



ANU 2023-2024 Gender Pay Gap Employer Statement

The Australian National University (ANU) welcomes and supports the Australian Workplace Gender Equality Agency's (WGEA's) forthcoming publication of gender pay gap data to inform more effective strategies and actions to advance gender equality in the workplace.

Since 1946, ANU has been Australia's powerhouse of social transformation, advancing the nation and the Asia-Pacific region. We were created to fulfill a unique national mission in post-war Australia, we continue to ignite change that transforms humanity and resonates across generations. We provide world-leading research and education, and hold and shape conversations that prepare us for a better future.

In 2024, we appointed our first female Vice-Chancellor, Distinguished Professor Genevieve Bell; who is joined on ANU Council by the first female Chancellor, the Hon Julie Bishop, and our second female Pro-Chancellor, Alison Kitchen. In June 2024, we also welcomed our first female Provost, Professor Rebekah Brown.

At ANU, we are committed to a values-led approach. We are committed to having difficult conversations when we fall short of our own expectations and continually working to set the standard sector wide across entitlements, working environment and leadership. We are committed to holding ourselves to account to improve gender equity, along with a range of other social and societal issues.

1. Statement of commitment

As noted in our *ANU Gender Equity Strategy 2023-2025*, our community and our leaders understand that we have a lot of work to do in pursuit of gender equity for all within our institution. By working together, being transparent and accountable, using evidence and data, and reflecting often, we will take bold and important steps towards realising our values of being an inclusive and respectful institution which values, recognises and celebrates diversity.

With the knowledge and lived experience within the leadership team, we have the opportunity and the responsibility to ensure change in Gender Equality, both within and external to the University. We commit to undertaking annual psychosocial risk assessments, and appropriate culture reviews to support open, inclusive and respectful behaviours in our workplace. Already, a number of key initiatives are in place at ANU – and this includes: expanded paid parental leave (up to 26 weeks), career re-entry leave, enhancements to superannuation payments, flexible working arrangements, inclusive recruitment practices and targeted academic promotions support. Addressing gender equality requires a broader approach than just within our organisation – and we are working to identify and embed these together with our partners at SAGE Athena Swan and Champions of Change Coalition.

In March 2024, under the first female and 13th Vice-Chancellor and President of ANU, Distinguished Professor Genevieve Bell, we implemented the ANU Building Naming initiative to celebrate and recognise women in our physical campus environment. ANU has more than 240

buildings, with more than 150 named for men, and less than 10 named for women. This initiative will see ANU name buildings for trailblazing women, recognising that the values we hold must also be reflected in the environment for learning, teaching and research that we provide on our campus. By the end of 2025, we will have 10 buildings named for women and will continue this work to celebrate and recognise their contributions to ANU and broader society.

In December 2024, the University was the first to partner with Champions of Change to pilot an Inclusive Gender Equality by Design workshop for a group of ANU leaders, underpinned by the 7 Switches framework, which was showcased at a United Nations Fund for Population Activities 2024 New York Summit. Moving into 2025, our Provost and Senior Vice-President, Professor Rebekah Brown, will represent the University as the Champions of Change member, to progress change across our University and with a special focus on the STEM and Health sectors.

As we look forward, ANU is focused on implementing strategies and targeted actions to increase gender equality in the workplace that identify and address key barriers to progression beyond the ANU Gender Equity Strategy.

2. Context

The University’s workforce composition broadly reflects the industry comparison group across Manager and Non-Manager levels, with more work to be undertaken across the Key Management Personnel category.

Table 1: ANU workforce composition by role

Gender composition by role

The following table shows the proportion of women and men in your workforce by manager/non-manager role compared with all employees in your Comparison Group.

	Your workforce		Comparison Group	
	Women	Men	Women	Male
Key Management Personnel (KMPs)	31%	69%	45%	55%
Managers	50%	50%	53%	47%
Non-Managers	55%	45%	59%	41%

Table 2: ANU workforce composition by employment status

Workforce gender composition by employment status

Part-time and casual roles are often lower paid. An imbalance in the composition of employees in these roles can be a significant driver of the gender pay gap.

The following table shows the proportion of women and men who work full-time, part-time and casually in your organisation compared with all employees in your Comparison Group.

	Your workforce				Comparison Group			
	Women manager	Men manager	Women non-manager	Men non-manager	Women manager	Men manager	Women non-manager	Men non-manager
Full-time	93%	93%	62%	65%	85%	90%	39%	45%
Part-time	7%	7%	15%	9%	15%	10%	16%	8%
Casual	0%	0%	23%	26%	0%	0%	45%	47%

Current initiatives and strategies in place at ANU include:

- Implementation of the ANU Gender Equity Strategy, monitoring and reporting of actions;
- Special measure recruitment practices for identified positions;
- Support measures to accelerate women in leadership and academic promotion;
- Enhanced access to paid parental leave such as early access for staff employed at ANU for less than 12 months;
- Reflecting the values of equity and diversity through the ANU Building Naming initiative;
- Significantly improving flexible working arrangements in the new Enterprise Agreement;
- Improved harmful disclosure tool;
- Implementation of staff Respect Consultant role in People and Culture that uses trauma-informed and person-centred practices to outline available support and reporting options to staff; and
- Increased development of resources and support to promote gender equality, gendered violence, harassment and discrimination.

