



Gender Pay Gap 2023/24 Employer statement

Introduction

At MLC, we value the diverse perspectives and experiences of our people. We believe a culture of belonging and inclusion is essential for learning and is critical for a rewarding staff, student, and alumnae experience.

Not only is it vital to our success that we have a workforce as diverse as our students, families, and the broader community, but focusing on diversity and inclusion supports our purpose of inspiring our students to be the citizens the world needs. As a leading all-girls' school and a significant employer, we embrace our role in driving meaningful change in gender equity. We are committed to fostering an inclusive workplace and setting a standard for our sector.

Our Gender Equity vision is anchored in the belief that people will thrive when they work in an environment where safety, respect, and inclusion are present. We celebrate the contribution of diversity and experiences that all people bring to our school. As a progressive leader in education, we actively work to remove barriers and create employment and leadership opportunities for all staff, including women, trans, and gender-diverse employees. Our approach is informed by ongoing review and engagement with best-practice policies and programs. We aim to lead change in gender equity across our community and achieve gender pay equity across our workforce.



College overview

MLC is a leading independent girls' day and boarding school in the heart of Melbourne, with an inclusive and welcoming College culture that nurtures the learning and developmental needs of girls from early learning through to Year 12.

MLC is renowned for our extensive curriculum and co-curricular choice, innovative approach to education and wellbeing, inspiring learning environments, and outstanding academic results.

With the support and encouragement to explore everything that interests, challenges, and motivates them, our students become independent, resilient, and ambitious learners with a positive mindset.

Our co-educational early learning centre, MLC Kindie, provides a strong foundation for confident, independent, and inquisitive learners, ensuring a seamless transition for girls into MLC's Junior School and beyond.

Whether she finds her strength in sport, science, mathematics, music, languages, the dramatic arts, fine arts, music, or co-curricular activities such as community service, debating, or clubs and societies, all our students are valued at MLC.

Our broad and balanced Curriculum for Learning and Wellbeing ensures students have a clear pathway to Year 12 by carefully sequencing knowledge throughout the years to ensure that knowledge builds on what was taught earlier and that it feeds into what is to be taught later. This is guided by our College values and five key learning principles: relationships, curiosity, critical thinking, creativity, and diversity of achievement.

Our students' day is structured to promote high engagement in the classroom, enhance wellbeing and best support their learning. As they progress through our four dedicated learning communities – Junior School, Junior Secondary School, Middle School, and Senior School – the full breadth of our subject offerings and learning pathways open to them, offering a world of choice and discovery. In Year 10, students can choose from over 24 elective subjects, and this choice expands further with over 60 subjects on offer across VCE, VCE VET, and the International Baccalaureate (IB).

Within each subject, our students are supported by contemporary and evidence-based teaching practices, individualised learning and wellbeing support, and continuous assessment and reporting, so they, and their families, are involved and informed about their progress and the opportunities available to them throughout the College.

Student wellbeing is fundamental to deep learning throughout the MLC experience. We integrate the science of wellbeing with the latest research to develop a wide range of programs that support and resonate with each student. Every student has a designated teacher personally responsible for her wellbeing, who, together with a team of teachers and support staff, acts as a focal point across a larger support network.

MLC also offers a wide range of innovative and enriched learning environments. From the play-based learning spaces at MLC Kindie to our combination of heritage-listed and contemporary buildings, secure gardens and recreational spaces, our Kew campus is an inspiring place for students to socialise, enjoy sports and co-curricular activities and engage deeply with their learning. Our extensive Kew campus is home to our Boarding House and our four dedicated learning communities, each with its own purpose-built and age-appropriate facilities, flexible learning spaces, and a number of world-class shared facilities, our purpose-built Music School, commercial training restaurant, television studio and sound booth, music recording studio, specialist art studios, competition-standard gymnasium, and swimming pool.

MLC also has two Outdoor Education campuses in regional Victoria, MLC Banksia and MLC Marshmead, which extend our students' learning beyond the classroom. Our Year 9 flagship program, MLC Marshmead, involves students living together in self-contained houses for eight weeks, focusing on personal, community and environmental sustainability.

