

Narrowing your gender pay gap

An action agenda for the
accounting profession.

[View playbook](#)

Introduction

I'm pleased to introduce the latest edition of *Narrowing Your Gender Pay Gap Playbook*, packed with data and tools to help you take practical steps to closing the gap, whether you are a member, employer, recruiter or leader.

Our first edition of the Playbook, released in 2022, highlighted the importance of addressing an uncomfortable issue in Australia and New Zealand – that accounting professionals who are men earn more than women. As our most recent *2023 CA ANZ Member Remuneration Survey Report* shows, the gender pay gap still exists, particularly for women in the 30-39 age range, the statistically typical age of women at the birth of their first child. Further, the survey revealed men (28%) are less likely than women (67%) to believe the gender pay gap exists. These numbers paint a challenging picture for women accountants over the lifespan of their careers, and to the profession more broadly.

Addressing the gender pay gap is increasingly important. Government focus continues to amplify the issue – especially in Australia – where more people than ever are paying attention to the gender pay gap. While the pay gap remains substantial, the recent CA ANZ remuneration survey showed that it narrowed markedly during 2023 in Australia

where, at the same time, the federal government enacted its *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill*. This requires private sector employers with 100 or more workers to publish their gender pay gaps from 2024, joined by public sector employers in 2025. We saw a comparatively minor narrowing of the gender pay gap in New Zealand, where similar legislation is yet to be implemented.

Another audience casting a critical eye on this issue is young people considering their career options at a time when the accounting profession is fighting hard to attract its share of next generation talent. We know that accounting offers young people the flexibility to turn their passions into a career and, for the last few years, we've seen more women than men joining the profession. It's clear that actively addressing the gender pay gap benefits everyone – from recruiting and retaining talent, through to the wider profession, our economies and communities.

Accountants are trained to trust the numbers and use this data to assess the full picture of an organisation, to chart the best course of action and make a difference in the future. CA ANZ will continue to be vocal about tracking and fixing this issue as part of our broader strategy supporting a more diverse and inclusive profession.



Ainslie van Onselen LLB MAppFin
Chief Executive

We acknowledge the largely binary nature of this *Narrowing Your Gender Pay Gap Playbook*. The binary focus addresses the historically prevalent disparities between men and women in the profession as evidenced and tracked over a number of member data points, over time. As we strive to better understand the experiences of gender diverse members through our *Inclusion & Diversity Member Survey* and other survey instruments, we will ensure greater inclusivity of diverse gender identities and experiences.

What is the gender pay gap?

A measure of remuneration inequality between women and men used globally.

The gender pay gap is the difference in the average earnings of men and women across all roles in a workforce. It indicates women's overall financial position in the workforce. You can measure the gender pay gap of an organisation, an industry, or the entire workforce of a country¹.

It measures the pay difference between all women and all men regardless of their role, length of service, location, or any other differentiating factors.

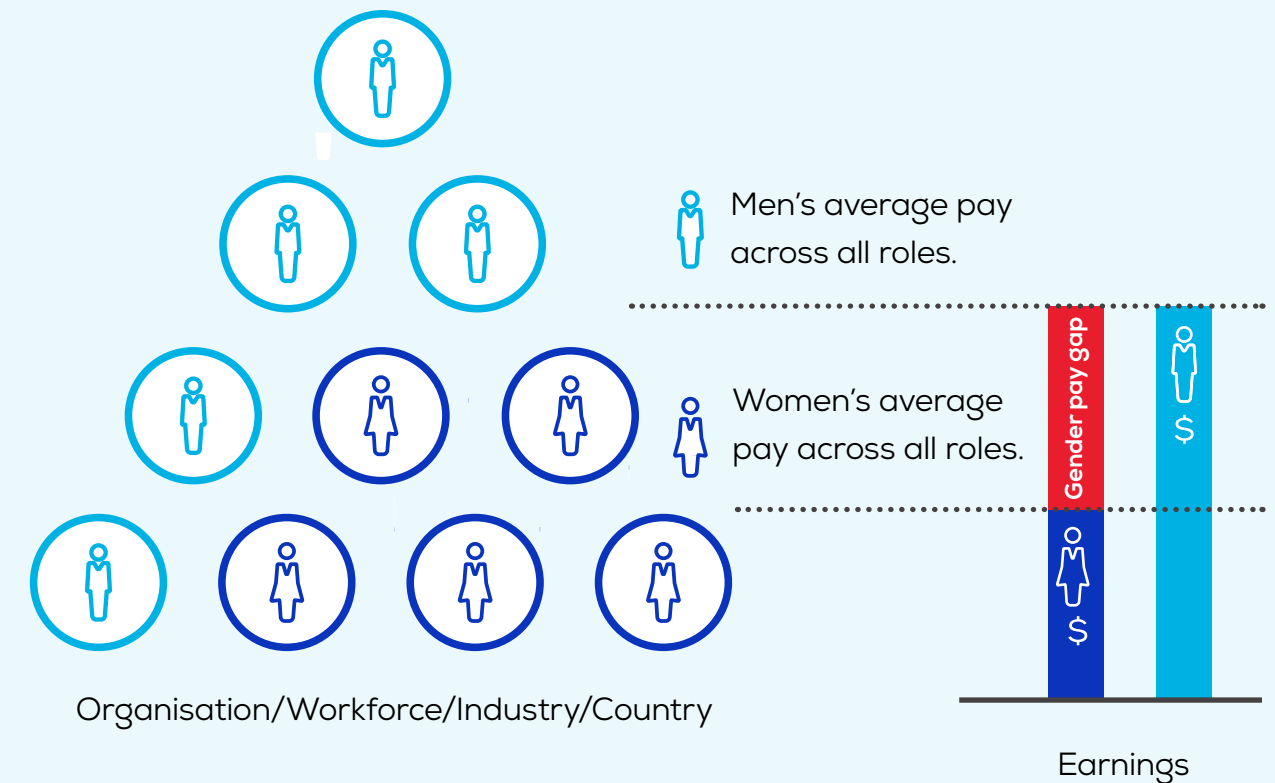
The gap is calculated from the difference in average pay and expressed as a percentage of men's average pay. Provided you are clear on your rationale, earnings

can be represented by either hourly pay or full-time equivalent annualised pay, and the average can be represented by either the median or mean.

The ethnic pay gap

The gender pay gap is more than just a percentage, it is an important symbol of inequality between men and women. Other factors like ethnicity also play a part in this inequality. There is a lack of robust data on the ethnic pay gap in Australia, however research suggests a significant pay gap exists. Research shows a clear ethnic pay gap in Aotearoa New Zealand². Ethnic pay gap reporting is more complex than gender pay gap reporting, but many agree that the benefits of collating and examining this data are too great to ignore.

