



Older and Younger Workers

What Do Employers Think?

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Foreword

Australian HR Institute

The Australian HR Institute is proud to partner for a fifth time with the Australian Human Rights Commission on this important report which provides insights into the employment climate for both older and younger workers.



The survey data in this report provides an update on the employment of older workers against time series data from 2014, 2018, 2021 and 2023. This year's report also takes a comparative look at attitudes towards the older and younger generations in the workplace, examining how older and younger workers are perceived and supported by their employers in Australian workplaces.

Australia is experiencing one of the tightest labour markets in recent memory, with job vacancies remaining well above pre-pandemic levels. More than half of HR professionals report ongoing challenges in recruitment, leaving many employers struggling to meet their skills needs. Beyond the social and business advantages of building an inclusive, diverse, and engaged workforce, there is also a clear economic imperative for employers to tap into the full potential of the available labour pool. However, survey data indicates that some Australian workplaces remain hesitant to employ both older and younger workers.

In a tight labour market, retaining talent is just as critical as attracting it. Encouragingly, policies that support retention, such as hybrid and flexible working arrangements, are becoming more common across Australian workplaces. However, other measures that specifically benefit both younger and older workers, including career planning, job sharing, and phased retirement, remain far less widely adopted.

This report's findings also point to an evolving perception of age in the workplace. In particular, the age at which employers begin to classify workers as "older"

appears to be shifting downwards. This is important as it suggests that more workers could be impacted by the implicit bias shown against older workers by some employers.

It is worth noting that employers recognise the strengths different generations bring to the workplace. Younger workers are highly valued for their technological fluency, fresh perspectives and energy, while older workers are more commonly associated with professional knowledge and experience. However, these perceptions also suggest persistent stereotypes, with older workers rarely seen as adaptable or innovative, and younger workers less frequently acknowledged for their expertise or leadership potential. As research shows, these are perceptions of attitudinal bias rather than objective evaluation (Feldman et al., 2012).

This report highlights the advantages organisations can gain by leveraging the strengths of a multi-generational workforce. While a growing body of research, such as Bryson et al. (2020), shows that hiring older workers does not negatively affect financial performance, many Australian workplaces continue to depend heavily on age groups that are already nearing full employment.

By maximising the potential of all employees as part of an age-diverse workforce, employers can help meet their skills needs and strengthen their organisation's and Australia's economic performance.



Sarah McCann-Bartlett
CEO, Australian HR Institute

Foreword

Australian Human Rights Commission

The Australian Human Rights Commission is pleased to once again partner with the Australian HR Institute on this year's survey of employers and HR professionals.

This long-standing collaboration provides valuable insights into how employer attitudes towards older workers are evolving, and how organisations are adapting their strategies to support age inclusion in the workplace.

This year's survey broadens its focus to explore age diversity in the workplace, reflecting the reality of Australia's increasingly age-diverse workforce. Australian workplaces today span up to five generations. While this diversity offers significant opportunities for employers – such as the ability to draw on a wider range of skills, experiences, and perspectives – it also presents challenges. Employers must take proactive steps to prevent ageism and age discrimination to ensure all employees feel included and valued, regardless of age.

One of the key indicators we have tracked over time is the age at which employers and HR professionals consider someone to be an 'older worker'. This year, almost a quarter (24 per cent) of respondents identified 51–55 as that point – up from 10 per cent in 2023 and 17 per cent in 2021. This marks a shift from previous years, where 61–65 was the most frequently selected age range. This finding suggests that workers may be considered 'old' well before the average intended retirement age in Australia – which is around 65 – and also before most survey respondents expect to retire themselves (65–69).

This year's findings also suggest a persistent age-related reluctance in hiring, despite recruitment challenges. More than half of respondents (55 per cent) reported their organisation currently has vacancies that are difficult to fill. Yet, 56 per cent stated they are open to hiring workers aged 50–64 to a large extent, and just 28 per cent said the same for those aged 65 years and over – compared to 80 per cent for those aged 25–34 and 78 per cent for those aged 35–49.

Still, there are encouraging signs.

Employers are increasingly adopting recruitment practices that support an age-diverse workforce. Compared to previous years, more employers are offering flexible-working arrangements and taking steps to make recruitment methods more age-inclusive, including ensuring that the content of job advertisements and where they are placed appeal to the full range of

age groups. Additionally, more than half (52 per cent) reported using a skills-based approach to recruitment, rather than focusing on qualifications and experience. This approach is particularly beneficial for job seekers with non-linear career paths, including those with short-term, casual, or gig work experiences¹.

Another positive finding is that a majority of respondents (57 per cent) reported their organisation does not have an age above which it is reluctant to recruit, and only a small minority reported reluctance to hire workers over the age of 60 (5 per cent) and 65 (6 per cent). While this is a noticeable improvement from previous years, the reluctance of some employers to recruit beyond a certain age signals the need for continued efforts to shift entrenched attitudinal bias against older workers.

Finally, the survey shows that employers continue to associate younger and older workers with distinct qualities. Younger workers are predominantly valued for their technical proficiency and innovation, while older workers are recognised for their experience and professional knowledge. These perceived differences underscore the value of age-diverse teams, with workers of different ages seen as bringing distinct and complementary strengths. However, they also point to the need to challenge enduring age-based assumptions about workers' strengths and weaknesses.

Age diversity is now a key characteristic of many Australian workplaces. Employers have a unique responsibility to ensure their workplaces are inclusive of all workers, regardless of age and career stage. By supporting their employees to remain engaged in meaningful work, employers are well-placed to enhance productivity by leveraging the diverse strengths of an age-diverse workforce. There is also an urgent need for collective action across industries, unions, and governments to create an environment which will encourage the meaningful employment of older workers. Such an outcome will enhance the productivity of our nation and the wellbeing of older people.



Robert Fitzgerald AM
*Age Discrimination Commissioner,
Australian Human Rights Commission*

¹ <https://www.bi.team/blogs/how-to-show-true-value-in-a-cv-in-the-gig-economy/>

Summary of Key Findings

Older workers are overwhelmingly viewed as more loyal (74 per cent), more reliable (64 per cent) and better able to cope with stress (62 per cent) than younger workers.

A majority of survey respondents consider younger workers more creative, energetic, adaptable to change, ambitious, physically capable, and proficient in using technology.

