



Australian Government



Workplace
Gender Equality
Agency



Employer gender pay gaps report 2024-25

March 2026

Contents

Introduction	1
Data snapshot	3
Benchmarks and progress	4
Key priorities for employers to close their gender pay gap	13
Glossary of key terms	17

You can explore all of WGEA's data, including results at a national, industry and employer level, using the Data Explorer wgea.gov.au/Data-Explorer

Acknowledgement of Country

The Workplace Gender Equality Agency acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

Introduction

WGEA's 2024-25 release of employer gender pay gaps includes information from more than 10,500 employers with 100 or more employees. This includes 8,500 private sector workplaces, 126 Commonwealth public sector employers and 1,850 corporate groups. Combined these organisations employ nearly 5.9 million Australians.

The release includes the employer's average and median gender pay gaps as well as workforce composition and remuneration by pay quartile. Publication of this information brings transparency and public accountability to each employer's performance on gender equality and the actions they are taking to improve it.

This report supports the release of employer gender pay gaps by providing details on:

- aggregate annual private sector employer progress on ending the gender pay gap
- national and industry employer benchmarks
- key areas of opportunity for employers to close their gender pay gap in future
- each employer's gender pay gap information in a spreadsheet.

WGEA focuses on average total remuneration gender pay gaps as it is the most comprehensive measure of the difference in pay between women and men. We also calculate and include base salary and median gender pay gaps.

Readers can use the benchmarks provided here to gain information on the key drivers of employer gender pay gaps and common opportunities for accelerating progress on ending the gender pay gap. The analysis in the report is based on information from private sector employers who reported to WGEA before the national dataset cut-off date on 31 August 2025.

This analysis does not include Commonwealth public sector employers or the small number of employers who reported to WGEA after 31 August. WGEA has published the employer gender pay gaps for these additional employers in the Gender Pay Gap Report spreadsheet and on the Data Explorer.



What's new?

Commonwealth public sector

For the first time, Commonwealth public sector employer gender pay gaps are being released at the same time as private sector gender pay gaps.

All Commonwealth employer gender pay gaps included in the spreadsheet contain CEO remuneration for the first time. As a result, this is the first year WGEA has published average gender pay gaps for each employer in this cohort.

Private sector

Year-on-year progress is easier to assess in this 3rd year of employer gender pay gap publication for the private sector because the inclusions in the gender pay gap calculation are the same as in 2023-24.

In the first year of publication, WGEA only published median gender pay gaps and gender composition for each remuneration quartile. In the second release, the employer gender pay gaps included CEO remuneration, so WGEA could publish average gender pay gaps and average total remuneration for each remuneration quartile for the first time. Comparing averages or medians year-on-year for an employer will show how they have progressed on closing the gender pay gap.

Get the full picture for each employer

The 2024-25 employer gender pay gaps, composition and average remuneration per pay quartile for both private and Commonwealth public sector employers are now available on WGEA's Employer Data Explorer. This online tool also contains detailed information on actions employers are taking to reduce the gap and improve equality in policies, access to parental leave, flexible work and board composition. Many employers have also provided links to voluntary Employer Statements. These Statements provide an opportunity for employers to articulate the context of their gender pay gap and the actions they are taking to reduce it.

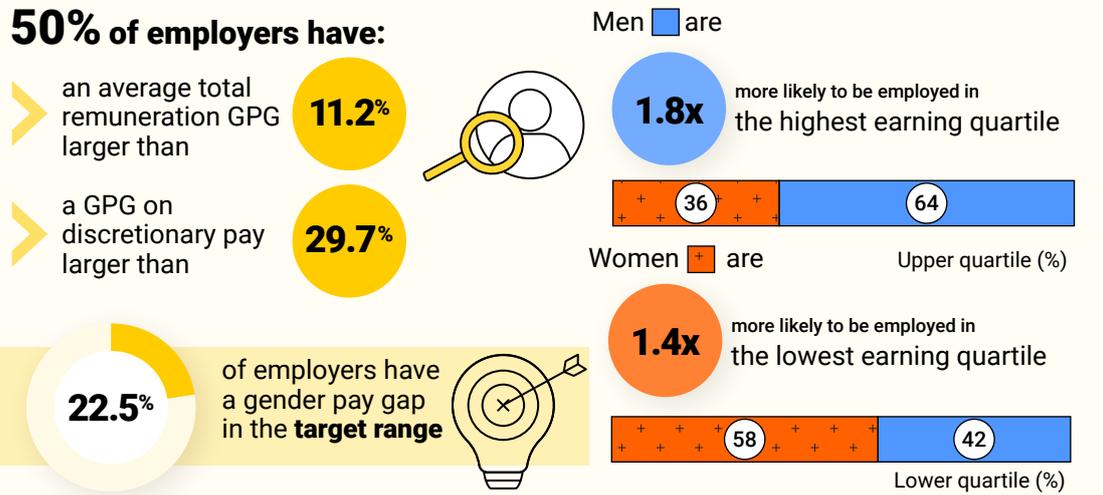
In addition to individual results, WGEA also publishes national and industry mid-points of employer gender pay gaps on the Industry Data Explorer. WGEA recommends comparing an employer's gender pay gap to the industry and national mid-points as in order to gauge how the employer compares to the typical or median employer.



