all employees in the future.

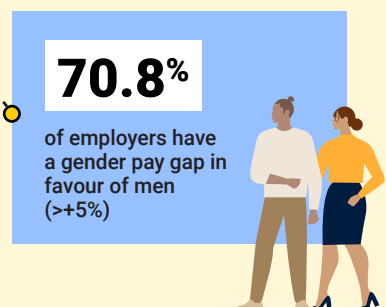
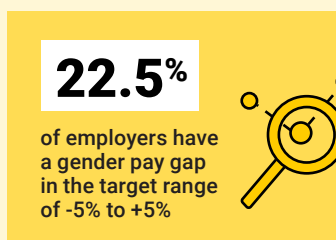
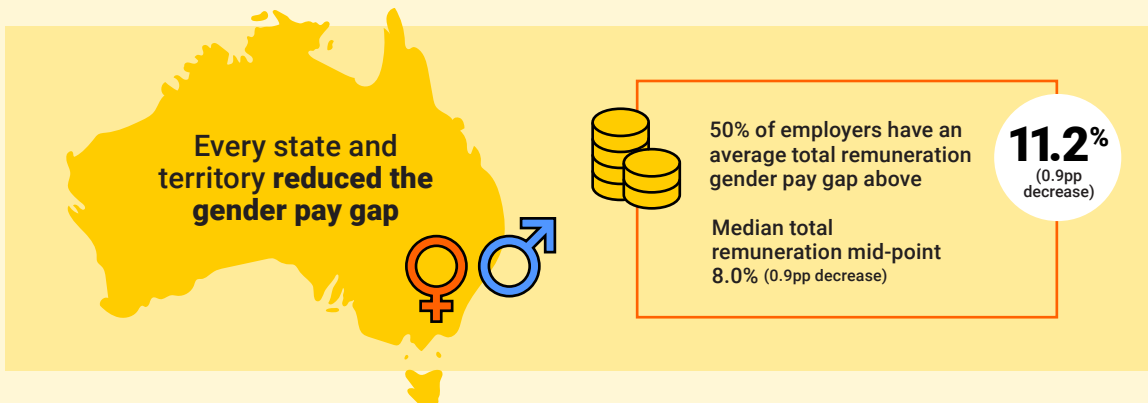
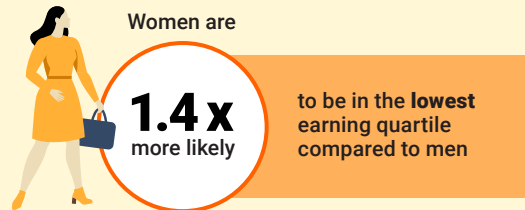
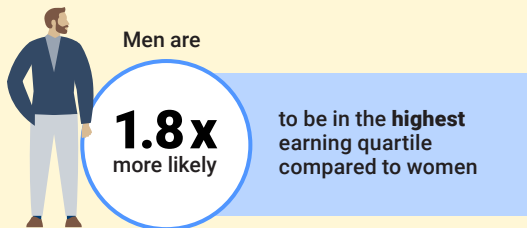
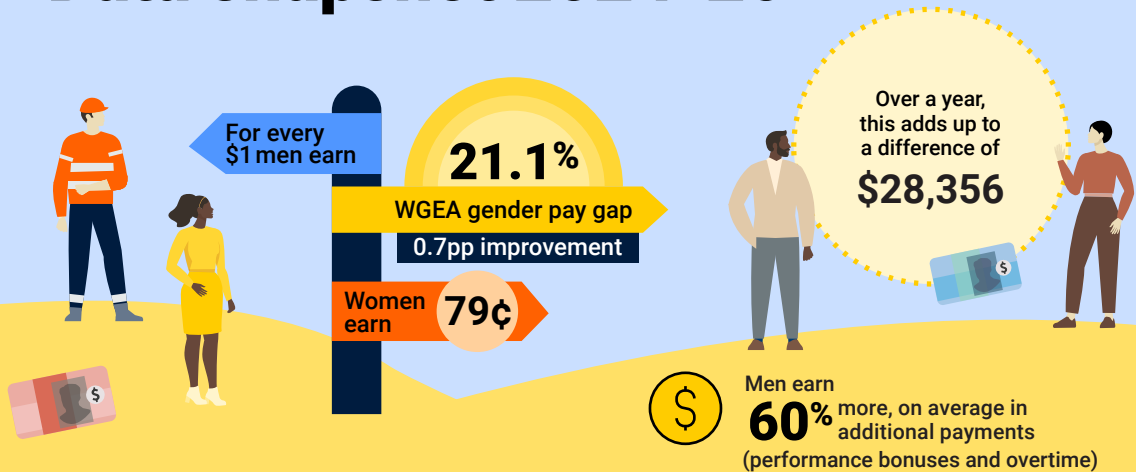
Though we have more work to do there is every indication we are well on the way. With sustained effort and the expectation of further improvement following next year's selection and commitment to gender equality targets for large employers, we can envision a future of work where the work people do and their experiences and careers are not limited by their gender.

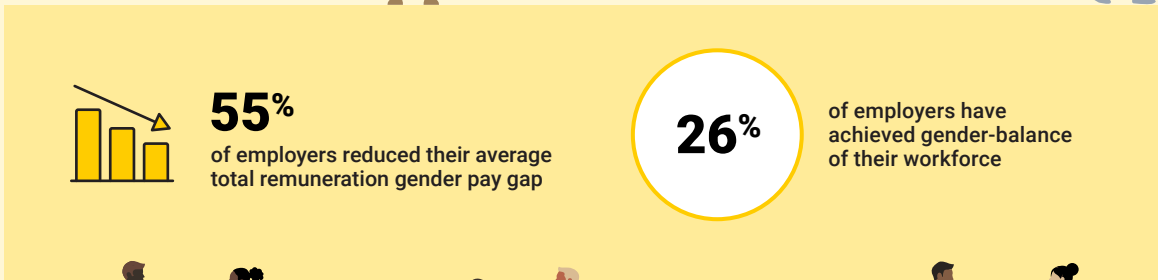
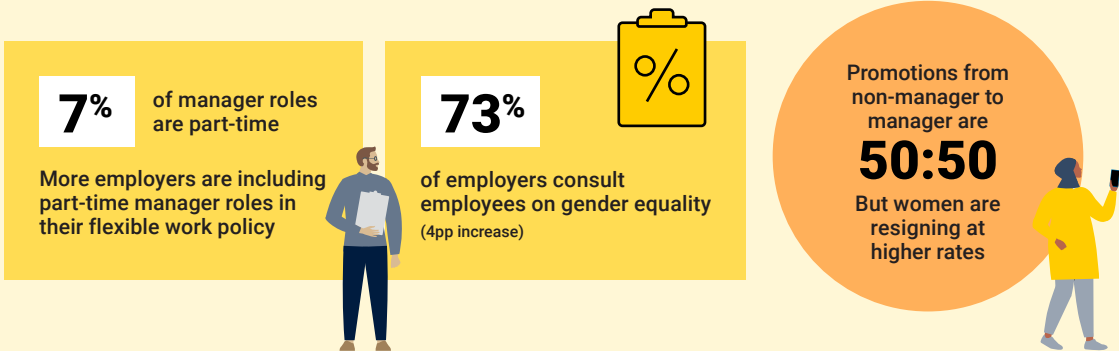
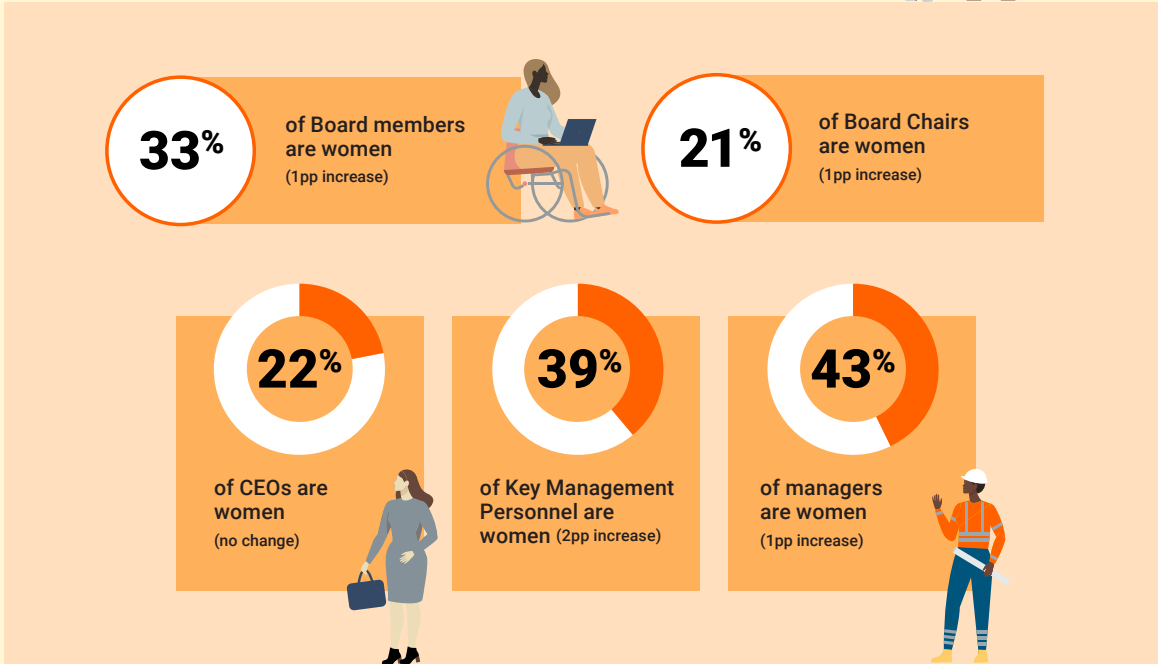
This Scorecard, and the employer results published on the WGEA Data Explorer, are an opportunity to identify areas of progress and opportunity. Taking comprehensive action and building fairness, equality and safety into policies, actions and cultures will benefit all Australians.



Mary Wooldridge

Data snapshot 2024-25





Workplace gender equality: Progress and opportunity

The 2024-25 Scorecard reflects the state of gender equality in Australian workplaces following WGEA's first publication of employer gender pay gaps in February 2024.

During this year, the national gender pay gap continued to narrow. Importantly, after significant increases last year, the number of employers conducting a gender pay gap analysis and taking action on the findings has remained stable. This indicates these critical first steps toward closing the gender pay gap are increasingly embedded and becoming business-as-usual for many employers. More employers are now consulting their employees on issues of gender equality and have a formal policy for this process.

Progress is occurring in other areas that shape our workplaces and lives. Men account for a growing proportion of primary carer's parental leave taken and more employers offer universal paid parental leave. Slightly more women are Board members, and more employers are incorporating expectations for safety and respect into their recruitment and performance management processes following the introduction of positive duty.

These positive signs of progress sit alongside areas where more work needs to be done to ensure workplaces are fair, equal and safe.

Analysis of the 2024-25 employer reports reveals 3 key opportunities for accelerated change:

1. safety and respect in the workplace
2. gender balance at all levels in the workplace
3. breaking down stereotypes related to work, leadership and caring.

Gender equality, safety and respect in workplace culture

Progress and why it matters

Almost every employer has a policy or strategy to prevent sexual harassment. More CEOs and workplace leaders are communicating their expectations of respectful behaviour to employees and articulating standards in their organisation's recruitment and performance management processes. These changes indicate that many employers are taking their positive duty accountabilities to prevent sexual harassment seriously. But there are opportunities to strengthen this foundation.



All employees should be able to go to work without being sexually harassed. Sexual harassment causes trauma to employees and evidence shows both women and men are likely to resign if a workplace is unsafe or they feel issues of safety are not taken seriously¹.

Under positive duty, employers have a legal requirement to take proactive and meaningful steps to prevent sexual harassment in the workplace. But safe and respectful culture goes beyond a legal requirement. It's a threshold that must be achieved as a critical foundation for gender equality. The national inquiry into sexual harassment in the workplace found that promoting gender equality is a key preventative method, underscoring the need to address both simultaneously.² Gender equality cannot happen without safety at work.

Opportunities

Policy and reporting on the positive duty 7 Standards

To assist employers, the Australian Human Rights Commission developed 7 Standards on meeting their positive duty.³ These Standards outline what good practice looks like across leadership, culture, knowledge, risk assessment and transparency, support, reporting and response, and monitoring, evaluation and transparency. Executives, directors and managers should be familiar with the 7 Standards, particularly since they are responsible for upholding them to prevent sexual harassment. While 99% of employers have a policy to prevent sexual harassment fewer than 15% of employers report their performance against the 7 Standards to the CEO and the Board.

This is important because transparency drives accountability. When employers report on their performance against the Standards, it signals a commitment to create safe and respectful workplaces. Reporting against the Standards can also help employers to monitor their progress and determine whether the policies they have implemented are sufficient and effectively contributing to safe and respectful workplace culture.

Governing body accountability and engagement

Board engagement and accountability can set the tone for organisations and signals that gender equality is a strategic business priority. 76% of employers report information on sexual harassment to the Board, 60% of employers had their policies reviewed by the Board and 59% of Boards communicate their expectations on safety and respect. Similarly only 64% of employers provide sexual harassment prevention training for Board members. Boards should ask CEOs for a higher level of engagement in these areas to mitigate the risk and do everything possible to have a workplace free of sexual harassment.

Gender balance on the governing body is another opportunity to embed gender equality in organisational culture. While there has been some improvement on gender-balanced Boards, men are still twice as likely to be governing body members than women. This is despite research linking increased women's representation on Boards with improved company performance, profitability and productivity.⁴

1 Our Watch, www.ourwatch.org.au/news/sexual-harassment-response-a-key-issue-in-attracting-and-retaining-staff-new-data-shows, 2025

2 Australian Human Rights Commission, [Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces](#), 2020

3 Australian Human Rights Commission, [Guidelines for Complying with the Positive Duty](#), 2023

4 BCEC & WGEA, [Gender Equity Insights 2020: Delivering the Business Outcomes](#), 2020



When governing bodies actively engage with gender equality, review policies, expect transparency, and reflect gender balance, they demonstrate that safety and fairness are non-negotiable. Research indicates that gender balanced Boards drive better outcomes for gender balance in management, including in part-time manager roles.⁵ Boards have the opportunity to lead from the front, role modelling safe and respectful workplace behaviour and using their influence to embed it in workplace culture. Without visible and proactive governing body involvement, efforts to prevent sexual harassment and advance gender equality risk being superficial or inconsistent.

Gender balance in the workplace

Progress and why it matters

While progress to reduce segregation across industries and occupations has occurred since WGEA reporting began in 2013-14, it appears to have stalled in recent years.⁶ Imbalanced gender composition can occur across industries, across occupations, or across levels of the workplace hierarchy. It is a significant factor affecting the careers of Australian employees and the single biggest driver of the national gender pay gap.⁷ It can also perpetuate counterproductive social norms about gendered work and occupational preferences.

Desegregating Australia's industries and occupations is a necessary step on the path towards fairer and more gender equal workplaces. Australia's gender pay gap could narrow by a third if all industries and occupations had a more balanced gender concentration.⁸ Achieving the level of desegregation involves addressing sociocultural issues like gender stereotypes in the workplace and structural issues such as the undervaluation of women's work. Jobs and Skills Australia's 2025 report on gender segregation noted it also requires prioritisation and coordination across education, recruitment, career development and workplace culture⁹.

Doing so could unlock significant economic and social benefits. By securing more balanced gender representation across industries and roles, employers can reduce pay inequality, alleviate job skills shortages, and boost overall productivity.

Opportunities

Attracting women and men into new industries and occupations

At an industry level, more than half the women in the workforce are employed in 3 industries: Healthcare and Social Assistance, Retail Trade, and Education and Training. While more men work across a broader range of industries, they are often adhering to traditional and gendered career pathways. Currently, more than half of employees work in an industry dominated by one gender, and only one third work in a gender-balanced workplace.

From the earliest entry points into the workforce, women and men are commencing gendered career pathways. Women entering the workforce through formal graduate and apprentice programs are more likely to work in occupations such as Clerical and Administrative Service Workers and Community and Personal Service Workers. Men are more likely to obtain formal graduate or apprentice program employment as Machinery Operators and Drivers, Technicians and Trades Workers and Labourers.

5 BCEC & WGEA, [Gender Equity Insights 2019: Breaking Through the Glass Ceiling](#), 2019

6 WGEA, [WGEA Progress Report 2022-24](#), 2025

7 BCEC & WGEA, [Gender Equity Insights 2025: The Power of Balance](#), 2025

8 BCEC & WGEA, [Gender Equity Insights 2022: The State of Inequality in Australia](#), 2022

9 Jobs and Skills Australia, [Speeding up progress towards gender economic activity](#), 2025



There is an opportunity for employers to focus on recruitment and remuneration processes to deepen and diversify talent pools and improve the balance of women and men working in roles that might otherwise be traditionally women- or men-dominated.

This is important because breaking down gender segregation across industries and occupations is essential to closing the gender pay gap, improving economic security for women, and unlocking the full potential of Australia's workforce. Occupations that are highly gender-skewed are likely to be listed as national skills shortages.¹⁰ Attracting and retaining the under-represented gender to these roles is a key way to affect change.

Achieving gender balance in management and leadership

Women's representation in management increased 1pp to 43% this year. Much of this progress came from internal appointments and promotions from non-managers, which occurred at a higher rate than the proportion of women in management overall. This is a positive sign that employers are acting to break down internal challenges for women accessing management.

There is an opportunity for employers to increase the proportion of women being appointed externally to manager roles by reviewing their recruitment processes. Women are less likely to be appointed to manager roles through external recruitment processes than they are through internal promotion and appointments. Research shows that screening for competency rather than tenure, randomising the order in which recruiters view applications and removing irrelevant information can de-bias the recruitment process and improve the rate of women hired. Employers using AI tools for recruitment should also review and address any bias built into these systems.

While more women are taking on manager roles, they are also resigning from them at disproportional rates. Recruiting more women into management cannot be done in isolation. The environment women enter must also be safe, fair and supportive for them to want to stay. Most employers have a policy inclusion related to recruitment; fewer have one for retention. Employers who find women are resigning from these roles have an opportunity to address this by taking time to understand the reasons why women are leaving and acting on any common concerns raised. Since the gender pay gap increases in size as the level of seniority increases, employers should also conduct a comprehensive gender pay gap analysis and address any gendered differences in pay.

There is scope for employers to set ambitious targets to ensure gender balance of managers in their workplaces. Currently only 30% of employers set targets to increase the number of women in management positions.

Improving gender balance at the top is not just about representation, it's about ensuring that leadership reflects the gender diversity of the workforce and community. Additionally, organisations with gender-balanced leadership are more likely to outperform their peers in terms of company value and productivity and will reduce their gender pay gap.

10 Jobs and Skills Australia: [New Perspectives on old problems: Gendered jobs, work and pay, 2025](#)



Gender equality reflection in exit interviews

Exit interviews are a critical moment to gain important insights from outgoing employees, however, only 63% of employers who consult with employees currently use them to ask about gender equality.

Asking about gender equality, safety and workplace culture can help employers to identify cultural or systemic issues that may be driving turnover. Asking the questions also signals to employees that the organisation is listening and willing to make changes albeit, too late for the person being interviewed.

Exit interviews are also a critical opportunity for employers to uncover whether gendered experiences or workplace culture are playing a role in employee turnover. Systematically capturing this feedback and analysing it can help governing bodies and executives identify patterns, address risks, and strengthen retention strategies.

Breaking down gender stereotypes around paid and unpaid work

Progress and why it matters

Gender stereotypes continue to shape how employees are perceived and treated, influencing the opportunities and access to benefits they experience throughout their careers.

One persistent stereotype relates to paid and unpaid work. Consciously or unconsciously, workplaces and families often subscribe to traditional gender norms that associate women with caring and men with paid working. This is also often reinforced by gendered assumptions and biases embedded in workplace policy and processes. Dismantling these stereotypes requires concerted effort.

However, there are signs of progress. A higher proportion of men now take primary carer's leave than ever before, accounting for 20% of all employees who took primary carer's parental leave. This is an increase of 3pp on the previous 12 months, following a 3pp increase the year prior. Employers are also shifting away from 'primary' and 'secondary' carer labels to a universal model, which rejects the notion that one parent is more central to the care of a child than the other, and provides the same entitlement to any new parent. Currently 18.6% of all employers offer universal paid parental leave, a slight increase from 18.3% in the previous year.

Additionally, more employers have policy inclusions to offer manager roles as part-time or job shared in their recruitment materials, signalling a willingness by employers to rethink the way senior roles are performed and balanced with responsibilities outside of work.

These results signal that employers are committing to the work of rebalancing the distribution of paid and unpaid care work between women and men. This rebalancing is one of the most important strategic objectives for workplace gender equality. Unpaid care work is a vital contribution to society, but while men continue to face significant practical and cultural barriers to it, a disproportionate share will continue to fall to women, who will spend less time in the workforce and experience inequitable career and financial impacts.

Breaking down gender stereotypes about the types of work women and men do is about fairness and it's also about unlocking the full potential of every employee and building workplace cultures that reflect the realities of modern life.



Opportunities

Encourage men to take parental leave

When fathers take parental leave, men benefit, families benefit and so does the economy through increased women's workforce participation.¹¹ When men take parental leave it sends the message early: caring is not just for women, men engage in caring too.

Research indicates the birth of the first child is an important turning point in a couple's division of labour between paid and unpaid work.¹² At this point, women tend to invest more time in unpaid caring, meaning more time out of paid work, which contributes to the gender pay gap and has long-lasting and compounding impacts on their careers. Men, on the other hand, often continue working full-time and miss out on opportunities to engage in care.

This imbalance is reinforced by the gender pay gap and the persistence of the 'ideal worker archetype' which is someone who is always available, works long hours, and isn't juggling care responsibilities. Men are more often associated with this archetype, which can create cultural and financial barriers when they seek time off for caring. Bonuses and overtime payments tied to this archetype further discourage men from reducing work hours to take on caring roles.

Yet employers and society have much to gain from men taking parental leave.

Although the proportion of primary carer's leave taken by men has reached a record high, it comes from a low starting point. Where employers offer parental leave, there is an opportunity to take evidence-informed action to ensure men feel comfortable to access their entitlements. By normalising men's uptake of parental leave, employers will gain access to deeper talent pools, help to narrow the gender pay gap and support men to engage in caring for their families and loved ones.

Remove 'carer' labels

As modern households move away from traditional distributions of paid and unpaid work, there is an opportunity for more employers to offer inclusive, paid parental leave schemes to support employees.

An effective way to do this is by removing labels that assign parents 'primary' or 'secondary' roles in their children's care.