A large majority of HR professionals report being open “to a large extent” to hiring people aged between 25 and 34 (80 per cent) and those aged between 35 and 49 (78 per cent).

Around two in five (41 per cent) employers report being open to recruiting from jobseekers aged between 15 and 24 “to a large extent” and 28 per cent report being open to hiring those aged 65 and over “to a large extent”.

More than one in six (18 per cent) of HR professionals report that they are not open to hiring people aged 65 and over “at all”.

Nearly a quarter (24 per cent) of this year’s respondents consider workers aged between 51 and 55 to be “older”, more than double the proportion from 2023 (10 per cent) and significantly higher than 2021 (17 per cent).

The three most significant barriers to hiring older workers are a lack of older worker applicants (36 per cent), concerns about high salary expectations (32 per cent) and candidates having too much experience (28 per cent).

The three most significant barriers to recruiting younger workers are a lack of experience (57 per cent), high salary expectations (43 per cent) and a lack of qualifications (24 per cent).

Flexible-working arrangements (72 per cent), making recruitment content inclusive across age groups (67 per cent), and using a skills-based approach to hiring (52 per cent) are the most common practices used by Australian organisations to support age-diverse recruitment.

Flexible-work options (80 per cent), job satisfaction (73 per cent) and phased retirement (49 per cent) are the measures or factors that are most likely to encourage individuals to stay in the workforce for longer.

Actionable Insights

Recruitment

- 1 Use age-neutral language in job ads to ensure inclusivity and appeal to a diverse range of applicants.
- 1 Limit unnecessary requirements in applications such as dates of birth, graduation years, or number of years of experience unless essential.
- 1 Monitor recruitment data to identify and address any implicit bias within hiring systems.
- 1 Train hiring managers in unconscious bias awareness and ensure recruitment panels are diverse to help mitigate biases in the hiring process.
- 1 Focus on capabilities and achievements and encourage skills-based hiring, especially for candidates who may lack traditional qualifications or who may have outdated ones.
- 1 Ensure recruitment tools, such as artificial intelligence technologies and automated resume screeners, are audited for biases to prevent age-biased practices that inadvertently disadvantage specific applicant groups.

Lifelong Learning and Training


- 1 Offer career-transition support for employees in their mid-late careers, including retraining, reskilling, and upskilling programs, as well as phased retirement options.
- 1 Foster a coaching culture that emphasises continuous learning and career development, helping employees at all stages reach their full potential.
- 1 Support cross-generational mentoring where employees of different ages can learn from each other's experiences and skills.
- 1 Evaluate training uptake by age demographics by regularly reviewing participation data to ensure learning programs are reaching a diverse age range and adjust strategies if gaps emerge.

Health and Wellbeing

- 1 Implement workplace health and wellbeing initiatives and ergonomic adjustments.
- 1 Tailor mental health resources to ensure counselling, stress management programs, and Employee Assistance Programs (EAPs) are sensitive to employee needs across the life cycle such as early-career stress or midlife burnout.
- 1 Encourage flexible-work arrangements and provide options such as remote work, flexible hours, and part-time roles to accommodate caregiving, health needs, or phased retirement to accommodate the needs of workers at different life stages.
- 1 Offer career-life coaching and provide access to coaching that addresses work-life balance and supports transitions such as return to work, mid-career shifts, or retirement preparation.

Inclusivity

- 1 Gather feedback by age demographics using surveys and focus groups to understand needs across age groups, and tailor programs accordingly.
- 1 Create or support age-diverse employee resource groups (ERGs) or networking groups focused on age inclusion or intergenerational collaboration.
- 1 Encourage age-inclusive innovation teams to contribute to strategy and transformation projects.
- 1 Invest in initiatives to combat age-related stigma and ageist stereotypes, including ageism awareness training and building manager capability to support employees in their late career.

A photograph of two women, one with blonde hair and one with dark curly hair, both wearing business attire. They are leaning over a wooden table, looking at a tablet held by the blonde woman. The woman with blonde hair is smiling slightly. The woman with dark curly hair is looking intently at the tablet. A large teal graphic element is in the top right corner.

Only 28% of
employers are open
'to a large extent' to
hiring over-65s.



Research Findings

Employer Attitudes and Perceptions

Overall, the data in this section points to a misalignment between some HR professionals’ reluctance to hire older and younger workers and the positive and complementary attributes that the different generations are perceived to bring to Australian workplaces.

