

# EY Australia Gender Pay Gap Report 2024

Accelerating our progress of  
Gender Equality

Our vision

Our Gender Pay Gap

Our commitment to closing the gap

Turning good intentions into meaningful actions

# Foreword

## An inclusive culture to enable women's potential to truly transform society

EY Oceania has a commitment to enable gender equity with established actions, goals, and strategies to achieve this. The pay gap metric is a valuable tool to measure progress.

In 2021, EY presented our first Value Realised Scorecard. It is EY Oceania's transparency report and shares EY's commitments and performance across people, climate, and society dimensions. The EY Gender Pay Gap Report complements our most recent 2023 Scorecard with additional discussion on gender pay gap and what we are doing to address it in our organisation.



**David Larocca**

EY Regional Managing Partner and CEO, Oceania

While we celebrate the extensive work that has been undertaken to promote an inclusive workplace for everyone, I am invested in the work that still needs to be done within EY, the wider business community, and society.



This Pay Gap Report is designed to raise awareness of our programs and initiatives designed to progress gender equality and impact broader societal change.

This report and analysis has been produced by the internal EY Oceania Talent team.

EY Oceania refers to the EY member firms in Australia, New Zealand, Fiji and Papua New Guinea, each of which is a separate legal entity: Ernst & Young, Australia (EY Australia), Ernst & Young, New Zealand (EY New Zealand), Ernst & Young, Fiji (EY Fiji), Ernst & Young, Papua New Guinea (EY PNG).

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# Our Vision

## To accelerate our progress of gender equality

The EY organisation is guided by the purpose of building a better working world, where economic growth is sustainable and inclusive. We seek to help enable women and girls to reach their potential removing the barriers for women to work and progress their careers. The focus of this work includes efforts to increase women in leadership, build equity into our processes, policies, and environments, and enhance inclusive leadership capabilities across all facets of our organisation.

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# What is our gender pay gap?

**Pay parity** (pay equity) refers to being paid the same for the same or similar work.

**Pay gap** is the difference in average pay between two groups in a workforce.

Gender pay parity measures if employees doing equal or comparable work at the same performance standard are remunerated equally<sup>1</sup>, regardless of gender<sup>2</sup>:

**0.8%**

Is the EY Oceania pay parity gap as of 30 June 2023 reported in the EY Oceania Value Realised Scorecard - 2023.

A gender pay gap measures the difference between the earnings of women compared to the earnings of men in the workforce. This could be calculated as an average or median.

Based on the Workplace Gender Equality Agency's (WGEA) methodology<sup>3</sup>, EY Australia's gender pay gaps are:

**14.6%**

average total remuneration (Industry Comparison Group 17.0%),

**15.4%**

median total remuneration (Industry Comparison Group is 18.7%).

The gender pay gap is a consequence of a range of societal, industrial, and organisational factors that combine to reduce women's earning capacity. OECD<sup>4</sup> data shows that in most countries women earn less than men. According to the WGEA, closing the gender pay gap goes beyond ensuring equal pay for equal work; it requires a cultural change to remove barriers to full and equal participation of women in the workforce. Intersectional factors such as race, immigration status and sexual orientation may compound the impact of pay gaps within gender groupings. Further data collection and analysis will be an important feature of accelerating change. EY's internal pay gap analysis currently examines gender and cultural background dimensions, and we will continue to expand how and what we measure in consultation with our people.

In addition to having conversations about gender pay equity and pay transparency, EY Australia has implemented a variety of strategies to address the gender pay gap, including a comprehensive suite of training and development opportunities, embedded analytics in our performance and remuneration processes, transparency reporting via Value Realised, flexible working arrangements, gender and cultural diversity targets, as well as policies and procedures to support equitable outcomes and a safe working environment for all.

## EY Australia gender pay gap compared to the Industry Comparison Group according to WGEA

	EY Australia	Industry Comparison
Average (mean) total remuneration	14.6%	17.0%
Median total remuneration	15.4%	18.7%
Average (mean) base salary	14.0%	15.9%
Median base salary	15.9%	16.6%

For Pay Gap reporting we are used to an average figure only. The introduction of additional median pay gap reporting provides a good benchmark for future reporting years when CEO remuneration will be added.

