

# NDS Gender Pay Gap Report

2022 – 2023





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## CEO's Foreword

Diversity, inclusion and equality never stray far from our thinking at NDS. For a peak body for disability providers, they are fundamental principles, the bedrock of every policy position. Whether we are looking out to the disability sector or inwardly to our own structure and governance, our view is always through a prism of fairness and inclusion.

Each year, we complete the Gender Equality Census for the Workplace Gender Equality Agency (WGEA) to track gender pay gaps in our organisation. The survey examines the differences between men and women in average earnings across the organisation. We are looking to see if we are employing a disproportionately higher number of men in better-paid jobs compared to lower-paid jobs. If we are, then we need to do something about it.

This year's survey brought us good news, but with a hint of caution. The good news is that our total remuneration median pay gap is zero — which means, if you rank women and men for pay from highest to lowest, the middle-ranking woman at NDS makes the same money as the middle-ranking man. Since the median gap in our industry runs at six per cent and the national gap is 19 per cent, we are doing well.

Nor are we having trouble attracting women to work for us. Indeed, with 81 per cent of our workforce being women, we employ a higher proportion of women than the average across in our sector (74 per cent). The strong representation of women can be found up and down the pay scale: it's 88 per cent in the lowest quartile and 69 per cent among the higher management positions.

But there are issues that we need to keep an eye on. First, there is a smaller proportion of men holding part-time positions. Our flexible work practices make NDS an attractive employer — for men and women. However, there is greater demand from women for part-time roles.

Of course, this goes to broader social attitudes in how we see women's employment and careers, that women are expected to sacrifice hours and seek flexibility at work to care for people at home. Men don't yet have the same expectations. But if we want this to change, we need to be part of the solution.

The second issue is our appointment over the past few years of more men in management. This shifted the balance. Two years ago, 83 per cent of our key management roles were taken by women; that dropped to 67 per cent last year. In other management roles, 89 per cent women in 2020–21 fell to 76 per cent by 2022–23. These falls represent just a few extra appointments, but they can have a large effect on the mean, rather than the median, gender pay gap, which we will be required to report to the WGEA from next year.

I am proud of how many women work for NDS and how so many of our managers are women — in both cases we are above average for the sector. But this survey shows how delicate the gender pay balance is — that small changes can tip the scales. So, we need to act.

We have committed to several remedial actions. We will pay more attention to gender balance

and diversity when recruiting part-time and lower-paid positions, encouraging more men to take up flexible working arrangements. In management recruiting, we will set up an emerging leaders' program with inclusive leadership modules to encourage women's participation in management. And we will keep our eye out for any unconscious biases that may creep into our processes.

Eliminating the gender pay gap is not a journey with a destination, where, once you arrive, you can relax. Rather, it is a balancing act, where regular monitoring is followed by adjusting your stance. The only constant for NDS in this ever-shifting environment is our desire to create a diverse, inclusive and fair workplace.



A handwritten signature in black ink, appearing to read 'Laurie Leigh'.

**Laurie Leigh**  
CEO  
National Disability Services





## What is the gender pay gap?

The Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023 requires the Workplace Gender Equality Agency (WGEA) to publish employer gender pay gaps from 2024. International experience has shown that increasing the visibility of employer gender pay gaps prompts change on workplace gender equality.

