

# Closing gender pay gaps: **Our actions and commitment**

## Terms used in this resource

We recognise that efforts to advance gender equality have not lifted all women equally.

By highlighting the specific demographics of marginalised people, we increase visibility and understanding of how exclusion is experienced within organisations and in society.

Throughout this document, the terms **women**, **women in all their diversity**, **women experiencing intersecting inequalities** and **diverse people** are used. **Women** includes cis and trans women.

References to **women experiencing intersecting inequalities** describes the structural inequalities, and multiple intersecting and compounding barriers to inclusion and progression faced by:

- ♦ women from socio-economically disadvantaged backgrounds
- ♦ First Nations women
- ♦ ethnically and/or racially marginalised women
- ♦ single parents
- ♦ women with disability
- ♦ neurodivergent women
- ♦ LGBTIQ+ women.

When referring to **diverse people**, this means the breadth and variety of people who reflect the diversity of our population.

**Inclusive gender equality** recognises that diversity, equity and inclusion strategies must consider and engage all genders in global efforts to achieve gender equality, with a particular focus on elevating and advancing currently under-represented and marginalised groups. At its core, the intent is to create respectful, safe and inclusive cultures of belonging for all.

*Champions of Change Coalition acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we work and live. We pay our respects to Elders past and present, and commit to building a brighter future together. Our head office is located on the lands of the Gadigal people of the Eora Nation. The workplaces of our people and Champions of Change Coalition Members span the nation and the world. We extend our respects to the Traditional Custodians of all the lands on which we and our Members work and live.*

*The 'Eora people' was the name given to the coastal Aboriginal peoples around Sydney. 'Eora' means 'here' or 'from this place'.*



Sex discrimination, systemic and structural challenges still underpin persistent gender pay gaps across Australia. What we see in our Member data and experience as a Coalition, is that organisations cannot close gender pay gaps by working alone. This is a generational challenge and lasting change will only be achieved through collective efforts to redesign decades of education, employment and workplace strategies based on gender roles and norms that undermine efforts to achieve gender equality. Strategies to address the unequal division of caring and household management will also be essential.

**Elizabeth Broderick**  
Founder, Champions of Change Coalition



## Overview: Our action and commitment to close gender pay gaps

Champions of Change Coalition aims to achieve inclusive gender equality by advancing more and diverse women into leadership, and building safe, respectful and inclusive workplaces for the future. Gender pay gaps are powerful aggregate measures of progress.

In Australia, **pay equality** – when women and men are paid the same for performing the same role or different work of equal or comparable value – has been a legal requirement since 1969. When women and men are not paid the same for performing the same or a similar role, it is sometimes referred to as the 'like-for-like pay gap'. Champions of Change Members have closely monitored, taken action on and reported on pay equality for many years.

Tracking what is known as **employer or organisation gender pay gaps** is a different way to measure progress on gender equality. Employer gender pay gaps consider pay equality, as well as how successful organisations are in **attracting, retaining and promoting women equally (in numbers and participation) at all levels**, including to roles that attract higher pay, higher profile and higher economic value.

Applying different 'lenses' to the review of employer gender pay gaps, such as by considering the average (mean) and median gaps and gender composition by pay quartile, enables deeper analysis and offers new insights to guide meaningful action towards achieving inclusive gender equality.

Informed by the insightful report, *She's Price(d) Less* (Workplace Gender Equality Agency, Diversity Council of Australia and KPMG, 2022), we've learned that any analysis of gender pay gaps also provokes deeper consideration of the gender stereotypes and norms that underpin education and career pathway decisions. It also sheds light on the gendered allocation of caring roles and the impact of the historical undervaluation of traditionally feminised roles and sectors.

Importantly, closing gender pay gaps that exist across every sector of the Australian economy will require action that responds to decades of education, employment and workplace strategies designed around gender roles and norms that undermine efforts to achieve gender equality.

Sustainable change will be supported by societal efforts to challenge the gender norms and stereotypes that often underpin perceptions of 'appropriate' jobs for particular genders, and the division of household management and caring.

We welcome and support the Australian Workplace Gender Equality Agency's (WGEA's) efforts to use gender pay gaps as key measures of progress and critical data to inform more effective strategies and actions to advance gender equality in the workplace and society.

In this report, we are sharing our median gender pay gaps together with our understanding of the drivers and effective actions to close these gaps at employer, industry and national levels.

We trust that collectively and transparently reporting our median gender pay gap data reinforces our long-term actions and commitment to advancing inclusive gender equality.

Gender pay gaps are powerful aggregate measures of progress on achieving gender equality and as a coalition, we are taking action to help close them.



Striving for equal pay is not as simple as ensuring that women get paid the same amount as their male counterparts. It's about taking into account all the factors that ultimately determine a person's lifetime earning potential. These include equal access to job opportunities, career progression based on merit and impartiality, uninterrupted remuneration and career progression while caring for children, designing roles that provide flexibility for juggling the demands of both work and home life, and fostering a culture that values and respects diversity. I am absolutely committed to working on all those areas within our company and being a strong advocate for change with our suppliers, customers and broader communities.

We will only achieve equal pay when we have equal representation of women and men in all roles and at all levels of our company, and we ensure that everyone has equal opportunities to contribute to the success of our company and progress their careers. This is why we are putting considerable focus on attracting and supporting women into areas of our business where they are not currently represented. We aim to ensure there are opportunities to build new skills in higher paying roles and drive better outcomes through the diversity of experience and thought that women can bring to their jobs.

Scott Wyatt  
CEO, Viva Energy





# 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 better understand organisations' and industries' performance on 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 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 quartile. While these measures are related, they are different representations of employer compensation data that together offer comprehensive insights into the distribution of earnings by gender, drivers of gender pay gaps and potential solutions.

From 2024, WGEA commenced 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](https://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.

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 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.

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.



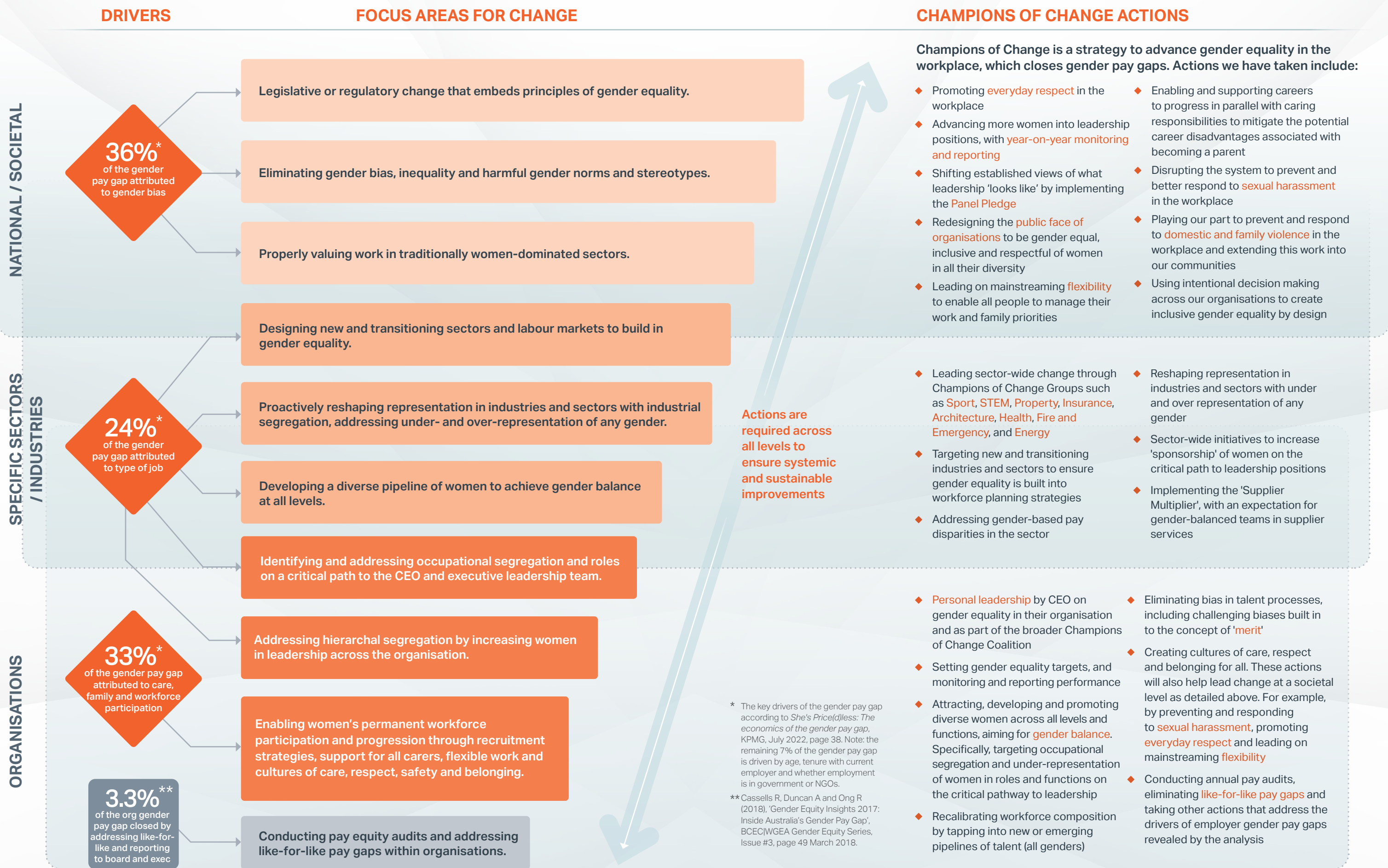
In the context of gender pay gaps, organisational gender composition and average total remuneration by quartile highlights disparities in gender representation and compensation, which are key drivers of gender pay gaps.