Our commitment to extraordinary teaching, enriched learning environments, wellbeing programs, and the unmatched breadth of our curriculum, co-curricular activities, and College resources, ensures that students can discover their strengths and interests, nurture their talents, forge their own paths and achieve their best.

Our progress – at a glance

MLC has made positive progress because of our focus and strategic priorities for Gender Equity. Since the last reporting period, MLC has undertaken the following actions:



Conducted **organisation-wide gender pay gap (GPG) analysis** to better understand our gap.



Increased our **primary parental leave from 14 to 16 weeks at full pay** (or 32 weeks at half pay).



Enhanced or **developed policies and strategies addressing five of the six Gender Equality Indicators**, up from two indicators in the previous reporting period.



Increased our **secondary parental leave from 2 to 4 weeks** and can now be **taken within 12 months** of birth/placement (previously 6 weeks).



Conducted an employee engagement survey to gather feedback on the following:

- psychosocial risks, including occurrences of sexual harassment and discrimination;
- effectiveness of current flexible work policies and procedures; and
- effectiveness of current leadership support and training regarding gender equity/diversity and inclusion at MLC.



Introduced paid prenatal leave of 15.2 hours for pregnant employees and **7.6 hours for spouses or de facto partners** to attend medical appointments.



Commenced **paying superannuation contributions on both paid and unpaid parental leave** up to 52 weeks



Increased paid Family and Domestic Violence leave to 20 days (previously 10 days) for all employees, including casual staff.



Commenced reviewing our recruitment policies and procedures to ensure recruitment guidelines for hiring managers are free from bias, inclusive, contemporary and modelled on leading practice.



Updated our Enterprise Agreement to ensure **gender-inclusive language**.



Commenced **reviewing the management of the casual workforce**, including recruitment and pay scales, to establish greater structure and governance.

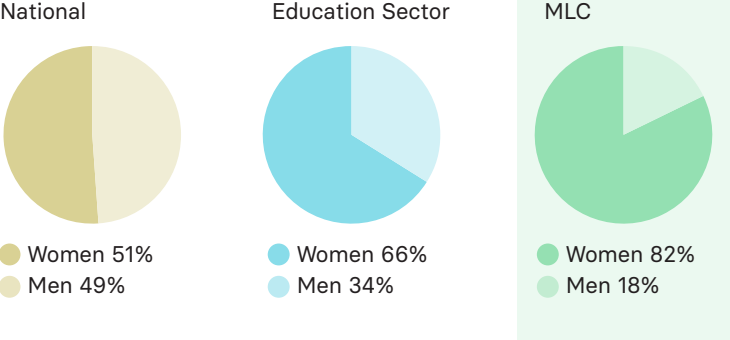
Our results – at a glance

Workforce Composition

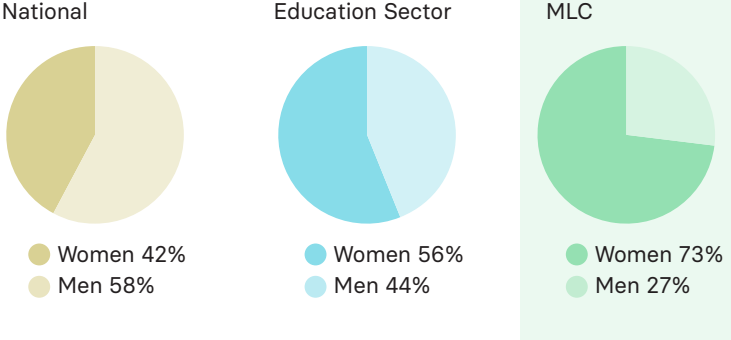
In the 2023/24 reporting period, MLC maintained a steady workforce of 1,084 employees. As of March 31, 2024, women made up 82% of our workforce—higher than both the Education and Training sector (66%) and the national average (51%). Women also hold 73% of management roles, compared to 56% in the sector and 42% nationally.

The following data provides a snapshot of our workforce, including gender distribution across employment types and leadership positions.

