

WGEA Gender Pay Gap 2025 Employer Statement

3 March 2026

The George Institute for Global Health is a not-for-profit medical research organisation with a mission to improve the health of millions of people worldwide. Our workforce in Australia comprises almost 400 employees working in medical research, project management and professional service occupations. Our strategic areas of focus on equity, impact and resilience are key drivers of our success.

As a priority for our research, we are providing critical evidence to improve women's health and eliminate sex and gender bias in medicine through our research and advocacy that lead to improved treatments, more equitable healthcare systems and fairer policies in Australia and around the world.

Our organisation's values state our commitment to justice and inclusion, which are at the heart of our workplace policies, our research work and our culture.

We strive to achieve pay equity for our team no matter where they are based and regardless of their biological sex or gender identity.

We know that team members sharing and contributing their diverse views and perspectives enables innovation and collaboration, reflects our approach to our research work in communities all over the world, and increases our positive impact on some of the world's biggest health issues.

We are committed to eliminating our gender pay gap with a structured, accountable program of measures across all our offices and welcome this opportunity to provide an update on our progress in Australia.

Our gender pay gap

The gender pay gap is the difference in earnings between men and women in the workplace, expressed as a percentage over men's earnings. It can be measured based on men and women's average or median earnings. The gender pay gap is different from equal pay, whereby men and women are paid the same amount for the same, or comparable roles.

As a result of ongoing efforts, our overall median and average base salary gender pay gaps as of March 2024 were reduced by 6% and 6.6%, to 5.7% and 15.8% respectively by March 2025.

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Table 1. Gender pay gap comparison from WGEA submission dates 2024 and 2025

TGI Career level	WGEA Submission March 2024 Median Base Salary Gender Pay Gap	WGEA Submission March 2024 Average Base Salary Gender Pay Gap	WGEA Submission March 2025 Median Base Salary Gender Pay Gap	WGEA Submission March 2025 Average Base Salary Gender Pay Gap
Career Step 1	0.0%	-1.9%	-3.4%	-2.3%
Career Step 2	4.2%	2.9%	14.2%	7.1%
Career Step 3	0.4%	1.7%	3.8%	6.3%
Career Step 4	0.2%	-0.6%	-0.2%	-0.2%
Career Step 5	10.8%	4.0%	-10.6%	-0.3%
Career Step 6 -7 ²	23.4%	26.8%	16.4%	20.2%
Overall	11.70%	22.00%	5.7%	15.8%

In 2025, we took action to create better gender balance in the composition of our team members at early career levels as well as in our leadership through ensuring diversity of competent candidates at the longlist stage.

We embedded our new Respect at Work framework to strengthen capabilities in inclusive leadership, as well as putting in place additional pathways for reporting issues. We also commenced a review of our workplace culture covering workload, wellbeing, justice, equity and dignity. These themes will help us understand workload pressures, what's helping people thrive, what practical change looks like and deepen our understanding of respect, inclusion, power dynamics and psychological safety.

Understanding our gender pay gap

Workforce composition

Our Australian workforce is made up of approximately 75% women and 25% men.^{1,2} Our workforce consists of employees who work in academia (research), clinical trials operations (project) and professional roles (e.g. philanthropy, communications, legal and human resources). We refer to these groups as research, project, and professional job families. Progression within the organisation is structured according to career steps, starting from Foundation (career step 1) through to Executive (career step 7).

¹ Note our workforce also includes non-binary team members, whom WGEA has excluded for now, as it works to establish a baseline.

² Career step 6 and 7 data has been aggregated to protect the confidentiality of individual pay information.

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There has been improvement since 2024 in the representation of men at early career steps, but the primary reasons for our gender pay gap remain an under-representation of men (24%) at career steps 2 and 3 within our professional and projects job families; and under-representation of women (41%) primarily in scientific leadership roles at more senior career steps (6 and 7).