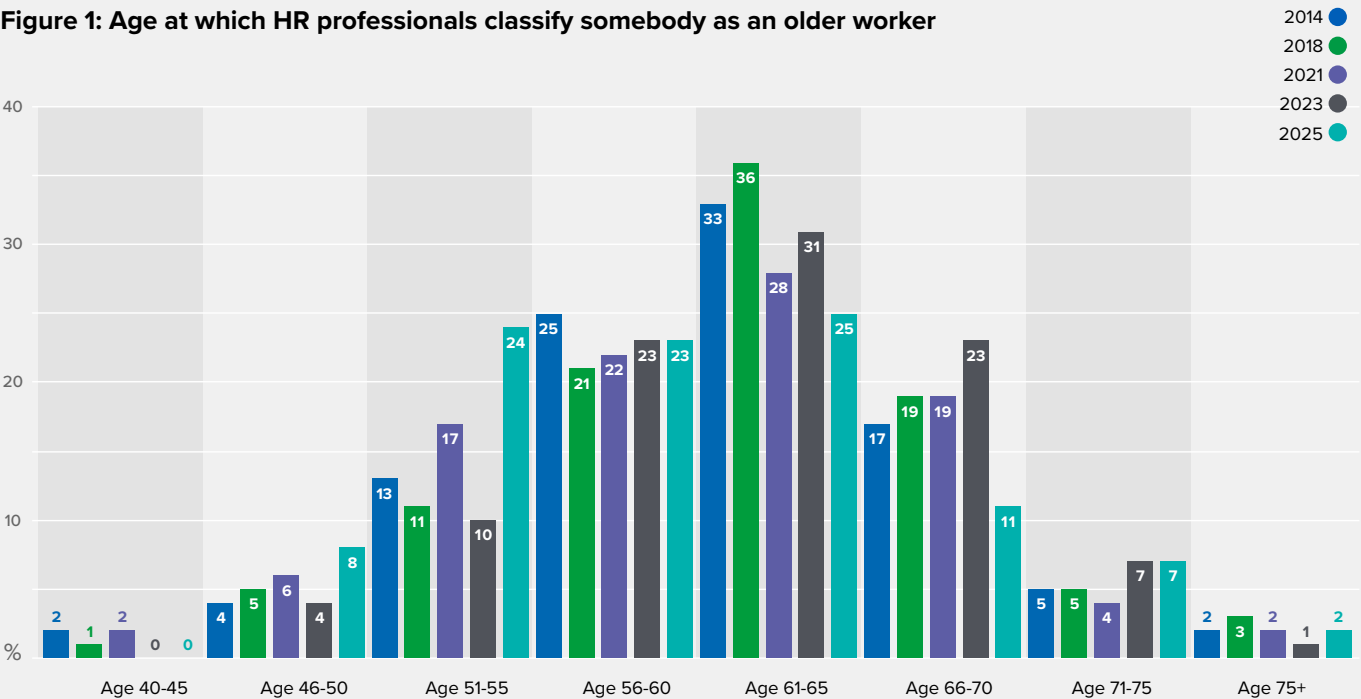
Shifting Perceptions of Older Workers

The data series shows a broader trend over time, with HR professionals increasingly likely to classify employees as older workers at a younger age.

Nearly a quarter (24 per cent) of this year’s respondents consider workers aged between 51 and 55 to be older, more than double the proportion from 2023 (10 per cent) and significantly higher than 2021 (17 per cent). In contrast to previous years where 61–65 was the most commonly-selected age range, this year’s responses were more evenly distributed across the 51–55 (24 per cent), 56–60 (23 per cent), and 61–65 (25 per cent) age cohorts.

This marks a notable change from earlier surveys, where the age range of 66–70 figured more prominently, suggesting that employers are increasingly viewing workers as older at younger ages. As Figure 1 shows, the three most frequently-cited age brackets this year were 65 and below; indicating that employers overwhelmingly associate the “older worker” term with individuals below both the Australian average intended retirement age of around 65 (ABS 2024) and the age range in which most respondents personally expect to retire (65–69).

Figure 1: Age at which HR professionals classify somebody as an older worker



Base: all employers n=138

Profile of Older and Younger Workers in Organisations

Additionally, respondents report that on average, 27 per cent of their current workforce is aged 55 years and over. This is broadly consistent with previous findings. However the wide range reported, which ranges from 0 per cent to 100 per cent, highlights significant variation across organisations.

For the first time, respondents were also asked about the proportion of their workforce aged 24 and below. On average, HR professionals report that 19 per cent of their workforce are aged 24 and below.



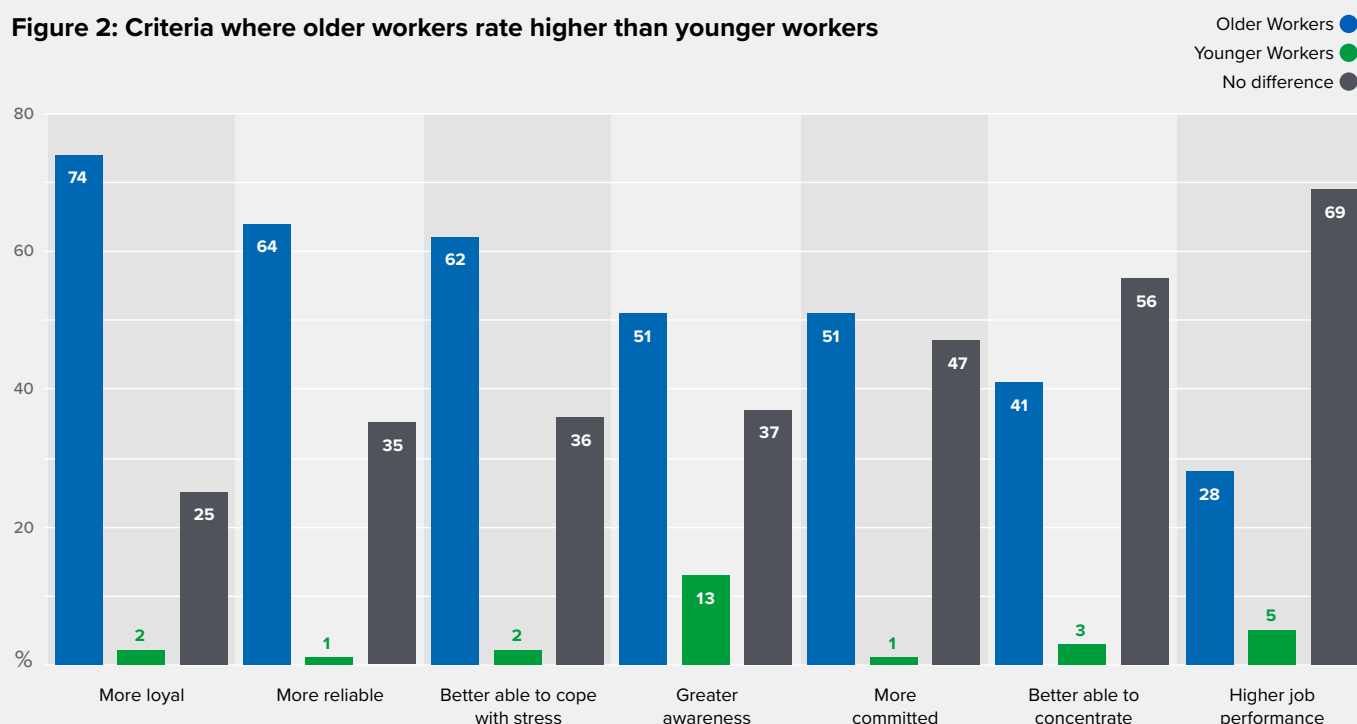
Older and Younger Workers' Performance in the Workplace

The survey asked respondents to compare older workers with younger employees across a range of criteria. Overall, the results indicate that employers and HR professionals continue to perceive generational differences in certain workplace traits. The data also suggests a misalignment between some HR professionals' reluctance to hire older and younger workers given the complementary strengths they are perceived to bring to Australian workplaces.

The findings in this report are consistent with previous reports, which have also sought to benchmark HR professionals' views of the different age cohorts.