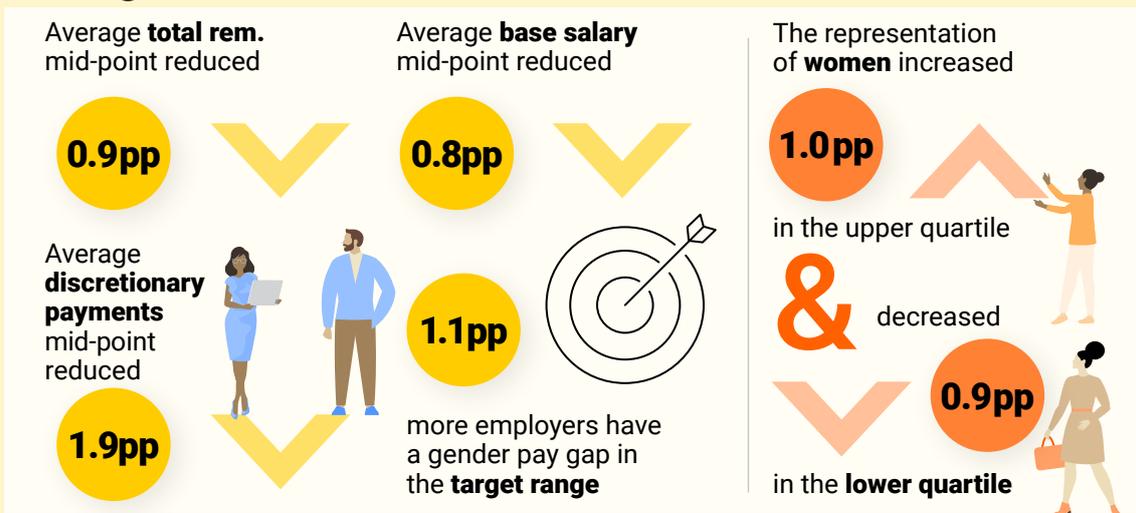
Data snapshot

2024-25

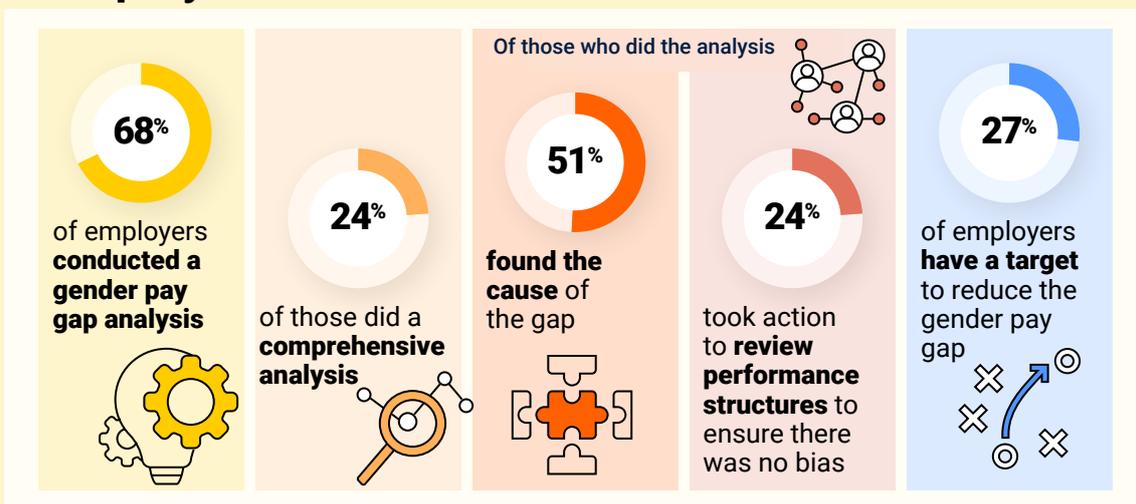
Current state



Progress



Employer action

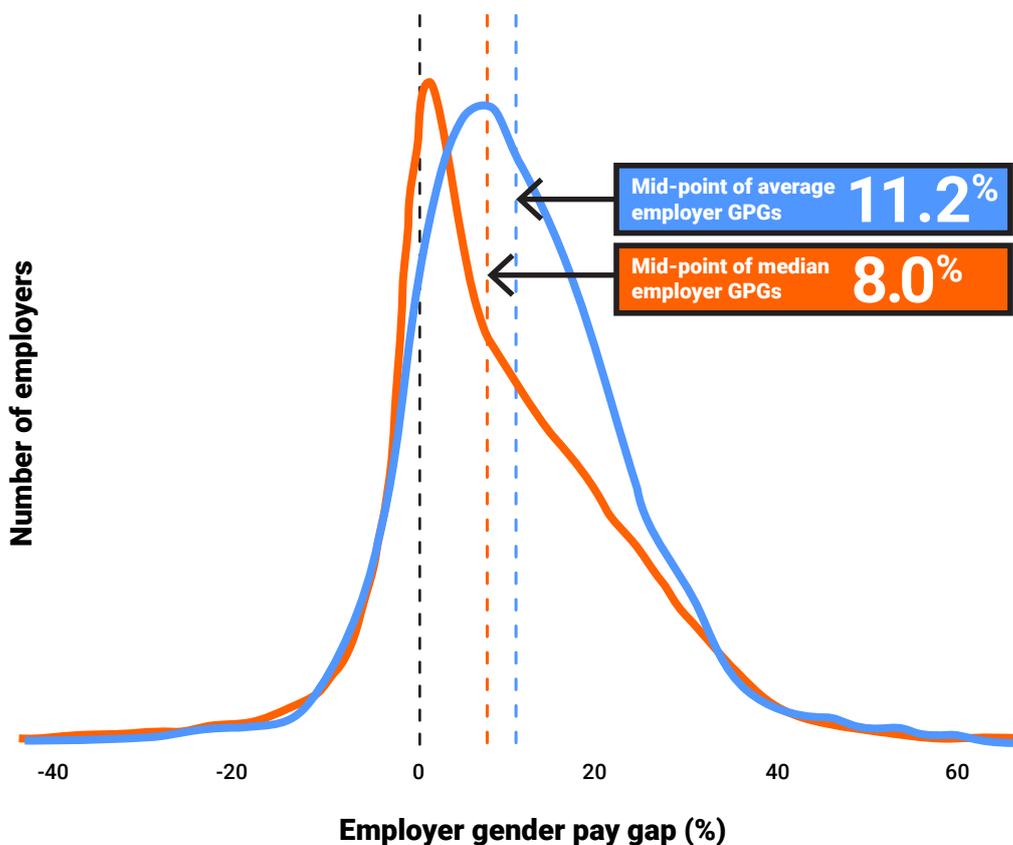


Benchmarks and progress

Employers are reducing the size of their gender pay gap

50% of private sector employers have an average total remuneration gender pay gap above 11.2% and 50% of employers have a gender pay gap lower than this point. This is known as the mid-point of employer gender pay gaps. This has reduced by 0.9pp in the past 12 months.