A universal parental leave model, which provides equal entitlements to all new parents regardless of gender, is more aligned with the expectations of young families. It supports shared care, reduces stigma for men taking leave, and helps dismantle gender stereotypes about who is responsible for care. By removing 'primary' and 'secondary' carer labels, employers can create more inclusive policies that reflect contemporary family structures and promote gender equality at work and at home.

Access to part-time and job share opportunities

Another way to support employees to invest in their caring responsibilities, is to provide greater access to part-time manager roles. In 2024-25, only 7% of managers work part-time and this appears related to the 'ideal worker' stereotype, which reinforces thinking that senior roles can only be done by people who work long hours and are constantly available.

11 WGEA, [Supporting men as fathers in the workplace: A Scorecard closer look](#), 2025

12 Melbourne Institute of Applied Economic and Social Research, [The Household, Income and Labour Dynamics in Australia survey: Selected findings from waves 1 to 22](#), 2024



There are promising signs of progress with more employers including part-time manager roles in their flexible working arrangements policies, but there are opportunities to do more work on uptake, particularly for men.

Flexible working arrangements such as hybrid or compressed working hours are effective methods to support working carers. When these options are available at all levels, including management, it sends a strong message to employees that balancing work with outside-work responsibilities is not incompatible with career development.

On this front, there is also opportunity to improve uptake among men, who are more likely to work full-time and less likely to use flexible working arrangements. This is often due to cultural norms, financial pressures, or concerns about career impact. Addressing these barriers is essential to normalising care across genders and ensuring that flexibility is truly accessible to all.

Expanding access to part-time and flexible roles in leadership is a strategic lever for gender equality which can help to dismantle stereotypes, retain talent, and support shared care responsibilities.

The path towards equality

The insights from the 2024-25 *WGEA Gender Equality Scorecard* tell a clear story: progress is happening and there are opportunities to accelerate change.

Employers are making meaningful strides across the gender equality indicators, yet persistent challenges related to safety, gender imbalance and gender stereotypes about the kinds of work women and men do continue to shape workplace outcomes and drive the gender pay gap.

These are not insurmountable challenges, and they represent opportunities for employers to lead meaningful changes.



Employer results against the gender equality indicators

Under the *Workplace Gender Equality Act 2012*, an employer must report to WGEA when they have 100 or more employees. Standalone organisations, corporate groups and subsidiaries of corporate groups can all meet the threshold under the legislation.

The information included in this Scorecard is based on Gender Equality Reports from 8,239 employers who reported to WGEA by 31 August 2025. 824 more employers lodged a report with WGEA in 2024-25, an 11% increase on the year prior.

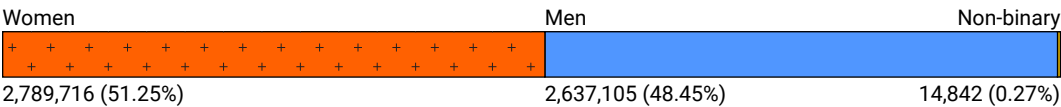
The employer reports offer insights into the workplaces of 5,441,663 employees. 51.25% of those employees were women, 48.45% were men and 0.27% identified as non-binary.

WGEA created the option for employers to voluntarily report employee gender as non-binary in 2020-21. During that year, 8.8% of employers reported at least one employee as non-binary gender identifying. In total, non-binary gender identifying employees accounted for 0.1% of all employees. In 2024-25, 21% of employers reported at least one employee with non-binary identity.

Due to the voluntary nature of this information and the small number of non-binary employees, all the employee findings in this Scorecard are based on women and men.

In the Scorecard charts women are represented in orange with + pattern, men are represented in blue.

Figure 1: Gender composition of employers



WGEA categorises employers and employees by the size of the organisation they work for. While there are more employers with 100 to 499 employees, more employees work for larger employers with 1,000 or more employees.

























Figure 2: Number and proportion of employees and employers by employer size

Employer size	Number of employees	Employees (%)	Number of employers	Employers (%)
5,000+	1,607,238	29.5	130	1.6
1,000-4,999	1,653,944	30.4	841	10.2
500-999	701,524	12.9	1,014	12.3
250-499	687,963	12.6	1,964	23.8
100-249	790,994	14.5	4,290	52.1

WGEA uses Australian and New Zealand Standard Industrial Classification (ANZSIC) to categorise employees into 19 different industries. More detailed breakdowns of the employer reports by ANZSIC Group and Class can be found on WGEA's Industry Data Explorer.

Figure 3: Number and proportion of employees and employers, by industry

Industry	IGC	Number of employees	Employees (%)	Number of employers	Employers (%)
Health Care and Social Assistance		950,682	17.5	1,216	14.8
Retail Trade		811,742	14.9	496	6.0
Education and Training		552,917	10.2	697	8.5
Professional, Scientific and Technical Services		431,100	7.9	977	11.9
Manufacturing		375,421	6.9	870	10.6
Financial and Insurance Services		346,700	6.4	396	4.8
Accommodation and Food Services		345,726	6.4	545	6.0
Administrative and Support Services		326,351	6.0	508	6.2
Transport, Postal and Warehousing		214,210	3.9	371	4.5
Mining		201,758	3.7	277	3.4
Construction		191,569	3.5	444	5.4
Wholesale Trade		191,378	3.5	471	5.7
Arts and Recreation Services		111,805	2.0	176	2.1
Other Services		104,257	1.9	249	3.0
Information Media and Telecommunications		80,241	1.5	167	2.0
Electricity, Gas, Water and Waste Services		65,619	1.2	98	1.0
Public Administration and Safety		53,951	1.0	62	0.8
Rental, Hiring and Real Estate Services		46,816	0.9	115	1.4
Agriculture, Forestry and Fishing		39,420	0.7	104	1.3
Total all industries		5,441,663	100	8,239	100

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



GEI 1 | Workforce gender composition

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

Improving gender balance is linked to declining gender pay gaps and improving fairness. WGEA's 2025 research with Bankwest Curtin Economics Centre (BCEC) also shows that greater gender balance in leadership delivers better company performance, productivity and profitability.

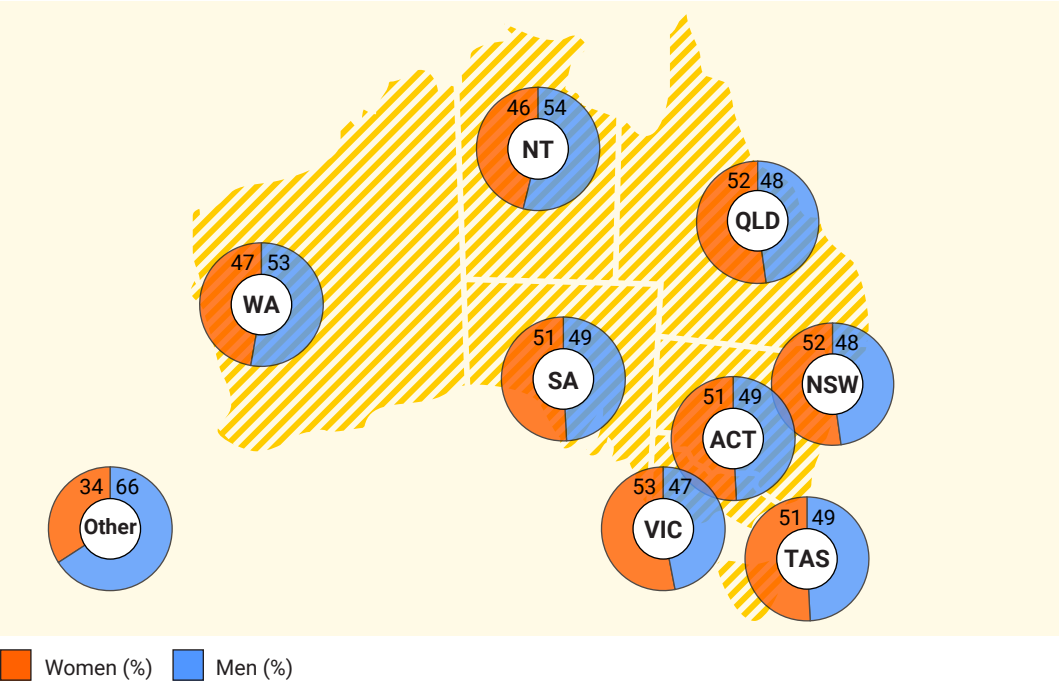
Gender balance of the workforce

The proportion of women and men in the private sector workforce is roughly equal. Women make up 51% of the workforce and men make up 49%.

State and territory workforces are broadly gender-balanced. The larger workforces in New South Wales, Victoria and Queensland have slightly more women than men. The Northern Territory has the lowest representation of women across all states and territories. Western Australia is the only other state or territory where men outnumber women in the workforce.



Figure 4: Gender composition of state and territory workforces

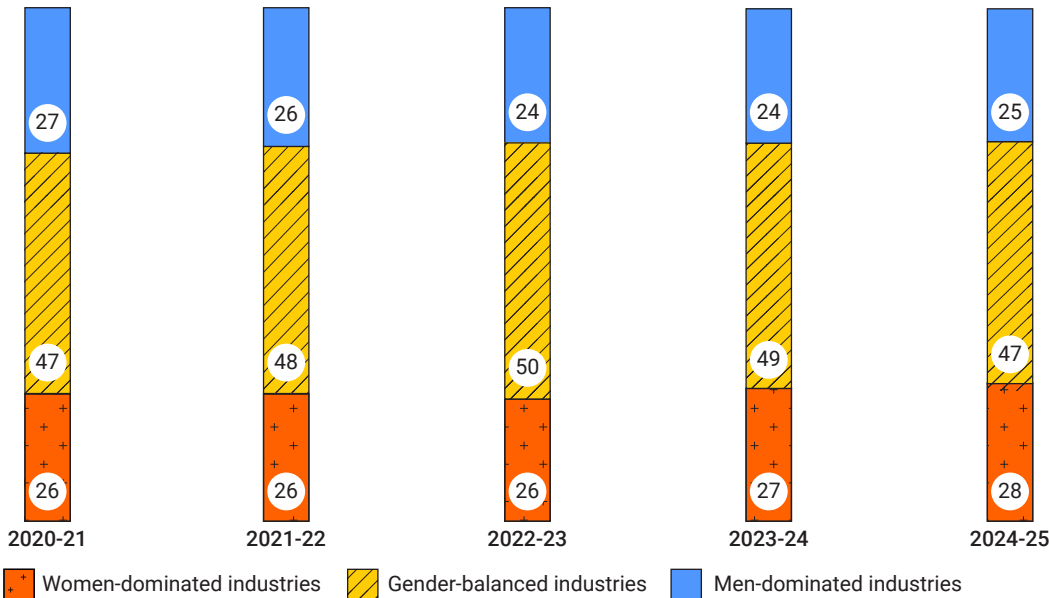


Other includes employees who don't have a postcode; for example, they work on oil rigs or at sea.

Gender segregation of industries

Industrial gender segregation has grown for the past 2 years. More than half of the workforce is employed in an industry dominated by one gender.

Figure 5: Percentage of employees by industry gender composition



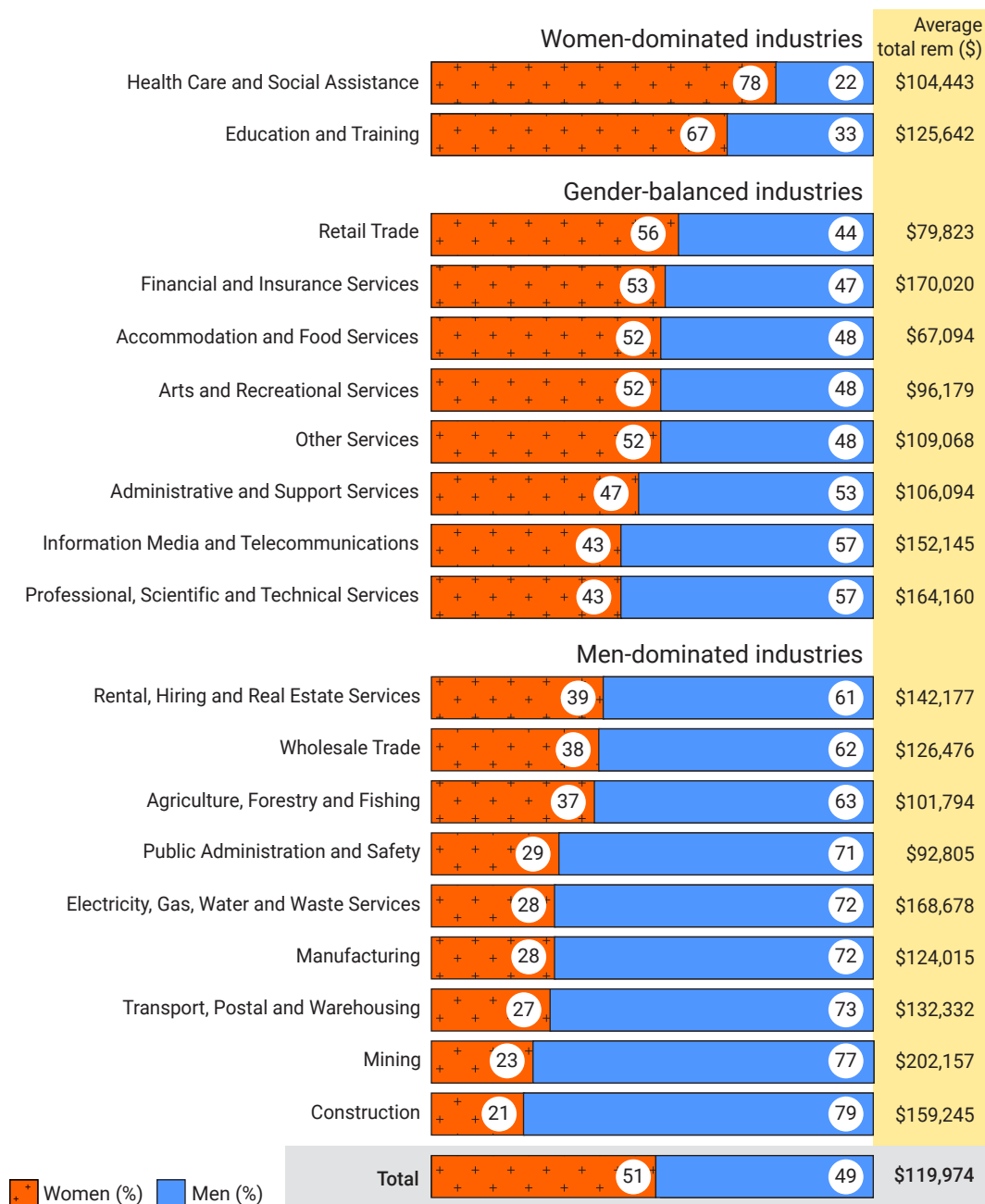
In 2024-25, the number of gender-balanced industries decreased to the same level as 5 years ago. This is in part driven by the reduction in the proportion of women working in Rental, Hiring and Real Estate Services, which resulted in the industry moving from gender-balanced to men-dominated.

The differences between women and men, in terms of the industries they work in and the average remuneration for those industries, is a key driver of the gender pay gap.



3 of the 5 most highly-remunerated industries are men-dominated. They are Mining, Electricity, Gas, Water and Waste Services and Construction. The average total remuneration of the highest-paid industry Mining is 3 times more than the lowest-paid, Accommodation and Food Services.

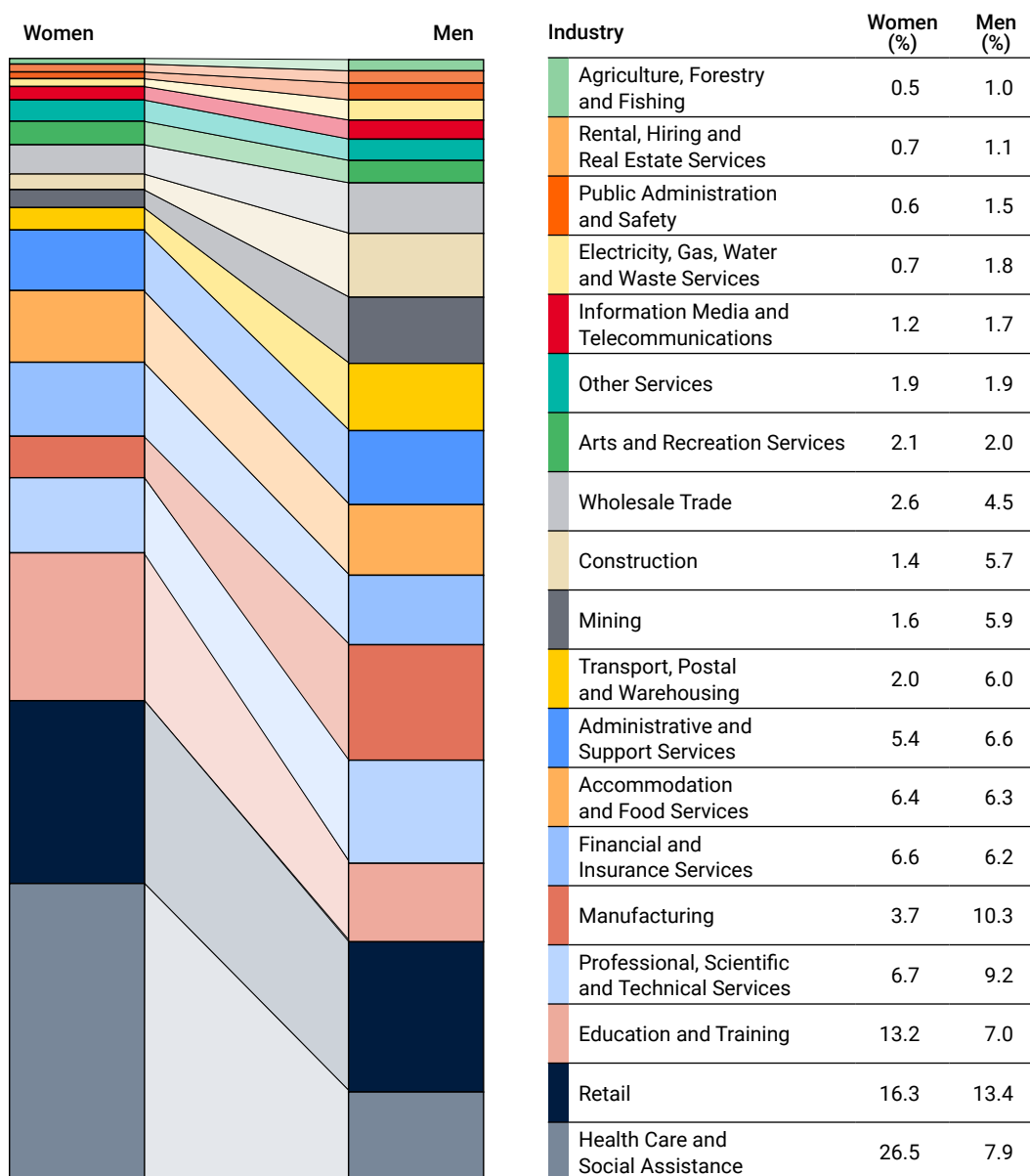
Figure 6: Gender composition and average total remuneration, by industry



More than 700,000 women work in Health Care and Social Assistance. This equates to more than a quarter of all women in the workforce. By comparison, just over 200,000 men work in this industry, less than a 10th of all men in the workforce. There is no single industry with a comparable concentration of men.

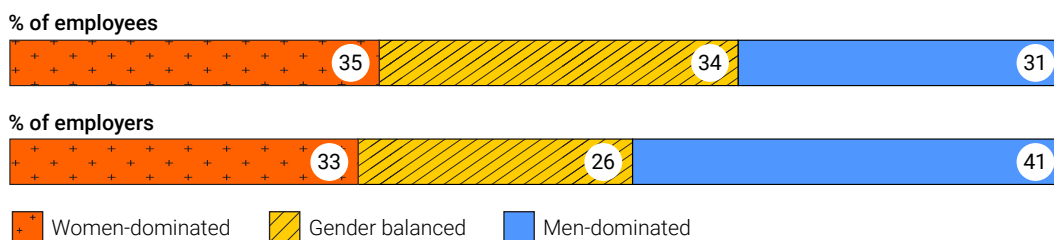
More than 50% of all women work in 3 industries; Health Care and Social Assistance, Education and Training and Retail Trade. Education and Training and Health Care and Social Assistance have a mid-range average total remuneration, while Retail Trade has a lower range average total remuneration.



Figure 7: Where women and men work

Gender segregation in workplaces























An employee's experience at work can be shaped by the gender composition of their workplace, regardless of their industry. While almost half of employees work in a gender-balanced industry, only about one in 3 work in a gender-balanced workplace.

Figure 8: Gender composition of workplaces

The percentage of employers is lower than employees because employers with 5,000 or more employees are more likely to achieve gender balance (39%). These large employers account for less than 2% of all employers, but they employ 29.5% of the workforce.

Even when an industry is gender-balanced, individual workplaces can be gender-segregated.

Figure 9: Proportion of employees by gender-balance of the workplace

	IGC	Women-dominated workplace (%)	Gender-balanced workplace (%)	Men-dominated workplace (%)
Health Care and Social Assistance		94	6	0
Education and Training		69	27	4
Other Services		45	21	33
Retail Trade		30	59	11
Arts and Recreation Services		29	58	14
Administrative and Support Services		22	38	40
Professional, Scientific and Technical Services		20	31	50
Financial and Insurance Services		15	79	7
Rental, Hiring and Real Estate Services		15	41	44
Accommodation and Food Services		13	84	3
Wholesale Trade		12	27	60
Public Administration and Safety		9	4	87
Information Media and Telecommunications		7	49	44
Manufacturing		2	17	81
Transport, Postal and Warehousing		2	23	75
Agriculture, Forestry and Fishing		2	41	57
Construction		2	8	90
Mining		0	4	96
Electricity, Gas, Water and Waste Services		0	20	79
Total women-dominated industries		85	14	1
Total gender-balanced industries		23	56	22
Total men-dominated industries		4	17	79
Total all industries		35	34	31

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Entry level roles

Formal graduate and apprentice programs introduce new talent in a structured and supported way. The gender composition of these roles offer insights into the first levels of the talent pipeline. For WGEA reporting, graduates entering the workforce through a formal graduate program are generally university graduates. Apprentices are employees participating in a formal training arrangement that combine paid work with formal study. This does not include trainees.

In 2024-25, 53% of graduates and 20% of apprentices were women.

Employers are hiring more women as apprentices in Clerical and Administrative Services, Community and Personal Service Workers and Professionals roles. They are hiring more men as apprentice Machinery Operators and Drivers, Technicians and Trades Workers and Labourers.

Employers are hiring more women graduates in Community and Personal Service Workers roles and more men graduates as Technicians and Trades Workers and Sales Workers. They are generally gender-balanced in hiring graduates for other roles such as Professionals and Clerical and Administrative Workers.

