



Human Capital Management  
& Payroll Software/Services

# **Closing the Gap**

## How Technology Can Help End Gender Pay Inequity

Whitepaper

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Australia's gender pay gap remains a persistent challenge. In 2025, women earned just under seventy nine cents for every dollar earned by men, a modest improvement on the previous year. The picture is far less encouraging at senior levels. CEO salaries show a widening disparity, rising to a 26.2 per cent gap over the past 12 months. Representation of women declines steadily with seniority, highlighting how entrenched inequities continue to shape careers.

These figures are more than statistics. They reflect the lived experience of thousands of Australian women whose expertise and contribution are undervalued. They also present a clear challenge for organisations: how to see and act on inequities before they become embedded in culture and remuneration practices.

Structural factors contribute to the persistence of these gaps. Women are often underrepresented in leadership roles, and historical pay patterns can influence current remuneration. In some organisations, starting salaries for women are lower than those for men in comparable positions, and pay progression over time can lag. These differences accumulate over a career, affecting both total earnings and retirement outcomes.



Local examples illustrate the stakes. One major financial services group, despite having a female CEO, reported a 41.8 per cent gender pay gap. A well-known Australian bank's gap sat at 28.5 per cent, above the industry average. Even a rising technology firm preparing for a Nasdaq listing disclosed a 35 per cent salary gap and a 52 per cent total remuneration gap. These figures pinpoint the departments and roles where women are systematically underpaid relative to men, revealing the areas where interventions are most needed.

Modern HR and payroll technology allows organisations to analyse these patterns in detail. Integrated platforms consolidate salary, role classification, and promotion data across the workforce, enabling comparisons of remuneration for employees in equivalent roles. This allows organisations to identify where women receive lower starting salaries, slower pay increases, or fewer promotions than their male colleagues. By visualising pay gaps across departments, seniority levels, and job categories, HR teams can pinpoint inequities that might otherwise remain hidden.



Technology also allows organisations to monitor progress over time. Continuous, promotions, and career pathways ensures that interventions are effective, and inequities do not reappear. By tracking how pay adjustments or targeted programs impact outcomes, organisations can take an evidence-based approach to closing gaps. This data-driven method makes pay equity work measurable and practical, rather than relying on assumptions or anecdotal evidence.

The organisations that have made measurable progress show how insight can drive action. More than half of reporting employers reduced their gender pay gap during the reporting period. One major bank achieved an 18.8 per cent gap, outperforming the industry average by nearly seven percentage points. In consulting, a global firm reduced both its total and base median pay gaps by more than five per cent. These results were possible because the organisations could see the disparities, understand their causes, and act deliberately, using the data to guide targeted salary adjustments and promotion strategies.

HR and leadership teams benefit from the visibility that technology provides. Detailed pay analyses allow leaders to prioritise interventions and ensure that policy changes are applied consistently. Organisations can identify which roles, departments, or levels are most at risk of inequity and take corrective action before disparities widen. This creates accountability and enables measurable progress in closing the gender pay gap.

The broader impact of closing pay gaps is significant. Fair and equitable remuneration strengthens trust between employees and organisations, supports retention, and enhances workplace culture. For women, it means improved financial security, better career outcomes, and a fairer progression through the workforce. For organisations, it demonstrates credibility and commitment to equality, reinforcing leadership and culture at every level.



Australia's gender pay gap will not disappear overnight. However, organisations that invest in technology to illuminate inequities are in the strongest position to achieve measurable improvements. By combining accurate remuneration data with targeted interventions, they can ensure that women are paid fairly for the roles they perform and the contributions they make.

The question for Australian organisations is no longer whether to adopt these tools, but how quickly they can leverage them to turn insight into action. Accurate, integrated HR and payroll data provide the foundation for meaningful change, allowing employers to address inequities systematically, track progress, and build workplaces where pay fairness is real and measurable. For thousands of women whose careers and livelihoods are affected, the pace of this transformation will determine both financial security and the credibility of organisations committed to equity.

Don't let inequities remain hidden in your organisation. With clear, accurate workforce data and integrated HR and payroll systems, you can identify pay gaps early, take informed action, and track your progress with confidence. Discover how our technology can support fairer, more transparent remuneration outcomes across your workforce.  
Learn more at [www.frontiersoftware.com](http://www.frontiersoftware.com)

## References

1. ABS 2025, *Gender Indicators, Australia*, Australian Bureau of Statistics.
2. Tilo, D 2025, 'Australia's gender pay gap narrows to 21.1%', *HRD Australia*, 27 November.
3. Workplace Gender Equality Agency 2025, *Employer Gender Pay Gaps Report*, WGEA.
4. Australian Broker News 2024, 'Revealed: The gender pay gaps of the big four banks', 4 March.

## About Frontier Software

Frontier Software is a leading software and services organisation specialising in digital transformation for payroll and HR solutions. With over 40 years of industry experience, our comprehensive solutions are trusted by businesses across the globe. Our expert team is dedicated to helping organisations streamline their payroll and HR processes, ensuring compliance, accuracy, and efficiency. Looking to enhance your payroll and HR processes? We can help you optimise your existing Frontier Software solution or create a completely new system tailored to your business needs.

“**Commitment to customer service is our number one priority.**”

Michael Howard, Founder

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