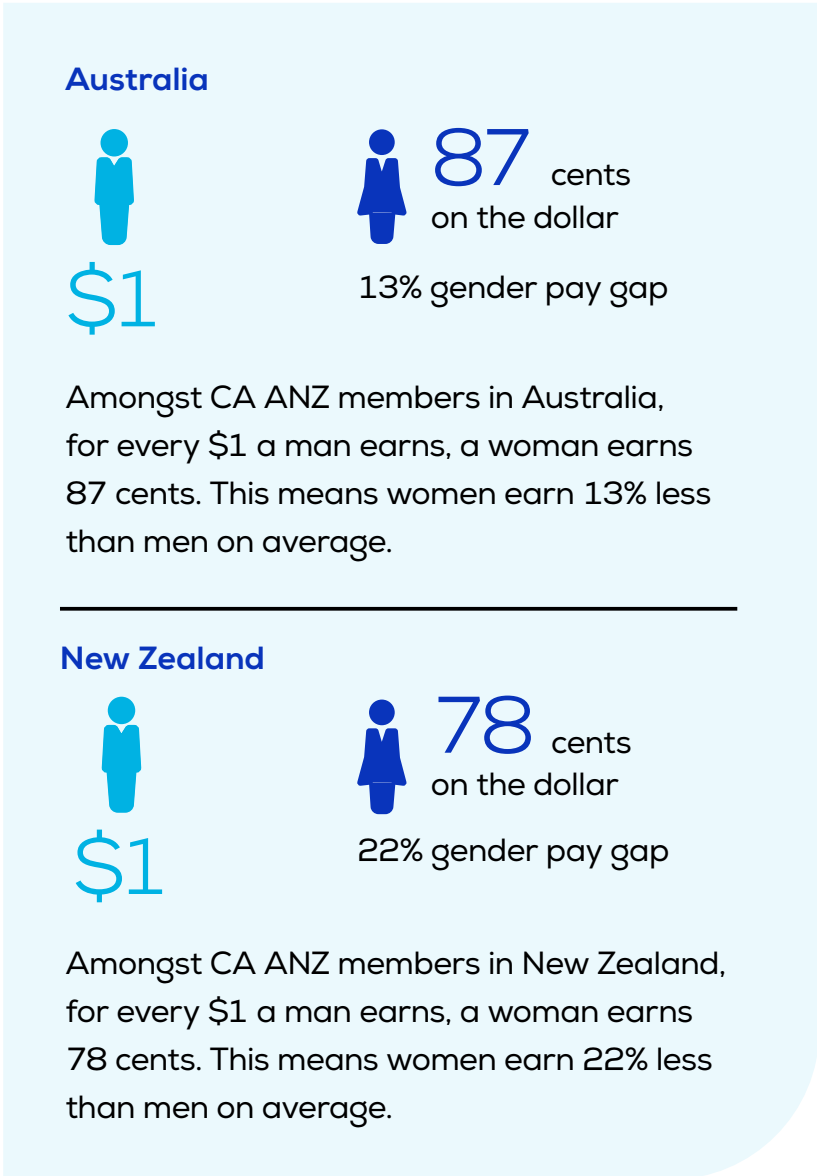
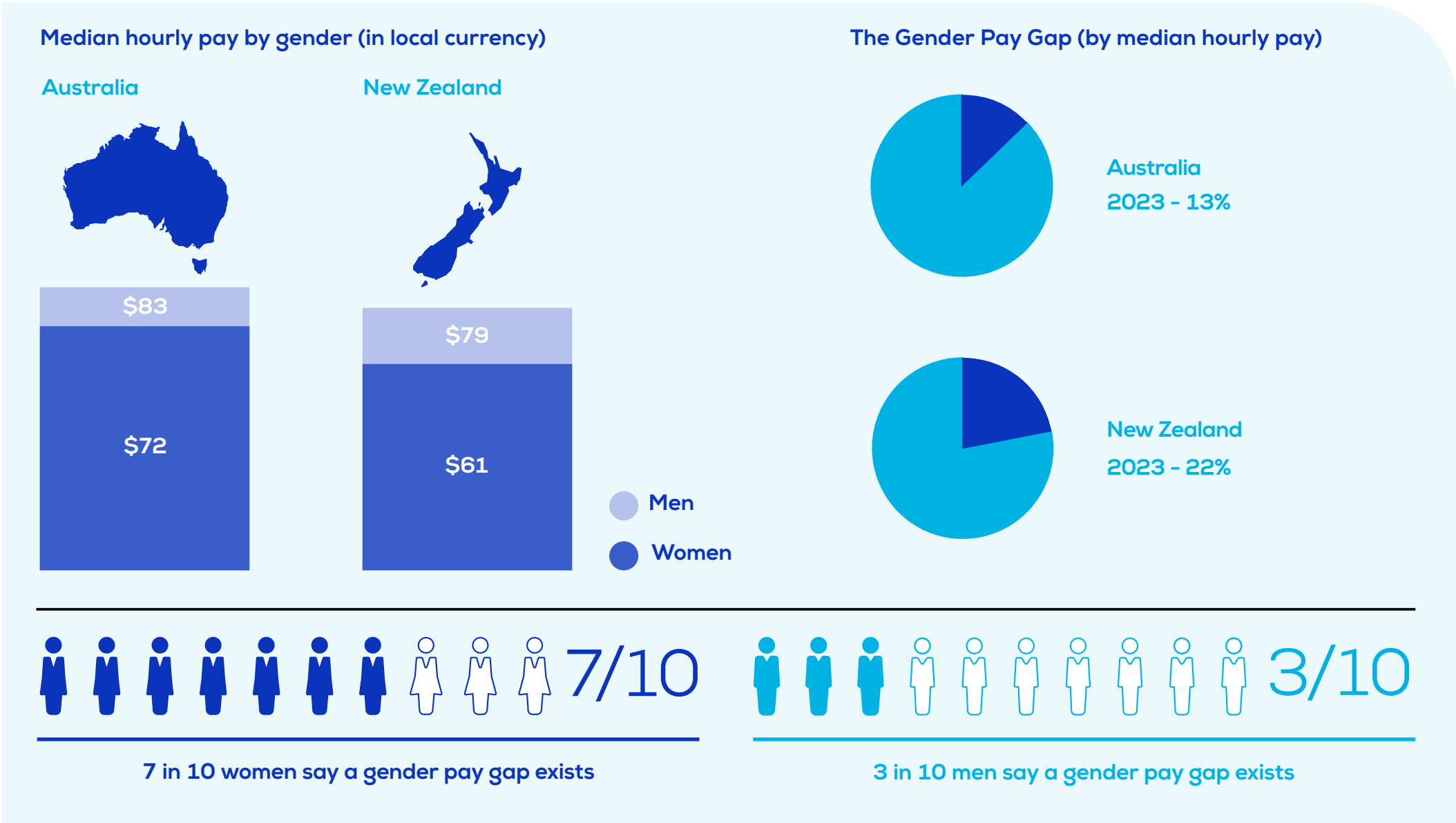
The Gender pay gap



1 - [She's Price\(d\)less 2022: The economics of the Gender Pay Gap, KPMG & Diversity Council of Australia](#)

2 - [New Zealand Human Rights Commission 2022](#)

The gender pay gap in the accounting profession³



³ - Data gathered from 5,611 CA ANZ members in Australia and New Zealand, in a survey conducted for CA ANZ, the 2023 CA ANZ Member Remuneration Survey



Types of gender pay gap



Leadership
An organisation that has more men than women in higher paid leadership roles.



Role type
More women are in support and service roles earning less pay, while men dominate higher paid roles.



Profession or Industry
Women-dominated professions and industries such as teaching and caring, attract lower pay than those dominated by men such as engineering and mining.

Why does it matter?

The gender pay gap is the result of a complex range of social and economic factors that combine to reduce women’s earning capacity over their lifetime. It is often used as a measure or indicator of gender inequality. It affects everyone – men and women, the lowest paid and the highest paid – in every industry.

The accounting profession is no exception. Addressing the issues underlying the gender pay gap will contribute to women being treated equitably throughout their entire career and into retirement. A report by Deloitte Access Economics found that without prescriptive gender norms – beliefs and expectations people hold about how people should behave based on their gender – Australia’s economy could grow by \$128 billion each year, including with 461,000 additional full time employees.⁴



4 – [Breaking the norm: Unleashing Australia’s economic potential 2022](#)

Gender Pay Gap FAQs: how to convince a sceptic the pay gap is real

Significant research demonstrates the gender pay gap exists, but there are sceptics who still insist otherwise. Below are some common misconceptions about the gender pay gap, and answers to address them.

We don't have a pay gap. We remunerate similar roles equally, regardless of gender.

Equal pay for equal work is different to the gender pay gap. The gender pay gap examines the average earnings of all men and all women across an organisation, industry or workforce. It indicates whether men are advantaged, or women disadvantaged. The gender pay gap starts early and subtly in an individual's career. The playing field is often not level for women right from the start, including in the accounting profession.

Looking inwards: Do all your new employees get the same social and engagement opportunities, regardless of gender? Do you know as much about the women as the men in your workforce? Do you have as many women in senior leadership roles as men? Do you calculate and report your gender pay gap (this is now mandatory for many employers in Australia)?

I can't afford inclusion and diversity initiatives in my small business.