Figure 10: Gender composition of formal graduate and apprentice program occupations

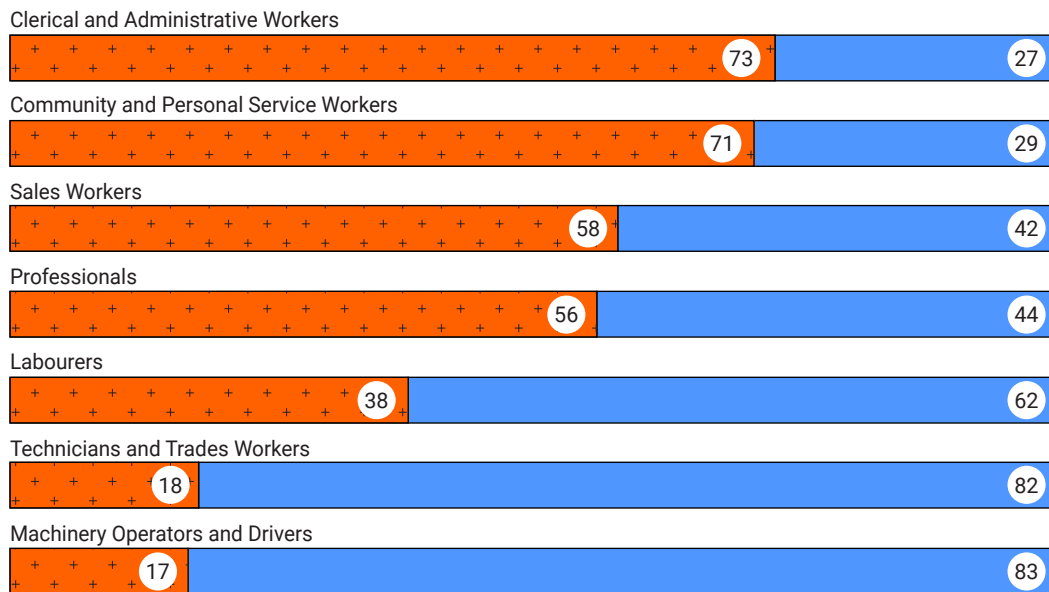
Occupation	Apprentices program		Graduate program	
	Number of apprentices	Women (%)	Number of employees	Women (%)
Clerical and Administrative Workers	628	67	2,155	47
Community and Personal Service Workers	1,461	78	2,296	87
Labourers	2,392	17	111	24
Machinery Operators and Drivers	590	9	103	15
Managers	277	40	681	49
Other	298	24	283	42
Professionals	1,841	65	26,541	53
Sales Workers	200	34	376	35
Technicians and Trades Workers	38,600	15	1,112	21

Non-manager occupations

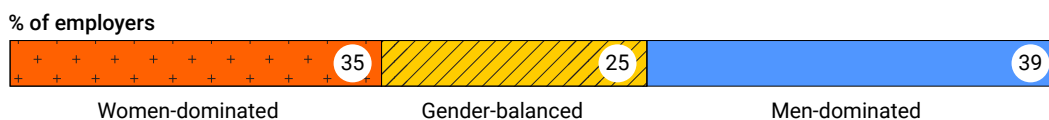
The non-manager workforce is gender-balanced; 53% of non-managers are women and 47% are men. However, gender segregation is evident in the types of non-manager roles and is largely unchanged from last year. Slightly more women became Clerical and Administrative Workers (1pp increase) and Professionals (1pp increase) while slightly more men became Machinery Operators and Drivers (1pp increase) and Sales Workers (1pp increase).

The Clerical and Administrative Workers and Community and Personal Service Workers occupations continue to be women-dominated while Labourers, Machinery Operators and Drivers and Technicians and Trades Workers continue to be men-dominated.



Figure 11: Gender composition of non-manager occupations (%)

Around a quarter of all employers have a gender-balanced non-manager workforce.

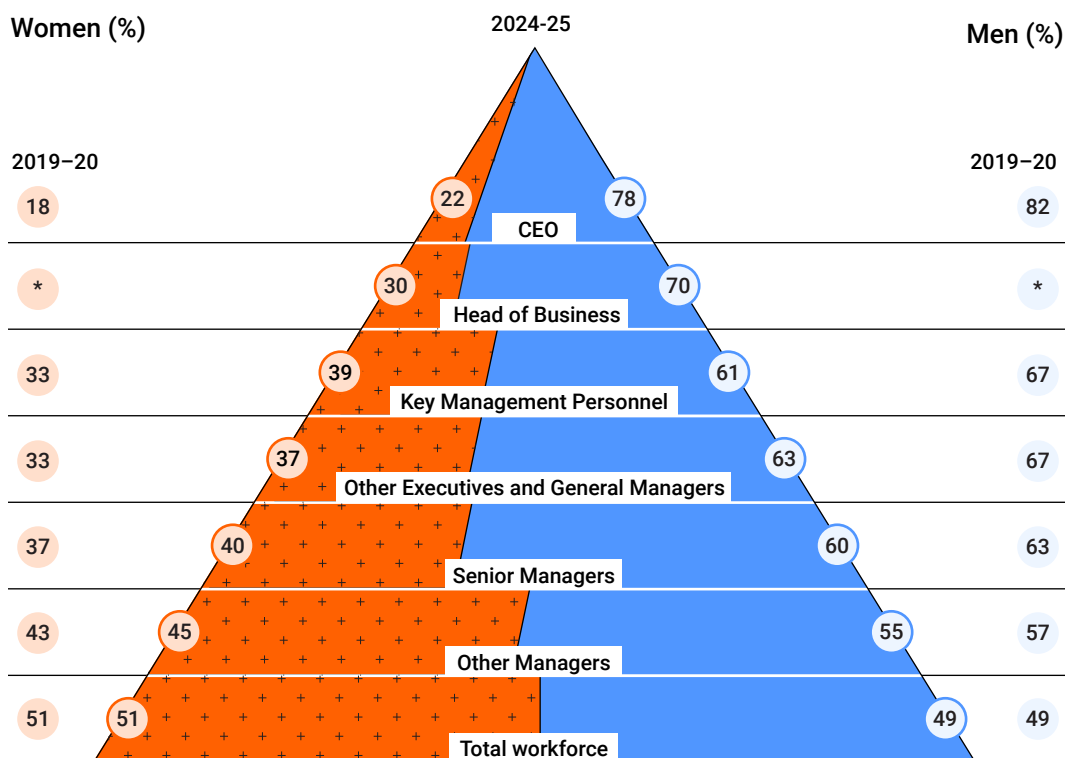
Figure 12: Gender composition of non-manager workforce

Manager roles

Limited access to manager roles has been cited as a key driver of the gender pay gap. 43% of managers are women, an increase of 1pp year-on-year. But as the level of seniority increases, the proportion of women decreases.

A comparison with 2019-20 data reveals there has been an increase in women's representation across all manager categories. But progress is slow and, in some places, stagnant year-on-year. For example, the proportion of women CEOs has remained at 22%.



Figure 13: Gender composition of manager roles

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

Industries are making progress towards proportional representation at the manager level. Proportional representation means the proportion of women and men in manager roles is the same as their proportion in the overall workforce. However, women are still proportionately underrepresented as managers in 18 out of 19 industries. Transport, Postal and Warehousing is the only industry where the proportion of women managers is higher than the proportion of women in the industry.

Health Care and Social Assistance, one of 2 women-dominated industries and the largest industry in the Scorecard, has the highest representation of women across all manager categories. However, women are not proportionately represented. The proportion of women in manager roles is lower than the proportion of women in the industry. This trend is also present in Education and Training, the only other women-dominated industry.























The largest gap between the proportion of women working in the industry and as managers occurs in Agriculture, Forestry and Fishing, a smaller industry reporting to WGEA. Education and Training and Financial and Insurance Services also have large differences between the proportion of women in the industry and in manager roles.

While proportional representation is a good first step, gender balance (representation between 40% and 60% of men or women) is the goal to deliver the benefits of workplace gender equality.

Information Media and Telecommunications achieved gender balance in manager roles in 2024-25, one of 8 of the 19 industries to do so. Administrative and Support Services joined 3 other industries in achieving gender balance in Key Management Personnel by increasing the proportion of women in these roles by 1pp year-on-year. The only industry to have achieved gender balance of CEO roles, Health Care and Social Assistance, has 78% women in the industry.



Figure 14: Proportion of women, by industry and manager type (2024-25)

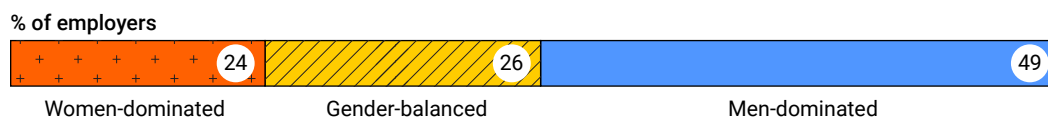
Industry	IGC	Women (%)	Women managers (%)	Women KMPs (%)	Women CEOs (%)
Health Care and Social Assistance		78	71	60	48
Education and Training		67	57	52	39
Retail Trade		56	51	38	18
Financial and Insurance Services		53	43	34	13
Accommodation and Food Services		52	48	39	17
Arts and Recreation Services		52	44	37	24
Other Services		52	50	48	32
Administrative and Support Services		47	45	41	23
Information Media and Telecommunications		43	40	38	21
Professional, Scientific and Technical Services		43	38	35	17
Rental, Hiring and Real Estate Services		39	37	32	10
Wholesale Trade		38	31	31	11
Agriculture, Forestry and Fishing		37	25	26	12
Public Administration and Safety		29	27	29	20
Electricity, Gas, Water and Waste Services		28	27	29	2
Manufacturing		28	26	27	10
Transport, Postal and Warehousing		27	31	29	11
Mining		23	22	23	8
Construction		21	17	20	8
Total women-dominated industries		74	65	56	44
Total gender-balanced industries		51	44	37	19
Total men-dominated industries		28	26	27	10
Total all industries		51	43	39	22

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Just over a quarter of employers have a gender-balanced manager workforce. Nearly half of all employers have a manager workforce that is men-dominated.

Figure 15: Gender composition of manager workforce



Employee movement

Tracking data on appointments, promotions and resignations allows employers to gain insight into the challenges or successes they experience when attracting and retaining employees. When split by gender, this information allows employers to observe gendered trends that impact their workforce composition and balance.

The proportion of women managers rose by 1pp this year to 43%. Women's representation in all pathways to management is higher than the proportion of women managers overall, leading to this net increase.

Women were more likely to be appointed or promoted to manager internally than externally, which could indicate they face challenges in recruitment processes.

Retention is also an issue. 46% of voluntary resignations from manager roles were women. Since just 43% of managers are women, this means women managers are resigning at disproportional rates.

In 2024-25, WGEA added a new question to the Employer Census to capture the gender composition of promotions from non-manager to manager. 50% of these promotions went to women and 50% to men. This is encouraging because there is evidence to suggest that the transition from non-manager to manager is one of the most significant hurdles for women's career progression, known as 'the broken rung'. WGEA data indicates that promotion pipelines are healthy and demonstrate gender balance at this critical step.

Figure 16: Manager appointments, promotions, and resignations

	Women managers	Women managers (%)	Year on year (pp)	Men managers	Men managers (%)	Year on year (pp)
External appointments	34,324	44	-1	43,541	56	1
Internal appointments	32,696	49	-1	33,811	51	1
Promotions	42,963	48	-1	47,175	52	1
Promotions from non-manager to manager	23,905	50	–	24,183	50	–
Resignations	34,859	46	0	41,535	54	0
Total managers	262,494	43	1	351,982	57	-1



Women have been appointed to non-manager roles at a slightly higher rate than men both internally and externally. However, the proportion of men appointed externally or promoted to non-manager roles is higher than the proportion of men non-managers. When coupled with the proportionally lower rate of resignations for men, this means the overall proportion of men non-managers will grow.

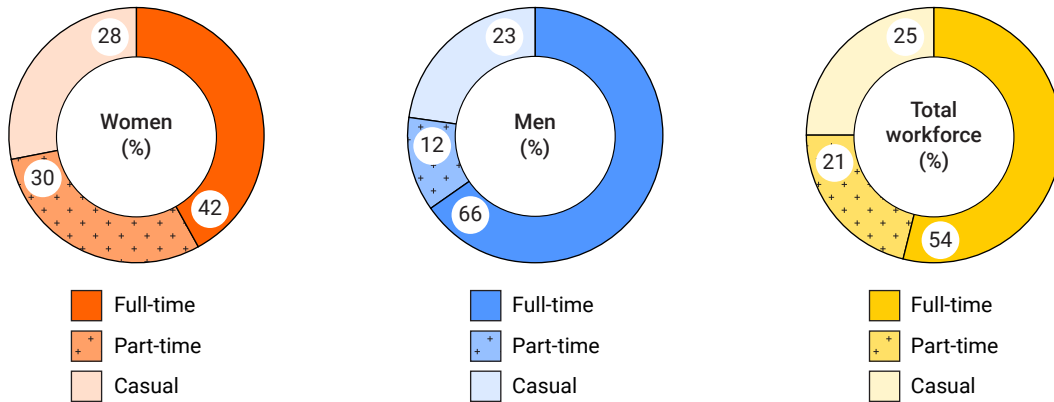
Figure 17: Non-manager appointments, promotions and resignations

	Women non-managers	Women non-managers (%)	Year on year (pp)	Men non-managers	Men non-managers (%)	Year on year (pp)
External appointments	842,003	52	-1	772,186	48	1
Internal appointments	222,041	55	-1	183,298	45	1
Promotions	126,489	49	-2	133,816	51	2
Resignations	612,789	54	0	520,410	46	0
Total non-managers	2,527,222	53	1	2,285,123	47	-1

Types of work, and impact of employment type

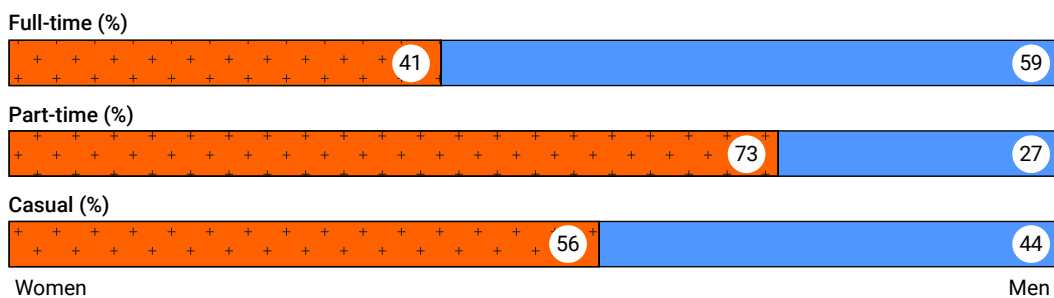
Rates of full-time, part-time and casual work have been fairly consistent since 2013-14. Women are more likely to be employed on a part-time or casual basis and less likely to be employed full-time, compared to men.

Figure 18: Gender by employment status



Full-time and casual employment is gender-balanced, but part-time employees are 2.7 times more likely to be women.

Figure 19: Employment status by gender



























Women consistently work part-time at higher rates than men in every industry.



Health Care and Social Assistance has the highest rates of part-time work for both women and men. Men are less likely to work part-time in men-dominated industries.

Figure 20: Women and men who work part-time, by industry

	IGC	Women working part-time (%)	Men working part-time (%)	Total part-time workforce (%)
Health Care and Social Assistance		50	40	48
Retail Trade		34	28	31
Education and Training		29	13	24
Other Services		34	9	22
Accommodation and Food Services		20	14	17
Administrative and Support Services		19	11	15
Arts and Recreation Services		16	13	14
Public Administration and Safety		15	13	14
Transport, Postal and Warehousing		20	8	12
Financial and Insurance Services		18	3	11
Information Media and Telecommunications		15	7	10
Professional, Scientific and Technical Services		16	3	9
Wholesale Trade		15	5	9
Rental, Hiring and Real Estate Services		13	3	7
Agriculture, Forestry and Fishing		11	3	6
Manufacturing		11	2	5
Construction		13	1	4
Electricity, Gas, Water and Waste Services		11	1	4
Mining		8	1	3
Total women-dominated industries		43	27	39
Total gender-balanced industries		24	14	19
Total men-dominated industries		13	4	6
Total all industries		30	12	21























IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Offering more part-time manager roles is one way employers can improve their workforce composition. Research also shows men would prefer to work part-time but often do not have the option to do so.



In 2024–25, 92% of managers worked full-time, 7% part-time, and 1% casually. This is unchanged from the previous 12 months. By contrast, a larger share of non-managers work part-time (23%) and casually (28%). Even in Health Care and Social Assistance, Retail Trade and Education and Training, where part-time work is more embedded, the representation of part-time managers is still low.

Figure 21: Managers working part-time, by industry

	IGC	Women managers working part-time (%)	Men managers working part-time (%)	All managers working part-time (%)
Health Care and Social Assistance		19	10	16
Accommodation and Food Services		16	9	12
Education and Training		14	7	11
Other Services		15	3	9
Arts and Recreation Services		14	4	8
Professional, Scientific and Technical Services		16	3	8
Administrative and Support Services		10	2	5
Information Media and Telecommunications		9	3	5
Retail Trade		8	2	5
Financial and Insurance Services		9	1	4
Rental, Hiring and Real Estate Services		8	1	4
Transport, Postal and Warehousing		9	2	4
Agriculture, Forestry and Fishing		9	1	3
Electricity, Gas, Water and Waste Services		8	1	3
Manufacturing		7	1	3
Mining		8	1	3
Wholesale Trade		7	1	3
Construction		10	1	2
Public Administration and Safety		5	1	2
Total women-dominated industries		17	8	14
Total gender-balanced industries		11	3	7
Total men-dominated industries		8	1	3
Total all industries		12	3	7

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated

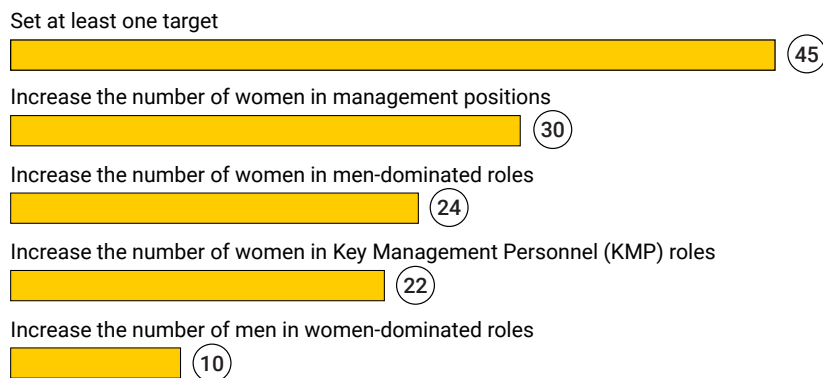


Employer targets to improve workforce gender composition

When combined with a comprehensive gender pay gap analysis and an Action Plan, gender equality targets can be an effective method to improve gender composition of the workforce.

30% of employers set targets to increase the number of women in management roles and 24% set targets to increase the number of women in men-dominated roles. Few set targets to increase the number of men in women-dominated roles, indicating that target setting is still focused on women.

Figure 22: Employers setting targets to improve composition (%)












Percentage is of all employers.

Employers in men-dominated industries are leading the way with the use of gender equality targets. Employers in women-dominated industries are less likely to set targets in general, even to increase men in women-dominated roles.

Figure 23: Proportion of employers setting targets to improve composition by industry

Industry	IGC	Increase the number of women in manager roles (%)	Increase the number of women in KMP roles (%)	Increase the number of women in men-dominated roles (%)	Increase the number of men in women-dominated roles (%)
Electricity, Gas, Water and Waste Services		63	53	51	5
Mining		52	40	54	13
Financial and Insurance Services		47	34	27	12
Construction		46	27	47	14
Professional, Scientific and Technical Services		45	35	33	12
Transport, Postal and Warehousing		44	25	50	7
Information Media and Telecommunications		35	22	25	6
Manufacturing		35	25	31	10
Public Administration and Safety		34	21	37	8
Rental, Hiring and Real Estate Services		33	27	30	13



Industry	IGC	Increase the number of women in manager roles (%)	Increase the number of women in KMP roles (%)	Increase the number of women in men-dominated roles (%)	Increase the number of men in women-dominated roles (%)
Wholesale Trade		30	22	22	9
Accommodation and Food Services		30	23	18	13
Administrative and Support Services		32	25	19	11
Agriculture, Forestry and Fishing		23	15	10	1
Arts and Recreation Services		27	22	22	5
Retail Trade		21	18	17	10
Other Services		18	10	14	8
Education and Training		11	10	11	10
Health Care and Social Assistance		8	7	5	8

Percentage is of all employers.

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated

Employer policies to support gender equality

More than 9 in 10 employers have a policy or strategy to support gender equality in the workforce, an improvement of 13pp since 2021-22.