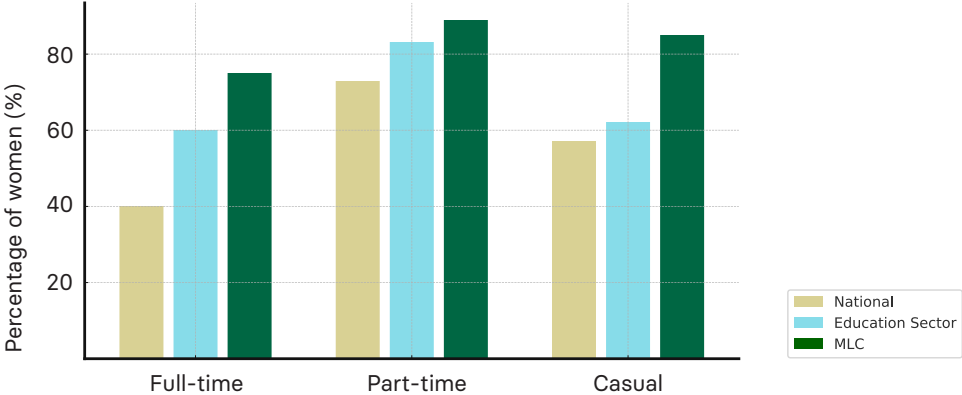
Workforce Gender Split



Managers Gender Split



Women by employment type (full-time, part-time, casual)



Gender Pay Gap

For the reporting period, MLC reported a GPG for an average total remuneration of 7.4%, based on the earnings of substantive employees. MLC's total remuneration gender pay gap has decreased by 0.2 percentage points since the last reporting period, indicating steady progress. While this reflects the impact of our actions, we remain focused on continuous improvement.

For reference, the Workplace Gender Equality Agency (WGEA) released its [annual update](#) in November 2024, revealing that the national average total remuneration GPG is 21.8% in 2024. In the Education & Training Sector, the average total remuneration GPG is 7.6%.

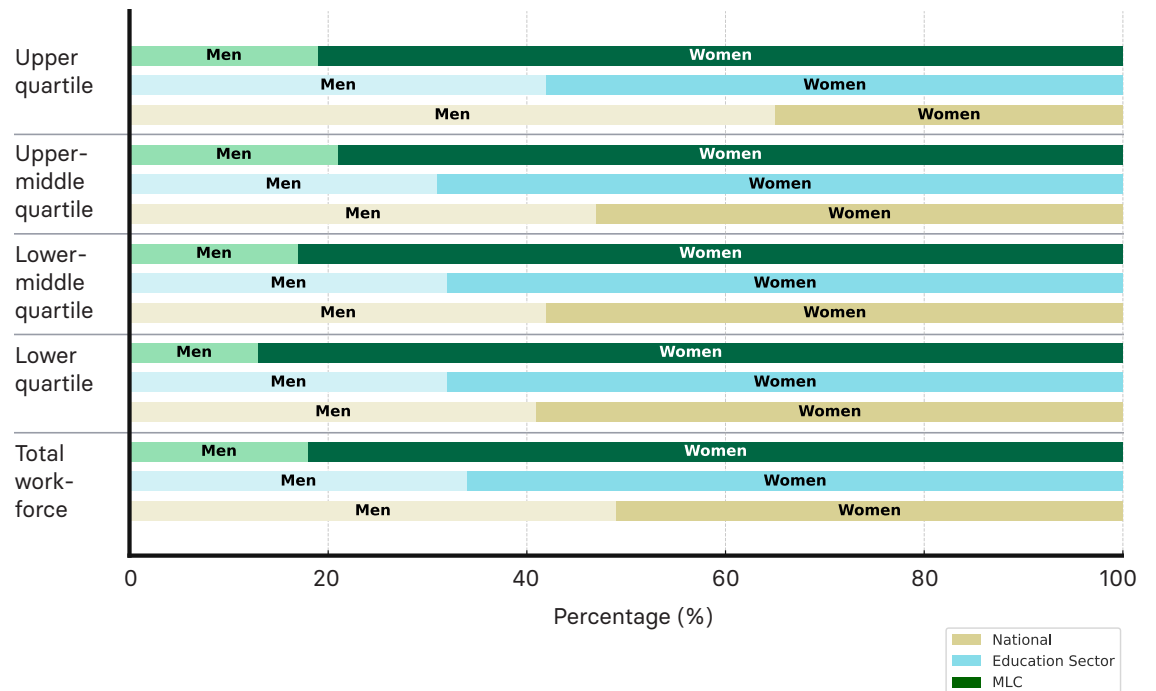
MLC Gender Pay Gap

Base salary	Average	7.5%
	Median	13.5%
Total remuneration	Average	7.4%
	Median	13.5%

Pay Quartiles

Our workforce composition and remuneration data highlight a significant representation of women across all levels, reflecting the broader trends in the Education and Training (Private) sector while also demonstrating MLC's unique workforce structure.