A substantial majority of employers score older workers higher than younger workers on reliability, commitment, loyalty, awareness, and ability to cope with stress (Figure 2), suggesting associations of older workers with traits that reflect work ethic and emotional resilience. In particular, older workers are overwhelmingly viewed as more loyal (74 per cent), more reliable (64 per cent), and better able to cope with stress (62 per cent).

Figure 2: Criteria where older workers rate higher than younger workers



Base: all employers n=138

However, the data also reveals areas where age is seen to make little difference. Job performance (69 per cent), concentration (56 per cent), creativity (54 per cent) and adaptability to change (49 per cent) are most frequently identified as traits where there is no meaningful difference between younger and older workers.

Among those respondents who perceive a difference, a greater proportion say that older workers perform better in terms of job performance. Sixty-nine per cent of HR professionals surveyed say that younger workers and older workers perform equally well in relation to job performance. Yet, over a quarter (28 per cent) of HR professionals rank the job performance of older workers higher, compared with just 5 per cent who believe that younger workers perform better.

In contrast, more survey respondents consider younger workers more creative, energetic, adaptable to change, ambitious, physically capable, and proficient in using technology (Figure 3). While creativity and adaptability are traits where many employers see little difference between age groups, among those who perceive a difference, a greater proportion attribute these qualities to younger workers.

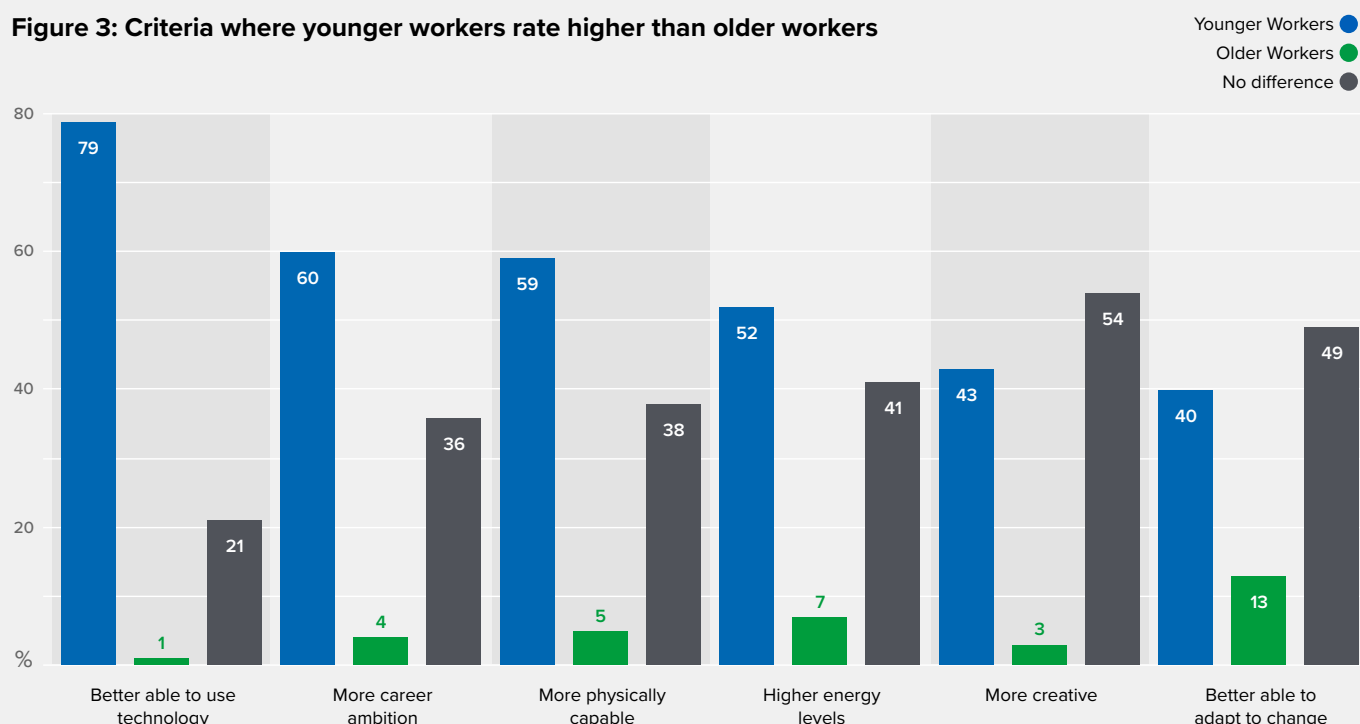
Perceived Advantages of Employing Older and Younger Workers

Survey respondents were asked to identify the three greatest advantages of employing older and younger workers.


Most notably, employers see younger employees as tech-savvy and offering new insights, and older employees as knowledgeable and experienced.

The most commonly cited advantages of employing younger workers are perceived to be proficiency with technology, automation, and AI (81 per cent), bringing fresh perspectives (73 per cent) and energy (54 per cent). By contrast, attributes such as professional knowledge (3 per cent) and experience (3 per cent) were rarely selected, suggesting that younger workers may be viewed as still building professional skills and experience.

Figure 3: Criteria where younger workers rate higher than older workers



Base: all employers n=138



More employers
now see those
aged 51–55 as an
'older worker' —
up from 10% in
2023 to 24% today.



By comparison, the most commonly cited advantages of employing older workers are experience (64 per cent) and professional knowledge (63 per cent). Notably, attributes commonly associated with younger workers, such as proficiency with technology (2 per cent), energy (2 per cent), and fresh perspectives (7 per cent), were rarely associated with older workers, suggesting persistent age-based assumptions about adaptability and innovation.

Employers' perceptions of the strengths of older and younger workers further highlight the value of multigenerational workforces in leveraging the complementary skills and qualities different generations are seen to bring.

Loss of Knowledge and Expertise

Despite perceptions of older workers as experienced and professionally knowledgeable, only 13 per cent of HR professionals say their organisation consistently captures the corporate knowledge of older workers as they transition out of the workforce. By comparison, 67 per cent say this knowledge is sometimes captured, while 19 per cent report it is never captured.

Consistent with these findings, 59 per cent of survey respondents also agree that the departure of older workers has led to a loss of key skills or knowledge in their organisation.