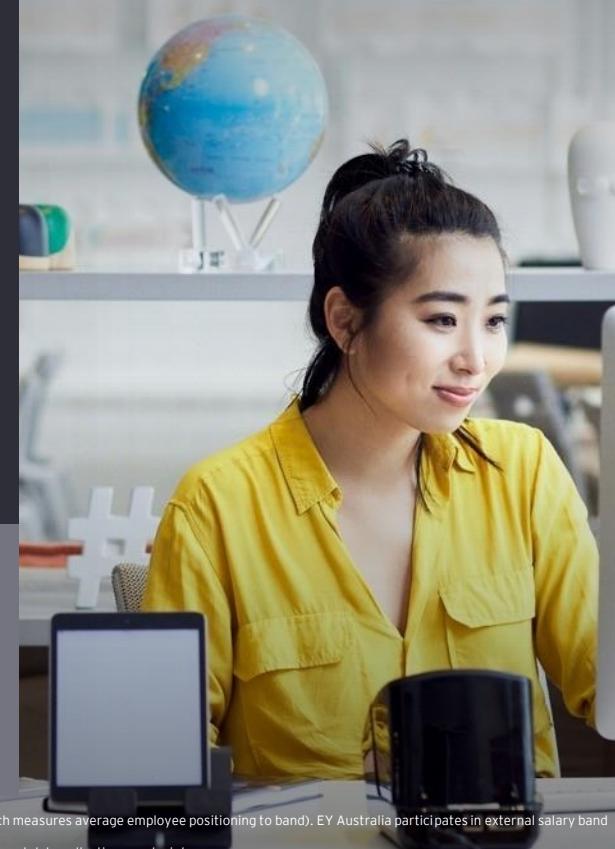
<sup>1</sup>EY Australia uses average compa ratio of the salary band MID point for comparison (which measures average employee positioning to band). EY Australia participates in external salary band benchmarking to set pay bands across the organisation.

<sup>2</sup>Gender categorisation is limited to the binary classification of women and men due to current data collection constraints.

EY Australia acknowledges the complexity of gender and aims to enhance data collection methods for future reports to encompass a broader range of gender identities.

<sup>3</sup>The gender pay gap is calculated in accordance with the criteria of the Workplace Gender Equality Agency and is based on EY Australia's 2023 submission

<sup>4</sup>Earnings and wages - Gender wage gap - OECD Data



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# What is our gender pay gap?

The WGEA result shows EY Australia has equal gender representation overall, across the organisation and has recruited equal proportion of men and women at the graduate level for many years. However, the median pay for men is higher than women at a firmwide level.

Based on the WGEA analysis, a greater proportion of men are remunerated in the upper quartile levels, and a greater proportion of women are compensated at the lower quartile levels.

This suggests more men occupy senior leadership roles (41% of Senior Manager 4<sup>1</sup> rank positions are held by women), while women undertake a majority of administrative and business support roles. Industry themes are likewise evident within EY Australia, such as women representing 88% of EY Australia's part-time workforce and a higher proportion of technology implementation roles held by men, as examples.

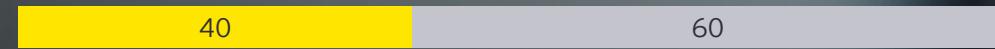
Total workforce



Average total  
renumeration

\$121,000

Upper quartile



\$215,000

Upper middle quartile



\$125,000

Lower middle quartile



\$87,000

Lower quartile



\$56,000

0% 25% 50% 75% 100%

Women Men

<sup>1</sup>Senior Manager 4 is the level directly below Associate Partner and Partner ranks. WGEA reporting does not currently include Partner roles.



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A safe and inclusive culture

Women in Leadership development programs and networks

Corporate responsibility and inspiring next gen

Talent attraction and acquisition

Flexibility, hybrid work and work reimaged

Support for parents and carers

Our Targets

Our commitment to closing the gap

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# Our targets

In 2023, EY Oceania communicated refreshed gender targets:

50% of graduates are women

50% of new Senior Manager 4 promotes and hires are women.

EY Oceania has set a gender representation target of **40% women in the member firm partnerships** by 2027.

