



UnitingCare Gender Pay Gap

Employer Statement | 2023 - 2024 Reporting Period



Together, we can make a meaningful difference by closing the gap.

UnitingCare Queensland is committed to creating a fair and equitable work environment where all employees are valued for their contributions and rewarded fairly, regardless of gender. Recognising the impact of gender pay gaps on equality, we continue to be proactive in addressing any disparities that may occur.

Gender pay gaps are a reflection of the disparities in workforce participation and opportunities among different genders. They arise from a range of social and economic factors that influence how individuals engage in work, including education choices, career paths, and the need to balance caregiving responsibilities with employment. Addressing gender pay gaps is critical to fostering a more inclusive, equitable, and economically prosperous society, where all individuals have equal opportunities to thrive.

Our Commitment

At UnitingCare we have been committed to equal pay for women and men for many years. We are committed to:

- Providing equal pay for work of equal or comparable value.
- Narrowing any gender pay gap that arises.
- Removing barriers to the full and equal participation of everyone, regardless of gender.
- Providing access to leadership roles, regardless of gender.
- Eliminating discrimination based on gender, particularly in relation to family and caring responsibilities.
- Ensuring gender equality is at the core of our mission to positively impact the lives of our workforce and the communities we serve.



About this Statement

Purpose of this statement

The purpose of this statement is to sit alongside UnitingCare's Gender Pay Gap (GPG) results as published on the WGEA Data Explorer.

This statement is designed for current employees and the prospective market to understand UnitingCare's GPG and the actions we undertake to address it.

Our approach to pay by gender

This is the second year that WGEA has published our gender pay gap results. However, as an organisation, we have always been committed to addressing any identified pay gaps. We believe there should be no gender pay variance that cannot be explained by skills, experience, or performance when comparing 'like' roles at the same level.

The vast majority of our employees are paid under Enterprise Agreement instruments, ensuring equal pay for similar roles regardless of gender. For the 10% of employees not covered by Enterprise Agreements, we have an externally valid remuneration framework for salaried employees. This framework categorises roles into banding levels based on responsibilities, with remuneration determined by factors such as experience, skills, performance, and market rates.



As part of our annual remuneration review for salaried employees, we conduct a detailed pay analysis to identify and address any gender-based disparities. When comparing like-for-like roles within this framework, we do not have any gender-based disparities.

By maintaining a focus on equitable pay practices and addressing any identified gaps, we reaffirm our commitment to creating a workplace where all employees feel valued and empowered.

Understanding the Gender Pay Gap

The Gender Pay Gap refers to the difference in average earnings between men and women, represented as a percentage. It is not the same as "gender pay equity" which means equal pay for equal or comparable work.

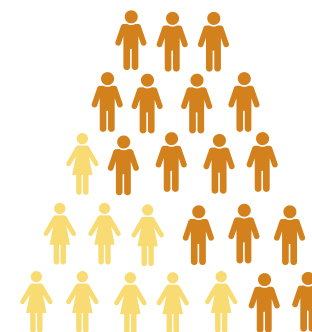
Gender Pay Equity

Compares equal pay for work of equal or comparable value



Gender Pay Gap

Compares the overall average of men's and women's salaries, regardless of the role they are in.





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Message from Craig Barke, CEO UnitingCare

At UnitingCare, we deeply value each and every member of our team and are committed to fostering a workplace where everyone feels empowered and supported. We strive to create and sustain an environment that champions equality of opportunity, fairness, and respect, ensuring that every individual has the chance to thrive and contribute meaningfully.

Using WGEA's definitions and methodology, for the year ending 31 March 2024, UnitingCare Queensland's overall GPG is:



Mean GPG | favours men by 5.6%



Median GPG | favours men by 0.3%

We are within the acceptable range of 5% by WGEA standards for median GPG, however marginally outside for mean GPG at 5.6%. The mean GPG is largely skewed by a 'favours men' result in Corporate Support Functions. Key drivers for this result are presented in this statement.

The mean GPG for our Aged Care and Community Services, Family and Disability Services and Hospitals is within the acceptable range. We actively perform a gender analysis as part of our annual remuneration review to address any gender pay variance that cannot be explained by skills, expertise, or performance when comparing 'like' roles at the same level.

The WGEA Gender Pay Gap data and our internal analysis highlights that there is more work to be done, particularly in terms of our commitment to improving gender representation in managerial type roles in Corporate Support Functions, and taking a proactive approach to breaking norms by supporting all our people to pursue their career through all life stages and family responsibilities. We have implemented a number of actions over the past three years and have made good progress, but we know there is more to be done. Reducing our GPG is important for UnitingCare, our commitment to Gender Equality, and society more broadly.