Recruitment

Over half (55 per cent) of HR professionals surveyed say they are currently experiencing recruitment difficulties, down from 65 per cent in 2023.

In theory, this should be good news for older workers, because it indicates that employers will be encouraged to source labour from under-utilised groups such as older and younger workers.

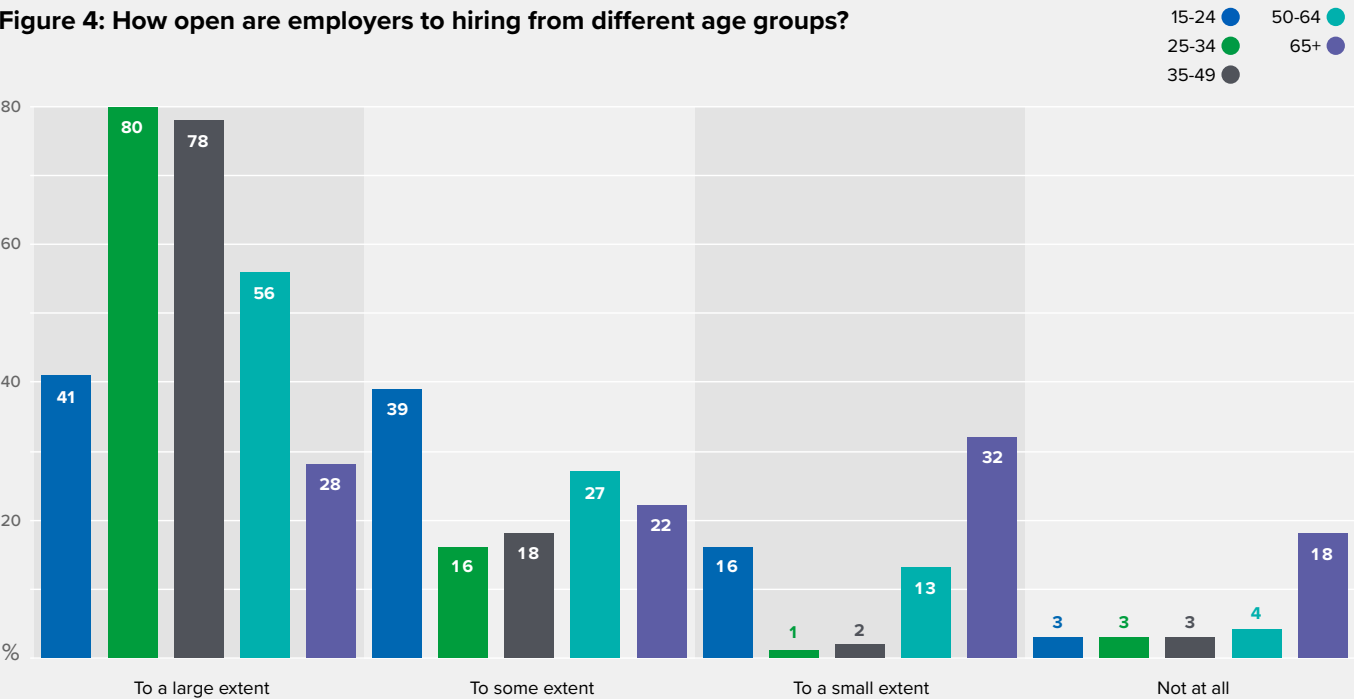
However, despite these recruitment challenges, the 2025 survey again highlights persistent age-related barriers to hiring. While a large majority of HR professionals report being open “to a large extent” to hiring people aged between 25 and 34 (80 per cent) and those aged between 35 and 49 (78 per cent), the degree of openness to recruit falls considerably for both older and younger age groups (Figure 4).

Just 56 per cent of HR professionals say they are open to hiring people aged between 50 to 64, and only 28 per cent report being open to hiring those aged 65 and over “to a large extent”. Meanwhile, more than one in six (18 per cent) of HR professionals report that they are not open to hiring people aged 65 and over “at all”.

Only around two in five (41 per cent) employers report being open to recruiting from jobseekers aged between 15 and 24 “to a large extent”. However, this may reflect a range of reasons including practical job requirements, such as the need for post-secondary qualifications or specific skills, rather than unfair discrimination in hiring.

Overall, these figures suggest that progress is still required to address attitudinal bias in hiring among HR professionals in Australia, with older jobseekers in particular continuing to bear the brunt of these barriers.

Figure 4: How open are employers to hiring from different age groups?



Base: all employers n=138

Age Thresholds Employers Are Reluctant to Recruit Employees

When survey respondents were asked whether there is an age **above** which their organisation is reluctant to hire, more than half (57 per cent) reported there was no restriction in terms of age. Twenty-three per cent said they are unsure, and a minority reported reluctance to hire workers over the age of 60 (5 per cent) and 65 (6 per cent). This is a significant shift from 2021, when 17 per cent of respondents expressed reluctance to hire workers over 60, with an equal proportion reporting reluctance to hire those over 65.

By comparison, just over a third (36 per cent) of survey respondents reported that their organisation does not have an age threshold **below** which it is reluctant to recruit employees, and 15 per cent said they were unsure. Closer analysis of the data reveals that more than a quarter (28 per cent) reported a reluctance to recruit employees below the age of 18, and 13 per cent under 21. This reluctance to hire young people may again reflect specific role requirements such as post-secondary qualifications or training rather than age bias.