**0% pay parity gap (+/- 1pts)**  
for gender and culturally and linguistically diverse groups.

The aims of the targets are to create a balanced pipeline of talent that will ascend to leadership positions and move across skills and disciplines, and to promote equitable outcomes throughout the career lifecycle at EY. EY Oceania set Partner targets in 2015. Since then, women's representation within the member firm partnerships has increased from 20% to 31% in 2023.

EY Oceania also has an inclusiveness benchmark of 80%, which serves as a health-check of the state of belonging and inclusion across the EY organisation. This metric is analysed across gender and cultural background dimensions to understand gaps in experience.

To measure progress, EY Oceania has built a suite of analytics. This helps us to make data-driven decisions and refine strategies. The EY Oceania [Value Realised report](#) and (internal) Global DE&I tracker helps to ensure transparency and accountability across a range of DE&I goals.

## Current state

(as of 30 June 2023)



Women in Executive Leadership Team



Women partners



Women in EY Oceania

## Our commitment to closing the gap

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programs and networksSupport for parents  
and carersFlexibility, hybrid working  
and work reimaginedCorporate responsibility  
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and acquisition

## A safe & inclusive culture

In recognition of the role organisations can play in proactively promoting safety, supporting people, and reducing violence, EY Oceania regularly reviews the effectiveness of our training and policies.

In 2022, we commissioned an independent review into workplace culture at EY Oceania by Elizabeth Broderick and Co (EB&Co) with specific focus on the health, safety, and wellbeing of EY people and support provided. The report is publicly available and can be accessed here: [EY Oceania releases EB&Co.'s Independent Report into workplace culture | EY Australia](#). The report outlines a set of meaningful actions to build a more inclusive, safe, and respectful workplace. We have committed to address the 27 Recommendations in the EB&Co Report and co-design solutions together with our people to drive cultural transformation across the business. We are tracking progress publicly (see page 11 of the [Value Realised Scorecard](#)).

EY has various avenues for people wishing to discuss or raise a complaint formally or informally. Throughout 2022, avenues for reporting were reviewed and expanded (see pages 21 & 22 of the [Value Realised Scorecard](#)).

The EY Domestic and Family Violence Policy includes 15 days paid leave per annum for those experiencing domestic violence, along with tailored support based on a person's needs. Individuals can also join EY Respect, a community for additional support and connection.

New starters are to complete a series of eLearning in their first 30 days at EY, and then on a regular cadence. This includes Workplace Behaviour, Oceania Workplace Bullying, Workplace Discrimination and Harassment, Living our Values - The EY Code of Conduct. These equip our people to take effective action in situations where a person is not living EY values. Furthermore, EY Oceania has mandatory facilitated learning on Bystander awareness and intervention.

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We develop our people. We aim for balanced and equitable representation in leadership and commercial areas of focus. A deliberate focus on gender equity will deliver improved outcomes across the EY workforce.

EY employee networks are an integral part of connection and learning. Formed around a shared set of interests, experiences, and perspectives. Networks provide opportunity for our people to expand their personal networks, exchange information and develop professional skills, all while connecting with leadership, peers, communities, and clients.

**Entrepreneurial winning women** –

Entrepreneurial Winning Women™ is a leadership development program focusing on high growth women entrepreneurs in over 60 countries worldwide. For 15 years, over 750 participants learned practical approaches to scale their business, grow their personal networks and challenge their own visions to think bolder.

**Accelerate sponsorship program** –

Designed to accelerate the next generation of women in leadership and future Partners, the program is for women at Senior Manager and Director rank levels. Accelerate was a winner of a 2020 Australian HR Award in the "Best Leadership Development Program" category. It focuses on providing access to experiences and sponsorship.

**Power Up** –

It's well established that women are underrepresented in senior ranks and leadership across industries. EY's POWER Up™ acknowledges the systemic barriers faced by women professionals and provides a facilitated program focused on building personal leadership skills while aligning behaviours for women and allies to foster inclusion and belonging.

Women in Leadership development programs and the importance of networks

**Women Athletes Business Network**

Created to address the gap in leadership development for internationally competitive women athletes as they transition from competitor to professional. A combination of mentorship and formal training, the women selected to participate in this program come from the highest ranks of sport.