Figure 1: Distribution of employer total remuneration gender pay gaps



The mid-point of employer median total remuneration gender pay gaps is 8.0% and it has also reduced by 0.9pp year-on-year. Since WGEA first published employer gender pay gaps in 2022-23 the mid-point of median total remuneration gender pay gaps has reduced 1.1pp.

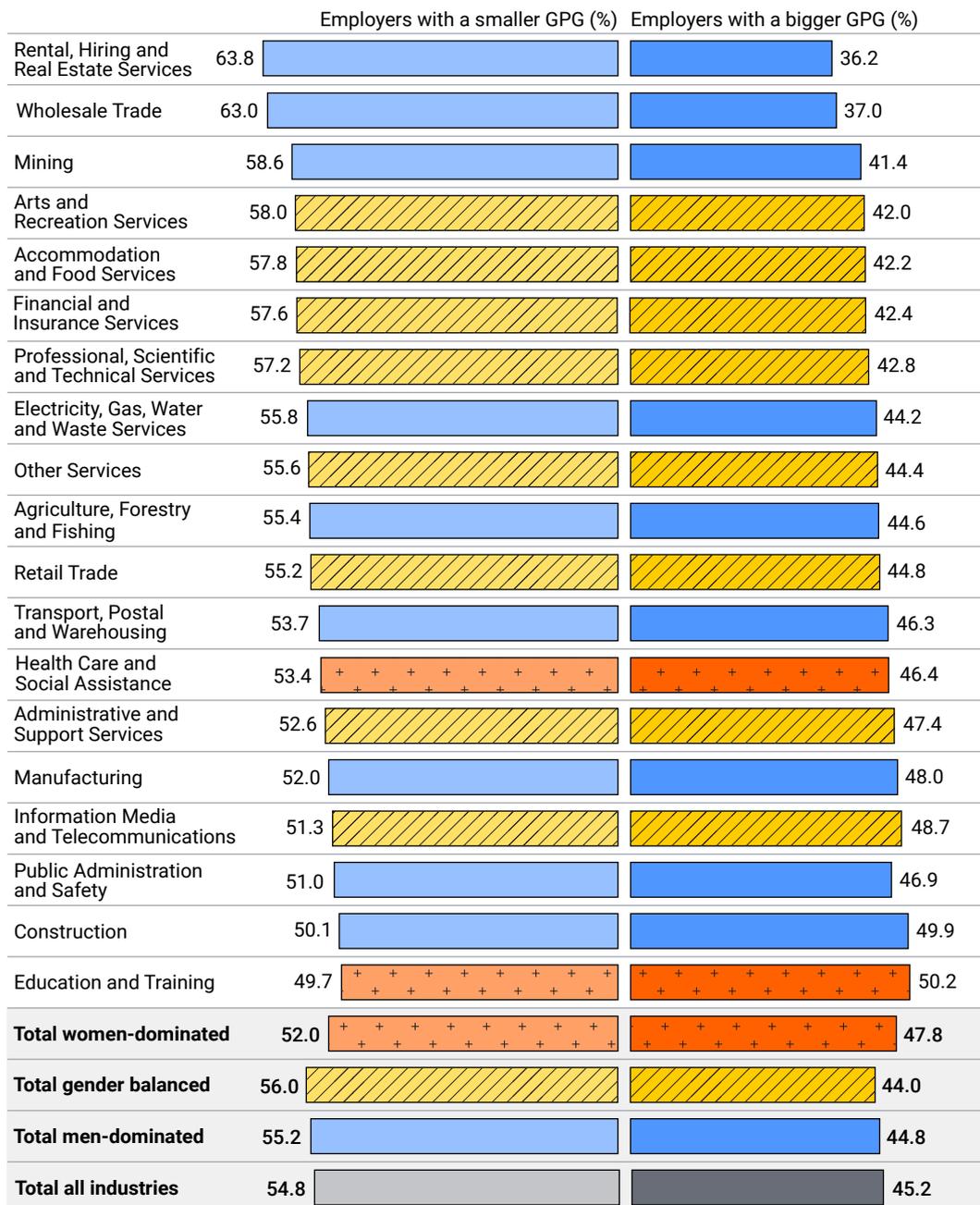


Figure 2: Mid-point of average and median employer gender pay gaps over time (%)

	Mid-point of average total remuneration employer gender pay gaps	Mid-point of median total remuneration employer gender pay gaps
2024-25	11.2	8.0
2023-24	12.1	8.9
2022-23	-	9.1

Nationally, 54.8% of employers reduced their average total remuneration gender pay gap year-on-year.

Figure 3: 12 month change in employer average total remuneration GPGs by industry



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

Figures may not add up to 100 as some employers maintained the same gender pay gap.



52.3% of employers reduced their median total remuneration gender pay gap year-on year. The medians follow a similar pattern by industry, with slightly more employers maintaining their median gender pay gaps.

Specific issues within industries related to employee composition and pay can impact the size of employer gender pay gaps. Employers in men-dominated and highly-paid gender balanced industries often have larger gender pay gaps. This is seen in higher mid-points for these industries.

The mid-point of employer gender pay gaps has reduced in many industries, but not all.

