

Closing gender pay gaps

Guide for leadership, transparency
and employer action

About this resource

The Workplace Gender Equality Agency (WGEA) will publish employer gender pay gaps from 2024. This resource aims to help ensure organisations are ready.

Developed by Champions of Change Coalition, this resource is designed to support well-informed conversations between organisations and stakeholders regarding employer gender pay gaps. It can help organisations focus the discussion on the key drivers of gender pay gaps; steps taken to address them at an organisation, industry and national level; and future priorities for action

It covers:

- ◆ Understanding gender pay gaps
- ◆ The drivers of employer gender pay gaps and focus areas for change at organisation, sector and national levels
- ◆ Details of collective action Champions of Change Coalition has taken to advance gender equality at organisation, sector and national levels, which helps to close gender pay gaps
- ◆ Elements that will be important for organisations to understand and address when communicating their employer gender pay gaps
- ◆ Templates to help organisations: articulate their commitment to closing gender pay gaps; understand their data; compare progress to peers; identify priority areas, develop action plans and communicate about gender pay gaps with their stakeholders.



More information, including case studies/examples of Member action to close gender pay gaps, can be found in the Champions of Change Coalition report *Closing gender pay gaps: Our actions and commitment*

<https://championsofchangecoalition.org/resource/closing-gender-pay-gaps-our-action-and-commitment/>

Understanding gender pay gaps

National, sector-based and employer gender pay gaps provide powerful, aggregate measures of progress towards – and critical insights to inform – strategies for advancing gender equality in the workplace.



Analysing gender pay gap data is useful for tracking and encouraging employer, industry and societal action on gender equality. It shows how organisations and industries are progressing towards pay equality, and how well they do in attracting, retaining and advancing women at all job levels – including into positions that are high-paid, higher profile and that attract higher economic value.

By collecting, analysing and reporting data on gender pay gaps we can understand organisations' and industries' level of commitment to achieving gender equality when it comes to job opportunities, progression and pay. This analysis also prompts a more in-depth consideration of the gender stereotypes and norms that influence education, career pathways, caring roles and, importantly, the historical under-valuation of traditionally feminised roles and sectors.

While related, pay equality and gender pay gaps are two different aspects of compensation disparity. Pay equality is more about individual disparities, while gender pay gaps represent disparities across cohorts. Analysing data on average and median gender pay gaps, and their distribution across entire industries and nations, helps to identify the systemic causes of the gaps. These causes include the low representation of women in leadership or traditionally male-dominated roles, which cannot be fixed with individual corrective salary adjustments alone.

New standards for disclosure are in place and employers have access to more detailed data on pay gaps.

In November 2023, WGEA provided Australian employers with an expanded gender pay gap data set, showing average and median gaps, and gender composition by pay quartile. While these measures are related, they are different representations of employer compensation data that together offer more comprehensive insights into the distribution of earnings by gender, drivers of gender pay gaps and potential solutions.

From 2024, WGEA is publishing median employer gender pay gaps.

Data analysis and reporting will continue to evolve throughout 2024, with the inclusion of CEO salary data, expanded Australian Government department and agency reporting, and the publication of average gender pay gap data and benchmarks for organisations and sectors.

For further information on WGEA's methodology for calculating gender pay gaps refer to wgea.gov.au.

Understanding gender pay gaps

Materially and sustainably closing gender pay gaps requires actions at organisational, industry and societal levels – such as those undertaken through the Champions of Change strategy.

Champions of Change Member efforts at an organisational level include actions such as implementing remuneration policies that proactively address gender pay disparities, supporting 40:40:20 gender representation goals in recruitment and promotion processes, providing sponsorship to elevate the next generation of women leaders, addressing the under- or over-representation of women in certain job families or functions, and building safe and inclusive workplaces for all people.

Beyond these organisational actions, the Coalition engages in whole-of-industry efforts to drive inclusive gender equality, and to address the societal structural inequalities, gender norms, stereotypes and beliefs that:

- ◆ underpin children and young people’s educational interests and preferences
- ◆ channel men and women into certain roles, occupations and industries
- ◆ perpetuate the gendered division of household management and caring
- ◆ inequitably pay and/or reward roles or occupations historically dominated by women.