Figure 24: Proportion of employers with a policy or strategy to support gender equality in the workforce (%)

2024-25



2023-24



2022-23

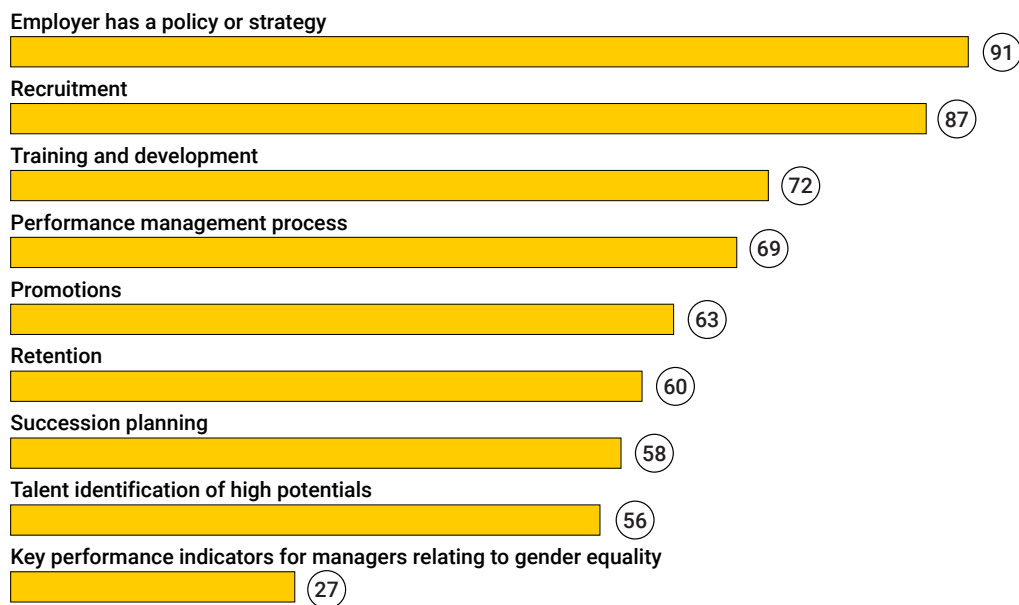


2021-22



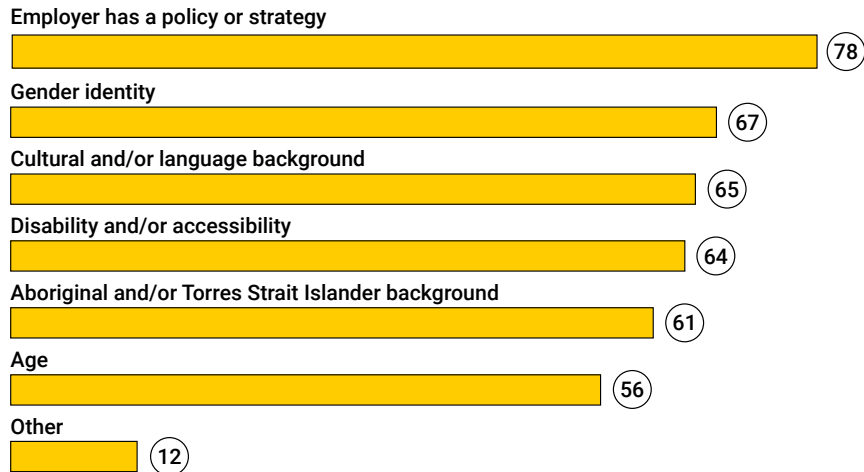
The inclusions in most policies focus on recruitment, training and development, performance management, and promotions. Fewer have a policy inclusion for retention. Given that women are resigning from both manager and non-manager roles at higher rates than men, retention is crucial for employers to achieve gender balance. The 2025 BCEC | WGEA *Gender Equity Insights* report found employers who conduct a gender pay gap analysis and set targets for gender equality are more likely to retain women employees. Only a small proportion of employers are using KPIs for their managers to improve gender equality.



Figure 25: Policy inclusions to support gender equality in the workplace (%)

Percentage is of all employers.

Most employers have a diversity and inclusion policy or strategy with fairly consistent inclusions for gender identity, cultural and/or language background, disability and/or accessibility and Aboriginal and/or Torres Strait Islander background.

Figure 26: Policy inclusions for diversity and inclusion in the workplace (%)

Percentage is of all employers.



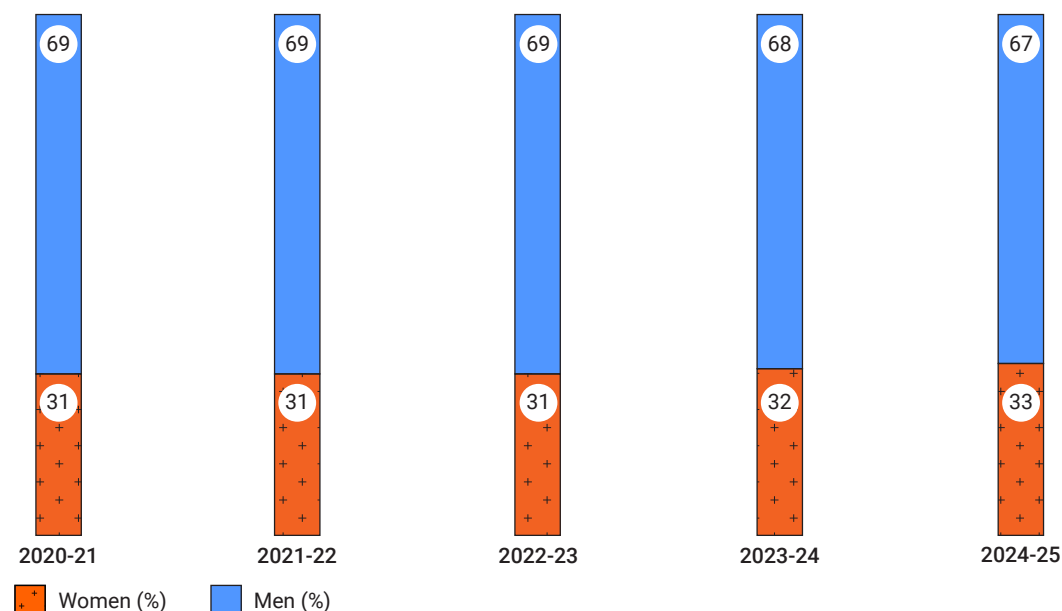
GEI 2 | Gender balance of governing bodies

Boards and governing bodies often set standards for workplaces. Evidence shows that gender-balanced boards improve company performance and drive improvements in workplace gender equality.

Gender composition of governing body members and Chairs

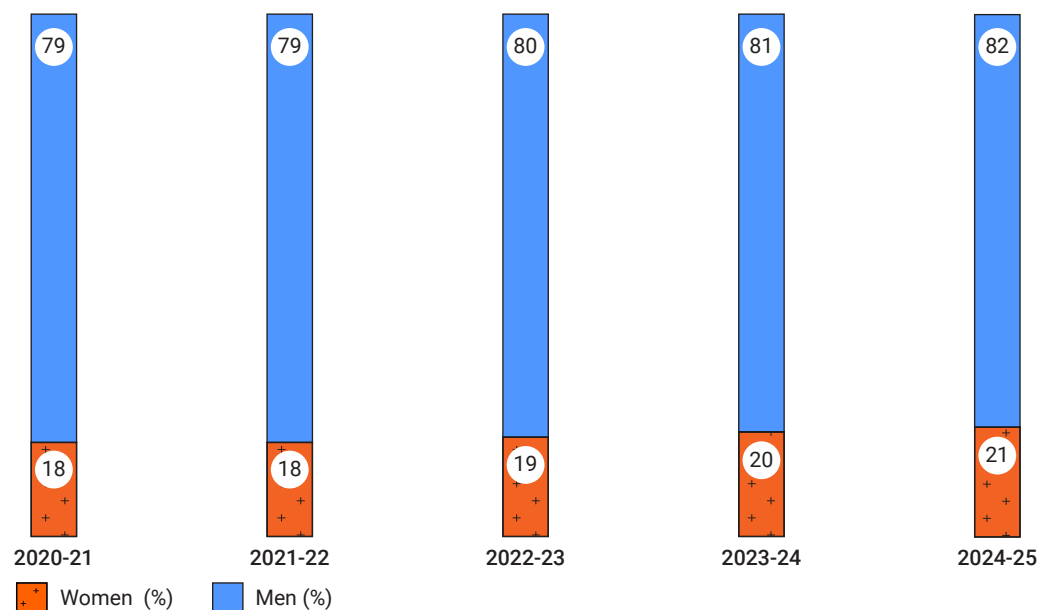
Women are slowly occupying more seats on private sector governing bodies. However, a Board member is still twice as likely to be a man than a woman.

Figure 27: Gender composition of private sector governing bodies



Although the proportion of women Chairs has increased, the Chair of a governing body is almost 4 times more likely to be a man.












Figure 28: Gender composition of governing body Chairs

In every industry, women are under-represented on governing bodies as both members and Chairs, even in Health Care and Social Assistance and Education and Training, where the majority of employees are women.

Figure 29: Share of women governing body members and Chairs

Industry	IGC	2023-24			2024-25		
		Share of women in industry (%)	Women Chairs (%)	Women members and Chairs (%)	Share of women in industry (%)	Women Chairs (%)	Women members and Chairs (%)
Health Care and Social Assistance	+	78	33	47	78	37	48
Education and Training	+	66	33	43	66	33	44
Retail Trade	▨	57	16	28	56	20	30
Financial and Insurance Services	▨	53	20	35	53	17	31
Arts and Recreation Services	▨	52	14	40	52	22	38
Other Services	▨	52	26	36	52	31	41
Accommodation and Food Services	▨	52	15	29	52	17	31
Administrative and Support Services	▨	47	15	33	47	21	37
Professional, Scientific and Technical Services	▨	43	17	33	43	17	32
Information Media and Telecommunications	▨	41	23	38	43	28	35
Rental, Hiring and Real Estate Services	▨	40	9	32	38	15	24
Wholesale Trade	▨	38	14	29	38	17	28
Agriculture, Forestry and Fishing	▨	35	4	23	37	14	25

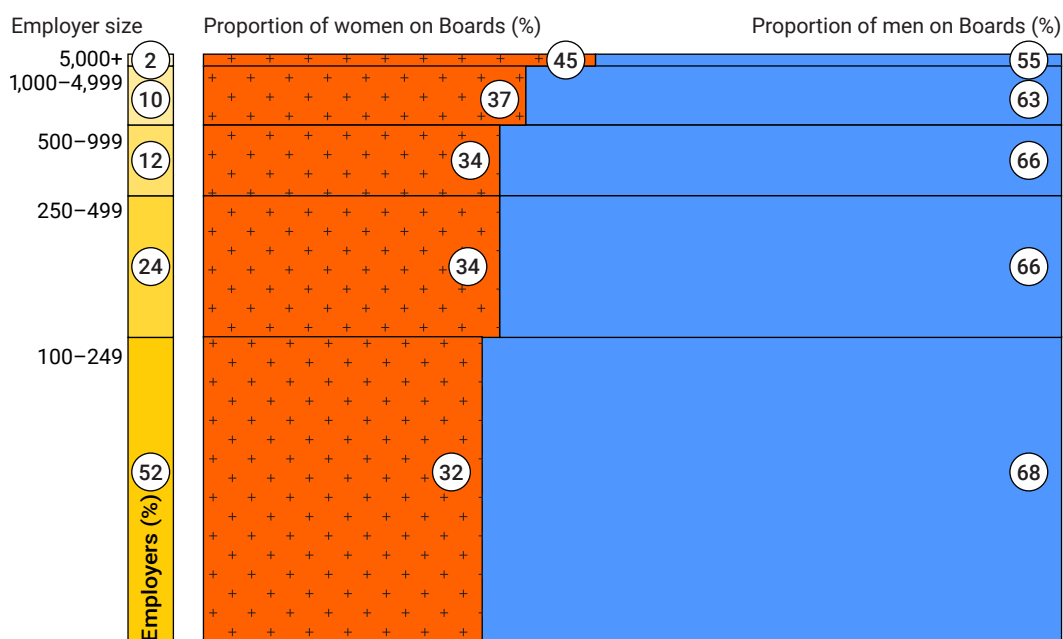


Industry	IGC	2023-24			2024-25		
		Share of women in industry (%)	Women Chairs (%)	Women members and Chairs (%)	Share of women in industry (%)	Women Chairs (%)	Women members and Chairs (%)
Public Administration and Safety		25	16	33	29	26	32
Electricity, Gas, Water and Waste Services		27	15	30	28	17	27
Manufacturing		27	9	28	28	10	27
Transport, Postal and Warehousing		26	10	27	27	7	28
Mining		22	12	34	23	11	29
Construction		21	8	20	21	11	19
Total women-dominated industries		73	33	45	74	35	46
Total gender-balanced industries		51	17	33	51	20	34
Total men-dominated industries		28	10	28	28	13	26
Total overall		51	19	35	52	21	35

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated

Women hold a higher percentage of Board positions for large employers than for smaller ones. Employers with 5,000 or more employees are more likely to have targets to increase or maintain the percentage of women on Boards, but their gender composition also plays a role. Only 19% of employers with 5,000 or more employees are men-dominated compared to 42% of employers with 100-249 employees.

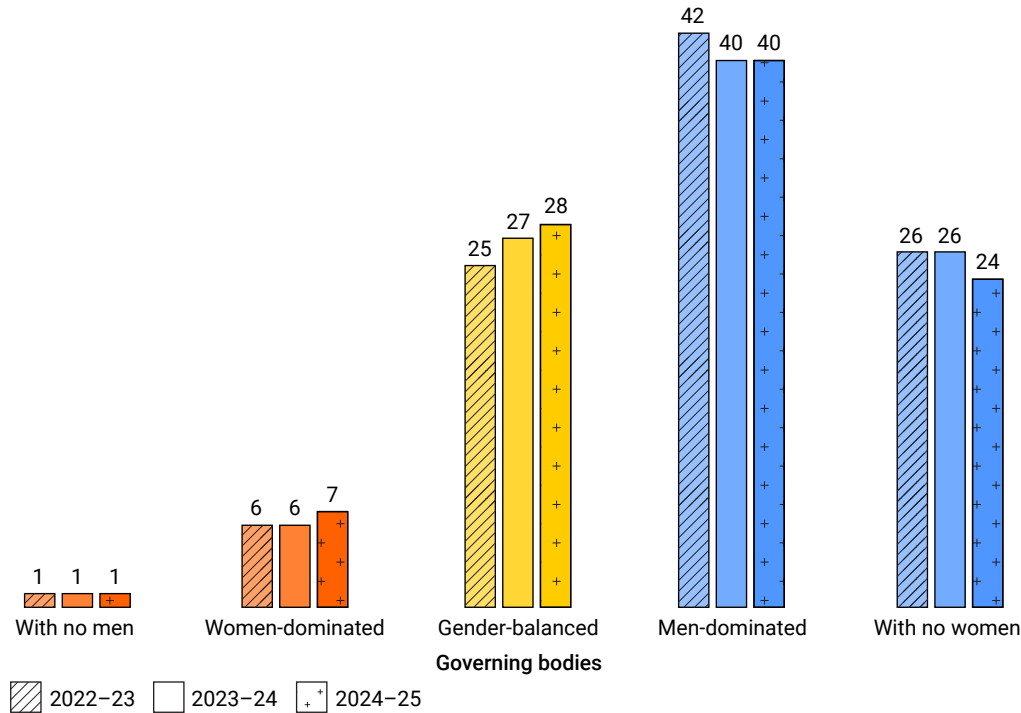
Figure 30: Gender composition of governing bodies by employer size



Gender balance of employer governing bodies

The number of gender-balanced governing bodies has improved and the number of Boards with no women has reduced. Most governing bodies are men-dominated.

Figure 31: Gender composition of employer governing bodies (%)

























Women-dominated industries are the most likely to have gender-balanced Boards (more than 2.6 times as likely than men-dominated industries). Boards in men-dominated industries are the most likely to be men-dominated or have no women at all.

In the previous 12 months, Accommodation and Food Services has shown positive progress towards gender-balanced Boards (+6pp gender-balanced Boards, -6pp men-dominated boards). Construction has reduced the number of governing bodies with no women by 3pp. But more than half of all Boards in this industry still have no women.



Figure 32: Representation of women on governing bodies, by industry (% of employers)

	IGC	Boards with no men (%)	Women-dominated Boards (%)	Gender-balanced Boards (%)	Men-dominated Boards (%)	Boards with no women (%)
Health Care and Social Assistance		2	17	46	29	5
Education and Training		0	12	43	39	5
Other Services		1	16	34	37	11
Arts and Recreation Services		0	6	34	47	13
Administrative and Support Services		4	6	30	33	27
Accommodation and Food Services		3	3	27	39	28
Information Media and Telecommunications		1	8	26	50	15
Financial and Insurance Services		1	5	26	44	25
Mining		0	0	25	41	34
Professional, Scientific and Technical Services		0	4	25	47	24
Retail Trade		2	2	24	31	41
Public Administration and Safety		3	9	24	42	21
Wholesale Trade		1	3	18	44	34
Manufacturing		0	2	17	44	36
Rental, Hiring and Real Estate Services		0	4	17	42	36
Electricity, Gas, Water and Waste Services		0	4	16	46	34
Transport, Postal and Warehousing		0	4	15	43	38
Agriculture, Forestry and Fishing		0	3	14	47	36
Construction		1	2	10	35	52
Total women-dominated industries		2	15	45	33	5
Total gender-balanced industries		1	5	27	42	25
Total men-dominated industries		0	3	17	43	38
Total all industries		1	7	28	40	24

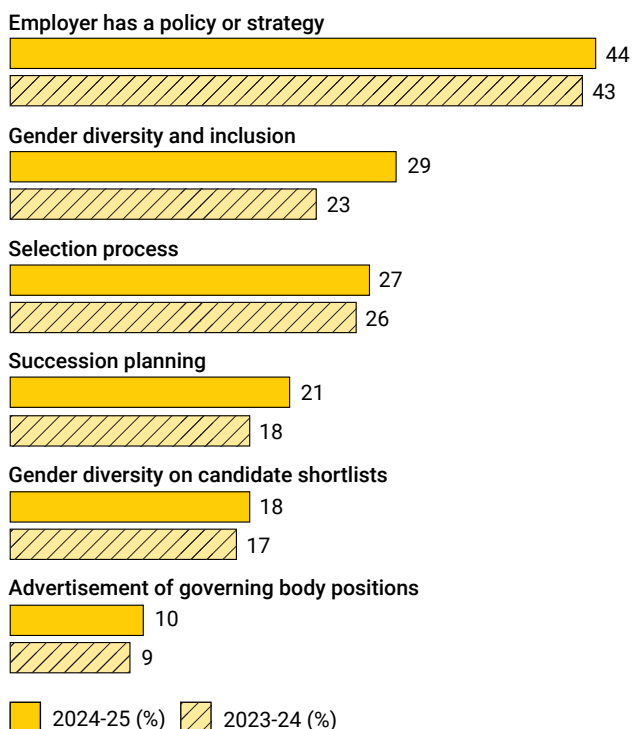
IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Targets, policies and actions to improve or maintain gender-composition

In the last 12 months, the proportion of employers with a formal policy to support gender-balance on the Board has increased 1pp to 44%. More employers have a policy inclusion for succession planning and most have an inclusion for selection of governing body members. Fewer include broad advertisement of positions or gender diversity on candidate shortlists.

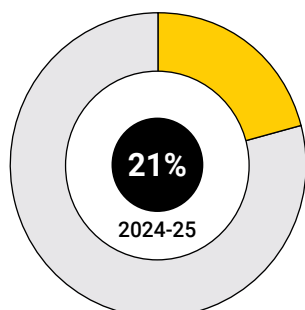
Figure 33: Policy inclusions to support and achieve gender equality on the governing body



Percentage is of all employers.

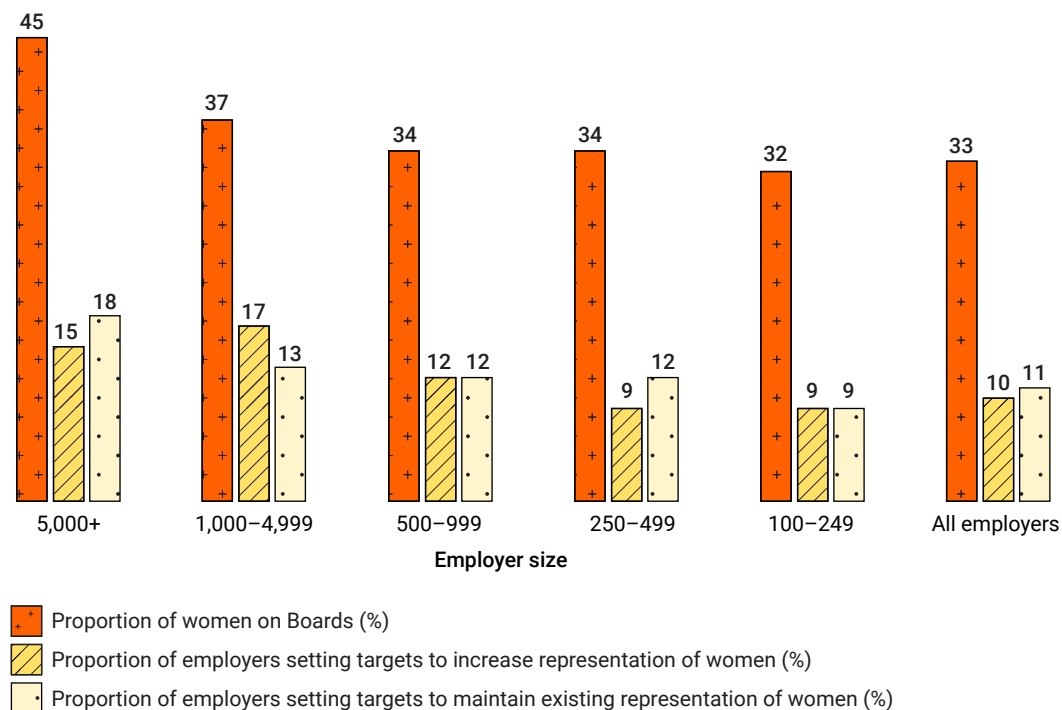
21% of employers are setting targets to increase or maintain women's representation on the Board, but the overall proportion using this effective lever remains low.

Figure 34: Employers setting targets for gender balance on Boards



Larger employers are the most likely to have achieved a gender-balanced governing body, and they are the most likely to set targets to achieve or maintain this goal. Only one in 10 employers set targets to increase the representation of women on Boards. Few employers with 100-250 employers – the group most likely to have men-dominated Boards – set targets to improve governing body gender composition.























Figure 35: Portion of employers setting targets compared with proportion of women on Boards




Term limits can be an effective approach to improve gender balance on governing bodies, but few employers use them. This means options to improve gender balance on the governing body are largely tied to board members retiring.

A higher proportion of employers in women-dominated industries use term limits than in gender-balanced or men-dominated industries.

Figure 36: Proportion of employers taking action to increase gender equality on governing bodies by industry

Industry	IGC	Chairs and members of Boards of women (%)	Formal policy or strategy (%)	Term limits in place (%)	Targets to increase the representation of women on the Board (%)	Targets to maintain the representation of women on the Board (%)
Health Care and Social Assistance		46	52	49	8	11
Education and Training		42	46	66	8	10
Other Services		40	43	47	5	9
Arts and Recreation Services		36	56	45	14	19
Administrative and Support Services		34	46	13	9	14
Information Media and Telecommunications		34	43	8	9	8
Public Administration and Safety		31	26	13	10	10
Financial and Insurance Services		29	57	34	12	14
Professional, Scientific and Technical Services		29	45	23	14	11
Retail Trade		28	35	11	9	8
Accommodation and Food Services		28	45	12	7	14
Electricity, Gas, Water and Waste Services		26	34	12	10	8
Mining		26	66	25	13	13
Wholesale Trade		26	35	9	9	7
Rental, Hiring and Real Estate Services		24	54	17	16	10
Manufacturing		24	33	8	10	8
Agriculture, Forestry and Fishing		23	17	13	3	4
Transport, Postal and Warehousing		22	45	15	18	12
Construction		17	39	8	11	10
Total women-dominated industries		45	50	55	8	11
Total gender-balanced industries		31	45	22	10	12
Total men-dominated industries		24	39	11	11	9
Total all industries		33	44	26	10	11

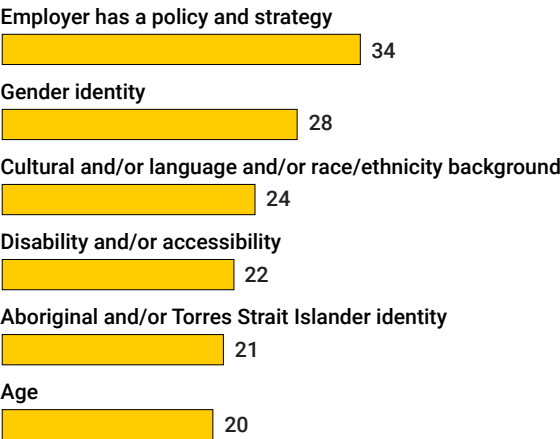
IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Policies for governing body diversity and inclusion

In 2024-25 WGEA asked employers a new question about the particular aspects of diversity included in their governing body diversity and inclusion policies. 34% of employers indicated they have a policy. Gender was the most common form of diversity considered, and age was the least common.

