



# WGEA 2024–25 Gender Equality Outcomes

March 2026

## Commitment to Gender Equality and Inclusion

The Department of Health, Disability and Ageing is committed to fostering an inclusive and respectful workplace where gender equality is embedded in our culture, policies, and practices. Guided by the Workplace Gender Equality Agency's six Gender Equality Indicators (GEIs) and our Inclusion Framework 2025–30, we strive for continuous improvement, transparency, and accountability in all aspects of our work.

## 2024 Outcomes and Insights

### Workforce composition

In 2024, our workforce comprised 7,572 employees. Representation of women increased at the most senior levels:

- **CEO/HOB/KMP:** 58% women, 42% men
- **Managers:** 68% women, 32% men
- **Non-managers:** 72% women, 28% men.

This reflects our commitment to supporting gender diversity at all levels.

### Gender composition of governing bodies

In both 2023 and 2024, our governing body comprised of 8 members. In 2024, the gender balance improved:

- **2023:** 25% women, 75% men
- **2024:** 50% women, 50% men.

In 2025, our Executive Committee comprised of 10 members, with a composition of 70% women and 30% men.

This demonstrates our targeted efforts to achieve gender balance in decision-making roles, aligning with our Inclusion Framework 2025-30 and sector best practice.

## Equal remuneration

Our average total remuneration gender pay gap reduced to **4.0%** in 2024 (median: 4.1%), down from 4.8% in 2023. A positive percentage indicates men are paid more on average than women. Our result is **lower (better) than the midpoint for comparable public sector employers (4.8%)**. We recognise that sustained and targeted action is required to remove the modest pay gap which remains.

Pay gaps are influenced by a range of structural factors, including gender segregation across roles, the distribution of men and women within senior leadership, and patterns of leave and flexible work. Our data shows:

- Strong representation of women in **non-manager roles**, but lower representation in **higher paid management and key leadership categories**.
- A higher proportion of women in **part time roles**, which can affect progression and pay over time, as well as cumulative superannuation balances.
- **Manager appointments (including promotions)** in 2024 were **71% women**, commensurate with our broader composition, this demonstrates our strong leadership pipeline.

These underlying drivers shape our gender pay gap and confirm the importance of continued investment in gender equality initiatives.

## Flexible working and family support

We offer a comprehensive, employer funded parental leave entitlement, including **18 weeks of paid parental leave** with superannuation, consistent with or exceeding public sector benchmarks.

While women currently represent the majority of employees taking primary carer leave, we recognise the importance of normalising parental leave uptake among men to reduce gendered impacts on career progression. Flexible working is one of the key benefits we offer our employees. From our 2025 exit survey results, 93% of respondents agreed that we live up to our flexible working offer statement.

We will continue to promote flexible working arrangements at all levels and encourage employees of all genders to utilise these entitlements.

## Consultation on gender equality

We actively consult employees through surveys, employee-led participation and network groups, and the APS Census to inform our gender equality initiatives. This ensures our actions are responsive to workforce needs and priorities.

### Prevention of sexual harassment and discrimination

We maintain formal policies and strategies to prevent and address sexual harassment and discrimination. Our risk management processes include regular review, consultation, and reporting to leadership, supported by education and training for all staff.

## Our Inclusion Framework 2025–30 in action

Our Inclusion Framework 2025–30 underpins our approach to gender equality, recognising that employees experience the workplace differently based on intersecting identities. The Framework sets four key objectives:

- **Ongoing commitment to diversity and inclusion:** We are strengthening awareness, capability and support for our diverse workforce. Our policies and practices are designed to reduce compounded barriers—for example, by ensuring flexible work, reasonable adjustments, and accessible workplace design are consistently available and equitably applied.
- **Diverse and inclusive leaders:** Leaders at all levels champion inclusive behaviours and actively support the needs of employees with intersecting diversity dimensions. This includes modelling flexible work, supporting reasonable adjustments, ensuring equitable access to development, and creating psychologically safe environments where employees feel valued and heard.
- **Inclusive recruitment:** Our recruitment processes are designed to attract, support and retain diverse employees by removing structural barriers. The department's employee value proposition (EVP) clearly reflects the value placed on flexible and inclusive work practices across diversity dimensions, particularly through recruitment practices.
- **Diverse and inclusive data, systems, and governance:** We are improving the way we collect, analyse and report data to better understand the experiences of employees with intersecting identities. This includes reviewing policies and systems through an inclusive lens, consulting with employee networks, and monitoring flexibility, accessibility, adjustments and career outcomes to ensure our practices deliver equitable employment experiences for all.

These objectives are reflected in our gender equality initiatives and our progress against the WGEA indicators.

## Our commitment going forward

In line with WGEA's new employer requirements commencing in 2026, the department will:

- maintain policies and strategies across all 6 GEIs
- select and publicly commit to 3 gender equality targets, benchmarked against our 2024-25 results.
- demonstrate improvement against each selected target over the next 3 years.

Gender equality is essential to the department's mission, our performance, and our culture. We remain committed to building a respectful, inclusive and equitable workplace that enables all our employees to thrive.