



Gender Equity Action Plan Refresh

2026-2027

The changing landscape – the need for additional targets

Since the launch of AMSA's Gender Equity Action Plan (GEAP) in 2022, the gender equality landscape has continued to evolve. As most of the actions set out in the GEAP have been achieved, our attention is sharply focused on shifting AMSA's stubborn gender pay gap, which, as at 2023-2024 (the most recent public reporting available), is one of the highest in the Commonwealth public sector. At 30.4%¹, it is significantly larger than the public sector average of 6.4% (WGEA, 2024).

The *Workplace Gender Equality Act 2012* mandates that public sector employers with more than 100 employees publicly report their gender pay gap annually. From 2026, public sector agencies that employ more than 500 people must also produce a plan to reduce the gender pay gap in their agency. The Workplace Gender Equality Agency provides a list of targets for agencies to choose from (WGEA, 2025).

AMSA's GEAP is in place until the end of 2027, and most targets have been achieved. However, the GEAP did not include any direct actions to reduce AMSA's gender pay gap. The refreshed GEAP includes new targets, as well as stretch targets that aim to reduce our gender pay gap. Targets chosen from the menu provided by WGEA are marked with an asterisk (*).

What is the gender pay gap?

The Workplace Gender Equality Agency defines the gender pay gap as a measure of how we value the contribution of men and women in the workforce. Expressed as a percentage or a dollar figure, it shows the difference between the earnings of women and men. The gender pay gap impacts women's economic security over the course of their career.

The gender pay gap is influenced by several factors, including:

- conscious and unconscious discrimination and bias in hiring and pay decisions
- women and men working in different industries and different jobs, with women-dominated industries and jobs attracting lower wages
- limited workplace flexibility to support caring and other responsibilities, particularly in senior roles. This contributes to higher rates of part-time work among women, which can contribute to the gender pay gap but also remains an important lever for attracting and retaining women with caring responsibilities.

¹ Median total remuneration



- women’s greater time out of the workforce for caring responsibilities impacting career progression and opportunities – women’s disproportionate share of unpaid caring and domestic work.

The gender pay gap is **not**:

- Equal pay for equal work. Equal pay is where employees are paid the same for performing the same work or different work of equal or comparable value. In Australia, this has been a legal requirement since 1969.
- A comparison of like-for like roles. The gender pay gap shows the difference between the average or median pay of women and men across organisations, industries and the workforce. It is a structural measure, not an individual one.

Updated Targets

Target 1

Reduce the gender pay gap

**The median total remuneration gender pay gap closed by 9% by the end of 2028 (3% year on year from 2026).²*

(Target 1 does not directly map to Gender Equity Action Plan 2022-2027.)

Impact Area	Objectives
*Reduce the gender pay gap	1.1 Report annually to the Workplace Gender Equality Agency (WGEA).
	1.2 Improve transparency around AMSA’s gender pay gap for all employees.
	1.3 Broaden career paths and talent pool for maritime operational roles through the Navigation Act Workforce review.
	1.4 Increase workforce mobility and agility by implementing a job family framework and skills-based position descriptions.

Target 1 - Measures	
Measure 1.1	AMSA's gender pay gap reported to WGEA in April each year.
Measure 1.2	Quarterly Diversity, Equity and Inclusion placemat made available to all employees from Q3 2025-26 Financial Year.
Measure 1.3	Applications by gender and classification are gender balanced.
Measure 1.4	Gender Impact Analysis, by Workforce Segment, by 31 December 2026.

² WGEA numeric target (GEI 3): [Median OR average], [base salary OR total remuneration] gender pay gap closed by [_pp].