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



# Misconceptions

In the course of our work and discussions on gender pay gaps we have come across some misconceptions that are important to clarify.

## Equal pay and employer gender pay gaps are the same thing.

**Clarification:** Equal pay and employer gender pay gaps are two distinct concepts:

- ◆ **Equal pay or pay equity** is when women and men are paid the same for performing the same role or different work of equal or comparable value.
- ◆ **Employer gender pay gaps** (average and median) take pay equality into consideration but also show how successful organisations are in attracting, retaining and promoting women equally (in numbers and participation) at all levels, including to positions that are high-paid, higher profile and that attract higher economic value.



## Gender pay gaps don't exist; women and men are paid equally for the same work.

**Clarification:** Gender pay gaps can still exist even when employers are committed to upholding pay equality. We know from many years of work on closing gender pay gaps that unless employers are vigilant, have parity checkpoints at different stages of the employment life cycle and conduct regular gender pay equity audits, differences in pay between men and women performing the same role can emerge. Further, on average, women earn less than men in many industries and occupations, even when factors like education and experience are considered. This is driven by a range of factors including the under-representation of women in leadership roles, impact of caring roles disproportionately undertaken by women, and the undervaluing of roles in sectors typically dominated by women.



## Misconceptions

### Gender pay gaps are only due to discrimination.



**Clarification:** Discrimination is one factor contributing to gender pay gaps, but it's not the only factor. Other factors include:

- ◆ differences in education and career pathways
- ◆ the distribution of household management and caring
- ◆ the historical undervaluation of traditionally feminised roles and sectors
- ◆ barriers to women's career advancement, particularly in traditionally male-dominated sectors.

These factors are underpinned by persistent and outdated gender stereotypes and norms around 'appropriate' roles for men and women.

### Closing gender pay gaps simply requires legislation.



**Clarification:** Legislation is essential to creating equal like-for-like pay, but legislation alone is not the panacea for closing employer gender pay gaps. Closing gender pay gaps requires a whole-of-society approach, with efforts from employers, governments, educators, parents/carers and other career influencers to address structural inequalities that largely impact women. This includes changing workplace culture; addressing gender stereotypes, norms and biases; and removing barriers to career choices and advancement.

### Women choose lower-paying jobs – Gender pay gaps are just a reflection of their choices.



**Clarification:** Women don't necessarily choose lower-paying jobs. Social and cultural factors can influence education and career pathways from a very early age, and systemic barriers can limit access to certain jobs or professions. 'Choice' is often bounded by factors like the need for flexibility or part-time work. Additionally, even within the same occupations, women often face wage disparities compared to men. Traditionally feminised roles and sectors have also tended to be assigned comparatively lower pay throughout history.

### Closing gender pay gaps only benefits women.



**Clarification:** Closing gender pay gaps benefits society. It leads to economic growth by maximising recruitment talent pools, reducing poverty rates and promoting fairness. When women are paid fairly, families and communities benefit too, creating a more equitable and prosperous society.\* Strategies to close gender pay gaps are being designed to benefit everyone. For example: flexible work and gender neutral care policies enable all employees to more effectively manage their work and personal lives and through the development of workplace cultures that are respectful, welcoming and safer for all employees.

### Women should avoid organisations and sectors with high employer gender pay gaps.



**Clarification:** Employer-level gender pay gaps are not an indicator or proxy for women's experience in a workplace or sector. Nor are they indicative of whether there is pay equality/equal pay. Employer gender pay gaps are driven by complex and often historic inequalities in society. These include gender norms and stereotypes that influence education and career choices, the unequal distribution of unpaid care and household work that creates a barrier to women's workplace participation and progression, and systems and processes that inhibit women's entry and progression in the workplace. By working towards zero employer gender pay gaps, organisations are playing their part in a whole-of-society effort to create inclusive gender equality in our workplaces. Instead look for an organisation's or sector's leadership commitment, transparency, strategy and action underway to advance gender equality and close gender pay gaps. For example, a disproportionate concentration of men in the upper quartiles and/or women in the lower quartiles can drive a positive gender pay gap. This may occur in organisations who are actively trying to build a pipeline of women to progress through the organisation. Potential employees can review Employer Statements on the WGEA website as one way to understand an organisation's commitment to gender equality and closing gender pay gaps.

\*McKinsey & Company 2015, Peterson Institute for Economics 2016, World Economic Forum 2020, Journal of Family and Economic Issues 2019.

### Men will lose out because women will be given unfair pay rises as employers attempt to reduce their gender pay gaps.



**Clarification:** Gender pay equality audits help uncover instances in which women and men might be paid differently for doing the same or similar roles. This has been illegal since 1969. Closing gender pay gaps requires broader consideration of workforce dynamics. For example, it might mean ensuring equal representation of men and women in certain roles or developing more intentional and long-term workforce planning strategies to ensure a gender-equal talent pipeline. Giving women pay rises alone won't necessarily create a lasting impact on gender pay gaps or the pursuit of gender equality. If women do receive a pay rise as a result of gender pay gap analysis, it would be in recognition of the fact they are entitled to this pay rise to reflect the value of the role they are performing.

### Gender pay gaps are a societal problem, and there's only so much that organisations can do.



**Clarification:** Organisations can play a leadership role in many ways. First, by working towards 40:40:20 gender representation at all levels, and creating the conditions and cultures that enable people to thrive, regardless of gender. At a sector level, organisations can develop workforce strategies and influence the education, attraction and retention of gender-equal workforces, especially in roles or sectors historically dominated by a particular gender. This includes ensuring that the sector overall is safe, welcoming and respectful for all, rather than designed to meet the needs of one gender or another, while also ensuring there is a consistent cultural experience geared towards retaining women. Organisations can also use their influence at a national or societal level by developing and demonstrating the power of innovative policies, practices, systems and processes to address gendered barriers that can hold people back.



# Our median gender pay gap data

Our median gender pay gap data

As Members of the Champions of Change Coalition, we support the public and granular reporting on gender pay gaps to drive organisational, sectoral and national awareness and action to advance gender equality and women's economic security.

In line with our long-term commitment to leadership and transparency on our progress as a Coalition, the median gender pay gaps of our Members are set out on the following pages. Consistent with the scope of current WGEA public reporting, the data is from the 2022–23 reporting year, and does not include Members with fewer than 100 employees or Members in the Commonwealth public sector (whose data will be published in late 2024 or early 2025 covering 2023 calendar year).

This gender pay gap data was provided to WGEA in April 2023 and reflects the year prior for Member organisations. It therefore presents a point-in-time view, not trends or progress and will likely fluctuate over years with an overall downward trajectory as we better understand and address the drivers of gender pay gaps.

**The value of the data comes from the insights it provides into the macro drivers of gender pay gaps and the opportunities for more targeted strategies to accelerate change.**

Importantly, median gender pay gaps offer **one lens** on gender equality within organisations. Our experience is that a more complete picture emerges by analysing this data in conjunction with gender representation overall and by level and role type, average gender pay gaps, gender composition by remuneration quartile, together with industry benchmarks which can point to the broader dynamics at play.



Our data shows evidence of the structural dynamics that underpin gender pay gaps and that organisations acting alone can only do so much to shift national pay gaps. We need industry and cross-sector collaboration to ensure we are building gender equality into our workplace strategies for the future.

James Fazzino  
Convenor Champions of Change Coalition



## Insights from Champions of Change Member data



Analysing the median gender pay gap data set for Coalition Members we can see that:

- Median gender pay gaps exist across the board. Organisations can take action to reduce their gender pay gaps (see case studies in this report), however collective sector-based and national action is also essential for significant and lasting improvements.
- Even when overall gender balance is achieved, organisational gender pay gaps can persist. This can be due to, for example, specific 'tough spots' in organisations and/or deliberate and corrective strategies underway to build gender balanced talent pipelines, particularly in traditionally male-dominated industries.
- Bonuses, overtime and allowances appear to be more accessible to men exacerbating gender pay gaps.
- Debunking long-tail norms and stereotypes regarding 'gender appropriate' careers and equal sharing of household management and care priorities is the next frontier to accelerate change and requires industry and cross-sector collaboration.

## Actions we are taking

In 2023, Champions of Change Coalition refreshed its strategy, recognising that as more organisations move towards gender balance in representation, highly targeted action is required to deliver inclusive gender equality across workplaces and close gender pay gaps.

The refreshed strategy includes a focus on:

- Developing gender equal and diverse workforces (40:40:20)
- Fostering cultures of care, respect, safety and belonging for all
- Building equality and inclusion into everything we do and deliver

A new monitoring and measurement framework is also in development to assist individual organisations in identifying the most effective strategies for progress. This has been developed based on international research and insights from our Member organisations.