You can't afford not to embed an inclusive culture and practices in your organisation. As an inclusive employer, you will help attract and retain talented employees from 100% of the talent pool. Inclusive organisations routinely outperform their less inclusive counterparts on a range of measures including profitability. It is also the right thing to do.

Looking inwards: How much did you invest in recruitment and training last year? How does that compare to the cost of adopting inclusive remuneration and employment practices?

The gender pay gap results from women's life choices. Women choose to take a career break or to work part time to be with their children.

Sociologists have found that even well-educated women without families experience negative bias. In a recent study, participants evaluated single, analytically-talented women as least suitable for a leadership promotion compared to identically-described single men, married men and women – describing them as “too analytical” and lacking the people management skills needed for promotion⁵.

Women do not often choose to have children alone, but biology asserts who is able to give birth. As a result, the majority of the caring load usually falls on women. Many government and organisational parental leave and flexible work policies do not apply equally to both partners, acting as a financial disincentive for men to take parental leave. In the case where policies do apply equally, societal and workplace norms can reinforce traditional views of caregiving and discourage men from taking an equal share of caring responsibilities. This limits both men's and women's choices.

Looking inwards: Have you checked that your parental leave policies and practices do not discriminate between primary and secondary carers, and incentivise men to take leave and remove this imbalance?

⁵ - Merluzzi, J., & Phillips, D. J. (2022). Early Career Leadership Advancement: Evidence of incongruity penalties toward young, single women professionals. *Organization Studies*, 43(11), 1719-1743.



Gender Pay Gap FAQs: how to convince a sceptic the pay gap is real

Women are naturally worse at negotiating pay than men.

Modern and inclusive organisations have removed the need to negotiate salaries. Instead, roles are remunerated based on the required skills and capabilities. Research suggests that women’s negotiation power does not result from a lack of skill, but from entrenched views around negotiating styles. A recent study found that women who behave assertively when negotiating tend to be penalised for doing so. Teaching women to ‘negotiate better’ takes the focus off the systemic issues.

Looking inwards: Does your organisation remunerate roles based on skills and capabilities? Are these roles benchmarked externally against other roles requiring similar skills and capabilities, at least annually?

We have a gender pay gap, but it isn’t attributable to bias. Our remuneration is based on performance.

Known as the ‘merit myth’, men are sometimes perceived as more capable and competent than women in particular roles, but if women received the same experience, informal mentoring, and business networking opportunities and training as men, would that still be the case? While the ‘glass ceiling’ is well-known, is the ‘broken rung’ something you have considered – women missing that first critical step up to manager. McKinsey & Company found that for every 100 men promoted from entry level to manager, only 87 women were similarly promoted. Because of the gender disparity in early promotions, men can end up holding 60 percent of manager-level positions in a typical company, while women occupy 40 percent⁶.

Looking inwards: Do you provide access to social interactions, experience, and training opportunities to your employees in an equitable manner?

Women don’t get noticed because they don’t speak up.

Leaders have traditionally been described as strong, assertive, decisive, results-oriented and confident. While some women and men may demonstrate those qualities, others may have a more communal or considered leadership style, which brings its own value to an organisation. Additionally, women may not be asked their opinion or feel too outnumbered to speak up. Alternatively, they may be ignored or spoken over when they offer their opinion. Identify progressive leaders who enable equitable contributions. Help your organisation expand its definition of leadership to be inclusive of all styles.

Looking inwards: Do you actively seek out quiet people in meetings so they can share their views? Does your organisation foster an inclusive leadership style by rewarding it? Does your organisation have meeting protocols to ensure all can contribute on a key decision?

6 – 9th McKinsey & Company Women in the Workplace Report, 2023



Time for change: an agenda for action

Being aware of the gender pay gap is not enough. Individuals, employers and the profession as a whole, must take active steps to reduce it.

This document sets out an agenda for action:



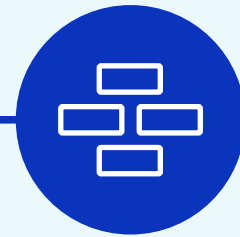
Step 1:

Conduct a gender pay gap analysis.



Step 2:

Consider the causes: why is there a pay gap?



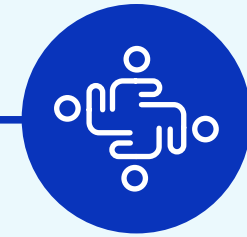
Step 3:

Build a business case for closing the gap.



Step 4:

Actions to close the gender pay gap.



Step 5:

Embed diversity and change the culture.

A lack of transparency around remuneration can make it difficult to identify real cases of gender pay inequity.

Step 1: Conduct a gender pay gap analysis

NAVIGATION



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A lack of transparency around remuneration can make it difficult to identify real cases of gender pay inequity.

In Australia, the Workplace Gender Equality Agency publishes gender pay gap information for all employers with 100 or more employees under 2023 amendments to the Workplace Gender Equality Act 2012, starting with the private sector and followed by the public sector. There is currently no equivalent legislation in New Zealand.

The gender pay gap can be calculated across an entire industry, such as the accounting profession, or for an organisation. Selecting the right approach for your organisation is an important first step towards eliminating gender discrimination.

Other approaches include a more granular 'by level' gender pay gap showing the difference in pay between men and women in pay bands or tiers, or by groups such as managers or graduates, or by departments.

Then there's the 'like-for-like job' gender pay gap, that shows the difference in pay between men and women doing the same or similar job/work. This is especially important – for decades legislation in both Australia and New Zealand has required men and women in an organisation to be equally paid for the same work.

Conducting a gender pay gap analysis will give your organisation solid data to work with. You may also discover if and why your organisation has a gender pay gap, which will provide a platform to consider actions you can take to address the gap.

The gender pay gap is usually presented as a percentage. It is calculated by subtracting average women's pay from average men's average pay, dividing the result by men's average pay, and then multiplying by 100. 'Pay' is a reference to either a full-time equivalent and annualised, or hourly figure. For example, if Joe works four, eight-hour days per week earning \$80,000, their full-time equivalent (annualised) pay is \$100,000. Alternatively, Joe's hourly rate would be \$48.08.

Provided you are clear on your rationale, you can input either hourly pay or annual pay for earnings, and either the median or mean to calculate the average.

Stats NZ has produced a guide⁷ which outlines important factors to consider such as:

- how to calculate average earnings for men and women
- what to do if your organisation has less than 100 employees
- who to include in the gender pay gap analysis
- when and how often you should consider conducting a gender pay gap analysis and review.

Your organisation may also choose to focus on:

- starting salary
- tenure
- full-time versus part-time employees.

The Workplace Gender Equality Agency (WGEA) has an eight- step action plan with measurable objectives, flexible working targets and a focus on outputs to help organisations build a gender equality strategy. WGEA collects data on almost five million employees across Australia annually. New Zealand doesn't have this requirement but does have a voluntary register: mindthegap.org.nz

$$GPG = \frac{\left[\text{Men's average pay} \right] - \left[\text{Women's average pay} \right]}{\left[\text{Men's average pay} \right]} \times 100$$

7 - Stats.govt.nz Organisational gender pay gaps measurement and analysis guidelines

SPOTLIGHT – STEM RURAL ACCOUNTANTS

Shorter days pays off

Flexible working practices enabled Stem Rural Accountants to hire more parents.

In early 2018, Martin Pipe CA and Trudi Ballantyne FCA, co-owners and directors of Stem Rural Accountants, borrowed an idea from American entrepreneur Stephan Aarstal. In his book, *The Five-Hour Workday*, Aarstal outlines his bold move to increase productivity and employee happiness.

“Something really resonated with us,” says Pipe. “We thought we could introduce a similar concept. It was in December and we thought: ‘How can we give the ultimate gift to our team who are all time-poor?’”

Instead of a five-hour day, they’ve settled on six – two three-hour blocks from 8:30am to 3pm with a half-hour lunch break. Employees are still paid for 7.5 hours. Six years later, the team work together to ensure the firm’s goals are met and allow the shortened workday to be an ingrained part of the culture.

In the first year, because everyone was so focused on efficiency, they finished all their clients’ end-of-year accounts two weeks early. “We’d never done that since the firm started,” says Pipe.