To achieve sustainable societal change, employer actions will need to be complemented by the everyday actions of teachers, career influencers, the broader education sector, parents, carers and families.

Applying a range of different lenses can help organisations to more deeply understand the drivers of gender pay gaps.



Reviewing gender pay gaps through, average, median and quartile analysis provides a comprehensive and more granular insight into the distribution of earnings. It also helps identify the causes of and potential solutions for gender pay gaps. Organisations can use these insights to help track progress on gender equality and identify the most targeted and effective opportunities for improvement.

Understanding gender pay gaps

WGEA reporting IS NOT about like-for-like pay gaps

Gender pay gaps are not the same as pay inequality or like-for-like pay gaps. Pay inequality is where women and men are paid different amounts for performing the same role or different work of equal or comparable value. In Australia, paying men and women equally for performing the same roles has been a legal requirement since 1969.

WGEA is reporting on employer gender pay gaps

Employer gender pay gaps, also referred to as organisation-wide gender pay gaps, reflect the overall uneven distribution of salaries in an organisation. Analysis of employer gender pay gap data can show whether certain groups or demographics are disproportionately represented in different job categories or levels. By evaluating the pay gaps, organisations can gain insights into potential systemic issues related to workforce equity. Gender pay gap data is therefore a key tool for assessing overall progress on gender equality and pay equality in the workplace.

Important note from WGEA:

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. Although the proportion of non-binary employees in WGEA's dataset has increased, the number of nonbinary employees remain small and reporting is voluntary so it cannot be analysed for the purposes of gender pay gaps. 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 nonbinary employees. WGEA has recently conducted consultations on this recommendation.

Understanding gender pay gaps

From 2024, the method of calculating employer gender pay gaps will not change, but the data will be presented in a new way: by median and gender composition, and average remuneration by remuneration quartile.



Average or mean pay gaps

The average pay in an organisation is calculated by dividing total employee earnings by the number of employees in the cohort. To establish the gender pay gap in the organisation, the same calculation is done for women and for men. That is, the total earnings of women is divided by the number of women in the cohort, and the total earnings of men is divided by the number of men.

A comparison of the two resulting figures will provide a high-level overview of the disparity in earnings between men and women. These calculations enable benchmarking against industry and national averages. This data point is sensitive to extreme values, concentrations or outliers, which is why the inclusion of CEO data in WGEA public reporting of average gender pay gaps from 2025 will significantly influence future average gender pay gaps compared to previous years.



Median pay gaps

The median or midpoint is the middle value when all values are arranged in ascending or descending order. If there is an even number of values, the median is the average of the two middle values.

In the context of gender pay gap analysis, the median compares the earnings of the middle-ranking man to the middle-ranking woman.

The median gender pay gap calculation is less sensitive to extreme values than the average pay gap. It represents 'typical' earnings by identifying the middle point of the distribution. Median data highlights concentrations of one gender in lower-paying roles.

Employer, sector and national median data is included in WGEA public reporting from February 2024.