## Early insights from Member median gender pay gap data and analysis

As a point-in-time snapshot (rather than showing trend) there are limitations to the analysis of Member data however some inferences are set out below and supported by our Members' review and analysis of underpinning drivers of their median gender pay gaps.

### 1. Median gender pay gaps exist across the board in organisations

Almost every Champion of Change Member organisation included in this report has a median gender pay gap in favour of men for base salary and total remuneration. Many Members in the report join Champions of Change Coalition because they are in organisations and sectors that are traditionally male-dominated and as CEOs they want to accelerate change on gender equality.

- ◆ 50% are below their industry benchmark for base salary and 50% are above
- ◆ 52% are below their industry benchmark for total remuneration and 47% are above
- ◆ 49% are below the national benchmark of 19% (total remuneration) and 51% are above.

Case studies in this report show how focus and action at an organisation level have reduced gender pay gaps even in the most traditionally male-dominated sectors. Employer Statements available on the WGEA website provide more detail on Member strategies to close gender pay gaps actions and progress over time. More detail and case studies on action and outcomes can be found in our [Champions of Change Coalition reports](#).

### 2. Even when overall gender balance is achieved, organisational gender pay gaps can persist

Even Members with gender balance (40-60% women) across their organisations have median gender pay gaps. This is influenced by, for example:

- ◆ Gender imbalance in high-paid functions (e.g. information technology, engineering, finance)
- ◆ Gender imbalance in specific, high-paid roles (e.g. operational leadership, investment)
- ◆ Over-representation of women in roles that have traditionally and systemically attracted lower wages (e.g. functional departments).

For some with overall gender balance, their median gender pay gaps reflect deliberate and longer-term workforce development strategies to help build a gender-balanced pipeline of leaders for the future, resulting in women being over-represented in more junior roles at the time of reporting.

Continuing to strive for gender balance across all levels and roles remains a key strategy for gender equality and closing gender pay gaps in the workplace.

### 3. Bonuses, overtime and allowances appear to be more accessible to men exacerbating gender pay gaps

The median gender pay gap in total remuneration is consistently higher than in the base salary data. This is an important insight which demonstrates that beyond the base salary for all employees, additional payments such as bonuses, overtime and allowances appear to be more accessible to men, creating greater disparities between men's and women's total remuneration.

This may reflect the uneven distribution of caring and household management across genders, and therefore men's ability to go 'over and above' and be rewarded for this discretionary effort.

### 4. Debunking long-tail norms and stereotypes regarding 'gender appropriate' careers and equal sharing of household and care priorities is the next frontier to accelerate change, requiring industry and cross-sector collaboration.

For many Members, the gender pay gaps reported here are underpinned by long held societal beliefs about what constitutes 'men's work' and 'women's work' which have entrenched highly gendered jobs, sectors and industries across the Australian workforce.

Priorities include eliminating outdated gender norms and stereotypes and addressing the structural and cultural factors that undermine true gender equality. This includes strategies to address:

- ◆ Perceptions of 'appropriate' jobs based on gender, which influence career aspirations from very early ages
- ◆ The unequal division of household management and caring
- ◆ The lower valuation of traditionally feminised roles and sectors
- ◆ Workplace cultures that may inhibit all people from thriving equally in their careers.

Closing gender pay gaps will require long term and collective efforts to redesign decades of education, employment and workplace strategies that have historically channelled men and women into particular roles and sectors and assumed household management and caring roles are women's responsibility.



Our data shows tough spots impact the pay gap even when organisations have 40-60% women in their workforce, suggesting the gaps are more likely to be influenced by gender imbalance in specific high-paid functions such as IT, or key roles such as investment and operational leadership where women's representation and seniority remains persistently and disproportionately low.

Richard Deutsch  
Convenor, Champions of Change Coalition





About median gender pay gap data

Unlike the average pay gap or like-for-like pay gaps, the median gender pay gap offers a comparison of the middle-value in the remuneration range of women in an organisation, compared to the middle-value in the remuneration range of men. The median gender pay gap is the difference of these two data points expressed as a percentage of the men's middle-value. The higher the value, the larger the gender pay gap. A positive value (e.g. 20%) indicates a gender pay gap in favour of men, while a negative value (e.g. -20%) indicates a gender pay gap which favours women.

**The national average gender pay gap for 2022–23 was 21.7% and the national median gender pay gap was 19.0%, based on WGEA’s annual Employer Census. It includes total remuneration: salary, super, overtime, bonuses and annualised part-time and casual workers’ earnings.**

Important notes on the data

Champions of Change Coalition Members track average and median gender pay gaps and distribution by remuneration quartile to help inform actions towards inclusive gender equality in the workplace. For consistency with WGEA’s timeline for publishing employer gender pay gap data, Coalition Members’ median pay gap data is included in this report. Average gender pay gaps by organisation will not be publicly released by WGEA in 2024 as the parameters in the next reporting period will change to include CEO, head of business and casual manager remuneration, impacting year-on-year comparability. Many of our Members have voluntarily shared their average gender pay gaps as part of their organisation’s reporting. From 2024, Champions of Change Coalition will continue to undertake detailed analysis and reporting on gender pay gaps.

About benchmark data

The industry benchmarks referenced against individual organisations in this report are derived from the WGEA industry (ANZSIC Division level) and organisation size (source: [WGEA Data Explorer](#)). This is why there are differences in the benchmarks for organisations within the same Industry/ANZSIC Division.

We selected the ANZSIC Division and organisation size comparison metric because it is consistent with the information provided to organisations by WGEA in November 2023 in their WGEA Reporting Industry Benchmark Report which was subsequently shared with organisation Boards, in line with requirements of the WGEA legislation. This data is also available to the public via the WGEA Data Explorer.

Organisations may choose to assess and report their performance against broader data sets provided by WGEA such as Industry or National benchmarks, or more granular data sets such as ANZSIC Class level or specific comparable/competitor organisations. As with the different calculations of gender pay gap data, comparison to multiple benchmarks (e.g. national, industry wide, across departments/segments) will yield deeper insights.

What’s important is that organisations are focussed on collaborative efforts to reduce gender pay gaps, anticipating they will likely fluctuate year-on-year initially with an overall downward trajectory as organisations and sectors better understand and address the drivers of gender pay gaps.





Our median gender pay gap data

Champions of Change			Median gender pay gaps			
Member	Industry (division)	Organisation size (employees)	Base salary %	Industry benchmark base salary %	Total remuneration %	Industry benchmark total remuneration %
AECOM, Australia and New Zealand	(M) Professional, Scientific and Technical Services	1000-4999	24.5	27.2	25.1	29.2
AGL	(D) Electricity, Gas, Water and Waste Services	1000-4999	30.3	11.8	33.2	21.6
Alinta Energy	(D) Electricity, Gas, Water and Waste Services	1000-4999	40.5	11.8	39.4	21.6
Allianz Australia	(K) Financial and Insurance Services	5000+	13.0	23.4	13.4	26.4
Amazon Australia	(G) Retail Trade	1000-4999	5.4	4.4	5.4	6.9
AON	(K) Financial and Insurance Services	1000-4999	25.1	20.1	26.5	22.3
APA Group	(D) Electricity, Gas, Water and Waste Services	1000-4999	9.3	11.8	19.2	21.6
Arcadis, Asia Pacific	(M) Professional, Scientific and Technical Services	1000-4999	29.9	27.2	29.2	29.2
Arup	(M) Professional, Scientific and Technical Services	1000-4999	16.7	27.2	18.5	29.2
Ashurst	(M) Professional, Scientific and Technical Services	1000-4999	12.0	27.2	13.6	29.2
Aspen Medical	(Q) Health Care and Social Assistance	1000-4999	0	3.6	10.8	5.0
Aurecon	(M) Professional, Scientific and Technical Services	1000-4999	26.3	27.2	26.3	29.2
Ausgrid	(N) Administrative and Support Services	1000-4999	1.1	2.5	11.0	4.8
AusNet Services	(D) Electricity, Gas, Water and Waste Services	1000-4999	12.8	11.8	17.8	21.6
Australian Energy Market Operator (AEMO)	(D) Electricity, Gas, Water and Waste Services	1000-4999	16.6	11.8	18.1	21.6
Australian Football League (AFL)	(R) Arts and Recreation Services	1000-4999	0.0	5.4	0.0	5.9
Australian National University	(P) Education and Training	5000+	7.9	5.2	7.6	5.2
Australian Securities Exchange (ASX)	(K) Financial and Insurance Services	500-999	9.6	25.5	10.8	26.7
AustralianSuper	(K) Financial and Insurance Services	1000-4999	7.1	20.1	8.0	22.3
Bain & Company	(M) Professional, Scientific and Technical Services	250-499	29.7	22.5	30.6	24.0
BASF Australia and New Zealand	(C) Manufacturing	250-499	8.8	13.8	12.2	17.4

Source: Sector and National Gender Pay Gap data from WGEA Data Explorer.

