



Gender Pay Gap Statement

2024 - 2025

genü

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Our commitment to reconciliation

In the spirit of reconciliation, genU acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders, past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We are proud to continue our reconciliation journey, as guided by the genU Innovate Reconciliation Action Plan.

Image: Innovative Reconciliation Plan feature artwork by Chris Delamont, Wiradjuri/Nari Nari, Riverina, Balnuruwanha 'Take Flight', 2022.

Who we are

For more than 70 years, genU has been an intrinsic part of our local communities.

From humble beginnings in Geelong, regional Victoria, and bringing together a number of organisations throughout our 70-plus-year history, genU has evolved to become a national community services provider.

genU helps people of all ages and abilities to find jobs, homes, training, support and assistance to lead a fulfilling life, based on their individual circumstances and needs.

Our clients benefit from a wide range of services that embrace their uniqueness and support them to be their genuine selves.

Today, genU provides support and services to more than 48,900 people a year through our core disability, ageing, training and employment services.

We have a diverse and dynamic workforce across Australia who embrace and drive our purpose. They inspire, advocate, encourage and empower genU's dedication to enriching lives through connections, supports and opportunities.

With this breadth and depth of experience, and reputation for quality, comes a responsibility to keep innovating and investing in the people and communities we serve.

That's why genU continues to seek opportunities to extend our reach and improve our services to enrich the lives of more Australians, and to grow our positive impact through everything we do.

As a profit-for-purpose organisation, we're committed to reinvesting our surpluses into services that build genuinely inclusive communities.

Our vision

Genuinely inclusive communities.

Our purpose

Enriching lives through connections, supports and opportunities.

Our values



Welcoming



Innovative



Safe



Empowered



Respectful

What we do



Using a client-centric approach, genU provides a range of supports, services, programs and opportunities that individuals can access and move between, depending on their changing needs and goals.

Our clients include people with disability, older Australians, students and job seekers.

We encourage people to make the most of the opportunities available – to gain new connections, skills, meaningful employment, try a new activity, contribute to their community, remain independent in their home or enjoy a shared experience.

By empowering others and building genuinely inclusive communities, genU enriches the lives of people across Australia.

Disability

- Accommodation and Disability Housing
- Allied Health
- Behaviour support
- Business inclusion corporate partnerships
- Community centres
- Individual Support Services
- Lifestyle and participation programs - art classes, cooking, outdoor programs
- Outreach services
- Psychosocial Recovery Coaching
- School Leaver Employment Services (Pathways)
- Social enterprises - including Business Solutions, Cleaning, Commercial Laundry, Indoor Plant Rental, Food Services, Grounds Maintenance (Property Care) and Community Nurseries, and Timber Manufacturing
- Supported Employment
- Support for carers
- Youth services
- Volunteer services



Ageing

- Allied Health
- Commonwealth Home Support Program
- Home Care Packages (now Support at Home)
- In home support
- Outreach services
- Retirement living
- Support for carers
- Volunteer services



Training

- Accredited and non-accredited short courses designed for upskilling
- Corporate training programs
- Digital and microcredential study modules
- Inclusive education workshops
- Training U for Work courses designed for jobseekers
- Nationally accredited qualifications

Employment

- Individual placement and support
- JobAccess
- Disability Employment Services (now Inclusive Employment Australia)
- Workforce Australia employment services
- Workforce Australia health and wellbeing services



Message from the CEO

At genU, we are committed to delivering a rewarding and meaningful employee experience. An essential part of this is ensuring every employee is treated with respect and equality across all aspects of their employment.

We are mindful of the importance of upholding a workplace culture where reward, recognition and opportunity reflect the value of each employee's contribution, irrespective of their gender.

Our commitment continues to translate into meaningful progress.

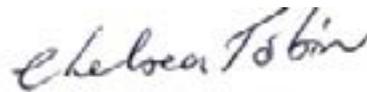
Our 2024-25 Gender Pay Gap Statement reveals an organisation-wide average total remuneration gender pay gap of -7.8% in favour of women employees. This shift from -6.9% in 2023-24 underpins the continued need for us to work towards delivering balanced remuneration across employees of all genders.