Notes about our WGEA pay gap calculation dataset:

- This data provides a snapshot of an employer's workforce from within the 12-month reporting period. This is not a total or average headcount number, but an actual count of all the employees who were employed as at the snapshot date (31 March 2024).
- The data includes fixed term, continuing and casual staff.
- Total remuneration includes base salary, superannuation, market loadings and other loadings or allowances. For a full list of inclusions, please see [Workplace Profile \(WPP\) | WGEA](#).
- Part-time/casuals/part-year staff have been annualised to full-time equivalent for average and median total remuneration.
- The 2023-24 gender pay gap calculation includes salary data for the Vice-Chancellor role; noting the Vice-Chancellor took a 10 per cent pay reduction to support financial reductions at ANU. Professor Bell is the first female Vice-Chancellor, and lowest paid Vice-Chancellor in the Group of Eight. The Vice-Chancellor salary was set in line with the ANU 2023 Executive Remuneration policy, and benchmarked by the Remuneration Tribunal;
- Employees identified as non-binary are not included while the Agency establishes the baseline level for this new information.
- ANU conducted a comprehensive review and re-categorisation of the WGEA Management Category List prior to the 2023-24 reporting period to better reflect our leadership and manager population, including Key Management Personnel (KMP) and Senior Managers (SM). This has resulted in more accurate categorisations but not a like-for-like comparison to the previous reporting period.

3. ANU Gender Pay Gap

3.1 Data summary

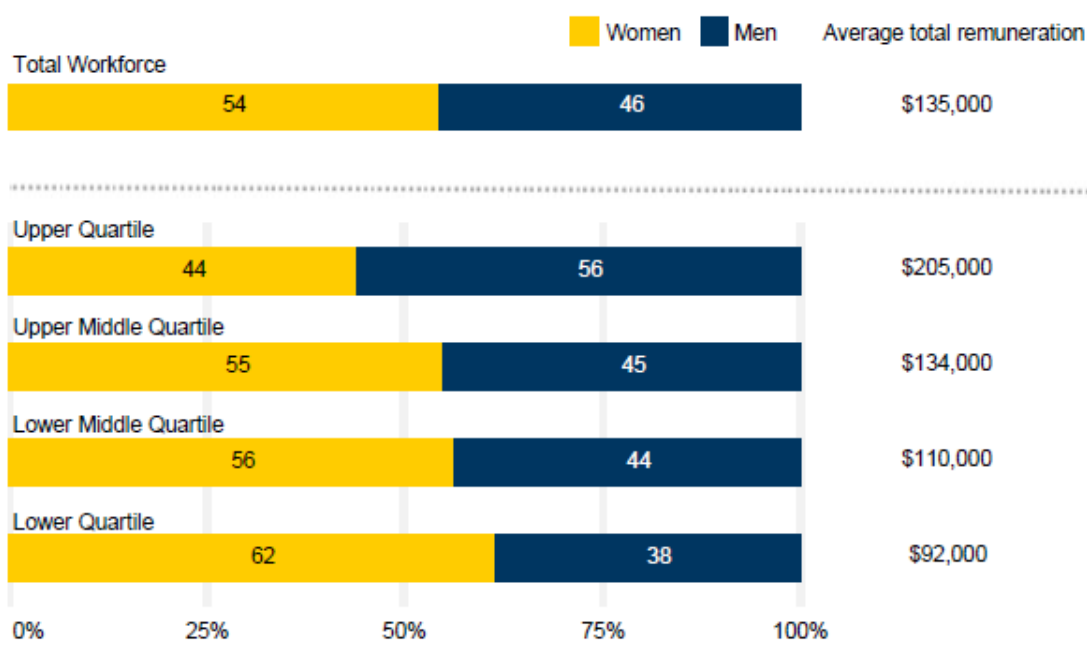
Table 3: Median gender pay gap

All employees	2020-21	2021-22	2022-23	2023-24
Median total remuneration	8.1%	7.8%	7.6%	7.7%
Median base salary	7.9%	7.6%	7.9%	7.6%

The University's results have improved since 2020. However, we know there is more work to be done to continue to address the gender pay gap. The action we have taken over the last few years provides a solid foundation to continue to address this issue and make positive change. We are committed to continuing to act and have implemented more initiatives to narrow the gender pay gap at ANU.

