



CATHOLIC ARCHDIOCESE
OF MELBOURNE

WGEA Employer Statement

The Employer Statement is a document that details and gives context to an employer's gender pay gap. It can detail the causes of the gender pay gap and outline the action the employer is taking to demonstrate its commitment to improving its gender pay gap and progressing gender equality in the workplace.

View gender pay gap information for Catholic Archdiocese of Melbourne on the WGEA Data Explorer: <https://www.wgea.gov.au/data-statistics/data-explorer>

Catholic Archdiocese of Melbourne's commitment to gender equality

Catholic Archdiocese of Melbourne (CAM) is committed to promoting a culture that embraces gender equality at all stages of the employment lifecycle. At the heart of this commitment is a profound understanding of the dignity and worth of every human being – created, treasured, and deeply loved by God. As a workplace, we seek to ensure that individuals are equally valued, represented, supported, encouraged, and rewarded. We recognise that this leads to improved productivity and better performance, in turn attracting top talent to help us fulfil the mission of the Church.

Change and progress on gender pay gap from the previous year

182 employees were included in CAM's 2024 Gender Equality submission, with females comprising 62% and males comprising 38% of the total workforce. This shows a 9% increase in overall headcount with no change in gender composition compared to 2023. Gender composition is also consistent with the Religious Services Industry Comparison group.

CAM's median total remuneration gender pay gap (GPG) is 17.0%, compared to 18.2% in 2023. This 6.6% improvement can be attributed to the following factors:

- **WGEA's inclusion of Heads of Business.** At CAM, roles classified as Heads of Business in 2023 (excluded from WGEA reporting) were reclassified as Other Executives/General Managers in 2024 in accordance with WGEA definitions. This group has a GPG of -3.1%, hence contributing to the overall improvement.
- **Proportion of females occupying management roles.** Due to an increase in the total number of management positions, the proportion of females occupying management roles has increased from 45% in 2023 to 56% in 2024, reducing the GPG for the All Managers category from 31.6% to 22.5%.
- **Completed action to perform a deeper analysis of gender pay equality across the organisation.** As part of its analysis of gender pay equality across the organisation, CAM identified that, while the proportion of females occupying Administrative and Clerical roles, which typically fall into lower paying quartiles, increased from 78% in 2023 to 83% in 2024, the GPG within this group reduced from 6.9% to 2.2%, demonstrating improved job evaluation and remuneration benchmarking.

Performance against other actions determined in 2023:

- **Development of a formal gender equality policy.** This action has been completed, together with other supporting policies, including a Workplace Diversity and Belonging policy. Formal reviews of CAM's Flexible Work Arrangements policy, Learning and Development Policy and Leave Policy were completed in alignment. All documents have been submitted to the Executive Leadership team and are pending final approval. It is expected that they will be published in the first quarter of 2025 and that their integration will enhance CAM's commitment to ensure that all employees are equally valued, represented, supported, encouraged, and rewarded.
- **Target to increase the representation of women on the organisation's governing body.** A target of 40% was set, taking into consideration that the Chair of the governing body is a clergy (male only) position. This target was not achieved and has been carried forward.

Insights and actions from the current year gender pay gap

While CAM's Median GPG of 17.0% in 2024 shows an improvement of 6.6% versus 2023, the improvement reported across the industry comparison group was more significant at 30.2% (21.2% in 2023 vs 14.8% in 2024). This more significant reduction may indicate that greater work has been done by other comparable organisations, although this is not conclusive due to the change applied by WGEA in calculating comparison GPGs. This will become clearer when the same methodology is applied for the next reporting period.

To uncover the drivers of CAM's GPG in 2024, it is useful to start by considering the most common drivers, as reported by WGEA, and test whether they apply at CAM:

Common drivers of gender pay gaps:

- **Women and men paid differently for equal or comparable work (unequal pay).** While unequal pay is not the same as a GPG, instances of unequal pay can accumulate and contribute to an organisation's GPG. It is therefore important to unearth instances of unequal pay and look deeper to understand whether tenure in role, skills and qualifications, or other factors may be driving a difference in pay for what appears at first assessment to be unequal pay.

There are multiple roles at CAM that are performed by more than one person. Some of these roles are paid in alignment with an industry Award and others are benchmarked using the Mercer Job Evaluation methodology and independent salary guides to ensure equal pay for equal or comparable work.

To add further rigour and transparency to its remuneration practices, CAM has commenced a remuneration framework project that classifies jobs in standardised and more granular ways to enable a range of Human Resources activities, including workforce planning and remuneration strategy. Recognition of tenure, skills and qualification, and job performance applies within job categories and pay ranges. Therefore, while equal pay ranges apply for equal or comparable work, there is some variation to base salary amounts within these ranges as part of CAM's recognition and reward efforts.

- **More men in more senior roles, more women in junior roles.** Under-representation of women at leadership and management levels can drive gender pay gaps, because senior roles tend to be paid more than junior roles. Over-representation of women at junior levels can affect the GPG in a similar way.

As stated above, the proportion of females occupying management roles has increased to 56% in 2024, reducing the GPG for the All Managers category to 22.5%. This remaining difference is largely attributable to a GPG of 56.3% in the Key Management Personnel (KMP) category, which includes only a small number of individuals and includes the most senior non-clergy role in the organisation. It is therefore difficult to avoid a gap, whether in favour of men or women, due to the composition of roles at KMP level and the impact of this most senior role. To avoid gender bias and ensure

competitive and rewarding remuneration compared to similar roles within the sector, roles at this level are externally benchmarked using the Mercer Job Evaluation methodology.