Quartiles

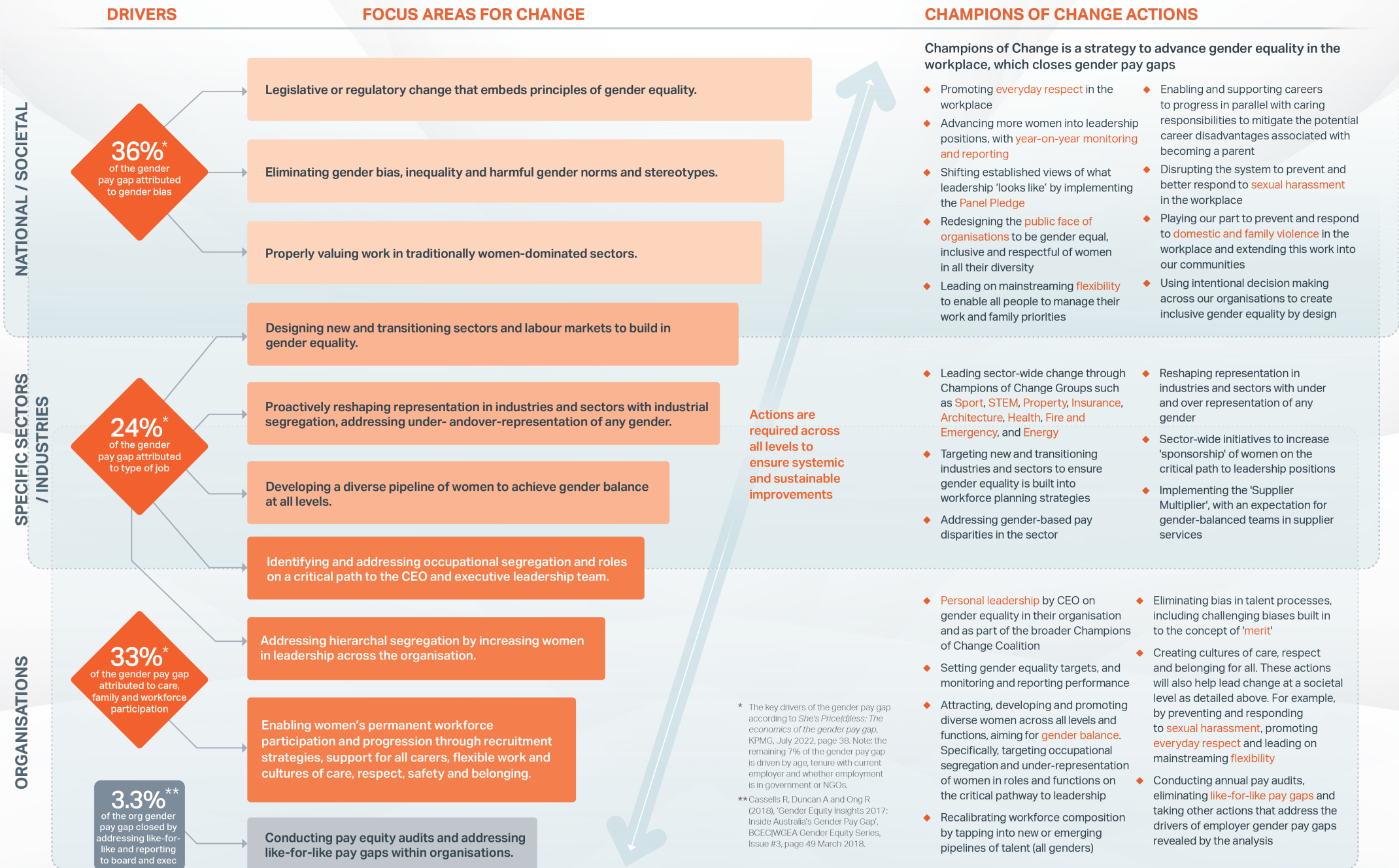
Quartile analysis of an organisation's gender pay data separates employees into four equal groups (quartiles) based on compensation, with the first quartile being the highest earning group and the fourth the lowest.

In the context of gender pay gaps, organisational gender composition and average total remuneration by quartile highlights disparities in gender representation and compensation, which are key drivers of gender pay gaps.

Calculating gender composition and average total remuneration by quartile offers a segmented view of the workforce. It therefore provides more granular insights into whether representation and compensation disparities at particular salary ranges, between roles and departments and job levels, are driving gender pay gaps.

Organisation gender composition by pay quartile is included in WGEA public reporting from February 2024.

The drivers of employer gender pay gaps require action at organisation, sector and national levels



Understanding, communicating and taking action to close gender pay gaps

The following pages contain templates to help organisations analyse their gender pay gaps, develop and communicate their action plans to close them. The templates cover the following seven elements:

1	2	3	4	5	6	7
 <p>Statement of commitment</p>	 <p>Context</p>	 <p>Data overview and analysis</p>	 <p>Industry, sector and national comparisons</p>	 <p>Key drivers for gender pay gaps in your organisation</p>	 <p>Actions and impact to date</p>	 <p>Priority focus areas and plans</p>
<ul style="list-style-type: none"> ◆ Overall employer commitment to gender equality and closing the gender pay gaps e.g. through engagement/participation in Champions of Change ◆ Stakeholder engagement to build awareness, understanding and commitment 	<ul style="list-style-type: none"> ◆ Workforce coverage ◆ Workforce exclusions e.g. partnership models ◆ Data inclusions/exclusions e.g. base salary/bonus ◆ Business entities reported on ◆ Data analysis methodology 	<ul style="list-style-type: none"> ◆ Snapshot of your organisation data per the WGEA framework ◆ Insights including directional trends of data each year 	<ul style="list-style-type: none"> ◆ Gender pay gaps from broader industry/sector context ◆ Directional trends for your industry/sector ◆ How your organisation compares to industry/sector and national pay gaps 	<ul style="list-style-type: none"> ◆ Drivers of the gender pay gaps in the context of your organisation ◆ Include drivers at all levels, including: <ul style="list-style-type: none"> – organisation – industry/sector – national/societal 	<ul style="list-style-type: none"> ◆ Actions taken to reduce the gender pay gaps ◆ Impact of actions (ie. how have the actions changed your data) ◆ Include actions at all levels, including: <ul style="list-style-type: none"> – organisation – industry/sector – national/societal 	<ul style="list-style-type: none"> ◆ Outline your credible plan to reduce your gender pay gaps ◆ Include specific actions and targets ◆ Include plans at all levels, including: <ul style="list-style-type: none"> – organisation – industry – national/societal

1. Statement of commitment



Industry	<p>Guidance note: This should reflect your ANZSIC division, as listed on your organisation’s scorecard page in WGEA Data Explorer.</p>
Organisation context	<p>Guidance note: Provide contextual information such as organisation size as listed in WGEA Data Explorer as well as type, structure, business entities reporting, whether it is traditionally male-dominated and other relevant details..</p>
Why this is important for your organisation	<p>Guidance note: Articulate why closing the gender pay gaps is important for your organisation’s gender equality, commercial and cultural goals. For example: “We are committed to achieving gender equality and have a significant role to play. Half a trillion dollars will be invested in our sector over the next decade. We want to tap into all the available talent to achieve our goals and ensure that women can equally access and benefit from this significant economic opportunity.”</p>
Commitment	<p>Guidance note: Describe your organisational commitment to gender equality and closing gender pay gaps, including internal or public targets and specific areas of focus (e.g. getting women into leadership, specific roles or occupations where they may be under-represented.)</p>
Priority focus areas	<p>Guidance note: Summarise key data points, themes and drivers of your gender pay gaps, including the overall pay gap percentage and any significant patterns or trends identified (e.g. like-for-like pa, occupational segregation, hierarchical segregation, industry segregation, gender bias).</p> <div data-bbox="1272 1257 2141 1377" style="border: 1px solid orange; border-radius: 15px; padding: 10px; margin-top: 10px;"><p>Considerations:</p><ul style="list-style-type: none">◆ It is important to have clear messaging around commitments, why this matters for your organisation, and the 2-3 priority focus areas.</div>

Stakeholder engagement



Below is an outline of key organisation stakeholders and the role they can play to help understand gender pay gap data, develop action plans and prepare internal and external communications.