MLC Gender distribution across workforce and remuneration quartiles (stacked comparison)



Understanding our gap

We recognise that gender pay gaps are influenced by multiple factors, including workforce composition, employment type, and tenure. At MLC, we are committed to addressing these structural factors and ensuring equitable opportunities for all employees.

We are proud of our workforce composition, with **73% of our leaders being female** and 83% of our non-manager workforce being women. At the time of reporting, 9 of our 11 board members, including our Chair, were women. Our college leadership team comprises 9 women and 4 men.

Analysing our GPG data has helped us understand the gap better. We attribute our GPG to the following two factors:

- 1) MLC's higher proportion of women in the lower pay quartiles reflects our workforce structure, particularly our large number of casual roles. This is driven by our exceptional breadth of programs and co-curricular activities—far exceeding most schools, especially girls' schools. As a girls' school, we are committed to providing strong female role models across all areas, from education to coaching. By engaging skilled female casual staff and coaches, we are ensuring a representative and supportive environment for our students.
- 2) MLC's gender pay gap is also influenced by higher average earnings among male employees in specific job categories, including casual roles, clerical and administrative positions, technical and trade roles, and community and personal services. These differences arise from a range of factors, including role responsibilities, experience, and tenure.

While MLC has strong female representation across our workforce, we recognise that achieving full pay equity requires continuous effort. We are committed to addressing these gaps and ensuring pay equity alongside broader improvements that support all employees.



Our aims and action plan

We take our commitment to making MLC a diverse and inclusive workplace seriously. Although our workplace positively represents females, we remain dedicated to progressing in this area and following best practices.

We believe in a consistent approach to measurement, more active monitoring, and documenting policies and processes to improve our practices. Our 2025 People Strategy and Gender Equity Strategy includes the following priorities:



Develop a policy and/or strategy to address the remaining Gender Equality Indicator, noting we currently have 5 out of 6.



Develop an Educational Support Staff Remuneration Framework (including for casual roles) that considers gender equity.



Conduct risk assessments of potential psychological hazards to help inform wellbeing strategy and gender equity priorities.



Review and update MLC Flexible Working policy to reflect our aspiration and vision and operationalise with leaders.



Design and implement a Leadership Development Strategy, prioritising key programs.



Develop a comprehensive MLC Capability Framework that defines the skills and competencies required to meet current needs and prepare leaders and employees for future challenges.



Develop structured performance feedback/development planning processes for all staff.

We acknowledge that gender equality is not only a regulatory requirement but also a fundamental value we aspire to uphold. Our commitment to fostering an inclusive and equitable workplace is pivotal to the positive experience of our students, staff, and community.

Disclosure

This statement confirms that the published information is accurate as of the time of publishing and is approved by MLC Representatives:

Julia Shea
Principal

Carolyn Terry
Director of People
and Culture

Notes

Methodology

Gender Pay Gap

As defined by the [WGEA](#), the gender pay gap is the difference in average earnings between women and men. It is the best way to measure and track gender equality across a nation, industry or within an organisation. Expressed as a percentage, a positive percentage indicates men are paid more on average than women. A negative percentage indicates women are paid more on average than men. While we should strive for a 0% gap, anything between -5 % and 5% can be considered acceptable performance.

Equal pay is our legal obligation as an employer to give equal pay for equal work. Our pay gap is not a result of equal pay issues, as we have a gender-neutral approach to pay across all levels of the organisation. We commit to regularly monitoring this, as equal pay is our legal and moral obligation.

Mean and Median Explained

As defined by [WGEA](#), the gender pay gap may be calculated based on the **average** remuneration or the **median**, the middle figure in the list of remuneration values. The median value is often used, as it is less skewed by outlier values.

