Australian Government

Workplace Gender Equality Agency

Australia's Gender Equality Scorecard

Key results from the Workplace Gender Equality Agency's Employer Census 2022-23

November 2023

Contents

Acknowledgement of Country

In the spirit of reconciliation, the Workplace Gender Equality Agency (WGEA) acknowledges the Traditional Custodians of the country throughout Australia and their connections to the land, sea and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

CEO's Letter

The 2022-23 Gender Equality Scorecard arrives at a pivotal time in WGEA's evolution as a regulator and driver of change.

The *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023* passed through Parliament on 30 March 2023, just as the 2022-23 WGEA reporting year concluded. The legislative amendments are a significant step forward to accelerate employer action to close the gender pay gap. They are designed to ease some of the reporting burdens for employers and to drive greater accountability around workplace gender equality. Most notably, they enable WGEA to publish employer gender pay gaps, starting with the data collected in this year's reporting.

That makes this Gender Equality Scorecard a critical line in the sand, marking the commencement of the implementation of the reforms.

This year employers have already taken the first step. The gender pay gap has decreased 1.1 percentage points – the second largest single year drop since WGEA started collecting employer data in 2013.

This is driven by more women in management, including more senior management roles and an associated increase in women's earnings reflected in their representation in the upper pay quartiles.

Importantly, more women are being promoted and appointed at manager level than there are currently women in those roles. If this trend continues, we can expect to see the gender pay gap continue to fall.

This is promising. It signals that gender equality is on the agenda. But it is not enough. Employers need to take comprehensive action across the drivers of gender inequality and create systemic change.

The results show that the number of women in CEO level roles and the number of women on boards has stagnated over the last year; opportunities for part-time employees to take on management roles are limited; and the proportion of men taking paid primary parental leave has barely shifted.

Moreover, of those employers that conducted a pay gap analysis to understand what is driving their gender pay gaps, one of the most common actions taken following the analysis was to correct like-for-like gaps. While important, we know this is not enough to achieve gender equality.

Publishing gender pay gaps requires employers to understand their unique challenges, develop a purpose-built approach to gender equality and then take action.

The environment is ripe for change. Employees and the broader community are no longer abiding by age old excuses from decision-makers refusing to value women in the same way they value men. Employers who do not grasp the opportunity will be left behind.

We are excited to be a part of this change. We invite employers to use this Scorecard as a guide for how to think about their own employees' gender equality experience. What are they doing well and where is there room for improvement? WGEA is here to support employers and to work together to achieve a gender equal workplace experience for all Australian employees.

Mary Wooldridge

Introduction

About the Workplace Gender Equality Agency and its dataset

The Workplace Gender Equality Agency is an Australian Government agency established by the *Workplace Gender Equality Act 2012*.

Under the Act, WGEA is charged with promoting and improving gender equality in Australian workplaces.

The Act requires employers with 100 or more employees to report to WGEA annually against six gender equality indicators.

The six gender equality indicators are:

GEI 1 – gender composition of the workforce

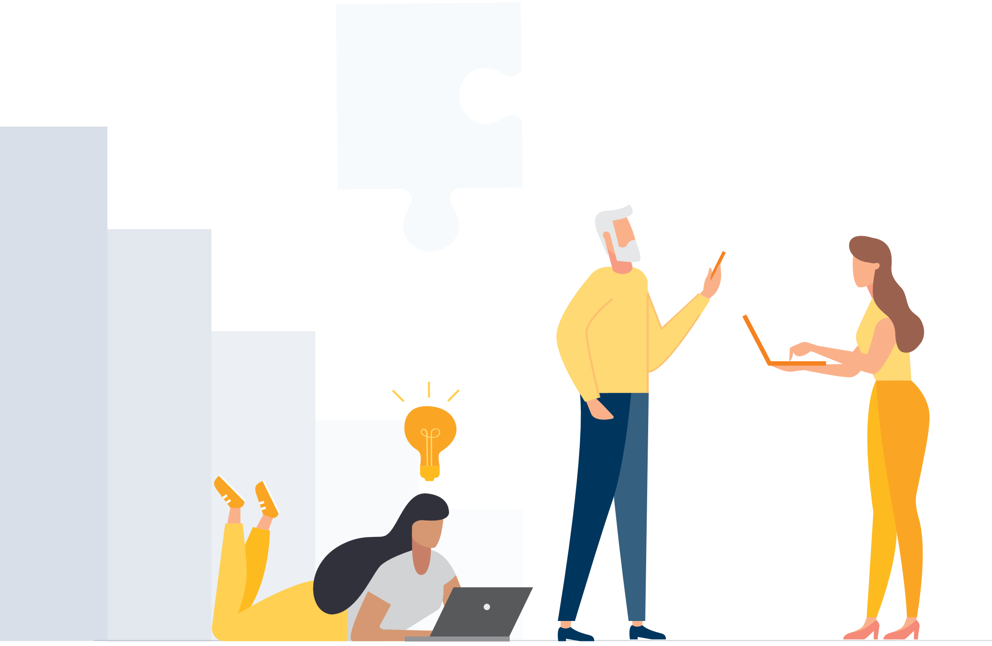
GEI 2 – gender composition of governing bodies of relevant employers

GEI 3 – equal remuneration between women and men

GEI 4 – availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

GEI 5 – consultation with employees on issues concerning gender equality in the workplace

GEI 6 – sexual harassment, harassment on the ground of sex or discrimination.



Our 2022-23 employer data

The information and data included in this report is based on employer reports for the period 1 April 2022 to 31 March 2023.

The 2023 Gender Equality Scorecard includes information covering 5,135 reporting organisations, and submission groups representing 4,822,194 employees. Of these 51.1% were women, 48.7% were men and 0.2% identified as non-binary.

There has been an increase of more than 900,000 employees covered in the WGEA dataset since reporting under the Act commenced in 2013-14.

You can explore WGEA's data using the Data Explorer tool on our website and access the full public dataset on Data.gov.au

Additional Info

Advice and Assistance

For further advice and assistance, please contact:

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Executive Summary

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

The 2022-23 WGEA Employer Census was the largest yet – capturing data from 5,135 employer reporting groups, covering 4,822,194 employees. Collecting data on employee composition and pay, as well as workplace policies and practices, the WGEA Employer Census delivers the most comprehensive dataset on workplace gender equality in the world.

The Gender Equality Scorecard sets out a unique record of progress on workplace gender equality. It highlights what employers have achieved, draws attention to areas requiring employer focus, improvement, and action, and creates a historical record to build on over time.

The state of workplace gender equality in 2022-23

The confluence of increased discussion and debate around gender equality and a tight labour market has helped drive action on workplace gender equality over the last year. Undoubtedly, the passing of the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023 and associated Legislative Instruments has also strongly reinforced that employers need to consider their gender equality strategies and begin to take measures to lower their own gender pay gaps.

But while the Census results show notable measures of progress, there are still areas where the gender equality outcomes are not shifting. Without consistent action across all the levers reflected in the gender equality indicators, gender inequality will persist within Australian workplaces.

1. The WGEA average gender pay gap is the lowest it has ever been at 21.7%

The average total remuneration gender pay gap is 21.7%. This is a decrease of 1.1 percentage points from the previous year, showing that the gender pay gap is again on a downward trend after stalling between 2020-21 and 2021-22.

The key driver of this change was an increase in the proportion of women in management and in the upper pay quartiles in 2022-23, with the proportion of women in management increasing at every level, except at CEO.

However, the gender pay gap is a persistent feature in Australian workplaces. Every industry and almost three-quarters (73%) of employers have a gender pay gap of larger than 5% in favour of men. Construction has the highest gender pay gap, with an average gender pay gap of 28.3% and a median gender pay gap of 31.8%.

2. There has been progress on levers to drive change

The legislative reforms passed in early 2023 require employers to share their WGEA Executive Summary and Industry Benchmark Report – which include their gender pay gaps – with their board or governing body from this year. With strong messaging about the importance of board scrutiny and in anticipation of this change, it is pleasing to see more employers conducted a pay gap analysis and reported their pay equity metrics (including gender pay gaps) to their board or governing body.

The data shows that 57% of the employers that did a pay gap analysis and took action as a result, corrected like-for-like gaps following this analysis. This action links to instances of unequal pay, which is a legal requirement and only one driver of the gender pay gap. While it is encouraging and vital to further success to see increases in analysis and action, the aim is to ultimately see broader actions that will address the full range of drivers of organisational gender pay gaps.

This year is the first time that the proportion of employees working in a predominantly single-gender industry has reduced to half the workforce, with the proportion of employees in mixed-gender industries reaching 50%. This is an important milestone for workplace gender equality. WGEA-released research with the Bankwest Curtin Economic Centre shows the overall gender pay gap in Australia can be reduced by up to one third if workplaces are more gender-balanced both across industry sectors and at all occupational levels.

Finally, the data indicates positive trends on availability of paid parental leave. Of the 63% of employers offering some form of paid parental leave, 33% offer universally available paid parental leave – a 9 percentage point increase from last year. Universally available paid parental leave is leave offered equally to men and women, without using labels that define a carer's role in the family unit as 'primary' or 'secondary'. By removing these labels, employers can be more inclusive about who is a carer. This, coupled with organisational support, can encourage more equitable uptake of parental leave and sharing of unpaid care.

3. Further reforms will support areas where there has been incremental change

While the increases for women in management and upper pay quartiles drove reductions in the gender pay gap, the changes remain modest and well below men's representation. As in previous years, as the level of seniority in management increases, women's representation decreases and in 2022-23, the proportion of women CEOs decreased slightly to 22% (from 22.3%). The publication of employer gender composition and average remuneration per pay quartiles will focus employers on composition as a key driver of gender pay gaps.

What is encouraging is there is a gradual movement of women into management. The proportion of women being promoted and appointed at manager level is higher than the proportion of women managers overall. As this trend continues the overall proportion of women in management will continue to increase.

Imbalances in the workplace are directly related to imbalances in care. Women still account for the majority of primary carer's leave taken and men account for the majority of secondary carer's leave taken. The small increase (0.6pp) in the proportion of paid primary carer's parental leave taken by men (to 14%), shows men need to be actively encouraged and supported to do so at all levels of the organisation.

There was a three percentage point increase in the number of employers that pay superannuation on parental leave (to 86%), including 14% also paying it on government-funded parental leave and 13% on unpaid leave. This is a sign that more employers are taking action to ease the retirement savings gap for women.

Finally, employers cannot let the gains made in flexible work regress. Most employers now have a flexible work policy, and for the first time, more than 50% of employers with a flexible work policy also hold leaders to account for improving flexibility. However, less than half (43%), provide managers with specific training on flexible work and the proportion offering team training has dropped to just over a third (35%). Flexible working arrangements are an essential method of balancing care responsibilities and therefore a vital tool in the gender equality journey.

4. Change requires action

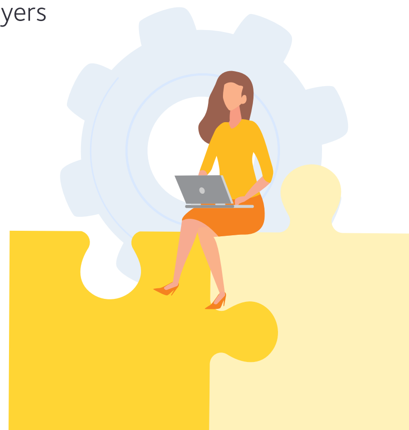
The areas that haven't changed over the last year haven't seen corresponding actions to prompt change. Women's representation on boards stayed the same as the previous year at 34% and few organisations (13%) set targets to increase this.

While industrial and occupational segregation remains an issue across the board, what is clear is that industrial and occupational barriers for women are particularly pernicious to gender equality. For the first time, the Scorecard analyses occupational segregation by full-time and part-time work and what it shows is that more senior positions remain incompatible with how many women need to, or want to, engage in the workforce – 92% of manager roles are full-time, while 57% of women work in part-time and casual roles. The higher proportion of men in full-time employment (67% compared to 43% of women) increases their chances to progress into higher earning and management positions.

While female-dominated industries are more likely to have a broader range of flexible work options available, they are stagnating on taking action on gender equality compared to male-dominated industries. They are three times less likely to analyse their payroll for gender pay gaps and take action than male-dominated industries in the past year. Female-dominated industries still have gender pay gaps and do not have proportional representation of leadership, so should not rely on significant representation of women to deliver their gender equality outcomes.

At the most basic level, employers are still not consulting staff on gender equality. While 47% of employers reported they consult employees, only 3 in 10 employers have a formal policy or strategy to do so. This figure has not changed from 2021-22. This is a simple and effective way to start demonstrating to employees commitment on gender equality.

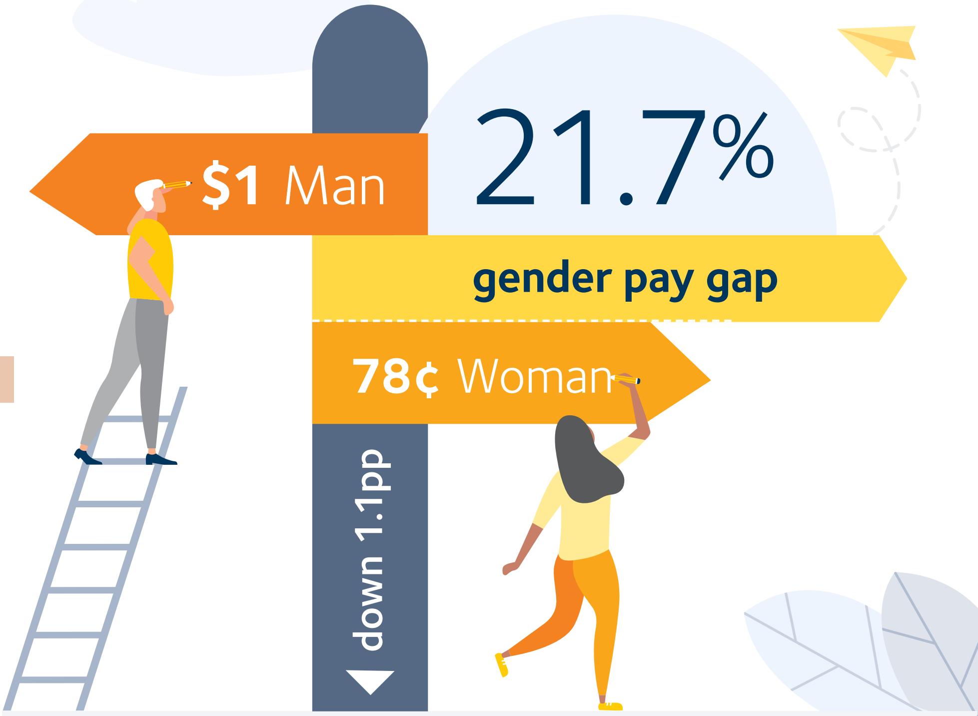
The findings in this Scorecard point to areas for employer action, progress, and positive change. The Scorecard can serve as a comparison for an employer with their organisation's or industry's data to understand how their progress may differ or align with national trends in order to make a data-informed assessment on where they are stuck and what can be done about it. Employers can use the data in this Scorecard to begin the hard work, take more effective and ambitious action, and make workplace gender equality a priority.



2022-23 Data Snapshot

The big picture

79% of industry gender pay gaps have reduced and **21%** increased



19% of employers included data for non-binary employees

Non-binary employees make up 0.2% of the workforce*

22%

of CEOs are women

42%

of managers are women

30%

of women work part-time

- only 7% of management roles are part-time

34%

of board members are women

This hasn't changed in the past 12 months

1 in 4 boards have no women

25% of boards have gender-balance

* Due to the small numbers and voluntary reporting, non-binary has not been analysed for the purposes of this Scorecard.

2022-23 Data Snapshot

What are employers doing about it?

Most common actions taken following a gender pay gap analysis

57%	51%	48%
Correcting like-for-like gaps	Reviewing remuneration decision-making processes	Analysis of performance pay to ensure there is no gender bias

55% **of employers** analysed their pay gaps

45% **of employers are setting targets. Of those, they set targets to:**

57%	42%	42%
Increase the number of women in leadership positions	Increase the number of women in male-dominated roles	Reduce the gender pay gap

However, **only 60%** of those took action on the result of the analysis.

63% of employers offer employer-funded paid parental leave, 1/3 of them offer it universally*

What issues are being overlooked?

14% of universally available or primary carer paid parental leave is taken by men

70% of employers reported they had a policy or strategy to achieve equal remuneration. But of those, only 61% had pay objectives as a part of the policy

* Universally available paid parental leave is available equally to women and men with no distinction made between primary and secondary carer.

Chapter 1

GEI 1: Australia's workforce composition

What is GEI 1?

Workforce composition measures the participation rates of women, men and non-binary employees in the workforce. This includes rates of full-time, part-time and casual work, gender split by industry and the proportion of each gender in leadership as well as the rates of resignations, promotions and appointments by gender.

Why is it important?

WGEA's research with Bankwest Curtin Economics Centre (BCEC) shows that greater gender diversity in leadership delivers better company performance, productivity and profitability. Further, increasing the representation of women in executive leadership roles is associated with declining organisational gender pay gaps.[i]

The workforce gender split is close to even

Of the 4,822,194 employees included in WGEA's Employer Census for 2022-23, 2,461,648 (51.1%) were women, 2,349,286 (48.7%) were men and 11,260 (0.2%) identified as non-binary.

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

Non-binary employees

The Workplace Gender Equality Agency historically captured information about women and men. Recognising that gender is a social and cultural concept, since the 2020-21 reporting period, WGEA has created the option for employers to report employee gender as non-binary as a voluntary data category.

The proportion of employers reporting employee gender as non-binary increased from 8.8% in 2020-21 to 19% in 2022-23. The proportion of non-binary employees in WGEA's dataset similarly increased to 0.2% from less than 0.1% in 2020-21. These are meaningful changes, suggesting awareness of, and attention to, gender diversity in the workplace is increasing. However, the non-binary numbers remain small and reporting is voluntary so it has not been analysed for the purposes of the Scorecard.

Recommendation 7.2 of the Review of the *Workplace Gender Equality Act* (the Review) recommended legislative changes to enable WGEA to mandatorily collect data on non-binary employees. WGEA has recently conducted consultations on this recommendation.

Size of industries

Employers in the 2022-23 Employer Census are categorised into 19 industries based on Australian and New Zealand Standard Industrial Classification (ANZSIC) codes for different industry groups.

Table 1: Number of employees by industry 2022-23

Industry	Number of employees	% of employees
Health Care and Social Assistance	769,694	16.0
Retail Trade	745,076	15.5
Education and Training	493,543	10.2
Professional, Scientific and Technical Services	414,498	8.6
Financial and Insurance Services	352,434	7.3
Manufacturing	336,010	7.0
Administrative and Support Services	286,810	5.9
Accommodation and Food Services	240,447	5.0
Transport, Postal and Warehousing	195,237	4.0
Mining	180,028	3.7
Construction	167,939	3.5
Wholesale Trade	165,855	3.4
Other Services	112,124	2.3
Information Media and Telecommunications	109,767	2.3
Arts and Recreation Services	93,018	1.9
Electricity, Gas, Water and Waste Services	57,167	1.2
Rental, Hiring and Real Estate Services	45,221	0.9
Public Administration and Safety	36,723	0.8
Agriculture, Forestry and Fishing	20,603	0.4
All industries	**4,822,194**	**100%**

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

Chapter 1.
Australia's workforce composition

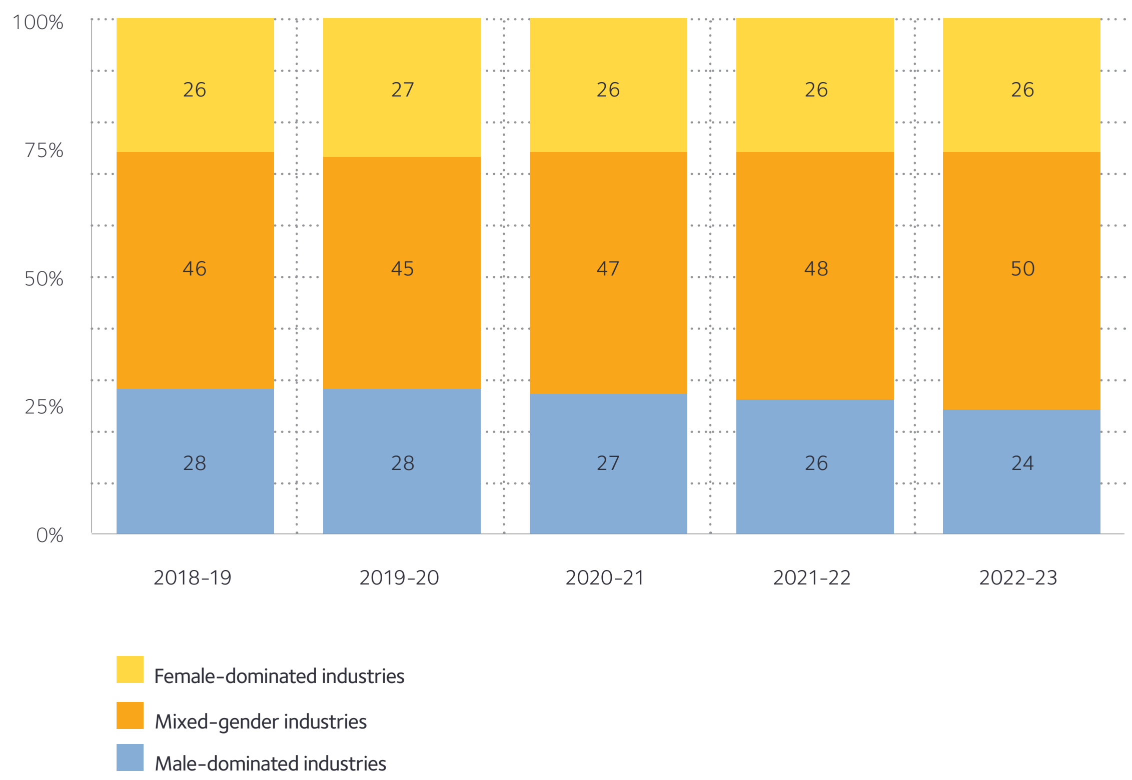
Mixed-gender industries make up 50% of the workforce for the first time

Industry segregation is a key driver of workplace gender inequality in Australia, contributing 20% to the national total remuneration gender pay gap.[ii]

WGEA's 2022-23 Employer Census found 24% of employees work in male-dominated industries, 26% work in female-dominated industries and 50% work in mixed-gender industries. This is the first time the proportion of employees working in a mixed-gender industry has increased to 50% and is an important milestone for workplace gender equality.

It was achieved due to a change in the proportion of employees working in male-dominated industries. The proportion of employees working in female-dominated industries has generally remained unchanged.

Chart 1: Proportion of the workforce working in male-dominated or female-dominated or mixed-gender[iii] industries over time



Of the 19 industries in Australia, nine have gender-balanced workforces in 2022-23. Eight have fewer than 40% women and two have fewer than 40% men. The eight male-dominated industries employ nearly as many people as the two female-dominated industries. One industry, Information, Media and Telecommunications, moved from male-dominated to a mixed-gender industry this year due to a change of about one percentage point in its workforce composition.

ii KPMG prepared with DCA and WGEA (2021), *She's Priceless: The economics of the gender pay gap, viewed 30 October 2023*.

iii WGEA defines male-dominated industries as those with less than 40% women and female-dominated industries as those with less than 40% men. Mixed-gender industries have a gender split of between 40% and 60% of men and women.