Some Helpful Definitions

Gender Pay Gap (GPG)	<p>The Gender Pay Gap measures the difference between the average earnings of women and men in the workforce. It is expressed as a percentage or dollar figure of men's earnings. It's an indicator of systematic inequalities in pay and is an important factor in gender equality.</p> <p>Example: If an organisation's GPG is 15.6%, it means that, on average, men earn 15.6% more than women.</p>
Gender Pay Equity or Equal Pay	<p>Gender Pay Equity or Equal Pay refers to the requirement to pay women and men equally when performing the same, or similar work. If two people do the same job, they should receive the same pay regardless of gender. This has been a legal requirement in Australia since the Pay Equity Act, 1969.</p> <p>Example: If a woman and a man have the same duties and responsibilities in a hospitality role, but the man is paid more than the woman, this is pay inequity.</p>
Mean or Average	<p>Mean is another word for "average". To calculate the mean, you find the sum of the data set, then divide by how many numbers there are in the data set. The GPG compares the means of men's and women's pay to calculate the percentage difference between them.</p> <p>Example: To work out the mean gender pay gap for an organisation you would use the following calculation: (Average remuneration for men - average remuneration for women)/Average remuneration for men X 100</p>
Median	<p>The median is the value in the middle of a data set, meaning that half of the data set is smaller or equal to the median, and half of the data set is higher or equal to the median. This is useful when looking at the gender pay gap, as it removes really high or really low data points, which would skew the mean (or average) calculation.</p> <p>Example: 20% is the median number in this data set as it is the middle number: 17%, 18%, 19%, 20%, 21%, 22%, 23%</p>
Base Salary	<p>A fixed amount of money which an employee earns on an annual basis. It excludes any additional payments such as Superannuation, bonuses, or overtime pay.</p>
Total Remuneration	<p>A total amount of money which an employee earns on an annual basis which includes base salary as well as any Superannuation, overtime, bonuses, and additional payments they may earn.</p>
Occupational Segregation	<p>Occupational Segregation refers to when one gender is more likely to work in certain types of jobs. This can lead to unfair pay gaps, as some jobs, often those dominated by women, are often paid less than those dominated by men.</p> <p>Example: More men may work in technology, construction and manufacturing; more women may work in nursing, teaching and childcare</p>



Our Workforce Composition

For the 2023 - 2024 Gender Equality reporting period, our overall workforce composition is 79% women and 21% men.

We deeply value all our employees, especially recognising the vital contributions of women who make up a significant portion of our workforce. We are committed to initiatives that support and empower men and women throughout their careers, including improving the gender balance within our Key Management Personnel if disparity arises. WGEA defines Key Management Personnel as those who act as the functional heads of a department, who direct strategy for their function and participate in organisation-wide decisions i.e. Executive Leadership positions. We recognise the value of diverse perspectives at the executive level and are focussed on creating pathways for women through succession planning to excel in these roles.

Our workforce composition for Leadership groups according to WGEA's role categorisation by gender is shown below.

Key Management Personnel



Men 50% Women 50%

Note: our KMP ratio as of January 2025 is 55% M; 45% F



Managers



Men 31% Women 69%

Non Managers



Men 20% Women 80%

We recognise that some people's gender experiences and identities cannot be captured by binary language. In this case, the report reflects the prescribed language by WGEA which conveys the gendered nature and dynamics of our society.



Our Numbers

2023 - 2024 Reporting Period



In WGEA's Gender Equality reporting, the Gender Pay Gap is published as a Mean (Average) and Median value.

	UnitingCare Queensland (All Employees)	UnitingCare Queensland (Corporate)	UnitingCare Community (Family & Disability Services)	UnitingCare Health (Hospitals)	BlueCare (Aged Care & Community Services)
Median GPG	+0.3%	+19.0% Result interpreted on following pages	-0.4%	-25.7% Result interpreted below	-1.1%
Mean GPG	+5.6% Skewed by Corporate result	+19.2% Result interpreted on following pages	+1.9%	-0.5%	+0.0%

- Using WGEA methodology, a negative (-) result favours women. A positive (+) result favours men.
- WGEA recommends an acceptable range of between - 5.0% and + 5.0%. **The highlighted results in the table above fall outside of this range, with key drivers to aid with interpretation included throughout this statement.**

Hospital Result Interpretation

The median value in our UnitingCare Hospitals favours women by 25.7%. This is due to having a higher proportion of women in the senior professional clinical and medical roles compared to men within our hospitals and therefore these higher paid women are pulling the median up. Whereas more men are in junior roles within hospitals. The average GPG for Hospitals falls within the acceptable range. The majority of employees in our hospitals are covered by Enterprise Agreements which regulate gender pay equity. For salaried employees in our hospitals, all gender pay gaps can be explained by performance, skills and experience.