Stem Rural has three directors, eight accountants and two admin employees – and two-thirds of employees are women.

“Leaving at 3pm is a big carrot,” he says.

“People are able to pick up their kids, go to appointments, exercise – all in traditional working hours – but not disturb their own focused workday. They love it.” Men and women can share caring responsibilities, reducing negative career impacts women face working part-time.

Collaboration and technology are key to the 6-hour day’s success. “If someone’s ever struggling with a problem, we all stop work and have a pop quiz to help them solve it together really quickly,” says Nick Cole CA, the new third director.



Left to right: Stem Rural directors Nick Cole CA, Trudi Ballantyne FCA and Martin Pipe CA.

Life changing

They also have a Monday stand-up workflow meeting using FYI Docs which integrates with Microsoft Office 365. Being early adopters of practice management software and other technology has helped them too.

From a hiring perspective, the 6-hour day has become their real point of difference. “We’ve had no problem getting top employees,” says Cole. “We are in a small town but many people have chosen to commute here to work with us in Te Puke because of our firm’s culture. The 6-hour day has been life changing for our firm.”

Globally, the reasons for the gender pay gap are complex and due to many historical, cultural, and economic reasons.

Step 2: Consider the causes

NAVIGATION

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Globally, the reasons for the gender pay gap are complex and due to many historical, cultural, and economic reasons.

The number of women enrolled in accounting, law, architecture and other professional degrees, is equivalent to, and sometimes greater than, the number of men.

This is also true for graduates of the Chartered Accountants program. Because of underlying causes of gender inequality, as women progress through their careers, the gender pay gap often widens. Without significant actions by organisations to address this, historically skewed patterns of employment are likely to continue for many decades to come.

The gender pay gap in Australia and New Zealand

Australia has an average gender pay gap of 12% favouring full-time working men over full-time working women across every industry and occupation⁸.

Data from Manatū Wāhine Ministry for Women in New Zealand highlights an average gender pay gap of 8.6% with marked differences between industries, occupations, age groups and ethnicity⁹.

Across both countries, women are over-represented in lower paying jobs compared to their participation in the workforce overall, even though they increasingly occupy more highly paid roles. Women remain underrepresented in leadership positions globally, with women in only 32.2% of all senior leadership positions across industries.¹⁰

In finance and accounting the numbers are marginally better. In New Zealand at EY, one in three key management roles are women. KPMG reported that 38% of its key managers are women, while at Deloitte four of ten directors are women¹¹.

The 2023 CA ANZ Member Remuneration Survey Report showed the gender pay gap spikes when women reach their thirties, aligning to the median age of women at birth of first child in New Zealand (30.5 years) and the average age of women at birth of first child in Australia (29.7 years). Half of women reported a significant career break, predominantly to care for children and this figure was substantially less for men. The survey also demonstrated many members' organisations are yet to action practices to help address the gender pay gap, including: reporting it, disclosing remuneration ranges in job advertisements and having remuneration structures in place.

Myth Buster

A gender pay gap is not just a women's issue – it affects your organisation's performance, workplace culture and bottom line.

Organisations that fail to understand and address their gender pay gap, risk losing top talent to other, more progressive, organisations. This results in higher employee turnover and recruitment and training costs.

8 - Australian Bureau of Statistics, Nov 2023

9 - Manatū Wāhine Ministry for Women, the gender pay gap 2024

10 - World Economic Forum Global Gender Gap Report 2023

11 - Hamish McNicol "Not \$60k but not zero: the Big 4's gender pay gap 21" June 2021, the New Zealand Business Review

Step 2: Consider the causes

Reasons for the gender pay gap include:

The majority of unpaid work at home is done by women

A 2021 survey found most New Zealand couples do not share the load at home equally. The survey found just one in ten couples where both partners worked full-time said they split the load at home 50:50. On average, women said they did 69% of the unpaid work required in their household, and 34% of the total paid work. Unpaid care and work accounts for 7% of the gender pay gap¹².

Women-dominated sectors

Women-dominated sectors such as nursing, teaching and administrative roles are often paid less than men-dominated sectors. Also, men often hold more highly paid jobs even in these sectors.

Conscious and unconscious gender discrimination and bias

Imbalance in hiring, remunerating, and promoting women continues to be the single largest factor contributing to the gender pay gap. A 2020 study by KPMG, Diversity Council of Australia and the Workplace Gender Equality Agency attributed 36% of the gender pay gap to these factors, which they titled “gender discrimination”¹³.

The cost of not linking remuneration to skills and capabilities

Salaries and bonuses compound significantly during a career, with research suggesting that women often accept lower pay offers without negotiation. This is a significant contributor to the gender pay gap. This can be addressed by removing the need to negotiate salaries and instilling a culture and processes that ensure roles are remunerated based on the skills and capabilities required.

Higher rates of part-time work

Often, because of their increased responsibilities as carers, women are more likely to work part time than men. People in part-time jobs are often considered less ‘serious’ about their careers than their full-time counterparts, given less

career enhancing work and remunerated less accordingly. KPMG found the part-time work penalty accounted for 11% of the gender pay gap (up from 7% in 2017)¹³.

The flexibility penalty

Parental leave policies and biology usually contribute to a significant portion of the caregiving load being borne by women. Many women find it difficult to balance caregiving responsibilities against the demands of their career. Those people who choose to work flexibly may face ‘flexism’ discrimination. In a 2019 survey in the US, mothers with children younger than 18 were more likely than fathers to say they needed to reduce their work hours, felt like they couldn’t give full effort at work and turned down a promotion because they were balancing work and parenting responsibilities.

The parental leave bias

Studies confirm that women take more time out of the workforce than men to care for children and family¹⁴. This often negatively impacts women’s career progression, remuneration and opportunities to take on more challenging projects. Factors related to family and care, including years not working due to interruptions, account for 33% of the gender pay gap¹³.

In New Zealand and Australia, paid parental leave is usually attached to the birth mother or adoptive parent. This leave can often be transferred to the father or a partner, but they have little to no entitlement to paid leave in their own right¹⁵. In New Zealand, 97% of people who received paid parental leave from the Government were women¹⁶.

This creates a workplace bias against women of child-bearing age, as they are perceived as more likely to take parental leave. Contemporary parental leave policies don’t distinguish between primary and secondary carers, this removes financial disadvantage and reduces bias.



12 - Westpac New Zealand, Sharing the Load Report 2021

13 - KPMG She's Price(d)less: the Economics of the Gender Pay Gap 2022

14 - Pew Research Centre, The Enduring Grip of the Gender Pay Gap

15 - Australian Fair Work Ombudsman 2023

16 - McIlraith B (2023) Dad who has been able to take paid parental leave says Kiwis don't have enough flexibility

Accountability narrows the gap

Deloitte New Zealand has become more inclusive by collaborating with other organisations and being transparent about their gender pay gap.

Growth was a major reason for Deloitte New Zealand seeking to address the firm's gender pay gap about a decade ago. It had no issues attracting more than its share of women at the junior levels but had a dearth of women at senior levels, which is a major contributor to any pay gap.

"We became aware that we could continue to grow only if we could tap into a much broader pool of talent and bring in more women. Research was also clear that organisations that were more diverse at all levels were more profitable, but above all, reflecting the communities we operated in was the most important" says Sally Smyth, Head of People & Performance. That included dealing with the reasons why women left the firm.

Deloitte New Zealand collaborated with other organisations who were also addressing diversity and inclusion. This included Champions of Change, a group of New Zealand chairs and CEOs of major companies that together employ more than 100,000 people. A key focus was to increase diversity among their companies' leaders.

"Key to our success is the leadership from the top. Having senior leaders drive diversity and inclusion from the top is critical," Smyth says. "We developed a lot of transparency and accountability at all levels of the organisation and that's helped us."

Deloitte reports on the numbers of men and women, at the hiring stages, remuneration reviews including bonuses, promotions, attrition to management and the board, as well as the uptake of parental leave. "Over the years our gender pay gap reporting has evolved to look at the drivers of our gender pay gap at a more

granular level within each of our communities, and not just at a firm-wide level.