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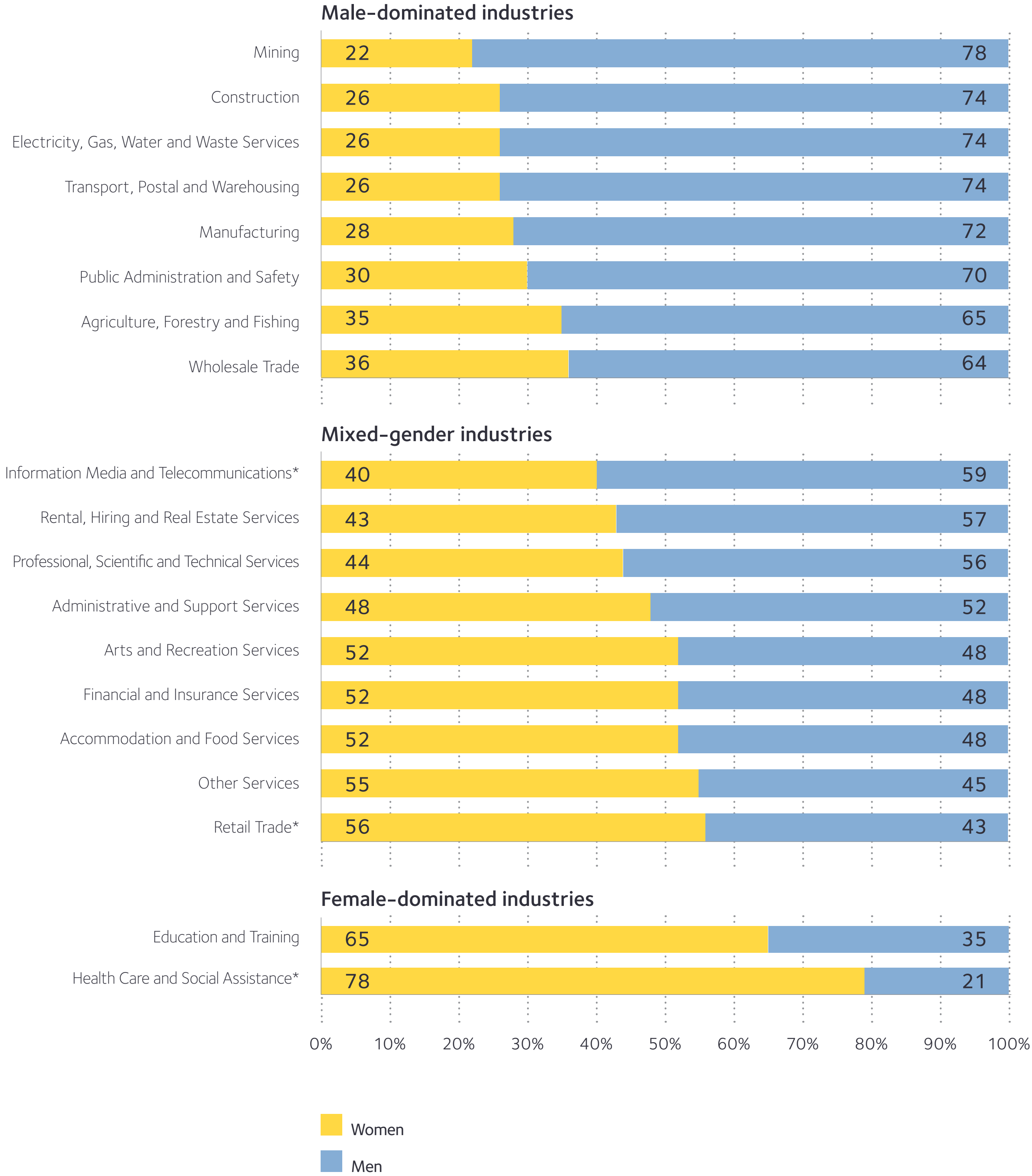
Australia's workforce composition

Chart 2: Proportion of men and women by industry 2022-23



* The percentage of men and women in the industry does not add to 100% due to the number of non-binary employees in the dataset.

Chapter 1.
Australia's workforce composition

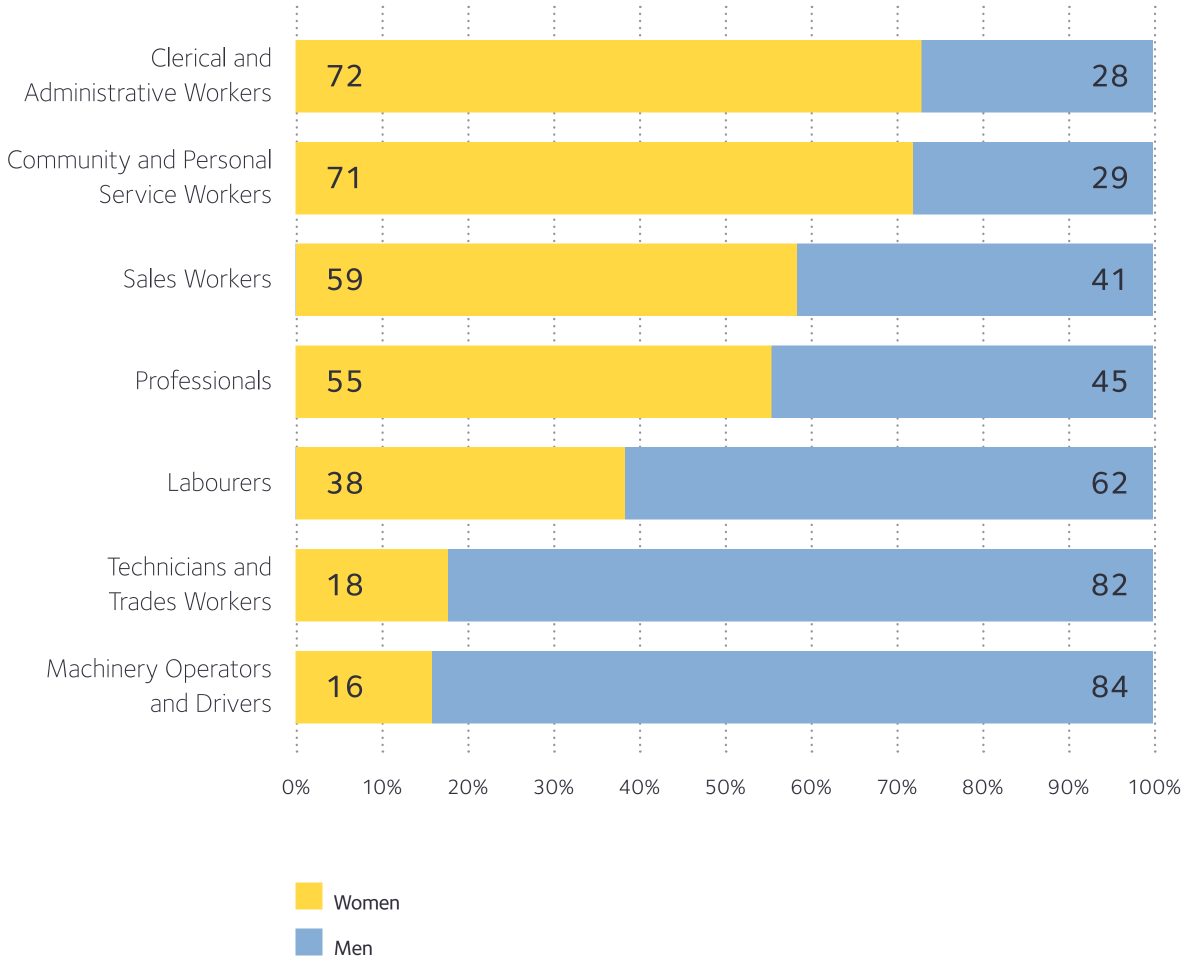
More women move into male-dominated occupations

Perceptions, expectations and stereotypes about gender also influence the roles that men and women take within an organisation.

At a national level, women are concentrated in occupations that are generally lower paid, reflecting the undervaluation of women's contributions to the workforce. There has been little change in occupational segregation over the last five years.

Since 2018-19, the greatest changes in the proportion of women and men in non-manager occupations have been in the male-dominated occupations of Labourers, Technicians and Trades Workers, and Machinery Operators and Drivers (increasing the proportion of women by 5pp, 4pp and 3pp respectively). There are not similar shifts of men into roles that are historically undertaken by women.

Chart 3: Gender split of non-manager occupations 2022-23

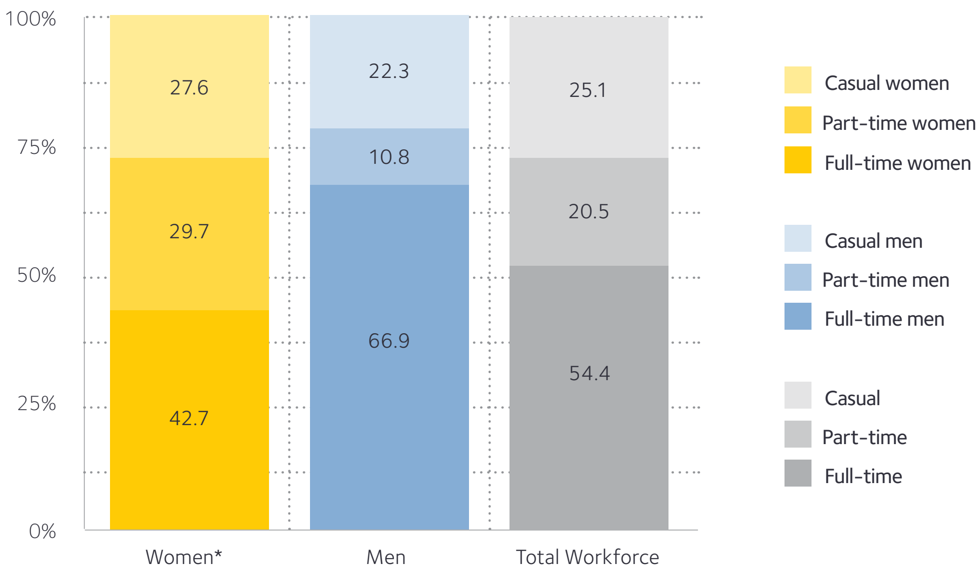


Women are more likely to work part-time

Of the 4,822,194 employees in WGEA's Employer Census, 54.4% were employed full-time, 20.5% part-time and 25.1% casually. By gender, men are more likely to work full-time and women are more likely to work part-time or casually.

The split of employment status for men is the same as it was five years ago in 2018-19, while women have modestly shifted towards full-time work (an increase of 3 pp). WGEA's dataset shows no shift in women's full-time employment over the last year.

Chart 4: Men and women employees by employment status 2022-23



Men are not taking up the opportunity to work part-time

Of the 20.5% of employees that worked part-time in 2022-23, 74.2% were women and 25.6% were men. Almost one third (30%) of women in WGEA's dataset work part-time.

Table 2: Proportion of women and men that work part-time by industry type 2022-23

Proportion of employees that work part-time	Male-dominated industries (%)	Mixed-gender industries (%)	Female-dominated industries (%)	All industries (%)
Men	3.0	12.6	23.7	10.8
Women	14.0	24.5	42.1	29.7
Total part-time workforce	**6.0**	**18.6**	**37.2**	**20.5**

Both women and men are more likely to work part-time in industries with more women. The highest rates of part-time employment for both women and men occur in Health Care and Social Assistance, where 49% of all women employees work part-time and 37% of all men employees work part-time.

The four industries with the highest proportion of women, Health Care and Social Assistance, Retail Trade, Education and Training, and Other Services, account for 73% of all part-time roles.

Male-dominated industries have fewer part-time roles and women are more likely to fill them. The lowest rates are in Mining where the proportion of women employees working part-time is 9% and the proportion of men employees working part-time is 1%.

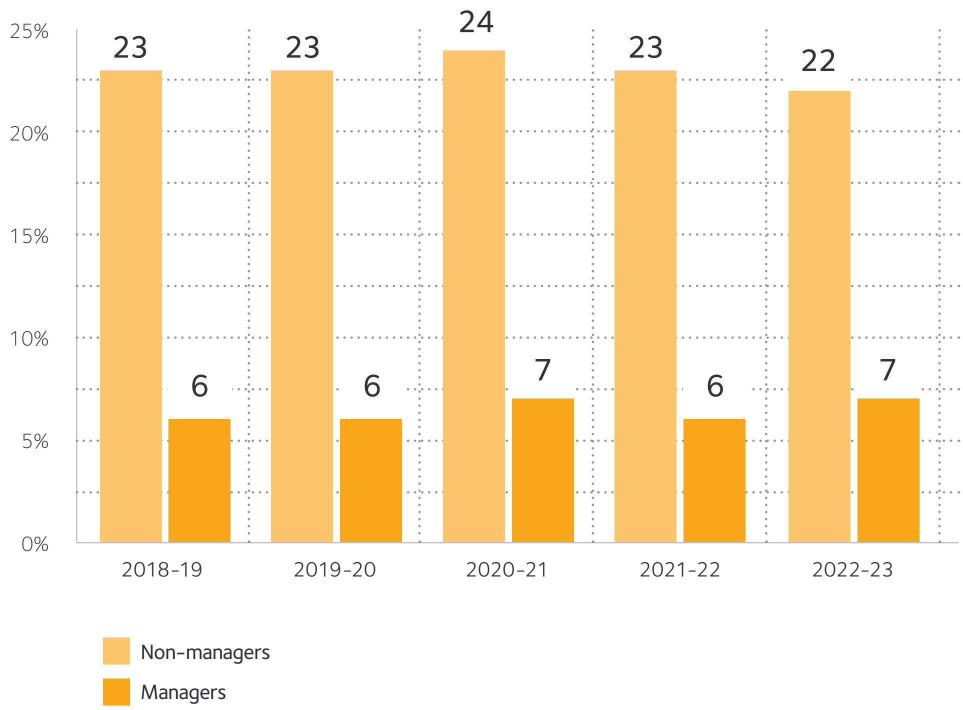
While a high proportion of organisations, including in male-dominated industries, report that they offer part-time working arrangements (see Chapter 4), this data shows that in reality, very few men are taking up part-time roles. The cause is unclear, but is likely to be a combination of social and cultural norms, availability of part-time roles and financial decisions within families for the lower paid parent (often the women) to work part-time.

Part-time employees are reaching a promotion cliff

Part-time manager roles are scarce in every industry. Health Care and Social Assistance has the largest proportion of part-time managers in 2022-23, with 17% of manager roles being part-time. Wholesale Trade and Public Administration and Safety both have the lowest proportion of part-time manager roles. Of all manager roles, only 2% are part-time in each of these industries.

Only 7% of managers worked part-time in 2022-23, up from 6% in 2018-19. Of the part-time managers in 2022-23, 80% are women. This is down slightly from 82% in 2018-19 and the rate has generally remained unchanged over the past 5 years.

Chart 5: Proportion of managers and non-managers working part-time over a 5-year period



A higher number of both women and men managers work part-time in female-dominated industries. More women are working part-time as managers in all industry types compared to men.

Table 3: Proportion of managers that work part-time by industry type 2022-23

	Male-dominated industries (%)	Mixed-gender industries (%)	Female-dominated industries (%)	All industries (%)
Men	0.8	2	7	2
Women	8	12	18	13
All managers that work part-time	3	6	14	7

However, proportionally, women who work part-time are more likely to be a manager if they are in a male-dominated industry. Of all the women who work part-time as either a manager or non-manager 2.8% have a role as a manager in a female-dominated industry and 6.3% have a role as a manager in a male-dominated industry.

This suggests that all industries need to challenge existing norms and proactively redesign management roles to enable them to be undertaken part-time. Female-dominated industries, particularly, need to ask what can be done to ensure more women in part-time roles are progressing to management positions.

Most CEO positions are full-time

In 2022-23, 3% of CEOs worked part-time, equating to 149 employees. However, even though women managers are substantially more likely to work part-time than men, women are less likely to be a part-time CEO. Of the 149 part-time CEOs, 58% are men.

All 19 industries in Australia have at least one part-time male CEO, but only 11 out of 19 industries have a part-time woman CEO.

36% of all the part-time CEOs work in Health Care and Social Assistance. Of those 70% are women.

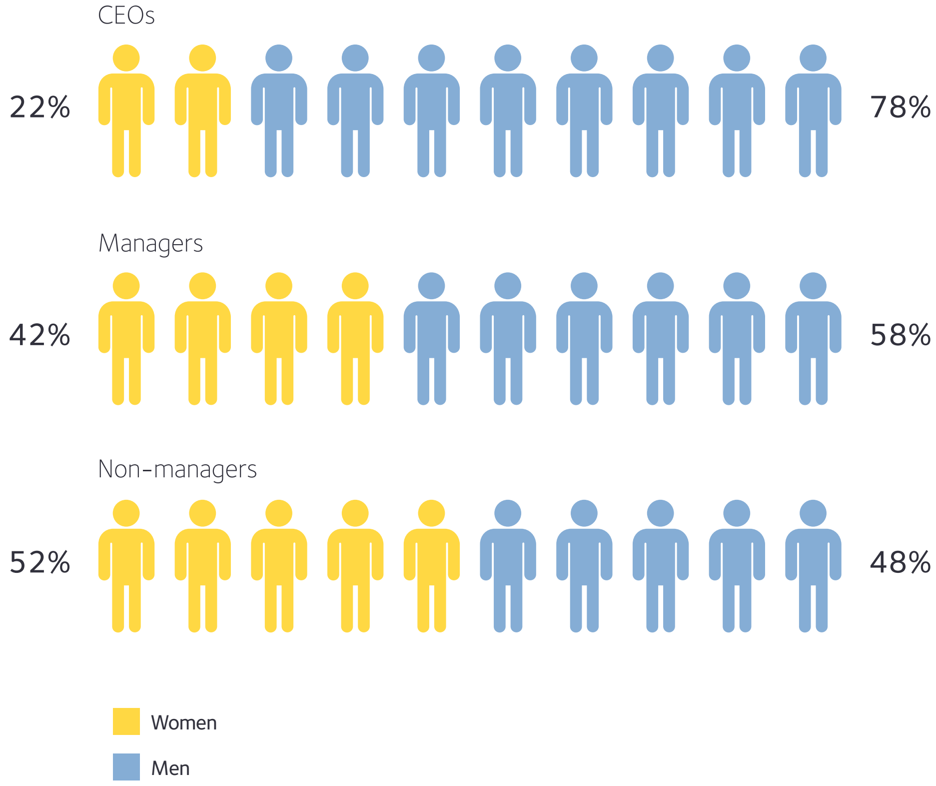
Women in leadership

Representation of women in leadership is increasing at every level, except CEO

Since 2018-19, the proportion of women managers has increased 3pp and women CEOs increased by 5pp. In the last year, the proportion of women managers overall increased by 1pp from 41% to 42%, while the proportion of women CEOs decreased to 22%, a decrease of 0.4pp. More women in management contributes to improved organisational performance[iv] and is associated with declining gender pay gaps.[v]

In 2022-23, the proportion of women in management increased at every level, with the exception of CEO. These shifts in women's representation in management are modest. Of the organisations that reported to WGEA, 27% have a gender-balanced management team in 2022-23. 57% have a male-dominated management team and 23% have a female-dominated management team.

Chart 6: Proportion of women and men by leadership status 2022-23



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

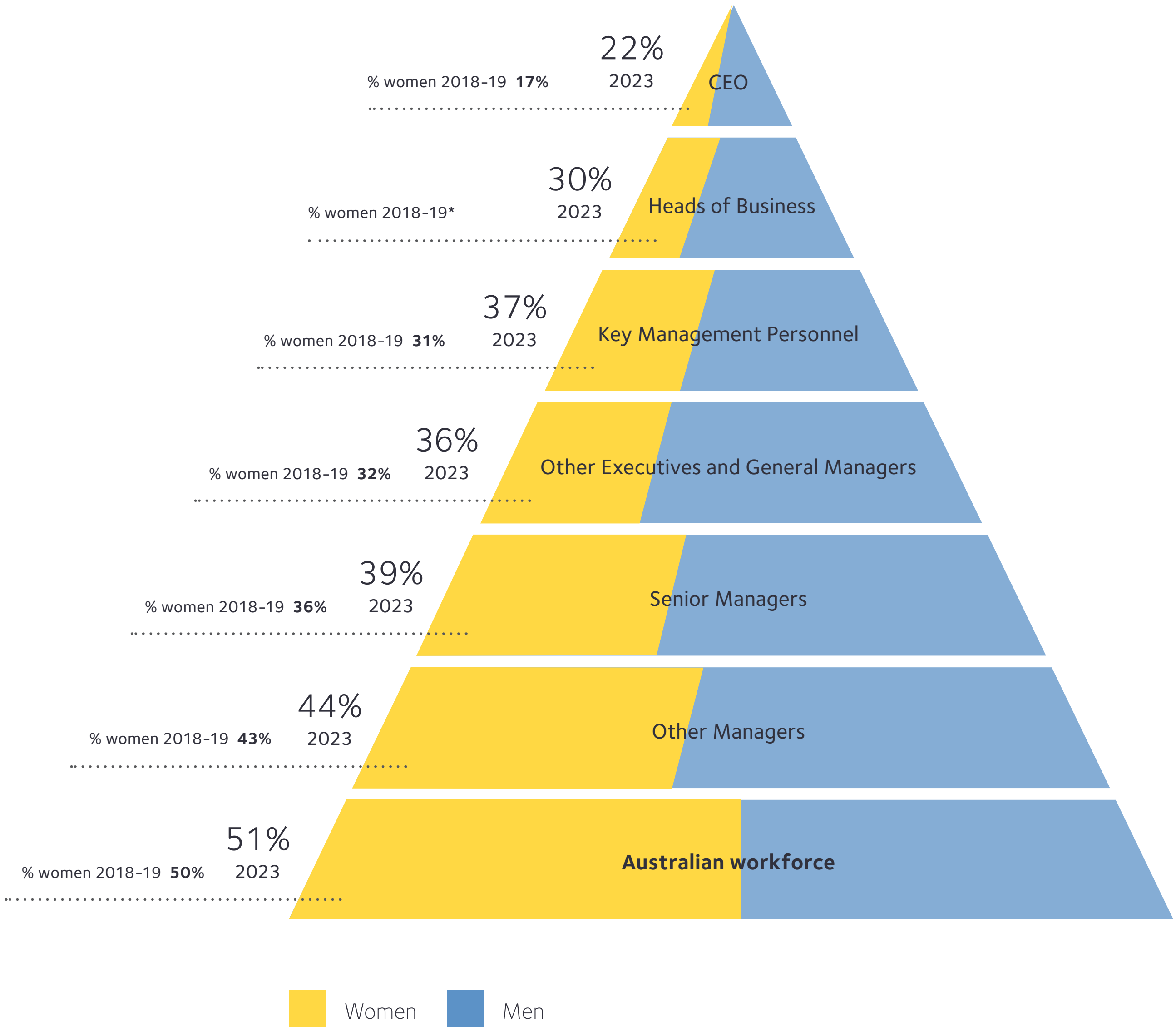
v Cassells R, Duncan A and Ong R (2017), '*Gender Equity Insights 2017: Inside Australia's Gender Pay Gap*, BCEC|WGEA Gender Equity Series, Issue #2, March 2017.

Chapter 1.
Australia's workforce composition

The 'seniority drop-off' persists

Despite these changes, the seniority drop-off still exists. WGEA's 2022-23 Employer Census shows that, in general, as the level of management increases, the proportion of women in those roles decreases.

Chart 7: Gender split of each management level



*The Heads of Business category was not included in WGEA's Employer Census in 2018-19

Women working in male-dominated industries are proportionally more likely to be a manager

When compared with the proportion of women in the industry, we can see most industries are closer to achieving proportional representation of women in management, than gender-balance.

In 2022-23, seven industries have gender-balance in manager roles. Of these, only one, Education and Training, is an industry dominated by one gender. The other six are mixed-gender industries.

Male-dominated industries are the most likely to have proportional representation of women in management compared to women in the industry, with the exceptions of Construction and Agriculture, Forestry and Fishing. In general, the gap between the proportion of women in the industry and the proportion of women in management widens as the proportion of women in the industry increases.

This means that while there are more women leaders in mixed-gender or female-dominated industries, women working in male-dominated industries are proportionally more likely to be managers than women in mixed-gender or female-dominated industries.

Proportional representation means that the representation of women and men in management reflects the proportion of women and men in the workforce. Gender-balance refers to representation between 40% and 60% of men or women.

Table 4: Proportion of women in each industry and the proportion of women in management roles 2022-23

Industry	Women (%)	Women managers (%)	Women KMPs (%)	Women CEOs (%)
Mining	22	23	23	8
Construction	26	19	20	6
Electricity, Gas, Water and Waste Services	26	25	28	4
Transport, Postal and Warehousing	26	27	27	8
Manufacturing	28	26	27	9
Public Administration and Safety	30	27	28	14
Agriculture, Forestry and Fishing	35	22	29	2
Wholesale Trade	36	30	27	10
Information Media and Telecommunications	40	36	36	18
Rental, Hiring and Real Estate Services	43	38	31	9
Professional, Scientific and Technical Services	44	38	31	16
Administrative and Support Services	48	46	40	23
Arts and Recreation Services	52	45	38	23
Financial and Insurance Services	52	42	33	13
Accommodation and Food Services	52	45	37	13
Other Services	55	52	47	29
Retail Trade	56	49	35	14
Education and Training	65	55	49	37
Health Care and Social Assistance	78	71	59	50

Women are outnumbered in key decision-making roles

Men are more likely to hold key decision-making roles in every industry in Australia.

Only four industries have gender-balance in Key Management Personnel. These are Health Care and Social Assistance, Education and Training, Other Services, and Administrative and Support Services. Only one industry, Health Care and Social Assistance, has gender-balance in CEO roles.

Key Management Personnel tend to hold influence and strategic leadership roles within an organisation and participate in organisation-wide decisions. More women in these roles can contribute to enhanced workplace gender equality. Evidence has shown that more women in Key Management Personnel and other executive leadership roles contributes to gender pay equity.[vi] This is despite the gender pay gap that still exists between women and men Key Management Personnel.[vii] Women in Key Management Personnel roles also increases an organisation's market value and performance.[viii]

The likelihood of a woman in the top job

Men are more likely to hold the CEO role in almost every industry in Australia, except Health Care and Social Assistance.

Health Care and Social Assistance has an equal balance of women and men in CEO roles at 50% women and 50% men. No industry in Australia has proportional representation of women in CEO roles, meaning the proportion of women in the industry matches the proportion of women in CEO roles.