Figure 4: Mid-point of employer gender pay gaps, by industry

Industry	IGC	Mid-point average total rem. GPGs (%)	Change in mid-point average total rem. GPGs from 2023-24 (pp)	Mid-point median total rem. GPGs (%)	Change in mid-point median total rem. GPGs from 2023-24 (pp)
Construction		23.8	-1.5	25.2	-1.1
Financial and Insurance Services		21.4	-0.8	20.9	-1.3
Rental, Hiring and Real Estate Services		19.5	-1.7	14.4	-1.8
Mining		18.9	-0.9	20.4	0.5
Electricity, Gas, Water and Waste Services		18.9	1.8	21.2	0.8
Professional, Scientific and Technical Services		16.4	-0.9	15.3	-0.1
Wholesale Trade		15.0	-1.4	10.2	-1.4
Manufacturing		13.4	-0.8	10.8	-0.3
Agriculture, Forestry and Fishing		12.8	-0.1	8.1	-0.4
Information Media and Telecommunications		12.3	0.2	11.0	0.4
Transport, Postal and Warehousing		11.9	-1.7	9.6	-2.3
Other Services		11.6	1.0	8.0	-0.4
Retail Trade		9.9	-0.7	3.6	-0.1
Administrative and Support Services		7.6	0.4	3.6	-0.7
Education and Training		7.2	-0.4	5.5	-0.5
Arts and Recreation Services		6.4	-0.8	2.3	-0.5
Accommodation and Food Services		5.2	-2.0	1.0	-0.6
Public Administration and Safety		4.2	2.3	2.5	1.8
Health Care and Social Assistance		3.7	0	1.1	0
Total women-dominated industries		5.1	-0.4	2.1	-0.3
Total gender balanced industries		12.0	-1.2	7.7	-1.4
Total men-dominated industries		15.6	-0.5	13.5	-0.4
Total all industries		11.2	-0.9	8.0	-0.9

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

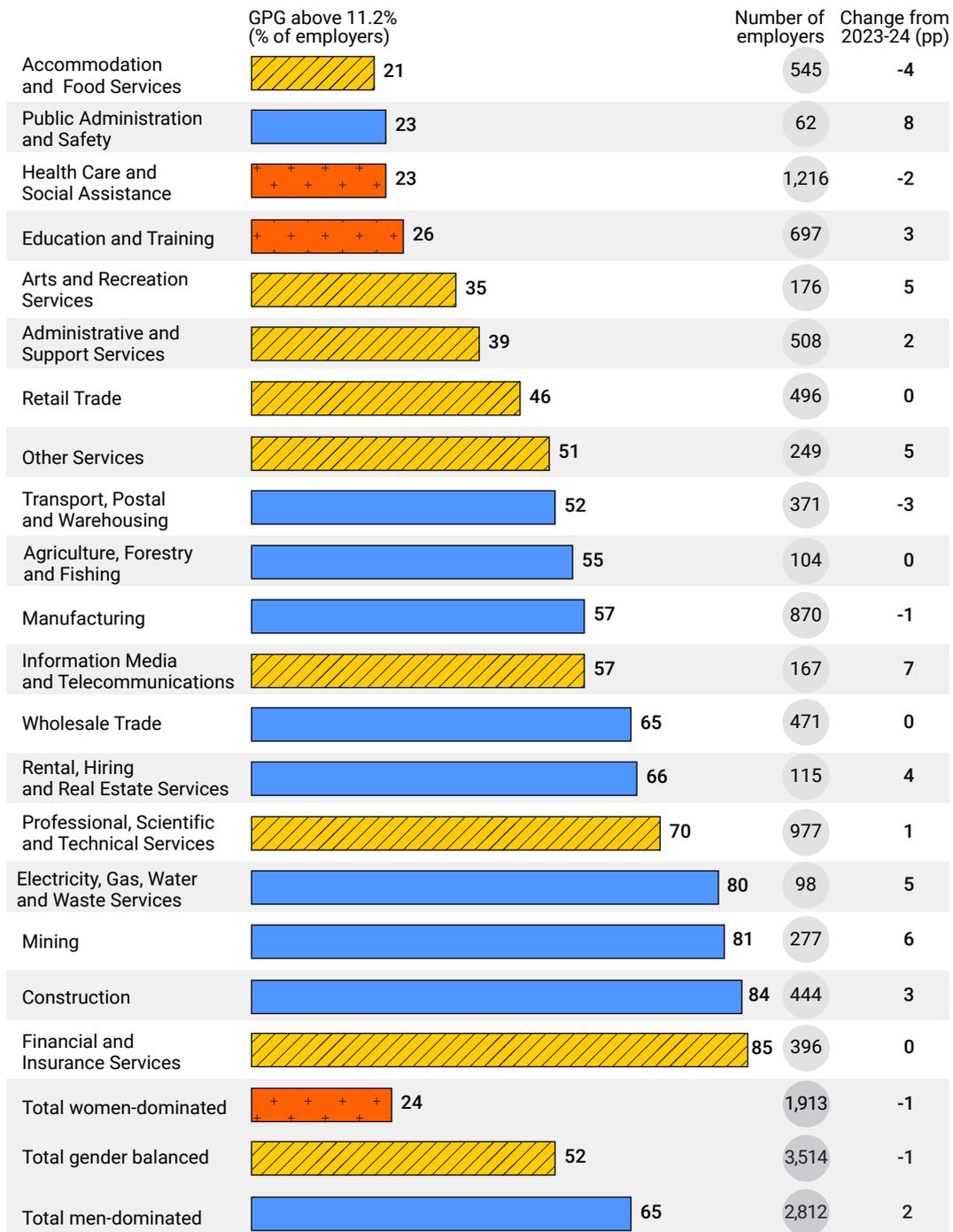


The employers with the largest gender pay gaps

When an industry has a mid-point higher than 11.2%, it means more than 50% of employers in that industry have a gender pay gap larger than the national benchmark. The higher the mid-point, the larger the size of the typical employer gender pay gaps for employers in that industry.

Employers with the largest gender pay gaps are most likely to operate in men-dominated or highly-paid gender balanced industries. In Financial and Insurance Services, Construction, Mining and Electricity, Gas Water and Waste Services, 4/5 workplaces have gender pay gaps above 11.2%. These industries have also seen an increase, or no change, in the proportion of employers with a gender pay gap above the national mid-point.

