



**Closing
gender pay
gaps: Our
actions and
commitment
2025**

We recognise women in all their diversity

Efforts to advance gender equality have not lifted all women equally. By highlighting the specific demographics of people who experience exclusion, we increase their visibility and boost understanding of how exclusion is experienced within organisations and in society more generally.

Inclusive gender equality recognises that our work 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.

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

In referring to women experiencing intersecting inequalities, we mean 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 and sole caregivers
- ◆ women with disability (visible or invisible)
- ◆ neurodivergent women
- ◆ LGBTQ+ women

When referring to diverse people, we mean the wealth and variety of people and aspects of identity that broadly make up Australia's population.

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

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.



All our Member data and experience as a Coalition, shows 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 inclusive gender equality. Strategies to address the unequal division of caring and household priorities will also be essential.

Elizabeth Broderick
Founder, Champions of Change Coalition



Overview: Our action and commitment to close gender pay gaps

For 15 years, Champions of Change Coalition and our Members have been dedicated to advancing inclusive gender equality in organisations and leadership, while also helping to address the national disparity in women's economic outcomes.

Over this time, we have seen how deliberate, collaborative leadership action at organisation, sector and national levels, combined with transparency on progress, can make a difference – however, it is unfinished business.

As women's representation in the workforce steadily increases, gender pay gaps provide powerful aggregate measures of overall progress towards these goals.

Since 2023, the Australian Workplace Gender Equality Agency (WGEA) has implemented higher standards for reporting and disclosure on employer gender pay gaps. We welcome and support greater transparency in this data to ground progress in facts and shine a light on the workplace dynamics that make the pursuit of gender equality an ongoing leadership and business priority.

About gender pay gaps

Gender pay gaps represent the overall difference in earnings between men and women across the entire workforce. They are not suggesting men and women are paid differently for the same job, which has been a legal requirement in Australia since 1969.

Instead, gender pay gaps help to highlight issues that are hard-wired into the Australian workforce – like unequal access to leadership roles, out-dated assumptions about suitable careers for women and men, pay differences across industries, and the impact of caregiving responsibilities on women's careers, opportunities and pay.

Addressing these underlying drivers of gender pay gaps helps promote freedom, choice and economic security for all people, regardless of gender.

Closing gender pay gaps

What we see in our Member data and experience as a Coalition, is that organisations cannot close gender pay gaps by working alone. It will take sustained, collective effort to dismantle deeply embedded barriers to equality in workforce participation, economic opportunities and financial security for women. This is why we exist and why our Members invest in and contribute to our Coalition.

We remain focused on achieving inclusive gender equality and closing gender pay gaps through collaboration and leadership.

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.

Amendments to the Workplace Gender Equality Act 2012 passed by Federal Parliament in March 2023 created new standards for reporting and disclosure of employer gender pay gaps for the Australian workforce.

These reforms aim to improve transparency, accountability and motivate action to accelerate progress on gender equality in workplaces.

From March 2025 annual public reporting of employer gender pay gap data includes **average gender pay gaps** by total remuneration and base salary, **median gender pay gaps** by total remuneration and base salary, **gender composition by quartile** and **average remuneration by quartile**.

Applying different 'lenses' to the review of employer gender pay gaps enables deeper analysis and offers new insight to guide meaningful action.

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

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.

The gender pay gap can be wider for women who experience other forms of discrimination, such as First Nations women, LGBTQ+ and culturally and racially marginalised women and women with disability. Many Members capture this data at an organisation level as part of their analysis to understand the full extent of pay disparities in Australia.

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, 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 gender 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, such as very high or very low salaries, and may be influenced by the distribution of employees across different pay levels, roles, or seniority levels within the organisation.

Median gender 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.

Unlike the average, the median gender pay gap calculation is less influenced by extreme values, making it a more reliable measure of typical earnings. It highlights structural disparities by identifying the midpoint of the pay distribution and can reveal concentrations of one gender in lower-paying roles.