Our Numbers

UnitingCare Overall

During the reporting period March 2023 – March 2024, UnitingCare's overall GPG was:

+5.6%

Average Total Remuneration

+5.5%

Average Base Salary

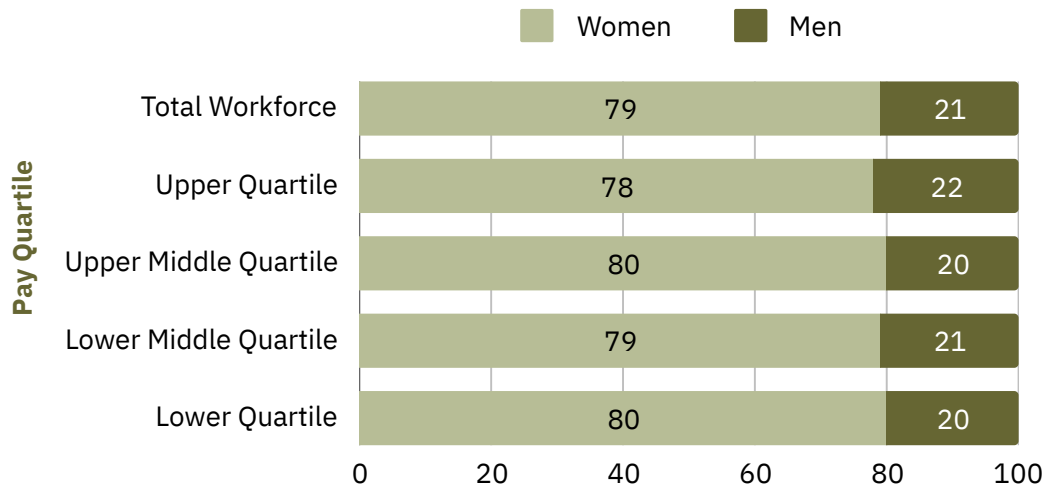
+0.3%

Median Total Remuneration

-0.3%

Median Base Salary

Gender Composition % by Pay Quartile



Workforce composition impacts the GPG, especially when there's an imbalance of genders within specific pay quartiles or roles. The above graph shows our workforce composition for the reporting year ending March 2024, showing the percentage of women and men in each pay quartile. The percentage of men and women in each quartile is within 1-2% of the gender composition of our entire workforce (79% F; 21% M) and is therefore considered representative.

Industry Comparison

	UCQ Mean Total Remuneration	Industry Mean Total Remuneration	UCQ Mean Base Salary	Industry Mean Base Salary
BlueCare	0%	+2.9%	+0.4%	+1.8%
FaDS	+1.9%	+0.8%	0%	+0.5%
Hospitals	-0.5%	+8.6%	-0.3%	+9.2%
Corporate	+19.2%	+3.2%	+17.9%	+2.5%

WGEA analyse both the Total Remuneration and Base Salary offered, and the above table illustrates UnitingCare's mean GPG based on both these criteria for the reporting year ending March 2024. For comparison, we've included the GPG for our organisation and similar-sized organisations within our industry, calculated using the same methodology and within the same reporting period.



Our Numbers Over Time by Business Area



Average GPG

For the 2023 - 2024 reporting period, UnitingCare Queensland falls within the acceptable range limit across all business units, with the exception of Corporate Support. The Corporate Support result for the 2023-2024 reporting period includes the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) for the first time, resulting in an increase favouring men. With the exclusion of these two key roles, our Corporate GPG has improved 1.6% since the previous reporting period.