When examining our gender pay gaps by occupational group, we are particularly proud of our progress at a managerial level. Over the past 12 months, through a deliberate and sustained focus on achieving pay equity for managers of all genders, we have shifted the gender pay gap from 6.3% in 2023-24 to -0.8% in 2024-25. This shift reflects the tangible impact of our targeted efforts to achieving equitable pay outcomes for managers at genU.

We have also achieved compliance with *Workplace Gender Equality Act 2012* reporting requirements for 2024-25, as confirmed by the Workplace Gender Equality Agency (WGEA). Our compliance is more than a legislative milestone – it reinforces our commitment to a workplace culture where equality and fairness is embedded into every employee's experience.

We remain steadfast in our stance: gender will never be accepted as a basis for inequities in remuneration or professional opportunity at genU.

Our priority is a workplace where fairness is felt, equality is lived, and everyone has the opportunity to thrive.



Dr Chelsea Tobin
Chief Executive Officer



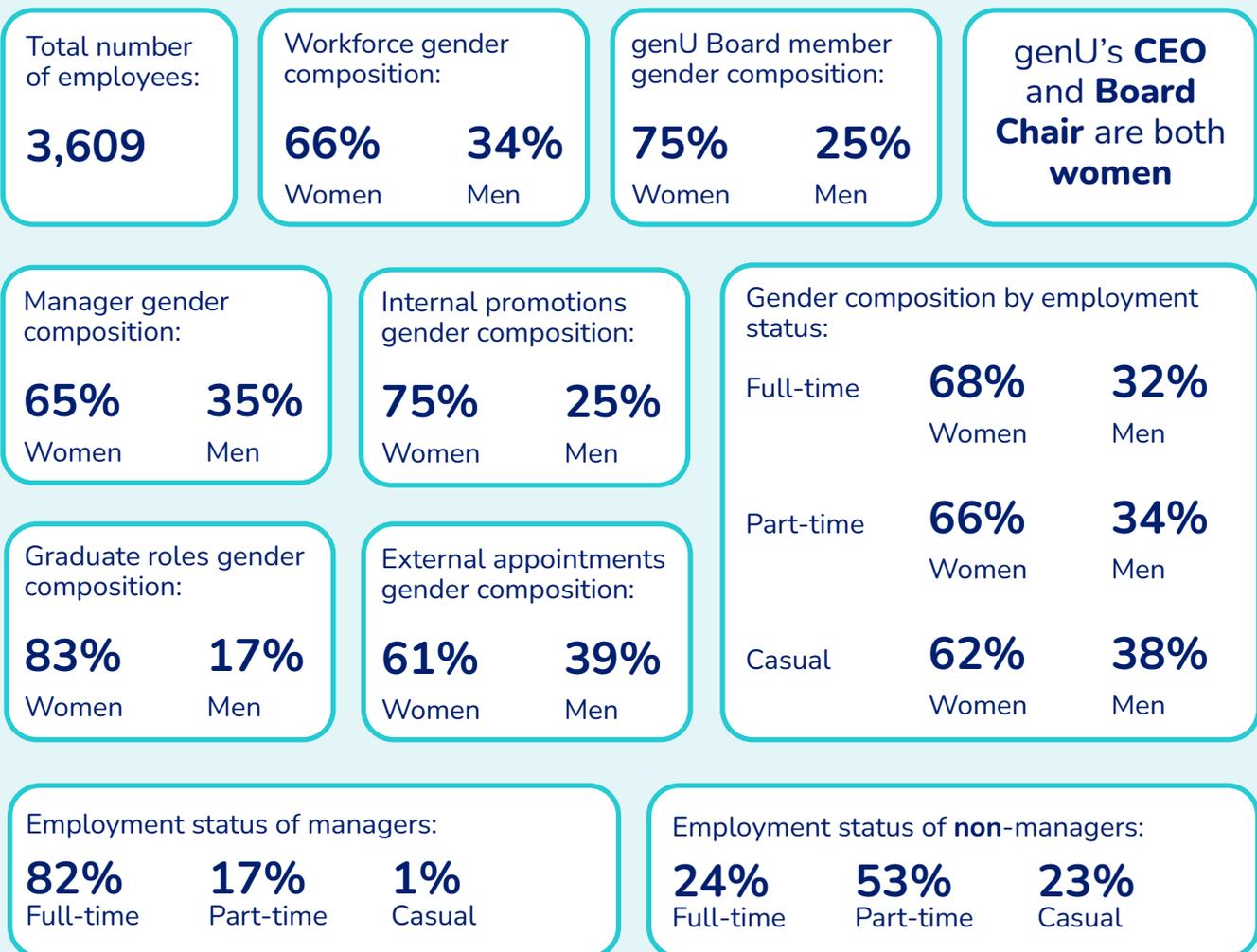
The genU Gender Pay Gap Statement 2024-25 was endorsed by the People and Culture Subcommittee of the genU Board on 11 February 2026.

