

2025 UniSQ Gender Pay Gap



University of
Southern
Queensland



“UniSQ has a long-held commitment to understanding and addressing imbalance and inequality to create a safe, fair and innovative place to work and learn. This commitment is strongly aligned to WGEA’s agenda to accelerate progress towards gender equality, noting the positive link between gender equality in the workplace and the reduction of gender-based violence in society.

Now more than ever, the Executive Team and I are focused on strong, visible leadership that sets clear expectations and fosters a culture of respect and accountability.

We have deepened our efforts to build awareness, confidence, and responsibility across our workforce, ensuring that gender equity and positive duty remain core priorities. This work sits alongside our expanding commitment to prevent gender-based violence, racism, and ensure a child safe environment—key pillars in safeguarding the wellbeing of our community.”

Professor Glen Coleman

Acting Vice-Chancellor, University of Southern Queensland

At a glance

As UniSQ rapidly reshapes its workforce to prepare for the future, we have continued our long-term commitment to equality, safety, and inclusiveness. This is reflected in the University’s WGEA results for this reporting period.

The table below shows UniSQ’s overall median and average gender pay gap as at 30 March 2025.

Pay Gaps	UniSQ 2022 - 2023	UniSQ 2023-2024	UniSQ 2024-2025	Higher Education Industry 2024-2025
Average total remuneration gap	12.8%	11.7%	11.0%	11.0%
Median total remuneration gap	12.8%	8.4%	9.0%	8.5%
Average base salary gap	12.3%	10.8%	9.4%	10.3%
Median base salary gap	7.0%	10.1%	5.7%	7.1%

Two primary factors determine the gender pay gap calculation:

1. The proportion of women to men at each level within the organisation.
2. The salary paid to women compared to men within each level.

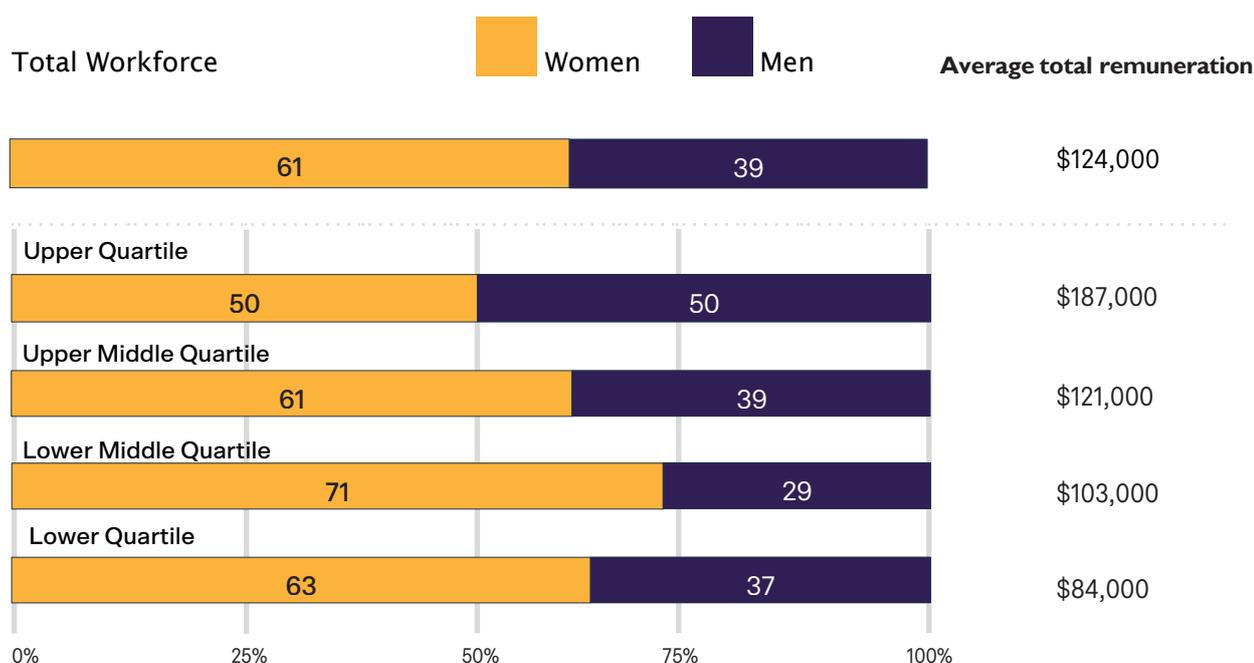
UniSQ’s pay gaps for 2024-2025 show another year of positive improvement, with a narrowing of the gap compared with previous years in all but one category, the median total remuneration, which has increased marginally by 0.6%. The University is now on par with, and in some instances performing better than, the higher education industry average gender pay gaps.

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Gender composition and average remuneration per pay quartile



Note: Part-time/casuals/ part-year employees are annualised to full-time equivalent for average total remuneration and does not include voluntary salary data submitted for Overseas Managers and casual managers. The average total remuneration is rounded to the nearest \$1,000.