At our senior career steps 6 and 7, whilst we slightly increased the representation of women in research roles (to 31%), we still have an over-representation of men in research (69% at December 2025). Although as of April 2026 this figure will improve with the appointment of our new Executive Director, Australia, Sophia Zoungas. The over-representation is reflective of the medical research sector, where historically men have dominated senior leadership positions. According to a 2024 Association of Australian Medical Research Institutes report, 62.9% of senior academics in the sector were men and 37.1% were women.

Our pay approach

Our pay approach is anchored in the principle of 'fair pay for all'. We use pay benchmarking to determine the relevant salary range in the employment market for each role, and place an individual's pay within this range, based on their skills, knowledge, and experience - this supports pay progression over time.

For each of our job families, the benchmarks are based on the industry sectors from which we employ people. That means for our research job family we use pay benchmarks from the university sector, for project and clinical operations roles, we use universities, clinical trial organisations and the public sector, and for our professional roles we use the general market. To the extent that the broader external market reflects gender pay variances in industries with a predominance of either women or men, this external market data could then potentially contribute to a gender pay gap for TGI.

Our progress, aims, and actions

Over the next four years, we are committed to closing our gender pay gap, and to strengthening our practices and culture so that we have greater gender balance across all career levels and roles.

We are now focused on four key strategies to reduce our gender pay gap:

- 1. Accelerate career progression of women and appointment of women into senior leadership roles**
- 2. Increase representation of men in project and professional roles at early and mid-career levels**
- 3. Attract and retain gender diversity across all roles within the professional job family**
- 4. Ensure workplace policies attract and retain women at all life and career stages**

Part of our 2030 people strategy is to develop and implement initiatives to improve diversity in our leadership group and to accelerate the advancement of women into leadership roles.

Since March 2024, senior academic and professional appointments and promotions have resulted in more women in leadership roles (career steps 6 and 7) from 36% in March 2024 to 42% in December 2025.

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We launched our new leadership and learning strategy in 2025, which included our new CEO Circle, leadership labs and a leadership essentials program. These programs support emerging and more experienced leaders and 80% of participants were women. We also continued our participation in Franklin Women's Mentoring Program that has supported women to progress their career in the STEMM sector. Two women mentees, and mentors from our organisation took part in the program. Through individual mentorship and coaching, the program provides clarity on the diversity of career pathways in the sector and support for individual leadership development.

2. Increase representation of men in project and professional roles at early and mid-career levels

Currently men are under-represented at early and mid-career levels within the organisation, most starkly in project roles. There was a redesign of the recruitment process to ensure more men at early career steps are longlisted in the process. This has resulted in an 18% increase in the representation of men since the change was made in 2024 to 23%.

3. Attract and retain gender diversity across all roles within the professional job family

We know that diverse teams are better able to drive innovation and deliver better outcomes. While acknowledging that we still need to improve our gender balance for teams that are dominated by either women or men (for example, IT and Project Operations), there have been improvements in the gender diversity of our professional roles.

As of December 2025, HR increased its male representation by 21.1%, to 41.1% men and Communications have increased male representation by 15.7% to 33% men.

4. Ensure our workplace policies attract and retain women at all life and career stages

We recognise that providing a workplace that supports women at all stages of their life and career is more likely to be an attractive choice for potential employees. Beyond supporting career progression, we are focusing on practices and policies that continue to support our ability to attract and retain women. In 2025, we:

- strengthened our emphasis on providing a safe and inclusive culture through embedding our Respect at Work framework. The inclusivity training for team members and people leaders, as well as multiple reporting pathways reduces attrition risks and strengthens leadership capabilities, and
- launched our global culture review, focusing on workload and wellbeing, justice, equity and dignity. This review and the actions we subsequently take will enable us to ensure we have an equitable, inclusive and sustainable culture – one where the care we extend to communities worldwide is matched by the care we extend to one another.

Disclosure

The information in this statement was prepared in March 2026, is accurate at the time of publishing and is approved by Sarah Bench, Chief People Officer, The George Institute for Global Health.