The chart below shows the difference between the proportion of women in each industry and the proportion of women CEOs. A negative number indicates there are fewer CEOs than the proportion of women in the industry.

To achieve gender-balance in CEO roles, male-dominated industries would need a higher proportion of women in CEO roles than in the industry. Female-dominated industries would need a lower proportion. Mixed-gender industries should have the same proportion of women in CEO roles as in the industry.

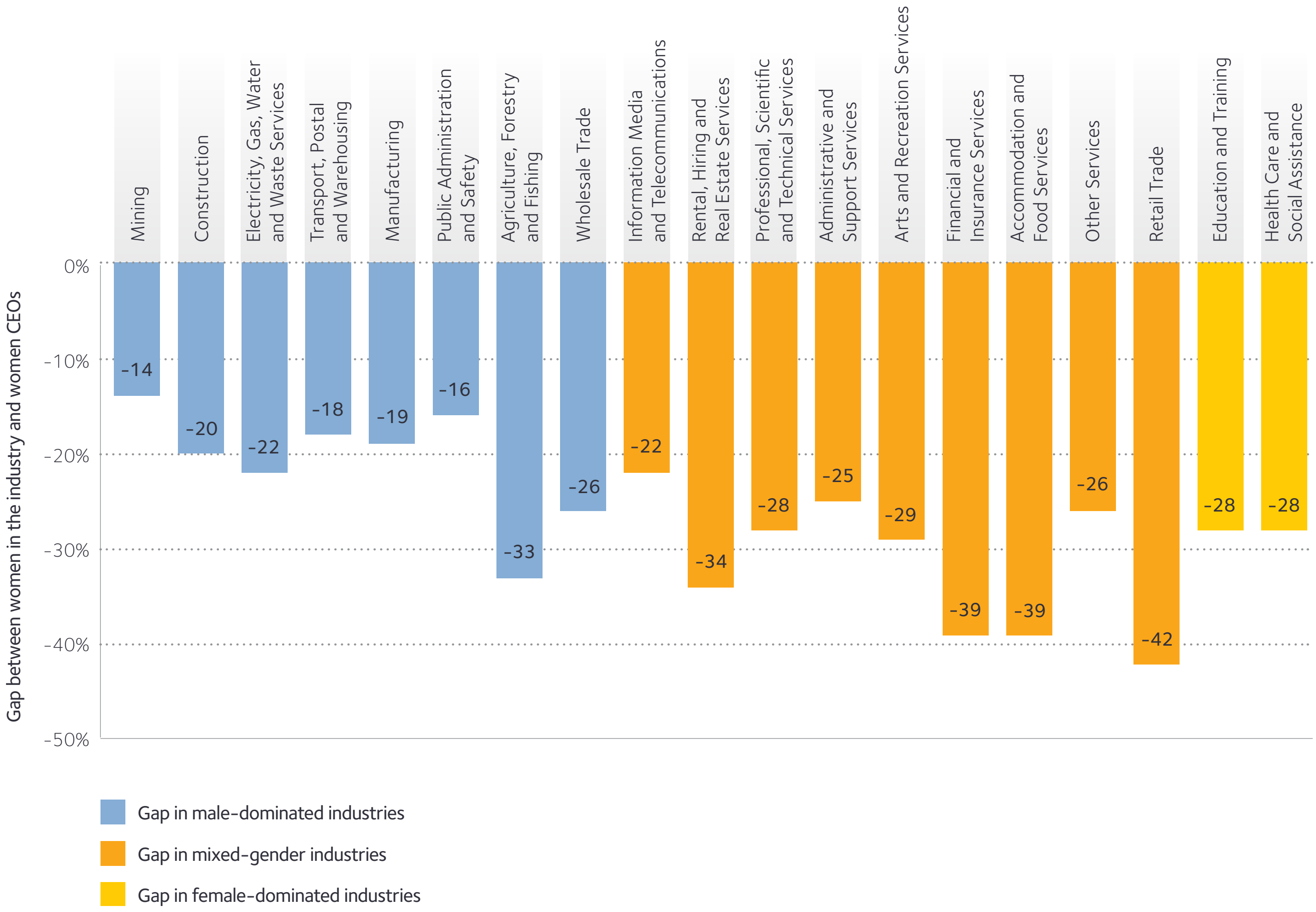
vi Cassells R, Duncan A and Ong R (2017), '*Gender Equity Insights 2017: Inside Australia's Gender Pay Gap*', BCEC|WGEA Gender Equity Series, Issue #2, March 2017.

vii Cassells R, Duncan A, and Ong R (2016), '*Gender Equity Insights 2016: Inside Australia's Gender Pay Gap*', BCEC|WGEA Gender Equity Series, Issue #1, March 2016; Chapter 3 of the WGEA Scorecard 2022-23.

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

Chapter 1.
Australia's workforce composition

Chart 8: Gap between the proportion of women in the industry and women CEOs 2022-23



WGEA's employer data shows mixed-gender industries have the largest difference between the proportion of women in the industry and the proportion of women CEOs, meaning it is relatively harder for women to become CEOs in these industries.

Employers across the board should look at the barriers to women becoming CEOs and how those barriers can be broken down.

Recruitment, promotion and resignations

Employee movements remain high

Rates of employee movements have generally stayed the same in 2021-22 and 2022-23, reflecting the low unemployment rates and tight labour market highlighted by the Australian Bureau of Statistics (ABS).

In 2022-23, there were 26 resignations per 100 employees, 7 promotions per 100 employees, 11 internal appointments per 100 employees, and 37 external appointments per 100 employees.

Although the proportion of women and men who resigned were appointed or promoted is closer to 50:50, women are more likely to be appointed or resign and men are more likely to be promoted.

Table 5: Number and proportion of appointments, promotions and resignations and the difference year on year by gender 2022-23

	Women	Women (%)	Men	Men (%)
External appointments	923,906	52	842,095	47
Internal appointments	284,408	54	244,628	46
Promotions	158,692	47	178,811	53
Resignations	661,530	53	572,393	46
Total workforce	**2,461,648**	**51**	**2,349,286**	**49**

Women are slowly moving into management

Women are proportionately more likely to be appointed, promoted and resign in management positions.

Some of the larger manager movements were in Retail Trade, Financial and Insurance Services, and Professional, Scientific and Technical Services. Health Care and Social Assistance also accounted for a larger proportion of manager movements due to movements by women. Together, these four industries account for more than half of all resignations (54%), external appointments (51%), internal appointments (59%), and promotions (53%). These are among the largest industries in WGEA's dataset by employee size, representing 47.4% of all employees in the Employer Census.

As this trend continues the overall proportion of women in management will continue to increase.

Table 6: Number and proportion of appointments, promotions and resignations and the difference year on year for managers by gender 2022-23

	Women managers	Women managers (%)	Year on year (%)	Men managers	Men managers (%)	Year on year (%)
External appointments*	35,287	44	**+1**	43,827	55	**-1**
Internal appointments	32,194	49	**+3**	33,984	51	**-3**
Promotions	40,002	47	**+1**	45,667	53	**-1**
Resignations	36,084	45	**+1**	43,508	55	**-1**
Total managers	**226,633**	**42**	**+1**	**313,232**	**58**	**-1**

***Note:** Percentages in this section do not add to 100% as there are non-binary employees in this category.

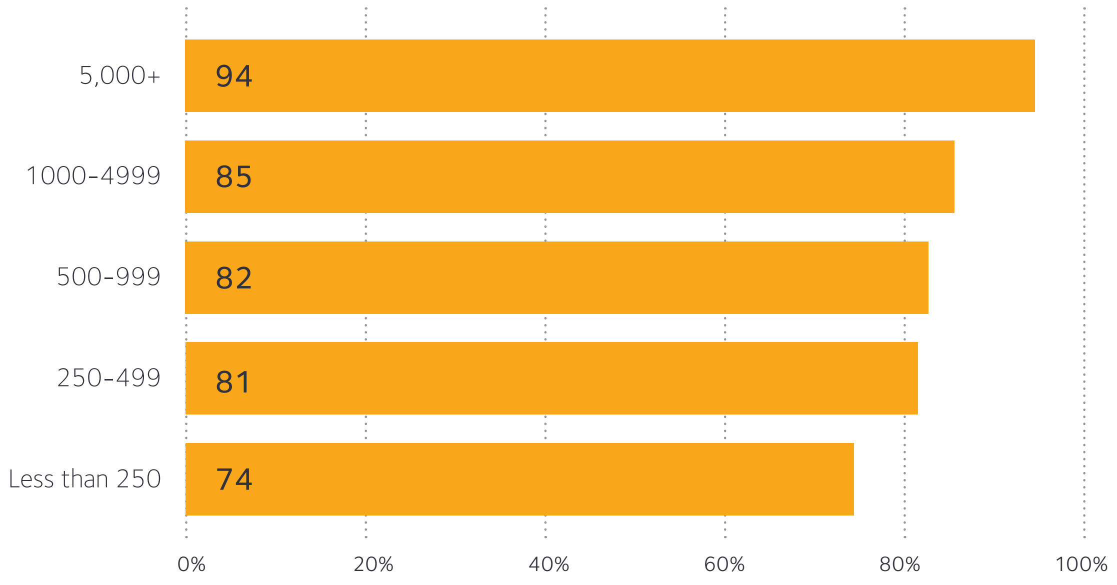
Policies and strategies to improve gender composition

Larger employers are most likely to have policies and strategies on gender equality overall

In 2022-23, 79% of employers reported they have a gender equality policy overall compared to 78% in 2022-21.

Larger organisations are the most likely to have a formal policy and/or strategy for gender equality overall, while smaller organisations with less than 250 employees are the least likely.

Chart 9: Employers with a policy/strategy on gender equality overall, by employer size 2022-23



Most employers have policies and strategies for workforce composition yet gender imbalances persist

In addition to a general gender equality policy, many employers also have policies addressing specific areas. Over the five-year period since 2018-19, the proportion of employers with these range of policies and/or strategies has increased between 2 and 8 percentage points.

The proportion of employers with policies and/or strategies to support gender equality in their workforce composition is high in most areas. However, few employers have key performance indicators relating to gender equality. This presents an area for growth and ensuring accountability for effective action.

Further our BCEC research shows that employers that do set KPIs for gender equality do better in terms of gender equity outcomes over time.

Table 7: Proportion of employers with a policy and/or strategy on gender equality

Policy and/or strategy	2018-19 (%)	2021-22 (%)	2022-23 (%)	5-year difference (pp)
Gender equality overall	75	78	79	4
Recruitment	84	87	88	4
Performance management	78	82	86	8
Training and development	79	85	85	6
Talent identification of high potentials	68	72	73	5
Promotions	71	73	73	2
Succession planning	65	71	72	7
Retention	65	69	70	5
Key performance indicators relating to gender equality	32	38	38	6

More employers are setting targets to increase women's representation in management

In 2022-23, WGEA asked employers to answer a voluntary question on whether they set targets to address gender equality in their workplace. 45% of employers responded. Of those employers, the majority set targets to increase women's representation in management positions.

When employers set targets, they can create a mechanism for accountability. However, targets are only effective if combined with dedicated actions to help achieve them.

Table 8: Targets set by employers in the voluntary sample and the percentage of employers with that target 2022-23

Target set	Proportion of employers (%)
Increase the number of women in management positions	57
Increase the number of women in male-dominated roles	42
Reduce the gender pay gap	42
Increase the number of men taking parental leave	24
To have a gender-balanced governing body	24
Other	20
Increase the number of men using flexible work arrangements	19
Increase the number of men in female-dominated roles	17

Chapter 2

GEI 2: Boards and governing bodies

What is GEI 2?

GEI 2 measures the gender composition of boards or governing bodies of relevant employers. It looks at the gender make-up of chairs and other members, whether employers consider gender in the selection of board members and actions taken to drive change such as time limits, targets and policies.

Why is it important?

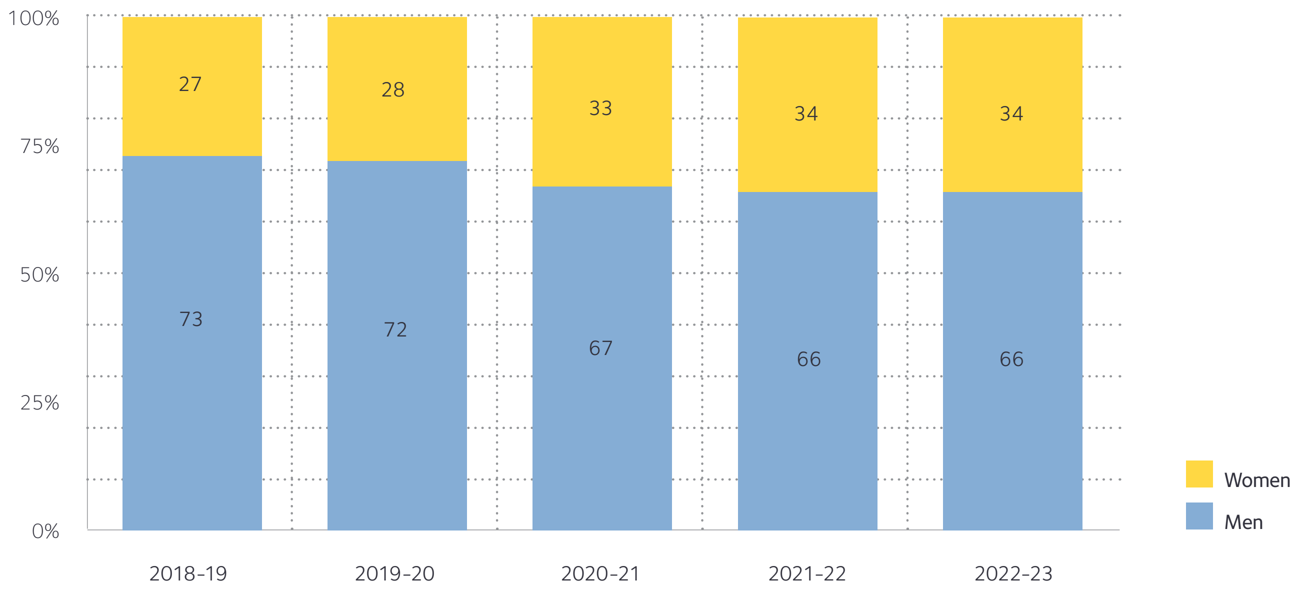
The evidence is clear – gender-balance on boards is good for business. Research shows that when women hold 20% or more board seats, there are broader effects on workplace gender equality outcomes and improved company performance.[i]

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

Little progress for women on boards

In 2022-23, 34% of board members are women – showing no improvement over the last year.[ii]

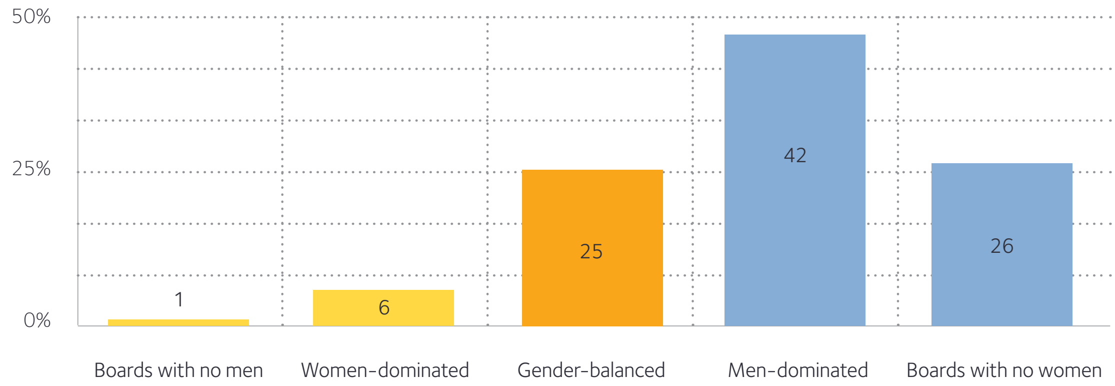
Chart 10: Proportion of women and men on boards 2018-19 to 2022-23



Despite research showing that gender-balance on boards improves productivity and profitability, only a quarter of organisations have gender-balanced boards. The majority (68%) of organisations still have men-dominated boards[iii] or boards with no women.

One in four organisations (26%) do not have a woman on the board. This compares to just 1% of boards that do not have a man on the board.

Chart 11: Proportion of boards by gender-balance 2022-23



ii For the purpose of this section, "boards" will be used to refer to "boards or governing bodies".

iii Boards are classed as men-dominated when more than 60% of members are men and women-dominated when more than 60% of the members are women.

Male-dominated industries are driving board inequality

Male-dominated industries are much more likely to have no women on boards. In Construction 54% of boards have no women, in Transport, Postal and Warehousing 43% have no women and in Electricity, Gas, Water and Waste Services 41% have no women.

Few boards in male-dominated industries have gender-balance with 83% of boards men-dominated. This figure rises to 90% in Construction while 63% of boards are men-dominated in Public Administration and Safety.

Incredibly even 6% of boards in female-dominated industries have no women. No industry in Australia has a majority of women-dominated boards. The two female-dominated industries – Education and Training, and Health Care and Social Assistance – are the only industries where the majority of boards aren't men-dominated. In fact, these are the only industries that are close to achieving gender-balanced boards, with an average of 43% gender-balanced boards.

Table 9: Representation of women on boards by industry 2022-23*

	Boards with no men (%)	Women-dominated boards	Gender-balanced boards	Men-dominated boards	Boards with no women (%)
Male-dominated industries	1	3	14	42	41
Public Administration and Safety	0	7	29	29	34
Mining	0	6	20	44	30
Electricity, Gas, Water and Waste Services	1	0	18	39	41
Agriculture, Forestry and Fishing	0	5	16	40	38
Wholesale Trade	1	4	14	42	39
Manufacturing	1	2	13	44	41
Transport, Postal and Warehousing	0	1	11	45	43
Construction	1	0	9	36	54
Mixed-gender industries	2	5	23	45	25
Arts and Recreation Services	0	5	33	44	18
Other Services	2	9	33	42	14
Financial and Insurance Services	0	5	24	47	24
Professional, Scientific and Technical Services	2	3	23	47	25
Administrative and Support Services	4	6	23	42	26
Retail Trade	3	6	22	31	38
Rental, Hiring and Real Estate Services	0	2	21	46	31
Information Media and Telecommunications	3	6	19	55	17
Accommodation and Food Services	0	3	18	50	29
Female-dominated industries	1	13	43	36	6
Health Care and Social Assistance	1	15	45	32	6
Education and Training	1	11	41	41	7

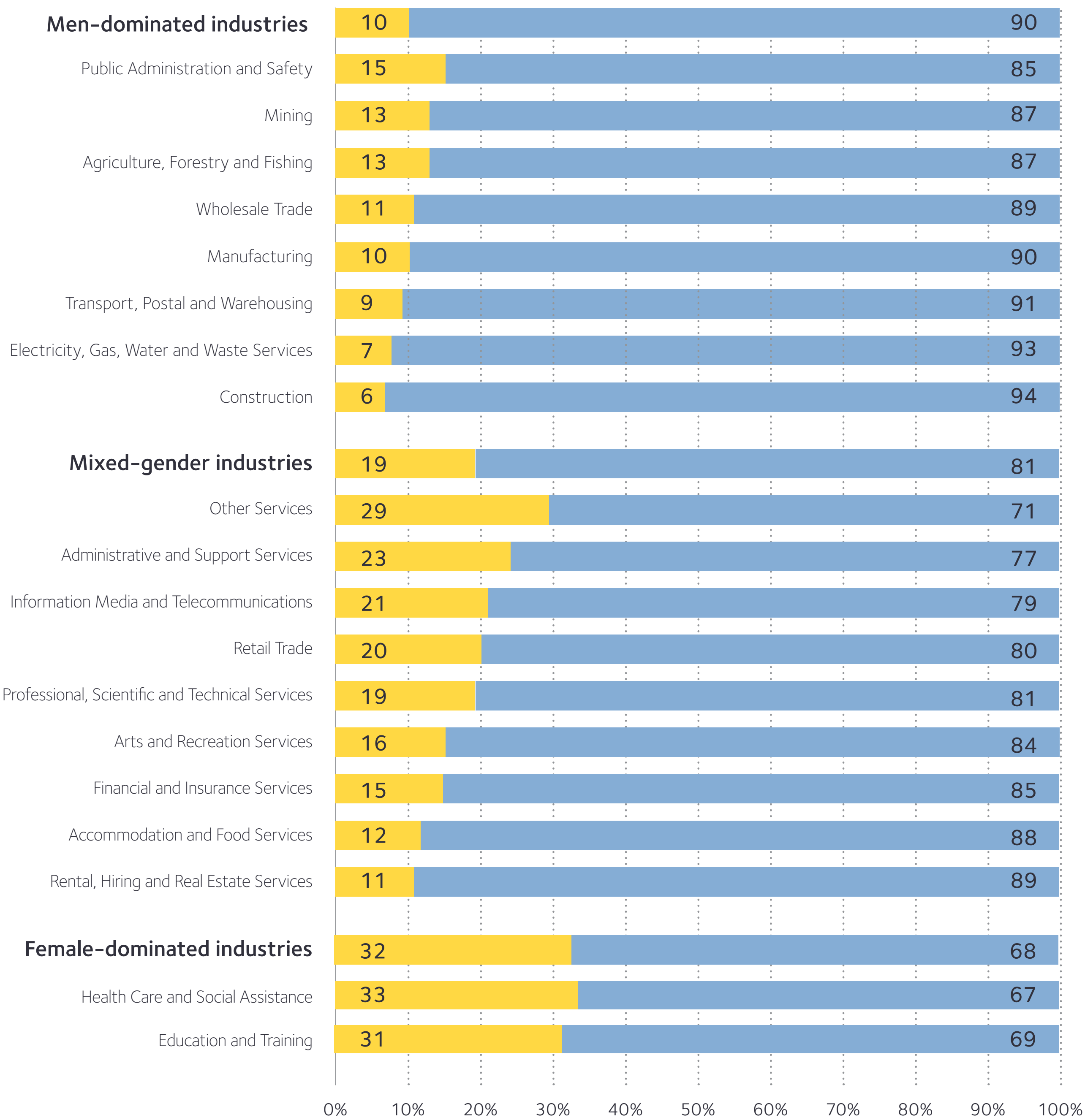
***Note:** Percentage show many not add up to 100% due to rounding of decimal place.

Men are also more likely to lead boards

While the proportion of women holding chair positions increased slightly in 2022-23, men are still more likely to hold chair positions in every industry in Australia.

Women occupied 19% chair positions in Australia 2022-23, up from 18% in 2021-22.

Chart 12: Proportion of women chairs by industry 2022-23

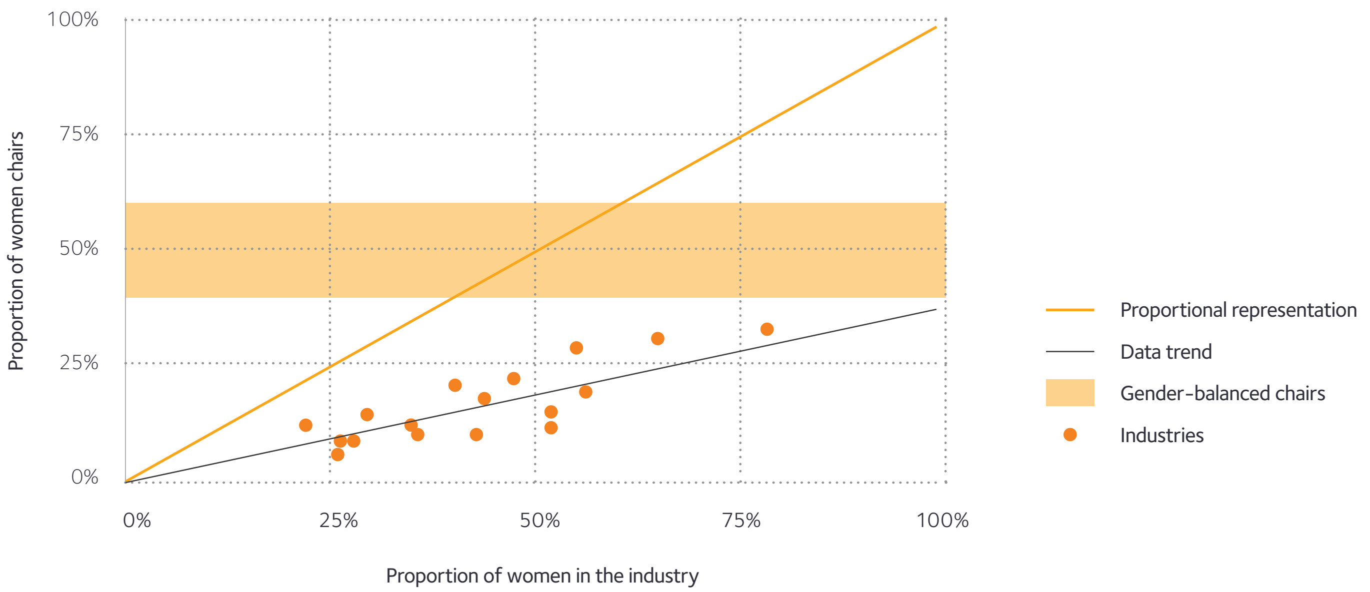


A long way from proportional representation

No industry in Australia has proportional representation of women in chair positions, for their industry.