Target 2

Improve the gender balance at all stages of the recruitment pipeline for all roles

Impact Area	Objectives
1. Recruitment: Diverse panels and hire equitably.	2.1 Conduct a Gender Impact Analysis on AMSA’s existing recruitment policy and procedure.
	2.2 Establish a checklist for panel chairs to conduct a Gender Impact Assessment on all job ads.
	2.3 All recruitment panel members to complete inclusive recruitment training prior to sitting on a panel.
	2.4 All senior leaders to complete inclusive recruitment and gender equity training every two years.
	2.5 Ensure a diversity of contact officers for roles.
	2.6 Include a requirement to consider gender balance in the selection report documentation.

Target 2 - Measures	
Measure 2.1	Gender Impact Analysis, with recommendations incorporated into policy and procedure, completed by 30 June 2026.
Measure 2.2	Checklist in place and completed for all new job ads by 31 December 2026.
Measure 2.3	100% training completion rate.
Measure 2.4	100% training completion rate.
Measure 2.5	Applications for roles are gender balanced.
Measure 2.6	Number of non-compliant selection reports decreases over the period of the GEAP.

Target 3

Promote workplace flexibility

Impact Area	Objectives
4. Inclusive and flexible workplaces.	3.1 Deliver a communication campaign to increase staff awareness of leave entitlements, including ‘On the Radar’ articles, sharing stories of men taking parental leave, and leaders sharing stories of how they have balanced caring responsibilities with work.
	3.2 Develop a manager toolkit to support discussions with teams about parental leave and flexible work.



	*3.3 Provide training on flexible working and remote and hybrid teams for people managers. ³
	*3.4 Provide training on flexible working and remote and hybrid teams for all employees. ⁴
	*3.5 Hold Senior Leaders accountable for increasing staff awareness, take-up and approval of workplace flexibility (where applicable). ⁵
	*3.6 The ability to job-share will be incorporated into job design and the advertising of new roles. ⁶

Target 3 - Measures	
Measure 3.1	Communications to all employees about parental leave and caring responsibilities shared at least twice a year.
Measure 3.2	Manager toolkit developed and implemented by 31 December 2026.
Measure 3.3	100% of employees with direct reports participate in training.
Measure 3.4	100% of employees participate in training.
Measure 3.5	All senior leaders to have a deliverable in their PDP to promote awareness of, and support for, workplace flexibility within their teams. In place for the 2026-27 performance cycle.
Measure 3.6	Job design templates updated so every new or redesigned role must consider: <ul style="list-style-type: none"> • Whether the role is inherently suitable for job share • What elements could be restructured to enable job share • How handover points would work • Core hours or coverage needs

Target 4

Improve policies regarding preventing, reporting and responding to sexual harassment

Impact Areas	Objectives
7. Raising concerns: gender-based harassment, sexual harassment, bullying and domestic violence.	*4.1 Improve options for disclosing sexual harassment, (both internally and externally), and processes for investigating and managing sexual harassment. ⁷
	*4.2 Develop processes for anonymously disclosing or reporting sexual harassment. ⁸

³ WGEA action target (GEI 4): Training on flexible working and remote and hybrid teams for managers

⁴ WGEA action target (GEI 4): Training on flexible working and remote and hybrid teams for all employees

⁵ WGEA action target (GEI 4): Leaders to be held accountable for increasing take-up and approval of workplace flexibility

⁶ WGEA action target: (GEI 4): The ability to job-share to be incorporated into job design and the advertising of new roles

⁷ WGEA action target (GEI 6): Options for disclosing (internally and externally), and processes for investigating and managing sexual harassment

⁸ WGEA action target (GEI 6): Processes for anonymously disclosing complaints of sexual harassment



	*4.3 Provide access to trained, trauma-informed support staff or contact officers. ⁹
	*4.4 Design and implement a system for monitoring outcomes of disclosures of sexual harassment, including employment outcomes for those affected and any respondents. ¹⁰
	*4.5 Make available reasonable adjustments to work conditions to support employees involved in and affected by sexual harassment. ¹¹

Target 4 - Measures	
Measure 4.1	Revised procedure in place by end December 2026 that includes fact sheets for investigators, and anyone involved in an investigation.
Measure 4.2	Process in place by June 2026.
Measure 4.3	Training for nominated HR team members complete by end December 2026.
Measure 4.4	System in place by end June 2026.