At the junior level, CAM employs entry-level staff across Sales (casual retail roles) and Community and Personal Service (internship program). In the first category, CAM employs more women than men and in the latter category, more men than women. The resulting impact on the GPG is not significant. Numbers may also fluctuate from year to year due to high turnover in casual retail sales and the duration of the internship program. To limit the potential of hiring decisions resulting in more men in more senior roles and more women in junior roles, recruitment and selection processes are purposefully designed to guard against gender and other biases, including those unconsciously made.

- **More men in higher-paid jobs, more women in lower-paid jobs.** Gender pay gaps can be driven by more women occupying lower-paid jobs, more men occupying higher-paid jobs, a higher concentration of women in lower-paid occupations and a higher concentration of men in higher-paid occupations.

This driver shows some relevance at CAM with more women occupying lower-paid jobs, including Administration and Sales (retail) jobs. This makes some contribution to the GPG together with unequal participation in part-time and casual work.

- **Unequal participation in part-time work.** As reported by WGEA, part-time and casual roles are usually paid relatively less than full-time roles over the course of a year because bonus scheme structures tend to favour full-time employees. Women are over-represented in part-time and casual work in Australian workplaces because they still undertake a majority of society's unpaid caring work.

In addition, as more senior (and higher paid) roles are less often available as part-time roles, women who prioritise working part-time may exclude themselves from these roles. This further contributes to the gender pay gap.

At CAM, women occupy 68% of all part-time and casual roles. The GPG cannot be attributed to the impact of bonus scheme structures applying on a pro-rata basis since total remuneration does not include a bonus component. The key driver appears to be the availability of part-time roles at a more senior (and higher paid) level. Although women and men are equally represented across part-time leadership and management roles, the percentage of part-time roles versus full-time roles at this level is only 13%, compared to 42% across the whole organisation. It may, therefore, be worth considering if women who prioritise working part-time may be excluding themselves from these roles.

To help address this, and as part of its employee value proposition for current and prospective employees, CAM is committed to providing options for how work gets done, including part-time work and other flexible working patterns. To support this CAM works to:

- cultivate a workforce culture that supports flexible work;
- ensure equal access to professional development opportunities for all employees including those on parental leave and flexible working arrangements;
- role model flexible work by its leaders;
- ensure roles and work processes are designed to include the possibility of being performed in a flexible manner.

The impact of this commitment can be seen by the proportion of men who occupy professional roles and work on a part-time (36%) versus full-time (64%) basis. In addition, the overall percentage of permanent professional roles that are performed on a part-time basis (that is; by women and men) is 47% with men accounting for 40% of this group. This may have a flow on affect to leadership and management roles as promotional opportunities become available.

- **Inequality in employee movements.** Unintended gender biases in hiring, promotion, performance and pay decisions can affect women’s opportunities for career advancement, impacting women’s pay and contributing to a GPG.

CAM takes a proactive approach to limiting potential unintended gender biases through the design of its recruitment and selection processes and job evaluation and salary benchmarking practices. The introduction of a People Performance program in 2024 and commencement of a Remuneration Framework project further support this commitment.

Current data supports the improvement seen in CAM’s overall GPG with more women promoted to management roles than men.

Table 1: Managers who have been promoted, resigned or appointed by gender

| | Women | | Men | |
|-------------------------------------|-------|--------|-----|--------|
| | % | Number | % | Number |
| Resignations | 60% | 3 | 40% | 2 |
| Promotions | 100% | 2 | 0% | 0 |
| Appointments (excluding promotions) | 40% | 2 | 60% | 3 |

Summary of key findings and actions

CAM’s median total remuneration gender pay gap (GPG) is 17.0%, compared to 18.2% in 2023. This 6.6% improvement can be attributed to the inclusion of employees who were classified as Heads of Business in 2023 together with an increase in the proportion of females occupying management roles and improved job evaluation and remuneration benchmarking.

Significant drivers of CAM’s GPG in 2024:

Analysis of the common drivers of gender pay gaps in Australia has revealed those of significance at CAM:

- a large differential amongst Key Management Personnel due to the most senior non-clergy role in the organisation being occupied by a man, although roles at this level are externally benchmarked using the Mercer Job Evaluation methodology,
- more women occupying lower-paid jobs, including Administration and Sales (retail) jobs,
- unequal participation in part-time work and low participation in part-time work at the management level.

Actions to improve the GPG:

As part of its commitment to promote a culture that embraces gender equality at all stages of the employment cycle CAM is focused on the following key actions to narrow its gender pay gap:

- **Approval and publication of CAM’s Gender Equality Policy.** This aims to increase awareness and transparency of CAM’s commitment across the organisation.
- **Increased rigour and transparency in remuneration practices.** CAM has commenced a remuneration framework project that classifies jobs in standardised and more granular ways to enable a range of Human Resources activities, including workforce planning and remuneration strategy.
- **A target to increase the representation of women on the organisation’s governing body.** This target has been set at 40% and takes into consideration that the Chair of the governing body is a clergy (male only) position. The target aligns with that set by WGEA and driven by insights into the link between increased female representation in leadership and improved organisational performance, productivity, and profitability.

- **Continued work to cultivate a workforce culture that supports flexible work.** This includes equal access to professional development opportunities for all employees and designing roles to include the possibility of being performed in a flexible manner.