The chart below shows the 19 industries in Australia ranked according to the proportion of women chairs on the Y axis and proportion of women in the workforce on the X axis. The aim for each industry would be to achieve gender-balance, which would be indicated by a dot in the horizontal orange bar. Proportional representation would bring an industry closer to the orange line.

Chart 13: Proportion of women chairs compared to proportion of women in the industry 2022-23



Clearly more needs to be done to ensure that women fill these pivotal roles.

The highest proportion of women chairs occurs in female-dominated industries, Education and Training and Health Care and Social Assistance. However, given the large numbers of women in these industries proportionally, the rate of women chairs is quite low. For example, women make up 78% of employees in Health Care and Social Assistance but occupy just 33% of chair positions.

Table 10: Proportion of women Chairs compared to the proportion of women in each industry 2022-23

	Women chairs (%)	Women in the industry (%)
Male-dominated industries		
Public Administration and Safety	15	30
Agriculture, Forestry and Fishing	13	35
Mining	13	22
Wholesale Trade	11	36
Manufacturing	10	28
Transport, Postal and Warehousing	9	26
Electricity, Gas, Water and Waste Services	7	26
Construction	6	26
Mixed-gender industries		
Other Services	29	55
Administrative and Support Services	23	48
Information Media and Telecommunications	21	40
Retail Trade	20	56
Professional, Scientific and Technical Services	19	44
Arts and Recreation Services	16	52
Financial and Insurance Services	15	52
Accommodation and Food Services	12	52
Rental, Hiring and Real Estate Services	11	43
Female-dominated industries		
Health Care and Social Assistance	33	78
Education and Training	31	65

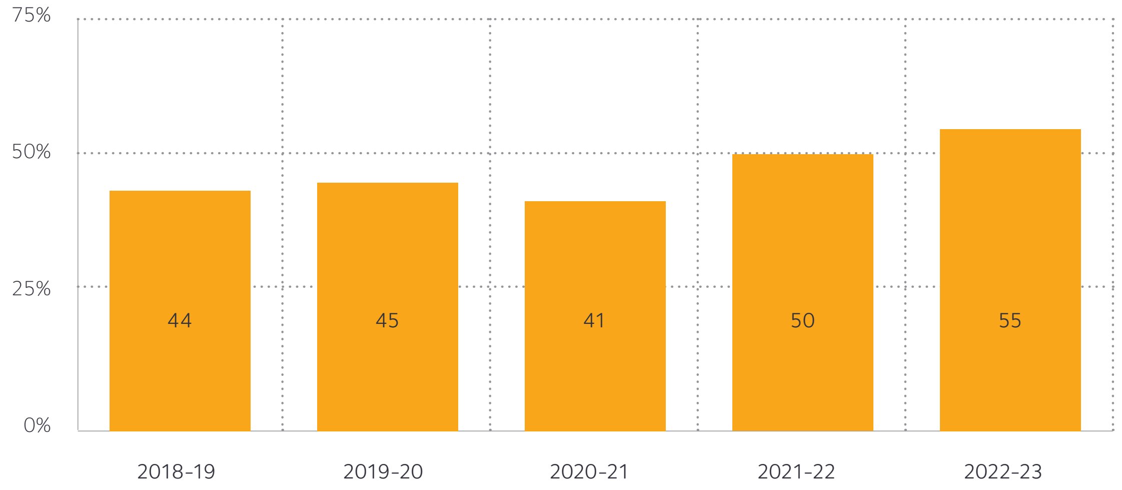
Employer action to improve gender equality on boards

Industries that take action see results

For the first time since employers began reporting their board policies to WGEA, the proportion of employers with a formal policy or strategy for board selection sits above 50%. 55% of employers said they had a formal selection policy or strategy for the organisation's governing body in 2022-23, compared with 50% of employers in 2021-22.

Action taken to drive gender equality on boards correlates closely with the number of women in board positions. Female-dominated industries are more likely to have a formal policy or strategy for board selection (74%) than male-dominated (41%) and mixed-gender industries (54%).

Chart 14: Proportion of employers with a formal policy on board selection



Term limits may play an important role in gender equality

This year, WGEA asked a voluntary question about term limits for chairs or board members. 76% of employers responded to the question. Of those, 41% of boards in female-dominated industries had term limits, compared to just 6% of boards in male-dominated industries and 18% in mixed-gender industries.

These results align closely with the number of women on boards across industries, suggesting term limits can have a meaningful impact on gender-balanced governing bodies. For example, more employers in Construction have policies or strategies to support board composition and selection than in other industries, but only 2% of employers have term limits on board chairs and/or members. Construction has the lowest proportion of women on boards across all industries, with women making up only 18% of board members and the majority of boards being men-dominated (90%).

Table 11: Proportion of employers taking action to increase gender equality on boards by industry 2022-23

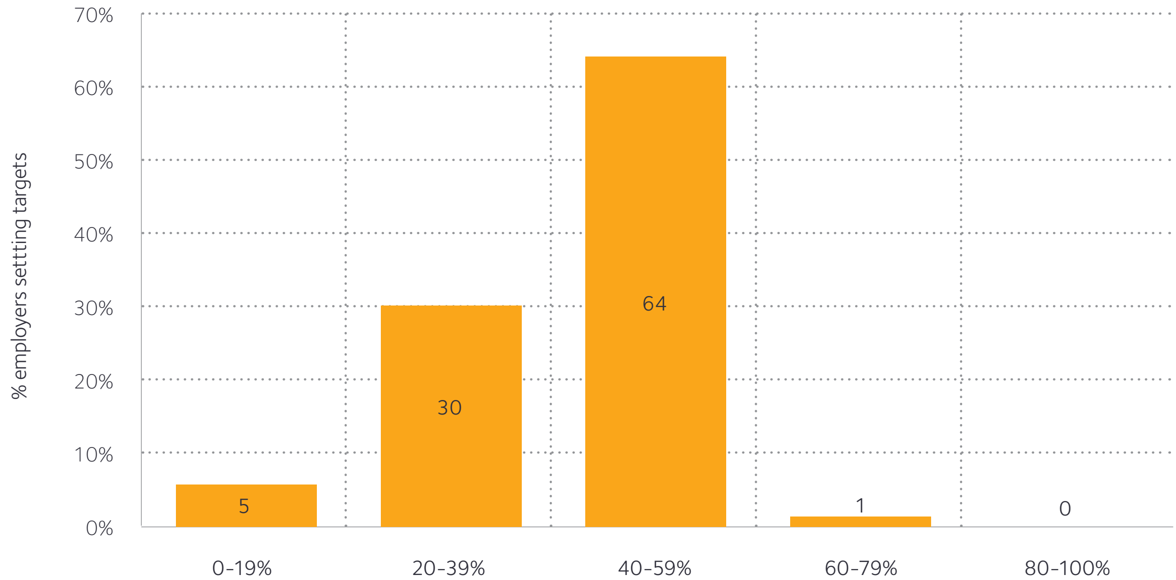
	Members Board women (%)	Formal policy or strategy	Formal selection strategy	Targets set to increase representation	Term limits in place (% of employers that responded)
Male-dominated industries	**25**	**24**	**41**	**12**	**6**
Mining	29	32	58	30	12
Electricity, Gas, Water and Waste Services	26	23	38	17	10
Transport, Postal and Warehousing	21	20	36	14	9
Public Administration and Safety	31	27	33	3	7
Manufacturing	25	24	42	10	6
Wholesale Trade	27	25	40	11	5
Agriculture, Forestry and Fishing	24	21	27	8	4
Construction	18	20	38	10	2
Mixed industries	**32**	**33**	**54**	**15**	**18**
Arts and Recreation Services	36	41	69	15	48
Other Services	38	33	72	10	43
Financial and Insurance Services	31	47	69	20	25
Professional, Scientific and Technical Services	31	37	58	20	18
Rental, Hiring and Real Estate Services	28	35	52	19	17
Accommodation and Food Services	26	19	45	10	15
Administrative and Support Services	33	25	40	11	9
Information Media and Telecommunications	35	33	54	15	6
Retail Trade	31	23	34	9	5
Female-dominated industries	**45**	**29**	**74**	**10**	**41**
Education and Training	43	32	75	12	47
Health Care and Social Assistance	46	27	74	9	36

Target setting needs to be backed by action

In 2022-23, 13% of employers have targets to increase the number of women on boards.

Nearly two-thirds (64%) of employers who set a target to increase women on boards aspired to reach gender-balance, with 40% to 59% female and male representation in the governing body. Most of these were either 40%, the minimum required for gender-balance, or 50%. Far fewer employers set targets for more than 60% or less than 20% female representation.

Chart 15: Range of employer targets to increase the proportion of women on boards 2022-23



The largest employers are almost three times more likely to set targets than the smallest employers (29% of employers with more than 5,000 employees set targets, while 10% of employers with between 100 and 249 employees did). The likelihood of setting targets decreases proportionally with the size of the employer.

Currently, setting targets does not seem to have much of an impact on the proportion of women on boards. Employers with more than 1,000 employees have a slightly larger proportion of women on boards, but not significantly over the average for all organisations.

Table 12: Proportion of employers setting targets compared with proportion of women on boards 2022-23

Employer size	Proportion of women on boards (%)	Proportion of employers setting targets (%)
5,000+	38	29
1,000–4,999	35	18
500–999	33	16
250–499	33	12
100–249	33	10

What this data emphasises is that targets are only effective if acted upon, with accountability for the results. While useful for drawing focus to an issue, targets will not instigate change.

Chapter 3

GEI 3: Equal remuneration between women and men – The gender pay gap

What is GEI 3?

This GEI looks at the difference between the average and median remuneration of women and men and the actions employers are taking to reduce the gender pay gap.

Why is it important?

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

What is the gender pay gap?

The gender pay gap is the difference in average earnings between women and men in the workforce. The gender pay gap is not to be confused with women and men being paid the same for the same, or comparable, job – this is equal pay. Equal pay for equal work is a legal requirement in Australia.

The 2022-23 WGEA gender pay gap:

- covers remuneration data for private sector employers with 100 or more employees
- uses total remuneration, including superannuation, overtime, bonuses, and other additional payments
- includes full-time, part-time and casual employee remuneration. Non-full-time roles are converted into annualised full-time equivalent earnings
- excludes salaries of CEOs, Heads of Business, Casual Managers and employees who were furloughed.[i]
- excludes employees reported as non-binary as the comparison is between women and men.

i The *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023*, makes it mandatory for employers to report CEO, Head of Business, and Casual Manager remuneration from 2023-24. The data in this Scorecard is from 2022-23 reporting so will still exclude CEO, Head of Business and Casual Manager remuneration.

CEO remuneration has a meaningful impact on the average gender pay gap calculation but is insignificant for median calculations. To ensure future comparability, we have also calculated Australia's median gender pay gap.

Chapter 3.
Equal remuneration between women and men – The gender pay gap

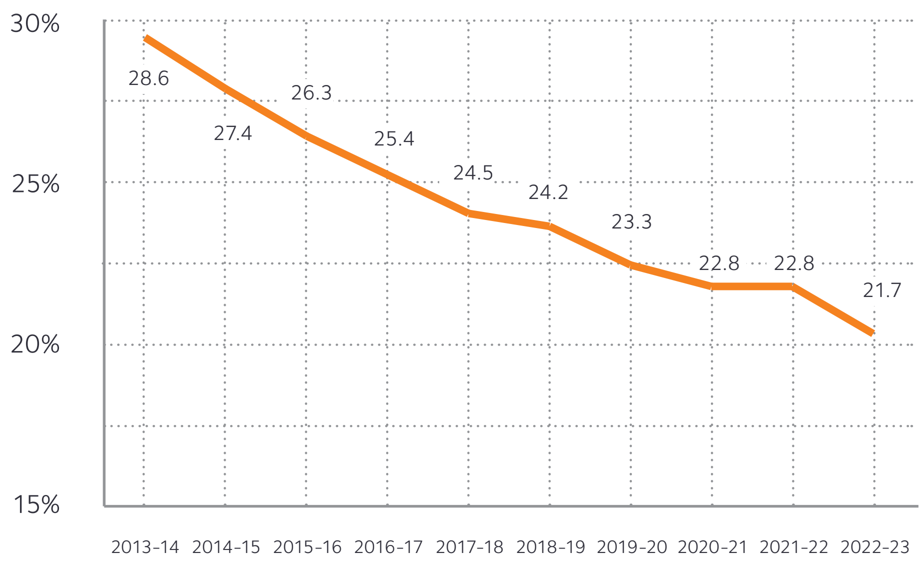
WGEA's gender pay gap

The total remuneration gender pay gap reduced 1.1pp this year to 21.7%. The only time the gender pay gap has fallen by more was between WGEA's first and second year of reporting (between 2013-14 and 2014-15).

The fall is likely due to the combination of national focus and momentum on gender equality and a tight labour market driving employers to hire more women in management and higher income roles.

Despite the reduction in the gender pay gap, on average, women still earn 78 cents for every dollar men earn. This difference adds up to $26,393 per year.

Chart 16: Australia's total remuneration gender pay gap over time



Both men and women's total remuneration increased from 2021-22 to 2022-23. But women's average remuneration increased slightly more than men's, which decreased the national gender pay gap.

Table 13: Average gender pay gap 2018-19 to 2022-23

Year	Average total remuneration women	Average total remuneration men	Difference	Gender pay gap
2022-23	$95,165	$121,558	$26,393	21.7%
2021-22	$90,309	$116,906	$26,597	22.8%
2020-21	$87,451	$113,237	$25,786	22.8%
2019-20	$84,632	$110,379	$25,747	23.3%
2018-19	$80,983	$106,814	$25,831	24.2%

Median gender pay gap

In 2022-23 WGEA calculates the median[ii] gender pay gap for the first time, ahead of the publication of median employer gender pay gaps in early 2024.

The median gender pay gap is 19.0%, which equates to $18,461 a year.

The table below shows the median total remuneration for women and men and the median gender pay gap for 2022-23.

Table 14: Median gender pay gap 2022-23

Year	Median women	Median men	Difference	Gender pay gap
2022-23	$78,484	$96,945	$18,461	19.0%

The difference between the average and the median can reveal important information about income distribution and the drivers of the gender pay gap.

An average *higher* than the median means that a disproportionate number of men in high-income roles has a greater impact on the gender pay gap than a disproportionate number of women in lower-paying roles. An average *lower* than the median means that a disproportionate number of women in lower-paying roles has the greater impact. The scale of the remuneration difference between the highest and lowest-paid roles is also a factor.

The minimum wage and Awards effectively place a floor on how low wages can go in some industries while there is no limit on how high a salary can go. This means that the proportion of men earning high salaries has a larger impact on the average gender pay gap than the larger number of women who are minimum wage employees. With the current levels of occupational segregation, an organisation, industry or nation is more likely to have a higher average gender pay gap than median gender pay gap.

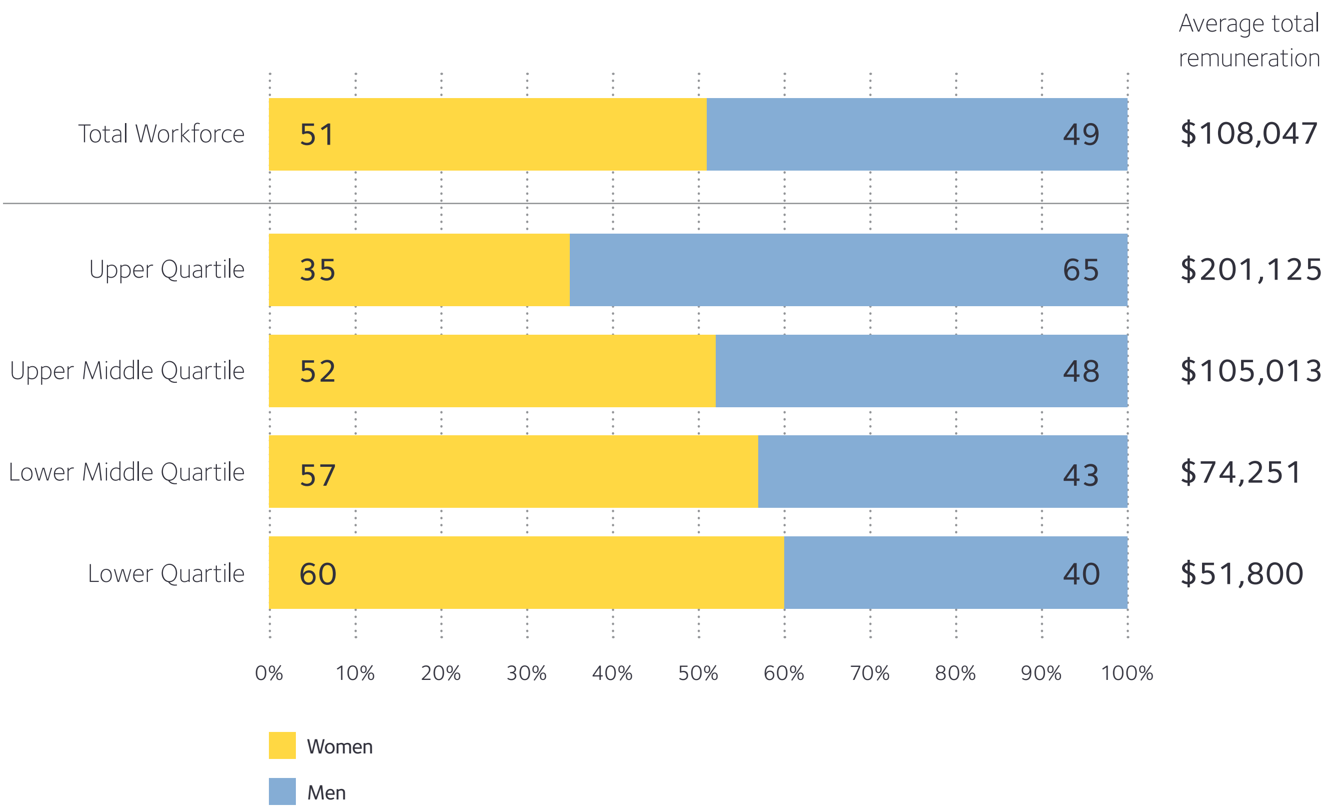
ii The median gender pay gap is based on the difference between the median remuneration for women and men. This accounts for outliers such as large manager salaries or small casual employee salaries.

Men still dominate high-income brackets

While the proportion of men and women in the 2022-23 Employer Census was roughly even, men are far more likely to be in the top earning quartile and women are more likely to be in the lowest earning quartile.

WGEA's Employer Census found men were nearly twice as likely (1.9 times) to be in the upper pay quartile than women, and women were 1.5 times more likely to be in the lowest pay quartile than men. Moreover, the difference in average pay between the top earning (upper) quartile and the next highest (upper middle) quartile was $96,112, while the difference in pay between the upper middle quartile and the lowest quartile was a much lesser amount of $53,213. It's not just that men are far more likely to be in the highest earning quartile, it's that they are likely to earn disproportionately more in that quartile.

Chart 17: Gender composition and average remuneration per pay quartile[iii] 2022-23



iii Excludes the salaries of CEOs, Heads of Business and Casual managers

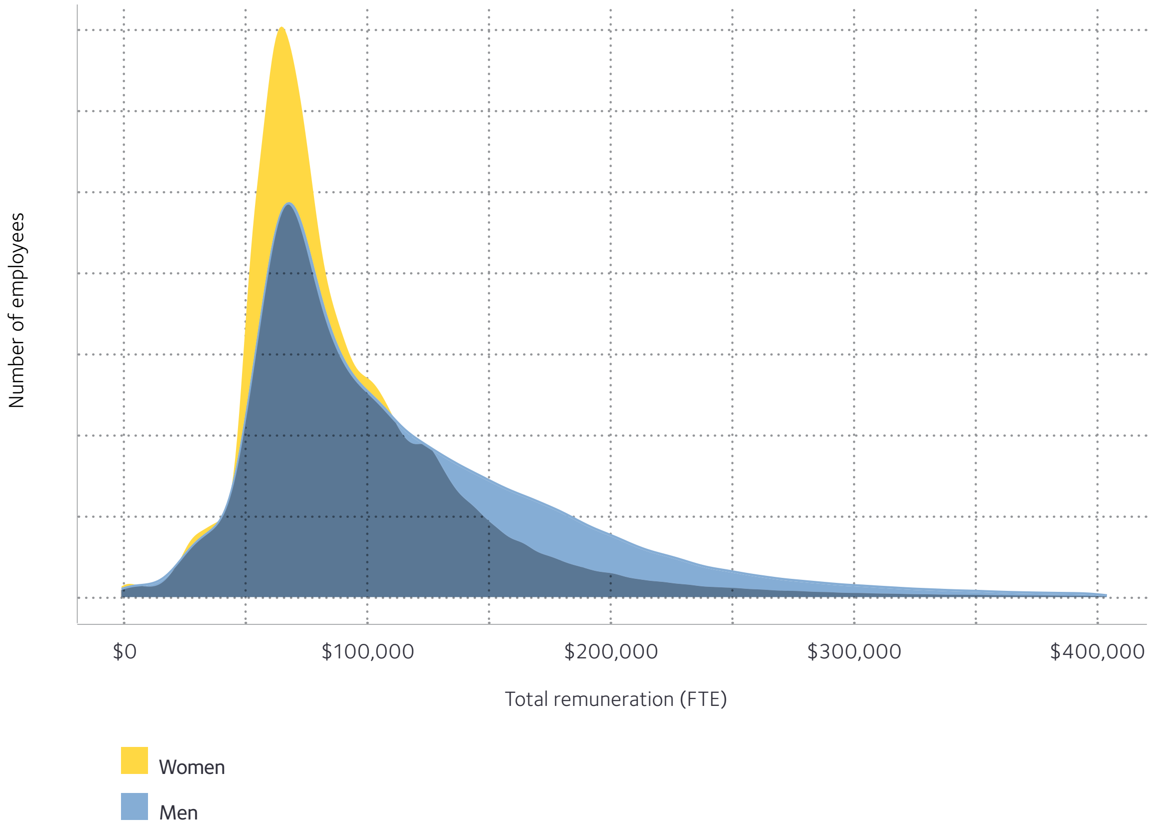
Chapter 3.
Equal remuneration between women and men – The gender pay gap

The remuneration tipping point

A closer look at the distribution of income in reporting employers reveals a tipping point where, on average, men begin to outearn women.

The rates of pay for men and women are quite similar at the lower end of the scale. Differences between men and women begin to occur around $50,000, with more women earning these lower wages than men. This gender-dominance reverses shortly after $100,000 and from that point onward, more men earn higher salaries than women.

Chart 18: Distribution of income for women and men 2022-23



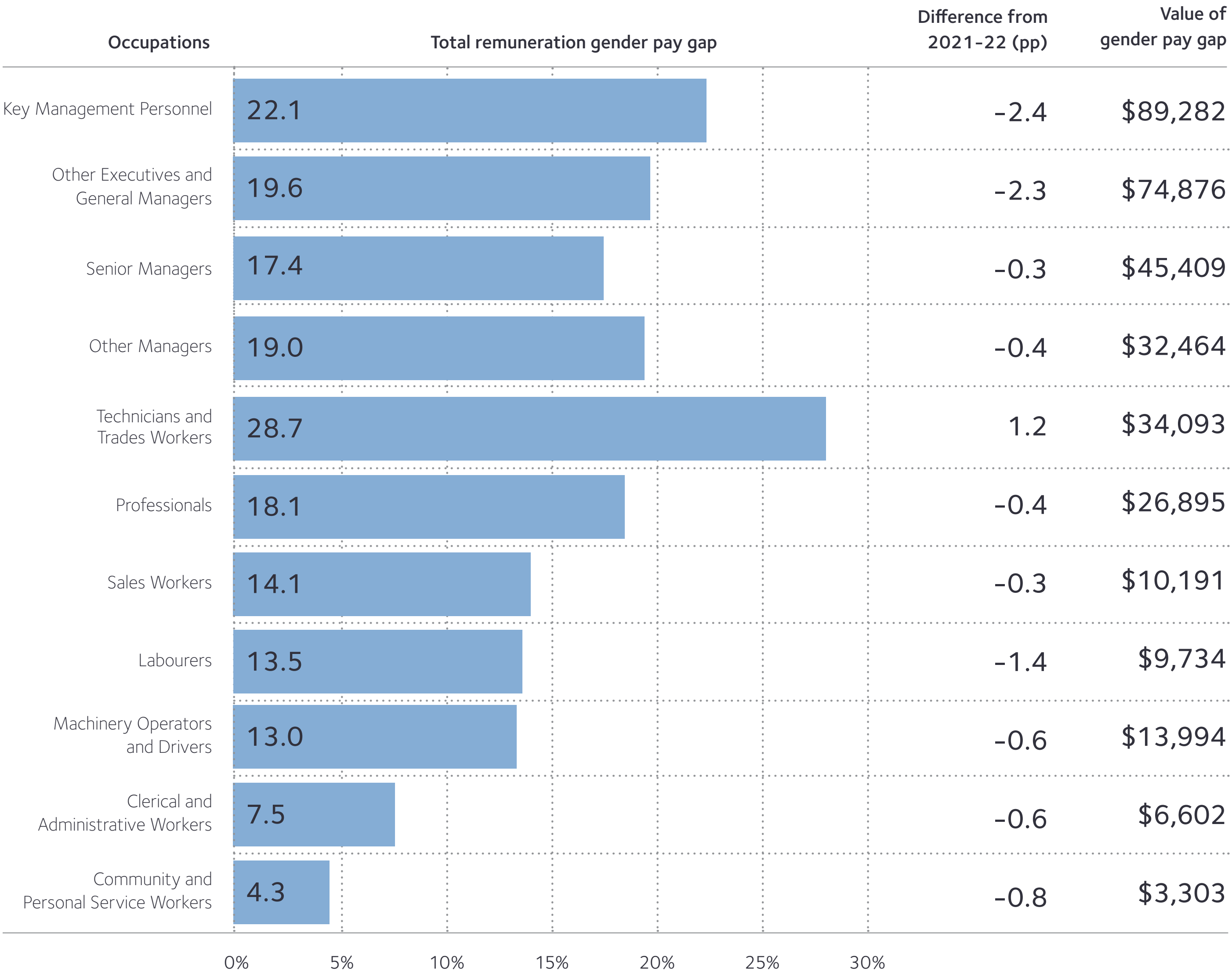
Chapter 3.
Equal remuneration between women and men – The gender pay gap

On average, men earn more than women in every role

Every level of management and non-management has a gender pay gap in favour of men.