Figure 37: Governing body diversity and inclusion policy inclusions (% of employers)



Percentage is of all employers.



GEI 3 | Equal remuneration between women and men

The gender pay gap is the difference between the average or median earnings of women and the average or median earnings of men. It is different to equal pay which is the legal requirement to pay 2 people the same for the same or comparable work. Instead, the gender pay gap is a broad financial measure of the impact of differences in pay and gender composition in a workforce.

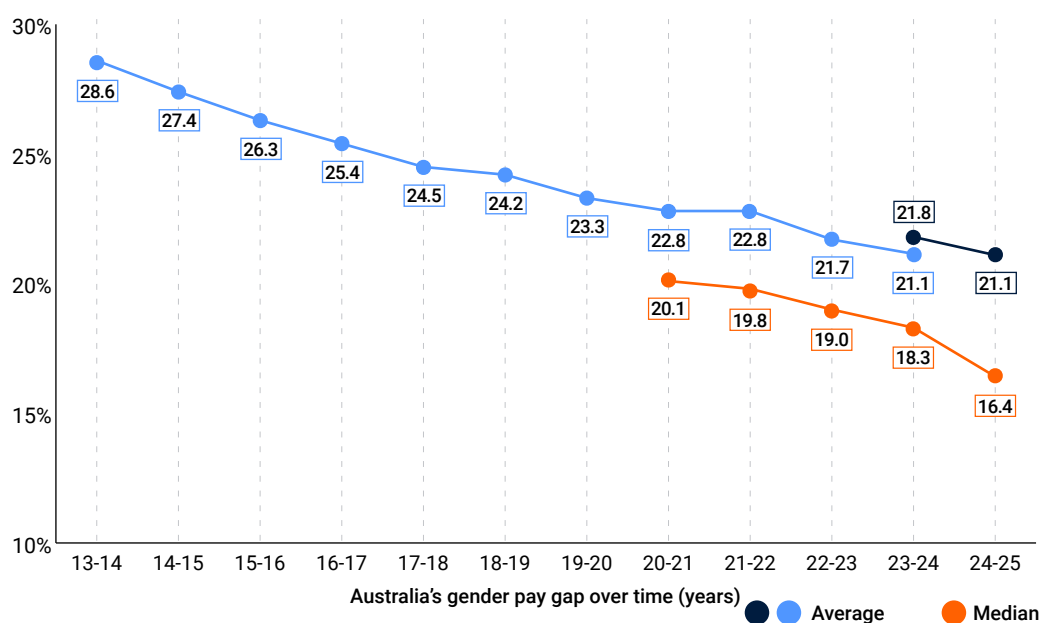
The national picture

The average total remuneration gender pay gap is 21.1%. For every dollar a man makes, on average, a woman earns 79c. Over the course of the year, this adds up to a difference of \$28,356.

The size of the gap has slowly decreased since WGEA reporting began in 2013-14.

Since 2023-24, the WGEA gender pay gap has included CEO, Head of Business and Casual Manager remuneration. Previously, the pay for these workplace leaders was excluded.

Figure 38: Average and median total remuneration gender pay gap over time



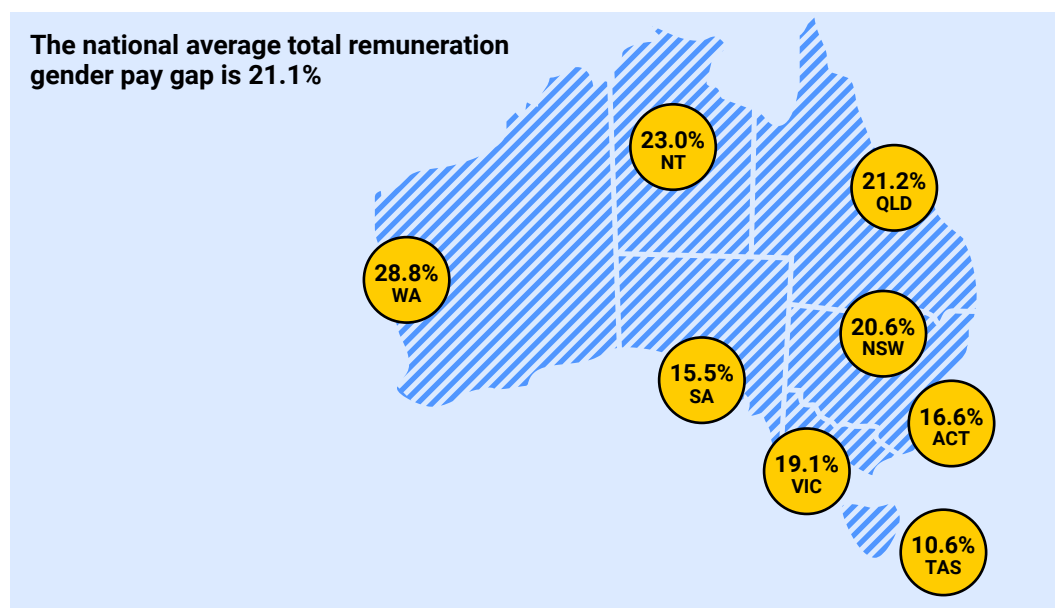
WGEA calculated 2 gender pay gap results for 2023–24, one with CEO, HOB and Casual Manager remuneration included (navy) and one with it excluded, which is comparable to previous years (light blue).



Every state and territory reduced its gender pay gap. The Northern Territory experienced the highest reduction at 2.5 pp, followed by Tasmania (1.9 pp), the Australian Capital Territory (1.5 pp), South Australia (1.3 pp), Queensland and Western Australia (0.7 pp), New South Wales (0.6 pp) and Victoria (0.5 pp).

The size of the gender pay gap in each state or territory is often influenced by the make-up of industries present. In Western Australia, which has the largest gender pay gap, men are concentrated in mining which is generally a highly-paid industry, while women are concentrated in Health Care and Social Assistance which has a mid-range average total remuneration.

Figure 39: Average total remuneration gender pay gap, by primary work location



Base salary and total remuneration

Over the past 12 months, the average base salary for women increased by \$3,419 (4.0%), compared with a smaller increase of \$2,895 (2.8%) for men. This narrowed the average base salary gender pay gap by 1pp.

Although the dollar increases in total remuneration were similar for women (\$4,232) and men (\$4,162), this represented a larger percentage increase for women at 4.1% compared to 3.2% for men due to the considerable total remuneration gender pay gap. This difference reduced the total remuneration gender pay gap by 0.7pp.

Figure 40: Average total remuneration and base salary gender pay gap over time

Year	Average base salary women (\$)	Average base salary men (\$)	Difference (\$)	Average base salary GPG (%)	Average total rem. women (\$)	Average total rem. men (\$)	Difference (\$)	Average total rem. GPG (%)
2024–25	89,592	106,289	16,697	15.7	106,193	134,549	28,356	21.1
2023–24	86,173	103,394	17,221	16.7	101,961	130,386	28,425	21.8
2022–23*	80,827	97,585	16,758	17.2	95,165	121,558	26,393	21.7
2021–22*	76,939	93,975	17,035	18.1	90,309	116,906	26,597	22.8
2020–21*	74,826	91,594	16,768	18.3	87,451	113,237	25,786	22.8

*Figures do not include CEO, HOB and Casual Manager remuneration



The median gender pay gap

The median total remuneration gender pay gap reduced by 1.9pp since 2023-24 and by 3.7pp since 2020-21.

The median decreased more than the average due to uneven wage growth and gender pay gap reductions between income levels. Wages grew faster in the lowest (4.3%) and lower-middle quartiles (4.5%) than in the upper quartile (3%), and the gender pay gap narrowed more in these lower quartiles. Since the median reflects the middle of the distribution, it captures these improvements, whereas the average is strongly influenced by the top end, where men continue to dominate and progress was slower.

Figure 41: Median total remuneration gender pay gap and base salary over time

Year	Median base salary women (\$)	Median base salary men (\$)	Difference (\$)	Median base salary GPG (%)	Median total rem. women (\$)	Median total rem. men (\$)	Difference (\$)	Median total rem. GPG (%)
2024-25	76,139	86,408	10,269	11.9	88,528	105,925	17,397	16.4
2023-24	72,638	84,048	11,410	13.6	84,126	102,961	18,835	18.3
2022-23	68,071	79,613	11,542	14.5	78,484	96,945	18,461	19.0
2021-22	64,615	76,382	11,767	15.4	74,011	92,259	18,248	19.8
2020-21	63,014	74,992	11,978	16.0	72,248	90,373	18,125	20.1

Manager and non-manager gender pay gaps

Women managers earned 22.8% less than men managers. While Other Managers and Senior Managers saw modest reduction in the gender pay gap, the gap widened across the other managerial categories.

The manager gender pay gap increases with the level of seniority. Women CEOs earn \$83,493 less on average than men in base salary every year. When superannuation, bonuses, overtime and additional payments are included this difference increases to \$185,335. This results in an average total remuneration gender pay gap of 26.2%, an increase of 1.2pp in the past 12 months.

The gender pay gap for non-managers reduced from 17.8% to 17.0%. The key drivers were a reduction in the gender pay gap for Machinery Operators and Drivers, Technicians and Trades Workers, Sales Workers and Labourers.

The largest gender pay gap for both non-manager and manager roles occurs between women and men Technicians and Trades Workers, although this has reduced slightly year-on-year. This is also an area noted as having a critical skills shortage and a low proportion of women employees.



Figure 42: Manager and non-manager occupation gender pay gaps 2024-25

	Average base salary				Average total remuneration			
	Women (\$)	Men (\$)	Difference (\$)	GPG (%)	Women (\$)	Men (\$)	Difference (\$)	GPG (%)
CEO	363,032	446,525	83,493	18.7	520,706	706,041	185,335	26.2
Head of Business	258,488	295,079	36,591	12.4	360,386	472,389	112,003	23.7
Key Management Personnel	249,485	291,610	42,125	14.4	333,648	432,878	99,230	22.9
Other Executive and General Manager	239,108	272,026	32,918	12.1	324,758	401,374	76,616	19.1
Senior Manager	184,048	209,013	24,965	11.9	233,671	278,683	45,012	16.2
Other Manager	124,725	147,764	23,039	15.6	151,709	185,736	34,027	18.3
Total all managers	150,672	183,579	32,907	17.9	189,233	245,214	55,981	22.8
Clerical and Administrative Workers	78,024	83,440	5,416	6.5	90,315	98,134	7,820	8.0
Community And Personal Service Workers	73,118	75,165	2,047	2.7	85,004	88,762	3,759	4.2
Labourers	61,570	68,180	6,610	9.7	71,584	82,117	10,534	12.8
Machinery Operators and Drivers	82,583	88,791	6,208	7.0	105,600	118,884	13,283	11.2
Professionals	112,665	132,899	20,234	15.2	132,617	163,387	30,770	18.8
Sales Workers	59,667	63,837	4,170	6.5	69,286	77,910	8,624	11.1
Technicians and Trades Workers	77,466	100,187	22,721	22.7	94,229	131,128	36,900	28.1
Total all non-managers	83,247	94,392	11,145	11.8	97,567	117,516	19,948	17.0



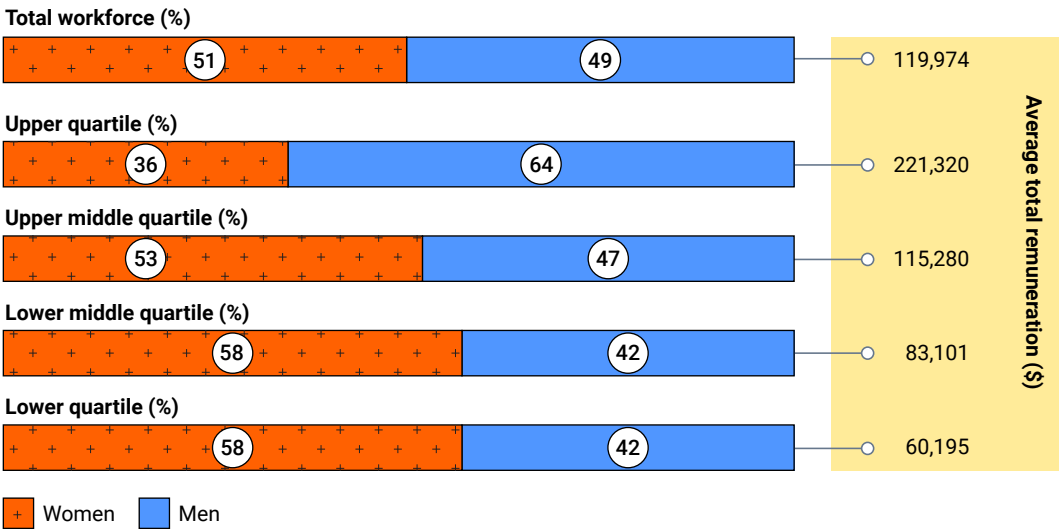
Access to the highest paying roles

For the gap to close, women and men need to have balanced representation in each of the remuneration quartiles.

While women and men are almost evenly represented in the workforce, men are 1.8 times more likely to be in the highest earning quartile compared to women. Women are 1.4 times more likely to be in the lowest earning quartile compared to men. The average total remuneration for the highest pay quartile is 3.7 times higher than the lowest pay quartile.

The representation of women in the upper quartile increased by 1pp and decreased in the lower quartile by 1pp. This small shift will have an impact on lowering the gender pay gap.























Figure 43: Gender composition and average total remuneration, by pay quartile






Women are underrepresented in the upper quartile relative to their overall representation in every industry. They are also overrepresented in the lower quartile in every industry except Accommodation and Food Services and Arts and Recreation Services.



Figure 44: Industries by average total remuneration quartile (% of women)




















Industry	IGC	Proportion of women in industry (%)	Upper quartile (%)	Upper middle quartile (%)	Lower middle quartile (%)	Lower quartile (%)
Health Care and Social Assistance		78	75	78	80	80
Education and Training		67	59	69	69	69
Retail Trade		56	44	56	63	61
Financial and Insurance Services		53	37	48	60	66
Accommodation and Food Services		52	47	56	55	49
Arts and Recreation Services		52	44	51	56	56
Other Services		52	31	52	64	61
Administrative and Support Services		47	41	48	48	49
Information Media and Telecommunications		43	31	39	48	54
Professional, Scientific and Technical Services		43	29	38	49	57
Rental, Hiring and Real Estate Services		39	29	36	45	46
Wholesale Trade		38	30	33	41	47
Agriculture, Forestry and Fishing		37	22	34	44	46
Public Administration and Safety		29	22	23	28	41
Electricity, Gas, Water and Waste Services		28	20	23	27	41
Manufacturing		28	21	23	31	37
Transport, Postal and Warehousing		27	17	24	29	36
Mining		23	17	16	22	36
Construction		21	10	14	22	37
Total women-dominated industries		74	67	74	77	77
Total gender-balanced industries		51	38	51	57	57
Total men-dominated industries		28	18	24	30	40
Total all industries		51	36	53	58	58




IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



As seen in GEI 1, women are more likely to work in industries with mid-range or lower average total remuneration. These industries are less likely to have a large number of employees in the upper quartile of earners nationally.

Figure 45: Proportion of women and men in the upper pay quartile, by industry

	IGC	Women (%)	Men (%)	Total (%)
Professional, Scientific and Technical Services		4.9	10.1	15.0
Financial and Insurance Services		5.1	7.0	12.1
Mining		2.3	9.7	12.0
Education and Training		7.2	4.6	11.8
Health Care and Social Assistance		6.2	2.6	8.7
Manufacturing		1.6	6.1	7.7
Construction		0.9	6.2	7.1
Transport, Postal and Warehousing		0.9	4	4.9
Wholesale Trade		1.2	2.8	4.0
Administrative and Support Services		1.4	2.3	3.7
Retail Trade		1.2	1.9	3.1
Electricity, Gas, Water and Waste Services		0.6	2.1	2.7
Information Media and Telecommunications		0.8	1.6	2.4
Other Services		0.4	1.1	1.5
Rental, Hiring and Real Estate Services		0.3	0.7	1.0
Arts and Recreation Services		0.3	0.5	0.8
Accommodation and Food Services		0.3	0.5	0.7
Agriculture, Forestry and Fishing		0.1	0.3	0.4
Public Administration and Safety		0.1	0.3	0.4
Total all industries		35.7	64.3	100























IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Additional payments above base salary

On average, men earn \$28,356 more than women, but the gap in earnings varies by industry. Additional payments above base salary including superannuation, bonuses and overtime, which can be seen in the difference between base salary and total remuneration, contribute significantly to the gender pay gap in many industries. At a national level they account for \$11,659 of the \$28,356 gender pay gap.

Figure 46: Average remuneration for women and men by industry

	IGC	Women (%)	Average base salary women (\$)	Average base salary men (\$)	Difference (\$)	Average total rem. women (\$)	Average total rem. men (\$)	Difference (\$)
Financial and Insurance Services		53	116,431	146,197	29,766	144,780	198,329	53,549
Professional, Scientific and Technical Services		43	117,059	143,609	26,550	141,402	182,289	40,887
Construction		21	106,874	129,607	22,733	127,781	167,576	39,795
Rental, Hiring and Real Estate Services		39	96,386	108,301	11,915	121,547	155,287	33,740
Information Media and Telecommunications		43	107,679	129,216	21,537	133,184	166,359	33,175
Mining		23	133,087	148,449	15,362	182,303	207,958	25,655
Electricity, Gas, Water and Waste Services		28	119,498	127,317	7,819	150,303	175,659	25,356
Other Services		52	84,628	98,646	14,018	97,886	121,149	23,263
Transport, Postal and Warehousing		27	91,511	103,934	12,423	115,761	138,322	22,561
Agriculture, Forestry and Fishing		37	73,327	85,719	12,392	88,871	109,273	20,402
Wholesale Trade		38	90,768	101,259	10,491	114,228	133,761	19,533
Public Administration and Safety		29	66,254	78,608	12,354	79,906	97,965	18,059
Manufacturing		28	91,362	100,613	9,251	112,618	128,339	15,721
Arts and Recreation Services		52	77,869	89,884	12,015	88,896	104,003	15,107
Health Care and Social Assistance		78	86,820	96,073	9,253	101,582	114,574	12,992
Administrative and Support Services		47	85,882	95,618	9,736	100,144	111,301	11,157
Education and Training		67	106,714	114,391	7,677	122,166	132,604	10,438
Retail Trade		56	65,490	71,460	5,970	75,390	85,503	10,113
Accommodation and Food Services		52	58,284	60,642	2,358	65,602	68,708	3,106
Total women-dominated industries		74	93,424	104,654	11,230	108,416	123,020	14,604
Total gender-balanced industries		51	83,922	101,139	17,217	99,253	125,557	26,304
Total men-dominated industries		28	97,911	113,411	15,500	123,217	150,419	27,202
Total all industries		51	89,592	106,289	16,697	106,193	134,549	28,356























IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated






For most employees, superannuation is paid as a fixed percentage of their base salary. The superannuation guarantee (11.5% in 2024-25) can be used to estimate the proportion of the additional payments attributed to superannuation and the proportion that is discretionary payments such as performance bonuses, allowances and overtime payments.

Men earn 60% more, on average, than women from discretionary payments and they make up a considerably larger percentage of total remuneration for men (12%) than women (6%).

Figure 47: Value of additional payments above base salary (excluding statutory superannuation)

Industry	IGC	Discretionary payments					
		Average women (\$)	% of total rem. women (%)	Average men (\$)	% of total rem. men (%)	Difference (\$)	Difference (%)
Rental, Hiring and Real Estate Services		14,154	12	34,618	22	20,464	59
Financial and Insurance Services		15,053	10	35,436	18	20,383	58
Electricity, Gas, Water and Waste Services		17,158	11	33,802	19	16,644	49
Construction		8,703	7	23,168	14	14,465	62
Professional, Scientific and Technical Services		10,974	8	22,279	12	11,305	51
Information Media and Telecommunications		13,209	10	22,386	13	9,177	41
Transport, Postal and Warehousing		13,799	12	22,518	16	8,719	39
Mining		34,017	19	42,556	20	8,539	20
Wholesale Trade		13,095	11	20,938	16	7,843	37
Other Services		3,594	4	11,237	9	7,643	68
Agriculture, Forestry and Fishing		7,170	8	13,765	13	6,595	48
Manufacturing		10,822	10	16,236	13	5,413	33
Public Administration and Safety		6,087	8	10,381	11	4,294	41
Retail Trade		2,421	3	5,882	7	3,461	59
Health Care and Social Assistance		4,848	5	7,530	7	2,682	36
Education and Training		3,266	3	5,150	4	1,884	37
Arts and Recreation Services		2,135	2	3,854	4	1,720	45
Accommodation and Food Services		662	1	1,141	2	479	42
Administrative and Support Services		4,454	4	4,764	4	310	7
Total women-dominated		4,323	4	6,415	5	2,092	33
Total gender-balanced		5747	6	12,868	10	7,122	55
Total men-dominated		14,348	12	24,056	16	9,708	40
Total all industries		6,369	6	16,122	12	9,753	60

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated

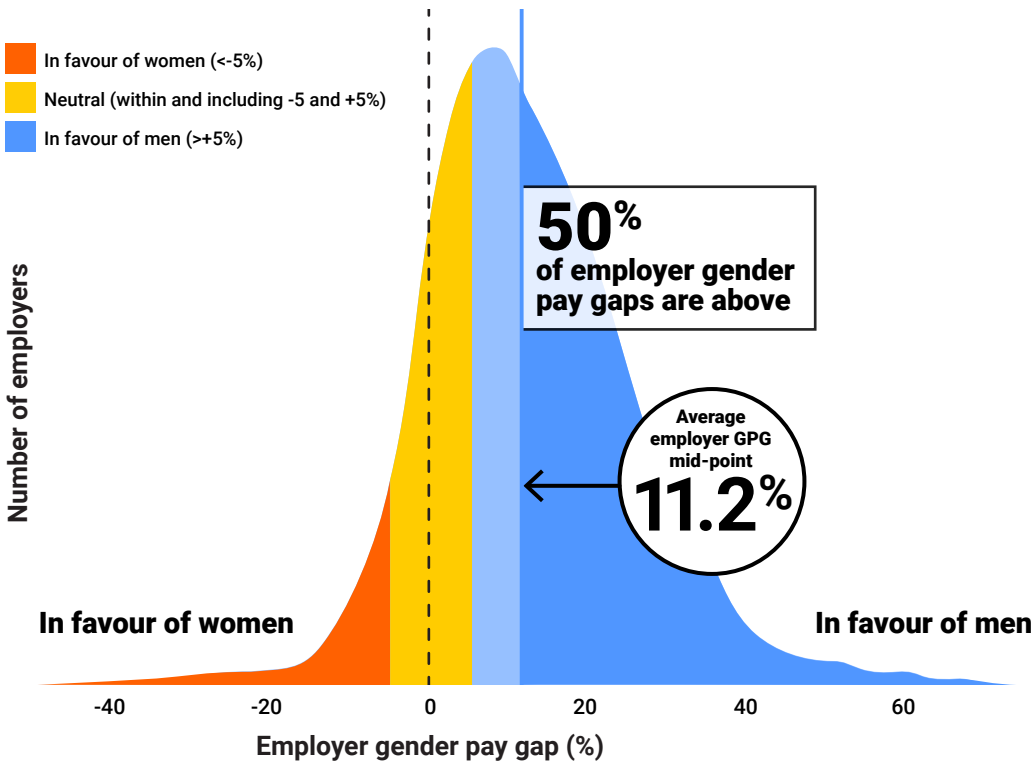


Employer gender pay gaps

Employers are making progress to reduce the gender pay gap in their workplaces.