"We've continued to evolve our parental leave policy that tops up the government payments to full salary for 26 weeks, and pays 8 weeks full pay to secondary carers. We continue to review the remuneration and career progression of men and women on parental leave to ensure they get the average increase in pay they missed out on, upon their return," says Smyth. "This stems attrition."

Every employee has a coach and/or mentor. Partners are encouraged to be an informal advocate to sponsor women into senior roles. "You can have all the kinds of leadership programs in the world, but if you don't have someone cheering for you then it's more difficult to get you up there."

Feed the pipeline

Deloitte also arranges women-only networking events to provide women with wider organisational support and inspiration to achieve their career goals.



Sally Smyth
Head of People & Performance at Deloitte New Zealand

"You have to keep feeding the pipeline," says Smyth. "Once you make a woman a partner, then you have one less woman in the senior managerial role she occupied and it needs to be filled."

Aside from being the right thing to do from a fairness perspective, closing your gender pay gap improves your organisation's performance, workplace culture, makes you a more attractive employer and ultimately boosts your bottom line.

Step 3: Build your business case for closing the gap

NAVIGATION



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Numbers talk

A clear business case exists for organisations to act to close their gender pay gap. Research shows that gender diverse businesses outperform businesses where women are not well represented.

25%+

Companies in the top quarter for gender diversity were 25% more likely to have above-average profitability¹⁷.

6/10

Six out of 10 respondents said gender diversity improved business outcomes¹⁸.



Companies where one in three executives were women are more likely to outperform those with fewer women executives¹⁷.

Fortune-500 companies with more women directors had a 42% greater return on sales and a 53% higher return on equity¹⁹.

53%

Higher return on equity

42%

Greater return on sales

According to a recent analysis of thousands of 360-degree reviews conducted for the *Harvard Business Review*²⁰, women outscored men on 17 of the 19 capabilities that differentiate excellent leaders from average or poor ones:

Capability	Women's percentile	Men's percentile
Displays high integrity and honesty	54.0	49.1
Takes initiative	55.6	48.2
Resilience	54.7	49.3
Drives for results	53.9	48.8
Champions change	53.1	49.8

When given the chance, women make great leaders and, in turn, help their organisations succeed. Research shows women leaders demonstrate intellectual stimulation, inspiration and encourage participative decision making enabling their organisations to address global challenges of the future more effectively, more often than men¹⁷.

17 - McKinsey & Co, Diversity wins, 2020
18 - ILO Women in Business and Management: The business case for change 2019
19 - Harvard Business Review, Why Boards Need More Women
20 - Harvard Business Review, Research: Women Score Higher Than Men in Most Leadership Skills 2019



Step 3: Build your business case for closing the gap

If you tackle your gender pay gap, your organisation will adopt a more inclusive culture, a critical factor in retaining and attracting top talent.

Winning the talent war

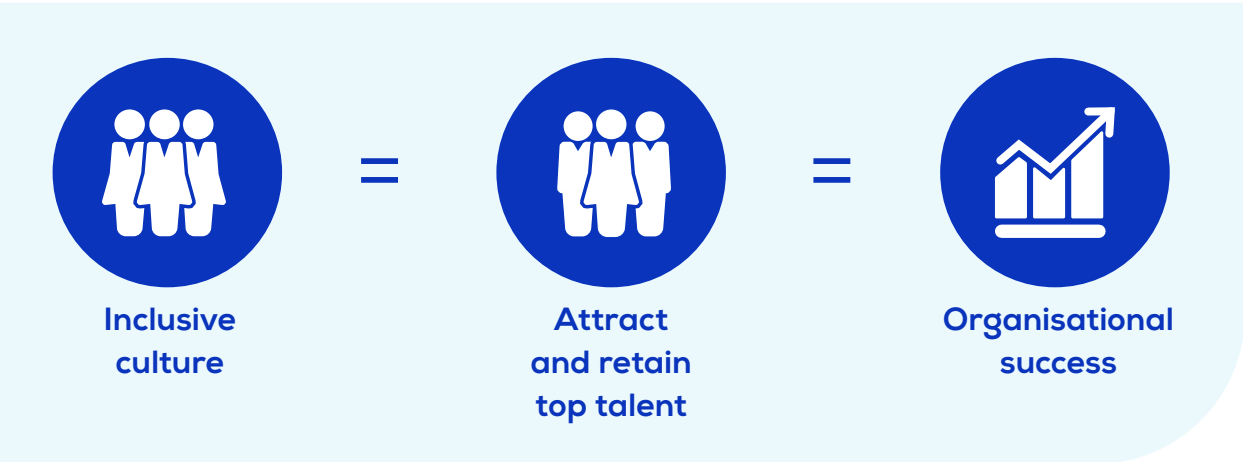
Demand for retaining professionals in Australia and New Zealand is particularly acute following the economic impact of COVID-19.

This war for talent is also felt in the accounting and auditing profession: reports of organisations outbidding each other for scarce talent are common²¹.

Addressing your organisation’s gender pay gap will create a more inclusive and diverse workplace. This provides an edge in the job market with new graduates and more senior accountants likely to favour your organisation over less progressive alternatives.

More than three-quarters of respondents to a survey of 9,000 recruiters in 39 countries said workplace diversity was the top issue for their client²². A diverse workforce foremost improved workplace culture and meant they were more appealing to customers. While gender / gender equity is only one aspect of diversity and inclusion, it is extremely important.

Organisations with more women leaders become more creative, innovative, and open. They are more reflective of society and the customers they are serving or selling to. This improves their brand image and they become better at engaging customers. They find attracting and retaining talent easier as their company develops a reputation as a diverse and inclusive place to work²³.



21 - Australian Financial Review, 2022
22 - Human Resources Monthly 2018
23 - ILO Women in Business and Management: The business case for change 2019

SPOTLIGHT – KAS ACCOUNTING SOLUTIONS

'Flexible, open minded' firm prospers in the Top End

A flexible, family-friendly and inclusive work environment has enabled a Top End accounting firm to prosper.

Three out of four partners and more than 70% of employees are women at KAS Accounting Solutions, a firm founded 16 years ago in the Top End by Jodie Silvester FCA.

With 37 employees and offices in Kununurra in Western Australia, the Katherine and Darwin in the Northern Territory, KAS serves a broad base of clients across the Top End of Australia.

"The local lifestyle helps attract women", says Silvester. Working in smaller cities means parents don't have to travel long distances between home and work, to drop off and pick up children at daycare and school.

"There's more flexibility and it's more of a laid-back lifestyle," she says. "Also, there are more female accountants in the Top End than elsewhere in Australia."

Tailored flexible working

Importantly, KAS offers a tailored and flexible working environment for each employee to ensure the work suits each individual.

Some employees have partners who work night shifts or are fly-in fly-out, others work from home full-time; some leave to pick their kids up at 2:30pm and work from home after that, others work all day in the office. Employees with school-aged children get priority to take annual leave during school holidays.

"That's the key to retaining people, especially women and people from diverse backgrounds," Silvester says.

Whether they start as a graduate or at mid-career, all employees are mentored by a more senior employee and also tracked closely by management with a six-monthly review.

"We check how they're going and map out a plan of where they want to go," she says.

"We get a very clear picture early on if they're interested in a leadership path or an accounting speciality."

"Being a role model to employees is important," Silvester says. She started the firm before she had children – "the firm was my first baby." Her children are now aged five and eight and she recognises the importance of life beyond work.

"It all has to fit together. My mindset has changed. It can be very busy, so if I see someone looking a bit drained in the office, I have a conversation with them."

Silvester acknowledges that being a woman in a leadership role itself attracts more women to her firm. She won the Telstra Women's Small Business Award for Australia in 2019.

"We get a lot of people applying here who know our culture, who have heard about our business or know someone who works here and had a great experience," she says.

At the same time, she says that her practice manager doesn't look at a prospective



Jodie Silvester FCA

Director KAS Accounting Solutions, Northern Territory

This case study originally featured in the CA ANZ Gender Equity Charter and Playbook 2023

candidate's gender, but rather their personal qualities and fit with the team.

