

2024–25 Gender Pay Gap (Australia)

Message **from the MD**

Meat & Livestock Australia's Diversity, Equity and Inclusion Commitment

Meat & Livestock Australia (MLA) works in partnership with the red meat industry and the Australian Government to deliver marketing, research and development products and services to beef, sheep and goat producers. Our purpose is to deliver world leading outcomes that fuel global competitiveness, sustainability and producer profitability for the enduring prosperity of the Australian red meat and livestock industry. Our corporate values guide our actions. Integrity is at the heart of everything we do. We play as one team, and we're stronger together as we strive for a better future.

"We are driven by the belief that we are stronger together and that successful businesses are those which harness the benefits of a truly diverse and inclusive culture.

We are proud of the gender diversity within our organisation – more than 50% of our workforce and 40.5% of our senior leadership team across the organisation are women. Monitoring and reporting of our gender pay gap helps us to maintain our focus on improving gender equity in the workplace.

We are committed to reducing the gender pay gap and acknowledge we still have work to do to improve gender equality in the workplace and contribute to the national priority to close the gender pay gap for the benefit of our employees and all Australians."

Data correct at 06 January 2026.

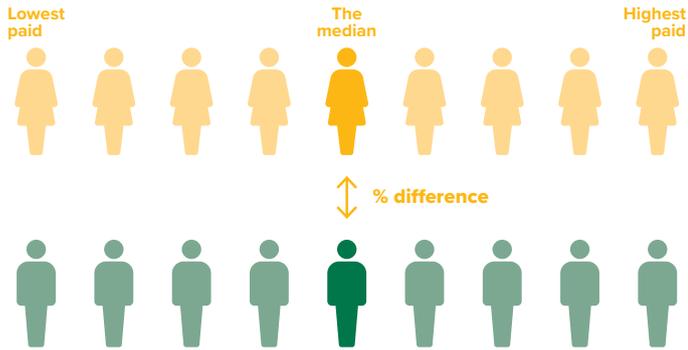


Michael Crowley
Managing Director
Meat & Livestock Australia

What is the gender pay gap and how is it calculated?

The gender pay gap (GPG) is the difference in average earnings between women and men in the workforce.

In 2025, the national average GPG in Australia was 21.1%*



*The Workplace Gender Equality Agency's annual gender pay gap comes from an annual Employer Census of non-public sector employers with 100 or more employees.

MLA's results

2025 MLA Group Gender Pay Gap*

17.5% average

20.1% median

MLA Group's average total remuneration Gender Pay Gap (GPG) is 17.5%. This is a decrease of 0.4 percentage points when compared to the previous corresponding period (PCP). It is 3.6% lower than the national average. This is MLA's third consecutive reduction in the average GPG. While this trend reflects continuous improvement driven by ongoing initiatives, further progress is required to achieve meaningful change and support greater equity across the workplace.

For the same period, the median total remuneration GPG is 20.1%. This is an increase of 0.6 percentage points from the PCP, while the national median GPG is 16.4%.

*This reflects data captured as at 31 March 2025.

The gender pay gap (GPG) is the difference between the average earnings of men and women, expressed as a percentage of men's average earnings. The GPG differs from equal pay, which is where women and men are paid the same for performing the same or similar jobs.

GPGs are not a comparison of like roles. Instead, they show the difference between the average pay of women and men across organisations, industries and the workforce as a whole.

The median is the number that falls in the middle when everyone's wages are lined up from smallest to largest. The **median gender pay gap** reflects the percentage difference in median pay between men and women.

The average (or mean) is calculated by adding up all the wages of all employees and dividing that number by the number of employees. The **average gender pay gap** compares the average percentage difference in pay between men and women.

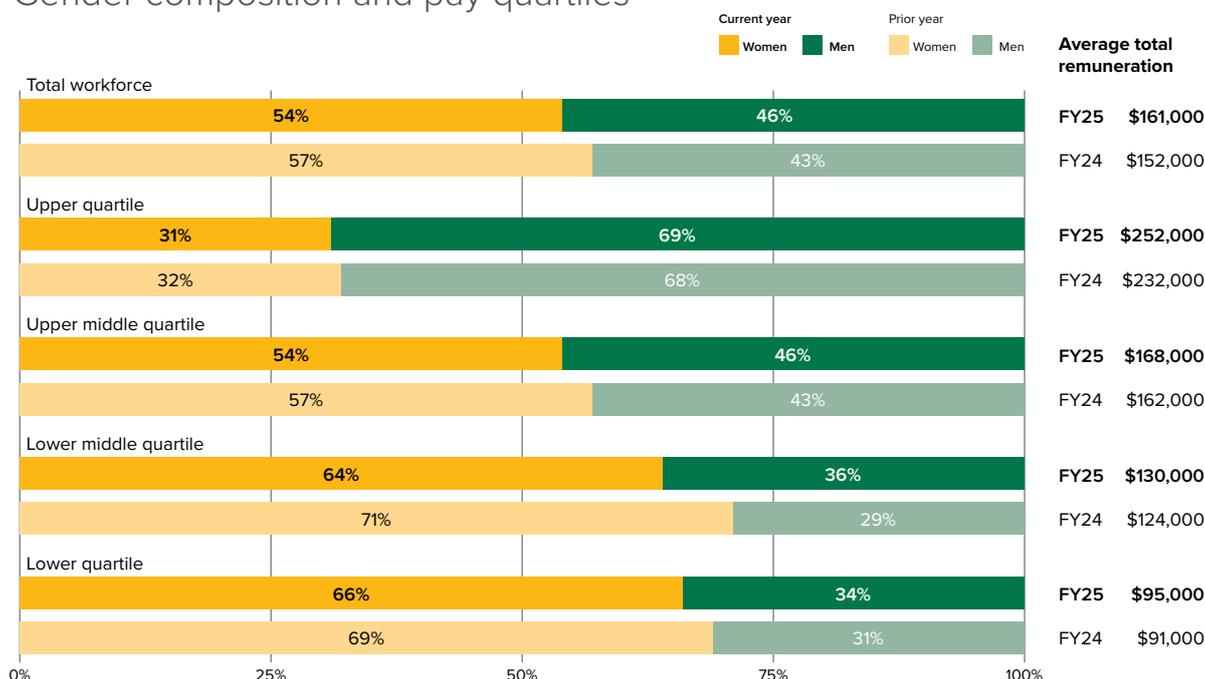
The difference between the average and median GPG can provide important insights into the key factors influencing the gender pay gap for that organisation. Results with a higher average GPG than median GPG indicate there is a disproportionate number of men in higher-income roles – the key contributor to the gap.