**EY Women in Tech Network**

EY Women in Tech (WIT), are committed to creating an inclusive culture to successfully harness technology's potential to truly transform society. By educating women and girls, incubating their leadership potential, and innovating new ways to empower a diverse technical workforce, the WIT Network are dedicated to closing the gender gap in technology.

**EY Gender Network**

The EY Gender Network is for people at all levels who are interested in gender equality, and provides regular opportunities to meet, expand their networks, build relationships, and discuss current issues.

Further sub-networks connect working parents, those experiencing perimenopause or menopause and EY Respect, a safe and supportive environment for those with lived experience of domestic and family violence.

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# Support for parents & carers

Career breaks associated with time off to engage in caring, contribute to gender inequalities in the workplace. EY Oceania provides a range of support for employees with caring responsibilities, including caring for children, elderly people, or dependents living with a disability.

Understanding and adapting to what our people need to be their best in their work and home informs our policy and benefits.

Over the last three years, EY Oceania has made a series of enhancements to our family leave policy, including:

**26 weeks paid**  
parental leave for all parents, regardless of gender.

**Primary and secondary carer**

definitions have been removed from the family leave policy.

A 16-week support program, Rediscover, on return to work (optional).

Access to a specialised external platform for all parents and carers, providing information, tools, and strategies to help make informed decisions about life, work, and family.

## Early pregnancy loss

is supported with up to 5 days paid compassionate leave and connection to Pink Elephants (optional).

## One day of paid leave

for Grandparents, and up to 12 months unpaid leave

**5 days'**  
paid leave per annum for fertility treatment and discovery.

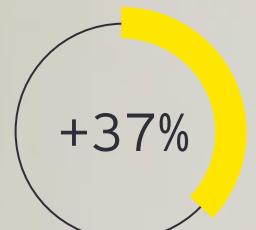
What happened after EY Oceania removed primary and secondary carer definitions from the parental leave policy.



An equal proportion of men and women took parental leave



More men took parental leave after the removal of primary and secondary carer definitions



Increase in the average parental leave taken by men (from 9.7 weeks to 13.3 weeks)

Continued superannuation/kiwisaver paid up to 12 months.