"We are very aware that for KAS to grow and succeed we need to nurture a team that loves to work together. Team building is a huge part of our training and we are only going to be a stronger firm by being inclusive - in our Darwin office we have more than eight different nationalities," Silvester says.

A gender pay gap analysis is not enough. Almost half of the organisations that conduct an audit don't follow up with action.

Step 4: Actions to close your gender pay gap

NAVIGATION



Step 4: Actions to close your gender pay gap

A gender pay gap analysis is not enough. Almost half of the organisations that conduct an audit don't follow up with action²⁴. What actions will you take?

As an organisation:

Start	Hold discussions at the executive/partner level to get everyone onside to assess and address the issue.	Get buy-in from business owners or board, if you have one. Highlight the fairness issue and business case for closing the gender pay gap in your organisation.	Conduct a pay gap analysis at the start, decide how and when you'll measure it, report it, and set SMART goals (specific, measurable, achievable, realistic, and time-bound).
Strategy	Assess the workplace and enact holistic cultural change to ensure women can fully participate as equals.	Embed diversity, equity and inclusion measures in organisational and leadership key performance indicators (KPIs).	Educate employees and decision-makers, including partners and the executive team, about unconscious bias. Monitor any gender pay gaps from entry-level and review annually.
Hiring	Address gender bias in interviews and selection panels. Diversify to include women and other underrepresented groups.	Know the worth of the role for which you are recruiting. Don't base remuneration on the person's previous salary. Make clear the remuneration range in job advertisements.	Look out for women who are qualified or suitable internally that haven't applied and encourage them to do so.
Promotion	Hold frequent performance reviews that are transparent, accountable, and fair.	Ensure an equal and transparent promotion process for men and women.	Have people of all genders assess promotion candidates.
Remuneration	Make sure that you offer men and women equal remuneration for the same role - it's the law.	Change your remuneration structure and scale to reward performance and outcomes.	Transparency is transformative. Have a clear salary structure in place.
Mentorship	Create a formal mentorship program to support employees' progress and widen your talent pool.	Accelerate representation of women at senior levels, including the board, executives, management and team leaders.	Create networks to enable women to learn from and support each other.
Flexibility	Embrace and create a flexible workplace.	Make a hybrid working style (from the office and remotely) work for your teams.	Consider shortening the working day, or working week.
Career breaks	Ensure equal access to paid parental leave for all employees who become parents.	Encourage fathers at all levels of the organisation to take parental leave and share stories about those who do. Normalise fathers taking an equally active role in sharing the care of children at all ages and stages.	Put in place a strong program including useful resources and communication protocols to support all parents before, during and after taking parental leave.

The CA ANZ Gender Equity Charter and Playbook offers a comprehensive 10-point plan to support employers in advancing gender equity in their organisations. You can access it [here](#).

24 - Workplace Gender Equality Agency Australia's Gender Equality Scorecard 2019-20



Step 4: Actions to close your gender pay gap

As a leader in your organisation:

- Set targets for the number of women in leadership positions. Continue to monitor the number of women and men at different levels across your organisation.
- Facilitate the creation of networks for women in your organisation. Strong networks provide access to job opportunities, knowledge, career support and advice. Networks also serve as an avenue for the creation of long-term beneficial relationships.
- Be mindful of language choices. Gendered language used in the workplace can encode gendered expectations feeding into who is employed and how employees are assessed and promoted. Language matters.
- Educate leaders and employees in your organisation on the gender pay gap.
- Role model equal sharing of care and other domestic responsibilities.

As a society to reduce the gender pay gap we need to:

- Revalue the contribution made by roles and professions dominated by women – value equals pay. For example, the pandemic resulted in parts of the caring and cleaning workforces receiving increased recognition for their work. With this recognition came calls to address the pay and conditions of these workers. (OECD 2020).
- Stop undervaluing or under-paying part-time and flexible work, mind the part-time pay penalty.
- Ensure that part-time roles are valued and remunerated in line with their full-time equivalent.
- Normalise and enable both men and women to equally share care and other domestic responsibilities.
- Advocate for flexible and affordable childcare.
- Challenge gender norms. Over time, these assumptions create barriers to an individual's choices and opportunities, which lead to vastly different life outcomes; from pay, to participation in the labour force, unpaid work, representation in leadership and investment decisions²⁵.

Chartered Accountants ANZ

Members surveyed in the *2021 CA ANZ Member Remuneration Survey* said they wanted CA ANZ to:

- continue the annual remuneration survey
- conduct an annual pay gap analysis
- develop programs to encourage leaders, managers and CEOs to be champions of diversity.

We developed the [CA ANZ Gender Equity Charter & Playbook](#) to support employers make and advance meaningful gender equity commitments.



²⁵ – [Breaking the norm: Unleashing Australia's economic potential 2022](#)

SPOTLIGHT – CHARTERED ACCOUNTANTS ANZ

Changing the lens

While reviewing the organisation, Chartered Accountants ANZ is using a diversity and inclusion lens to ensure they have equitable policies for men and women.

Roshni Kapoor experienced first-hand the flexibility measures at CA ANZ when she became a parent.

She was promoted to General Manager People and Culture while pregnant, used paid parental leave and returned to work three days a week, balancing personal commitments and professional ambition. Flexible work was not a barrier to advancement for Roshni. She participated in a high potential program before commencing a second stint of parental leave and will complete the AICD course during her time away from the workplace.

CA ANZ'S flexibility policy has continued to mature post COVID-19.

"When other organisations reverted to office-based work, CA ANZ continued to embrace flexibility," says Kapoor. An interim hybrid

flexibility model called '3-2-1' allows employees to work up to three days remotely and two days in the office, including one with their team.

"It involves an element of prescriptive flexibility, but we want people to continue that connection with their team, and for women it promotes visibility which is important to shift access to opportunities and redistribute power," she says.

As the peak member organisation for Chartered Accountants, around 70% of employees, and more than half of CA ANZ board and executive leadership team are women. Like many other organisations, CA ANZ still has a mean gender pay gap of 17%, despite a neutral median pay gap of 0%. This is evidence of the complexity of gender pay gap reporting and the impact that workforce demographics can have on the measure.

"Closing the gender pay gap takes years and is multifactorial," says Kapoor. "It is complex and requires a variety of interventions, thought and unwavering attention from leadership. CA ANZ is trying to do that."

Inclusion lens

In other steps to close the gap, the organisation has refreshed its remuneration framework and now applies a gender lens to its annual remuneration review process by conducting role-by-role analysis for pay equity.

Kapoor's team also uses an 'inclusion lens' to review recruitment and development, focusing on higher and lower paying roles to understand barriers to participation, as well as talent-mapping and monitoring succession across gender lines. It also reviews its policies on an ongoing basis as part of a continuous improvement approach to address the underlying factors which impact gender equity. A current focus is increasing the engagement of fathers in the use of inclusive policies including parental leave and flexible working arrangements.

"Closing the gender pay gap is embedded as a shared KPI for our executive team, along with other diversity and inclusion measures," Kapoor says. "We are rolling out our inclusive leadership program so leaders understand their impact and have the skills, mindset, and capability to create a workplace community where everyone feels they belong. My people leader understood the potential for me to experience the 'motherhood penalty' when I started a family and took active steps to continue my professional advancement."



Roshni Kapoor
General Manager People and Culture

To gauge employee sentiment and discover any demographic gaps between men and women, CA ANZ conducts regular engagement surveys with questions on fairness and equity in compensation.

A diverse workplace makes your organisation desirable for employees and increases opportunities for success.

Step 5: Embed diversity and change the culture

NAVIGATION



Step 5: Embed diversity and change the culture

A diverse workplace makes your organisation desirable for employees and increases opportunities for success.

Educate leaders and employees on gender equality

Variable awareness of the gender pay gap highlights the need for all employees, and men in particular, to understand the difference between pay equality and the gender pay gap.

All employees and leaders need education about unconscious bias so they can tackle gender equality issues fairly.

The bias barrier

Unconscious bias refers to social stereotypes about certain groups of people that are formed outside one's own conscious awareness. A significant barrier preventing women from adapting and succeeding in workplaces is unconscious bias. It is often extremely difficult to detect, both by those who benefit and by those who are disadvantaged.