WGEA Results	2021 - 2022	2022 - 2023	2023 - 2024
UnitingCare Overall	N/A	N/A	+5.6%
UCQ: Corporate Support	+16.80%	+16.10%	+19.20% (+14.5% excluding CEO & CFO)
UCC: Family and Disability Services	- 3.00%	- 0.50%	+1.90%
UCH: Hospitals	+1.40%	+2.90%	- 0.50%
BLU: BlueCare	+1.90%	+2.00%	0.00%

Notes:

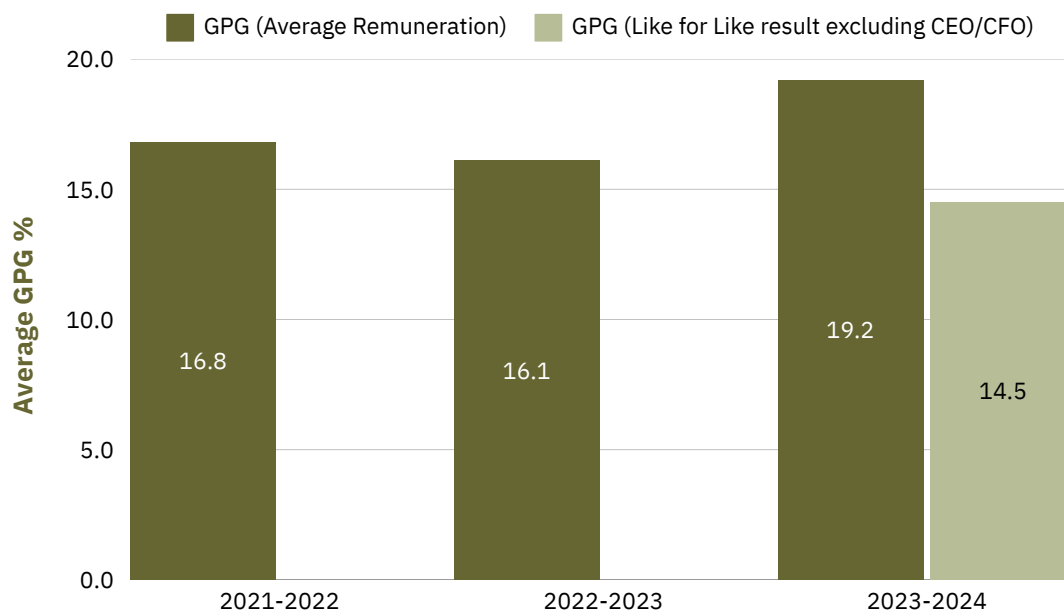
- For the first time in the 2023 - 2024 reporting period, WGEA published an overall UnitingCare result by combining the results of each business area, hence there is no result prior to the 2023 - 2024 reporting period indicated by 'N/A' in the table. Historically, each business unit within UnitingCare has had it's own ABN and therefore a separate score for each is published.
- The average GPG value in Corporate Support favouring men by 14.5% in 2023 - 2024 (excl. CEO & CFO) is not a result available in the WGEA reports and was performed from an internal analysis when identifying key drivers of our results.
- Given UnitingCare has recently merged under one ABN in 2024, our Employer Statement in 2025 will only include a single UnitingCare overall result, rather than a score per business area.



Our Numbers

Corporate Support

Average GPG over time



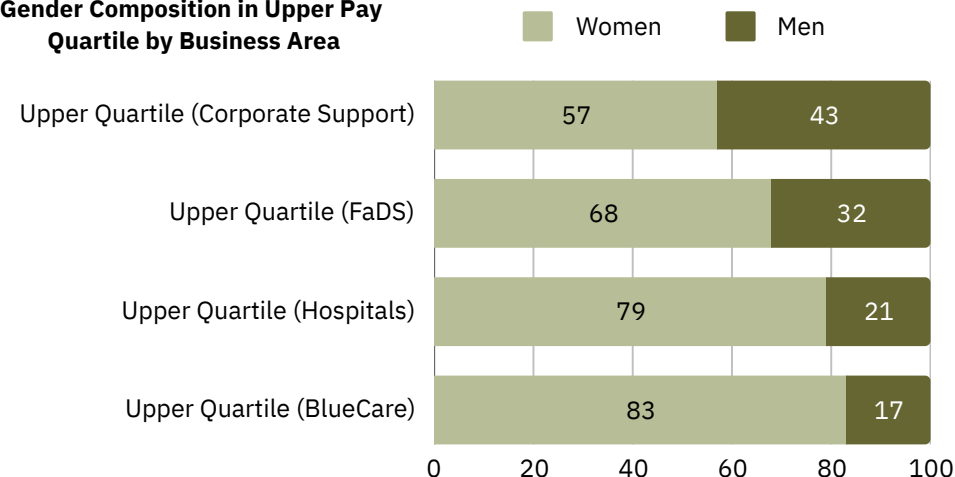
The average GPG value for Corporate Support has increased from a result of 16.1% favouring men in the previous reporting period, to a result of 19.2% (+3.1%) favouring men for the 2023 - 2024 reporting period. As previously mentioned this result is largely driven by a change in reporting, such that organisations are now required to include all C Level Managers in the data. If CEO and CFO results are excluded, there has been a -1.6% (from 16.1% to 14.5%) shift toward favouring women since the previous reporting period.