- In 2022-23 the average total remuneration gender pay gap for non-managers was 18.1% and the median was 14.7%.
- The average total remuneration gender pay gap for managers was 22.2% and the median was 21.0%.

Chart 19: Total remuneration average gender pay gap by role 2022-23



Chapter 3.
Equal remuneration between women and men – The gender pay gap

What caused the reduction in the gender pay gap?

The reduction in Australia's total remuneration gender pay gap was driven by a small increase in the proportion of women in the upper and upper middle pay quartiles and a decrease in the proportion of women in the lower and lower middle pay quartiles.

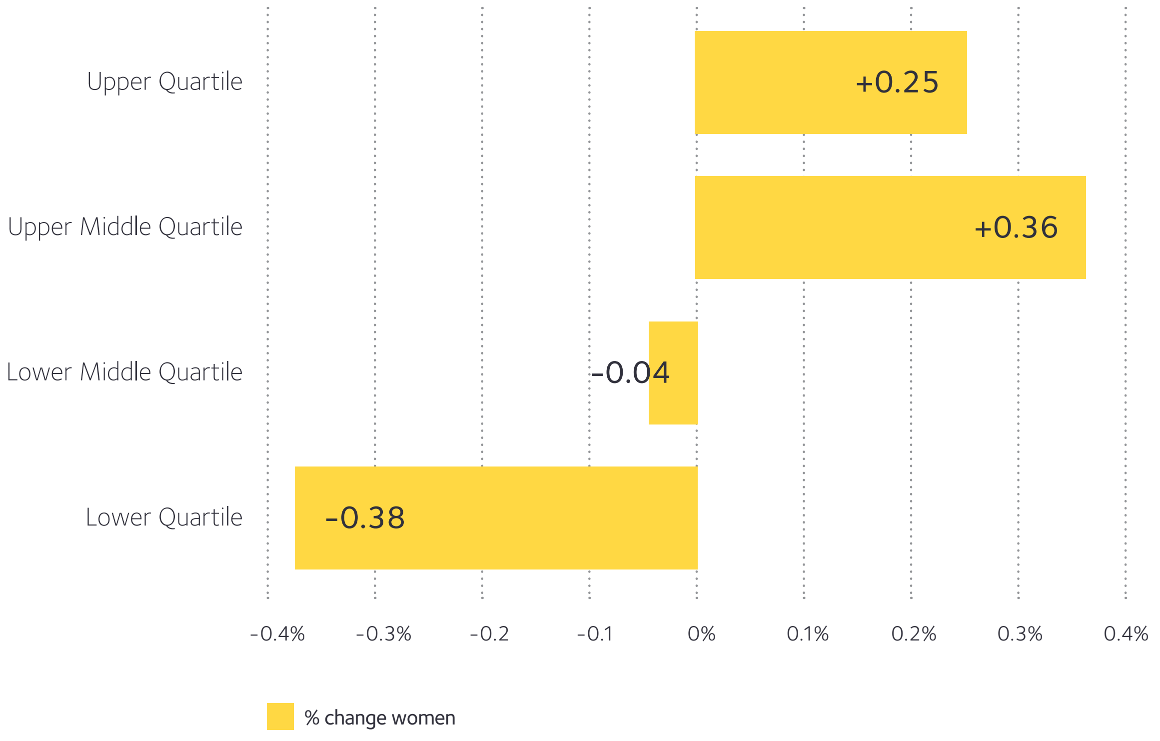
This corresponds with the data above which shows the largest reduction in the gender pay gap occurred at Key Management Personnel and General Manager level.

The shift towards the upper and upper middle quartiles was larger than the reduction in the lower and lower middle quartiles.

While these changes are small, less than 0.5% for each pay quartile, the overall result is a 1.1pp decline in Australia's total remuneration gender pay gap.

Further action to increase the proportion of women in higher-paying roles would result in even larger declines.

Chart 20: Change in proportion of women by pay quartile 2021-22 to 2022-23



A closer look at the upper quartile

At a national level, the upper pay quartile is dominated by a small number of industries where a larger proportion of employees earn high salaries. In most, but not all, of these industries, men outnumber women in the upper quartile by a factor of at least 2:1 and in some cases as high as 6:1.

Eight industries account for 78% of all upper quartile earners and nearly two-thirds (63%) of those employees are men. These industries are: Professional, Scientific and Technical Services, Financial and Insurance Services, Education and Training, Mining, Manufacturing, Health Care and Social Assistance, Construction, and Transport, Postal and Warehousing.

The two female-dominated industries, Education and Training and Health Care and Social Assistance, are the only industries where more women are upper quartile earners than men.

In lower-paying industries such as Arts and Recreation and Accommodation and Food Services, many of the highest-paying managerial roles are in the upper middle quartile nationally, even if similar roles such as Key Management Personnel or General Managers, often fall into the upper quartile.

Sizable reductions in Australia's gender pay gap could be achieved if the highest-paying industries increase the proportion of women in high-paying roles.

Table 15: Proportion of women and men in the national upper pay quartile by industry and gender 2022-23

Industry	Women (%)	Men (%)	Total (%)
Professional, Scientific and Technical Services	4.8	10.0	14.8
Financial and Insurance Services	5.2	7.8	13.0
Education and Training	7.4	5.1	12.5
Mining	2.1	9.7	11.8
Manufacturing	1.6	6.3	8.0
Health Care and Social Assistance	5.5	2.4	7.9
Construction	0.7	4.7	5.4
Transport, Postal and Warehousing	0.7	3.9	4.6
Wholesale Trade	1.2	2.8	4.0
Administrative and Support Services	1.4	2.5	3.9
Information Media and Telecommunications	1.2	2.7	3.8
Retail Trade	1.2	2.0	3.2
Electricity, Gas, Water and Waste Services	0.5	2.0	2.5
Other Services	0.6	1.0	1.6
Rental, Hiring and Real Estate Services	0.4	0.8	1.1
Arts and Recreation Services	0.3	0.4	0.7
Accommodation and Food Services	0.2	0.4	0.6
Public Administration and Safety	0.1	0.2	0.3
Agriculture, Forestry and Fishing	0.1	0.2	0.2
Total*	**35.2**	**64.9**	**100**

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

And the lower quartile

In 2022-23 the proportion of men working in the four industries that dominate the lower pay quartile rose slightly.

These industries are Retail Trade, Health Care and Social Assistance, Accommodation and Food Services and Administrative and Support Services. Between them they account for 69% of all lower-quartile workers. In non-manager roles, men within these industries are highly likely to be working casually.

The table below shows the proportion of employees from these four industries in the lower quartile. This national lower pay quartile is different from the proportion of women and men in each industry pay quartile as shown on Table 17 because each industry does not have equal representation in the national quartiles. In all other industries women and men account for less than 3% of the lower quartile.

Table 16: Proportion of women and men national lower quartile earners 2022-23 (top four industries)

Industry	Proportion of women in lower quartile (%)	Proportion of men in lower quartile (%)	All employees (%)
Retail Trade	21	12	33
Health Care and Social Assistance	13	3	16
Accommodation and Food Services	7	6	12*
Administrative and Support Services	4	4	8

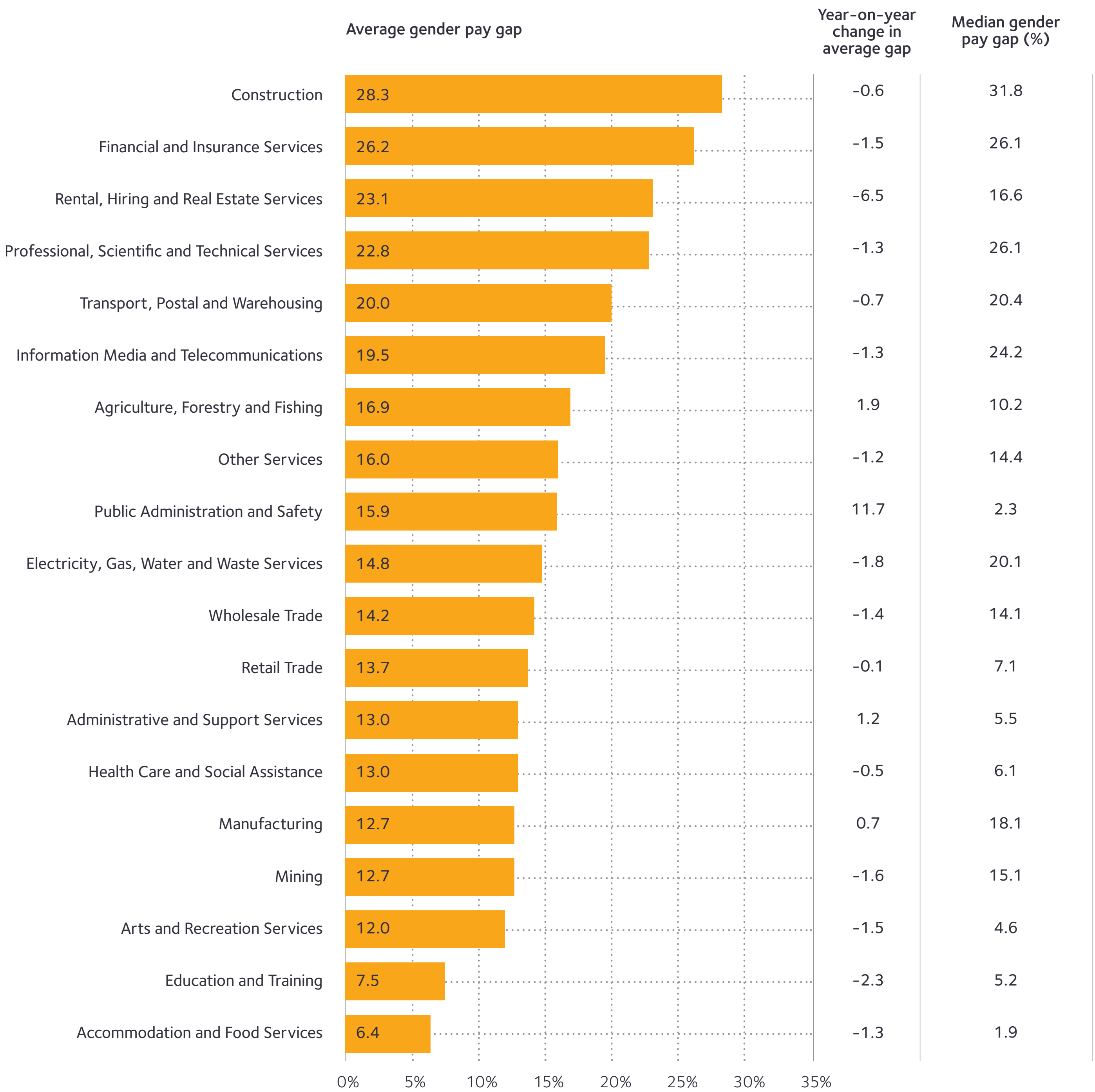
***Note:** Percentages shown may not add up to 100% due to rounding of decimal place.

Chapter 3.
Equal remuneration between women and men – The gender pay gap

Imbalance drives the gender pay gap

The industries with the largest gender pay gaps have a larger imbalance between the proportion of women in the lower quartiles compared to the upper quartiles.

Chart 21: Total remuneration gender pay gap (all employees) by industry, 2022-23 and year-on-year difference to 2021-22



	Average gender pay gap	Year-on-year change in average gap	Median gender pay gap (%)
Construction	28.3	-0.6	31.8
Financial and Insurance Services	26.2	-1.5	26.1
Rental, Hiring and Real Estate Services	23.1	-6.5	16.6
Professional, Scientific and Technical Services	22.8	-1.3	26.1
Transport, Postal and Warehousing	20.0	-0.7	20.4
Information Media and Telecommunications	19.5	-1.3	24.2
Agriculture, Forestry and Fishing	16.9	1.9	10.2
Other Services	16.0	-1.2	14.4
Public Administration and Safety	15.9	11.7	2.3
Electricity, Gas, Water and Waste Services	14.8	-1.8	20.1
Wholesale Trade	14.2	-1.4	14.1
Retail Trade	13.7	-0.1	7.1
Administrative and Support Services	13.0	1.2	5.5
Health Care and Social Assistance	13.0	-0.5	6.1
Manufacturing	12.7	0.7	18.1
Mining	12.7	-1.6	15.1
Arts and Recreation Services	12.0	-1.5	4.6
Education and Training	7.5	-2.3	5.2
Accommodation and Food Services	6.4	-1.3	1.9

In Construction, for example, women make up 47% of lower quartile earners but just 12% of upper quartile earners. Similarly in Finance and Insurance Services, women dominate the lower pay quartile, but account for just 35% of top quartile earners. These two industries also have the largest gender pay gaps in Australia.

Table 17: Proportion of women in each industry earning quartile 2022-23

Industry	Upper quartile (%)	Upper middle quartile (%)	Lower middle quartile (%)	Lower quartile (%)	Gender pay gap
Construction	12	18	29	47	28.3
Financial and Insurance Services	35	48	60	64	26.2
Rental, Hiring and Real Estate Services	32	40	50	50	23.1
Professional, Scientific and Technical Services	28	39	51	57	22.8
Transport, Postal and Warehousing	15	22	29	40	20.0
Information Media and Telecommunications	29	35	45	53	19.5
Agriculture, Forestry and Fishing	23	36	40	41	16.9
Other Services	39	56	63	63	16.0
Public Administration and Safety	26	26	31	36	15.9
Electricity, Gas, Water and Waste Services	18	21	26	39	14.8
Wholesale Trade	28	33	39	44	14.2
Retail Trade	43	56	63	63	13.7
Administrative and Support Services	40	50	54	48	13.0
Health Care and Social Assistance	75	78	80	81	13.0
Manufacturing	20	22	31	39	12.8
Mining	16	15	22	35	12.7
Arts and Recreation Services	44	52	53	58	12.0
Education and Training	58	68	68	67	7.5
Accommodation and Food Services	46	57	56	50	6.4

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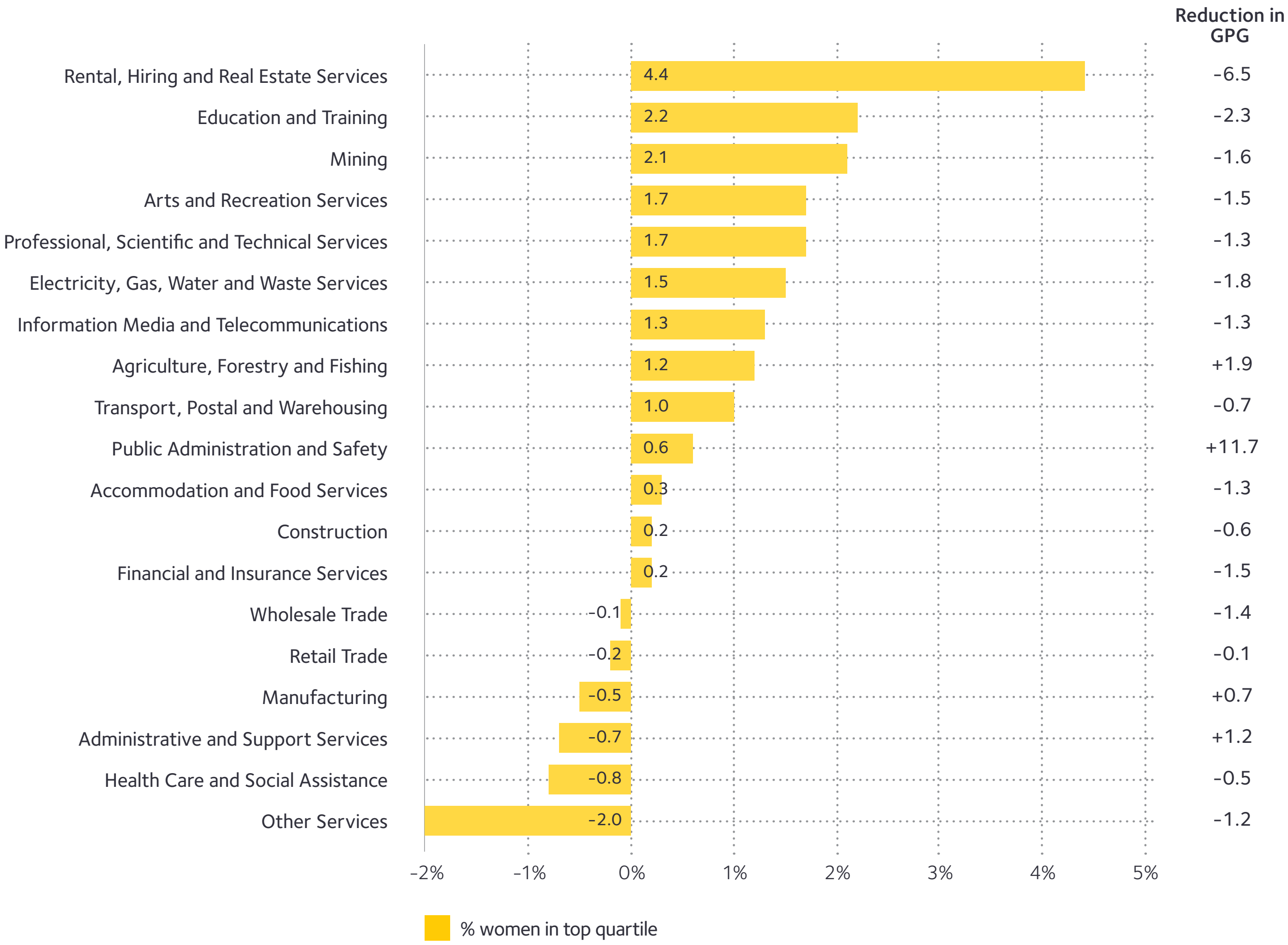
Correcting imbalance reduces the gender pay gap

Over the past 12 months, the average gender pay gap decreased in 15 out of 19 industries.

The industries with the largest reduction in the gender pay gap had the highest increases in the proportion of women moving into the upper pay quartile within that industry.

Chart 22: Change (%) in women in the upper pay quartile by industry 2021-22 to 2022-23



This change has been driven by an increase in the proportion of women in senior roles, particularly in Key Management Personnel followed by Executive and General Managers.

In Rental, Hiring and Real Estate Services, the proportion of women in Executive and General Manager roles increased by 4pp and the proportion of women in Other Manager roles increased by 1pp. This shift of gender-balance resulted in the average total remuneration rising more for women than for men.

Similarly, the gender pay gap in Education and Training has reduced as the proportion of women managers increased. In this industry, the proportion of women in non-management roles stayed the same while the proportion of women in all management roles increased, with the exception of CEOs and Heads of Business, which are currently not included in the gender pay gap calculation. This resulted in large increases in average salary for women compared to smaller increases for men.

Arts and Recreation increased the proportion of women managers by 3pp, the largest increase of any industry. The total remuneration for both women and men increased compared to 2021-22, but the increase was larger for women than for men as a result of this movement to management.

Mining increased the proportion of women in all pay quartiles by similar percentages in 2022-23. The proportion of women managers rose by 2pp and the larger average salaries in the top pay quartile meant this action reduced the industry's overall gender pay gap.

The proportion of women in management roles also rose in Electricity, Gas, Water and Waste Services. Compared to 2021-22, women accounted for 4% more Key Management Personnel, 3% more Executive and General Managers and 2% more Senior Managers in this industry.

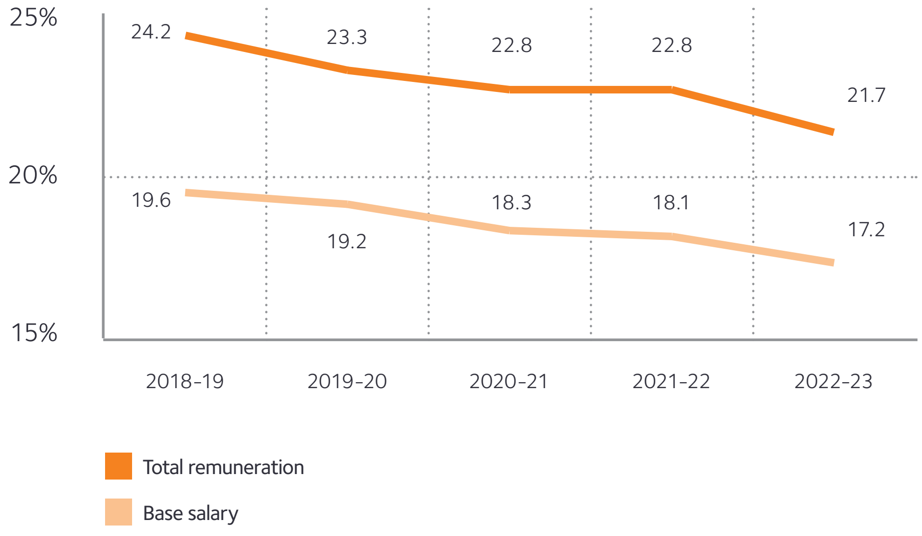
This movement of women towards management shifted more women into the upper and upper middle pay quartiles, driving a reduction in the gender pay gap. Further action to improve the rates of women managers in all industries to a closer gender-balance would result in significant reductions in the gender pay gap in future.

Public Administration and Safety had the largest increase at 11.7%. This was due to movement in the type of employers that were included in this division combined with the number of employees within the division overall being small.

The bonus effect increases the gender pay gap

The value of additional payments such as bonuses, overtime and superannuation contributed 4.5pp to Australia's average gender pay gap in 2022-23.

Chart 23: Base salary and total remuneration gender pay gap 2018-19 to 2022-23



The WGEA Employer Census shows that industries with large gender pay gaps often have larger differences between the base salary and total remuneration. These are also the industries that tend to dominate the upper pay quartile.

Discretionary payments mostly go to employees in senior positions, and they are related to individual's salaries. As a result of the gender-imbalance in the top quartile, this widens the total remuneration gender pay gap.

It is also important to note that because these payments are discretionary, they are also more likely to be affected by gender. Bonuses can be impacted by unconscious bias around distribution, and sales targets can be impacted by an employee's ability to work additional hours or conduct work outside of their ordinary workplace – all of which are influenced by gender.

Table 18: Base salary and total remuneration average gender pay gaps 2022–23 by industry

Industry	Base salary GPG %	Base salary GPG $	Total remuneration GPG %	Total remuneration GPG $	Difference base v total GPG %
Construction	23.3	$26,214	28.3	$39,395	**5.0**
Financial and Insurance Services	20.0	$25,946	26.2	$45,101	**6.2**
Rental, Hiring and Real Estate Services	11.0	$11,368	23.1	$33,249	**12.1**
Professional, Scientific and Technical Services	20.2	$25,615	22.8	$35,123	**2.6**
Transport, Postal and Warehousing	15.0	$13,965	20.0	$23,717	**5.0**
Information, Media and Telecommunications	16.5	$19,508	19.5	$29,361	**3.0**
Agriculture, Forestry and Fishing	12.9	$9,946	16.9	$16,604	**4.0**
Other Services	11.8	$10,126	16.0	$16,913	**4.2**
Public Administration and Safety	13.1	$8,948	15.9	$13,028	**2.8**
Electricity, Gas, Water and Waste Services	5.9	$6,721	14.8	$23,083	**8.9**
Wholesale Trade	9.8	$9,151	14.2	$17,225	**4.4**
Retail Trade	10.3	$6,706	13.7	$10,609	**3.4**
Administrative and Support Services	12.9	$11,363	13.0	$13,294	**0.1**
Health Care and Social Assistance	11.4	$9,799	13.0	$13,386	**1.6**
Manufacturing	10.1	$9,308	12.7	$14,934	**2.6**
Mining	9.9	$13,666	12.7	$23,960	**2.8**
Arts and Recreation Services	10.9	$8,756	12.0	$10,978	**1.1**
Education and Training	6.3	$6,657	7.5	$9,207	**1.2**
Accommodation and Food Services	5.4	$2,972	6.4	$4,015	**1.0**

Addressing this imbalance reduced the gender pay gap

As seen above, the largest reduction in the gender pay gap occurred in Rental, Hiring and Real Estate Services. In this industry, the value of discretionary payments such as overtime, bonuses and superannuation added around 12.1pp to the gender pay gap.