Stakeholder	Action
Board; people committee; remuneration committee; ESG/sustainability committee	<ul style="list-style-type: none"> ◆ Brief the board on new disclosure requirements. WGEA legislation requires employer gender pay gap data is tabled with the board. ◆ Review organisation data (WGEA Executive Summary and Reporting Industry Benchmark Report), discuss key drivers, action underway and plans to close the gaps.
CEO	<ul style="list-style-type: none"> ◆ Be aware of your employer gender pay gaps and related workforce data, ensuring you are across key WGEA reports including Executive Summary and Reporting Industry Benchmark Report. ◆ Articulate the drivers of gender pay gaps as well as action you have taken and a credible plan to reduce them. ◆ Clearly communicate the difference between like-for-like pay/pay equality and the gender pay gap. ◆ Review and sign off your Employer Statement which can be linked to WGEA's website to give context to your gender pay gap data and the strategy you have underway to close it.
Head of People and Culture; head of Diversity, Equity and Inclusion; head of Remuneration and Benefits; data analytics team	<ul style="list-style-type: none"> ◆ Assist CEO, executive leadership team and board in understanding your data (including distinction between like-for-like pay and your employer gender pay gaps), the drivers of the employer gender pay gaps and the strategies in place to close them. ◆ Share gender pay gap data across your organisation to ensure employees understand your data and your commitment to transparency and action to close gender pay gaps.
Executive leadership team	<ul style="list-style-type: none"> ◆ Clearly articulate the gender pay gaps (including the distinction between like-for-like pay and your employer gender pay gaps), drivers, actions taken and your credible plan to close these gaps for teams and other stakeholders. This includes the whole organisation or specific divisions, especially if there are 'hotspots'.
Remuneration, recruitment, development and line managers	<ul style="list-style-type: none"> ◆ Support data collection, analysis and reporting in line with the new WGEA standards. ◆ Support efforts to explain the data to current and potential employees, including the distinction between like-for-like pay and employer gender pay gaps, particularly to address misconceptions about gender pay inequality for comparable roles.
Head of Corporate Affairs/Communication; head of ESG/Sustainability; head of Investor Relations; head of Marketing	<ul style="list-style-type: none"> ◆ Recognise that gender pay gaps are likely to become a key measure of social impact performance (the 'S' in ESG). ◆ Prepare relevant internal and external communications relating to the data (e.g. annual reports, investor briefings, website). ◆ Clearly articulate the gender pay gaps (including the distinction between like-for-like/pay equality and the employer gender pay gaps as well as gender pay gap drivers, actions taken and your credible plan to close any gaps.)

2. Context



Including context or background will be helpful for stakeholders to understand your data set or any limitations of the data.

Workforce coverage	<p>Guidance note: Include details of workforce coverage (e.g. partnership models), data inclusions and exclusions (e.g. base salary, bonus) and business entities reported on.</p>
Data analysis methodology	<p>Guidance note: Summarise how data has been analysed to determine the key factors driving gender pay gaps. For example:</p> <ul style="list-style-type: none">• Gathered comprehensive pay data for all employees, including their gender, job roles and compensation.• Ensured the data is accurate, up to date and anonymised.• Considered variables by gender such as job roles, levels, seniority, experience, education and tenure.• Reviewed additional elements such as bonuses, incentives, benefits and allowances.• Compared pay gaps across job levels and functions.• Compared the organisation's gender pay gaps with industry benchmarks and similar organisations.• Reviewed surveys, focus groups or interviews with employees, to gain insights into their perceptions and experiences regarding pay and opportunities for career advancement.• Conducted root-cause analysis to identify systemic issues, biases in recruitment and promotion processes, and barriers to career progression for women. This included considering factors such as occupational segregation, unconscious bias and lack of flexible work options. <p>Include data sources used to conduct the gender pay gap analysis, details on data collection, calculations, and any limitations or assumptions made</p>
Other	

3. Data overview and analysis

3.1 Data summary



Median base salary	2017–18	2018–19	2019–20	2020–21	2021–22	2022–23
Organisation	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>
Industry/Industry Comparison Group	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>
National	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>

Median total remuneration	2017–18	2018–19	2019–20	2020–21	2021–22	2022–23
Organisation	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>
Industry/Industry Comparison Group	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>
National	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>

Considerations:

- ◆ There are many ways to analyse gender pay gaps, and ultimately each organisation can determine, in addition to the mandatory measures from WGEA, what additional analysis will be included.
- ◆ If you have multiple business entities, consider how you will report and analyse this data.
- ◆ Gender pay gaps will likely fluctuate year-on-year initially with an overall downward trajectory as we better understand and address the drivers of gender pay gaps and new reporting standards are rolled out.

3. Data overview and analysis

3.2 Data presentation



3.2 About our data

Guidance note: This is an opportunity to provide explanatory detail, e.g. "Our gender pay gaps have declined over the last three years. Our gender representation by remuneration quartiles indicates there are proportionally more women in the bottom two quartiles, which is a key driver of our gender pay gaps."

Considerations:

- It is recommended to present data in charts rather than tables to illustrate data trends more effectively.

Mandatory public reporting for 2024

Your Gender Pay Gap

Your average total remuneration gender pay gap is **53.4%** and the median is **20.0%**.