Our median gender pay gap data

Champions of Change			Median gender pay gaps			
Member	Industry (division)	Organisation size (employees)	Base salary %	Industry benchmark base salary %	Total remuneration %	Industry benchmark total remuneration %
Billard Leece Partnerships	(M) Professional, Scientific and Technical Services	<250	18.2	24.6	18.2	25.4
Carlton Football Club	(R) Arts and Recreation Services	250-499	14.4	8.3	12.6	7.9
CBRE	(L) Rental, Hiring and Real Estate Services	1000-4999	16.8	6.3	23.8	14.8
Charter Hall	(K) Financial and Insurance Services	500-999	31.4	25.5	31.3	26.7
Colliers	(L) Rental, Hiring and Real Estate Services	1000-4999	23.3	6.3	34.9	14.8
Commonwealth Bank Australia	(K) Financial and Insurance Services	5000+	29.8	23.4	29.9	26.4
Cricket Australia	(R) Arts and Recreation Services	250-499	-0.4	8.3	-0.4	7.9
Cromwell Property Group	(L) Rental, Hiring and Real Estate Services	<250	10.0	11.2	10.7	16.7
Crown Resorts	(R) Arts and Recreation Services	5000+	5.0	4.5#	5.3	4.3#
CSR Limited	(C) Manufacturing	1000-4999	0.1	12.8	20.8	17.5
Cummins Asia Pacific	(C) Manufacturing	1000-4999	18.3	12.8	29.2	17.5
Deloitte Australia	(M) Professional, Scientific and Technical Services	5000+	16.7	16.6	16.7	18.7
Dexus	(L) Rental, Hiring and Real Estate Services	1000-4999	26.4	6.3	29.3	14.8
ElectraNet	(D) Electricity, Gas, Water and Waste Services	250-499	20.4	18.1	21.3	18.9
Endeavour Energy	(D) Electricity, Gas, Water and Waste Services	1000-4999	-1.7	11.8	15.0	21.6
EnergyAustralia	(D) Electricity, Gas, Water and Waste Services	1000-4999	33.3	11.8	36.0	21.6
Engineers Australia	(S) Other Services	250-499	18.6	10.6	21.2	9.8
EY, Australia	(M) Professional, Scientific and Technical Services	5000+	15.9	16.6	15.4	18.7
Football Australia	(R) Arts and Recreation Services	250-499	0.0	8.3	0.0	7.9
Frasers Property Australia	(L) Rental, Hiring and Real Estate Services	500-999	26.3	11.8	25.8	18.3
GHD, Australia	(M) Professional, Scientific and Technical Services	5000+	26.0	16.6	26.1	18.7

# Industry Comparison Group (class + organisation size) disclosed by organisation.

Our median gender pay gap data

Champions of Change		Median gender pay gaps				
Member	Industry (division)	Organisation size (employees)	Base salary %	Industry benchmark base salary %	Total remuneration %	Industry benchmark total remuneration %
Goldman Sachs, Australia and New Zealand	(K) Financial and Insurance Services	250-499	32.7	24.4	37.2	27.3
Hanson Australia	(B) Mining	1000-4999	-0.5	12.2	17.6	14.3
Hassell	(M) Professional, Scientific and Technical Services	500-999	25.5	22.8	26.4	24.7
Hollard Insurance	(K) Financial and Insurance Services	1000-4999	14.9	20.1	14.4	22.3
IAG	(K) Financial and Insurance Services	5000+	27.5	23.4	25.2	26.4
ING Australia	(K) Financial and Insurance Services	1000-4999	36.1	20.1	32.2	22.3
Insignia Financial	(K) Financial and Insurance Services	1000-4999	18.3	20.1	18.7	22.3
Investa	(L) Rental, Hiring and Real Estate Services	<250	22.0	11.2	22.2	16.7
ISPT	(L) Rental, Hiring and Real Estate Services	<250	24.9	11.2	24.8	16.7
Jacobs, Australia and New Zealand	(M) Professional, Scientific and Technical Services	1000-4999	19.4	27.2	19.3	29.2
Jemena	(D) Electricity, Gas, Water and Waste Services	1000-4999	11.3	11.8	23.0	21.6
JLL Australia and New Zealand	(L) Rental, Hiring and Real Estate Services	1000-4999	16.1	15.9 <sup>#</sup>	19.6	21.8 <sup>#</sup>
Knight Frank Australia	(L) Rental, Hiring and Real Estate Services	500-999	16.1	11.8	21.4	18.3
Komatsu Australia	(F) Wholesale Trade	1000-4999	20.0	10.7	35.8	15.1
KPMG Australia	(M) Professional, Scientific and Technical Services	5000+	12.9	16.6	13.7	18.7
Lendlease	(E) Construction	1000-4999	24.7	34.6 <sup>#</sup>	32.2	39.7 <sup>#</sup>
Linfox Logistics, Australia and New Zealand	(I) Transport, Postal and Warehousing	5000+	-1.1	11.7	12.5	24.5
Lion	(C) Manufacturing	1000-4999	1.4	12.8	8.4	17.5
Macquarie University	(P) Education and Training	5000+	3.9	5.2	8.5	5.2
McKinsey & Company, Australia and New Zealand*	(M) Professional, Scientific and Technical Services	500-999	33.4	22.8	38.3	24.7
Medibank	(K) Financial and Insurance Services	1000-4999	17.8	31.4 <sup>#</sup>	19.3	29.9 <sup>#</sup>

<sup>#</sup> Industry Comparison Group (class + organisation size) disclosed by organisation.

\*Reporting to the WGEA as McKinsey Pacific Rim Inc

Our median gender pay gap data

Champions of Change		Median gender pay gaps				
Member	Industry (division)	Organisation size (employees)	Base salary %	Industry benchmark base salary %	Total remuneration %	Industry benchmark total remuneration %
Medibank	(Q) Health Care and Social Assistance	250-499	-7.9	5.0 <sup>#</sup>	-8.6	5.3 <sup>#</sup>
Microsoft Australia	(M) Professional, Scientific and Technical Services	1000-4999	6.4	27.2	9.7	29.2
MinterEllison	(M) Professional, Scientific and Technical Services	1000-4999	18.1	27.2	18.6	29.2
Mirvac Group	(E) Construction	1000-4999	16.0	22.3	21.3	27.5
National Rugby League	(R) Arts and Recreation Services	500-999	7.3	5.5	3.9	2.7
Origin Energy	(D) Electricity, Gas, Water and Waste Services	1000-4999	17.3	11.8	19.5	21.6
Origin Energy	(D) Electricity, Gas, Water and Waste Services	<250	23.1	22.5	34.1	28.8
Paramount ANZ <sup>◇</sup>	(J) Information Media and Telecommunications	500-999	7.5	24.4	5.5	26.0
Property Council of Australia	(S) Other Services	<250	10.1	10.0	10.1	12.1
Qantas Group	(I) Transport, Postal and Warehousing	5000+	39.3	11.7	37.0	24.5
QBE Insurance Group	(K) Financial and Insurance Services	1000-4999	24.0	20.1	25.7	22.3
Racing Victoria	(R) Arts and Recreation Services	250-499	17.5	8.3	16.2	7.9
Richmond Football Club	(R) Arts and Recreation Services	250-499	16.1	8.3	12.5	7.9
Rio Tinto	(B) Mining	5000+	1.7	10.3	9.6	14.5
Rugby Australia	(R) Arts and Recreation Services	<250	31.2	10.7	31.2	13.0
Scentre Group	(M) Professional, Scientific and Technical Services	1000-4999	23.8	27.2	24.1	29.2
Shell Energy Australia	(D) Electricity, Gas, Water and Waste Services	250-499	26.3	18.1	24.5	18.9
SMEC, Australia and New Zealand	(M)Professional, Scientific and Technical Services	1000-4999	27.9	27.2	27.9	29.2
St Kilda Football Club	(R) Arts and Recreation Services	250-499	8.2	8.3	8.2	7.9
St Vincent's Health Network Sydney	(Q) Health Care and Social Assistance	1000-4999	3.9	3.6	5.7	5.0
Stantec	(M) Professional, Scientific and Technical Services	1000-4999	24.9	27.2	25.2	29.2

<sup>#</sup> Industry Comparison Group (class + organisation size) disclosed by organisation.

<sup>◇</sup> Reporting to the WGEA as Network Ten.