In general, the value of these payments increases with seniority. So as the proportion of women in management roles increases, so too does women's access to discretionary payments.

In 2022-23 men working in Rental, Hiring and Real Estate earnt $3,402 less on average from discretionary payments, while women earnt $942 more compared to 2021-22. This is likely because the overall value of discretionary payments decreased, but women had greater access to these payments due to their increase in management.

Employer action to reduce the gender pay gap

Employer action needs to accelerate

In 2022-23, 55% of employers reduced their gender pay gap year on year. However, these decreases were not large enough to drive any change in the proportion of employers with a gender pay gap of +/- 5%.

WGEA's 2022-23 Employer Census found:

- 73% of employers had a gender pay gap of larger than 5% in favour of men.
- 20% of employers had a neutral gender pay gap (within +/- 5%).
- 7% of employers had a gender pay gap in favour of women.

This is exactly the same in 2021-22.

In early 2024, WGEA will publish median base salary and total remuneration employer gender pay gaps on its website following changes to the *Workplace Gender Equality Act 2012*.

Employers will be able to publish an Employer Statement to explain their gender pay gap and the action they are taking to reduce it alongside this published gender pay gap.

Larger employers lead the way on equal remuneration policies

In 2022-23, 70% of employers have a policy on remuneration generally. Of those 61% include specific pay equity objectives.

Larger employers are more likely to have a policy on remuneration with specific pay equity objectives included than smaller employers. It should be noted that from 2024 employers with 500 or more staff will be required to have a policy or strategy to address each Gender Equality Indicator.

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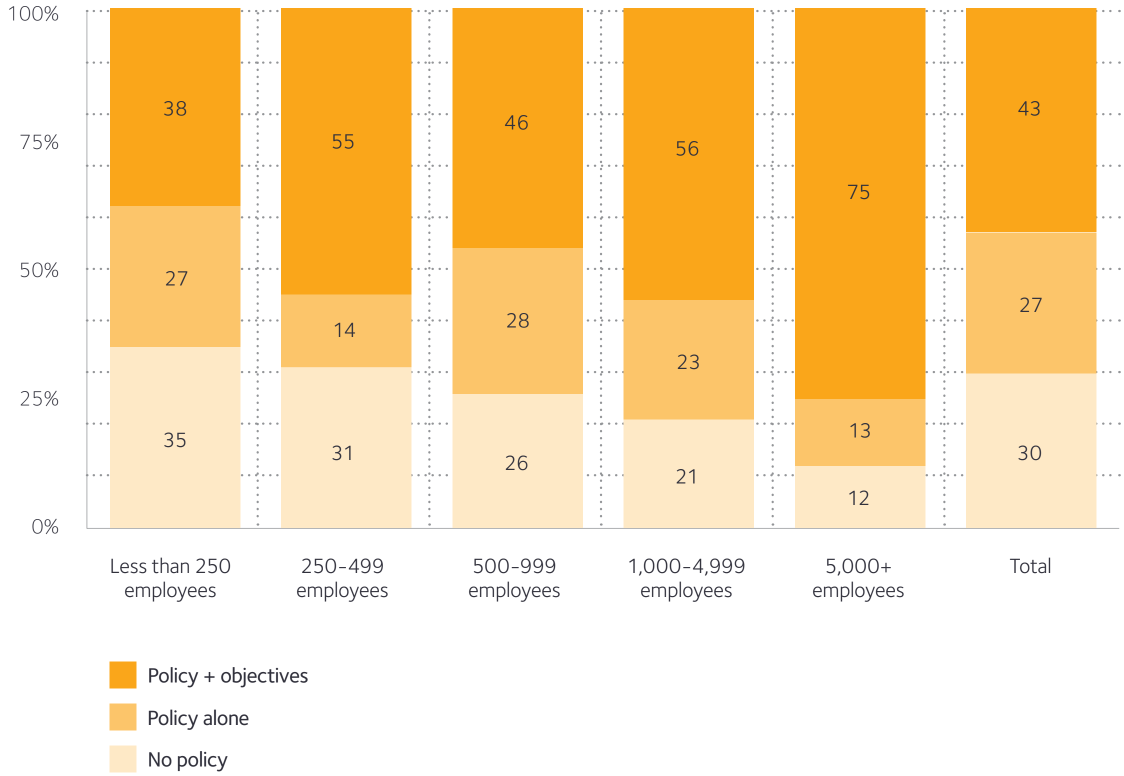
Chart 24: Proportion of employers with a policy and specific pay equity objectives 2022-23 by business size



Female-dominated industries were far less likely to have a formal policy on remuneration than mixed-gender or male-dominated industries.

In female-dominated industries, 56% of employers had a formal policy on remuneration generally. Of those, 47% had specific pay equity objectives. In mixed-gender industries, 75% of employers had a policy and of those 65% included specific pay equity objectives. 75% of employers in male-dominated industries had a remuneration policy and of those 63% included specific pay equity objectives.

Education and Training was the only industry where fewer than 50% of employers had a policy or strategy on remuneration. 46% of employers in Education and Training had a policy or strategy and of those 48% had any specific pay equity objectives. In Health Care and Social Assistance 64% of employers had a policy and of those 47% included specific pay objectives.

Policy inclusions need to set a path for action

Employers can ensure equal remuneration at several points in the employee lifecycle. Common actions to achieve this goal include removing bias from commencement salaries and salary reviews, publishing pay bands and scales, holding managers accountable for pay equity, and implementing clear unbiased performance management practices.

Employers are mostly likely to have generic objectives to remove gender bias from the remuneration process and to achieve gender pay equity. They are far less likely to hold managers to account for pay equity outcomes or to be transparent with pay bands or scales. Like any action in business, the gender pay gap is more likely to shift when employers connect broad ideals with concrete, timely, measurable actions.

Female-dominated industries are less likely to have every type of inclusion except for transparency with pay bands or scales. This is likely due to the presence of more enterprise bargaining agreements in female-dominated industries, which commonly include pay bands or scales.

Table 19: Proportion of employers with specific pay equity objectives policies 2022-23*

Pay equity objective	Male-dominated industries (%)	Mixed-gender industries (%)	Female-dominated industries (%)	Total
Remove gender bias at any point in remuneration review process	56	56	35	52
Achieve gender pay equity	41	45	23	39
Implement and maintain a transparent and rigorous performance management process	38	42	24	37
Transparency with pay bands or scales	24	23	30	25
Managers are held accountable for pay equity outcomes	25	26	15	24

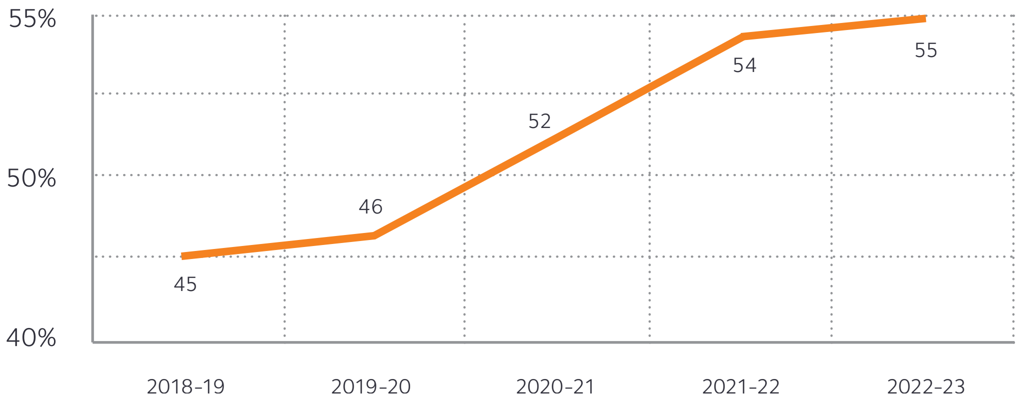
***Note:** Percentage shown is of employers with specific pay objectives included in their policy. Employers could select multiple responses to this question.

Male-dominated industries and larger employers are more likely to analyse their payroll and take action

The first step in improving an organisation's gender pay gap is to conduct a pay gap analysis. This analysis helps employers to understand what is driving their gender pay gap. It can also help employers to pinpoint areas where gender inequality may be occurring in the remuneration process.

In 2022-23, 55% of employers conducted a pay gap analysis and 60% of those acted on the results. This continues a slow upward trend over the past five years.

Chart 25: Proportion of organisations that conducted a pay gap analysis 2017-18 to 2022-23



Employers with 5,000 or more employees were twice as likely to analyse their payroll and take action on the results than employers with less than 250 employees.

This is true for all industry types. But male-dominated industries were nearly three times more likely to analyse their payroll and take action than female-dominated industries overall.

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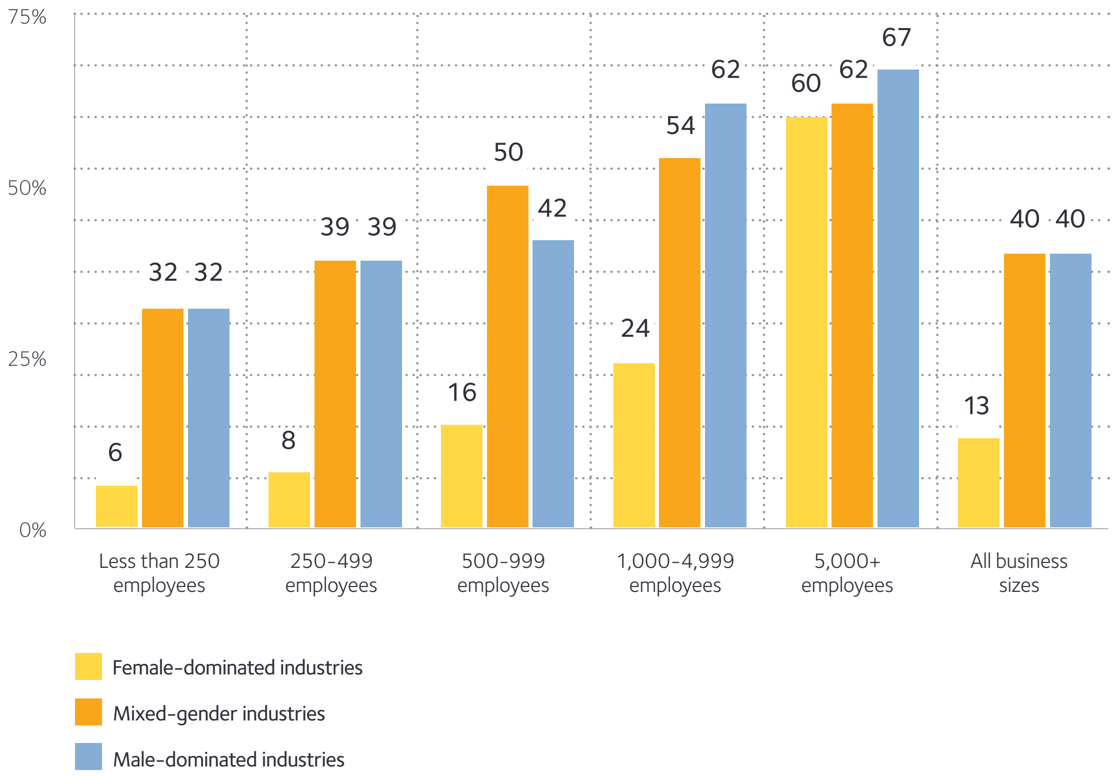
Chart 26: Proportion of employers by business size that analysed their payroll and took action 2022-23



Of the 45% of employers that did not conduct a gender pay gap analysis, 73% said they made this decision because all or some of the salaries were set under industrial awards. This reason is more common in female-dominated industries (87%), which may explain why the proportion of female-dominated industries conducting a gender pay gap analysis is lower than mixed and male-dominated industries.

22% of employers did conduct a pay gap analysis but did not take action, on the results. Of those 15% said this was because salaries are set by awards or workplace agreements and 11% said employees are paid the 'market rate'.

Employer actions can lead to a gender pay gap even when salaries are set under awards or market rates. For example, conscious and unconscious bias could prevent women from being promoted to management, into higher pay bands or recruited into companies in the first place. Structural issues around the availability of flexible or part-time work can create another barrier.

To reduce the gender pay gap, more employers need to conduct a gender pay gap analysis and then develop a policy or strategy to address the particular drivers of the gender pay gap within their organisation.

Table 20: Proportion of employers by industry that undertook a pay gap analysis and the proportion of those that took action as a result 2022-23

Industry	Did pay gap analysis	Took action as a result
Financial and Insurance Services	81	71
Professional, Scientific and Technical Services	78	73
Electricity, Gas, Water and Waste Services	73	79
Mining	71	74
Wholesale Trade	64	66
Construction	63	58
Information Media and Telecommunications	62	73
Rental, Hiring and Real Estate Services	62	68
Manufacturing	59	66
Transport, Postal and Warehousing	58	63
Arts and Recreation Services	52	51
Agriculture, Forestry and Fishing	52	72
Retail Trade	52	55
Administrative and Support Services	51	43
Public Administration and Safety	47	50
Other Services	47	56
Accommodation and Food Services	39	39
Health care and Social assistance	35	36
Education and Training	32	43
All industries	**55**	**60**

Fixing the gender pay gap requires more than correcting like-for-like gaps

The type of actions employers took following a pay gap analysis can give a some indication of how well they understand their gender pay gap and some of the actions they are taking to reduce it.

55% of employers undertook a pay gap analysis and 60% of them took an action as a result. One of the main actions employers took was to correct like-for-like gaps. Like-for-like gaps relate to instances of unequal pay. While unequal pay is one of the drivers of the gender pay gap, it is not the main cause. Equal pay has also been a legal requirement in Australia since 1969.

Even when employers do an analysis, many may be missing the opportunity to correct several underlying causes of the gender pay gap.

Table 21: Proportion of employers taking action following a gender pay gap analysis 2022-23*

Action taken	% of employers taking action	Male-dominated industries (%)	Mixed-gender industries (%)	Female-dominated industries (%)
Identified cause/s of the gaps	59	57	61	57
Corrected like-for-like gaps	57	57	60	37
Reviewed remuneration decision-making processes	51	49	53	51
Analysed performance pay to ensure there is no gender bias	48	49	52	26
Reported pay equity metrics (including gender pay gaps) to the executive	47	40	52	48
Analysed performance ratings to ensure there is no gender bias	40	42	43	23
Analysed commencement salaries by gender to ensure there are no pay gaps	38	37	41	28
Reported pay equity metrics (including gender pay gaps) to the governing body	32	27	36	34
Trained in addressing gender bias	29	27	33	19
Created a pay equity strategy or action plan	25	25	26	21
Set targets to reduce any organisation-wide gap	17	15	19	16
Reported pay equity metrics (including gender pay gaps) to all employees	10	8	12	11
Reported pay equity metrics (including gender pay gaps) externally	7	7	6	7
Conducted a gender-based job evaluation process	6	7	5	5

* **Note:** Percentage shown is of the employers that did a payroll gap analysis and took action as a result.

Despite the high rates for correcting like-for-like gaps and stated policy intentions to remove bias from performance reviews, few employers (40%) took steps to identify and remove gender bias from performance ratings and just 29% trained managers to identify gender bias.

Female-dominated industries were less likely to identify like-for-like gaps following a pay gap analysis. They were also less likely to analyse performance pay or performance ratings or train managers in addressing gender bias.

These results are an indication that employers need to be aware of the drivers of the gender pay gap and the actions that can ensure more gender-equal workplaces.

Employers should prepare for the spotlight

In 2022-23, 20% of employers that conducted a pay gap analysis reported the results of this analysis to their board, almost a third of all employers that took 'an action'. This is an increase from 2021-22 and may be a sign that employers are preparing to socialise their results ahead of WGEA publishing employer gender pay gaps in early 2024. It may also be an early reaction to legislative changes that make it mandatory for employers to share their WGEA Executive Summary and Industry Benchmark Report with their board from late 2023.

While more boards are more aware of employer gender pay gaps, 90% of employers that conducted a pay gap analysis and took action on the results did not take action to inform their employees of the results. This means many employees will see their employer's gender pay gap for the first time when it is published by WGEA. The results of any pay gap analysis will be crucial for employers to explain their gender pay gap and show how they plan to take effective action to reduce it once a spotlight is shone on their results.

Chapter 4

GEI 4: Employment conditions relating to flexible work and support for employees with family or caring responsibilities

What is GEI 4?

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

Why is it important?

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

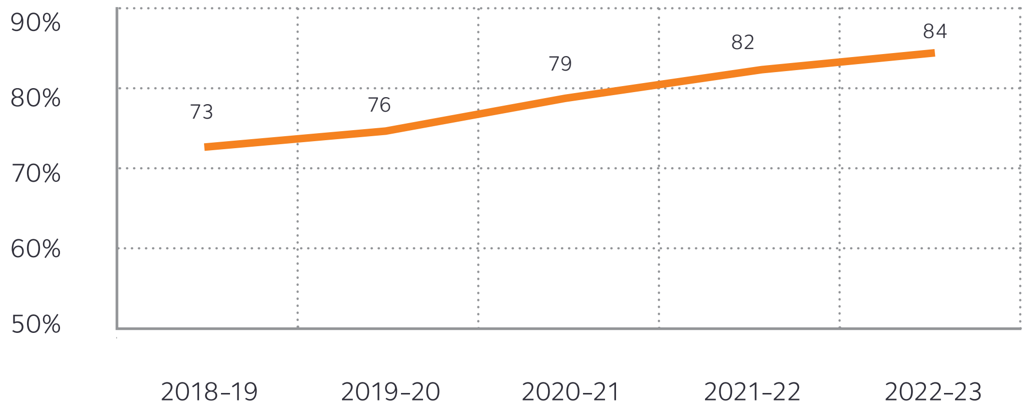
Flexible work

More employers have a flexible work policy

Organisations continue to embed flexible work policies into their business. Following a steep rise in flexible work during COVID-19 (2020 to 2022), the proportion of employers with a flexible work policy or strategy has increased to a record high of 84%.

Based on this increase, 92% of employees have access to flexible work policies or are covered by a flexible work strategy.

Chart 27: Proportion of organisations with a policy or strategy for flexible working 2018-19 to 2022-23



Employers with 5,000 or more employees in mixed-gender industries were the most likely to have a policy or strategy for flexible work. Small (100 to 499 employees) and medium-sized (500 to 4,999 employees) businesses in industries dominated by one gender were the least likely to have a policy.

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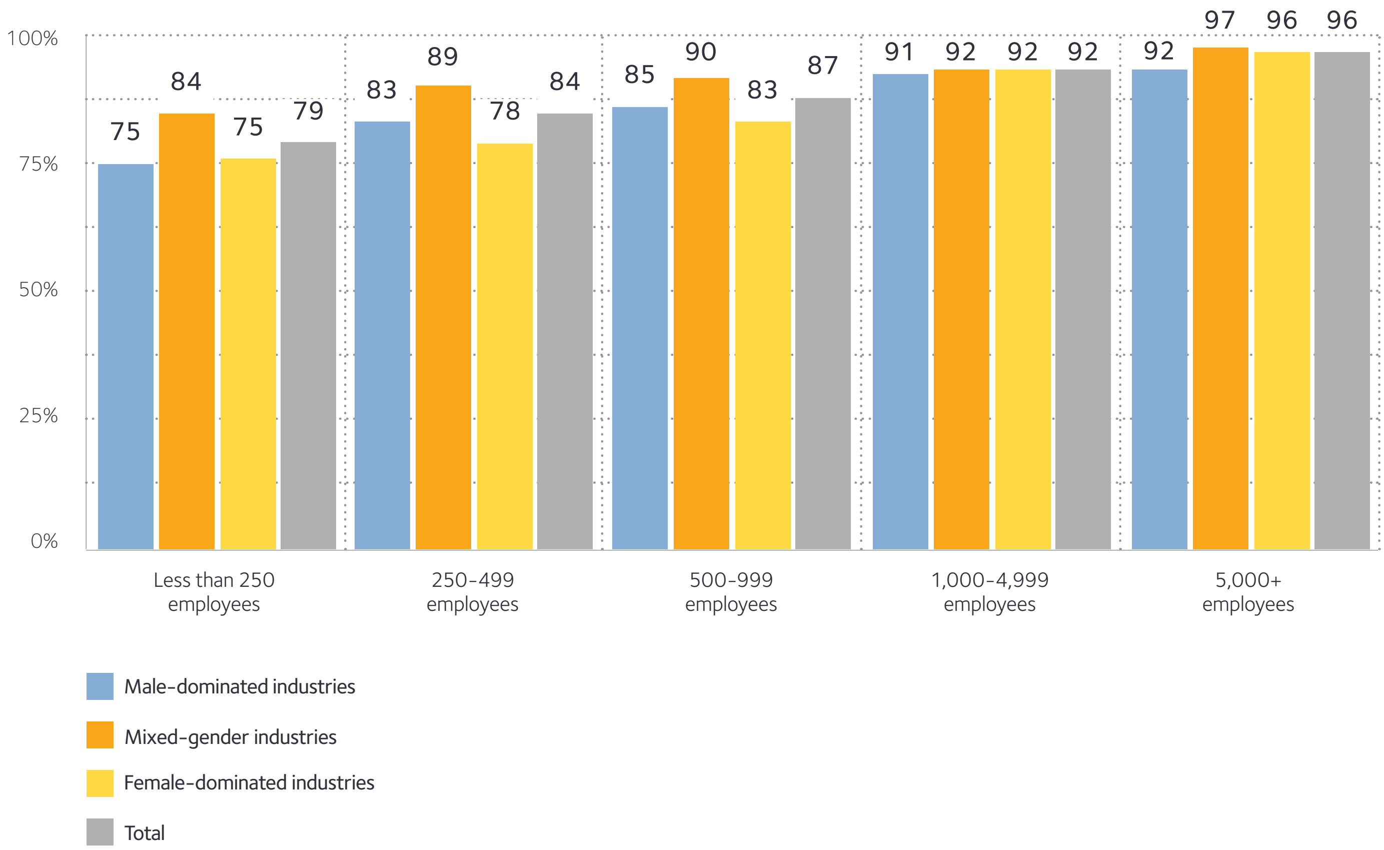
Employment conditions relating to flexible work and support for employees with family or caring responsibilities

Chart 28: Proportion of employers with a flexible work policy by business size 2022-23



The industries with lower rates of employers with a policy for flexible work tend to be industries with larger onsite requirements, such as Education and Training, Construction, Manufacturing, Agriculture, Forestry and Fishing, Transport, Postal and Warehousing and Accommodation and Food Services. However, the need to be 'physically present' does not preclude employers from implementing different types of flexible working arrangements, such as part-time work or job sharing.

More employers hold managers to account, but fewer train them or measure the impact of flexible working

While most organisations have a formal policy or strategy on flexible work, the details of those policies vary significantly between organisations.

Most employers that have policy inclusions to ensure leaders are visible role models of flexible work and establish and endorse a business case at leadership level. For the first time, more than 50% of employers also hold leaders to account for improving flexibility.

However, less than half (43%), provide managers with specific training on flexible work and the proportion offering team training has dropped to just over a third (35%).

Just over half of employers measure whether their flexible work policies are suitable and effective through employee surveys (58%) or assessing rates of absenteeism and engagement (51%) and only 38% of employers report statistics on the use and impact of flexibility to Key Management Personnel. Wider use and dissemination of this data could allow managers to make evidence-based decisions such as adapting their policies based on patterns in the data on the take up of flexible work, for exampe if that is highly gendered.

Table 22: Proportion of employers offering different types of flexible work policy inclusions*

Flexible work policy inclusions	2022-23 (%)	2021-22 (%)	Change (%)
Leaders are visible role models of flexible working	78	76	2
Flexible working is promoted	75	74	1
A business case for flexibility has been established and endorsed at the leadership level	73	68	5
Employees are surveyed on whether they have sufficient flexibility	58	54	4
Leaders are held accountable for improving workplace flexibility	53	49	4
The impact of flexibility is evaluated (for example reduced absenteeism, increased engagement)	51		N/a
Employee training is provided	48	49	-1
The organisation's approach to flexibility is integrated into client conversations	44	38	6
Manager training on flexible working is provided	43	39	4
Metrics on the use of, and/or the impact of, flexibility measures are reported to Key Management Personnel	38	35	3
Team-based training is provided	35	41	-6
Metrics on the use of, and/or the impact of, flexibility measures are reported to the board	28	27	1
Targets have been set for engagement in flexible work	13	13	0
Targets have been set for men's engagement in flexible work	7	7	0

***Note:** % shown is of all employers with or without a flexible work policy.

Employer expectations are shifting

Hybrid working has become a feature of many workplaces since the pandemic. In 2022-23 92% of employers offer working from home for non-managers, and 95% offer working from home for managers.