Figure 5: Employers above the national mid-point by industry



Industry gender composition  Women-dominated  Gender balanced  Men-dominated



Differences in composition and pay impact the size of employer gender pay gaps

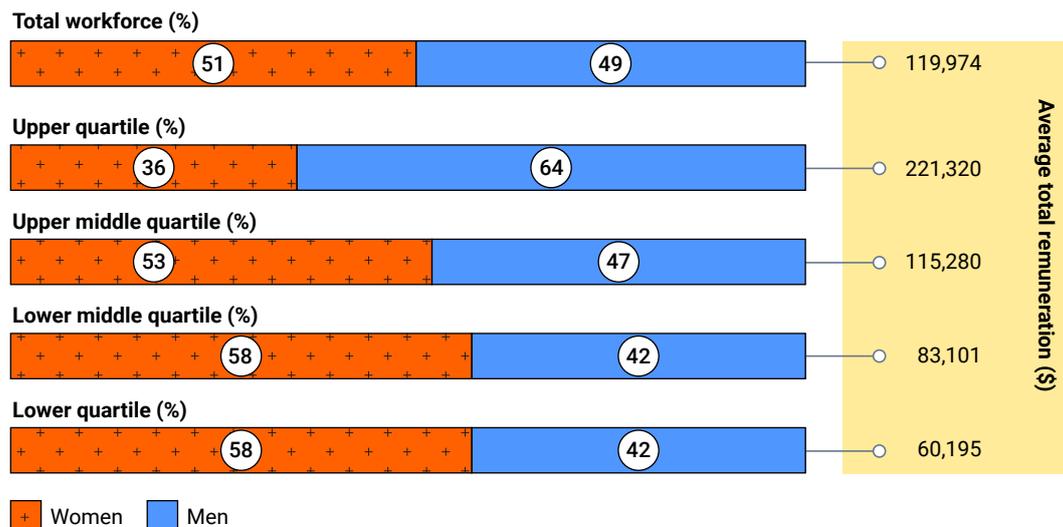
Gender pay gaps are the result of imbalances in gender composition and remuneration across the organisation.

Employers with larger gender pay gaps tend to have more deviation between the overall representation of women and men in the workplace and their representation in some or all of the pay quartiles. For example, one gender may dominate high-paying roles and the other may dominate lower paying roles. For the gender pay gap to close, women and men need to have more balanced representation within and across the remuneration quartiles.

At a national level, women and men are evenly represented in the total workforce captured by WGEA reporting. But men are 1.8 times more likely to be employed in the highest earning quartile and women are 1.4 times more likely to be employed in the lowest earning quartile.

In the past 12 months the representation of women increased 1pp in the upper quartile and decreased 1pp in the lower quartile. The other quartiles stayed the same. One of the reasons for this change was a small net increase in women in management roles, with higher pay.

Figure 6: Gender composition and average total remuneration, by pay quartile



The difference in pay between the quartiles can contribute significantly to the size of the gender pay gap if an employer concentrates one gender in the highest earning quartiles and the other gender in the lowest earning quartiles. Nationally, the average total remuneration in the highest pay quartile, which is dominated by men is 3.7 times higher than that of the lowest pay quartile, which is dominated by women.

When the balance of women and men in each of these quartiles is uneven, differences in wage growth between these quartiles will change the gender pay gap. The average remuneration for all employees grew by 3.6% year-on-year. But this growth was larger in the lower (4.3%) and lower-middle quartiles (4.5%) which are dominated by women, than in the upper quartile (3%) or the upper-middle quartile (3.7%) which are dominated by men. This has contributed to a reduction in the overall gender pay gap.



Industries with the highest average total remuneration often have the largest employer gender pay gaps. This occurs due to the combination of larger differences in average remuneration between the quartiles and the uneven distribution of women and men in each of those quartiles.

Figure 7: Industry average total remuneration and gender composition by pay quartile

IGC	Industry	Gender composition (% women)			Average total remuneration		
		Total	Upper quartile	Lower quartile	Total workforce (\$)	Upper quartile (\$)	Lower quartile (\$)
■	Construction	21	10	37	159,244	270,433	80,614
■	Mining	23	17	36	202,148	316,752	120,661
■	Transport, Postal and Warehousing	27	17	36	132,542	230,296	73,654
■	Manufacturing	28	21	37	123,985	215,670	67,419
■	Electricity, Gas, Water and Waste Services	28	20	41	168,678	285,116	86,836
■	Public Administration and Safety	29	22	41	92,789	148,260	46,985
■	Agriculture, Forestry and Fishing	37	22	46	101,794	175,835	61,804
■	Wholesale Trade	38	30	47	126,373	238,303	63,458
■	Rental, Hiring and Real Estate Services	39	29	46	142,103	288,808	67,376
▨	Professional, Scientific and Technical Services	43	29	57	164,561	305,212	76,451
▨	Information Media and Telecommunications	43	31	54	152,110	291,056	67,162
▨	Administrative and Support Services	47	41	49	106,072	194,266	59,710
▨	Arts and Recreation Services	52	44	56	96,182	162,456	60,946
▨	Other Services	52	31	61	109,070	182,994	61,819
▨	Accommodation and Food Services	52	47	49	67,115	106,629	33,258
▨	Financial and Insurance Services	53	37	66	169,992	323,593	79,380
▨	Retail Trade	56	44	61	79,830	125,270	50,320
■+	Education and Training	67	59	69	125,656	189,356	74,693
■+	Health Care and Social Assistance	78	75	80	104,449	164,455	66,408
■+	Total women-dominated	74	67	74	112,249	176,592	68,226
▨	Total gender balanced	51	38	51	112,153	221,979	53,384
■	Total men-dominated	28	18	24	142,824	255,592	69,977
	Total all industries	51	36	53	119,974	221,320	60,195

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



More employers have a gender pay gap in the target range

1.1pp more employers have a gender pay gap in the target range in 2024-25 compared to 2023-24.