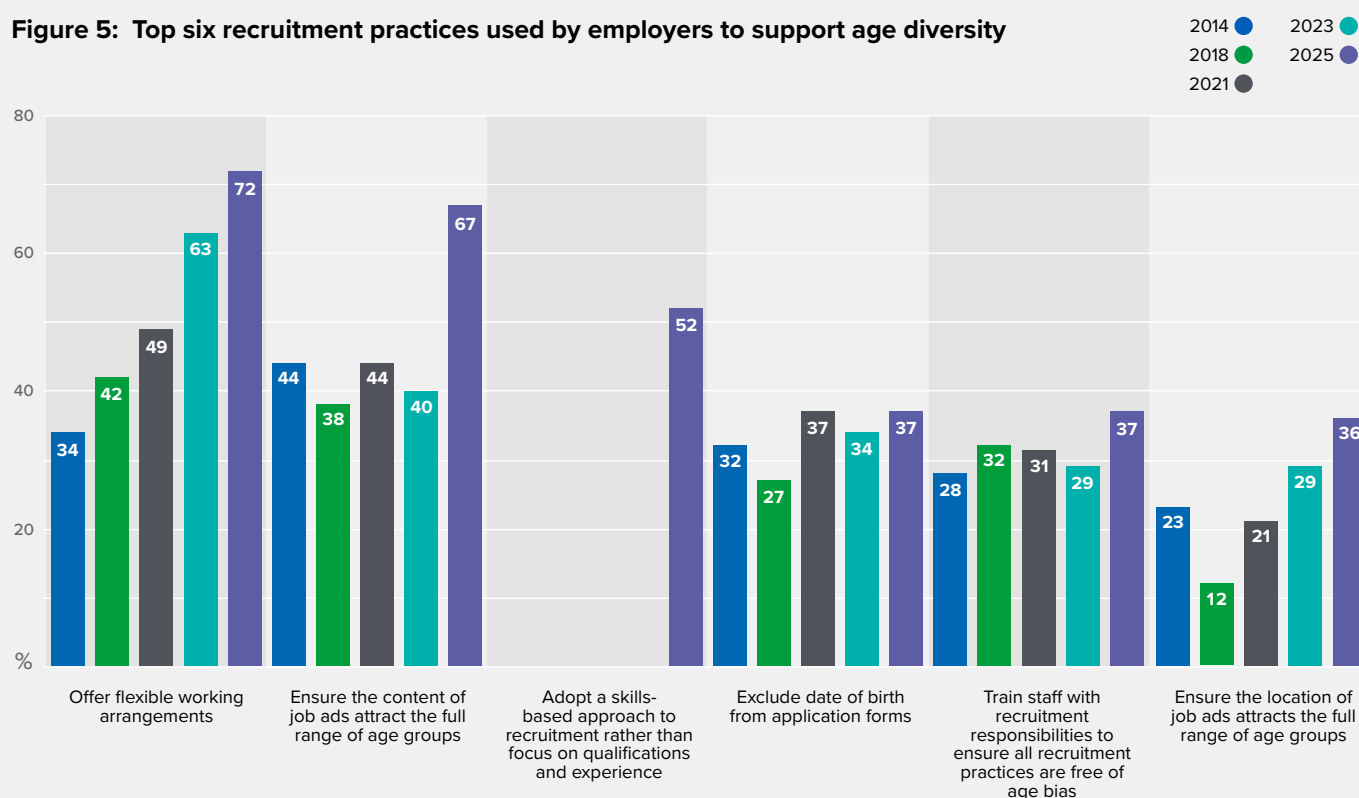
Perceived Barriers to Hiring Older and Younger Workers

The primary obstacles HR professionals say they face in recruiting older workers have changed little since 2014.

In 2025, the three most significant barriers remain a lack of older worker applicants (36 per cent) – which was also the highest-rating barrier in 2023 (32 per cent) – followed by concerns about high salary expectations (32 per cent) and candidates having too much experience (28 per cent). Additionally, one in four (25 per cent) cite a lack of technology skills as a barrier to hiring older workers.

For the first time, this research also explored barriers to hiring younger workers. More than half (57 per cent) of respondents identify a lack of experience as the primary obstacle, followed by high salary expectations (43 per cent) and a lack of qualifications (24 per cent).

Figure 5: Top six recruitment practices used by employers to support age diversity



Base: all employers n=138

Recruitment Practices

The challenges faced by older workers in seeking employment are further underlined by the finding that 20 per cent of respondents say that the recruitment practices at their organisation negatively impact older workers – albeit to a small extent. Similarly, almost a quarter (23 per cent) of HR practitioners say that recruitment practices negatively impact younger workers.

Supporting Age Diversity in Recruitment

There are some encouraging signs that organisations are taking more active steps to support age diversity in recruitment, with a steady increase in age-inclusive hiring practices since 2021.

Flexible-working arrangements continue to be the most common practice to support age-diverse recruitment, selected by 72 per cent of respondents, up from 63 per cent in 2023 and 49 per cent in 2021. This ongoing upward trend likely reflects the growing importance of flexible working as a key tactic to help address labour market challenges.

Efforts to improve the inclusivity of recruitment materials also appear to be gaining momentum. This year, just over two-thirds (67 per cent) of HR professionals report making recruitment content inclusive across age groups, compared to just 40 per cent in 2023. Similarly, 36 per cent of professionals say they have broadened their job ad-placement strategies to reach a wider age range of applicants – a sign of better-targeted outreach.

A new addition to this year's survey points to another encouraging shift in recruitment practice. Just over half (52 per cent) of respondents report using a skills-based approach to hiring (Figure 5). This indicates that many organisations are moving away from a traditional emphasis on formal qualifications and experience, an approach which can have a disproportionately negative impact on the job prospects of young jobseekers and those with non-linear career paths.

Encouragingly, perhaps linked with the tightness of the current Australian labour market, many organisations are making efforts to recruit and retain younger workers. Around 37 per cent of organisations offer work placements for school-leavers, 22 per cent provide internships, and 19 per cent said they proactively recruit younger workers.

At the same time, there are signs of a growing, albeit more limited, focus on older workers in terms of proactive targeted recruitment. Just under a fifth (18 per cent) of respondents say their organisation proactively recruits older workers, up from 12 per cent in 2023 and 10 per cent in 2021. While this represents progress, it suggests that employers could do more to fully realise the value of experience and encourage greater workforce participation of older candidates.

Survey respondents were also asked whether they had hired older and younger workers in the previous 12 months. More than three-quarters (76 per cent) of respondents report recruiting workers aged 24 and below. By comparison, just 57 per cent of HR professionals report having recruited workers aged 55 and over in the previous 12 months, down from 68 per cent in 2023.



Younger workers
are valued for
technical skills
and innovation,
older workers for
experience and
expertise.

Retention

Supporting Age Diversity in the Workplace

According to the survey data, the most widely available policies or practices Australian organisations have in place to support age diversity in the workplace are flexible-working arrangements, many of which have increased in incidence compared with previous reports.

Flexible-working hours remain the most consistently available form of support, increasing from 78 per cent in 2020 and 71 per cent in 2023 to 80 per cent in 2025. This underlines the significant role flexible-working hours play in engaging and retaining staff. Part-time work also remains a popular arrangement (offered by 78 per cent of organisations).