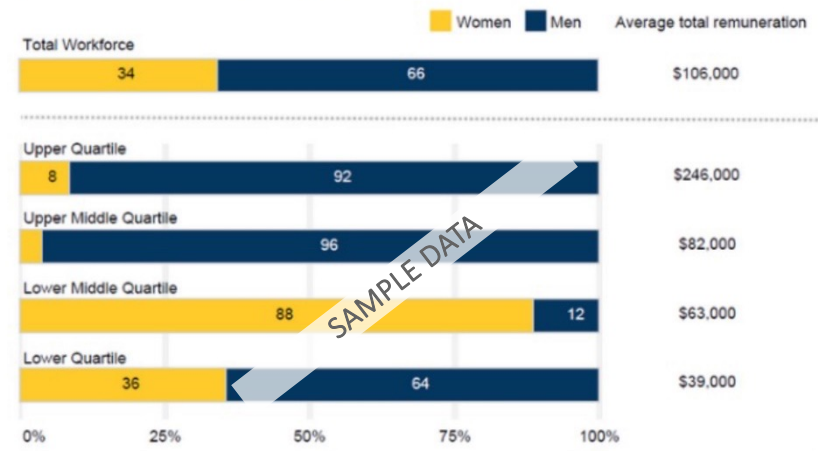
A positive percentage indicates men are paid more on average than women in your organisation. A negative percentage indicates women are paid more on average than men.

Your gender pay gap over time

All employees	2022-23
Average (mean) total remuneration	53.4%
→ Median total remuneration	20.0%
Average (mean) base salary	11.0%
→ Median base salary	13.3%

Gender composition by pay quartile

The chart below divides the total remuneration full-time equivalent pay of all employees into four equal quartiles. A disproportionate concentration of men in the upper quartiles and/or of women in the lower quartiles can drive a positive gender pay gap.



Adapted from [Publishing Employer Gender Pay Gaps A Guide To Developing An Employer Statement](#), WGEA.

3. Data overview and analysis



3.3 A deeper dive into gender pay gap data

A deeper dive into gender pay gap data or more granular analysis of gender pay gaps will inform more targeted strategies for functional areas or employee cohorts where gender pay gaps may be exacerbated.

Additional information (if available in your organisation)	2017–18	2018–19	2019–20	2020–21	2021–22	2022–23
Functional compared to operational/line gender pay gap (Average as collated by organisation)	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>
Specific gender pay gap areas of interest for your organisation (e.g. Job level; department/division; intersectional elements such as by age range; tenure; ethnicity; LGBTQI+ identity; disability.)	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>	<Insert>

3.3 About our data

Considerations:

- ◆ Demographic data analysis will be limited by what data each organisation collects. Collecting broader data is a great way to understand how intersecting inequalities may impact organisational gender pay gaps.
- ◆ Although additional levels of data are not currently part of the WGEA reporting requirements, you may wish to include any data your organisation has collected to create an expanded picture of your gender pay gaps.

Guidance note: This is an opportunity to provide explanatory detail, e.g. “We have proportionally more women working in functional roles than in operational/line roles, which is contributing to our gender pay gaps. We have been voluntarily publishing our ethnicity pay gap for two years. Our mean ethnicity pay gap is -0.3%, which is an improvement of five points on the previous year.”

4. Industry, sector and national comparisons



Industry and sector insights

Guidance note: Use the following questions as a guide for understanding how your organisation's data compares to industry and sector data as an indicative benchmark of relative progress:

- What are the gender pay gaps for your industry or sector?
- What is the trend over the last 3-5 years?
- How does your organisation compare to the industry and sector data?
- What factors contribute to your employer gender pay gaps being higher or lower than the industry pay gaps?
- Are there factors that limit your ability to benchmark your data against the WGEA-allocated industry and sector?

National and societal insights

Guidance note: Use the following questions as a guide for understanding how your organisation's data compares to national data as an indicative benchmark of relative progress:

- What are the national gender pay gaps?
- What is the trend over the last 3-5 years?
- How does your organisation or industry/sector compare to the national pay gaps?