WGEA determines gender pay gaps within and including $\pm 5\%$ to be within the target range. This allows for fluctuations due to normal workplace changes in composition and pay.

Figure 8: Range of employer average total remuneration gender pay gaps (% employers) 2024-25

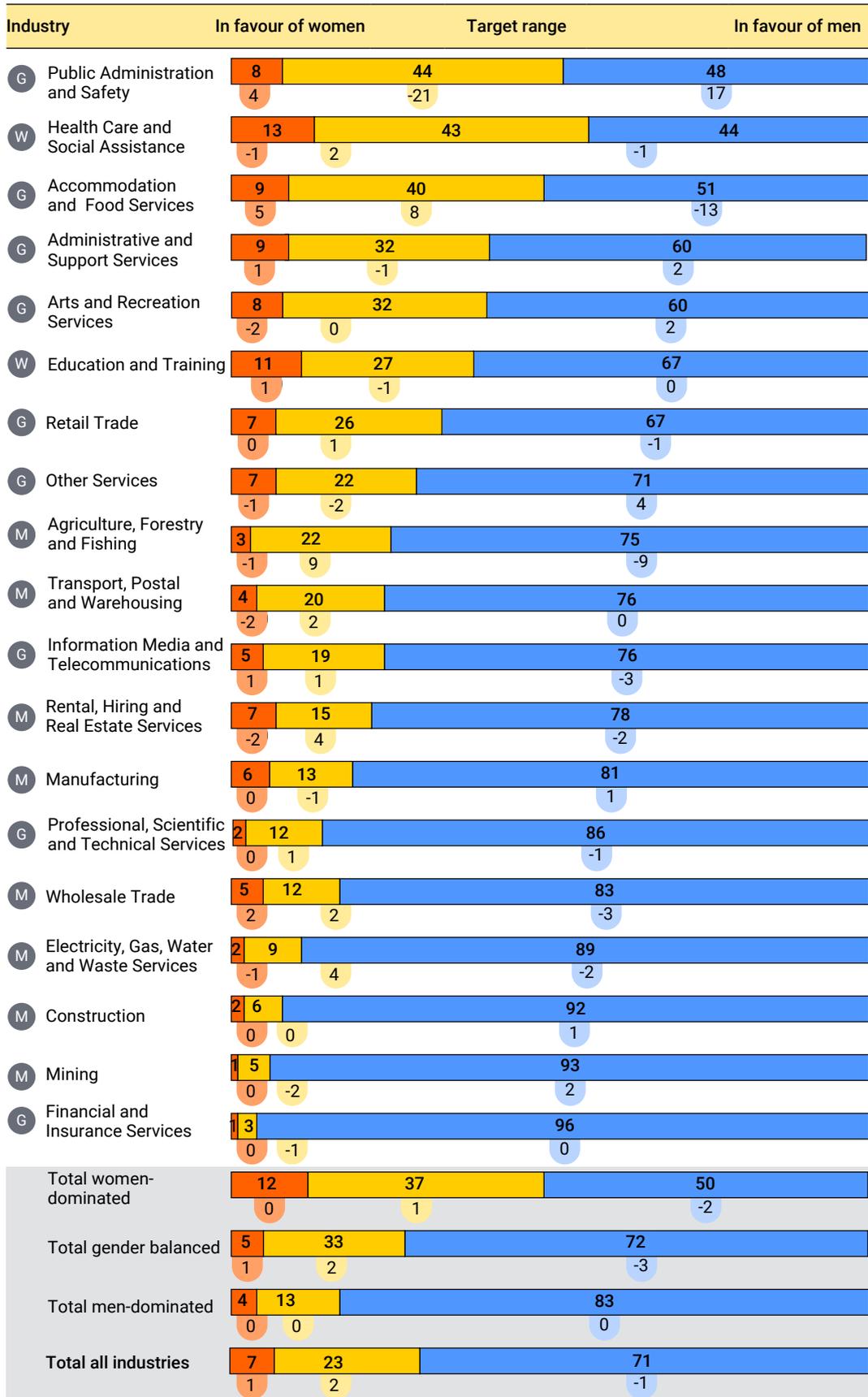


2023-24

Employers in women-dominated industries were the most likely to have a gender pay gap in the target range in 2024-25.



Figure 9: The range of average total remuneration employer gender pay gaps by industry



PP change from 2023-24 Industry gender composition **W** Women-dominated **G** Gender balanced **M** Men-dominated

Figures may not add up to 100 due to rounding.



Discretionary payments drive many employer gender pay gaps

Additional payments above base salary including superannuation, bonuses and overtime, which can be seen in the difference between base salary and total remuneration, contribute significantly to the gender pay gap for many employers.

While superannuation is a mandated payment, other payments above base salary are discretionary. They are often generated as a reward beyond the expected outputs of a given role or available to those who can work extra hours. Performance bonuses, allowances and access to overtime are often determined by line managers in conjunction with People and Culture teams and the relative importance of each of these varies by industry. Research shows they are rarely objective. As a result, women earn significantly less, on average, from these payments than men. This contributes to lifetime earning deficits.

Using the superannuation guarantee (11.5% in 2024-25) to estimate the proportion of the additional payments attributed to superannuation, WGEA calculated the average gender pay gap on just the discretionary pay such as performance bonuses, allowances and overtime payments.