Quartiles

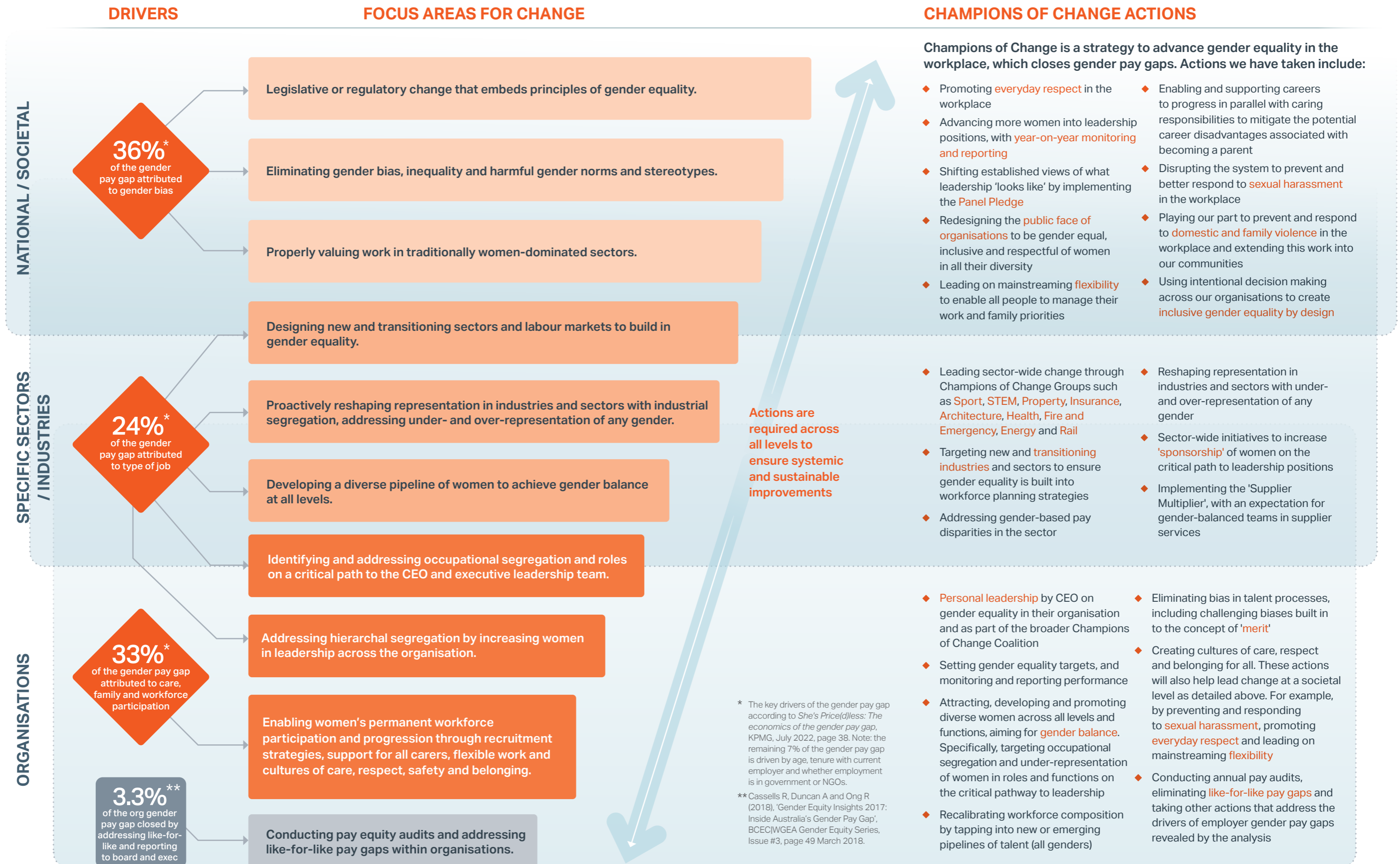
Quartile analysis of an organisation's gender pay data separates employees into four equal groups (quartiles) based on compensation, with the first quartile being the highest earning group and the fourth quartile the lowest.



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.

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



Insights from our 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, eligible Members share their gender pay gap data in our annual [Impact Report](#).

The insights from collective reporting enable us to better understand the macro drivers of gender pay gaps and the opportunities for more targeted strategies to accelerate change.

These insights reflect the nature of our Membership – largely male-dominated industries where striving for gender balance is a strategic leadership and organisational priority.