50% of employers have an average total remuneration gender pay gap above 11.2%. This is known as the mid-point of employer gender pay gaps.

Figure 48: Distribution of employer average total remuneration gender pay gaps



The mid-point of the median total remuneration employer gender pay gaps is 8.0%. Compared to the previous year, both the mid-point of employer average gender pay gaps and the mid-point of employer median gender pay gaps have reduced by 0.9pp.

The fact that both measures have gone down suggests progress is due to broad-based improvements across all employers, not just driven by the employers with the largest gender pay gaps.

Figure 49: Employer average and median total remuneration GPG mid-points over time (%)

	Employer average total rem. GPG mid-point	Employer median total rem. GPG mid-point
2024-25	11.2	8.0
2023-24	12.1	8.9
2022-23	–	9.1

The larger an organisation the lower the gender pay gap. Decreases year-on-year occurred across all employer sizes.



Figure 50: Mid-point of employer gender pay gaps by size of employer (%)

As the rate of average total pay rises, so too does the size of the mid-point of employer gender pay gaps in favour of men.

Figure 51: Mid-point of average total remuneration employer gender pay gaps by the average remuneration of the employer

Average total rem. range	Number of employers	Average total rem. GPG mid-point (%)
<\$50,000*	156	-2.4
\$50,000-\$99,999	2,655	5.6
\$100,000-\$149,999	3,460	12.3
\$150,000-\$199,999	1,340	19.1
\$200,000-\$249,999	403	19.4
>\$250,000	225	25.2

* This group may include some employers that pay below minimum wages due to employing people under 21, offering supporting employment or apprentice and trainee wages.























Employer gender pay gap mid-points by industry

The largest reduction in the mid-point occurred in Accommodation and Food Services, followed by Construction, Rental, Hiring and Real Estate Services and Transport, Postal and Warehousing.

Despite showing progress in reducing the employer gender pay gap mid-point, 50% of employers in Construction still have a gender pay gap larger than 23.8%.



Figure 52: Mid-point employer gender pay gaps, by industry

Industry	IGC	Average total rem. GPG mid-point (%)	Change average GPG mid-point from 2023-24 (pp)	Median total rem. GPG mid-point (%)	Change median GPG mid-point from 2023-24 (pp)
Construction		23.8	-1.5	25.2	-1.1
Financial and Insurance Services		21.4	-0.8	20.9	-1.3
Rental, Hiring and Real Estate Services		19.5	-1.7	14.4	-1.8
Mining		18.9	-0.9	20.4	0.5
Electricity, Gas, Water and Waste Services		18.9	1.8	21.2	0.8
Professional, Scientific and Technical Services		16.4	-0.9	15.3	-0.1
Wholesale Trade		15.0	-1.4	10.2	-1.4
Manufacturing		13.4	-0.8	10.8	-0.3
Agriculture, Forestry and Fishing		12.8	-0.1	8.1	-0.4
Information Media and Telecommunications		12.3	0.2	11.0	0.4
Transport, Postal and Warehousing		11.9	-1.7	9.6	-2.3
Other Services		11.6	1.0	8	-0.4
Retail Trade		9.9	-0.7	3.6	-0.1
Administrative and Support Services		7.6	0.4	3.6	-0.7
Education and Training		7.2	-0.4	5.5	-0.5
Arts and Recreation Services		6.4	-0.8	2.3	-0.5
Accommodation and Food Services		5.2	-2	1.0	-0.6
Public Administration and Safety		4.2	2.3	2.5	1.8
Health Care and Social Assistance		3.7	0	1.1	0
Total women-dominated industries		5.1	-0.4	2.1	-0.3
Total gender-balanced industries		12.0	-1.2	7.7	-1.4
Total men-dominated industries		15.6	-0.5	13.5	-0.4
Total all industries		11.2	-0.9	8.0	-0.9

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated























In every industry, men are paid more, on average, than women. Women who work in industries with the highest average total remuneration often face the largest gender pay gaps in their workplaces.




Employers in men-dominated industries are more likely to have a gender pay gap above the national mid-point for both average and median gender pay gaps. The 2 women-dominated industries are among the industries with the smallest number of employers above the national mid-point, as well as Accommodation and Food Services and Public Administration and Safety.

The greatest year-on-year improvements occurred in the gender-balanced industries Accommodation and Food Services and Rental, Hiring and Real Estate, which both had a 4pp reduction in the proportion of employers with a gender pay gap above the national mid-point.

Figure 53: Employers above the national mid-point by industry

Industry	IGC	Number of employers	GPG above 11.2% (% of employers)	Change from 2023-24 (pp)
Financial and Insurance Services		396	85	0
Construction		444	84	3
Mining		277	81	6
Electricity, Gas, Water and Waste Services		98	80	5
Professional, Scientific and Technical Services		977	70	1
Rental, Hiring and Real Estate Services		115	66	-4
Wholesale Trade		471	65	0
Manufacturing		870	57	-1
Information Media and Telecommunications		167	57	7
Agriculture, Forestry and Fishing		104	55	0
Transport, Postal and Warehousing		371	52	-3
Other Services		249	51	5
Retail Trade		496	46	0
Administrative and Support Services		508	39	2
Arts and Recreation Services		176	35	5
Education and Training		697	26	3
Public Administration and Safety		62	23	8
Health Care and Social Assistance		1,216	23	-2
Accommodation and Food Services		545	21	-4
Total (Women-dominated industries)		1,913	24	-1
Total (Gender-balanced industries)		3,514	52	-1
Total (Men-dominated industries)		2,812	65	2
Total all industries		8,239	50	0

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



The target range

WGEA determines gender pay gaps within or including +/-5% to be within the target range. This allows for fluctuations due to normal workplace composition and remuneration changes.

More employers have an average total remuneration gender pay gap in the target range this year compared to last year. This improvement is largely coming from employers with gender pay gaps in favour of men, reducing the size of those gaps.

When a gender pay gap is beyond the target range, it signals that a workplace has structural and/or cultural differences that result in one gender being paid more, on average, than another.

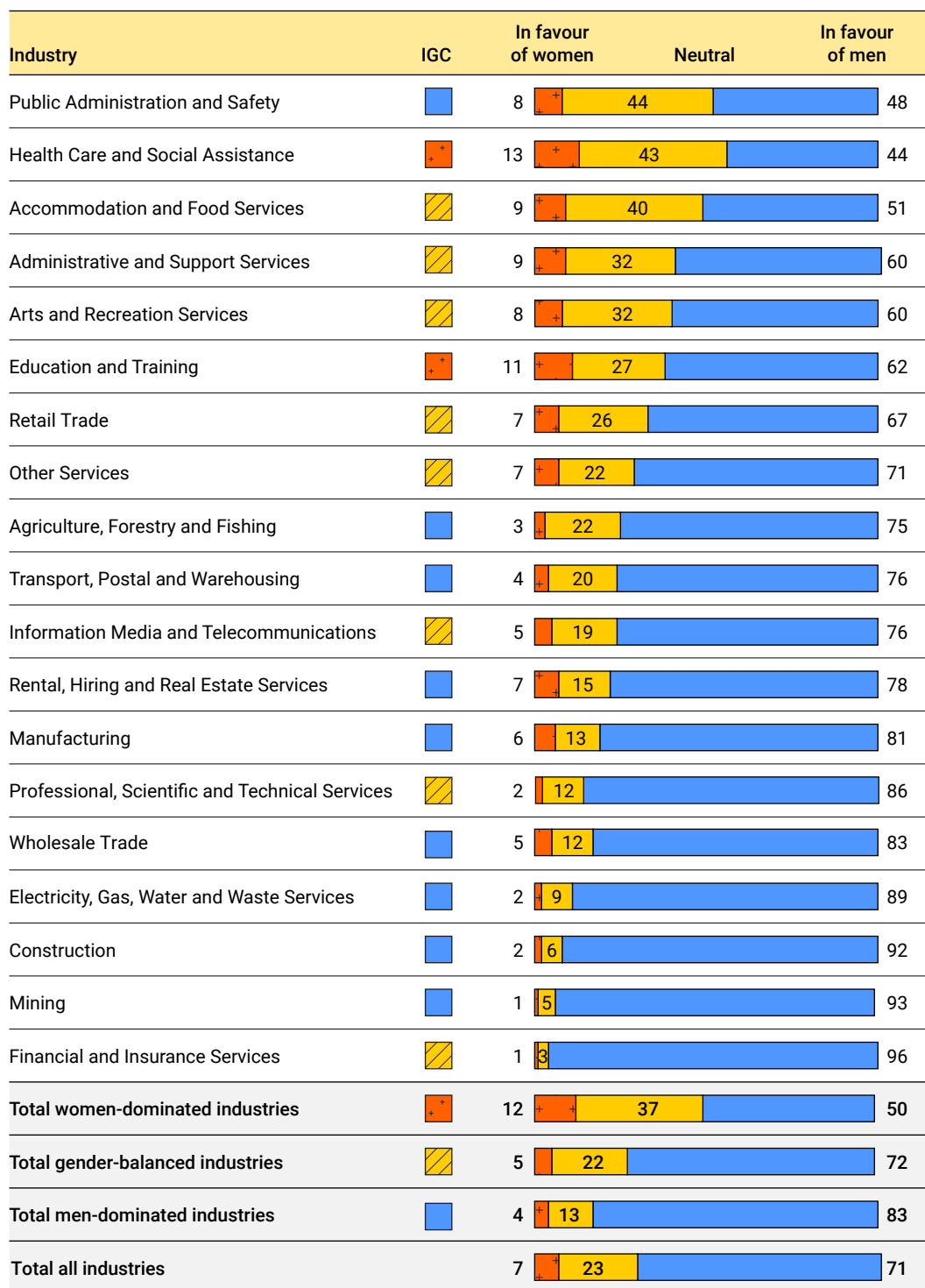
Figure 54: Range of employer average total remuneration gender pay gaps (% of employers)

Year	In favour of women <-5%	Neutral -5% to 5%	In favour of men >+5%
2024-25	6.7	22.5	70.8
2023-24	6.4	21.4	72.2

The industries with the highest proportion of workplaces with a gender pay gap in the target range were Public Administration and Safety, closely followed by Health Care and Social Assistance.

Within women-dominated industries, half the employers have gender pay gaps in favour of men. In gender-balanced industries, this grows to 72%. The proportion of employers with gender pay gaps in favour of men is the highest in men-dominated industries at 83%.



Figure 55: Range of average total remuneration employer gender pay gaps (%)

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated






















Employer progress on closing their gender pay gap




54.8% of employers reduced their average total remuneration gender pay gap and 54.3% of employers reduced their average base salary gender pay gap.

Rental, Hiring and Real Estate Services had the highest proportion of employers who reduced their average total remuneration gender pay gap, followed by Wholesale Trade and Mining. Education and Training is the only industry where a majority of employers increased their total remuneration gender pay gap.

Figure 56: Change in employer average total remuneration GPGs by industry from 2023-24

Industry	IGC	Base salary		Total remuneration	
		Employers with an improved average GPG (%)	Employers with an increased average GPG (%)	Employers with an improved average GPG (%)	Employers with an increased average GPG (%)
Rental, Hiring and Real Estate Services		59.6	40.4	63.8	36.2
Wholesale Trade		61.2	38.8	63.0	37.0
Mining		56.9	43.1	58.6	41.4
Arts and Recreation Services		45.7	54.3	58.0	42.0
Accommodation and Food Services		56.9	43.1	57.8	42.2
Financial and Insurance Services		59.3	40.7	57.6	42.4
Professional, Scientific and Technical Services		56.6	43.4	57.2	42.8
Electricity, Gas, Water and Waste Services		48.8	51.2	55.8	44.2
Other Services		53.7	46.3	55.6	44.4
Agriculture, Forestry and Fishing		47.3	52.7	55.4	44.6
Retail Trade		54.0	46.0	55.2	44.8
Transport, Postal and Warehousing		55.0	45.0	53.7	46.3
Health Care and Social Assistance		54.5	45.3	53.4	46.4
Administrative and Support Services		53.4	46.6	52.6	47.4
Manufacturing		52.4	47.6	52.0	48.0
Information Media and Telecommunications		55.3	44.7	51.3	48.7
Public Administration and Safety		42.9	55.1	51.0	46.9
Construction		49.6	50.4	50.1	49.9
Education and Training		50.3	49.5	49.7	50.2



Industry	IGC	Base salary		Total remuneration	
		Employers with an improved average GPG (%)	Employers with an increased average GPG (%)	Employers with an improved average GPG (%)	Employers with an increased average GPG (%)
Total women-dominated		52.9	46.9	52.0	47.8
Total gender-balanced		55.3	44.7	56.0	44.0
Total men-dominated		54.1	45.9	55.2	44.8
Total all industries		54.3	45.6	54.8	45.2

Analysis included relevant employers that reported in both 2023-24 and 2024-25. Figures for some industries may not add to 100% due to rounding, or because some employers did not have any change in their gender pay gap year-on-year.

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated

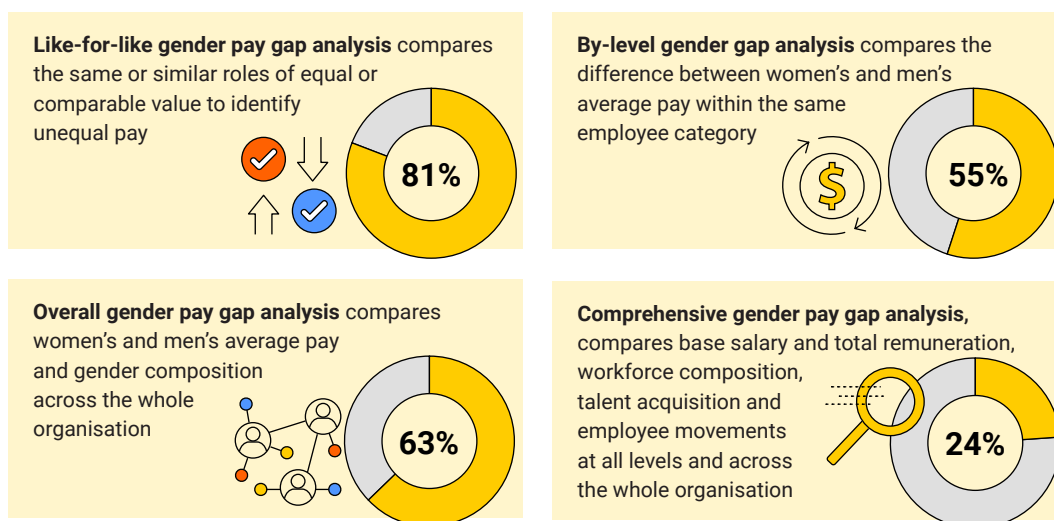
How employers are taking action to close the gender pay gap

The proportion of employers conducting a gender pay gap analysis has remained steady at 68% and the vast majority are now doing this analysis on a regular basis. Of the employers who conducted gender pay gap analysis, 85% did so in the previous 12 months and 12% conducted their most recent analysis within the last 1-2 years.

Employers are increasing the level of detail in their analysis with more undertaking a by-level or comprehensive gender pay gap analysis. Employers can select multiple types of analysis in this section of reporting. This means they may look for like-for-like gaps, or instances of unequal pay in addition to comparing men's and women's pay and composition across recruitment, occupations and the whole organisation.

WGEA recommends employers conduct a comprehensive gender pay gap analysis. This will provide the greatest level of detail, allowing employers to better tailor their actions to address their gender pay gap. Currently 24% of employers who conducted a gender pay gap analysis, completed a comprehensive analysis.

Figure 57: Employers who conducted a pay gap analysis, type of analysis (%)



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

75% of employers who conducted a gender pay gap analysis took action as a result.



Figure 58: Employers who conducted a gender pay gap analysis and took action as a result (%)

	2013-14	2021-22	2022-23	2023-24	2024-25
Conducted a gender pay gap analysis	24	54	55	68	68
Proportion of those who took action as a result	46	58	60	75	75

Of the employers who conducted a gender pay gap analysis and took action as a result, most identified the cause of the gaps and reported pay equity metrics to the executive. More than half also reviewed their remuneration decision-making processes, corrected instances of unequal pay and reported pay equity metrics to the governing body.

Figure 59: Action taken by employers following a gender pay gap analysis

Action taken	Employers (%)
Identified cause/s of the gaps	68
Reported results of pay gap analysis to the executive	65
Corrected instances of unequal pay	55
Reviewed remuneration decision-making processes	52
Reported results of pay gap analysis to the governing body	51
Reviewed and implemented performance evaluation processes to ensure no gender bias	32
Reviewed talent acquisition processes	31
Reported results of pay gap analysis to all employees	28
Created a pay equity strategy or action plan	26
Developed a strategy to address workforce composition issues	25

Percentage is of employers who conducted a gender pay gap analysis and took action on the result.

Employers who have a gender pay gap in favour of men are more likely to undertake a gender pay gap analysis than employers with a gender pay gap in favour of women. More than half of the employers with a gender pay gap in the target range conducted a gender pay gap analysis. Regular monitoring of the drivers of the gender pay gap allows employers to quickly address any issues that may arise.

Figure 60: Employers who conducted a gender pay gap analysis by range of employer gender pay gaps (% employers)

	In favour of women	Neutral	In favour of men
Conducted a gender pay gap analysis	50	58	73
Proportion of those who took action as a result	51	65	79




















In 8 out of 17 industries, 3/4 or more of employers are doing a gender pay gap analysis. Employers in Electricity, Gas, Water and Waste Services and Financial and Insurance Services were highly likely to conduct a gender pay gap analysis. The greatest




improvement in the proportion of employers conducting an analysis occurred in Electricity, Gas, Water and Waste Services followed by Retail Trade and Professional, Scientific and Technical Services.

Employers in Health Care and Social Assistance, Education and Training and Accommodation and Food Services were the least likely to undertake a gender pay gap analysis. In 6 industries the proportion of employers conducting a gender pay gap analysis reduced. The largest decreases were in Mining, Public Administration and Safety and Agriculture, Forestry and Fishing.

Figure 61: Proportion of employers who conducted a gender pay gap analysis and took action as a result

Industry	IGC	GPG analysis (%)	Change from 2023-24 (pp)	Took action as a result (%)	Change from 2023-24 (pp)
Electricity, Gas, Water and Waste Services		92	8	89	0
Financial and Insurance Services		90	2	87	-3
Professional, Scientific and Technical Services		87	3	84	-1
Mining		81	-10	86	10
Construction		79	2	80	4
Information Media and Telecommunications		78	2	78	-4
Wholesale Trade		75	2	76	1
Rental, Hiring and Real Estate Services		75	-4	76	3
Manufacturing		72	0	74	2
Administrative and Support Services		70	3	69	-2
Arts and Recreation Services		68	-3	69	-6
Public Administration and Safety		68	-6	67	-11
Transport, Postal and Warehousing		68	1	85	9
Agriculture, Forestry and Fishing		66	-5	64	2
Retail Trade		65	4	73	2
Other Services		63	2	67	-5
Accommodation and Food Services		54	-2	60	-9
Health Care and Social Assistance		53	1	62	0
Education and Training		40	-2	68	5
Total all industries		68	0	75	0

Percentage of employers who took action as a result of their GPG analysis is the proportion of those who conducted the analysis.

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



32% of employers did not conduct a gender pay gap analysis. Of those 12% said it was in development, which is a positive sign that more employers will have conducted an analysis next year. The most common reason employers give for not conducting a gender pay gap analysis is: 'We think this isn't relevant because salaries for employees are set by awards or industrial agreements'.

Figure 62: Reason why employers did not conduct a gender pay gap analysis

Reason provided	Employers (%)
Think not relevant because salaries for employees are set by awards or industrial agreements	46
Think not relevant because non-award employees paid market rate	24
Currently under development	12
Don't have sufficient resources (e.g. staffing, time, costs)	10
Don't know how to conduct a remuneration gap analysis	1
Other	9

Percentage is of employers who did not conduct a gender pay gap analysis.

Of the 25% of employers who did not take action after conducting a pay gap analysis, the majority believed there were no unexplained or unjustifiable gaps identified. An encouraging result is that no employers reported they do not know how to take action on their gender pay gap.

