



ANU 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.

Founded in 1946, in the spirit of post-war optimism, ANU was designed to be a resource for the nation and to be a leader in our region. More than 75 years on, ANU remains an intellectual powerhouse, providing a campus experience focused on research, teaching and innovation to serve the nation. As an institution, we are committed to upholding and leading our community with a values-led approach, and we are committed to having difficult conversations when we fall short of our own expectations, and holding ourselves to account to improve gender equity, along with a range of other social and societal issues.

1. Statement of commitment

Gender equality remains a focus for our university in the 21st century, and although we have made progress and commitments to address and lead change, work remains to be done, which will require our entire community to support and deliver.

Starting from the top down, we have appointed our first female Vice-Chancellor, Distinguished Professor Genevieve Bell, and have invested in our leadership team, with a commitment to see a 50:50 gender split in leadership roles by its conclusion, recognising the importance of new perspectives and representation of our community.

Even with the appointment of our first female Vice-Chancellor, much work remains to be done to ensuring a workplace which is open, inclusive and respectful – and this provides a clear benchmark as 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.

With the knowledge, and now lived experience within the leadership, ANU has the opportunity and the responsibility to drive change. Already, a number of key initiatives have been implemented to improve equity in the workplace – and this includes: expanding 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. Additionally, ANU has sought to increase childcare facilities on campus to provide support for working parents to return to the workforce. Addressing gender equality requires a holistic approach across a range of areas – and ANU is working to identify and embed these together.

As part of our ANU Strategic Plan, the University has reaffirmed our commitment to diversity and inclusion, with the intention to become a 'standard bearer for equity and inclusion'. Not only do we have a responsibility to reduce the pay gap for our workforce, but also to partner and provide positive influence at an industry, national and societal level. As with conversations around public policy or research, our role as the national university is to lead and shape conversations that support our nation in societal reform. Compared to the national gender pay

gap of 21.7 percent, the ANU gender pay gap is significantly smaller, however, our gap remains largely unchanged, and we acknowledge that more work is to be done, and that we will focus on improving this, year on year, until the gap is closed.

In 2019, ANU was successful in attaining SAGE Athena Swan Bronze status and we are committed to working toward Silver status by 2026. The SAGE pathway to Athena Swan is an internationally recognised accreditation and awards program for gender equity, diversity and inclusion. The University is also a member of the Champions of Change Coalition which aims to achieve inclusive gender equality by advancing more women into leadership, and building safe, respectful and inclusive workplaces for the future.

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. We must also set targets and KPIs for our leadership – so that the commitment is both measured and accountable.

With a clear focus, and responsibility to address gender equality, we as an organisation now have the opportunity to set ambitious targets. To achieve these, we must, and will, set clear goals, identify leaders to deliver and refocus or amend activities where we fall short. As the national university, it is our responsibility to lead, to drive change and to ensure that our work is not complete until we achieve and maintain gender equality across our campus.

2. Context

The University’s workforce composition broadly reflects our industry comparison group, although our part-time and casual ratios are more balanced when compared to higher education more broadly. While ANU has more women than men overall, women are overrepresented in more junior, and typically traditionally lower paid, roles.

Table 1: ANU workforce composition by role

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

	Your workforce		Industry Comparison Group	
	Women	Male	Women	Men
Key Management Personnel (KMPs)	47%	53%	45%	55%
Managers	52%	48%	52%	48%
Non-Managers	54%	46%	59%	41%

Table 2: ANU workforce 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 your Industry Comparison Group.

	Your workforce		Industry Comparison Group	
	Women	Male	Women	Men
Full-time	53%	47%	54%	46%
Part-time	65%	35%	74%	26%
Casual	50%	50%	59%	41%

Current initiatives and strategies in place at ANU include:

- the development of a new gender equity strategy (to be released in March 2024);
- 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; and
- significantly improved flexible working arrangements in the new Enterprise Agreement.

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 2023).
- 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 2022-23 gender pay gap calculation does not include salary data for the Vice-Chancellor role.
- Employees identified as non-binary are not included while the Agency establishes the baseline level for this new information.

3. ANU Gender Pay Gap

3.1 Data summary

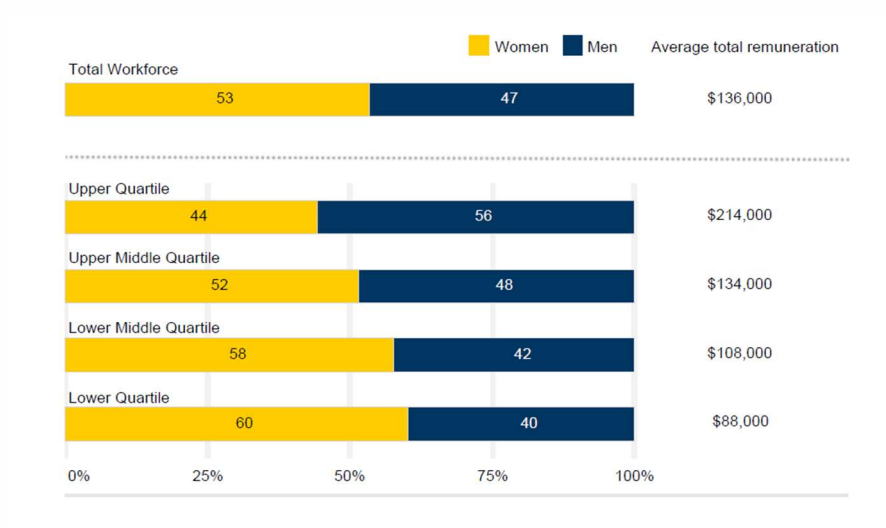
Table 3: Median gender pay gap

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

The University's results have improved since 2020. However, we have put ambitious targets in place and know there is more work to be done to continue to address the gender pay gap. We know 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 are implementing more measures and 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:

- Part-time/casual/part-year employees are annualised to full-time equivalent for average total remuneration and does not include voluntary salary data submitted for CEO, Head of Business(es), overseas managers and casual managers.
- 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 2022-23 reporting period that influence our priority focus areas include:

- The proportion of women in manager roles overall decreased from 53.0 percent (2021-2022) to 52.4 percent (2022-2023).
- Women were more of a retention risk, contributing to a higher percentage of exits, at 54.75 percent.
- At Senior Management level in the top quartile, 54 percent were women vs 46 percent men, but the average total remuneration for men in the top quartile was 7 percent more than for women.
- Men tended to be more represented in higher academic levels whereas women had a slightly higher presence in some of the higher professional levels.
- At Level E (Professor), 32.8 percent were women vs 67.2 percent men. However, the average total remuneration for women was higher than men by 2.2 percent.
- At Level D (Associate Professor), 38.1 percent were women vs 61.9 percent men. Conversely, the average total remuneration for men was higher than women by 2 percent.

- The number of men and women taking primary and secondary carer's leave decreased significantly overall.

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

In line with our ANU 2025 Strategic Plan, ANU continues 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. This will also include identifying leads across the university, with clear timelines, expectations and accountability for delivery.

In 2024, ANU will focus on:

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.