Our workforce gender profile

The diversity of our people is one of our greatest strengths at genU – the unique and varied voices, insights and experiences of our employees. Gender influences not only who we are, but also our perspectives, ideas and the ways in which we contribute. These differences enrich our workplace culture, strengthen our decision-making, challenge stereotypical norms and biases, and drive both innovation and inclusion, ultimately enhancing the quality of the supports and services we deliver.

By embracing and understanding our gender profile, we nurture a workplace culture where all people feel represented, valued and empowered.

IN THIS REPORTING PERIOD:



While the data collected by WGEA under the Workforce Gender Equality Act 2012 is reported in terms of women and men, genU acknowledges that gender is not binary and can be experienced in diverse ways for some people. genU stands together with, and in support of, all members of the LGBTQIA+ community.

Our progress on gender equality and pay parity

Over the 12 months, following the publication of the genU Gender Pay Gap Statement 2023-24, we have continued to advance gender equality, maintain workplace fairness and enhance pay parity. We have:

- Internally published a Total Reward Framework, providing employees on Common Law contracts visibility and transparency over the full range of remuneration, rewards and entitlements available.
- Introduced uncapped paid Family Violence Leave for employees experiencing family violence, exceeding genU's obligations under the National Employment Standards in relation to family violence leave entitlements.
- Raised organisational awareness of the impacts of family violence during Domestic and Family Violence Prevention Month 2025 and 16 Days of Activism against Gender-based Violence 2025, reinforcing our commitment to prevention and support.
- Celebrated International Women's Day 2025 with a panel of genU women employees discussing 'The invisible load: recognising the strength behind caring', providing invaluable insights into the experiences of women in unpaid caring roles and the ways they balance personal and professional responsibilities.
- Introduced a new Diversity, Equity and Inclusion Governance Framework, including a committee to set organisational priorities around enhancing inclusion and equality across the genU workforce and community.
- Continued to invest in the leadership development of employees identifying as women with:
 - 72% of participants in the 2025 Elevate Series, a leadership program designed to strengthen the leadership capability of emerging frontline leaders, identifying as women.
 - 80% of participants in the 2025 Mentoring Program identifying as women and 46% of those women being in a mentoring role.

We are seeing the benefits of the introduction of the Total Reward Framework with over 400 employees on Common Law Contracts gaining improved transparency, fairness and confidence in their reward and remuneration.

Providing uncapped family violence leave

During Domestic and Family Violence Prevention Month in May 2025, genU hosted several activities aimed at raising awareness and preventing family violence. The theme, 'Take positive action today to build a safer community', served as a powerful reminder that we all have a role in creating communities where everyone feels safe, respected and valued.

genU has also gone beyond its obligations under the National Employment Standards by offering more family violence leave to employees. The commitment to provide uncapped paid leave for those experiencing family violence, as outlined in the Leave Policy, acknowledges the stress and complexity of such situations and the significant disruption they can cause in people's lives.

This approach not only offers better support to employees who need it, but also advocates for systemic change in employment standards.

Our commitment to gender equality

Our vision is for genuinely inclusive communities, and we are committed to fulfilling this vision for the people who engage our services and for our own workforce. We believe equality, including gender equality, is essential for every community striving for genuine inclusion.

In support of this commitment, we are shaping a workplace culture where equality, safety and respect are embedded in how we work every day. Our aim is for every one of our employees to feel valued and respected, and to have an opportunity to thrive – to feel and believe they are our organisation’s greatest asset.

Our approach to gender equality continues to focus on reducing, and where practicable, eliminating gender-based barriers in the workplace.