Figure 63: Reasons given for no action after pay gap analysis

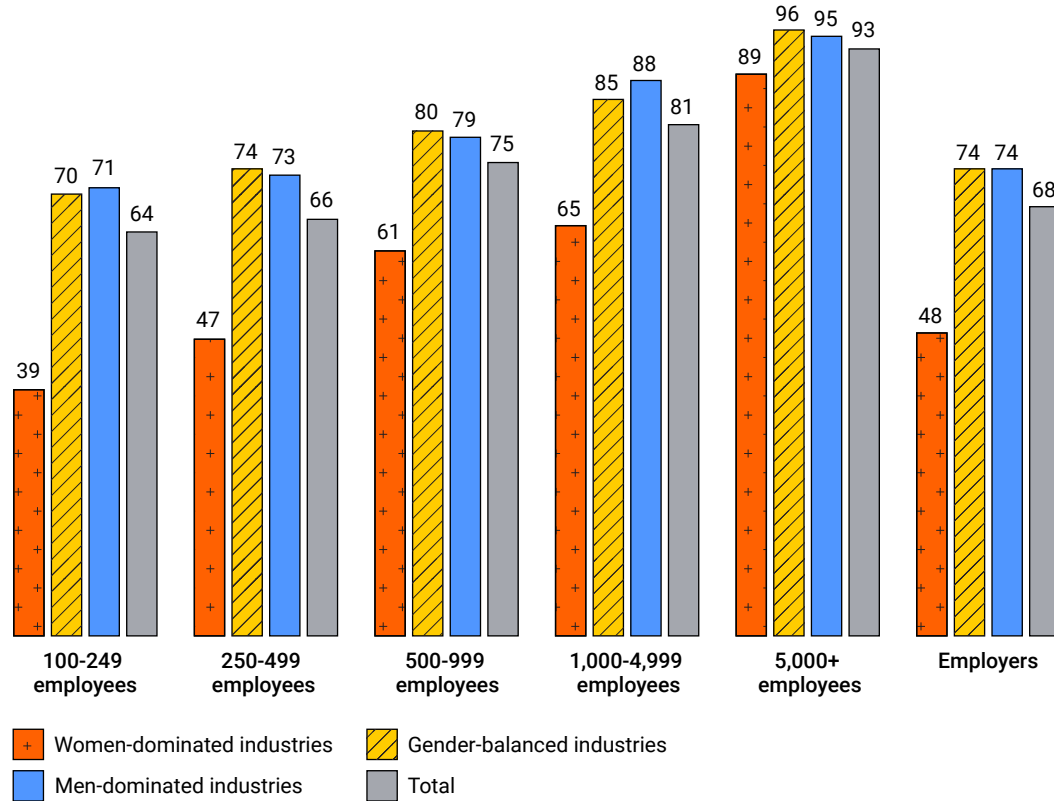
Reasons given	Employers (%)
No unexplained or unjustifiable gaps identified	68
Currently under development	7
Don't have sufficient resources (e.g. staffing, time, costs)	3
Don't know how to take action on our gender pay gap	0
Other	17

Percentage is of employers who did not take action as a result of conducting a gender pay gap analysis.

Large employers (5,000+ employees) are the most likely to undertake a gender pay gap analysis. Smaller employers, who may have fewer resources to dedicate to the process, are the least likely. Women-dominated industries are less likely to undertake gender pay gap analyses, regardless of size.



Figure 64: Proportion of employers, by number of employees, who conducted a gender pay gap analysis (%)



Reporting the analysis results to employees and leaders

As the size of an employer increases, the likelihood the employer will report the results of the gender pay gap analysis to the executive, governing body and employees also increases. As seen in GEI 1 these larger employers are more likely to be gender-balanced or women-dominated, while smaller employers are more likely to be men-dominated. Employers with 5,000 or more employees also have lower gender pay gaps, on average.

Employers are more likely to report the results to leadership than to the governing body or to employees.

Figure 65: Proportion of employers who reported their metrics after conducting a gender pay gap analysis, by organisation size (%)

Reported results of GPG analysis to:	Number of employees					All employers
	100 - 249	250 - 499	500 - 999	1,000 - 4,999	5,000+	
The executive	43	47	54	65	77	65
The governing body	33	36	43	51	68	51
All employees	17	20	24	31	42	28



Policies to reduce the gender pay gap

More employers have a specific policy and objectives for reducing the gender pay gap following the publication of employer gender pay gaps (+3pp). The larger the employer, the more likely they are to have a policy or strategy and good coverage of the inclusions, with only a few exceptions.

Figure 66: Equal remuneration policy inclusions by employer size (% employers)

	Number of employees					Total
	100-249	250 - 499	500 - 999	1,000 - 4,999	5,000+	
Employer has policy or strategy	68	74	84	88	97	74
Ensure no gender bias occurs at any point in the remuneration review process	59	65	76	76	86	65
Implement and/or maintain a transparent and rigorous performance assessment process	43	48	58	59	68	48
Achieve gender pay equity	39	44	57	60	72	45
Close the gender pay gap	31	34	45	51	63	36
Be transparent about pay scales and/or salary bands	30	32	38	35	42	32
Ensure managers are held accountable for pay equity outcomes	25	28	34	38	36	28

Percentage is of all employers.

As with gender pay gap analysis, women-dominated industries are less likely to have specific pay equity objectives in their policies or strategies.

Figure 67: Equal remuneration policy inclusions by industry gender dominance

Policy or strategy inclusion	Women-dominated industries (%)	Gender-balanced industries (%)	Men-dominated industries (%)	Total
Employer has policy or strategy	77	78	64	74
Ensure no gender bias occurs at any point in the remuneration review process	70	70	48	65
Implement and/or maintain a transparent and rigorous performance assessment process	51	53	33	48
Achieve gender pay equity	48	51	29	45
Close the gender pay gap	38	43	20	36
Be transparent about pay scales and/or salary bands	27	32	39	32
Ensure managers are held accountable for pay equity outcomes	33	31	17	28

Percentage is of all employers.
























Targets to reduce the gender pay gap

27% of employers have a target to reduce their gender pay gap. Employers in Electricity, Water and Waste Services were the most likely to have targets, followed by Mining and Professional, Scientific and Technical Services. However, even in these industries, more than half of all employers are still not setting targets to close their gender pay gap.

The women-dominated industries of Education and Training and Health Care and Social Assistance were the least likely to have targets, despite the fact that a large proportion of employers in these industries have significant gender pay gaps.

Figure 68: Employers setting targets to reduce the gender pay gap (%)

Industry	IGC	Employers who set a target (%)
Electricity, Gas, Water and Waste Services		49
Professional, Scientific and Technical Services		45
Mining		45
Financial and Insurance Services		42
Information Media and Telecommunications		36
Transport, Postal and Warehousing		35
Construction		34
Rental, Hiring and Real Estate Services		33
Arts and Recreation Services		30
Public Administration and Safety		29
Manufacturing		28
Administrative and Support Services		25
Wholesale Trade		25
Accommodation and Food Services		22
Agriculture, Forestry and Fishing		18
Other Services		18
Retail Trade		18
Education and Training		13
Health Care and Social Assistance		13
Total all industries		27

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



GEI 4 | Flexible working arrangements, parental leave and support for carers

Increasing the availability of flexible working arrangements, parental leave and other support is important to enable equal workforce participation and equal caring responsibilities.

Flexible working arrangements

Offering and availability of flexible working arrangements

Most employers focus their flexible work options around varied hours or location. Fewer offer job-sharing which evidence has shown can accelerate women's access to management roles.

There were slight decreases in the availability around half the flexible work options employers report to WGEA.

In previous years, employers reported whether they had remote working / working from home. This year, WGEA expanded the information employers could select in this area to include whether they offered full-remote, hybrid working or flexible rostering.

Figure 69: Proportion of employers offering different types of flexible work (%)

Type of flexible work	2023-24	2024-25
Unpaid leave	98	98
Part-time work	98	98
Flexible hours of work	98	97
Remote working / working from home	96	–
Time-in-lieu	94	91
Hybrid working (regular days worked from home and in office)	–	88
Flexible scheduling, rostering or switching of shifts	–	80



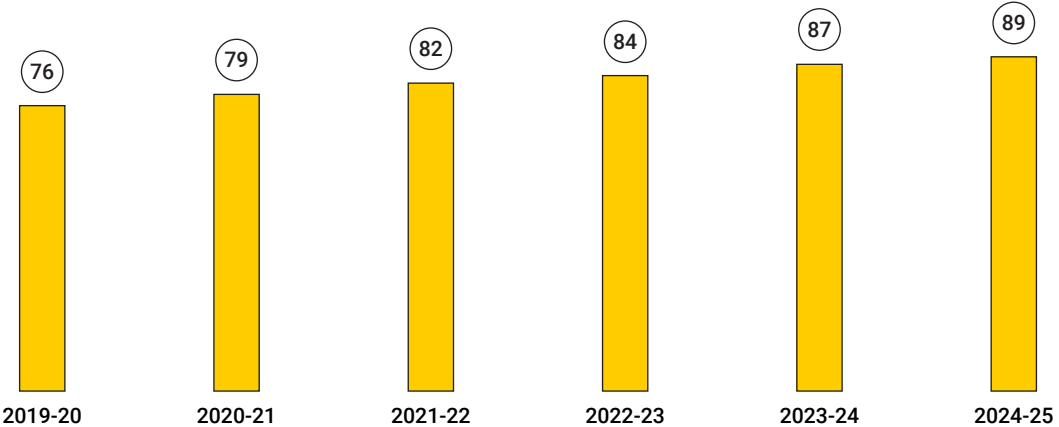
Type of flexible work	2023-24	2024-25
Job sharing	65	62
Compressed working weeks	59	55
Working fully remote (no regular days worked in office)	–	50
Purchased leave	43	40

Percentage is of all employers. Where a flexible work type has no information, employers did not report this information.

Formal policies and inclusions

There has been a steady increase in the proportion of employers who have formalised flexible working arrangements through a policy or strategy.























Figure 70: Proportion of employers with a formal policy or strategy on flexible working arrangements (%)



This increase occurred in most industries. In all but one industry, the proportion of employers with a formal policy is now above 80%. Gender-balanced industries are more likely to have a formal policy or strategy compared to women or men-dominated industries.



Figure 71: Proportion of employers with a formal policy or strategy on flexible working arrangements by industry (%)

Industry	IGC	2023-24 (%)	2024-25 (%)
Financial and Insurance Services		95	97
Information Media and Telecommunications		97	96
Professional, Scientific and Technical Services		96	96
Electricity, Gas, Water and Waste Services		97	96
Arts and Recreation Services		93	93
Other Services		90	92
Mining		89	92
Wholesale Trade		90	92
Health Care and Social Assistance		89	92
Transport, Postal and Warehousing		85	90
Rental, Hiring and Real Estate Services		91	88
Administrative and Support Services		88	88
Manufacturing		86	86
Public Administration and Safety		84	85
Construction		85	85
Accommodation and Food Industries		78	84
Retail Trade		80	83
Education and Training		77	81
Agriculture, Forestry and Fishing		70	76
Total women-dominated industries		84	88
Total gender-balanced industries		90	91
Total men-dominated industries		87	88

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated

Positively, more employers have a policy inclusion to offer manager roles as part-time and to include job-share in their recruitment materials. Research shows these actions can improve access to manager roles for women as women are more likely to work part-time, often due to caring responsibilities. BCEC | WGEA *Gender Equity Insights 2024* also found many men want greater access to part-time roles. This can also be a way to ensure knowledge transfer from retiring employees to new managers.



While most employers have flexible working arrangements, fewer than 50% measure the impact of their policies or report this to leadership. Increasing measurement and accountability for the effective use of flexible working arrangements can help employers to assess whether their policy and actions are improving fairness and equality across the organisation.

Figure 72: Flexible working arrangements policy or strategy inclusions (% employers)

Flexible work policy/strategy inclusions	2024-25 (%)
Employer has policy or strategy	89
Flexible working is promoted throughout the organisation	68
Leaders are visible role models of flexible working	67
A business case for flexibility has been established and endorsed at the leadership level	59
All team meetings are offered online	45
All employees are surveyed on whether they have sufficient flexibility	43
Flexible work offerings are available to all employees, with a default approval bias (all roles flex approach)	36
Leaders are held accountable for improving take up and approval of workplace flexibility	30
The impact of flexibility is measured and evaluated (e.g. reduced absenteeism, increased employee engagement)	29
Training on flexible working and remote/hybrid teams is provided to managers	29
The organisation's approach to flexibility is integrated into client conversations	25
Training on flexible working and remote/hybrid teams is available to all employees	23
Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	20
4-day work week/ 9-day fortnight (reduced hours with full-time pay)	16
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	14
Management positions are designed to be able to be done part-time	13
The ability to job-share is incorporated into job design and advertising of new roles	12
Targets have been set for engagement in flexible work	6
Targets have been set for men's engagement in flexible work	2

Percentage is of all employers.

























Parental leave




Men taking parental leave

Men account for 20% of the 147,102 employees who took primary carer's parental leave in 2024-25, an increase of 3pp year-on-year. This includes employees on government-funded, employer-funded, and unpaid parental leave.

The increase has been most notable in gender-balanced and men-dominated industries, with the largest rise in Construction followed by Rental, Hiring and Real Estate Services, Manufacturing, and Financial and Insurance Services.

Figure 73: Primary carer and universal parental leave taken by men

Industry	IGC	Men in industry (%)	Leave taken by men 2024-25 (%)	Change from 2023-24 (pp)	Number of employees taking parental leave
Mining		77	53	-1	6,540
Electricity, Gas, Water and Waste Services		72	49	4	2,178
Construction		79	39	12	4,018
Professional, Scientific and Technical Services		57	34	-	18,781
Financial and Insurance Services		47	31	6	21,425
Information Media and Telecommunications		57	30	-6	2,933
Rental, Hiring and Real Estate Services		61	30	7	1,795
Manufacturing		72	27	6	6,319
Transport, Postal and Warehousing		73	24	1	3,259
Public Administration and Safety		71	23	-17	351
Administrative and Support Services		53	19	2	5,236
Arts and Recreation Services		48	19	2	1,750
Wholesale Trade		62	19	3	4,329
Accommodation and Food Industries		48	11	2	2,958
Other Services		48	10	3	2,338
Retail Trade		44	6	1	15,581
Agriculture, Forestry and Fishing		63	6	-	571
Education and Training		33	6	-	14,574
Health Care and Social Assistance		22	4	1	32,166
Total women-dominated industries		26	5	1	46,740
Total gender-balanced industries		49	24	3	71,002
Total men-dominated industries		72	34	3	29,360
Total all industries		49	20	3	147,102

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Offering and availability of parental leave

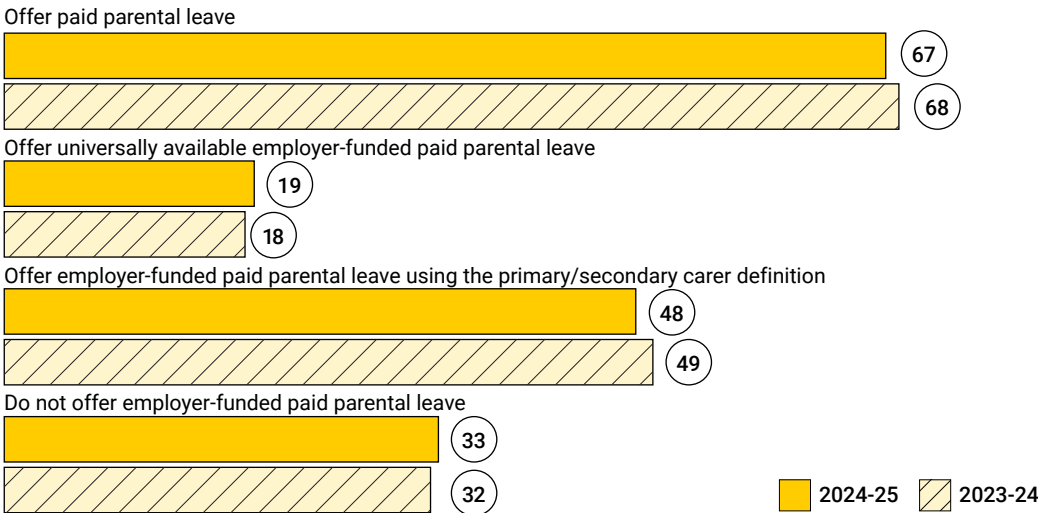
Parental leave is a key factor in attracting and retaining talent. Where employers offer paid parental leave equally to women and men, they signal a commitment to fairness and equality.

The proportion of employers offering paid parental leave, in addition to the government scheme, has decreased 1pp overall in the last 12 months.

Most employers who offer paid parental leave still label parents as ‘primary’ or ‘secondary’ carers. The proportion of employers who offer universally available parental leave, that is parental leave that is available to women and men equally without distinguishing between primary and secondary carers, has slightly increased.

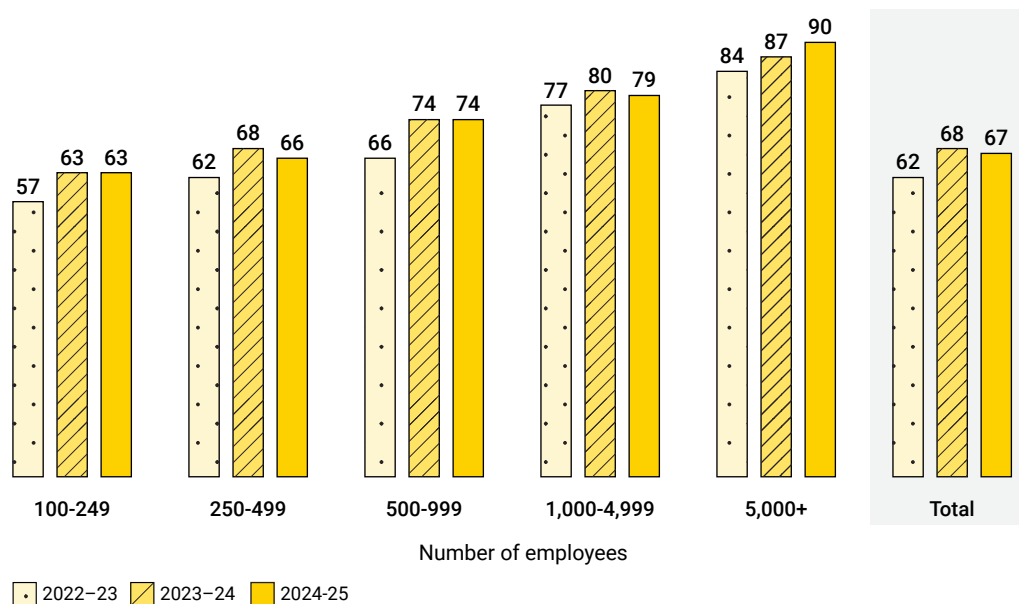
The percentage of employers who offer primary carer’s paid parental leave to women only, has remained unchanged at 4%.

Figure 74: Proportion of employers offering employer-funded paid parental leave (%)



The larger an employer is, the more likely they are to offer paid parental leave. In the last 12 months, the biggest increase in employers offering paid parental leave occurred in employers with 5,000 or more employees.



Figure 75: Employers offering paid primary carer's or universally-available parental leave, by employer size (%)













While the biggest increases in men's uptake of parental leave occurred in men-dominated industries, employers in these industries were the least likely to offer employer-funded paid parental leave.

Women-dominated industries are more likely to offer employer-funded paid parental leave. The proportion of employers who do so has, however, dropped in both Education and Training and Health Care and Social Assistance. This decline came from employers offering universally available leave (down 3pp), while the proportion of those offering leave using labels actually increased 7pp.

Figure 76: Employers offering paid employer-funded parental leave (%)

Industry	IGC	Universally available (%)	Primary/secondary carer (%)	2024-25 (%)	Change from 2023-2024 (pp)
Financial and Insurance Services		31	60	91	0
Mining		23	65	88	0
Professional, Scientific and Technical Services		28	59	88	2
Education and Training		18	69	87	-2
Information Media and Telecommunications		28	58	86	-1
Electricity, Gas, Water and Waste Services		23	55	79	4
Arts and Recreation Services		24	51	75	-3
Rental, Hiring and Real Estate Services		24	44	69	3
Health Care and Social Assistance		21	46	67	-3
Other Services		16	50	66	-1



Industry	IGC	Universally available (%)	Primary/secondary carer (%)	2024-25 (%)	Change from 2023-2024 (pp)
Construction		15	48	63	-1
Transport, Postal and Warehousing		14	49	63	2
Wholesale Trade		17	45	62	2
Manufacturing		13	42	55	1
Retail Trade		13	37	49	2
Administrative and Support Services		51	32	48	1
Agriculture, Forestry and Fishing		8	39	47	-4
Accommodation and Food Industries		10	26	35	-4
Public Administration and Safety		5	31	35	6
Total women-dominated industries		20	54	74	-3
Total gender-balanced industries		21	46	67	-1
Total men-dominated industries		15	47	62	1
Total all industries		18.6	48.2	66.9	-0.7

IGC: Industry gender composition  Women-dominated  Gender balanced  Men-dominated

The maximum leave entitlements offered by employers providing universally available and primary carer leave are almost 10 weeks longer on average than those offered for secondary carer leave.

Men are significantly more likely than women to take secondary carer leave, where the majority of employers offer less than a maximum of 6 weeks in paid parental leave. In contrast, women are more likely to take universally available or primary carer leave and half the employers offering this leave give employees 13 weeks or more to invest in caring.

Figure 77: Maximum leave offered by paid parental leave type (% employers)

Weeks of leave	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
1-6	11	14	9	89
7-12	39	34	41	7
13-17	26	26	27	2
18+	24	27	23	1
Average number of weeks	14.0	14.1	13.9	3.7



Most employers require employees to have worked for them for around 12 months before they can access employer-funded paid parental leave. The qualifying period is an important consideration for employees considering starting or expanding their family and can be a factor that influences career decisions, such as whether to change jobs.

Figure 78: Proportion of employers with a qualifying period before employees can access employer-funded paid parental leave (%)



^Average qualifying period

While most employers place time limits on employees using parental leave, the average time employees have to take their leave has increased. The proportion of employers offering a 6-month time limit reduced from 24% to 16%. The majority of employers offer 12 months or more.

Figure 79: Proportion of employers offering employer-funded paid parental leave with time limits

Time limits	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Yes	91	89	92	93
Within 24 months	17	27	14	14
Within 12 months	50	46	51	51
Within 6 months	16	12	18	15
Other	8	3	10	13
No limit	9	11	8	7

Percentage may not add up to 100% due to rounding.

Employers who provide paid parental leave always provide it for birth and almost always for adoption. Fewer employers offer leave for stillbirth, surrogacy and fostering. However, the proportion of employers who do so is increasing.

Australian Institute of Health and Welfare data shows 6 babies are stillborn every day and 2 die within 28 days of birth in Australia. Amendments to the *Fair Work Act 2009*, known as *Baby Pria's Bill*, which passed the parliament in November 2025 will introduce a new principle that 'unless employers and employees have expressly agreed otherwise, employer-funded parental leave can not be cancelled because a child is stillborn or dies.'



Figure 80: Proportion of employers offering employer-funded paid parental leave, by parental circumstance

	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Birth	100	100	100	100
Adoption	98	98	98	98
Stillbirth	78	83	77	74
Surrogacy	71	79	68	69
Fostering	40	47	38	37

Most employers pay the employee's full salary while on parental leave, and there has been little change from the previous year.