Our median gender pay gap data

Champions of Change		Median gender pay gaps				
Member	Industry (division)	Organisation size (employees)	Base salary %	Industry benchmark base salary %	Total remuneration %	Industry benchmark total remuneration %
Steadfast	(K) Financial and Insurance Services	250-499	15.4	24.4	15.4	27.3
Stockland	(E) Construction	1000-4999	29.6	22.3	31.1	27.5
Suncorp	(K) Financial and Insurance Services	5000+	20.5	23.4	20.1	26.4
TAL	(K) Financial and Insurance Services	1000-4999	14.7	20.1	18.3	22.3
Telstra	(J) Information Media and Telecommunications	5000+	18.6	22.5^	20.2	24.2^
Tennis Australia	(N) Administrative and Support Services	500-999	0.9	1.8	-0.3	3.4
The GPT Group	(L) Rental, Hiring and Real Estate Services	500-999	12.1	11.8	11.9	18.3
Transgrid	(D) Electricity, Gas, Water and Waste Services	1000-4999	6.4	11.8	16.1	21.6
Unilever Australia and New Zealand	(F) Wholesale Trade	500-999	-8.6	12.5	-3.9	17.1
University of Sydney	(P) Education and Training	5000+	2.4	5.2	3.1	5.2
Vicinity Centres	(L) Rental, Hiring and Real Estate Services	1000-4999	31.4	6.3	33.4	14.8
Viva Energy Australia	(C) Manufacturing	1000-4999	1.6	14.3#	11.4	18.9#
Walter and Eliza Hall Institute of Medical Research (WEHI)	(M) Professional, Scientific and Technical Services	1000-4999	2.2	27.2	3.5	29.2
Western Bulldogs <sup>«</sup>	(R) Arts and Recreation Services	250-499	29.9	8.3	29.9	7.9
Woods Bagot	(M) Professional, Scientific and Technical Services	250-499	10.4	22.5	9.4	24.0
Worley, Australia and New Zealand	(M) Professional, Scientific and Technical Services	1000-4999	25.0	27.2	25.1	29.2
Worley, Australia and New Zealand	(D) Electricity, Gas, Water and Waste Services	500-999	26.1	8.8	26.1	20.0
Zurich	(K) Financial and Insurance Services	1000-4999	24.2	20.1	22.9	22.3

^ Industry Snapshot values from WGEA Data Explorer due to absence of Division+ Organisation Size data

# Industry Comparison Group (class + organisation size) disclosed by organisation.

« Reporting to the WGEA as Footscray Football Club.



We strongly support public and granular reporting on gender pay gaps to drive organisational, sector and national awareness and action. As more and more organisations advance towards overall gender equal representation, analysis of gender pay gaps will inform more targeted strategies to achieve inclusive gender equality across Australian workplaces.

Annika Freyer  
CEO  
Champions of Change Coalition





# Viva Energy's actions to close gender pay gaps



Pay gap 2022–23	Viva Energy Australia	Industry comparison
Median total remuneration (%)	11.4	18.9
Median base salary (%)	1.6	14.3

## Industry and organisational context

### Petroleum refining and petroleum fuel manufacturing

Viva Energy is a leading Australian convenience retailer, commercial services and energy infrastructure business with a history spanning more than 120 years in Australia. The Group operates a convenience and fuel network of more than 700 stores across Australia and exclusively supplies Shell fuels and lubricants to a total network of more than 1,300 service stations. Viva Energy owns and operates the strategically located Geelong Refinery in Victoria, and operates bulk fuels, aviation, bitumen, marine, chemicals, polymers and lubricants businesses supported by more than 20 terminals and 60 airports and airfields across the country.

Excluding the recently acquired Coles Express convenience business, there are 1,592 employees in Viva Energy Australia.

### Why closing gender pay gaps is important

Many roles at Viva Energy, particularly in the refining and supply chain businesses, are operational, engineering and shift based, and have traditionally been held by men. There are many advantages to breaking down barriers so that women have equal opportunity to build careers in all areas of our business and benefit from the economic security that follows. For our company it means greater access to talent, and a more diverse and inclusive environment for everyone.

## Commitment

### Viva Energy Australia commits to pay equity and gender equality in a number of ways

We are a WGEA Employer of Choice for Gender Equality citation holder and have publicly committed to targets including reducing our gender pay gap and improving the representation of women in areas such as 'technical and trades' and 'professional' job classifications.

In addition, we have internally set gender targets to improve the representation of women across our organisation, which form part of performance scorecards for the executive leadership team.

We have pledged our support for HESTA's 40:40 Vision to increase the proportion of women in senior leadership across Australia's largest listed companies to at least 40% by 2030. We have achieved this commitment with 44% women in our Executive Leadership Team and 44% women in our Senior Leadership Group.

## Our actions to close gender pay gaps

### Key themes

We have focused on providing opportunities for women in non-traditional roles, with 26% of refinery operator roles and 14% of aircraft refuelling roles currently held by women.

The Viva Energy Australia organisation wide average gender pay gap is 1.3% at base salary level and 10.8% for total remuneration (as calculated by WGEA). In some parts of Viva Energy there is no base salary pay gap, or there is a gap that is favourable to women. However, the overall total remuneration gap grows significantly once allowances and overtime are included. By comparison, in Australia the total remuneration gender pay gap is 12.3% in the manufacturing industry.

For Viva Energy, the biggest challenge is that over 50% of roles are primarily engineering, operational or shift-based and have been traditionally held by men with a technical or trades background. A large number of these roles also attract overtime and role-specific allowances.

This is changing with more women being recruited into these roles. However, the focus also needs to remain on upskilling women to become qualified at a level that provides access to additional allowances and overtime in the same way as their experienced male counterparts.

The table below (all company data) demonstrates how the pay gap grows once additional payments above base salary are included.

In our non-operational areas, a pay gap exists due to a male seniority skew. Company-wide, women hold 28% of management positions so more work to rectify this will help to improve the pay gap.

When the data is segregated by business unit there are teams such as Commercial (25% females in management) and Technology & Digital (31% females in management) where a pay gap exists due to management positions predominantly being held by men.

All company data	Pay gap (%)
Base salary (average)	1.30
Base salary + allowances (average)	10.35
Base salary + allowances + overtime (average)	13.44
Base salary + allowances + overtime + bonus (average)	11.82
Total remuneration (average)	10.80

Source: Viva Energy Australia, 2022–23.

Methodology

At Viva Energy Australia, we have taken the following steps to identify key factors driving gender pay gaps:

- ◆ Regular deep dives into remuneration data, including a breakdown of base salary, allowances and overtime, and an analysis of like-for-like gaps and split by business unit and pay level.
- ◆ Building data review into the annual remuneration review process to interrogate the impact of salary increases and bonus payments, and ensure pay gaps are considered.
- ◆ Including gender targets in scorecards of the executive leadership team.
- ◆ Applying rigour and analysis at points during the employee cycle where pay gaps may commonly arise – for example, at the time of the job offer or a promotion.
- ◆ Sharing information with senior leaders each month via a dashboard that includes progress against gender targets such as in recruitment, resignations, and representation of women in management.
- ◆ Reviewing and enhancing policies that can create pay gaps, such as those related to parental leave and superannuation.
- ◆ Reviewing employee survey data to uncover perceptions of remuneration management.
- ◆ Using anecdotal evidence from listening sessions to identify any biases or barriers to the advancement of women.

Occupational segregation: a key driver of the gender pay gap

Refinery operators

Since 2018, we have been breaking down barriers to women working in shift based, refinery operator roles which in the past have predominantly been held by men with a trades or technical background. Women currently make up 26% of the refinery operator workforce and the majority joined without technical or industry experience. While we have seen many benefits of improving the representation of women working in non-traditional roles, we have encountered pay gap implications when we segregate this role. As a result, we have done further work to understand the drivers of this pay gap, and the impact they have.

Refinery operators are specialised roles, and individuals work through 9 competence levels over a period of approximately 8–10 years. Operators are employed under an Enterprise Agreement, and as such base pay at a particular competence level is the same for all operators, as dictated by the Agreement.

The most significant driver of the pay gap is overtime payments, which can be accessed on a planned basis (for example, to cover planned leave) or on an unplanned basis (for example, to cover unplanned maintenance events). In addition, significant amounts of overtime are required at certain times for cyclical maintenance events or key projects.

The following is a summary of the pay gap once overtime is added to base salary by operator level.

Operators average pay gap including overtime

Operator level	Pay gap (%)
T–T	N/A – no overtime is worked on commencement
1–1	4.87
2–2	25.10
3–3	37.19
4–4	NA
5–5	NA
6–6	4.41
7–7	-14.98
8	83.95
9–9	7.28
Total	34.06

Investigation into the gap uncovered the following reasons why the overtime earnings for men are significantly higher.

1. Operator level progression

In most cases, at least 5 years of experience is needed to access overtime associated with supervisory roles or the operation and maintenance of complex equipment.

Currently, due to the limited tenure of the cohort of women in operator roles compared with men, there are only a small number of women who are qualified at a level that allows them to be eligible to take up certain overtime opportunities. In addition, on average, male operators spend less time at each competency level before moving up to the next level and this is largely due to the trades background they bring to the role. As a result, men can access overtime opportunities sooner.