We remain committed to a gender-equal workplace that values and leverages the diverse voices, insights, and experiences of all employees.

In adopting this approach, we aim to address and remove gender biases and systemic barriers, enabling all employees to thrive throughout their employee journey with genU.

genU maintains a comprehensive range of resources and platforms that support its commitment to gender equality and gender inclusive practices.

This range includes:

- genU Code of Conduct
- genU Code of Conduct eLearning
- genU Strategy 2030
- Diversity, Equity and Inclusion Strategy
- Total Reward Framework
- Acceptable Behaviours Policy
- Flexible Work Arrangements Policy
- Leave Policy
- Recruitment and Selection Policy
- Addressing Family Violence eLearning
- Respect@genU: Sexual and gender-based harassment eLearning
- Respect@Work eLearning
- People and Culture Committee, a sub-committee of the genU Board
- Diversity, Equity and Inclusion Governance Framework.

Our gender pay gap analysis

An analysis of our gender pay gap data for the period from 1 April 2024 to 31 March 2025 presents an organisation-wide total remuneration gap of -7.8%, a shift from -6.9% observed in 2023-24. This indicates that women employed at genU were paid more on average than men during the 2024-25 period.

We continue to consider that this inequity is influenced by the highly feminised composition of the disability and aged services workforce, as well as the likelihood that women entering operational roles at genU bring higher levels of prior experience. This may result in women commencing at higher points on relevant pay scales and/or progressing through pay grades at a quicker rate.

An examination of the 2024-25 pay data by occupational group reveals a considerable shift in the gender pay gap across our management level, changing from 6.3% in 2023-24 to -0.8% in 2024-25.

This shift highlights that, on average, women in management are being remunerated slightly more than men in equivalent roles.

The reported Gender Pay Gap in favour of men at Senior Manager level has been investigated and is explained by historical job titles and reporting lines which have seen a small number of female employees at lower levels of management compared against the senior manager cohort. This will be amended in the next reporting cycle. Our aim is for closer pay parity for all genders.

The shift in our management gender pay gap from 6.3% to -0.8% is largely driven by the introduction of our new Total Reward Framework. Under this Framework, remuneration is tied to the scope, complexity and accountability of each role, remuneration bands are internally published and any exceptions to the framework require Executive Leadership Team approval. This framework ensures remuneration decisions are fair, consistent and transparent, and it eliminates gender as a factor in determining remuneration.

Gender Pay Gap	2023-24	2024-25
Average total remuneration	-6.9%	-7.8%
Median total remuneration	-1.3%	0.0%
Average base salary	-7.4%	-7.4%
Median base salary	-1.5%	-0.0%

Table 1: Gender Pay Gap data: 2023-24 versus 2024-25

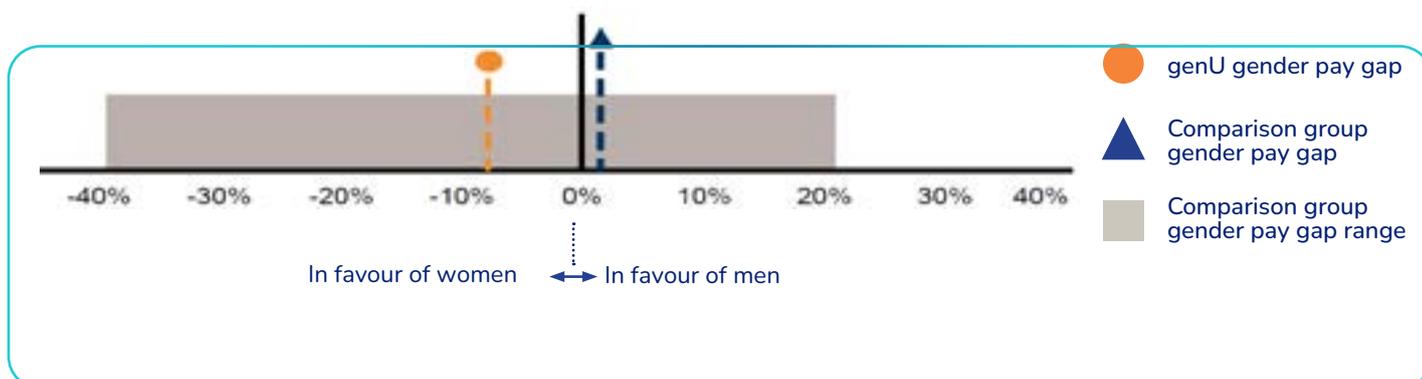


Diagram 1: genU gender pay gap positioning against its Comparison Group

The Comparison Group is set by WGEA and is generated by a combination of the Australian and New Zealand Standard Industrial Classification (ANZSIC) industry class and similar sized employers. ANZSIC is the national framework for classifying industries according to the primary activities of the employer.