Figure 81: Proportion of employers offering employer-funded paid parental leave, by method of payment

	Universally available and primary carer (%)	Universally available (%)	Primary carer (%)	Secondary carer (%)
Paying the gap between the employee's salary and the government's paid parental leave scheme	11	13	10	6
Paying the employee's full salary	84	82	85	91
Other	5	5	5	3

Superannuation on parental leave

Employers are more likely to pay superannuation on employer-funded parental leave than they are to pay superannuation on government-funded parental leave or unpaid parental leave.

Figure 82: Proportion of employers paying superannuation on parental leave

	Universally available and primary carer (%)	Universally available (%)	Primary/secondary carer (%)
Universally available or primary carer	85	86	85
Government funded	18	22	17
Unpaid	15	19	14
No superannuation	13	12	14

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



Offering and availability of family or caring responsibilities

Following a significant increase last year, even more employers have a formal policy to support employees with family or caring responsibilities.

Figure 83: Proportion of employers with a formal policy or strategy to support employees with family or caring responsibilities



Employers are most likely to offer counselling and external support, keep-in-touch programs and breastfeeding facilities. Access to childcare is often a limitation for women returning to work, however, few employers offer them support to secure a placement.

Figure 84: Support offered to carers

Support for carers	Employers (%)
Access to counselling and external support for carers	93
Keep-in-touch programs for carers on extended leave and/or parental leave	63
Breastfeeding facilities	62
Referral services to support employees with family and/or caring responsibilities	53
Coaching for employees returning to work from parental leave and/or extended carers leave and/or career breaks	41
Targeted communication mechanisms (e.g. Intranet)	38
Internal support networks for parents and/or carers	31
Information packs for those with family and/or caring responsibilities	25
Referral services for care facilities	9
Support for employees with securing care (including school holiday care) by securing priority places at local care centres (could include for childcare, eldercare and/or adult day centre)	7
Parenting workshop	6
Return to work bonus	5
On-site childcare	5
Employer subsidised childcare	4

Percentage is proportion of all employers.



Supporting employees experiencing domestic or family violence

A growing body of evidence shows domestic and family violence can have workplace impacts. Employees experiencing domestic or family violence may have greater rates of absenteeism or impaired performance. Providing effective support helps employees have economic independence, provides a clear message that violence is not acceptable and reduces turnover.

The number of employers with a policy or strategy to support employees experiencing family or domestic violence continues to rise. 89% of employers now have a policy for their workplace.

Figure 85: Proportion of employers with a formal policy or strategy to support employees experiencing family or domestic violence



Employers have increased most of the supports offered to employees experiencing family or domestic violence including keeping matters confidential, offering a change of work location and training of key personnel.

Under the *Fair Work Act 2009* National Employment Standards, all employees are entitled to 10 days paid family and domestic violence leave in a 12-month period. However, 184 employers (2%) reported they did not offer paid family and domestic violence leave to employees.

The question employers answer in the Census specifically states employers should answer 'yes' if they provide 10 days leave as per the legal requirement.



Figure 86: Supports offered to employees experiencing family or domestic violence

	2024-25 (%)
Access to paid family and domestic violence leave	98
Confidentiality of matters disclosed	96
Employee assistance program (including access to psychologist, chaplain or counsellor)	94
Flexible working arrangements	93
Protection from any adverse action or discrimination based on the disclosure of domestic violence	88
Access to unpaid family and domestic violence leave	88
Referral of employees to appropriate domestic violence support services for expert advice	68
Offer change of office	60
Workplace safety planning	58
A domestic violence clause is in an enterprise agreement or workplace agreement	49
Provision of financial support (e.g. advance bonus payment or advanced pay)	47
Training of key personnel	46
Access to medical services (e.g. doctor or nurse)	33
Emergency accommodation	23

Percentage is of all employers.



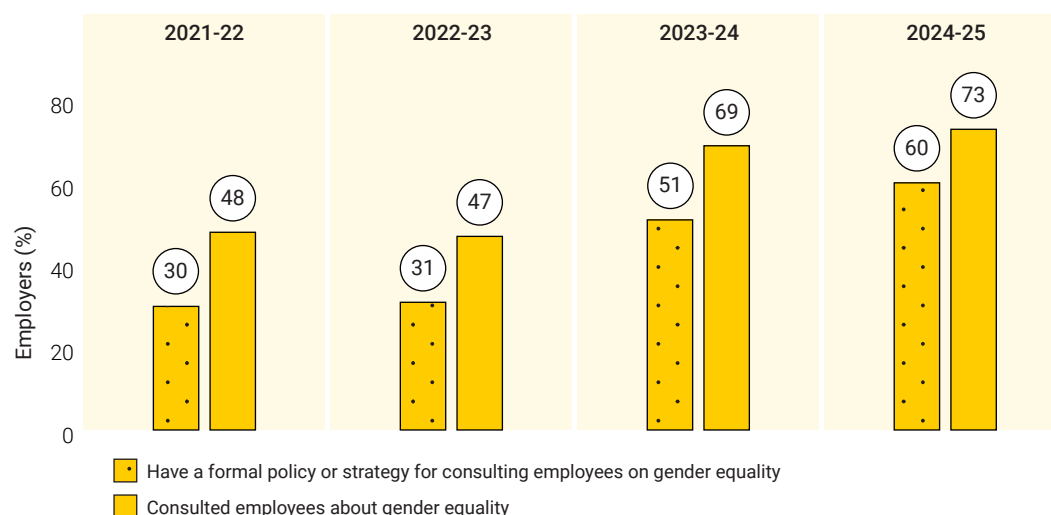
GEI 5 | Employee consultation

Consulting employees helps employers understand their employees' experience of gender equality, where they may find challenges, and where they feel they have an equal experience at work. Employers can use the information they learn through the consultation process to generate solutions that are practical, effective and relevant to their organisation. This builds trust and helps to retain talented employees.

Approaches to employee consultation

More employers both consulted their employees and had a formal policy or strategy to do so this year.

Figure 87: Policies and employer action to consult employees on gender equality



Surveys are the most popular method of consultation and their use has increased dramatically over the past 2 years. Fewer than half of the employers who consult use focus groups or performance discussions, which would offer more detailed information.

There has also been good progress on the number of employers incorporating gender equality into exit interviews, growing by 15pp since 2022-23. Exit interviews can be a valuable source of information for employers to draw on to understand whether there are any gendered trends within resignations.

Figure 88: Method of employer consultation on gender equality

Method of consultation	2022-23 (%)	2023-24 (%)	2024-25 (%)
Employee experience survey	59	69	71
Exit interviews	49	62	64
Consultative committee or group	45	43	42
Performance discussions	–	40	41
Focus group	27	31	29
Other	–	29	20

Percentage is of all employers who consulted with employees. Employers could select more than one option.

Of the 20% of employers who selected 'other' as their method of consultation, many reported using the enterprise bargaining process, staff meetings or one-on-one consultation with employees to understand their experiences.



GEI 6 | Prevention of and response to sexual harassment and discrimination

Under the *Sex Discrimination Act 1984* (Cth), organisations and businesses have a positive duty to eliminate sexual harassment, as far as possible.

Positive duty, introduced in 2022, imposes a legal obligation on organisations to take proactive and meaningful action to prevent unlawful conduct from occurring. The Australian Human Rights Commission's 7 Standards for Positive Duty outline what organisations need to do to comply with the legislation. This includes actions for leadership, culture, education, risk management, support, reporting and responding and measuring and reporting.

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

Policies and expectations

99.2% of employers have a policy or strategy to prevent sexual harassment or discrimination. Of the 68 employers (0.8%) who did not have a policy, 61% indicated it was under development.

Australia's positive duty laws mean governing body members and CEOs are responsible for ensuring their organisation has appropriate measures for preventing and responding to sexual harassment. Most employers have their policy reviewed by the CEO (or equivalent). Fewer have their policy reviewed by the Board.

Figure 89: Accountability for review of sexual harassment and discrimination prevention policy



Workplace leaders should regularly review the effectiveness of the measures they enact to prevent sexual harassment and discrimination. While there has been an increase in the proportion of employers who have a process for developing and reviewing their policy, 43% of employers still aren't doing it.



Most employers define sexual harassment in their policy and include a grievance process. Over the past year, more employers have also outlined expectations of safety, respect and inclusive conduct in recruitment materials. There has also been an increase in the proportion of employers with specific inclusions related to leadership accountabilities and responsibilities in relation to preventing sexual harassment and discrimination.

The number of employers detailing a process to disclose, investigate and manage any sexual harassment fell year-on-year along with expectations for training. This may be because the wording of the question posed to employers changed slightly, to include internal and external disclosure options.

Figure 90: Prevention and response to sexual harassment policy inclusions

Policy inclusion	2024-25 (%)
Employer has a policy or strategy	99.2
A grievance process	94
Definitions and examples of sexual harassment, harassment on the grounds of sex and discrimination and consequences of engaging in this behaviour	94
Leadership accountabilities and responsibilities for prevention and response to sexual harassment	89
Expected standard of behaviour is clearly outlined and included in recruitment and performance management processes	88
Disclosure options (internal and external) and process to investigate and manage any sexual harassment	88
The legal responsibilities of the employer to eliminate, so far as possible, sexual harassment and how it is demonstrated in the organisation	86
Guidelines for human resources or other designated responding staff on confidentiality and privacy	82
Manager and non-manager training on respectful workplace conduct and sexual harassment	81
Protection from adverse action based on disclosure of sexual harassment and discrimination	77
Sexual harassment risk management and how control measures will be monitored, implemented and reviewed	62
A system for monitoring outcomes of sexual harassment and discrimination disclosure, including employment outcomes for those impacted by sexual harassment and the respondent	62
Process for development and review of the policy, including consultation with employees, unions or industry groups	57
Processes relating to the use of non-disclosure or confidentiality agreements	50
The frequency and nature of reporting to the governing body and management on sexual harassment	48

Percentage is of all employers who have a policy or strategy.

To meet positive duty, workplace leaders should set clear expectations and role-model respectful behaviour. 9 out of 10 CEOs communicate their expectations with employees. They are most likely to do this at induction and ahead of big events. However, 10% of employers reported their CEO did not communicate at any time.



Figure 91: CEO or equivalent communication about expectations on safety and respectful and inclusive workplace conduct

	2024-25 (%)
CEO communicates expectations	90
At new staff induction	52
Ahead of big events	43
More often than annually	32
Annually	32
When staff are promoted	8

Percentage is of all employers. Employers could provide multiple responses.

Workplace leaders include the members of governing bodies, who are less likely to communicate expectations than CEOs. Both CEOs and board members are most likely to communicate their expectations at new staff inductions.

Figure 92: Governing body communication about workplace expectations on safety and respectful and inclusive workplace conduct

Timing of governing body communications	2024-25 (%)
Governing body communicates expectations	59
At new staff induction	31
Annually	24
More than annually	17

Percentage is of all employers. Employers could provide multiple responses.

Prevention: Risk management and training

To meet positive duty, employers should proactively identify and assess risks associated with unlawful conduct, address them through appropriate control measures. This process is not 'set and forget'. Employers should constantly monitor the risks to ensure they are effectively mitigated.

Progress in this regard is occurring. 84% of employers include sexual harassment as part of their risk management processes and the proportion of employers with each type of inclusion is increasing.



Figure 93: Inclusions in risk management process

Inclusions	2024-25 (%)
Include sexual harassment in risk management processes	84
Control measures to eliminate or minimise the identified drivers and risks for sexual harassment so far as reasonably practicable	71
Identification and assessment of the specific workplace and industry risks of sexual harassment	71
Reporting to leadership on workplace sexual harassment risks, prevention and response, incident management effectiveness and outcomes, trend analysis and actions	67
Regular review of the effectiveness of control measures to eliminate or minimise the risks of sexual harassment	60
Consultation on sexual harassment risks and mitigation with staff and other relevant stakeholders (e.g. people you share a premises with)	50
Identification, assessment and control measures in place to manage the risk of vicarious trauma to responding staff	45

Percentage is of all employers.

Most employers rely on training managers as the main action to manage the risks associated with sexual harassment and discrimination, however, fewer did so this year. There was a slight increase in the percentage of employers who made workplace adjustments, undertook a cultural audit and acted on it, or trained identified contact officers.

Figure 94: Employer risk management actions in relation to sexual harassment

Inclusions	2024-25 (%)	Change from 2023-24 (pp)
Train people managers in prevention of sexual harassment	71	-3
Train staff on mitigation and control measures	52	2
Make workplace adjustments	49	3
Change or develop new control measures	47	5
Undertake and act on a culture audit of the relevant business or division	36	1
Train identified contact officers	31	1
Implement other changes	7	-3
None of the above	2	-10

Percentage is of all employers.

91% of employers provide some form of training on the prevention of sexual harassment to managers, non-managers and/or the governing body.

While the board is responsible for preventing sexual harassment, over a third do not provide training to members. Employers who do provide this training to the governing body generally do so at induction, rather than annually or throughout the year.



Figure 95: Timing of sexual harassment prevention training (%)

	At induction	At promotion	Annually	Multiple times a year	Total
All managers	81	8	63	8	91
All non-managers	80	4	60	8	90
Governing body	49	–	39	5	64

Percentage is of all employers. Employers could select multiple options.

The content included in sexual harassment training programs varies by employer. Most provide training on expectations of behaviour and options for reporting inappropriate behaviours.

Positive duty requires organisations to provide accessible, person-centred support for employees who experience or witness unlawful conduct, regardless of formal reporting. It emphasises creating a trauma-informed environment that prioritises safety and well-being, ensuring support mechanisms are integrated into workplace operations and clearly communicated to all employees.

Just 33% of employers who offered training included programs on self-care for witnesses and responding staff, or trauma-informed management and response to disclosures. This could impact an employee's experience if an issue of sexual harassment does occur.

Figure 96: Employer training on respectful workplace conduct, sexual harassment prevention and response

Training program inclusions	2024-25 (%)	Change from 2023-24 (pp)
Employer provides training	91	3
Respectful workplace conduct and behaviours expected of workers and leaders	99	–
Different forms of inappropriate workplace behaviour (e.g. sexual harassment, harassment on the ground of sex and discrimination) and its impact	98	–
Options for reporting occurrences of sexual harassment as well as the risk of sexual harassment occurring	92	2
Information on worker rights, external authorities and relevant legislation relating to workplace sexual harassment	84	3
The drivers and contributing factors of sexual harassment	73	3
Bystander training	68	6
Responding to employees who engage in harassment or associated behaviours	65	–
Diverse experiences and needs of different people, including women, LGBTIQ+ workers, CALD workers and workers with a disability	52	7
Trauma-informed management and response to disclosures	38	6
Self-care and vicarious trauma training for employees, witnesses and responding staff	33	29

Percentage is of employers who offered training programs. Employers could select multiple options.



Disclosure and support

Disclosing sexual harassment can be difficult. Effective reporting and response processes demonstrate a workplace's commitment to addressing unlawful conduct. It builds trust with employees, encourages timely reporting of issues so they can be addressed, minimises harm to employees affected and reinforces a culture of accountability. Without a strong disclosure and support system in place, employers will likely see employees, more likely women, resign.

Employers are deploying multiple options to enable and support safe disclosure. Almost all employers offer a process for disclosure to human resources or other designated staff, up 1pp on the previous year and more offer a process to disclose anonymously.

While there has been an increase in the proportion of employers with a special procedure for employees to disclose information about organisational leaders, this remains below 50%.

Figure 97: Options for employees who wish to disclose or raise concerns about sexual harassment

Disclosure process	2024-25 (%)	Change from 2023-24 (pp)
Process for disclosure to human resources or other designated responding staff	99	1
Process to disclose anonymously	73	5
Process for disclosure to confidential ethics hotline or similar	62	2
Process for workers to identify and disclose potential risks of sexual harassment, without a specific incident occurring	62	2
Process to disclose after their employment has concluded	56	6
Special procedures for disclosures about organisational leaders and board members	42	5
Process for disclosure to union/worker representative	33	4
None of the above	0	0

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

Incident response

When an employee is affected by an incident of sexual harassment, most employers will offer confidential counselling, work adjustments and external support.

Three quarters of employers provide information to all workers on the external support available, but only 38% have trained, trauma-informed support contact officers within the organisation.



Figure 98: Supports provided to employees affected by and involved in sexual harassment

Type of support provided	2024-25 (%)	Change from 2023-24 (pp)
Confidential external counselling (e.g. EAP)	96	1
Reasonable adjustments to work conditions	84	1
Information provided to all workers on external support services available	76	5
Trained, trauma-informed support staff/contact officers	38	5
Union/worker representative support throughout the disclosure process and response	37	4
None of the above	0	-1

Percentage is of all employers.

Data and reporting

Measuring and monitoring the details on sexual harassment in the workplace is one of the 7 standards of positive duty. Actively gathering and analysing data helps employers to understand the extent and nature of unlawful conduct and how they can take effective actions to prevent it from happening again.

While slightly more employers are collecting data on sexual harassment prevalence (disclosures and complaints) in their workplace, 25% do not collect data at all.

Figure 99: Data collected on sexual harassment in the workplace

	2024-25 (%)	Change from 2023-24 (pp)
Collects data on sexual harassment in the workplace	75	3
Number of formal disclosures or complaints made in a year	70	6
Outcomes of investigations	61	6
Number of informal disclosures or complaints made in a year	43	4
Gender of the complainant/aggrieved or victim	37	6
Gender of the accused or perpetrator	36	6
Anonymous disclosures through a staff survey	33	6
Other	4	-4

Percentage is of employers who collected this data.

Most employers report this information to the CEO on a regular basis and to Key Management Personnel. Fewer report it to the governing body. Reporting of data to the Board and senior executives has substantially increased from the last year.



Figure 100: Employers who report information on sexual harassment

The reports usually include the outcome of sexual harassment reports. They are far less likely to include an analysis of sexual harassment trends, the use of non-disclosure agreements or the effectiveness of the response to the incident.

The proportion of employers who reported on identified risks of sexual harassment increased 6pp this year, however, it still remains low at 56%.

Just 15% of employers who reported to the CEO and governing body include details of their performance against the 7 standards outlined by the Australian Human Rights Commission for complying with the positive duty.

Figure 101: Inclusions in reports on sexual harassment to governing body and CEO

Inclusions	2024-25 (%)	Change from 2023-24 (pp)
Outcome of reports of sexual harassment	82	2
Nature of workplace sexual harassment	77	4
Organisational action to prevent and respond to sexual harassment	73	2
Consequences for perpetrators of sexual harassment	71	2
Prevalence of workplace sexual harassment	57	1
Identified risks of workplace sexual harassment	56	6
Effectiveness of response to reports of sexual harassment	38	3
Analysis of sexual harassment trends	34	–
Use and context of non-disclosure agreements or confidentiality clauses	22	2
Performance against the 7 standards outlined by the Australian Human Rights Commission for complying with the positive duty	15	–

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



Glossary of key terms

Average gender pay gap

An average gender pay gap is the difference between the average earnings for men and women, expressed as a percentage of men's average earnings.

Base salary remuneration

The base salary includes wages, penalty rates and shift and leave loading, for full-time, part-time and casual employees on an annualised full-time equivalent basis.

Designated relevant employer (DRE)

Under the *Workplace Gender Equality Act 2012*, 'designated relevant employers' (DREs) have additional requirements to select and meet gender equality targets and to have a policy or strategy for each of the 6 gender equality indicators. A DRE is an employer who directly employs 500 or more employees.

Employer

Under the *Workplace Gender Equality Act 2012*, an employer must report to WGEA when they have 100 or more employees (and in some cases, in accordance with the Act, as few as 80 employees). Standalone organisations, corporate groups and entities within corporate groups can all meet the threshold of the legislation. In this Scorecard an 'employer' is one required to report to WGEA under the Act. To avoid double-counting, the Scorecard counts employers only when they meet the threshold for employees they directly employ.

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. Unless clearly stated as base salary or median, in the Scorecard, WGEA's gender pay gap calculations focus on average total remuneration.

Employers with 100 or more employees reported the remuneration for all their employees to WGEA during the 2023-24 Employer Census. WGEA used this data to calculate employer gender pay gaps. Part-time and casual salaries are converted into annualised full-time equivalent earnings. See WGEA's [Employer Gender Pay Gap Technical Guide](#) for further information on how WGEA calculates employer gender pay gaps.

Gender segregation

Gender segregation is the separation of individuals based on gender. This can be industrial, meaning women are concentrated in different industries compared to men, or occupational, meaning women are concentrated in different occupations compared to men. It can also occur 'vertically', meaning one gender holds more leaderships positions than another. Gender segregation is a key driver of the gender pay gap and can lead to a lifetime of lower accumulated income for women.



Median gender pay gap

The median is the value that falls exactly in the middle of a set of numbers when arranged from smallest to largest. The median gender pay gap is the difference between the median of what men are paid and the median of what women are paid, expressed as a percentage of men's median earnings.

Men-dominated or women-dominated

WGEA classifies industries or workplaces where 60% or more employees are men as 'men-dominated'. Industries or workplaces where 60% or more employees are women are classified as 'women-dominated'. Gender-balanced industries or workplaces have between 40% and 60% men and women employees.

Mid-point employer gender pay gap

The mid-point marks the halfway point of employer gender pay gaps within a group. That means 50% of employers will have a gender pay gap lower than this point, and 50% of employers will have a gender pay gap higher than this point.

Negative, neutral and positive gender pay gaps

WGEA considers gender pay gaps within and including -5% and +5% as the target range. This range, also known as neutral, allows for normal fluctuations in the workforce with recruitment, promotions and resignations.

A negative gender pay gap indicates the median or average woman's pay is more than the median or average man's pay. When these are less than -5% they are described as 'in favour of women.'

A positive gender pay gap pay indicates the median or average man's pay is more than the median or average woman's pay. When they are greater than +5% they are described as 'in favour of men.'

Remuneration quartiles

The remuneration quartiles divide the employees into 4 equal-sized groups – ordered from the lowest-earning employee to the highest-earning employee. The remuneration for these quartiles is total remuneration, and part-time and casual employee pay is annualised to the full-time equivalent.

Total remuneration

Total remuneration includes base salary, penalty rates, shift and leave loading superannuation, bonuses, overtime and additional payments for full-time, part-time and casual employees, on an annualised full-time equivalent basis. It gives a more complete picture of the scale of the gender pay gap.

Workforce gender composition

Workforce gender composition measures the participation rates of different genders in a workplace. This includes the proportion of different genders by role and in different pay quartiles. As a business attracts, retains and promotes employees, the number in each group will change. For this reason, employers report data on workforce gender composition based on a selected snapshot date.





Additional information

For further information, please contact:

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