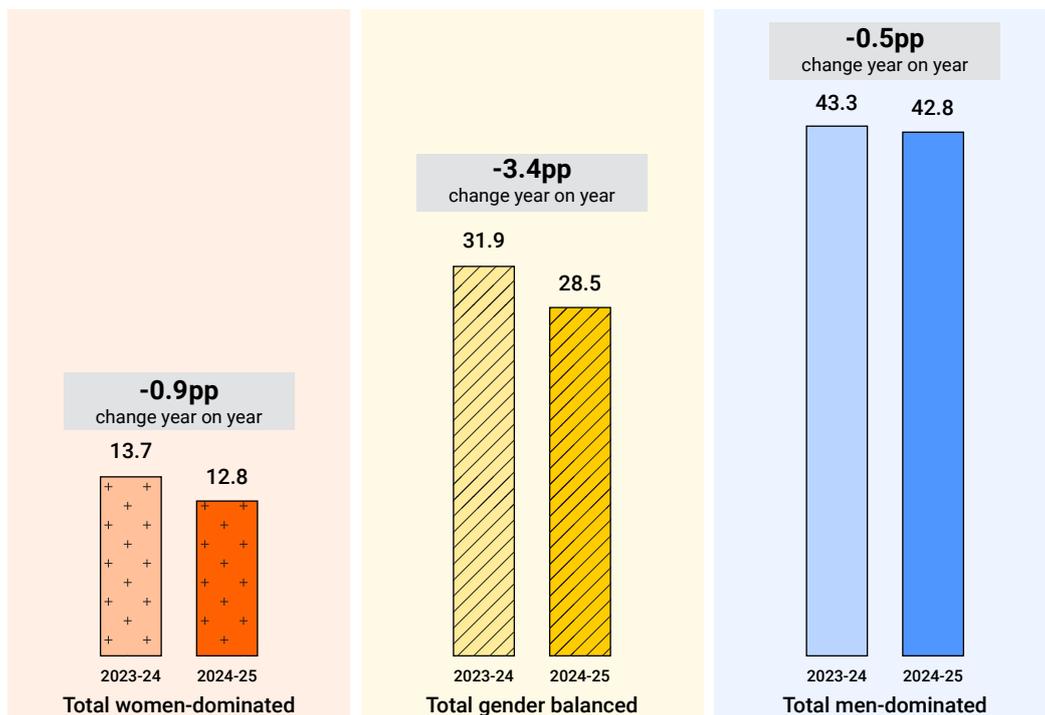
The mid-point of employer gender pay gaps on discretionary pay is 29.7%. This means 50% of employers pay men more than 29.7% more than women in bonuses, overtime and additional payments. While this gap has decreased from 31.6% in 2023-24, the size of the gap shows many employers need to consider whether gendered biases are built into their discretionary payments processes.

Figure 10: Mid-point of employer gender pay gap on discretionary payments



Employers in men-dominated industries have the highest discretionary pay gender pay gaps. They also made the least progress on closing these gaps year-on-year.

Figure 11: Change in mid-point of employer gender pay gaps on discretionary payments year-on-year (%)



Key priorities for employers to close their gender pay gap

Momentum on narrowing the gender pay gap has been underpinned by broad and meaningful employer action. Progress is happening, but it needs to accelerate.

Analysis of the 2024-25 employer gender equality reports signals 3 key priority areas for employers to have more impact on reducing their gender pay gaps over time in the context of each employers' specific challenges.

1. More employers need to conduct a comprehensive analysis of pay and composition in their workplace

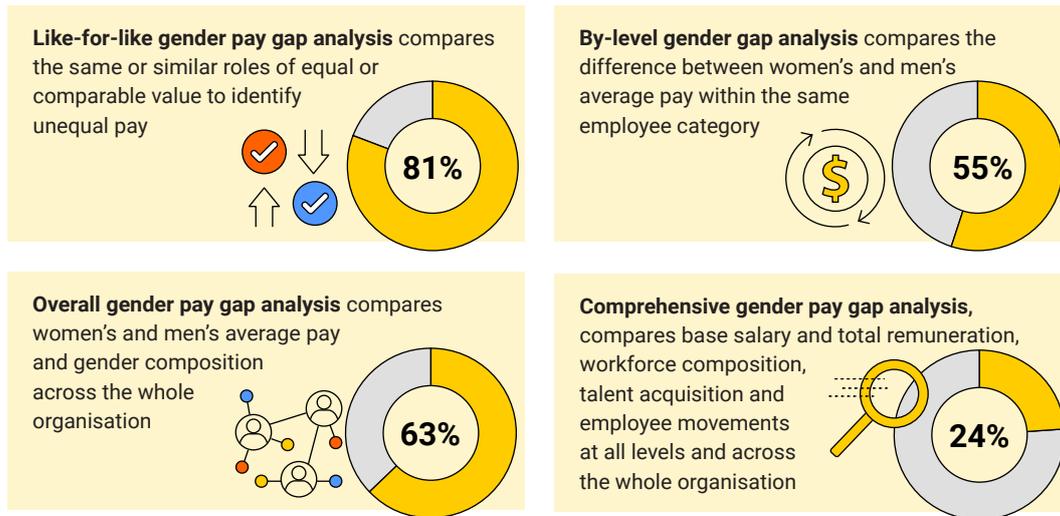
Employer gender pay gaps are a proxy measure of inequality between women and men in the workplace. The first step towards a more equal workforce is to investigate where differences occur.

A gender pay gap analysis will show where gender impacts outcomes in an organisation and where further analysis and focus is likely to result in narrowing the pay gap over time. The more detail an employer can obtain on promotions, pay, occupations, recruitment and resignations, experiences of parental leave and sexual harassment the better equipped they will be to address the issues within their specific workplace context.

More employers could accelerate progress on closing their gender pay gap by conducting a more detailed gender pay gap analysis. Of the 68% of employers who conducted a gender pay gap analysis, 24% did a 'comprehensive analysis'. This is a detailed analysis and therefore the most likely to uncover the areas of significant inequality between women and men. Some leadership teams are still only looking at instances of unequal pay, which is illegal and should be corrected immediately. Unequal pay can be one driver of the gender pay gap, but there are many others that should be assessed to ensure a workplace is fair for everyone.