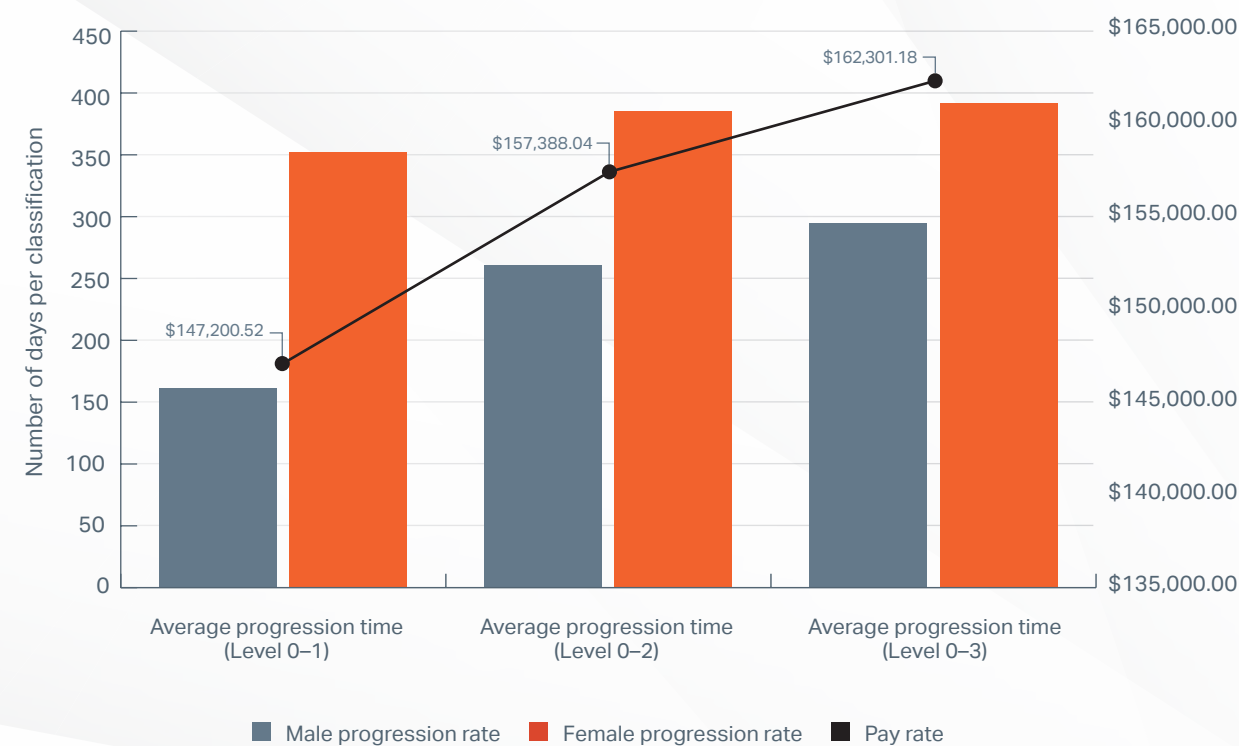
The following chart shows how long on average it has taken male and female operators to progress through the operator category structure, which has a direct impact on pay and the ability to access overtime.

Of the total overtime available at the refinery over the past 12 months, 13% of payments were made to women and 87% to men. Even though the number of women in operator roles is increasing, the past 12 months has seen an unusually high amount of overtime paid due to a major turnaround event of which the majority was paid to men. This will negatively impact next year’s overall company pay gap figure.

Where women working in part-time operator roles are eligible to work overtime, the total number of overtime hours was higher for women at some levels, yet men still earned more. This is due to men being more qualified at higher levels and therefore gaining higher overtime payments.



Average progression time at a classification level



2. Caring responsibilities

Feedback from female operators tells us they believe the allocation of overtime is shared fairly between men and women based on their level of experience. However, female operators with young children are less likely to take up overtime due to caring responsibilities, particularly in a 24/7 shift environment with 12-hour shifts.

Three female operators in the past two years have received additional superannuation payments as part of our parental leave policy. These operators have been paid an additional \$21,390 collectively, which means they are not financially disadvantaged from a superannuation viewpoint when taking parental leave or when returning to work part time. This also helps to bridge the pay gap.

It is encouraging to see more men taking parental leave, making up 59% of the team members accessing primary carers leave across the company. One of the main drivers of this uptake is the flexibility offered to parent taking primary carers leave. For example, parents can take a day a week over an extended period rather than having to take it in one block.

Action taken

Action	Impact
Improve the representation of women in operational roles.	Reduction in the overall pay gap due to the significant impact of overtime and allowances in operational roles
Update parental leave policy to 26 weeks of paid leave and include full-time superannuation payments for periods of parental leave and for those returning part time after parental leave.	Ensured that the pay gap wasn't negatively impacted by lost earnings resulting from parental leave, given that women generally took longer leave. In the past two years, an additional \$576,089 has been made in additional superannuation payments to 76 women and 32 men.
Promote and encourage flexible work arrangements for men, including structural changes to Enterprise Agreements.	25% of the part time workforce is currently men and this has increased year-on-year for the past 3 years.
Review the operator training program to ensure women are set up for success and can progress through the operator levels as quickly as possible, even without a trades or industry background.	Improving the progression trajectory for women will have a direct impact on the roles they can fulfil, and the overtime and allowances they can access.
To avoid bias, apply rigour around remuneration processes such as salary setting at recruitment, promotional increases and performance-related payments.	Ensuring routine HR processes are less likely to negatively impacting the like-for-like pay gap and efforts can be focused on more complex pay drivers where it's more difficult to influence change.

Lessons and advice for others

- 1

Reducing the pay gap involves much more than considering the numbers and takes commitment over time to tackle systemic issues such as outdated practices and policies.

Organisations need to understand the time and commitment it takes to see observable changes after implementing measures to reduce gender pay gaps. For example, it may take time to upskill women to the competency level required for some roles traditionally dominated by men.

This also includes efforts to engage young women in secondary school to consider manufacturing careers, and addressing the challenge of increasing the representation of women in industries where there is a higher proportion of qualified or experienced men, especially in operational roles.
- 3

Understanding the data and identifying the factors influencing the pay gap is crucial, but strategies for improvement will vary depending on an organisation's specific drivers. It is important to analyse the underlying factors and implement plans that address the specific needs of the organisation.
- 4

Leadership and education on this topic is key. Role modelling from the top enables change, and the more we educate on what the pay gap is, and the impact it has, the greater buy-in and commitment for improvement.



# CSR's actions to close gender pay gaps



Pay gap 2022–23	CSR Limited	Industry comparison
Median total remuneration (%)	20.8	17.5
Median base salary (%)	0.1	12.8

### Industry and organisational context

CSR Ltd is an Australian manufacturing business with a range of building products for both commercial and residential use. With operations in metropolitan and regional areas, CSR employs 2,700 team members across Australia and New Zealand. Its workforce is both salaried and wage-based.

### Why closing gender pay gaps is important

Closing gender pay gaps promotes equality across the workforce. It helps retain and attract a diverse pool of candidates who are more likely to stay and choose CSR as an employer due to the organisation's commitment to fair practices and being socially responsible. Improving diversity brings a range of benefits to CSR's business, such as improved business decision making, new and different perspectives to foster innovation and, ultimately, better solutions for its customers.

### Commitment

CSR is committed to creating an inclusive work environment that values diversity. This includes advancing gender equality at every level of its workforce and closing historical gender pay gaps.

### Key themes

The manufacturing industry is heavily male-dominated, with a 72.1% male workforce (WGEA, 2023). The over-representation of men in senior leadership and operational roles is a long-tail, industry-wide and recurring theme that underpins gender pay gaps in manufacturing where the ability to earn overtime results in men, on average, earning more than women.

CSR has effectively removed the gender pay gap in 'like-for-like' roles through systemic review of pay data, actively addressing anomalies as they arise, and providing process and rigour to point-of-hire remuneration decisions. Action to address broader gender pay gaps has focused on building the pipeline of women in leadership and operational roles across the organisation, and creating the conditions and cultures that enable all employees to thrive.

### Methodology

CSR has taken a multi-pronged, leader-led and data-driven approach to reducing organisation-level gender pay gaps, including taking the following actions:

- ◆ CSR seeks to understand the individual drivers of the gender pay gaps in different areas of the workforce, including in leadership and wage-based roles, and analysing like-for-like gaps that contribute to organisation-level gender pay gaps.
- ◆ Embedded targets for leaders are based on data that addresses key drivers of gender pay gaps by:
  - transparently sharing relevant data including gender pay gaps
  - providing clarity and insight on the key drivers of gender pay gaps
  - providing a clear and powerful call to action on specific responsibilities and expectations, ensuring a sense of collective accountability for change.
- ◆ The organisation has built processes and systems to address gender pay gaps, including:
  - systemic and regular gender pay gap reviews for 'like-for-like' roles after systemic and regular gender pay gap review
  - increased governance and rigour addressing remuneration on new hires
  - policies that impact the gender mix, such as recruitment guidelines that foster inclusive hiring and family care policies that provide superannuation payments on unpaid parental leave and paid domestic violence leave.

### Key drivers of gender pay gaps

There are more men in senior leadership roles.

- ◆ There are more men than women at most levels in the organisation, including in senior leadership where roles attract higher compensation.
- ◆ Women held 27.4% of senior leadership roles at CSR as at November 2023.

There are more men in operational roles, earning overtime and allowances.

- ◆ Men make up the majority of the warehouse, trades and production wages workforce (96.5% as at November 2023).
- ◆ Men in operational roles may be able to work additional hours and outside core hours, which typically means they earn more in overtime and allowances than women in similar roles (despite being paid the same hourly rate).