Note: Overall UnitingCare result is not available for previous reporting periods.

Key drivers of results

1 More men in upper quartile pay bracket.

Gender Composition in Upper Pay Quartile by Business Area



Gender representation in leadership and senior roles is an important driver. A disproportionate concentration of men in the upper quartiles and/or women in the lower quartiles can drive a gender pay gap that favours men. When compared to the overall composition for UCQ (79% F; 21% M), the Upper Quartile for Corporate Support has a significantly higher concentration of men, specifically within the 'Manager' level within WGEA's role categorisation (45% M; 55% F), thus driving the average GPG % towards men.

2 96% of primary parental leave is taken by women. Whilst the GPG is annualised to take into consideration unequal parental leave uptake, this doesn't fully account for all the indirect impacts on pay over time such as missed career growth opportunities or slower salary progression due to part-time work.



Action Plan

The GPG is caused by a combination of social, economic and industry factors that reduce women's earning capacity over the working life. To continually address UnitingCare's GPG, we are committed to actions that address key factors, specifically;

Education and Development

Knowledge is power. Equipping our leaders and key decision makers with the right information and understanding is our fundamental goal through the ongoing delivery of training and coaching.

Families and Life Stages

Women are still overwhelmingly the primary carers within their families. This limits workforce participation, career earnings, and superannuation with women earning approximately \$1m less than men over their lifetime. We are focussing on breaking norms and supporting all our people to pursue their career through all life stages, with a particular focus on supporting men to spend more time with their family through ensuring the availability of gender neutral inclusive leave options.

Leadership Accountability

Gender pay targets are an effective tool for increasing gender representation in organisations. They are visible, measurable and keep gender pay front of mind for leaders. Across the organisation, we will focus on succession planning for females into Key Management Personnel level. Additionally, our focus will be on maintaining and improving female representation in 'Manager' roles, specifically across Corporate.

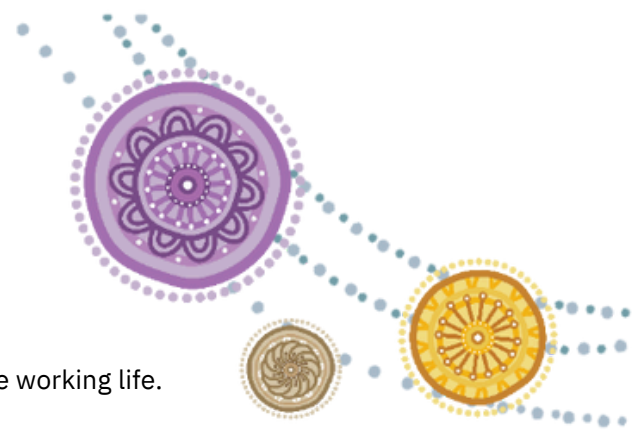
Remuneration Review

Every year, a % of the total remuneration budget will continue to be allocated to address unexplainable gender disparities that may arise. When using our remuneration framework comparing like-for-like roles, rather than WGEA's broad categorisation of managerial and professional roles there is no meaningful GPG.

Data and Reporting

Data monitoring and reporting allows us to identify pain points across the organisation, make adjustments where gaps are identified and show progress against our goals. We analyse our GPG data quarterly and report progress to our Executive and Governing Body regularly.




Our Gender Equality Policy implemented in March 2023 upholds the standards for all leaders and employees within our organisation on matters related to gender.







Action Plan



	Area of focus	Action item
	Education and Development	<ul style="list-style-type: none">• Continue to refresh and promote our Flexible Working Arrangements Framework.• Continue to provide managers with visibility of pay differences across their team and promote the use of this data point during performance and remuneration review processes.• Continue to provide training for Leaders on our approach to flexible working, with the aim to rollout resources more broadly to create awareness of bias that may appear during recruitment processes.
Grow.		
	Families and Life Stages	<ul style="list-style-type: none">• Ensure the availability of paid and unpaid parental leave options are equal for both women and men, including same-sex couples, with men encouraged to utilise this benefit to share family caring responsibilities.• Promote the use of Flexible Work Arrangements, with a specific focus for men to take parental leave and take on caregiving responsibilities through ensuring parental leave policies are gender neutral.• Ensure women with caregiving responsibilities are included in promotion opportunities.• Continue to rollout training sessions to explain the flexible working policy with a focus on gender equity.
	Leadership Accountability	<ul style="list-style-type: none">• Set targets for Board and Executive Leadership Team composition where a gender(s) is under-represented.