UniSQ's proportion of women in the workforce overall is 61%, compared to the sector average of 64%. However, women are disproportionately represented in the lower and lower-middle quartiles, making up 63-71%. This is a key contributor to UniSQ's overall gender pay gap. UniSQ is showing a minor (2%) general improvement in the balance of men and women across 3 of the 4 percentiles. UniSQ's lower quartile is in a stronger position with 63% female representation compared to the sector where 72% of employees are female.

UniSQ's representation of women in all managerial categories sits at 47%. Over time, UniSQ's female representation in the most senior managerial roles has increased from 14% in the 2021-2022 report to 29% in the 2024-2025 report. While this improvement is commendable, 29% remains below the sector average of 44%.

The pay gap for managerial roles at UniSQ is 8.8% overall, which is below the industry average of 11.7%. UniSQ's pay gap for non-managerial roles is 8.9%, continuing the downwards trend from 10.6% and 9.7% in the past two years respectively, and is now just slightly higher than the sector average of 8%.



Gender Equity Strategies and Trends Over Time

In 2009, only 14% of senior positions and 29% of positions above Level C and Level 10 at UniSQ were held by women, well below the sector averages of 35.5% and 34.6% respectively. This provided the opportunity for a wide-ranging investigation into systemic and cultural barriers for women's career progression at UniSQ which resulted in an ongoing program of women's career advancement programs, and policy and procedures to provide support for gender equity. These initiatives have delivered positive returns over time, and Table 4 shows the shift in key areas over time.

Table 4. UniSQ senior women representation (2017 to 2025)

Year	% of women on senior contracts	% of women at Level D and E	% of women at Level 9 and 10
2017	32.3%	30.6%	53.8%
2025	43.9%	36.8%	60.5%

Building on Our Strengths

At UniSQ we are working to maintain the ground we have gained. Some of the strengths we have built over time have been:

- Gender representation on the University Council (board) is 64%, above the sector average of 46%.
- Gender balance in the upper and upper middle quartile.
- Managerial gender pay gap reviews.
- Increased work flexibility in the Enterprise Agreement, enabling all employees to work more flexibly.
- Successful Senior Women Academic Development Programs and Early Career Academic Development Programs.
- Senior Professional Women's Development Program.
- Women in STEMM projects – On-boarding, Recruitment, Early career research financial support, parental leave support, and specific support for grant writing, contract management and other specialised areas.
- Parental leave entitlements at 26 weeks, including paid superannuation during unpaid leave, with this available to the primary carer, regardless of gender.
- Measures to assist academic parents to remain research active and maintain continuous service.
- Domestic and Family Violence leave and support.
- A range of diversity and inclusion training initiatives.
- Organisation-wide surveys enabling increased data analysis to understand workforce patterns and experiences by different diversity groups.
- Improved reporting, accountability and transparency for issues of sexual harassment and sexual discrimination.



Addressing the Gap

The 2025–2026 priorities are shaped by significant internal and external drivers. UniSQ is progressing an organisational transformation through the Shaping our Future program to ensure long-term sustainability and a more focused alignment to the needs of our communities.

Internally, UniSQ will look markedly different as we transition to new organisational structures and roles. The recent early retirement and voluntary redundancy program resulted in a high departure of senior female academic staff, many of whom chose to pursue opportunities outside the University. In addition, changes to the composition of the Vice-Chancellor’s Executive—including the incoming appointment of a male Vice-Chancellor—have further shifted our organisational profile. These changes will be reflected in the 2025–2026 WGEA reporting cycle, however some of our preliminary data suggests we have maintained, if not improved, our overall representation of women in senior positions at the University.

Externally, strengthened government expectations in relation to the positive duty to prevent sexual harassment, expanded workplace health and safety and psychosocial risk obligations, and the prevention of gender-based violence, require universities to uplift their systems, culture, and accountability. In response, UniSQ will continue to invest in creating a safe and inclusive workplace—one that attracts, retains, and supports women at all stages of their careers.

UniSQ will integrate its WGEA targets and obligations with its positive duty, workplace health and safety, and gender-based violence prevention commitments. As our attention turns to these critical priority areas, we remain focused on protecting and building upon the hard-won gains achieved over the past 15 years, particularly in career progression and development initiatives for women.

The following actions are being implemented to directly address the findings and key drivers of UniSQ’s gender pay gap.

Gender Equity Priorities and Actions

1. Ongoing consultation and data analysis
2. Professional development and awareness campaigns for preventing and addressing gender-based violence
3. Women’s leadership and development programs and initiatives to support career mobility and advancement
4. Attraction and recruitment programs to increase female representation in key cohorts
5. Initiatives to create a safe, inclusive and respectful environment
6. Academic development to build the internal pipeline of women in more senior roles
7. Ongoing remuneration reviews for managerial roles and areas of disparity