Notably, there has been a marked rise in the provision of hybrid-working arrangements, increasing from 41 per cent in 2021 and 50 per cent in 2023 to 64 per cent in 2025. This likely reflects a broader shift toward more location-flexible work practices². As recent AHRI

research shows (AHRI, 2025), older workers are among some of the key workforce groups disproportionately impacted by organisations that have introduced tighter physical workplace attendance requirements.

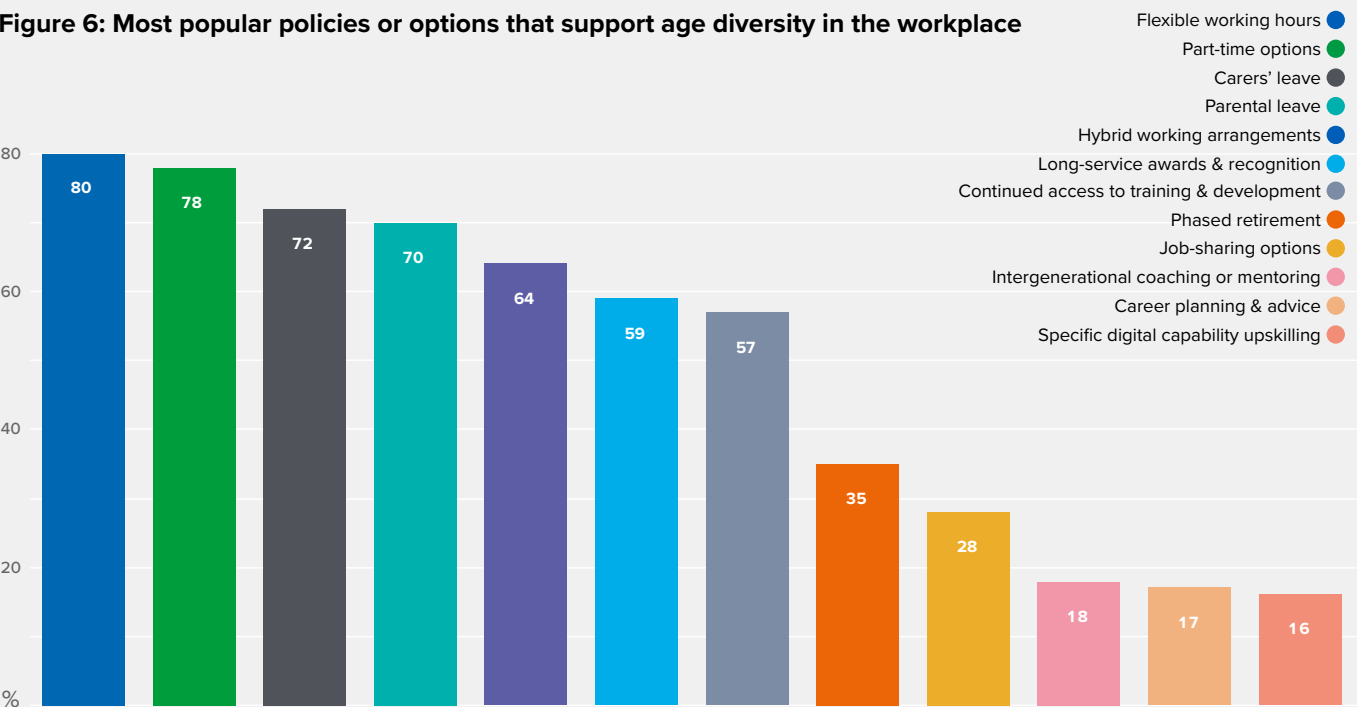
In addition, high availability of carers' leave (72 per cent) and parental leave (70 per cent) also reflects support for caregiving responsibilities, though primarily for more traditional forms such as caring for young children.

On the downside, relatively few organisations offer phased retirement, job sharing, career planning and advice, despite the positive impact these might have on the retention rates of younger and older workers; especially given the strong appetite shown by survey respondents for phased retirement options (Figure 7).

HR professionals were also asked what measures would encourage them as individuals to stay in the workforce for longer (Figure 7).

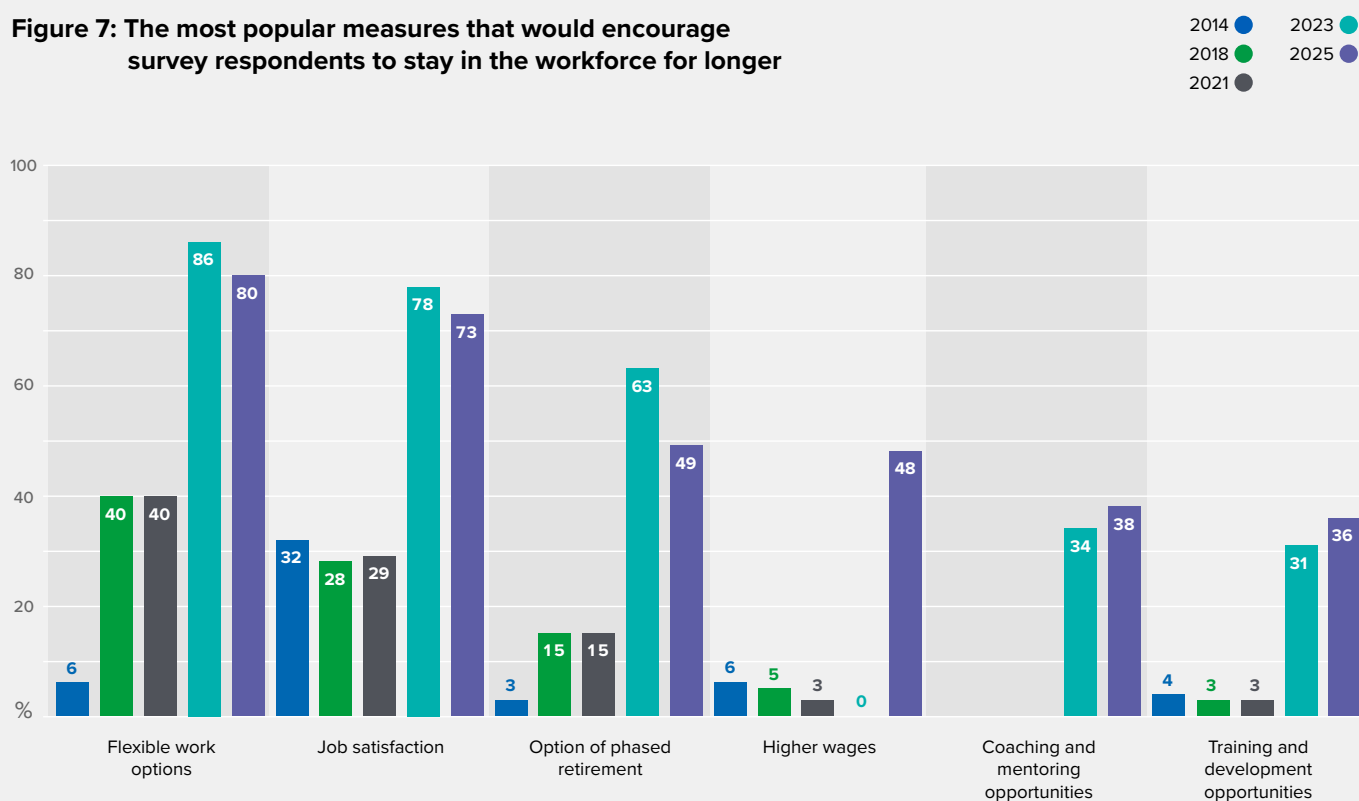
2. The term "hybrid work" is often used to refer specifically to arrangements that involve a mix of office-based and remote working. By comparison, "flexible work locations" could encompass a wider range of practices, including fully remote roles, working from multiple sites, or even working while travelling.