Biases influence decisions on hiring, promotions and setting salaries; as well as small behaviour decisions, such as who a manager asks for an opinion, who is offered or volunteers to undertake a challenging task and who is called out at meetings to applaud their achievements.

Although discrimination is illegal in New Zealand and Australia, many people still make decisions unaware they may be influenced by possible biases.

Hold mandatory education on unconscious bias virtually or face-to-face for all employees, particularly for leaders. This must be followed up with specific actions to strengthen your organisation's inclusive culture.

Leaders and employees need to understand why your organisation should bridge the gap and understand how this would benefit both them personally, and your organisation as a whole. Armed with an understanding, leaders should then be held accountable for progress of inclusion goals.

Make recruitment, promotion, review and remuneration gender-neutral

Gender bias creates inequality in recruitment. To improve this practice, make sure job advertisements contain gender-neutral wording that doesn't perpetuate stereotypes. Gender-neutral scenarios should also be used for selection. Include women and

underrepresented groups on panels for hiring and promotion. If necessary, employ external consultants.

Conduct well-considered performance reviews that provide all employees with direct feedback about their performance. This helps women in particular build on their strengths and improve their skills. Research shows that hiring diverse talent isn't enough on its own. Women remain and thrive because of the workplace experience and culture.

Recognise that women may also need specific coaching from mentors or sponsors to encourage them to ask their managers for promotions. Women in general are less likely than men to bargain with their employers for higher pay and benefits. Men are more likely to ask for a pay rise than women²⁶. This is where transparent structures and practices around remuneration become important, including advertising salary ranges and using salary bands/scales.

²⁶ - Motu Economic and Public Policy Research, [What Drives the Gender Wage Gap](#)

SPOTLIGHT – SHARESIES

Start-up embeds diversity

A fast-growing digital investing platform is focusing on creating an inclusive culture to attract and retain employees.

Sharesies is a wealth development app. Their purpose is to create financial empowerment for everyone, with a vision to give someone with \$5 the same investment opportunities as someone with \$5 million.

Sharesies is embedding inclusive practices to attract the best talent and encourage diversity. Founded in 2017, it has more than tripled its employees (from 45 to 150+ people) within a few years. About half of employees are women or non-binary, and half of managers are women and/or from underrepresented ethnic groups, says Anna Liumahetau Darling, General Manager – People Experience.

“The starting point was to address our language so that we didn’t exclude anyone,” says Liumahetau Darling. “We don’t want everyone to be the same. We want people

who are open, positive and who are as excited about our purpose as we are – it is definitely not a cookie-cutter workforce.”

Last year Sharesies joined a growing group of companies who voluntarily registered their gender pay gap via [Mind The Gap NZ](#). The leadership team knew there was a pay gap in both the technology and financial services industries in which the business operates. Sharesies wanted to ensure people were paid fairly no matter their gender, and to be proactive and transparent about the organisation’s journey to a ‘zero pay gap’.

Sharesies crunches its gender pay gap monthly and updates its website quarterly. “Regularly reporting our gap keeps it top of mind for us, as well as giving us a clear understanding of how we’re tracking.”

Sharesies knows that as a small organisation, having a single employee join or depart the business can be enough to move the gap up

or down, sometimes significantly. However, the pay gap sat steadily at an average of 4% across the period August 2023 – February 2024 (with a 0.5% gap in February 2024).

“When we do our annual remuneration review, we run an equity lens over the review as part of the moderation process,” says Liumahetau Darling. “We know that it’s important to ensure we moderate on a range of levels, and this is a really important part of the moderation process. We also have good conversations with hiring managers when it comes to appointing new people, so that they have clarity about the remuneration across their teams. Our people leaders are genuinely motivated to ensure we are paying equitably, so it’s always a really easy conversation to have.”

In 2023, Sharesies registered its parental leave policy with [The New Zealand Parental Leave Register](#) managed by Crayon, so that it can share what it’s doing in the parental leave space. Sharesies knows it’s important to



Anna Liumahetau Darling
Head of People Experience at Sharesies

support both those expecting a child, as well as existing parents. The drive to support the register was something that came directly from the Sharesies team.



Step 5: Embed diversity and change the culture

Promote mentoring and leadership training

Offer mentorship, create networking opportunities and leadership training across your organisation, to ensure that men and women have equal opportunities to develop their careers.

Research has found the “Boys Club” mentality persists²⁷, so organisations need to actively encourage and support women to create networks.

Organisations should also hold networking events during working hours so all employees can attend. In particular, events that spotlight successful women in the organisation provide opportunities for junior women to have role models, to ask questions and network.

Encourage women to reach senior roles by sponsoring them and have senior leaders who also advocate for them. Encourage women employees to participate in leadership programs where they’ll receive customised learning, business development and networking opportunities, and greater exposure to senior employees²⁸.

27 - [New research finds the ‘Old Boys’ Club’ at work is real – and contributing to the Gender Pay Gap, Forbes 2021](#)

28 - [Diversity Works NZ 2020 Diversity Awards, Empowerment Winner: Deloitte](#)

29 - [Department of the Prime Minister and Cabinet, National Strategy to Achieve Gender Equality](#)

30 - [APH, \(2024\) Gender composition of Australian parliaments by party: a quick guide](#)

31 - [Gender Balance on Australian Government Boards Report 2022-23, PMC](#)

32 - [The Institute for Gender Equality, University of Toronto 2017](#)

Set targets

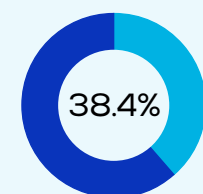
Deloitte New Zealand ([see our Spotlight case study on page 15](#)) has taken an active role in addressing its gender pay gap by focusing on gender targets. The company has set goals for women’s representation at the partner level and in leadership positions by 2025. Management conducts quarterly reviews of the talent pipeline to ensure this and reports to the board on attrition and hiring by gender.

Gender balance quotas

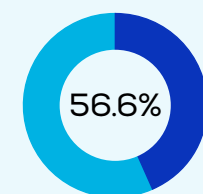
Research shows that a critical mass of women is needed before gender balance quotas are effective. Quotas often ignite controversy as some view them as unjust or unfair. This can lead to disengagement from or opposition to other diversity initiatives. Also, women selected through quotas may be stigmatised or marginalised if they are regarded as unqualified for the role. Nonetheless, quotas can be effective and well-received if implemented with care³².

Gender balance targets

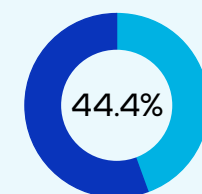
Seats held by women in the Australian Senate and the House of Representatives (as at March 2023)²⁹.



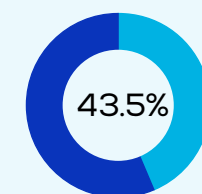
Seats in the House of Representatives



Seats in the Senate



Seats across both chambers



10 women in Cabinet – largest number in Australian history.

Women account for 41.9% of overall positions in State and Territory Parliaments in Australia. Six of the eight State and Territory Parliaments are gender balanced, with women and men each holding at least 40% of positions³⁰.

As at 30 June 2023, women held 51.6% of positions on Australian Government boards³¹, meeting the Government’s target for women to hold 50% of overall Australian Government board positions and

maintaining the highest overall result since reporting began in 2009²⁹.

The Australian Public Service (APS) has demonstrated that targeted gender equality strategies are an effective way to promote more women into senior leadership positions, with the proportion of women in senior executive roles in the APS increasing from 26.8% in 2001 to 52% in 2022³¹.

SPOTLIGHT – ASX

Equity leader

Operating in the male-dominated financial markets, the Australian Securities Exchange (ASX) aims to lead by example.

One of the world's ten largest stock exchanges, the ASX, has again been recognised with an Australian Government Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equality citation for the 12th time (2023).

"Gender equality and inclusion are important to everyone at ASX," said an ASX spokesperson, when interviewed for the first edition of this Playbook.