Other

Considerations:

- ◆ WGEA benchmarking provides organisations the opportunity to compare their gender pay gap data against equivalent industries or organisations
- ◆ Organisations may choose to assess and report their performance against broader data sets such as National or Industry benchmarks, or more granular data sets such as ANZIC Class level or specific comparable/competitor organisations.
- ◆ Refer to the next page for a guide to WGEA benchmarking levels

Guidance note: Insert additional data such as the gender pay gap data of relevant competitors where appropriate. Gender pay gaps by sector may also be of interest for some organisations.

Benchmark level

Comparison Group



Increasing granularity

National

A comparison to all organisations who report to the Workplace Gender Equality Agency (WGEA) in their annual Employer Census.

Source: [WGEA scorecard](#)

Industry

A comparison to all organisations in an ANZSIC division. ANZSIC is the national framework for classifying industries according to the primary activities of the organisation.

e.g.: (M) Professional, Scientific and Technical Services

Source: [WGEA industry snapshots](#)

Division and organisation size*

A comparison to the organisations in the same ANZSIC Division + organisations of a similar size.

e.g.: (M) Professional, Scientific and Technical Services + Employee range 1000 – 4999

Source: [WGEA data explorer](#) and organisation WGEA Reporting Industry Benchmark Report

*Industry benchmark provided to organisations by WGEA where there are fewer than 5 equivalent organisations in the Class category.

Class and organisation size^

A comparison to organisations in the same ANZSIC Class + organisations of a similar size.

e.g.: 6931 Legal Services + Employee range 1000 – 4999

Source: Organisation WGEA Reporting Industry Benchmark Report

^Industry benchmark provided to organisations by WGEA where there are more than 5 equivalent organisations in the Class category. This data will not be published by WGEA.

Specific organisations

A comparison to a single peer or competitor organisation

Source: [WGEA data explorer](#)

This is the benchmark included in the Champions of Change [Closing gender pay gaps our actions and commitments](#) report for consistency across Members, as it is the most granular level of data for industry comparison that is publicly available. Within the Champions of Change report due to varying organisation sizes there may be different benchmarks within the same Industry/ ANZSIC Division. It may also explain why the Industry Comparison Group provided by WGEA are different to that reported in the Champions of Change Coalition report.

5. Key drivers of gender pay gaps in our organisation



Gender pay gaps are driven by a range of factors including gendered norms relating to the type of work typically undertaken by men and women; occupational and industry segregation; systemic valuation of gendered work resulting in lower pay rates for women; conscious and unconscious discrimination and bias in hiring and pay decisions; and high rates of part-time work for women, largely driven by women’s disproportionate share of unpaid caring and domestic work.

Key driver	Explanation	Ideas for further investigation	How this plays out
	<p>This component of gender pay gaps can materialise in various ways, including (but not limited to)</p> <ul style="list-style-type: none"> ◆ bias in hiring, promotions, access to training and development, remuneration reviews ◆ the allocation of less meaningful/less lucrative tasks to women ◆ differences in education and career pathways ◆ barriers to women’s career advancement, particularly in traditionally male-dominated sectors. <p>These issues are underpinned by persistent gender stereotypes and norms around ‘appropriate’ roles for men and women.</p>	<ul style="list-style-type: none"> ◆ Are employees on parental and carer’s leave included in annual pay reviews and adjustments? ◆ Are pay increases and salary adjustments awarded equitably to all genders? ◆ How is overtime allocated and are there barriers preventing all genders, including carers, from electing overtime? ◆ Are performance ratings gender-balanced? ◆ Are bonuses gender-balanced? ◆ Are targets for bonuses prorated for part-time employees? 	<p>Organisation</p>
			<p>Sector</p>
			<p>National</p>

Considerations:

- ◆ The drivers of gender pay gaps are largely due to the interplay of three key factors:
 1. Gender bias in remuneration decisions, systems and processes
 2. Job type, including occupational, hierarchical and industry segregation
 3. Care, family and workforce participation.
- ◆ These factors play out in all the settings that we work across – organisation, industry/sector and national/societal.
- ◆ These questions may offer additional insights or guidance.

The key drivers of the gender pay gap, according to *She’s Price(d)less: The economics of the gender pay gap*, KPMG, July 2022, page 38. Note: the remaining 7% of the gender pay gap is driven by age, tenure with current employer and whether employment is in government or NGOs.


