



SCOTCH
COLLEGE
ADELAIDE



GENDER PAY GAP EMPLOYER STATEMENT

March 2026 – for the 2025/26 reporting year



As a proud co-educational college, it is inherent in our DNA that we value gender equity and inclusion for all.

We remain deeply committed to advancing gender equality and recognize the gender pay gap as a key indicator of inclusion. By continuing to transparently share our data, we are tracking our progress and holding ourselves accountable for developing, implementing and evaluating actions that positively influence our gender pay gap position across the College.

Nested in our values of courage, inclusion, integrity, and optimism for the future, we are dedicated to continuous improvement across all gender equality indicators. Reflecting on the factors contributing to our pay gap is a crucial step that enables us to implement effective and sustainable actions.



The College is pleased to report continued improvement in our gender pay gap results for the 2024-25 reporting year. Our average total remuneration gender pay gap is 3.0% and our median gap is 0.8%, both well within WGEA's optimal range of -5% to +5%. These results represent a further reduction from last year (3.8% mean and 2.1% median) and position the College significantly ahead of the industry benchmark, where the average gap is 6.9% and the median is 7.4%.

It is worth noting that this figure is significantly lower than the 2025 national gender pay gap of 21.1% Our overall workforce remains predominantly female (63%), although we have seen a gradual increase in male representation over the past two years, rising from 29% in 2022-23 to 37% in 2024-25. This shift positions the College as slightly more gender diverse than the industry sector. Gender representation in management roles is balanced.

Pleasingly, we have seen a 21% improvement in pay parity in the lower pay quartile, with more females represented in the upper middle pay quartile this year compared to two years ago (improvement of 2%). Women account for 57% of employees in the upper pay quartile and although this is a positive indicator when coupled with balanced gender representation at the management level, it sits 7% below the industry benchmark.

Despite these gains, some structural challenges persist. The gender pay gap at the manager level is 9.9%, and the gap for our Key Management Personnel (Senior Leadership Team) remains elevated at 21.9%, well above the industry comparison group.

Occupational group analysis highlights further nuances. Greater female representation in our Technicians and Trades category has driven significant improvement in the gender pay gap for this group, bringing it in line with the industry benchmark. However, the gap for employees in Clerical and Administrative roles remains higher than the industry comparison. This is primarily due to the structural nature of these roles, which are almost entirely female dominated and have a high prevalence of part-time rather than full-time work. It is important to note that, with the exception of Key Management Personnel (Senior Leadership Team), all employees are covered by either the College's Enterprise Agreement or an Industry Award, meaning pay is determined by role and tenure rather than discretionary decisions. Our salary scales are transparent and established through a collaborative process with stakeholders.



OUR WORKFORCE COMPOSITION BY ROLE

	CEO / HOB / KMP*		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
2022-23	55%	45%	55%	45%	75%	25%
2023-24	50%	50%	52%	48%	66%	34%
2024-25	50%	50%	51%	49%	65%	35%

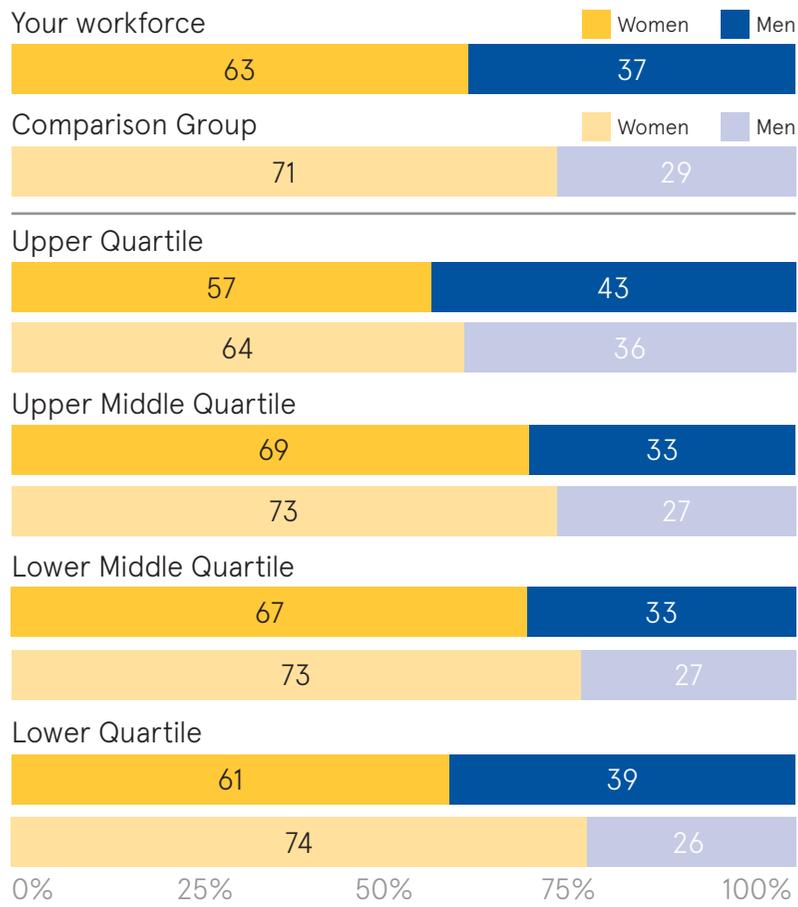
OUR WORKFORCE COMPOSITION BY EMPLOYMENT STATUS

	Female manager	Male manager	Female non-manager	Male non-manager
Full-time	80%	96%	29%	38%
Part-time	20%	4%	49%	22%

