



The Australian Industry Group

Gender Pay Gap Report 2023



CEO and CPO Foreword

Ai Group is committed to gender equality and inclusive workforce participation. We have clear plans and strategies in place to create and maintain an inclusive and collaborative culture where everyone is supported to reach their full potential.

Our focus as an organisation is on progress. Our objective is to continue change with a focus to eliminate the gender pay gap.

Regular gender pay gap reviews, role parity reviews, inclusive recruitment processes, as well as policies and benefits to support a diverse workforce are some of the actions taken to date to support a fair and inclusive environment.

Change takes time and we know that the impact of our approach will take time to show in the data, but we are confident that we have the right plans in place to succeed in creating a thriving, diverse and equitable workforce.

We confirm that the data reported is accurate as of the last reporting period.

Innes Willox & Belinda Woods

Ai Group CEO & Ai Group Chief People Officer

About our report

There are a number of factors that can impact the gender pay gap.

Our organisational processes and policies seek to eliminate or reduce factors such as unconscious bias in the hiring, remuneration or promotions process.

We are rethinking & reshaping workplace flexibility – especially in senior and leadership roles where we encourage flexible work regardless of gender.

We are conscious of the impact for women of caring responsibilities and time out of the workforce and what that means for them financially. Our parental leave and flexible working options seek to remedy inequitable financial outcomes for women who are parents.

Key Points

- ▶ **Our gap is shrinking.** Over the last 3 years we have seen a 7.5% decrease in the gap in average total remuneration.
- ▶ **Our workforce composition is evolving.** Over the last 3 years, our recruitment practices have supported a shift in roles across senior leadership and management roles which has helped close the pay gap.
- ▶ **There is still work to do with some roles.** There is still a significant amount of work to do to ensure a balanced composition for part time and casual roles, and Ai Group board appointments.

An explanation of the terms

A pay gap or pay difference is not the same as equal pay, which requires that women and men in the same role or doing comparable work are paid the same. In Australia, this has been a legal requirement since 1969.

Gender pay gaps are not a comparison of like roles. Instead, they show the difference between the average pay of women and men across organisations, industries and the workforce as a whole.

The pay gap is calculated by assessing the difference between average earnings of men and women at Ai Group.

An average or mean pay difference is calculated by taking the average annual earnings and comparing the differences between women and men.

A median pay difference is calculated by taking the figure in the middle of a range of annual earnings, arranged from the smallest to the largest.

What about non-binary employees?

The gender pay gap calculation does not yet include data about non-binary employees.

In our role as a peak industry association, Ai Group will continue to work with WGEA to develop an approach to support employers to collect this information that is safe & respectful to people who identify as non-binary.

An overview of our data

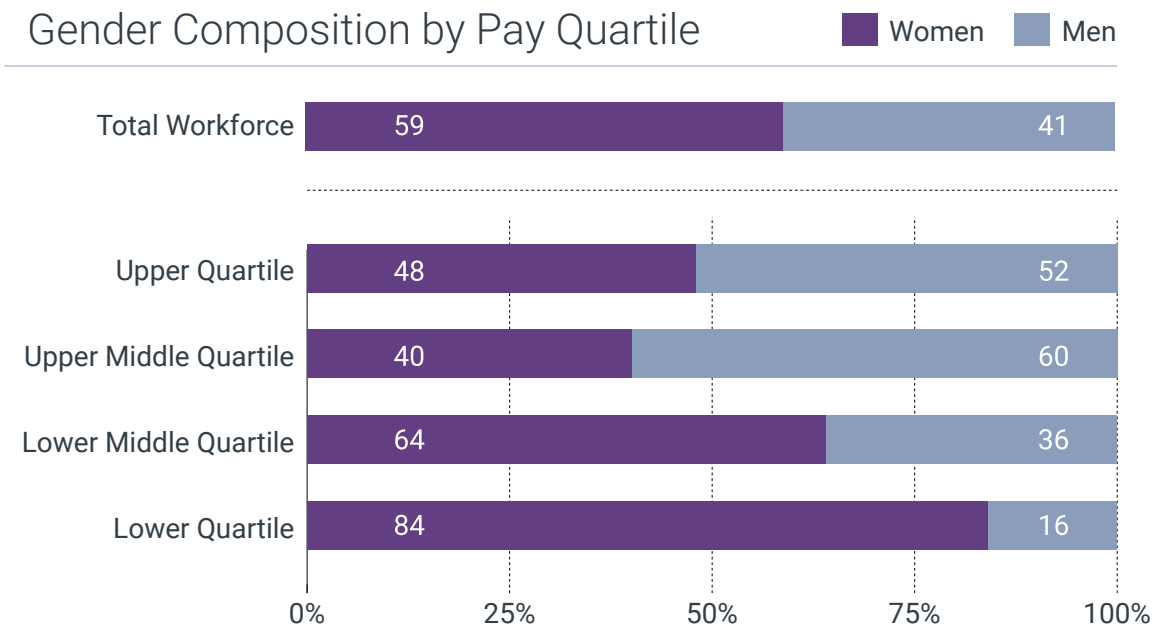
Ai Group's Gender Pay Gap

All Employees	2020-21	2021-22	2022-23
Average (mean) total remuneration	26.7%	25.8%	19.2%
Median total remuneration	39.2%	37.7%	25.4%
Average (mean) base salary	24.0%	23.2%	19.9%
Median base salary	34.7%	29.3%	26.9%

Gender Composition by role

Key Management Personnel (KMP)		Managers		Non-management	
Women	Men	Women	Men	Women	Men
44%	56%	49%	51%	62%	38%

An overview of our data



Gender Composition by employment status

	Full-time	Part-time	Casual
Female	54%	84%	75%
Male	46%	16%	25%

Our gender pay gap analysis – Ai Group

- ▶ Our focus is on progress with the goal of the elimination of the gender pay gap.
- ▶ Overwhelmingly our 'non managers' and also administrative employees are women. This may be a contributing factor to the pay gap.
- ▶ There is an opportunity to impact the composition of Ai Group governing bodies to achieve a better gender balance in subsequent appointments
- ▶ The data presented does not take into consideration our Apprentice and Trainees and the management structure in place to support them. This is covered in a separate report.



Closing the gap – what we are focusing on at Ai Group

Our people are critical to the success of Ai Group. It is important that we drive initiatives and build strategies to create a diverse and inclusive workforce that is gender pay equitable.

Change takes time but we are committed to progress and will continue to drive our strategies to close the gap.

- Access for all genders to the parental leave entitlement
- Superannuation for employees on unpaid parental leave
- Continuing our regular gender pay gap reviews (every 6 months).
- Continuing our role by role parity review through the remuneration review process
- Remuneration policy and framework to drive consistency and clarity
- Inclusive language tools
- Recruitment process in place to drive gender balance
- Unconscious bias training
- Reviewing flexible working options