Noting this trend, WGEA asked employers a voluntary question on how they managed hybrid teams to ensure the fair treatment of all employees regardless of their work location. 66% of employers answered the question in 2022-23 and 74% answered in 2021-22.

The results, while voluntary, show a decline in the proportion of employers who measure employee performance 'by performance and not presenteeism' to just over a third this year.

Employers are also less likely to hold all team meetings online.

Table 23: Proportion of employers with measures to ensure the fair treatment of all employees regardless of work location*

Action	2022-23 (%)	2021-22 (%)
Employee performance is measured by performance and not presenteeism	37	54
All team meetings are held online	23	34
Training for managers on how to work with flexible and remote/hybrid teams	20	29
Training for all employees on how to work with flexible and remote/hybrid teams	17	26
Training for non-managers on how to work with flexible and remote/hybrid teams	13	19

***Note:** Percentage shown is of the employers that answered the voluntary question.

Employers are yet to embrace the full range of flexible work options

More than 90% of employers offer unpaid leave, part-time work, flexible hours, options to work from home and time-in-lieu to employees. Fewer employers offer job sharing, compressed working weeks such as a four-day week or purchased leave.

Non-managers were less likely to be able to work from home and slightly less likely to have access to flexible hours. Interestingly, while the proportion of part-time managers is low (see Chapter 1), 97% of employers with a flexible work policy say they allow managers to work part-time. This highlights some of the practical challenges in effectively and inclusively implementing policies that are in place.

Table 24: Proportion of employers offering different types of flexible work in 2022-23

Type of flexible work	Proportion of employers (%)
Unpaid leave	99
Part-time work	98
Flexible hours	97
Working from home	95
Time-in-lieu	93
Job sharing	66
Compressed working weeks	59
Purchased leave	42

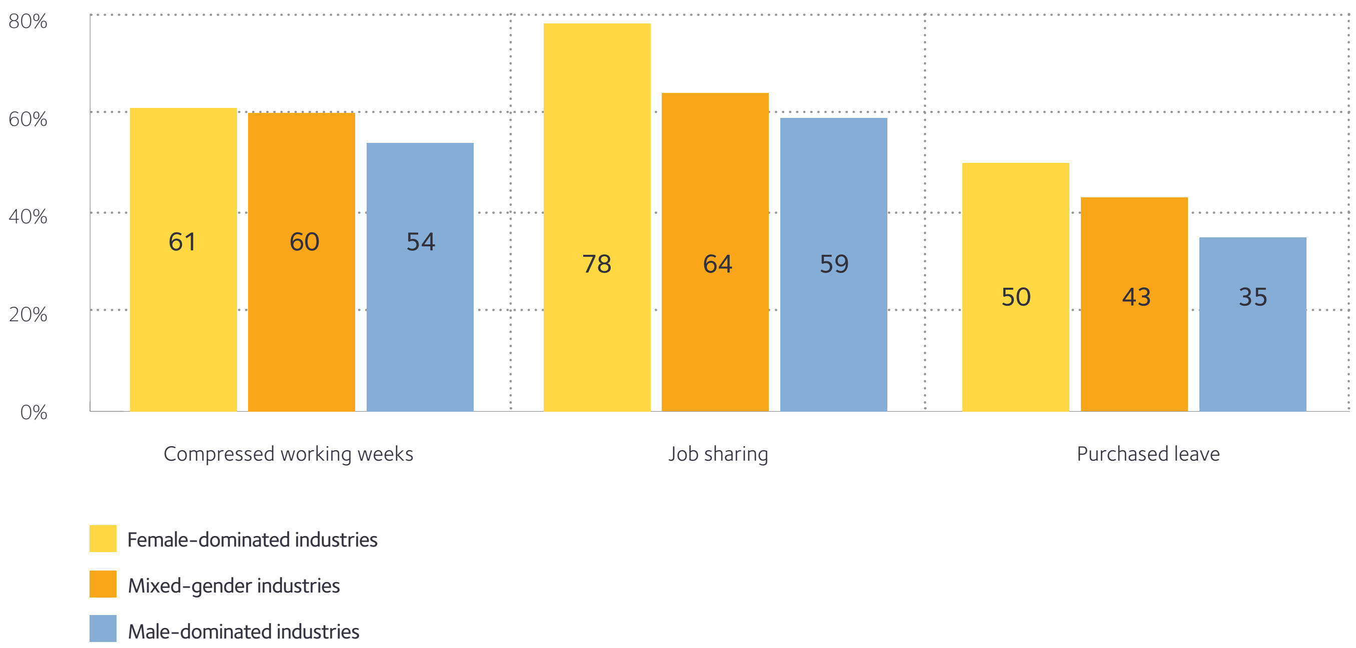
Men have less access to flexible working arrangements

The most popular types of flexible work vary little between industry types. But clear differences can be seen in the less popular forms of flexible work - access to job sharing, compressed working weeks and purchased leave.

Female-dominated industries are the most likely to offer job sharing and purchased leave and they are more likely to offer compressed working weeks, especially to managers. Male-dominated industries are the least likely to offer all three of these forms of flexible work to their employees.

This means men have less access to the full range of flexible working arrangements compared to women. Even when men do have access to flexible working arrangements, their requests are more likely to be denied[i] – or they do not request access in the first place, due to the persistence of the 'ideal worker' norm.[ii] Broadening the availability of flexible working arrangements in male-dominated industries could go some way to shifting cultural expectations of men's full-time work and perhaps encourage more women to enter higher-paid male-dominated industries.

Chart 29: Proportion of employers offering the least common types of flexible work 2022-23



i Victorian Equal Opportunity & Human Rights Commission (2021), *Rebuilding flexible workplaces: Lessons for the post-COVID workplace*, viewed 30 October 2023.

ii Borgkvist, A (2022), *'It would be silly to stop now and go part-time': Fathers and flexible working arrangements in Australia*, in Grau Grau M. et al. (eds.), Engaged fatherhood for men, families and gender equality: Health Care, social policy, and work perspectives, pp. 231-243,

Parental leave

Large businesses are more likely to offer employer-funded paid parental leave

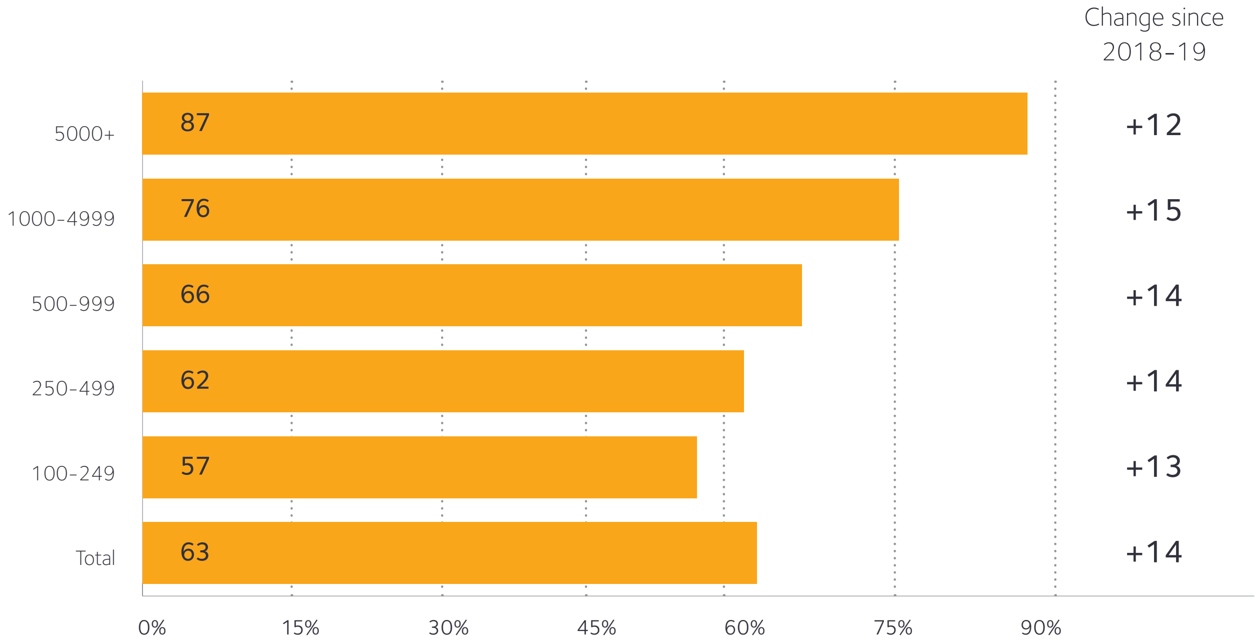
Access to employer-funded paid parental leave for people of all genders is crucial to support gender equality: paid parental leave supports women's workforce participation and enables a more gender-equitable division of unpaid household labour and care.[iii]

The proportion of employers offering some form of paid parental leave in addition to the government scheme rose from 62% in 2021-22 to 63% in 2022-23.

Employees working in larger businesses were 1.5 times more likely to have access to employer-funded paid parental leave than employees working in businesses with fewer than 250 employees.

The largest increase was in businesses with between 500 and 999 employees, however this increase came off the back of a year-on-year decline from 2020-21 to 2021-22 and was not enough to increase the proportion of employers of this size offering paid parental leave over the two-year period.

Chart 30: Proportion of employers offering paid primary carer's or universally available parental leave by employer size 2022-23



iii KPMG (2021), *Enhancing work-life balance: A better system of Paid Parental Leave*, viewed 30 October 2023.

Access to paid parental leave is uneven and the majority of employers still label carers

The overall 1pp increase in employer-funded paid parental leave hides a vastly different picture when the numbers are broken down by industry.

The largest increases were in Rental, Hiring and Real Estate Services (+6pp) and Information, Media and Telecommunications (+5pp), both mixed-gender industries. Female-dominated industries, Education and Training and Health Care and Social Assistance, showed no change at all. Two out of the three industries that saw a decline in the rates of paid parental leave being offered were male-dominated – Mining (-2pp) and Electricity, Gas, Water and Waste Services (-4pp).

Men's uptake of parental leave by men is important to shifting gender norms, equalising work outside of the workplace and creating opportunities for women to re-enter the workforce. In order to encourage men to take parental leave, male-dominated industries need to be particularly activated on this issue.

One way to do this is by offering leave equally to women and men, without using labels that define a carer's role in the family unit as 'primary' or 'secondary' carer. By removing these labels and offering gender-neutral universally available[iv] leave, employers can be more inclusive about who is a carer. This, coupled with organisational support, for example actively encouraging men to take the paid parental leave to which they are entitled, can encourage more equitable uptake of parental leave.

21% of employers now offer universally available employer-funded paid parental leave and 42% offer leave using labels. Of the employers that offer paid parental leave, the proportion of employers offering universally available leave rose 9pp year on year. This is hopefully a sign that more employers are starting to understand the importance of removing labels and increasing access to employer-funded parental leave.

The availability of universally available paid parental leave is consistent across all business sizes, but it did differ significantly by industry.

Male-dominated industries are less likely to offer universally available leave, with rates particularly low in Mining, Construction, Manufacturing and Transport, Postal and Warehousing.

The lowest rates of access to universally available leave are in the more casualised industries, Retail Trade and Accommodation and Food Services.

iv Universally available parental leave is available equally to both women and men with no distinction between 'primary' and 'secondary' carer.

Chapter 4.
Employment conditions relating to flexible work and support for employees with family or caring responsibilities

Table 25: Proportion of employers offering paid employer-funded parental leave by industry and leave type 2022-23

Industry	Universally available (%)	Primary carer (%)	Total 2022-23 (%)*	Change year on year (pp)
Education and Training	27	60	87	0
Information Media and Telecommunications	32	54	86	+5
Financial and Insurance Services	29	56	85	0
Electricity, Gas, Water and Waste Services	27	56	83	-4
Professional, Scientific and Technical Services	27	55	82	+1
Mining	15	61	75	-2
Arts and Recreation Services	18	53	71	+4
Other Services	24	45	69	-2
Health Care and Social Assistance	27	40	66	0
Rental, Hiring and Real Estate Services	19	47	65	+6
Wholesale Trade	23	35	58	+3
Agriculture, Forestry and Fishing	21	27	48	+1
Construction	12	36	48	+1
Manufacturing	15	31	47	+3
Transport, Postal and Warehousing	15	28	42	+1
Administrative and Support Services	15	24	39	+4
Retail Trade	9	28	38	+2
Accommodation and Food Services	11	25	35	-1
Public Administration and Safety	13	13	27	+1
All industries	**21**	**42**	**63**	**+1**

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

Removing gender restrictions would increase men's access to paid parental leave

In 2022-23, 4% of employers offered paid primary carer leave to women only – effectively 'maternity leave'.

This gender restriction is most common in Education and Training, where 13% of employers don't allow men to access employer-funded primary carer paid parental leave. In Mining 8% of employers offer access to women only. In Construction, Information, Media and Telecommunications and Arts and Recreation Services 4% of employers offer employer-funded paid parental leave to women only.

The result of these employer decisions, in addition to the generally lower rates of employer-funded paid parental leave available in male-dominated industries, is that men have less access to employer-funded primary carer's leave compared to women, limiting their ability to more actively engage with their parenting role.

Why don't employers have paid parental leave policies?

The most common reason given for not providing paid parental leave is that the government scheme is sufficient. Smaller employers were more than four times more likely to point to this as their reason for not providing paid leave than larger employers.

Fewer than 20% of the employers that did not offer employer-funded paid parental leave stated that insufficient resources had prevented them from implementing leave. This reason was more common in businesses with fewer than 500 employees. Employers with fewer than 500 staff were also more likely to indicate that employer-funded paid parental leave was 'not a priority'.

Table 26: Proportion of employers that did not offer employer-funded paid parental leave by the reason they did not offer and employer size 2022-23*

	Number of employees					
	<250 (%)	250-499 (%)	500-999 (%)	1000-4999 (%)	5000+ (%)	Total (%)
Government scheme is sufficient	43	48	15	11	4	45
Not a priority	17	18	6	4	1	17
Insufficient resources/expertise	18	14	4	2	1	15
Other	10	12	4	4	4	12
Currently under development	8	7	3	2	2	8
Not aware of the need	7	6	2	1	1	6

***Note:** Percentage shown is of employers that did not offer employer-funded paid parental leave

Many are still working on it

WGEA's Employer Census data indicates some employers can take time to develop and implement paid parental leave policies. Of the employers that reported they had a policy in development in 2020-21, 53% reported that this was completed in 2022-23.

In 2021-22 12% of employers that indicated they did not offer paid parental leave said they had a policy under development. Of those 40% now have a policy to provide paid parental leave. The lower rates of employers with a policy in development may be a result of many employers completing their policies. But it can also be an indication that fewer employers are moving to provide paid parental leave in the next few years.

Male-dominated industries drive an uptick in men taking parental leave despite reduced access

Men now account for 14.0% of all employer-funded paid primary carer's parental leave taken, an increase of 0.6pp.

Large employers in male-dominated industries are leading this cultural shift. The biggest increases occurred in the four industries with the highest proportion of men: Mining, Construction, Electricity, Gas, Water and Waste and Transport, Postal and Warehousing. In two of those industries, Mining and Electricity, Gas, Water and Waste, the increase occurred even as the proportion of employers offering employer-funded paid parental leave decreased.

This increase has not been replicated in female-dominated industries. Men make up a tiny proportion of all paid primary carer's leave taken in Education and Training and Health Care and Social Assistance, and that pattern has not shifted in the past 12 months. Increasing access and removing carer labels and gender restrictions may be needed in female-dominated industries to normalise men taking parental leave.

Table 27: Proportion of employer-funded paid primary carer's and universally available parental leave taken by men 2022-23

Industry	% of leave taken by men	Change year on year (pp)	Men in industry (%)
Mining	46.0	6	78
Construction	23.6	8	74
Electricity, Gas, Water and Waste Services	35.2	8	74
Transport, Postal and Warehousing	23.8	15	74
Manufacturing	19.4	3	72
Public Administration and Safety	23.5	-1	70
Agriculture, Forestry and Fishing	0.0	-4	65
Wholesale Trade	12.8	-3	64
Information Media and Telecommunications	32.9	-2	59
Rental, Hiring and Real Estate Services	9.2	0	57
Professional, Scientific and Technical Services	27.7	4	56
Administrative and Support Services	10.0	3	52
Financial and Insurance Services	20.8	1	48
Arts and Recreation Services	22.6	-3	48
Accommodation and Food Services	4.0	2	48
Other Services	5.1	0	45
Retail Trade	3.5	0	43
Education and Training	4.8	0	35
Health Care and Social Assistance	1.9	0	21
Total	**14.0**	**0.6**	**49**

Similar to last year, men accounted for 23% of all employer-funded primary carer's parental leave taken by managers and 12% of this leave taken by non-managers.

More time to bond and care

The average length of employer-funded paid parental leave is 12.0 weeks for both universally available and primary carer's leave and 3.0 weeks for secondary carer's leave.

Men account for 95% of all secondary carer's leave taken in 2022-23. However, these policies offer about a third of the leave time that is allocated under universally available or primary carer's leave policies.

This reduces family bonding time for men and can set up ongoing gendered norms of time spent working and time spent on caring responsibilities.

Table 28: Proportion of employers offering paid parental leave by number of weeks offered 2022-23

	Universally available (%)	Primary carer (%)	Secondary carer (%)
1-6 weeks	22	19	94
7-12 weeks	36	39	4
13-17 weeks	26	27	2
18+ weeks	16	14	1

Some industries offer more than others

The amount of time offered for employer-funded paid parental leave varies little by employer size. However, there are significant differences between industries that do not correlate with gender-dominance.

The two female-dominated industries offer vastly different average amounts of leave. In Health Care and Social Assistance, the average length of paid parental leave is 8.6 weeks for universally available leave, and 9.0 weeks for primary carer's leave. In contrast, employees in Education and Training are offered an average of 13.2 weeks for universally available and 13.3 weeks for primary carer's leave. Both industries offer 2.5 weeks for secondary carer's leave.

Electricity, Gas, Water and Waste Services has the longest average at 15.9 weeks for universally available and 14.1 weeks for primary carer.

Table 29: Three industries with the longest average employer-funded paid parental leave 2022-23

Industries	Universally available (weeks)	Primary carer (weeks)	Secondary carer (weeks)
Electricity, Gas, Water and Waste Services	15.9	14.1	3.3
Financial and Insurance Services	14.5	13.9	3.5
Professional, Scientific and Technical Services	14.1	12.5	3.3

Table 30: Three industries with the shortest average employer-funded paid parental leave 2022-23

Industries	Universally available (weeks)	Primary carer (weeks)	Secondary carer (weeks)
Public Administration and Safety	8.3	14.5	1.7
Health Care and Social Assistance	8.6	9.0	2.5
Accommodation and Food Services	8.8	7.7	2.2

Most employers place time limits on taking leave

84% of employers that offer employer-funded paid parental leave place time limits on employees accessing that leave. The majority of employers have access limits of 12 months or less. However, several employers are moving to increase the time frames, to 24 months and beyond.

Removing or increasing time limits can allow parents greater flexibility in when and how they use their parental leave and support more gender-equal sharing of parental responsibilities.

Table 31: Proportion of employers offering employer-funded paid parental leave with time limits

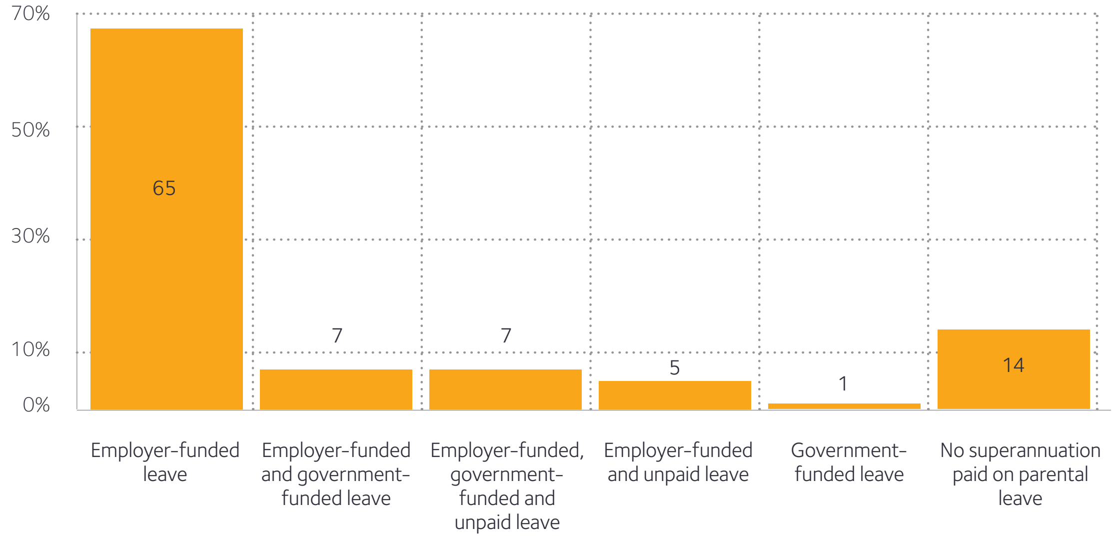
	Universally available (%)	Primary carer (%)	Secondary carer (%)	Total (%)
No	21	15	14	16
Over 24 months	2	1	1	1
Within 12 months	46	50	48	48
Within 24 months	11	8	7	9
Within 6 months	20	25	30	26
Yes	79	85	86	84

More employers pay superannuation on parental leave

Addressing the superannuation gap is an important step in bridging the financial retirement gap that many women face. One important way this can be achieved is through employers paying superannuation on paid parental leave.

In 2022-23 86% of employers that offered employer-funded parental leave pay superannuation on that leave. This is an increase of 3pp year on year and a sign that more employers are taking action to ease the retirement savings gap for women.

Chart 31: Proportion of employers offering employer-funded paid parental leave with time limits*



***Note:** Based on a sample of employers that offer paid parental leave.

The majority of employers that pay superannuation on parental leave use the amount of employer-funded parental leave as the basis for their superannuation calculation. 14% of employers also pay superannuation on government-funded parental leave and 13% are paying superannuation on unpaid leave.

This difference could partially be explained by how employers pay employer-funded parental leave. While the majority pay the employee's full salary, some pay the gap between the employee's salary and the government's paid parental leave scheme. The government's paid parental leave scheme does not include superannuation, so some of these employers are paying superannuation for the part of the employee's salary they do not fund.

Table 32: Proportion of employers offering employer-funded paid parental leave by method of payment 2022-23

How do you pay employer-funded parental leave?	Universally available (%)	Primary carer (%)	Secondary carer (%)
As a lump sum payment	4.4	4.5	2.3
Paying the gap between the employee's salary and the government's paid parental leave scheme	9.7	11.4	6.8
Paying the employee's full salary	85.9	84.2	90.9

Fewer employers offer paid leave for stillbirth or surrogacy

The manner in which a child joins a family can vary. While 100% of employers that offer employer-funded paid parental leave offer leave for birth, fewer offer paid leave for adoption, stillbirth or surrogacy.

Table 33: Proportion of employers offering employer-funded paid parental leave by reason of parenting 2022-23

	Universally available (%)	Primary carer (%)	Secondary carer (%)
Birth	100	100	100
Adoption	97	97	97
Stillbirth	77	69	65
Surrogacy	73	63	63

Support for carers

Mixed-gender industries offer a broader range of supports

Of the employers that reported to WGEA in 2022-23, 72% had a policy and/or strategy to support employees with family or caring responsibilities.

The proportion of employers with a policy or strategy was higher in mixed-gender industries (75%) than male-dominated (69%) or female-dominated industries (69%).

More employers have begun to provide breastfeeding facilities in workplaces and referral services to assist employees with family and caring responsibilities. Five years ago, in 2018-19, 38% of employers provided breastfeeding facilities. In 2022-23 this proportion has reached 60%.

Industries dominated by one gender are less likely to offer most types of support. The exception is that female-dominated industries are the most likely to offer access to on-site early childhood care, subsidised childcare or assistance with school holiday care.