In contrast, MLA Group's average GPG is lower than the median GPG. This indicates that the disproportionate number of female employees in lower-paying roles, such as administration roles, is having a greater impact on the GPG.



What do **MLA's results mean?**

Gender composition and pay quartiles



The chart above illustrates the total Australian workforce remuneration (full-time equivalent pay) divided into four equal quartiles for the current reporting period (2024–25) and prior year (2023–24).

As part of MLA Group’s commitment to reducing the gender pay gap, a comprehensive annual GPG analysis is conducted to provide deeper insights into the gap. These are explained below.

Gender composition

In 2024–25, the group’s overall workforce composition remained relatively consistent with the PCP – comprising of 54% female and 46% male employees. There was, however, a 3% decrease for female representation and 3% increase for male representation.

The reportable headcount reduced during this period, which partly contributed to a decrease in the proportion of female employees across each quartile.

This is reflected in the upper quartile composition for female employees reducing slightly. This was partly due to MLA Group’s appointment of a new Managing Director and departure of more female employees in the upper quartile than male employees.

The lower quartile continues to reflect a higher proportion of female employees, which include MLA’s administrative roles and Research, Development and Adoption (RD&A) project managers. The decrease in the proportion of female employees across the lower two quartiles compared to the PCP is favourable to see.

The combination of the decrease in female employees and increase of male employees in the upper and upper-middle quartiles, however, has had greater impact on the median GPG – resulting in an increase of 0.6 percentage points.

Quartile gender pay gap analysis (GPG)

The average GPG in the upper quartile of -5.8% is favourable to female employees consistent with the PCP. As the upper quartile contains 14.4% of total females in the workforce, this split remains insufficient to drive the overall group’s GPG to a more positive position.

The total GPG for the remaining three quartiles are in line with Workplace Gender Equality Agency’s (WGEA) target range of +/-5%, indicating that, on average, male and female employees within these quartiles have a neutral gender pay gap.

Other drivers influencing the gap

MLA Group’s overall average GPG of 17.5% is also linked to the distribution of specialist skills and job function categories. Overall gender composition in the upper quartile comprises less females (31%) than males (69%). This is mainly resulting from a lower proportion of females employed in technical and/or senior information technology roles, which are male-dominated professions and continue to be in high demand in the external job market.

Another contributing driver is the gender composition of management positions within RD&A, Market Intelligence and Marketing. These are predominantly held by male employees and include specialist technical trades and research positions across various fields.

Whilst the above contributes to the current GPG result, MLA Group has a strong pipeline of emerging female leaders – evidenced by the upper-middle quartile composition of 54% female vs 46% male.

Areas of focus

Leadership and accountability

Respectful workplace

Flexible ways of working

Monitoring gender data

MLA is committed to providing a workplace that is inclusive and free from discrimination, where individuals are treated with dignity, respect, and fairness.

In 2025, MLA Group developed a *Diversity, Equity and Inclusion Strategy* to drive meaningful change and support equity within our workplace. MLA Group is also a founding signatory of the **Food Business Charter**.

The Food Business Charter was launched in 2025 and represents the global food industry's commitment to advancing gender balance. It is striving for 40% female representation across the food industry by 2035 and the removal of barriers to women's advancement and success.

Other initiatives supported by our commitment to diversity, equity and inclusion include:

- an increased focus on gender diversity in talent management
- embedding inclusive recruitment practices within the organisation – including unconscious bias awareness and training for hiring managers
- gender balanced recruitment panels for senior roles
- offer valued, flexible working practices such as the hybrid ways of working model, part time and other flexible working arrangements
- a new Parental Leave Policy that supports and enhances availability of shared parental leave and encouragement of both parents to access entitlements
- ongoing monitoring of our gender pay gap and tracking of data on gender composition
- completion of an annual gender pay gap audit to action findings and provide transparent reporting
- analysis of remuneration decision making to ensure there is no gender bias
- delivery of preventative training around workplace bullying, discrimination, harassment and sexual harassment
- implementation of a prevention plan that supports the elimination of gender-based harassment and discrimination, sexual harassment and bullying
- ongoing support for employees experiencing family and domestic violence
- cultural awareness training
- providing reasonable accommodations for employees with disabilities