Changes in median gender pay gaps indicate some progress

Direct year-on-year comparisons are not possible due to changes in reporting requirements for private sector employers since public reporting commenced in 2024.

However, of the eligible Members who shared their data, 64% reported a reduction in their median base salary gender pay gap and 55% reported a reduction in their median total remuneration gender pay gap over the past year. This is despite the inclusion of CEO data, which is a positive indicator that collective efforts are having an impact.

Employer Statements available on the WGEA website provide more detail on individual 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.

Progress can feel like one step forward and two steps back

As anticipated, progress has not been linear as organisations respond to their operating context which for example, may necessitate restructures, acquisitions or the need for surge workforces in traditionally male-dominated sectors, affecting year on year results.

With CEO salaries included for the first year in 2025, in many organisations, both median and average gender pay gaps increased given the dominance of men in this cohort.

The focus remains on achieving an overall downward trend over time.

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

- ◆ Deliberate, collaborative effort at organisation, sector and national levels is moving us towards gender equality – and closing gender pay gaps – **but we are not there yet.**
- ◆ There remains a real disparity in **overall economic opportunities and financial security** for women compared to men in Australia. People are feeling this in their family finances – at a time when cost of living is putting significant pressure on everyone.
- ◆ The existence of gender pay gaps reflect **productivity issues for our economy** – women are underutilised in our workforce – at a time when some key sectors, like energy and tech are facing shortages of appropriately skilled people to meet the demands of transitioning and growth sectors.
- ◆ Patterns in the gender pay gap data highlight the **deeply ingrained gender norms and stereotypes** that shape the Australian workforce. There are social and economic consequences of having highly gender segregated occupations and sectors and household management and caring responsibilities divided along gendered lines.
- ◆ Employers cannot close gender pay gaps by working alone - collective sector-based and national interventions are essential for significant and lasting improvements. These remain priority focus areas for our Coalition efforts.



If we're serious about tackling Australia's innovation and productivity challenges, we need women fully engaged in, equally contributing to and benefiting from our economy. Closing gender pay gaps will ensure fairness, build economic strength and help future-proof Australia's workforce.

James Fazzino
Convenor, Champions of Change Coalition



New data in 2025 highlights disparities and surfaces patterns within and across sectors

The inclusion of average gender pay gap data in 2025 provided greater insight on the organisation dynamics underpinning gender pay gaps and highlights commonalities within and across sectors.

Some Members reported average gender pay gaps higher than median gender pay gaps, which points to concentrations of men in senior and higher paying roles. This pattern was more frequent in our Member data in sectors like property, professional services, financial services, healthcare and sport.

Some Members reported median gender pay gaps higher than average gender pay gaps, which points to concentrations of women in administration/call centre roles. This pattern was more frequent in our Member data in sectors like energy and insurance.

The inclusion of average gender pay gap data in 2025 further highlights the extent to which gendered occupations are a feature of the Australian workforce and underpin gender pay gaps at organisation, sector and national level.



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



Gender pay gaps exist even in gender-balanced organisations

Largely for our Coalition, average and median gender pay gaps are similar. This illustrates the impact of efforts over many years to create balanced workforces where men and women are distributed evenly across salary levels. However, it doesn't mean there is no gender pay gap—rather there are fewer concentrations of one gender at the top or bottom of the pay scale.

Even organisations with gender balanced workforces (by aggregate or across levels) still have gender pay gaps. This is often due to:

- ◆ 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).
- ◆ Deliberate and longer-term workforce development strategies to help build gender-balanced pipeline of leaders for the future, resulting in women being over-represented in more junior roles at the time of reporting.

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

Total remuneration pay gaps are consistently larger than base salary gaps, showing that additional pay like bonuses, overtime and allowances appear to be more accessible to men, creating greater disparities between men's and women's total remuneration.

This may also 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.

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.

Long held societal beliefs about what constitutes 'men's work' and 'women's work' have created highly gendered jobs, sectors and industries which remain a feature of the Australian workforce and driver of gender pay gaps.

There is growing urgency to invest in long-term and collective efforts to redesign decades of education, employment and workplace strategies that have historically channelled men and women into particular occupations and assumed responsibility for household management and caring roles.

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.

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 a 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.

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