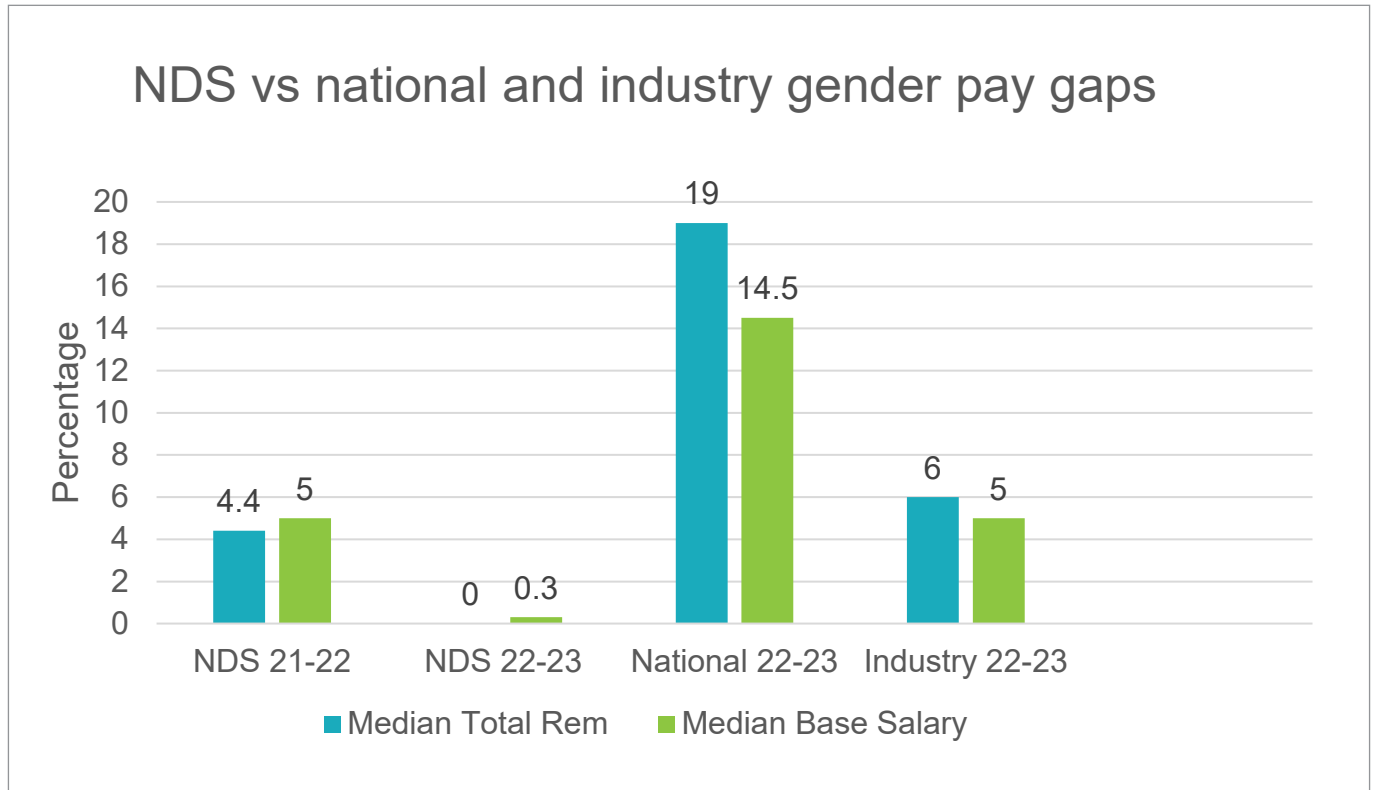
The gender pay gap is the difference in average earnings between women and men in the workforce. It is not to be confused with women and men being paid the same for the same or comparable job. As an employer, failing to provide equal pay to employees is unlawful, while having a gender pay gap is not. NDS is an equal pay employer. We do not engage in any practices that breach equal pay legislation.

The gap between women and men's average earnings is the result of social, organisational and economic factors that combine to reduce women's earning capacity over their lifetime.

In 2024, the median gender pay gap has been published. This covers 1 April 2022 to 31 March 2023. The median is the middle point of a population. In a ranking of employees by FTE annual salary, the median pay gap is the percentage difference between middle woman and the middle man. This differs from the mean pay gap, which compares the average FTE salary of women in the organisation to that of men.

The industry used for benchmarking by WGEA is the Business and Professional Association Services.