Action Plan

		Area of focus	Action item
	Grow.	Remuneration Review	<ul style="list-style-type: none">• Continue to perform annual review of gender pay gap and take appropriate action to eliminate any gender pay variance that arises that cannot be explained by skills, experience, or performance, when comparing roles at similar job levels on a 'like for like' basis.• Continue to perform formal job evaluation processes to determine appropriate remuneration levels with internal and external benchmarking.
		Data and reporting	<ul style="list-style-type: none">• Continue to analyse promotions and pay by gender to make sure decisions are fair and equitable.• Continue to analyse our GPG data quarterly and report progress to our Executive and Governing Body regularly.



UnitingCare is committed to publishing an annual Employer Statement alongside our GPG results to communicate key statistics, drivers of our GPG and our approach to preventing any gender pay gap that may arise.



Why work for UnitingCare?

Employee Benefits



UnitingCare is also committed to providing a variety of financial and non-financial benefits to improve the employee experience. When you work for UnitingCare, you will have the support you need to thrive. We're driven to have a happy, healthy work culture with genuine work-life balance and wellbeing programs that support our people and enable them to flourish.

We're a strong, inclusive, diverse, and flexible team. Relentlessly positive, compassionate, fair and just, we support each other without exception. Togetherness is where our strength lies because together we can do more. Here's how you can grow, thrive and be rewarded with UnitingCare.



Salary packaging

Save tax and increase your take-home pay by salary packaging everyday living expenses and bills (up to \$15,900) and meals and entertainment (up to \$2,650) per year. You can even purchase a new car through our leasing options.

This tax-saving benefit is available as UnitingCare Queensland is a not-for-profit organisation (endorsed public benevolent institutions and not-for-profit hospital), and receives a fringe benefits tax (FBT) exemption.



Discounted products and services

We offer fantastic perks, including private health fund corporate rates; discounts at hundreds of retailers, from everyday purchases such as groceries to accommodation deals, through our Inspire platform; Lifeline store discounts; and motor vehicle discounts.



Career development opportunities

Whether you're looking to expand your career or wanting your work life to fit in with your lifestyle, you'll find your next exciting role in our wide range of job opportunities.



Ongoing learning and development

We recognise that learning in the workplace is essential for personal growth, and for inspiring team and organisational development. We encourage an approach that blends experiential, collaborative and formal elements of learning. Together with our award-winning Leadership Development program, we invest in our future leaders.



Why work for UnitingCare?

Employee Benefits



Lifestyle flexibility

We support you to achieve a work-life balance by offering flexible and hybrid work arrangements where practicable, including flexible rostering practices, part-time roles and job sharing. We also offer options to purchase up to four weeks' additional leave and to take leave at half pay.



Paid parental leave benefits

We understand the importance of being with your family in the early months of your newborn's life. Eligible employees receive up to 12 weeks' paid parental leave or two weeks' paid partner leave, available after six months. This is in addition to the government's 22 weeks' paid parental leave (eligibility conditions apply).



Regional and remote support

For those working in regional and remote areas, you may be able to save tax by salary packaging remote housing.



Inclusive, values-based culture

Everyone is welcome here! As an inclusive workplace, diversity is at the core of who we are, our values and our mission. We embrace all employees no matter their sex, race, culture, sexual orientation, disability or gender identity. We are committed to reconciliation and building long-term employment opportunities for First Nations peoples.

We offer paid gender affirmation leave and cultural leave (paid and unpaid) to celebrate Diwali, Ramadan, NAIDOC or other culturally significant events.

We make a meaningful difference to the people we serve through our values: Compassion, Respect, Justice, Working together, Leading through learning.



Health and wellness programs

We support your health and wellbeing through our Employee Assistance Program, chaplaincy support, Fitness Passport (exclusive discounted access to gyms and pools) and free flu vaccinations. We also have a Wellness Portal providing access to online health assessments, recipes and other initiatives to support your physical, mental, social, spiritual and financial health. Also, through our superannuation partners and our Inspire platform, you have access to a range of financial education, tips and guides.