Table 34: Proportion of employers offering support for carers by support type 2022-23

Support for carers	Male-dominated industries (%)	Mixed-gender industries (%)	Female-dominated industries (%)	Total (%)
Carer's leave	99	99	99	99
Breastfeeding facilities	51	64	65	60
Referral services to support employees with family and/or caring responsibilities	50	48	47	48
Targeted communication mechanisms (e.g. intranet/forums)	44	50	45	47
Coaching for employees on returning to work from paid parental leave	32	40	34	36
Internal support networks for parents	20	31	21	25
Information packs for new parents and/or those with elder care responsibilities	13	20	13	16
Support in securing school holiday care	4	5	15	7
Childcare referral services	6	8	8	7
On-site childcare	2	3	18	6
Parenting workshops targeting mothers	4	8	5	6
Parenting workshops targeting fathers	4	7	4	5
Employer-subsidised childcare	2	4	12	5
Return-to-work bonus	5	5	3	5

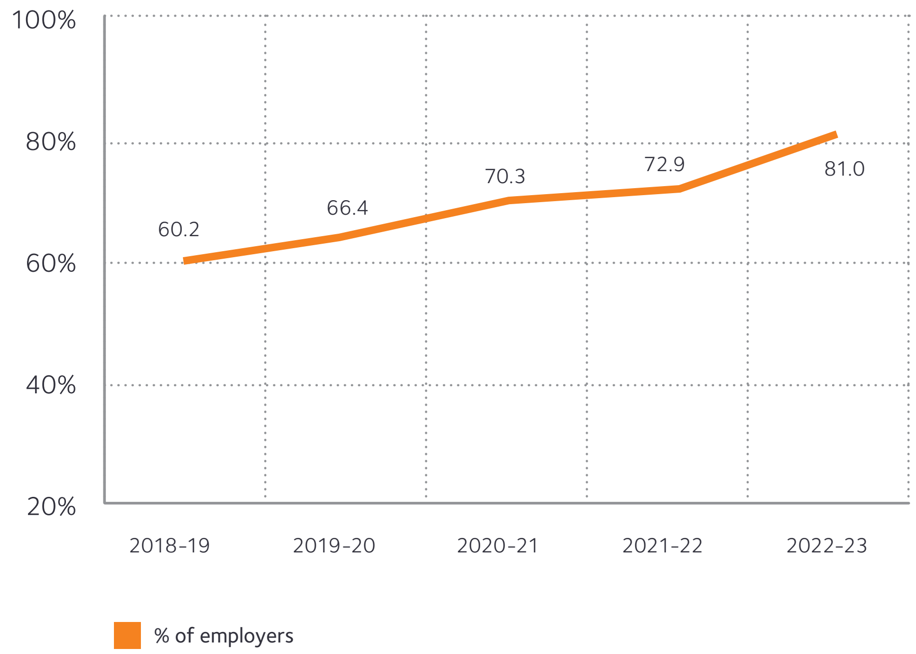
Family and domestic violence support

More employers have a policy on domestic violence

Family and domestic violence involves violent, abusive or intimidating behaviour from a partner, carer or family member to control, dominate or instil fear. It can be physical, emotional, psychological, financial, sexual or another type of abuse.

In 2022-23, 81% of employers had a policy or strategy to support employees experiencing family and domestic violence. This 8pp increase year-on-year is a good sign that more employers are now more willing to assist employees experiencing abuse.

Chart 32: Proportion of employers with a policy or strategy to support employees experiencing family or domestic violence



Mixed-gender and female-dominated industries were slightly more likely to have a policy or strategy at 83% and 81% respectively compared to male-dominated industries at 79%.

While they lead the way on policies, mixed-gender industries were the least likely to include a clause outlining an employee's entitlement to domestic violence leave in an enterprise or workplace agreement. Fewer than half (43%) the employers in gender-mixed industries have such a clause compared to 74% of employers in female-dominated industries and 52% of employers in male-dominated industries.

Large rise in employers offering domestic violence leave

In 2022-23 a record 57% of employers offered some form of paid domestic violence leave, up from 47% in 2021-22. Employers offered the leave in varying ways (see table below).

In July 2022, Australia introduced a new National Employment Standard requiring employers with more than 15 employees to provide 10 days paid family and domestic violence leave. This came into effect in on 1 February 2023.

WGEA's reporting period covers both the period prior to 1 February 2023, where the requirement was for five days unpaid leave, and the first two months following the introduction of the entitlement.

Table 35: Proportion of employers offering paid and unpaid leave to employees experiencing family or domestic violence 2022-23

Supports offered to employees experiencing family or domestic violence	Male-dominated industries (%)	Mixed -gender industries (%)	Female-dominated industries (%)	Total (%)
Access to unpaid leave	91	91	91	91
Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	64	64	51	61
Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	55	49	64	55
Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	50	46	71	53

Female-dominated industries were more likely to offer access to both paid and unpaid domestic violence leave through an enterprise or workplace agreement, while male-dominated and mixed-gender industry employers were more likely to offer paid support without it being in the agreement.

Strong support for employees experiencing family or domestic violence

Most employers offered a range of support for employees experiencing family or domestic violence, including: the ability to work flexibly, confidentiality of matters disclosed, protection from disclosure and access to counselling through an employee assistance program.

Female-dominated industries were more likely to offer support in all areas compared to male-dominated industries, except in the provision of emergency accommodation assistance, access to medical services or an advance of salary or bonus. These are the three most costly measures.

Table 36: Employer support available for employees experiencing family or domestic violence 2022-23

Supports offered to employees experiencing family or domestic violence	Male-dominated industries (%)	Mixed -gender industries (%)	Female-dominated industries (%)	Total (%)
Flexible working arrangements	96	97	97	97
Confidentiality of matters disclosed	95	96	98	96
Protection from any adverse action or discrimination based on the disclosure	92	94	94	93
Employee assistance program	91	91	98	93
Referral of employees to appropriate domestic violence support services for expert advice	83	83	85	84
Offer change of office location	63	71	67	68
Workplace safety planning	57	61	66	61
Provision of financial support such as advanced bonus or salary	53	56	48	53
Training of key personnel	44	49	52	48
Access to medical services	49	40	47	45
Emergency accommodation assistance	25	27	22	25

Chapter 5

GEI 5: Employee consultation

What is GEI 5?

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

Why is it important?

Engaging employees through consultation on gender equality issues helps employers to understand employee experience and take meaningful action and generate solutions that are practical and relevant to their organisation. To achieve the best results, data from consultations should be embedded into an organisation’s gender equality policies and strategies.

Fewer than half of employers are consulting employees on gender equality issues in the workplace

WGEA's 2022-23 Employer Census found there has been limited change in employer consultation on gender equality issues in the workplace over the last year. In 2022-23, 47% of employers reported they consult employees on gender equality issues, a decrease of 1 percentage point from 2021-22.

While 47% of employers consult employees, only 3 in 10 employers have a formal policy or strategy to do so. This figure has not changed from 2021-22.

The industries that are most likely to have a formal policy or strategy for consulting employees are Professional, Scientific and Technical Services (46%), Electricity, Gas, Water and Waste Services (40%) and Financial and Insurance Services (39%). These industries also have the highest rate of consulting employees on gender equality, at 67% each for Professional, Scientific and Technical Services and Electricity, Gas, Water and Waste Services, and 64% for Financial and Insurance Services.

The industries least likely to have a policy or strategy are Health Care and Social Assistance (20%), Other Services (20%) and Arts and Recreation Services (22%).

What the data shows, however, is that industry is less relevant than employer size when it comes to likelihood of engaging in employee consultation.

Chart 33: Proportion of employers with a formal policy or strategy for consulting employees on gender equality 2022-23

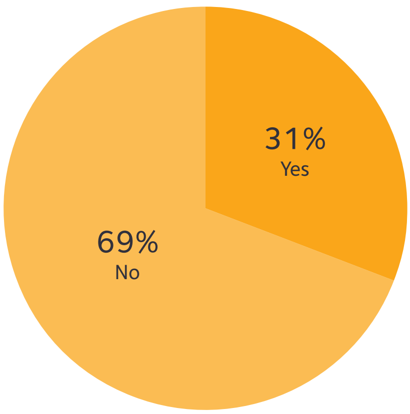
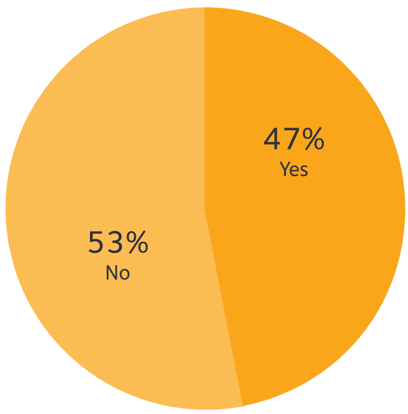


Chart 34: Proportion of employers that consult employees about gender equality 2022-23



Chapter 5.
Employee consultation

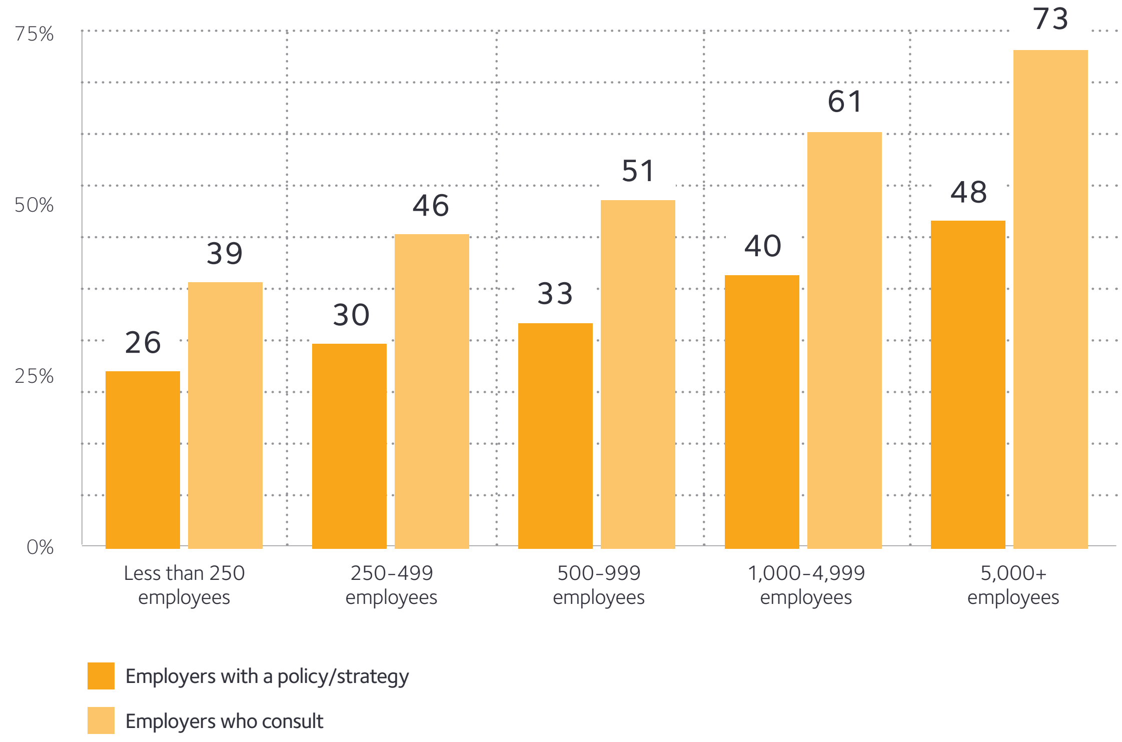
Large employers are most likely to consult employees on workplace gender equality issues

Across industries, the larger the employer, the more likely they are to have a formal policy or strategy for consulting employees on gender equality issues. 48% of employers with 5000 or more employees have a formal policy or strategy for consulting employees on gender equality issues compared to 26% for employers with fewer than 250 employees.

The same is true for consulting employees on gender equality issues. 73% of employers with 5,000 or more employees consulted their employees on gender equality issues within the last 12 months, compared to 39% of employers with fewer than 250 employees.

These comparisons of the very largest with the very smallest employers are not very informative, as the obvious reason smaller employers don't have policies or formally consult is that they are able to know their employees better and engage with them informally to inform their priorities and course of action. More interesting is that employers who do not have this advantage, e.g., employers with between 250 and 999 employees, also do not seem to consult employees.

Chart 35: Proportion of employers with policies for consultation and % that consulted by company size 2022-23



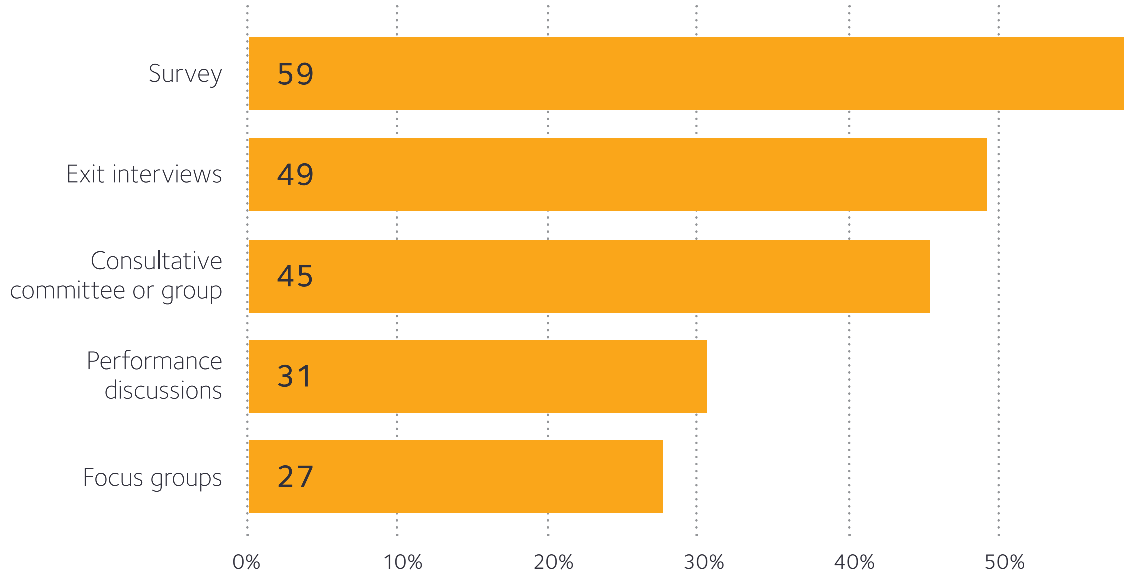
Surveys are the most popular mode of consultation

In 2022-23, for organisations that are consulting employees on gender equality issues, the most likely methods are surveys (59%), exit interviews (49%) and consultative committees or groups (45%). Employees are least likely to be engaged with focus groups (27%).

Consultation best practice involves establishing Employee Resource Groups (ERGs; also referred to as diversity taskforces or employee networks). These groups are involved in developing and implementing initiatives designed to increase diversity and equity[i] and serve as a channel of communication between employees and leadership.[ii] Employers should also be using more than one form of consultation.

When employers consult employees on gender equality issues, they are most likely to consult all staff (74%) rather than consult with specific groups (for example diversity committees (9%), HR managers (9%) or management alone (12%).

Chart 36: Proportion of employers that consulted with staff by method of consultation 2022-23*



***Note:** Employers could select more than one method of consultation.

i The Behavioural Insights Team (2021), *How to establish diversity leads and diversity task forces*, viewed 26 October 2023.

ii McKinsey & Company (2022), *Effective employee resource groups are key to inclusion at work – Here's how to get them right*, viewed 26 October 2023.

Chapter 6

GEI 6: Prevention of sexual harassment or discrimination

What is GEI6?

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

Why is it important?

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

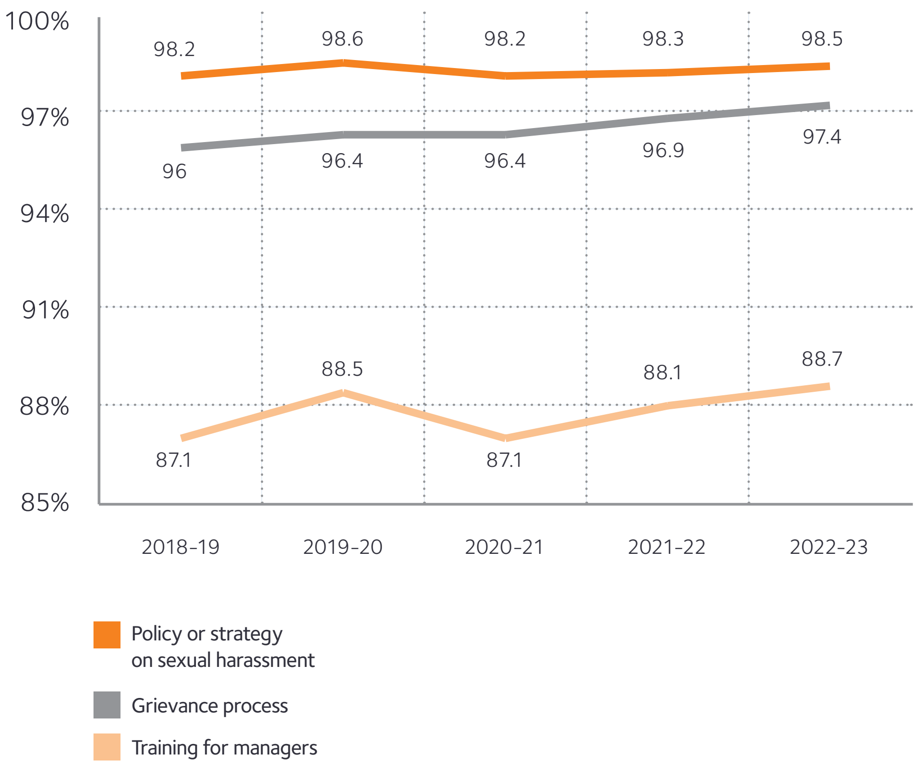
Almost all employers have a policy or strategy

Having a policy and/or strategy for the prevention of and response to sexual harassment is important for setting and achieving a safe, respectful and inclusive workplace culture.

Most employers (98.5%) have a policy or strategy on prevention and response to sexual harassment, harassment on the ground of sex or discrimination, but there has been limited change in employers’ actions to formalise their approaches to prevent and respond to it.

Of those with a policy or strategy in place, the vast majority (97.4%) had a formal grievance process included. This reflects a 1.4 percentage point improvement over the last five years. Grievance processes help employees understand how to lodge a complaint and the means of dispute resolution for the grievance.

Chart 37: Proportion of employers with measures to preventsex-based harassment and discrimination 2018-19 to 2022-23



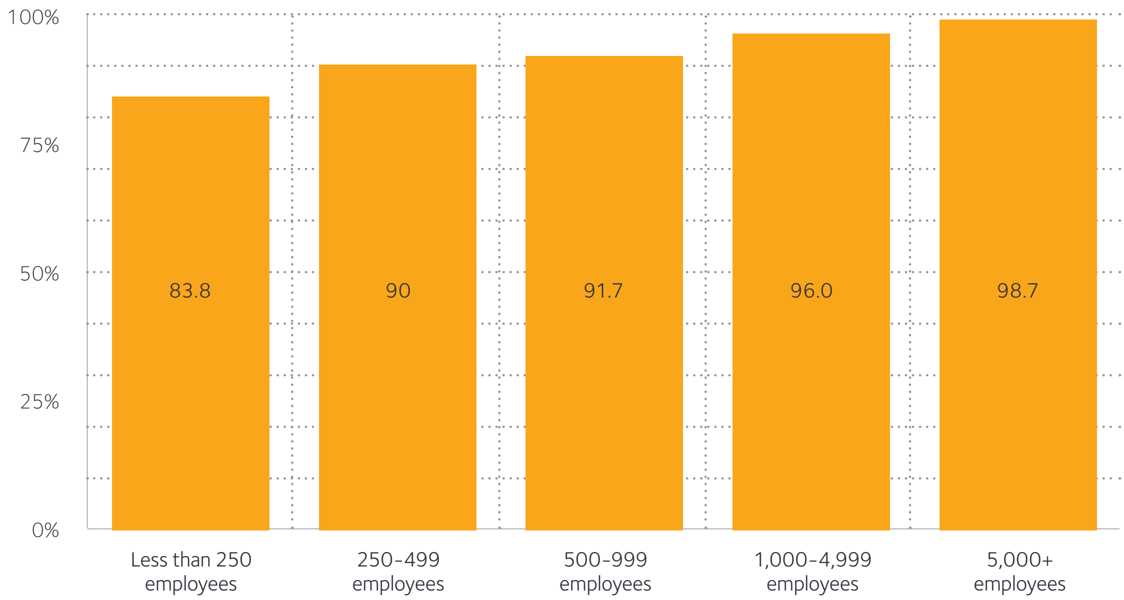
Across all industries, the majority of employers have a policy or strategy on sexual harassment and discrimination. Notably, four industries had a 100% yes response rate to this question in 2022-23:

- Arts and Recreation Services
- Electricity, Gas, Water and Waste Services
- Information, media and Telecommunications
- Mining

Larger employers are more likely to train managers

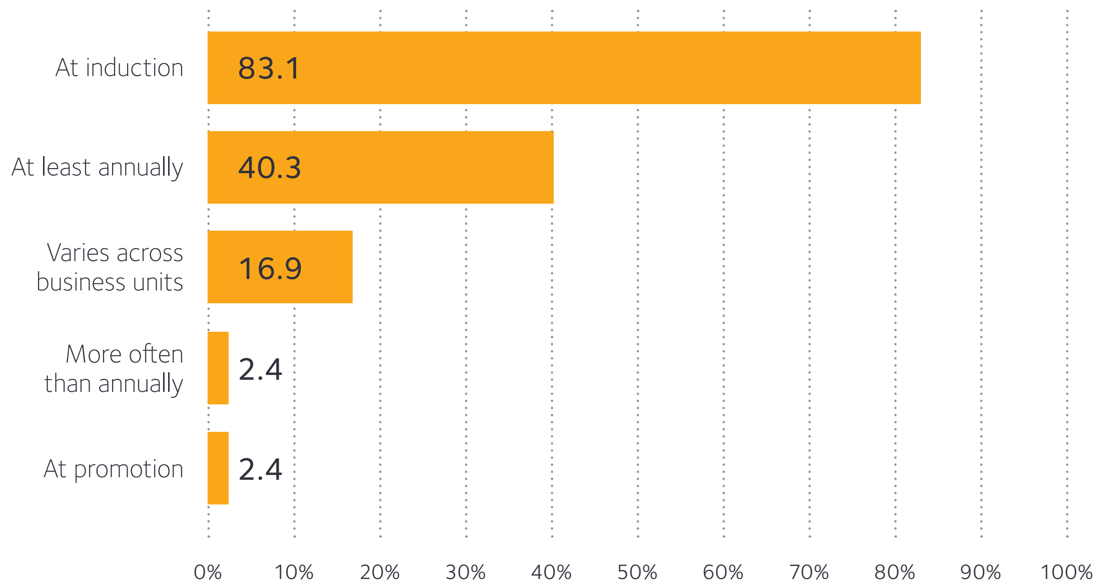
A consistently high number of employers are providing training to managers (88.7%), with larger organisations more likely to provide training than smaller organisations.

Chart 38: Proportion of employers that provide training for managers by employer size 2022-23



Only two in five organisations report providing training to managers on an annual basis. The majority of managers are receiving training at induction (83%) and very few organisations offer training to managers more often than annually (2.4%).

Chart 39: Proportion of employers training managers by the method of training offered 2022-23



Further action to embed Respect@Work

Despite organisations having policies and/or strategies in place, national prevalence data shows that workplace sexual harassment and discrimination persists. Policies and strategies are important for improving knowledge on safe, respectful and inclusive behaviour in the workplace, however, they will not prevent harassment and discrimination on their own. They need to be robust, communicated effectively and reinforced by leaders and managers. Even when employers have a policy and or strategy, other actions such as training, education and clear management processes need to be established to protect employees.

Training plays an important role in proactively preventing and appropriately responding to workplace sexual harassment. Training should not be delivered as a one-off (for example, at induction only), it needs to be regularly reinforced and complemented with clear messaging from leaders about expectations in the workplace.[i]

The Respect@Work report called for a more holistic approach to preventing and responding to workplace sexual harassment and discrimination.[ii] Actions need to be undertaken across seven standards to support the prevention and response to workplace sexual harassment – leadership, culture, knowledge, risk management, support for employees, managing reports/disclosures, and monitoring, evaluating and transparency.[iii]

As outlined above, WGEA trend data over the past five years shows that a consistently high number of employers have a policy or strategy and training on sexual harassment and discrimination. However, the Respect@Work report highlights that the existence of a policy, strategy or training alone does not provide insight into its effectiveness.[iv]

From 2023-24, WGEA will include additional required questions to better understand the actions employers are taking to prevent and respond to workplace sexual harassment. These include questions on the inclusions in a policy or strategy and training, risk management processes for sexual harassment, support for people affected by sexual harassment and discrimination, and measuring and evaluating workplace sexual harassment.

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i Australian Human Rights Commission (2023). *Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984* (Cth). P.47

ii Australian Human Rights Commission (2020). *Respect@Work: Sexual Harassment National Inquiry Report*. P.621.

iii Australian Human Rights Commission (2023). *Guidelines for complying with the Positive Duty under the Sex Discrimination Act 1984*.

iv AHRC (2020). *Respect@Work* report, p. 641