Action taken

All company data	Gender pay gaps 2020 (%)	Gender pay gaps 2023 (%)
Median base salary	2.7	0.1
Median total remuneration	21.1	20.8

Action	Impact
Applying a gender lens to the annual review cycle	Since 2021, CSR has continuously monitored and managed gender pay gaps by embedding principles that address them in its annual review cycle. This has contributed to a decrease in the median total gender pay gap from 21.1% in 2020 to 20.8% in 2023.
Twice yearly like-for-like gender pay gap reviews	Through ongoing close monitoring for changes or emerging systemic issues, CSR has successfully eliminated like-for-like gender pay gaps, contributing to a decrease in the organisation-level gender pay gap.
Applying rigour to point-of-hire remuneration decisions	CSR uses a transparent process, grounded in clear competencies and internal role relativity data, to determine remuneration at the point of hire. This reduces the potential impact of negotiation, which is known to result in lower average salaries for women.
Expansion of family care policies (launched September 2022)	CSR has expanded its parental leave policies, ensuring they are gender neutral and provide all parents the opportunity to grow their family without financial penalty. Together with superannuation paid for a period of unpaid parental leave, these policies support women to remain in the workforce. CSR also provides paid domestic violence leave, understanding that more women are negatively and disproportionately impacted than men. These policies help attract and retain women in the workforce, which furthers progress towards gender balance across the organisation.
Improved senior leader communication	Clear communication to senior leaders from the executive helps align the team's support for key processes and policy changes to close gender pay gaps, as well as the organisation's diversity goals.
Focus on increasing the proportion of women in senior roles	CSR has set KPIs for all senior leaders to increase the proportion of women in leadership positions – this is to be achieved through internal development and promotion, and external recruitment.
Operations overtime practices review	CSR is exploring options to increase flexibility within operational areas and is working to dismantle barriers that prevent women accessing overtime.

Lessons and advice to others

- 1

Understand the specific drivers of gender pay gaps for your organisation

  - By monitoring the data, key themes emerge on the influences of the organisational and industry dynamics on gender pay gaps. This understanding enables organisations to devise tailored, measurable actions targeted at specific drivers and challenges.
  - Ensure vigilant and ongoing gender pay gap review and rectification.
- 2

Develop a comprehensive strategy that considers all aspects of the employee life cycle

  - This could include adopting gender-diverse recruitment practices, building internal talent through development programs, ensuring equitable internal promotions, and conducting pay gap reviews from a remuneration lens. Viewing the cycle holistically is vital for meaningful progress.
- 3

Leaders across the business need to demonstrate their understanding of the drivers of gender pay gaps, as well as their commitment to address it

  - Effectively communicating the 'why' to leaders within the business, along with a very clear call to action, is crucial and helps drive accountability. Clearly defining the role leaders have within an organisation to address gender pay gaps empowers them to be proactive agents of change. It gives them the impetus to take action and set a powerful example that resonates throughout an organisation.



# AustralianSuper's actions to close gender pay gaps



## Industry and organisational context

### Financial services/superannuation

AustralianSuper is a superannuation fund whose purpose is to help members achieve their best financial position in retirement. It has a global presence, with offices in Australia, London, New York and Beijing.

### Why closing gender pay gaps is important

AustralianSuper aims to be an employer that stands apart for its approach to diversity, equity and inclusion, setting the standard that the rest of the market aspires to. Over the past five years, its senior leadership and board have committed to trialling actions to reduce gender pay gaps and increase the representation of women in senior roles to further this aspiration.

AustralianSuper has a strong advocacy position on the superannuation gap between genders, acknowledging the structural inequalities that contribute to lower balances for women in retirement. It is firmly committed to drawing attention to the correlation between these areas and using its influence to lead the industry to work towards solutions that address these inequities.

### Commitment

AustralianSuper's chief executive-led ambition to drive towards a zero pay gap has set the tone for, and expectations of, collective industry action. It will continue to build on the initiatives that have driven progress to date and look to supplement them as needed, based on data and best practice research.

Pay gap 2022–23	Australian Super	Industry comparison
Median total remuneration (%)	8.0	22.3
Median base salary (%)	7.1	20.1

Externally, AustralianSuper will continue to participate in collective industry action through external forums (such as the Champions of Change Coalition) to address the structural norms that exist within the financial industry services that contribute to the pay gap.

### Key themes

As per AustralianSuper's last annual report to the Workplace Gender Equality Agency (WGEA) in March 2023, its gender pay gap (median total remuneration) reduced to 8% against a Financial and Insurance Services Industry Comparison Group benchmark of 22.3%.

Further analysis of average (mean) gender pay gaps data shows the average (mean total remuneration) gender pay gap has reduced to 20.0%, with the Financial and Insurance Services industry benchmark at 20.9%.

While progress has already been made, closing gender pay gaps remains a strategic priority at AustralianSuper. It's approach to closing the gender pay gap is guided by best practice principles of disclosure and the principle that 'what gets measured gets managed'.

Targeted efforts and resourcing have been dedicated to the Investments domain, which was identified as a 'hotspot' as it had the lowest representation of senior women. A key initiative was to include gender targets as part of the diversity metric in the performance payment plan structure. These targets undoubtedly increased accountability and galvanised the commitment of leadership.

## Our actions to close gender pay gaps

Australian Super Fund data	Gender pay gaps WGEA 2020 (%)	Gender pay gaps WGEA 2023 (%)
Median base salary	11.1	7.1
Median total remuneration	9.1	8.0
Average (mean) base salary	18.7	15.8
Average (mean) total remuneration	24.8	20.0

### Methodology

- ◆ Gained a greater insight into which areas were driving the gap by conducting an analysis by domain and career level for Enterprise, and asset class and career level for Investments to identify the largest gaps.
- ◆ Bi-annually analysed the gender pay gaps reported to the executive and board.
- ◆ Shared monthly dashboard information with senior leaders, including progress against a target for 40% of CE-3 leadership positions to be held by women.
- ◆ Conducted year-end remuneration reviews (including for colleagues on parental leave) with a lens on performance, gender and market rates. This allowed monitoring, tracking, and solving any systemic gaps.
- ◆ Ensured succession plans (including successors to chiefs), talent reviews and nominations to talent programs had a gender lens applied to the outcomes.
- ◆ Created a Diversity, Equity & Inclusion (DEI) plan to outline goals and key actions to support broader diversity and inclusion efforts across the entire workforce. This included measures to address gender pay gaps.

### Key drivers of gender pay gaps

- ◆ Low women's representation in the Investments domain (particularly at senior levels), combined with a remuneration structure tied to a performance payment plan, is the key driver of AustralianSuper gender pay gaps.
- ◆ The low representation of women in investment roles is a systemic, industry-wide pattern driven by:
  - low representation of girls in maths and finance education
  - a lack of targeted initiatives to attract girls and women to the sector
  - the highly specialised nature of the work, requiring long-term skill development that makes transitions from adjacent sectors not always easy or possible
  - traditionally male-dominated cultures and ways of working that were not welcoming or inclusive of women, particularly those with caring responsibilities.



Action taken

Action	Impact
Set annual targets to reduce the average (mean) base salary gender pay gap to no more than 10% by FY25	A downward trend in gender pay gaps year on year
Regular review and analysis of gender pay gap data and gender representation, including all domains and levels	Allowed for regular monitoring, tracking and identification of any systemic gaps
Set targets to improve gender representation in senior leadership roles by establishing a 40% target for women's representation in CE-3 leadership positions	Significantly improved women's representation at senior levels. AustralianSuper currently has 46% women across its workforce and 42% women's representation at the CE-3 level
Conducted year-end remuneration reviews with a lens on performance, market and gender, and that included colleagues on parental leave during the review period	Allowed for monitoring, tracking and solving of any systemic gaps
Recruitment-specific uplift included: <ul style="list-style-type: none"><li>requiring interview panels to have a gender balance</li><li>ensuring candidates on recruitment shortlists comprised at least 40% men, 40% women and 20% of any gender</li><li>using diversity-specific platforms to advertise job roles</li><li>reviewing job advertisements to ensure they were inclusive.</li></ul>	Improved number of women applicants in the talent pool
Invested in a leadership development program for mid-level women	On average 25% of women in the program have had promotions
Hired a Diversity & Inclusion Lead for the Investments domain, to strengthen DEI capacity to address pay gaps and improve gender representation	Provided a dedicated resource to develop a strategic and sustainable approach to improve gender representation at CIO-3 levels in the Investments domain and improve gender pay gaps
Embedded a flexible working clause in AustralianSuper's Enterprise Agreement that requests regular attendance in the office without mandating defined working days or hours	Normalised flexible working arrangements. Set the standard as an industry leader to embed a blended working clause into an Enterprise Agreement

Action	Impact
Introduced a gender-neutral parental leave policy, with no distinction made between primary and secondary carers	Increased the number of men taking parental leave, as well as the duration of the leave taken
Improved employee benefits to attract senior women talent including: <ul style="list-style-type: none"><li>flexible and blended working arrangements</li><li>no qualifying period for parental leave</li><li>20 weeks of paid parental leave and superannuation paid at the full-time rate for 104 weeks from the commencement of parental leave.</li></ul>	Increased uptake of parental leave arrangements by both men and women

Lessons and advice for others

- 1

Be clear about the case for change and how a focus on gender equality and closing the gender pay gap aligns with the purpose of your organisation.
- 2

Setting targets for gender representation that are tied to an incentive scheme was an effective measure to drive progress on gender representation and reduce gender pay gaps in the Investments domain.
- 3

Provide regular reporting on the data to the executive and board so that it can be interrogated and understood, to identify gaps and focus areas that will have greatest impact.
- 4

Engage senior leadership to set the vision, and lead and drive change, leveraging their significant power to influence culture and facilitate buy-in at all levels.
- 5

Continuously monitor and sustain focus on an inclusive culture to attract and retain women talent. This includes identifying best practice and making modifications as needed. Regular engagement with colleague-led networks has also assisted with understanding the effectiveness of measures put in place.
- 6

Look beyond your organisation to identify consistent industry dynamics, national trends and global patterns that can deepen understanding of the systemic drivers of gender inequality. This can also help your organisation to find potential solutions, and industry or sector partners and initiatives to align with, for greater scale and impact.