3.2 Gender composition by pay quartile

The University's gender representation by remuneration quartiles indicates that there are proportionately more women in the bottom two quartiles, which is a key driver of our gender pay gaps. Actions and strategies to address this are outlined in Section 5.



Note:

- Total remuneration for part-time/casual/part-year employees is converted to annualised, full-time equivalent amounts. The gender composition and average total remuneration calculations do not include voluntary data submitted for overseas reporting managers (OSM).
- The average total remuneration is rounded to the nearest \$1,000.

4. Key drivers of gender pay gaps in our organisation

Gender pay gaps are typically driven by a range of internal and external factors and are largely due to the interplay of three key factors:

- gender bias in remuneration decisions, systems and processes;

- job type, including occupational, hierarchical and industry segregation; and
- care, family and workforce participation.

At ANU, some key insights from the 2023-24 reporting period that influence our priority focus areas include:

- The proportion of women in manager roles overall decreased from 52.4 per cent (2022-2023) to 50.0 per cent (2023-2024).
- Women were more of a retention risk, contributing to a higher percentage of voluntary exits, at 58.6 per cent, noting women make up 54.9 percent of the ANU workforce.
- In the Senior Management category and above, 43.9 per cent of staff were women, and 56.1 per cent were men. Additionally, the average total remuneration for men was 5.1 per cent higher than for women.
- Men tended to be more represented in higher academic levels whereas women had a higher presence in some of the higher professional levels.
- At Level E (Professor), 33.3 per cent were women, an increase from the previous reporting period (32.8 per cent).
- At Level D (Associate Professor), 44.4 per cent were women, also an increase from the previous reporting period (38.1 per cent).
- ANU professional staff at Senior Manager 1 and above is comprised of 55.1 per cent women and 44.9 per cent men. At these levels, average total remuneration for men was 3.7 per cent higher.

External drivers include gender stereotypes and norms that underpin education and career pathway decisions, gendered allocation of caring roles, and the historical undervaluation of traditionally feminised roles and sectors.

5. Actions and Strategies

We continue to address and influence gender equality at the organisational, industry, and societal levels through its research, memberships (such as Champions of Change) and internal practices.

In our WGEA employer statement in February 2024, seven actions were highlighted as focus areas for 2024:

1. Operationalising the new ANU Gender Equity Strategy.
2. Developing a strategy to grow and develop women through the organisation into more senior roles.
3. Continuing to focus on inclusive recruitment and promotion practices for women at senior levels (particularly Academic levels D and E).
4. Setting gender equity targets for critical areas where women's representation and seniority remains persistently and disproportionately low (for example, STEM leadership), and monitoring and reporting performance.
5. Continuing to build a culture of care, respect and belonging for all (for example, preventing and responding to sexual harassment, promoting everyday respect, and leading on mainstreaming our new flexible working policies across ANU).
6. Embedding KPIs and targets for the University leadership to address gender equity, to ensure our progress is measurable and the leadership is held accountable.
7. Providing updates on our progress and reviewing activities and policies which fall short of our expectations to achieve gender parity.

Progress has been made against the identified focus areas and these priority areas will continue into 2025. This progress includes:

- Operationalised the ANU Gender Equity Strategy, with a cadence of regular monitoring and reporting.
- Established a Diversity, Equity and Inclusion Implementation Working Group with broad University representation to [prioritise and monitor DEI strategies](#) including the Gender Equity Strategy.
- Scoped a project to understand the lived experience of females in senior roles to determine specific retention and development solutions for women in senior positions.
- Continued mentoring opportunities via the professional staff mentoring program as well as the NECTAR mentoring program for early career academic staff.
- Progressed an in-depth review of the Academic Promotions process, including of the Assessing Achievement Relative to Opportunity guideline, to allow the tool to be used for workload conversations, increase inclusion and belonging in the workplace, and support inclusive promotion practices for women.
- Developed a new staff training module – Rights, Relationships and Respect@Work.
- Delivered targeted education with local areas, focusing on responding to disclosures and preventing harmful behaviours through the Staff Respect Consultant.
- Developed a sexual violence prevention toolkit to support local areas - [Sexual violence prevention toolkit.pdf](#).
- Updated the Sexual Misconduct Policy to include the University’s zero tolerance approach and clarify pathways for students and staff to more easily disclose and report incidents.
- Undertook an externally led gender and culture review of the College of Health and Medicine.
- Established a Remuneration Manager role in People and Culture to support further remuneration analysis and identify specific improvement areas.

Conclusion

We know work remains to be done to ensuring a workplace which is open, inclusive and respectful for everyone. We continue to work, implement and address inequalities that are both embedded or experienced within our community to ensure that gender is not a barrier to success or opportunity. We remain committed to ongoing iteration and change to shape the world around us for a better, fairer and more equitable future.