## NDS Gender Pay Gap

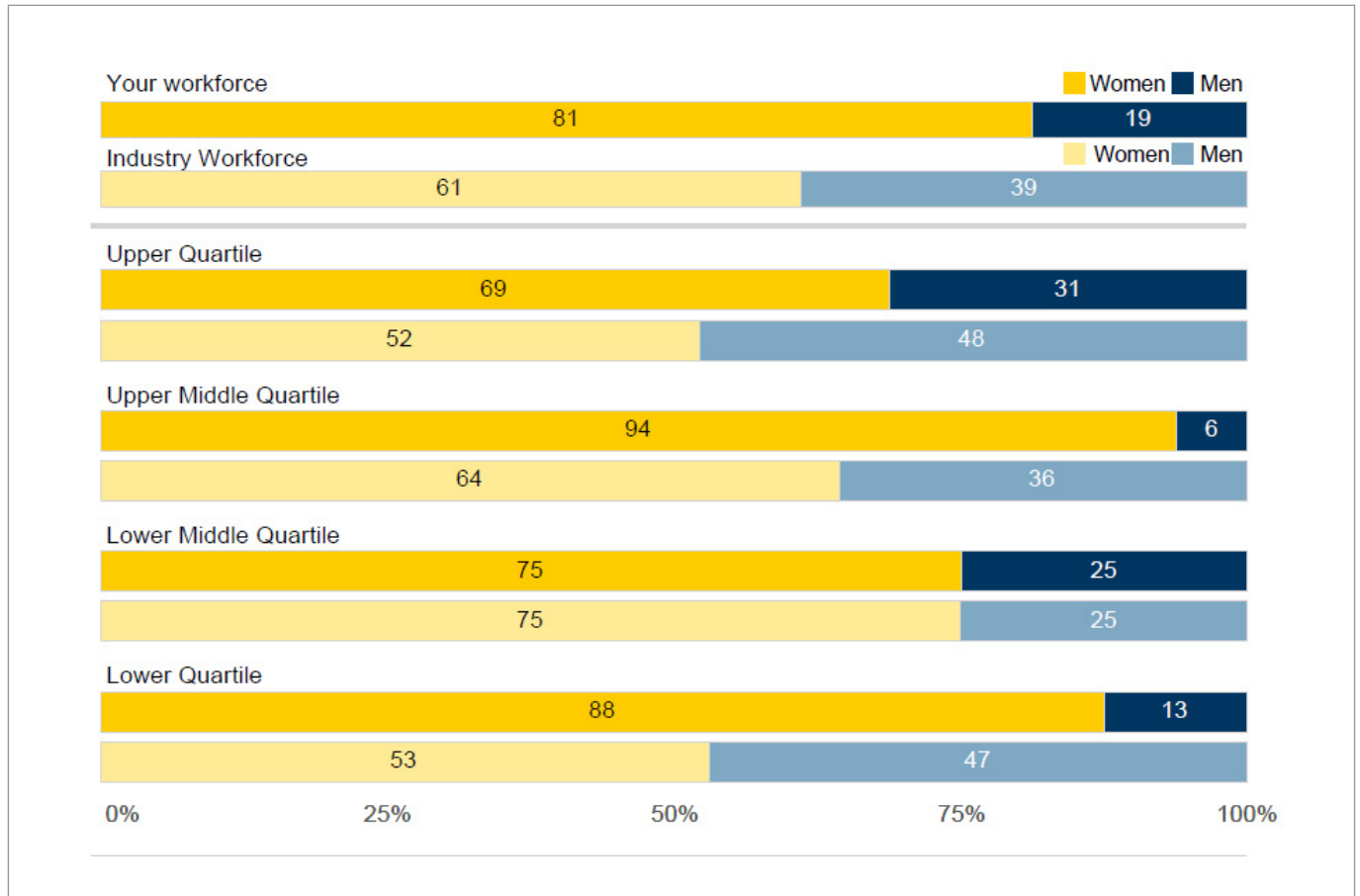


A positive percentage indicates that median pay for men is higher than the median pay for women.

At April 2023, NDS's median total remuneration pay gap was 0 per cent.

NDS has a zero or negligible gender pay gap, which is significantly better than the industry and national pay gaps and an improvement from 2021–22.

## Gender composition by pay quartile



NDS has a lower proportion of men employed overall than the industry benchmark.

The Aon Community, Advocacy and Social Services 2023 survey gender composition is also higher, with on average 74 per cent women, 21 per cent men and 5 per cent are non-binary.

NDS has particularly low proportions of men in the upper middle and lower quartiles.

This unequal distribution of male employees across the pay quartiles is a concern and will drive a gender pay gap.

## Further data for analysis

	Key Management Personnel (KMPs)		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
<b>2020-21</b>	83%	17%	89%	11%	76%	24%
<b>2021-22</b>	83%	17%	81%	19%	81%	19%
<b>2022-23</b>	67%	33%	76%	24%	84%	16%

Over the last three years, there has been an increase in the proportion of men in more senior roles and reduction of men in non-management roles. NDS is looking at ways to reverse this trend.

\*Key Management Personnel in line with Australian Accounting Standards Board AASB124, KMPs have the authority and responsibility for planning, directing and controlling the activities of an entity, directly or indirectly. This includes any director (executive or otherwise) of that entity. A defining feature of KMPs is their influence is at the entity level. KMPs are likely to direct the strategic function of their section and are often functional heads, such as head of operations or head of finance. They represent at least one of the major function of an organisation and participate in organisation-wide decisions.

	Female		Male	
	Number	Percent	Number	Percent
Appointments to manager roles (incl promotions)	14	70%	6	30%
Appointments to non-manager roles (incl promotions)	45	88%	6	12%

There was a higher proportion of men appointed to management compared to non-management roles in 2022–23. This will cause an unequal distribution of men in more senior roles and a gender pay gap.



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	<b>Full-time</b>	<b>Part-time</b>	<b>Casual</b>
Female	78%	93%	79%
Male	22%	7%	21%

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At April 2023, 63 per cent of NDS roles were permanent, 22 per cent were part time and 15 per cent were casual.

NDS prides itself on our flexible working practices and family-friendly policies that support a diverse workforce. These benefits are especially attractive to women and people with disability.

In our society, women still carry out more caring duties away from work, and this is reflected in the high rates of women in our part-time roles.

In the 2023 Employee Workplace survey, 28 per cent of staff said they had caring responsibilities. 15 per cent were caring for children, 14 per cent were caring for a person with disability, and 7 per cent were caring for elderly adults.



## Our actions

In December 2022, NDS launched new organisational values and included Embrace Diversity as one of the fundamental tenants of how we do things around here. To support our efforts to build a diverse and talented team, in 2023 NDS created an Inclusion and Diversity Working Group and released a new Inclusion and Diversity Policy. We have identified three key areas to focus our efforts on in 2024:

### Recruitment

- Balance gender and increase diversity on recruitment shortlists, especially for part-time and lower-paying positions.
- Review our recruitment practices to improve inclusivity.
- Develop an EVP that reflects NDS strategy, values and values proposition to attract diverse candidates.

### Development

- Set up a remuneration framework that is transparent and supports career paths and internal mobility.
- Develop an emerging leaders program that includes inclusive leadership modules and has strong participation of women.

### Building a diverse culture

- Update policies to ensure they support inclusion, diversity and equality.
- Track diversity metrics.
- Continue our work with the inclusion and diversity working group and set up DAP and RAP committees.
- Encourage men to take advantage of flexible working.