



# Our commitment to closing the Gender Pay Gap

aspenmedical

Aspen Medical, an Australian-owned company, provides healthcare services to a diverse range of clients in government, non-government organisations, global agencies, and the private sector. Recognised as a world leader, Aspen Medical delivers exceptional care in any setting, particularly those that are remote, challenging or under-resourced. Services include:

- Hospitals and Clinics
- Health and Advisory Services
- Humanitarian and Disaster Response
- Ambulance and Aeromedical Retrievals
- Occupational and Workplace Health
- Training Academy
- Health Technology
- Medical Supplies and Manufacturing
- Healthcare Workforce Solutions



# Why closing the gender pay gap is important to us

Aspen Medical is committed to fostering a workplace that is safe, supportive, inclusive, and equitable. We firmly believe that closing the gender pay gap is a moral imperative which contributes to positive global change and a strategic business decision. This commitment extends beyond mere compliance with legal standards. It is rooted in our core values and our understanding of the crucial role that equitable pay practices play in the health and success of our organisation.

We recognise that ensuring equal pay for equal work, accessibility to all occupations irrespective of gender, and a workplace that is discrimination-free based on gender impacts employee morale and productivity and foster diversity and inclusion. When employees feel valued and treated equitably, they are more engaged, motivated, and loyal to the organisation, leading to enhanced productivity and lower turnover rates.

Our stance on gender pay equality is a key factor in attracting and retaining a diverse and talented workforce. In an increasingly competitive job market, we strive to be an employer of choice, known for our equitable treatment and pay practices.

We take pride in being at the forefront of this crucial issue, firmly believing that our commitment to gender pay equity is integral to the success and integrity of our organisation.



A medical sphygmomanometer with a blue bulb and a black gauge is positioned in the upper right quadrant. The gauge has a white face with black markings and a red needle. To the left, a pair of black-rimmed glasses is partially visible, resting on a white surface. The background is a soft, out-of-focus white.

# Our Gender Pay Gap Data

During the 2022–2023 reporting period, Aspen Medical made notable progress in narrowing the gender pay gap, achieving a 10.8% difference in average total remuneration, as calculated by the Workplace Gender Equality Agency (WGEA). This accomplishment places us ahead in our sector, with our performance surpassing the Healthcare and Social Assistance industry average of 13%.

Whilst we are proud of the strides we have made, we recognise we are not there yet and remain committed to further advancing gender pay equity within our organisation.

## Key drivers

Aspen Medical recognises the existence of a gender pay gap within our organisation and understands its contributing factors. Below are our key drivers of gender pay gap:

### Occupational segregation

The health industry traditionally sees a higher influx of women, partly due to societal and cultural norms that often associate caregiving and health-related roles with the female gender. This existing trend aligns with our need for flexible, project-based employment, which naturally appeals to those seeking adaptable work arrangements. Many women, balancing diverse responsibilities, find casual employment more suited to their needs, offering them the flexibility to manage both their professional and personal commitments effectively.

As a company operating in the healthcare industry, which is predominantly female, a significant portion of our workforce comprises female casual employees. Our project management-based business model necessitates engaging team members in casual employment due to the nature of our work, which often involves fluctuating demands and project-specific requirements. Casual roles are often non-management level roles, which may typically be lower in compensation than full-time or permanent positions, contributing to the gender pay gap.

### Hierarchical Segregation

At Aspen Medical, there is a disparity in gender representation at different management levels which is mainly influenced by historical industry and business trends. Traditionally, senior roles in many sectors, including ours, have been male dominated. This long-standing trend affects the current composition of our management roles.

We have also observed a notable trend in our workforce composition, particularly among non-management roles, where 66% of these positions are held by female employees. This factor also contributes to the gender pay gap within our organisation.

We continue to work on achieving equal gender representation at all leadership levels in the organisation. During the WGEA 2022–2023 reporting period, 58.82% of promotions to manager level were women.

## Data overview

All employees	2020-21	2021-22	2022-23
Average (mean) total remuneration	14.4%	12.9%	10.8%
Median total remuneration	5.5%	8.7%	0.0 %
Average (mean) base salary	14.4%	12.9%	10.8%
Median base salary	5.5%	8.7%	0.0%



# Our commitment

We are dedicated to ensuring that all employees, regardless of gender, receive fair and equitable compensation for their contributions. Our efforts include:

- equal pay for work of equal or comparable value
- barrier-free to the full and equal participation of women in the workforce
- accessibility to all occupations, including leadership roles, regardless of gender
- discrimination-free based on gender, particularly in relation to family and caring responsibilities
- accessibility to learning and development programs regardless of gender
- flexible working arrangements.

## Our objectives

**Promoting  
Gender  
Diversity in  
Leadership**

**Eliminating  
Gender  
Pay Gaps**

**Inclusive  
Workplace  
Policies and  
Benefits**

**Creating  
a Gender-  
Inclusive  
Culture**

- Commitment**
- Encouraging the appointment and advancement of women into leadership positions, including executive and board roles, to reflect a diverse range of perspectives at decision-making levels.
  - Ensuring that there is no disparity in compensation between male and female employees who perform similar roles with comparable skills and experience.
  - Ensuring that policies related to parental leave, childcare support, and other benefits are designed to promote gender equality and support the diverse needs of employees.
  - Fostering a workplace culture that is inclusive, respectful, and free from discrimination or bias based on gender, encouraging everyone to contribute their unique perspectives and talents.

- Key Performance Indicators**
- Equal gender representation in leadership roles with a minimum target of 40%
  - Reduce last year's gender pay gap by 10% and continue until it reaches 0%
  - All policies are designed to promote gender equality and support the diverse needs of employees.
  - All organisational policies and practices are inclusive and promotes gender equality.

Timely reporting on the progress of the above objectives to the board of directors and executive management is crucial in ensuring that they understand the organisation's journey toward achieving gender equity and fostering an inclusive workplace. As such, our executive management team receives a quarterly status report on DE&I objectives. The board of directors receives an annual report and the Executive Summary of the WGEA Annual Report.

# wherever you need us

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WGEA Health Care and Social Assistance Industry Snapshot  
2022–2023

We are the only commercial organisation in the world accredited  
by the WHO as an Emergency Medical Team for infectious  
disease outbreak management and trauma surgical operations.