Figure 6: Most popular policies or options that support age diversity in the workplace



Base: all employers n=138

Figure 7: The most popular measures that would encourage survey respondents to stay in the workforce for longer



Base: all employers n=138

Eighty per cent of HR professionals agree that flexible-work options would offer them the best means of remaining in employment, down from 86 per cent in 2023. However, the figure recorded for 2025 represents a sharp increase compared with the corresponding results in the 2021 survey, where only 40 per cent selected flexible working as a measure that would encourage them to keep working.

The findings suggest that employee expectations around flexible-working arrangements have stabilised and remain high.

Job satisfaction also remains a significant factor in employee retention, with 73 per cent of HR professionals identifying it as a key reason for staying in their current role – though this figure has declined from 78 per cent in 2023. Interest in phased retirement remains substantial, with almost half (49 per cent) of respondents selecting it as a desirable option.

Notably, and in contrast to previous years, “higher wages” has emerged as a key factor, cited by 48 per cent of respondents – likely due to persistent elevated cost-of-living pressures. The highest figure recorded for this measure across the previous five reporting periods was 6 per cent (2014).

Overall, the results underscore the potential for phased retirement options, flexible-working arrangements, and fulfilling work to support the retention of older workers, help reduce skills shortages, and facilitate older workers’ transition out of the workforce.

On a related but separate question, a majority of respondents (55 per cent) report their organisation does not have training initiatives to support age diversity, while almost a third (32 per cent) have such initiatives in place.

In similar vein, age-related training does not appear to be a common practice either. Over half of respondents (54 per cent) report that their organisation never provides training to line managers on managing different generations.

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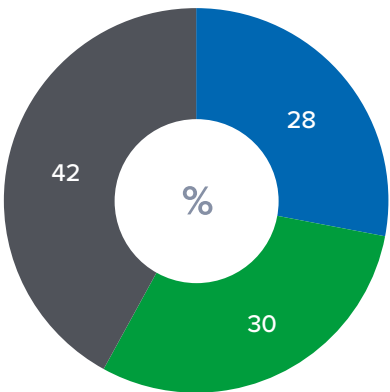
Research Methodology

The Australian HR Institute (AHRI) and the Australian Human Rights Commission (AHRC) surveyed 148 HR professionals between 31 March and 5 May 2025. There were 75 respondents from the private sector, 30 respondents from the public sector, and 31 respondents from the not-for-profit sector. In addition, there were seven respondents from the academic sector and five who identified their organisation as ‘Other’.

Some respondents did not answer every question in the online survey. The number of respondents who answered a question is presented as the base number under the corresponding graph or table in this report.

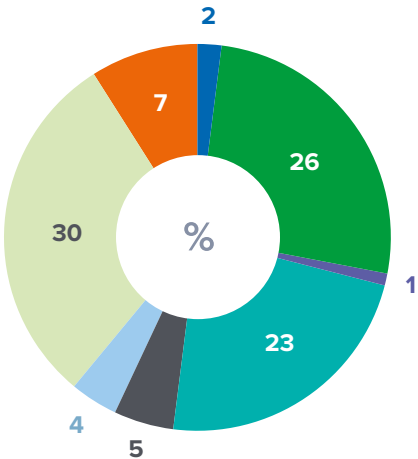
Respondent Profile

Breakdown of the sample by number of employees per organisation



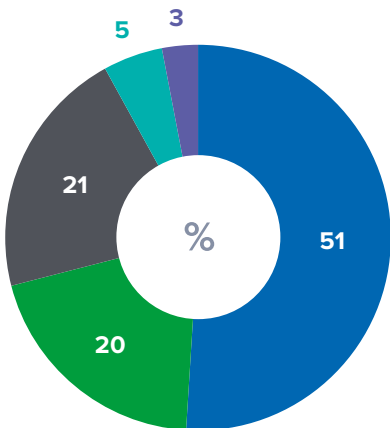
Base: all employers n=148
(1-49: n=42; 50-249: n=44; 250+: n=62)

Breakdown of the sample by state



Base: all employers n=148
(ACT: n=3; NSW: n=38; NT: n=3; QLD: n=34; SA: n=8; TAS: n=6; VIC: n=45; WA: n=14)

Breakdown of the sample by sector



Base: all employers n=148
(private: n=75; public: n=31; not-for-profit: n=30; academic: n=7; other: n=31)

- 1-49 Workers
- 50-249 Workers
- 250+ Workers

- ACT
- NSW
- NT
- QLD
- SA
- TAS
- VIC
- WA

- Private
- Public
- Not-For-Profit
- Academic
- Other

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