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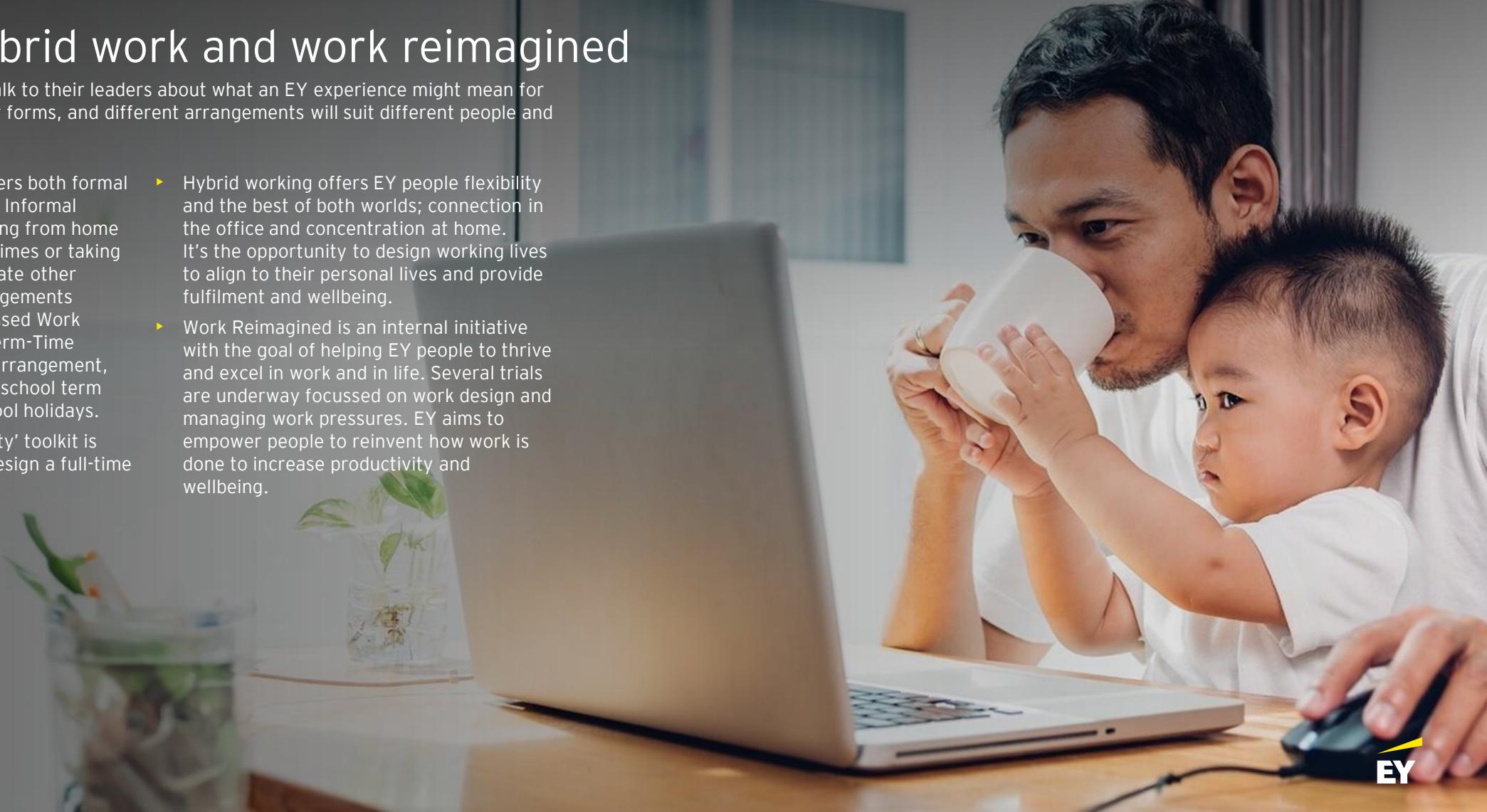
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# Flexibility, hybrid work and work reimagined

EY people are encouraged to talk to their leaders about what an EY experience might mean for them. Flexibility comes in many forms, and different arrangements will suit different people and their teams.

- ▶ The Flexible Work Policy offers both formal and informal arrangements. Informal arrangements include working from home and flexing start and finish times or taking longer breaks to accommodate other commitments. Formal arrangements include Life Leave, Compressed Work Weeks, or Career Breaks. Term-Time Working offers a part-time arrangement, working full time during the school term and not working during school holidays.
- ▶ A 'Job Redesign for Flexibility' toolkit is available to help people redesign a full-time role to a reduced schedule.
- ▶ Hybrid working offers EY people flexibility and the best of both worlds; connection in the office and concentration at home. It's the opportunity to design working lives to align to their personal lives and provide fulfilment and wellbeing.
- ▶ Work Reimagined is an internal initiative with the goal of helping EY people to thrive and excel in work and in life. Several trials are underway focussed on work design and managing work pressures. EY aims to empower people to reinvent how work is done to increase productivity and wellbeing.



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# Corporate responsibility and inspiring next gen

The EY organisation is building a network of next-gen talent who have the skills, confidence, and drive to pursue careers in entrepreneurship, leadership, science, technology, engineering, and maths (STEM).

## Women. Fast Forward

is the EY global platform that engages our people, our clients, and our communities to advance gender equality. Through Women. Fast Forward, EY seeks to empower a diverse workforce by enabling women and girls to reach their potential through education, mentorship, innovation, and entrepreneurial opportunities. Creating a workforce that will support the closing of the gender gap and nurture an environment where everyone is able to become architects of the transformative age.

## EY Ripples

Corporate Responsibility Program, aims to positively impact one billion lives by 2030. EY people, together with clients and other like-minded organizations, use their skills, knowledge, and experience to bring positive change across three focus areas: supporting the next generation workforce, working with impact entrepreneurs and accelerating environmental sustainability.