Figure 12: Employers who conducted a pay gap analysis, type of analysis (%)



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

Through the comprehensive gender pay gap analysis organisations are able to shed light on the drivers of their pay gaps and importantly the interdependence and interaction amongst those drivers. Narrowing the gender pay gap often relies on taking action on multiple drivers at once to effect change. For example, changing the composition of part-time work for managers requires an understanding of multiple drivers that may be specific to role, level and job design. It is rarely as simple as adding more men to your part-time cohort and requires additional support beyond recruitment practices. It may need to be underpinned by efforts on promotion, return from parental leave, transition to retirement or new ways of looking at your talent and succession planning processes and understood in the context of existing practices that may be specific to women.

Since most employers did an analysis with a lower level of detail, this may be why only half of employers who conducted a gender pay gap analysis reported they found the causes of the gap. If more employers increased the information they assessed, this would likely lift the number of employers who found the causes of inequality and who could therefore take action to address it.

Additionally, 32% of employers did not conduct any type of analysis to find the causes of their gender pay gap. Without any information on where the differences between women and men occur it is much harder for employers to take effective action. Details on whether an employer did, or did not conduct a gender pay gap analysis can be found on each employer's Data Explorer page.

The most common reason employers give for not conducting a gender pay gap analysis is: 'We think this isn't relevant because salaries for employees are set by awards or industrial agreements'. A gender pay gap can persist even when salaries are set by awards or industrial agreements. This is because the gender pay gap is the result of differences between women and men in composition and pay across the organisation, rather than at each award level. A workplace that pays award wages for each role but lacks a balanced leadership pipeline will often find they have more men in the higher-paid award levels and more women on lower-paid awards. This will result in a gender pay gap until the leadership pipeline is addressed. Additionally, when workplaces award payments made above base salary awards to one gender more than another, this will result in a gender pay gap. A comprehensive gender pay gap analysis can uncover the drivers that affect the gender pay gap, even when salaries for employees are set by awards and industrial agreements.



2. Workplace leaders should choose actions to improve fairness that are based on the analysis and supported by evidence

Once an employer understands, in detail, where and why differences between women and men are showing up, they then need to take effective action to remedy these differences.

Any plan of action should link to the insights found in the gender pay gap analysis. The actions should also have evidence that shows they have been proven to work to address the areas of inequality found. Adding programs that are not grounded in evidence may fail to shift the gender pay gap and can add additional burden onto employees without benefit.

Many employers could accelerate progress on closing the gender pay gap by using the information from their gender pay gap analysis to create an action plan. Of the employers who conducted a gender pay gap analysis only 20% developed an action plan and 19% developed a strategy to address workforce composition issues. Research shows these two actions help employers to reduce inequalities.

A significant part of gender pay gaps is driven by the discretionary pay but only 24% of employers who conducted a gender pay gap analysis took action to review performance structures to ensure there was no bias.

As more employers connect the information in their comprehensive gender pay gap analysis to evidence informed actions and create plans to address their specific areas of inequality it is likely their gender pay gaps will reduce.

Communicating the organisation's action plan and the reasons for it is critical. The right policies and processes can be in place and still not make a difference, unless there is a workplace culture that supports line managers to understand the importance of fairness and equality. All employees have an important role to play in creating this culture. Decisions affecting who gets hired, promoted, developed, offered bonuses or overtime in an organisation are made by managers in all teams. Executive leaders can communicate expectations for fair outcomes and ensure managers have the skills to be able to apply processes within their teams for hiring, bonuses and promotions that evidence shows leads to more equal outcomes for employees.

If the determined actions address the areas of inequality found in the gender pay gap analysis, are informed by evidence, implemented effectively and built into business-as-usual, it can result in lasting change.

3. Set targets to improve accountability and measure progress

Organisations with gender equality targets often see faster and more effective progress because targets drive accountability, momentum, objectivity and transparency. But few employers are using targets to drive change. Currently, 27% of employers have a target to reduce the gender pay gap and 30% of employers set targets to increase the number of women in management positions.

Targets help workplaces to move from good intention to action. Employers select targets based on their information in their comprehensive gender pay gap analysis and aligned action plan. The analysis helps identify where gender inequalities exist and supports the selection of relevant and analysis-based targets. Success comes less from the number, and more from the planning and actions employers take to select and then achieve targets.



When using targets, accountability is critical. Linking gender equality targets to leadership and team KPIs, and committing to regular monitoring helps drive progress. Executives should regularly monitor if the actions are achieving the desired outcomes.

Legislative changes commencing in 2026, require employers with 500 or more direct employees to select and meet gender equality targets or demonstrate improvement over 3 years. This new focus on progress and effective action is likely to see the employer gender pay gaps reduce in future years. Employers with fewer than 500 employees are encouraged to also use targets to ensure their workplaces are fairer and more equal for employees.



Glossary of key terms

Average gender pay gap

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

Base salary remuneration

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

Employer

Under the *Workplace Gender Equality Act 2012*, an employer must report to WGEA when they have 100 or more employees (and in some cases, in accordance with the Act, as few as 80 employees). Standalone organisations, corporate groups and subsidiaries within corporate groups can all meet the threshold of the legislation.

Gender pay gap

The gender pay gap is the difference between the average or median remuneration of men and the average or median remuneration of women, expressed as a percentage of men's remuneration. Unless clearly stated as base salary or median, in the Employer Gender Pay Gap Report, WGEA's gender pay gap calculations focus on average total remuneration.

Employers with 100 or more employees reported the remuneration for all their employees to WGEA during the 2024-25 Employer Census. WGEA used this data to calculate employer gender pay gaps. Part-time and casual salaries are converted into annualised full-time equivalent earnings.

Median gender pay gap

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



Men-dominated or women-dominated

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

Mid-point employer gender pay gap

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

Negative, positive target range gender pay gaps

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

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

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

Remuneration quartiles

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

Total remuneration

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

Workforce gender composition

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





Australian Government



Additional information

For further information, please contact:

Workplace Gender Equality Agency

Level 7, 309 Kent Street

Sydney NSW 2000

T: 02 9432 7000 or 1800 730 233

E: wgea@wgea.gov.au

www.wgea.gov.au

Follow us on social media



Workplace Gender Equality Agency



@wgeagency



Subscribe to our email