Parental leave is an example. In 2022, more than a quarter of ASX employees who chose to take the organisation's primary carer parental leave were men. "We position parental leave as a gender-neutral policy supporting equality".

"We know that women continue to fulfill a larger share of household responsibilities. The availability of parental leave for both parents fosters an equal division of caring responsibilities and recognises that both parents are responsible for raising children."

All employees who take parental leave continue to accrue superannuation and are entitled to the same opportunities and benefits while on parental leave.

The proportion of women employees continues to increase annually, and the business has clear and transparent targets for women's participation.

In 2024, 30% of the executive (including the Managing Director and CEO) are women and five out of nine members are too.

Employer of choice

The WGEA Employer of Choice for Gender Equality citation is a voluntary program that recognises, encourages and promotes organisations with an active commitment to workplace gender equality.

The 128 cited employers demonstrate focus and progress on criteria like: gender pay equity, support for caring, mainstreaming flexible work and actively driving change beyond the workplace³³.

These organisations, like the ASX, have been found to have a faster reduction in their gender pay gap compared to others, as well as a greater proportion of women in all levels of management and a higher representation of women on their boards³⁴.

This case study has been revised from the first edition of the Narrowing your gender pay gap Playbook.



³³ - WGEA Employer of Choice for Gender Equality citation holders 2023

³⁴ - Fitzsimmons, T.W., Yates, M.S. & Callan, V.J. (2020). Employer of Choice for Gender Equality: Leading practices in strategy, policy and implementation. Brisbane: AIBE Centre for Gender Equality in the Workplace



Step 5: Embed diversity and change the culture

Normalise caring and career breaks for people of all genders

Start from the top of your organisation and lead by example to normalise career breaks. As well as for parenthood, offer career breaks to all employees for travel, study or pursuit of important interests or development. Many people find career breaks develop capabilities, resilience, and mental wellbeing as well as triggering renewed motivation and satisfaction at work.

Many more women than men take parental leave. According to the *Gender Equality Scorecard 2022-2023*, men account for taking just 14% of all employer-funded, paid primary carer's parental leave³⁵. This

won't change unless employers encourage it, and more employees feel empowered to ask for it.

In the *2023 CA ANZ Member Remuneration Survey*, half of the women surveyed took a career break of two years or more, compared to under a quarter of the men. Those women also felt stronger negative impacts of the breaks on their careers, than the negative impacts reported by the men.

More women employees in New Zealand and Australia have caring responsibilities across all industries than men. In Australia, men working fulltime work up to four hours longer than women, most likely due to women having greater caring responsibilities³⁶.

The motherhood penalty

Researchers in New Zealand found a clear 'motherhood penalty'.

Once they become mothers, women's hourly wages drop on average by 4.4%.

Mothers who returned to work after more than 12 months faced an average decrease in pay of 8.3%.

Men experienced no significant decrease in hourly wages when they became fathers³⁷.

In Australia, the Productivity Commission estimated that 165,000 people, mostly women, would like to work, or work more hours, but can't because of lack of affordable and suitable childcare³⁸.

In the 2023-24 Federal Budget, the Australian government committed \$4.5 billion to driving more affordable childcare as well as making changes to paid parental leave; aimed at providing more choices for women and men. The changes included combining parental leave and dad and partner pay and committing to gradually increase the amount of paid parental Leave each year up to a total of 26 weeks by 2026.

Three-quarters of full-time working fathers in Australia have a partner who was not in the paid workforce or worked part-time, while only 15% of full-time working women had a partner in the same situation³⁹.

35 - [WGEA Gender Equality Scorecard 2022-23](#)

36 - [ABS, Gender Indicators Australia, 2018](#)

37 - [Ministry for Women \(NZ\) Parenthood and Labour Market Outcomes 2018](#)

38 - [Productivity Commission, Childcare and Early Childhood Learning Inquiry Report](#)

39 - [Crabb A. Men At Work: Australia's Parenthood Trap, Quarterly Essay 75](#)

SPOTLIGHT – BRENDAN HERDER CA

Parents sharing the caring

Brendan Herder CA took parental leave for six months to care for his two children and says it improved the quality of his parenting.

Brendan Herder CA was a Senior Advisor at the New Zealand Treasury when his first child was born in 2017, and he decided to take an extended period of parental leave.

“It was primarily about spending quality time with our daughter, but also had an added benefit of reducing the interruption to my wife’s time in the workplace – instead of her taking 12 months off,” he says.

His managers were initially surprised but supportive, while many of his male colleagues were particularly encouraging. “I think some of them were actually a little envious that it’s not something that was really considered possible only a short time ago.”

“Being the primary carer for six months was very hard and involved a lot of multitasking,” he says. Initially, he’d planned several home renovation projects, such as extending the deck, but soon realised he didn’t have time.

Returning to the Treasury was challenging and put his brain into a different gear. “I came back refreshed with a renewed purpose in what I was there to do. Of course, there was a bit of an adjustment period with a new priority in my life (my child) and getting into a new routine, but it was great.” He says he didn’t face any discrimination with promotion prospects or involvement in interesting work.

Herder enjoyed parental leave so much that he took another six months leave when his second child was born in 2020. By then, he was working at PwC. While on leave this time, with space for reflection, he decided to move to his

current role at the New Zealand Infrastructure Commission, Te Waihangā, where he has since taken a further period of parental leave with his third child.

Now that both Herder and his wife have both been primary carers, Monday to Friday, Herder says it’s equipped them to be very equal and interchangeable as parents.

“It’s really positively affected the dynamics of our relationship and our parenting. If one of the kids gets sick or wakes in the night, then either of us can be there for them. It’s been huge for me to spend so much time with them when they’re so little.”



Brendan Herder CA

Principal Advisor at New Zealand Infrastructure Commission, Te Waihangā



Step 5: Embed diversity and change the culture

Embed flexible and hybrid work practices

Flexible and hybrid work benefits both men and women. When men work flexibly, they have the opportunity to increase the load of caring and other domestic responsibilities in the household. More even distribution of domestic responsibilities supports both partners in having capacity to progress in the workforce, should they wish to.

Encouraging all members of an organisation to work in a hybrid style empowers your junior employees to work flexibly too. Better still, embed hybrid work practices in your organisational structure and redesign roles so they don't have to be 100% face-to-face. Allow employees to work flexibly with clarity on deliverables and work expectations and discuss the need for face-to-face sessions when required.

The COVID-19 pandemic and ensuing lockdowns forced almost every organisation in New Zealand and Australia to embrace flexible and hybrid work practices to some degree. Some workplaces already had the existing technology and policies set up to do this so the transition was smoother, but overall, the

experience showed sceptics that flexible and hybrid working could not only be achieved, but that such practices could drive business improvements.

Organisational financial support to set up a home office is also important. In the longer term, savings from reduced office space could be used to support individuals working remotely.

Working virtually with employees, teams and clients has meant a significant behavioural change from leaders at all levels of the organisation. From a gender pay gap perspective, this has benefitted women because they have more time to balance their professional and personal commitments⁴⁰.

Straddling home and office

Many organisations have maintained these policies, some allow employees to engage in flexible work others can develop their own hybrid schedules straddling home and office.

CA ANZ has developed a 3-2-1 policy where employees can work three days at home, two days in the office and one of those days must be working

with their team. It's up to leaders across the broader accounting and finance profession to lead by example and embrace this cultural change, to acknowledge the business case to attract and retain talent and to benefit the bottom line.

In the *2022 CA ANZ Member Remuneration Survey*, seven out of ten members rated flexibility as the most important non-remuneration factor, followed by quality of leadership.



40 - CA Worldwide, Mapping Women's Career Journey Global Report 2023

Act to close your pay gap

Join the conversation

- We encourage you to use the tools provided in this Playbook to investigate and act on the gender pay gap in your organisation.
- CA ANZ is committed to conducting annual remuneration surveys and pay gap analysis to keep you informed about progress in your profession.
- Be part of the change. Act now to close the gender pay gap.
- Adopt the CA ANZ Gender Equity Charter or make a gender equity commitment of your own, to encourage leaders, managers and CEOs to be champions of diversity and drive real and lasting change



Acknowledgements

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