Appendix

Three of the four targets set out in the Gender Equity Action Plan 2022-2027 (GEAP) addendum are mapped back to the GEAP Impact Areas. Target 1 – Reduce the gender pay gap – was not reflected in the GEAP.

To remain compliant with requirements set out in the Workplace Gender Equality Act, AMSA has selected three targets from a list provided by WGEA. AMSA must demonstrate progress towards or achieve the targets over a three-year period. WGEA targets are marked with an asterisk (*).

WGEA's six Gender Equality Indicators (GEIs)	
GEI 1	Gender composition of the workforce
GEI 2	Gender composition of governing bodies of relevant employers
GEI 3	Equal remuneration between women and men
GEI 4	Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
GEI 5	Consultation with employees on issues concerning gender equality in the workplace
GEI 6	Sexual harassment, harassment on the ground of sex or discrimination

⁹ WGEA action target (GEI 6): Access to trained, trauma-informed support staff or contact officers

¹⁰ WGEA action target (GEI 6): A system for monitoring outcomes of disclosures of sexual harassment, including employment outcomes for those affected and any respondents

¹¹ WGEA action target (GEI 6): Reasonable adjustments to work conditions to support employees involved in and affected by sexual harassment



AMSA's Gender Equity Action Plan 2022 - 2027 Impact Areas	
Impact Area 1	Recruitment. Diverse Panels and hire equitably
Impact Area 2	Role/job description and workforce design
Impact Area 3	Promotion
Impact Area 4	Inclusive and flexible workplaces
Impact Area 5	Strategic alignment and industry leadership
Impact Area 6	Leadership and gender equity accountability
Impact Area 7	Raising concerns: gender-based harassment, sexual harassment, bullying and domestic violence
Impact Area 8	Investment in gender equality knowledge

Mapping the actions to GEAP Impact Areas and Gender Equality Indicators

Action	GEAP Impact Area	WGEA GEI
1.1*	N/A	GEI 1, GEI 3
1.2	Impact Area 6, Impact Area 8	GEI 1, GEI 3
1.3	Impact Area 2, Impact Area 5	GEI 1, GEI 3
1.4	Impact Area 2	GEI 1, GEI 3
2.1	Impact Area 1, Impact Area 8	GEI 1
2.2	Impact Area 1	GEI 4
2.3	Impact Area 1, Impact Area 8	N/A
2.4	Impact Area 1, Impact Area 6, Impact Area 8	N/A
2.5	Impact Area 1	GEI 1
2.6	Impact Area 1	GEI 1
3.1	Impact Area 4, Impact Area 8	GEI 4
3.2	Impact Area 6, Impact Area 8	GEI 4
3.3*	Impact Area 8	GEI 4
3.4*	Impact Area 6, Impact Area 8	GEI 4
3.5*	Impact Area 6	GEI 4
3.6*	Impact Area 2, Impact Area 4	GEI 4
4.1*	Impact Area 7	GEI 6
4.2*	Impact Area 7	GEI 6
4.3*	Impact Area 7	GEI 6
4.4*	Impact Area 7	GEI 6
4.5*	Impact Area 7	GEI 6

References

Gender Equity Action Plan 2022-2027, Australian Maritime Safety Authority. (2022). <https://www.amsa.gov.au/gender-equity-action-plan-2022-2027-1>

WGEA Targets Menu, Workplace Gender Equality Agency. (2025), <https://www.wgea.gov.au/media/wgea-targets-menu>

Workplace Gender Equality Agency. (2024). *Gender pay gap data*. Workplace Gender Equality Agency; Australian Government. <https://www.wgea.gov.au/pay-and-gender/gender-pay-gap-data>