# Deloitte's actions to close gender pay gaps



Pay gap 2022–23	Deloitte	Industry comparison
Median total remuneration (%)	16.7	16.6
Median base salary (%)	16.7	18.7

## Organisational context

### Professional Services – Partnership

Deloitte employs around 14,000 professionals providing audit and assurance, consulting, financial advisory, risk advisory, and tax and related services and solutions. Its expertise spans every sector and industry, requiring a wide variety of skills and capabilities. In Australia, Deloitte is managed through a partnership structure.

### Why closing gender pay gaps is important

Deloitte’s vision is to be an organisation that reflects the diversity of Australian society. Achieving excellence in professional services requires innovation and diversity of thought, which means intentionally creating a workplace where diversity thrives. Closing gender pay gaps means having more women in leadership, which brings individual, team and organisational benefits.

The 2022 Deloitte Access Economics (DAE) report *Breaking the norm* noted that gender norms significantly impede women’s workforce participation, contributing to the gender pay gap. These norms amplify disparities in occupational selection and access to leadership roles and promotion opportunities based on gender. Deloitte recognises the crucial role employers play in shifting gender norms and improving workplace equity, which will ultimately reduce gender pay gaps.

## Commitment

Deloitte has demonstrated a sustained commitment to gender equity over the past two decades. It is committed to closing gender pay gaps and believes that this requires ongoing leadership and accountability to drive action.

Deloitte has set a target of 40:40:20 gender representation for the partnership by FY28. It has also introduced a 50% hires target and a gender-equitable promotion target for women across all business units at senior manager and director job levels.

Deloitte has made significant progress towards its targets and is one of only two organisations to have held WGEA’s ‘Employer of choice for women’ citation for 22 consecutive years. Employees who identify as women now represent 50% of all employees in roles up to manager level, and over 40% of executive and board roles.

Deloitte acknowledges that it hasn’t increased the representation of women at senior levels as quickly as it would have liked. This has implications for gender representation in the partner pipeline and efforts to close gender pay gaps.

## Our actions to close gender pay gaps

## Key themes

Company data	2020-21	2021-22	2022-23
Average gender pay gap (total remuneration)	16.3%	17.2%	14.2%
Median gender pay gap (total reward)	22.9%	20.8%	16.7%

Deloitte’s 2022–23 average total remuneration gender pay gap decreased by 3 percentage points compared to 2021–22, from 17.2% to 14.2%. The median total remuneration gender pay gap has moved from 20.8% in 2021–22 to 16.7% in 2022–23, reflecting a 4.1% reduction.

## Key drivers of gender pay gaps

Deloitte recognises that the primary contributor to the median and average total remuneration gaps is the under representation of women at senior levels. It has a higher proportion of men working in senior roles, where the pay is higher. Contracted bonuses are paid at more senior levels, which further exacerbates the impact of gender representation on the gender pay gap. Excluding senior roles (senior manager, director and principal) from the analysis, the total average remuneration gap reduces from 14.2% to 3.4%, and the total median remuneration gap reduces from 16.7% to 2.2%.

## Methodology

Recognising that under-representation of women in senior role levels is the key driver of its gender pay gap, Deloitte has a strong focus on attracting and advancing women into those roles. Deloitte has taken the following action to advance gender equity and close gender pay gaps within its organisation, including:

- regularly analysing pay data\* for all employees, including gender, job roles and total compensation
- comparing pay gaps across job levels and functions, as well as with industry benchmarks and similar organisations
- embedding gender pay gap considerations into remuneration review frameworks, and updating a dashboard of information each month so senior leaders can easily see progress against gender targets
- conducting regular surveys, focus groups and interviews with employees for insights into their perceptions and experiences of inequity in pay and opportunities for career advancement
- completing root cause analysis to identify systemic issues, biases in recruitment and promotion processes, and barriers to career progression for women.

\* Employees included in the data reflect worker types such as full-time, permanent, fixed-term, casual (daily and hourly), hybrid employees, internal project workers, international remote workers and international secondees. Equity/non equity partners and other unique employees such as project workers and contractors are excluded from the data.

Action taken

Action	Impact
Leadership targets and accountability	
Established 40:40:20 gender targets for firm executive, board, and client, industry and market executive teams	These targets have been met through deliberate succession planning.
Gender representation targets for all business areas	Increased visibility and accountability for improvements on gender representation.
Introduced gender targets for hiring and progression	A 50% gender representation target for new hires, coupled with equitable promotion targets, has increased gender equity accountability for leaders making everyday talent life cycle decisions.
Increased reporting and visibility	
Created gender equity dashboards to provide more granular and regular progress visibility	Better able to meet targets due to access to granular, timely data on progress, which allows for timely course correction when necessary.
Executive and board members regularly discuss and prioritise gender equity	Faster decision making and better-timed conversations with business leaders about targets, progress and policy.
Leadership development and succession planning	
Established gender targets on leadership development programs	Deloitte’s two flagship leadership development programs will have 49% and 52% women representation for 2024 – an increase of 9% and 8%, respectively, since 2022.
Run 22 years of Deloitte’s flagship Inspiring Women program	Enhanced career development, with 67% of those completing the 2021 program promoted within 12 months.
Improved approach to succession planning and leadership appointments	A 7% increase in women holding client leadership roles in 2023.
Upholding the 'Panel Pledge' to incorporate diverse women perspectives across client engagements, presentations and speaking events	Increased visible diversity across panels and events, which will challenge leaders to think about diversity when choosing representatives for opportunities to enhance the profile of the firm.

Action	Impact
Talent acquisition	
Conducting a deep dive into the talent acquisition approach – from attraction to completion of probation – to understand and address any barriers and biases	Offering more generous bonuses for employees who refer women into the firm at senior levels.  Increased governance around hiring and non-cyclical bonus and remuneration decisions.
Flexibility and family care	
Enhanced Deloitte Flex framework	Deloitte now offers 13 ways for people to create flexibility in their working week including 'Family Flex'.
Increased support for part-time workforce through employee and leadership playbooks and further KPI flexibility	A 1% increase in employees working part time in 2023. Approximately 42% of this cohort are in senior roles, of which 79.8% are women.
Changing the approach to supporting employees who are parents, through Deloitte’s Making Work Work for Families policy	Deloitte’s Return-to-Work Support Payment gives employees returning part time from parental leave up to an extra day’s pay and KPI flexibility for 12 months. This means employees can access up to 28.4 weeks of paid parental leave.  Now, over 50% of people who take parental leave are men.  There has been a 13% increase in people returning part time from parental leave in 2023.  There has been a 24% increase in men returning to work part time since 2021.
Taking an intersectional approach	
Deloitte applies an intersectional lens to all gender actions and diversity initiatives, to best identify and address additional barriers faced by women	The recent release of Deloitte’s Race and Culture Action Plan considers the intersections of gender, race and culture.



### Lessons and advice for others

- 1 Targets and regular reporting are essential for monitoring progress and business leaders' accountability. Deloitte has found that executive-level commitment and influence are essential for mobilising broader leadership to prioritise gender equity.
- 2 Grounding decision making in data makes investment requests more compelling and ensures that solutions are fit for purpose. Data enabled Deloitte to debunk certain assumptions and improve transparency, directing efforts more accurately. For example, the hypothesis that men accelerated faster through the hierarchy of role levels than women proved to be false. Additionally, the assumption that women recruited for director-level roles had a shorter tenure at Deloitte than men who onboarded at the director level was also found to be untrue.
- 3 Maintaining a commitment to gender equity is straightforward during typical operations, but it is equally important under varying conditions, whether in times of high growth or restrained finances. Attention to diversity, equity and inclusion must be sustained.
- 4 Market-leading policies are a worthwhile investment, but to drive change they must be combined with leadership accountability, a supportive culture, visible role models, and showcasing of diverse stories and voices.
- 5 Non-traditional hires, such as those from return-to-work programs, are incredibly successful but not easily scaled. Deloitte ran its return-to-work program in 2017, 2018 and 2021, aimed at individuals who had been out of the workforce for several years. The programs attracted more than 95% women, some of whom had been out of the paid workforce for over a decade, with over 90% of participants receiving permanent role offers. However, as annual cohorts did not exceed more than 25 participants, Deloitte has revisited non traditional hiring through a series of pilots. The aim will be to scale these pilots, particularly in areas where gender balance is lower.
- 6 Allyship is critical, and organisations need to ensure that men are encouraged to help inspire and drive change.
- 7 Listening to employees and testing ideas with them leads to better outcomes.

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](https://championsofchangecoalition.org)