5. Key drivers of gender pay gaps in our organisation



Key driver	Explanation	Ideas for further investigation	How this plays out
	Occupational segregation is the distribution of workers across and within occupations, based on demographic characteristics, most often gender.	<ul style="list-style-type: none"> ◆ Is there gender balance in both functional and operational roles? ◆ Are there critical roles on the pathway to CEO that are gender-imbalanced? ◆ What roles and functions have the lowest and highest gender pay gaps? ◆ Are any job families highly gendered and incurring significant differences in remuneration? <p>Areas to investigate:</p> <ul style="list-style-type: none"> ◆ What barriers are preventing women from gaining employment in these roles? ◆ What biases and/or structural barriers are at play? 	
	Hierarchical segregation is the unequal distribution of men and women throughout the levels of leadership in an organisation.	<ul style="list-style-type: none"> ◆ Do you have gender imbalance at different levels of leadership and/or in different quartiles? <p>Areas to investigate:</p> <ul style="list-style-type: none"> ◆ Is there gender imbalance in your promotions and external recruitment? ◆ Is there gender balance in high-profile or development projects and assignments? ◆ Are women more likely to be recruited into lower-paid roles? ◆ Is there gender balance in succession planning? ◆ Do you offer flexibility, including part-time work and job sharing across leadership levels including senior roles? ◆ Do men and women leave your organisation at different rates? ◆ What are the barriers preventing women from being recruited or promoted into senior roles? What biases and/or structural barriers are at play? 	
	Industry segregation is where significant gender imbalance occurs across the workforce.	<ul style="list-style-type: none"> ◆ At an industry level, is there a significant gender imbalance? ◆ Are women disproportionately hired into lower-level, lower-paid roles? ◆ What are the systemic issues, barriers and biases that led to this situation? ◆ Is there an under-valuation of typically feminised roles in the industry or sector, and if so what is the driver (e.g. historical practice or Enterprise Agreements)? 	

5. Key drivers of gender pay gaps in our organisation



Key driver	Explanation	Ideas for further investigation	How this plays out
	<p>This component of gender pay gaps, including:</p> <ul style="list-style-type: none"> ◆ years not working due to interruptions; ◆ part-time employment; ◆ unpaid care work individually and cumulatively impact earning potential by limiting participation, opportunities and progression. 	<ul style="list-style-type: none"> ◆ Do you have gender balance in employees taking parental leave? ◆ Are you supporting both men and women to take on caring priorities? ◆ Do you pay superannuation on paid and unpaid parental leave? ◆ Are you doing everything possible to support part-time employees to progress? ◆ Do you offer flexibility, including part-time work and job sharing, across all leadership levels including senior roles? ◆ Are roles structured so that men and women can participate equally in overtime? 	<p>Organisation</p>
			<p>Sector</p>
			<p>National</p>

6. Actions and impacts to date



Setting	Key driver	Action to date	Impact
Organisation	<Insert>	<Insert>	<Insert>
Industry and sector	<Insert>	<Insert>	<Insert>
National and societal	<Insert>	<Insert>	<Insert>

Considerations:

- ◆ Include your organisation’s strategies and actions to address gender pay gaps.
- ◆ Identify what is having the most impact; link actions and evidence with trends in gender pay gap data overall and for the target area.
- ◆ Include qualitative and quantitative evidence where available, and provide commentary on actions at an organisation, industry and national level.
- ◆ Many actions can be leveraged from the Champions of Change strategy to advance gender equality in the workplace, which closes gender pay gaps.

7. Priority focus areas and plans



Setting	Key driver	Priority focus areas	Plans
Organisation	<Insert>	<Insert>	<Insert>
Industry and sector	<Insert>	<Insert>	<Insert>
National and societal	<Insert>	<Insert>	<Insert>

Considerations:

- ◆ What has and hasn't worked, and what have been the key lessons?
- ◆ What are your organisation's strategies for amplifying actions and opportunities at the organisation, sector and national level?
- ◆ What are your organisation's goals and how will you make leaders accountable?

Closing gender pay gaps

Guide for leadership, transparency and employer action

The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is to achieve inclusive gender equality across our workplaces by 2030 and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org