## EY Stem App

Developed by EY Women in Technology, the free EY Stem App is for girls aged 13-18. Activated with a diverse ecosystem of governments, educational institutions and non-profit organizations, the app leverages content from world-renowned institutions, aiming to inspire girls to pursue a career in STEM.



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Talent attraction and acquisition

# Talent attraction and acquisition

Whether EY people pursue opportunities outside the organisation or stay for their entire careers, the ambition is that the EY experience will bring value to them and those they impact. We have a specific Diversity, Equity and Inclusiveness Talent Attraction & Acquisition strategy focused on social equity and giving everyone the resources and access to opportunities that they need to thrive, considering different starting points and removing systemic barriers to inclusion.

- ▶ **EY NextGen Women** is designed to attract women at university to stay involved in corporate finance, due diligence, and other related fields. Fostering a community where women from varying backgrounds can learn, be challenged and develop relationships and skills that will last a lifetime.
- ▶ **Breaking Down Barriers** program works together with students to look at how we can help break down the barriers preventing women from climbing the ranks and assist them in becoming purpose-driven leaders. This program is designed to foster skills that assist students to reach their first career milestone and beyond.
- ▶ **A Career Concierge service**; designed to complement ongoing career conversations and through career planning supports people to consider internal moves in a confidential and safe space.
- ▶ **Work180** promotes organisational standards that raise the bar for women in the workplace. As an endorsed employer, in 2023, EY Australia was the winner of the Work180 Equitable Workplace Award and were ranked #1 place for women to work on the Work180 Gender Equity Index.

- ▶ In 2022, EY retained Platinum Employer status on the Australian Workplace Equality Index.
- ▶ EY works with organisations including Career Seekers and Career Trackers.
- ▶ We develop hiring managers to improve accessibility and inclusion throughout our recruitment processes. This is a formal learning plan and includes a focus on gender equity, disability confidence and inclusion, tackling unconscious bias, and LGBTQ+ inclusion in collaboration with Pride in Diversity.
- ▶ We draw on best practice approaches to supporting Trans and gender diverse talent through our recruitment process. We recently reviewed our recruitment practices and made improvements to help ensure an inclusive and equitable experience for all.

- ▶ **EY Reconnect** is a supported hiring program for people who have had an extended career break and are looking to re-enter the workforce. Joining EY in a permanent role, participants benefit from additional support for the first 16 weeks. This program integrates with **Rediscover** program, which provides support to EY people returning to work after a period of parental leave.

- ▶ We are in the process of redesigning our workplace adjustments process to better support people with disabilities to be their best at work.



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# Turning good intentions into meaningful actions

Whether through the WGEA, EY Oceania Value Realised Scorecard - 2023 | EY Australia, or the EB&Co Independent Review into Workplace Culture, we expect transparency will drive accountability and commitment to change.

Inclusion and sustainability are part of our strategy. The service we offer to our client's rests on our ability to offer innovative solutions, which in turn depends on harnessing the perspectives, experiences, and skills of a diverse workforce. We focus on creating an environment that is safe for all and where different perspectives and experiences are valued and rewarded.

The pay gap metric helps to identify societal factors that may impact people's careers, and address these in a comprehensive manner. Importantly, we view pay gap reporting as a tool to overcome barriers that may prevent EY people reaching their potential and making a more productive society. This is why we have voluntarily been reporting pay gap metrics for gender, cultural diversity and that of the member firm partnerships in our [Scorecard](#). In the future, we look forward to continuing to:

Expand our approach to transparency to drive change.

Measure the outcomes of our programs and initiatives to ensure that they meet the needs of our people and business.

Develop our data collection and capabilities to further analyse pay gaps.

We look forward to building on our progress, learning, and strengthening our collective ambition to Build a Better Working World.

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# Turning good intentions into meaningful actions

EY recognises both the opportunity and necessity to operate with openness and transparency and understand that this will provide trust and confidence to EY people, clients, and stakeholders.



**David Larocca**  
EY Regional Managing  
Partner and CEO, Oceania



**Kate Hillman**  
EY Regional People,  
Place & Culture Leader, Oceania  
Culture report



**Mathew Nelson**  
EY Regional Chief Sustainability  
Officer, Oceania  
Value Realised



## **EY | Building a better working world**

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**Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.**

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