Addressing our gender pay gap

Our ambition is to have our total average remuneration gender pay gap within a 5% to -5% threshold. While we recognise this is a highly ambitious target – currently met by only approximately 15% of Australian employers – we remain committed to achieving it, as we see it as representing genuine pay equality while allowing for natural variation in individual responsibilities, experience and performance.

Our 2024-25 gender pay gap data places us in a firm position to pursue the forementioned threshold; however, we are mindful that significant organisational changes may influence our performance in future years – most notably the merger between genU and Activ Foundation, which will be captured in the next reporting period.

To progress toward our ideal total average remuneration threshold and strengthen equity in reward, remuneration and opportunity for all employees, we will implement the following targeted strategies and initiatives over the next three years:

- Explore opportunities to enhance skill development for men and gender-diverse employees, supporting a more balanced distribution of expertise across the disability and community services sector workforce, which is highly feminised.
- Conduct a comprehensive organisation-wide gender pay gap analysis to identify any underlying drivers of inequity, highlight opportunities for improvement, and inform evidence-based actions to inform pay equality.
- Increase the proportion of managers working part-time by three percent.
- Consult annually on gender equality in the workplace via the genU Diversity, Equity and Inclusion Committee, the Employee Experience Survey and exit interviews.

Sharing experiences to support others

To celebrate International Women's Day (IWD) 2025, genU was proud to honour the invaluable contributions and strength of carers—many of whom are women—who balance careers, family and personal wellbeing while providing essential, albeit unpaid, care for loved ones.

Four genU employees shared their experiences, challenges, and triumphs in juggling caregiving with their professional and personal lives.

They covered many topics, including how lived experience can have a positive influence on the type of work chosen, strengths people discovered during their journey of caring for loved ones, and maintaining physical, emotional and spiritual health with a balanced lifestyle.

The panel concluded with a session to discuss the importance of self-care and strategies to ensure carers can care for their own wellbeing.



*IWD 2025 pannelists
Titania Mayer and Isabella Tassi*

Strengthening our focus on gender equality

To advance our commitment to gender equality, we will pursue a program of continuous improvement, underpinned by a series of initiatives, including but not limited to:

- Publication of the genU Gender Equality Strategy 2026-2029
- Development and launch of a new genU Diversity, Equity and Inclusion Strategy
- Ongoing Annual Remuneration Reviews
- Sustained recognition of observance days and occasions that promote women's equality, such as International Women's Day, Domestic and Family Violence Prevention Month and 16 Days of Activism against Gender-based Violence
- Continued commitment to workplace flexibility and inclusive scheduling of meetings and compulsory work activities to ensure all employees can participate equitably and balance professional and personal responsibilities.

Governance and progress tracking

We will actively track progress on the actions outlined in this statement and provide annual updates to our Executive Leadership Team, People and Culture Committee and Board of Directors.

We will also assess the diversity profile and gender composition of our workforce on an annual basis, analyse emerging trends, and highlight opportunities to further strengthen our gender equality and inclusive practices.

Conclusion

We are proud to report genU's gender pay gaps for 2024-25, particularly the significant shift in the gender pay gap across our management level from 6.3% in 2023-24 to -0.8% for the period covered by this statement.

This achievement reflects our ongoing commitment to gender equality and our work to ensure fair and tangible reward, recognition and opportunity across our organisation.

We will continue to examine and evolve our practices to uphold a fair and balanced approach to reward and recognition.

References

The following resource was accessed in the development of this Gender Pay Gap Statement: www.wgea.gov.au/Data-Explorer (search Karingal St Laurence Limited)

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Thank you for reading this genU Gender Pay Gap Statement 2024-25.

If you have any questions about the information contained in this statement, please contact:
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