* CEO = Chief Executive Officer, HOB = Head of Business, KMP = Key Management Personnel



GENDER COMPOSITION BY PAY QUARTILE



GENDER PAY GAP BY OCCUPATIONAL GROUP, OVER TIME MANAGERS

Roles	2022-23	2023-24	2024-25	Industry Comparison Group GPG for 2024-25
All Managers	3.5%	10.5%	9.9%	6%
Key Management Personnel	17.6%	22.1%	21.9%	11.9%
Other Managers	0.5%	1.4%	3.6%	1.1%

NON-MANAGERS

Roles	2022-23	2023-24	2024-25	Industry Comparison Group GPG for 2024-25
Overall Non-Managers	4.0%	-2.4%	-2.8%	3.4%
Professionals	1.2%	0.9%	2.2%	1.7%
Technicians and Trades	9.2%	-21.4%	0.8%	4%
Community and Personal Service	-0.7%	-3.1%	-7%	1.6%
Clerical and Administrative		33.4%	33.9%	0.5%
Labourers	-4.9%	-4.3%	-6.9%	7.9%

Overall improvement in headline gaps: Both our mean and median total remuneration gaps have improved, sit well within WGEA's optimal range and substantially below industry mid points and the national gender pay gap. This result is driven from disciplined pay governance associated with the structured salary scales outlined in the College's Enterprise Agreement and industry awards. Strong representation of women in the workforce along with equal gender representation in management positions has driven incremental movement up the pay distribution, positively impacting the headline gender pay gap results.

Workforce composition and working patterns: Although male representation in the College's workforce has risen from 29% (2022-23) to 37% (2024-25), increasing gender diversity relative to the sector, the data shows an overrepresentation of women in part time roles. Retention oriented policies, including 20 weeks paid parental leave with superannuation and flexible work options, support wellbeing but also concentrate part-time work among women, which correlates with lower quartile pay placement. A predominantly female, part-time heavy workforce amplifies the skew in pay quartiles and can inflate gaps in specific subgroups, even when equal pay practices are in place. The College acknowledges that many women, especially those with young families, prefer to work part-time for the flexibility it affords. While not by design, a significant portion of these roles fall within the lower pay quartile. Since promoting flexible work arrangements is a key aspect of our retention and well-being strategy, this has contributed to the overrepresentation of women in part-time positions.

Pay distribution across quartiles: gender balance has improved in the lower pay quartile with a 21% shift towards parity and more women in the upper-middle quartile (+2% vs two years ago). With equal gender representation in management, an ongoing focus on inclusive recruitment, selection and promotion processes and inclusive work practices should support ongoing upper quartile presentation.

Leadership layers - Managers and Senior Leaders: Although pay for the majority of roles across the College is governed by structured salary scales outlined in the Enterprise Agreement or industry awards, Senior Leader salaries in particular fall outside this scope and can be influenced by discipline and market specific dynamics, which can drive dispersion at the top. Being a smaller cohort where role disciplines are not usually equivalent, minor differences in pay across this cohort can disproportionately influence the gender pay gap result. The College undertakes periodic, structured internal and external market benchmarking to ensure fair pay at the leadership level.

Occupational group differences: Our 2024-25 results shows a 20% improvement in the gender pay gap for Technicians and Trades, now comparable with industry and driven by greater female representation. As a smaller cohort of employees, sample size volatility has clearly created large swings in the gender pay gap year to year, with improved representation dampening this for 2024-25. A highly female dominated clerical and administrative workforce continues to show an elevated gender pay gap compared with the industry. Structural factors including part-time concentration, tenure profiles and progression pathways maintain a persistent pay gap differential, even under Enterprise Agreement/Award pay rules.

With the exception of senior leaders, employees are covered by the College's Enterprise Agreement or an industry award, and pay is determined by role/tenure with limited discretion. For the majority of staff (those in scope of the Enterprise Agreement), salary scales are co-designed through a structured and transparent negotiation process resulting in a rules-based pay architecture that reduces room for bias. Remaining gaps are driven less by 'like-for-like' pay inequity and more by representation, distribution across working patterns and market factors. The highest leverage lies in representation at senior levels and pathways that move women into high paid job families and pay quartiles, whilst also respecting the inherent value many women find in flexible part-time work options.



OBJECTIVES FOR 2026 AND BEYOND

- A** Continuing to develop our understanding of the Gender Equality Indicators to inform the design of relevant policy and practices.
- B** Critically examining our processes for delivering pay equity, ensuring men and women receive equal compensation for the same or comparable work.
- C** Continuing to be curious about and explore our gender equality and pay gap data, to inform meaningful insights and targeted areas for action planning.
- D** Continuing to educate our workforce on inclusive behaviours, including training on unconscious bias, inclusive leadership and safe and respectful behaviours.



We remain dedicated to gender equality as a cornerstone of our culture and values.

Building on the foundations laid in previous years, we have strengthened our commitment to transparency and accountability by sharing our gender pay gap results and the actions we are taking to drive gender equality and pay equity across the College.

This year's results show further progress, with both our median and average gender pay gaps improving and remaining well within WGEA's optimal range. These outcomes reflect the impact of deliberate focus – in structured recruitment and promotion processes, pay equity reviews and leadership development initiatives that aim to remove barriers and create equitable opportunities across all levels of the College.

We recognise that achieving gender equality is an ongoing journey. While we celebrate improvements, we remain curious around persistent challenges, including pay disparity in senior leadership and the structural factors influencing pay distribution. By fostering an inclusive environment, challenging stereotypes and embedding equity into our policy and practice, we strive to ensure every role at Scotch is free from bias and that all employees have the opportunity to thrive.

