

THE GENDER INDEX REPORT 2026

Measuring Australia's women-led
economy for the first time.

NORTHERN TERRITORY



FOREWORD

Welcome to our first Australian Gender Index Report

Every year, Australia debates how to lift productivity, diversify the economy and build resilience against global shocks. We talk about AI, infrastructure, energy transition. Rarely do we talk about the one lever that's already available, and still barely pulled: backing women to build businesses at the same rate as men.

The numbers are not modest. The Gender Index shows that bringing female entrepreneurship in Australia up to parity with male entrepreneurship could add 745,000 additional jobs and unlock more than \$100 billion in combined annual wages and government tax revenue for the Australian economy. This is more than a representation issue; it is a substantial economic opportunity for Australia. Women are entering businesses in record numbers. We are not short of talent or ideas.

It's why The Gender Index Australia is so important: to build the first national benchmark of female entrepreneurship. It moves the conversation beyond anecdote and into evidence, evidence that can guide where capital, policy and support are directed next, and against which progress can be measured, year on year.

In 2004, research into women-led businesses found that 70% of female small business leaders believe it's harder for women to get funding than it is for men. I've spent years working alongside female business owners, building products and pathways around how women-led businesses actually grow, rather than expecting them to fit a model built around someone else's.

No single institution can close this gap alone. The barriers are spread across capital and policy – which means the solution must be too. It requires government putting in place the right policy settings, Venture capitalists believing in the

potential of female founders early and financially backing them, banks lending against growth potential and industry bodies ensuring equity forms part of their strategic focus.

Founding a business takes courage. To every woman who backed her idea and asked to be judged on her vision and business plan, this is for you. You didn't wait for the system to catch up. You built anyway and that deserves to be celebrated.

As chair of The Gender Index Australia, I'll be working alongside government, industry, entrepreneurs and the finance sector to put these ideas into practice, and I'll share our progress as it happens. I hope you'll join us in turning the insights in this report, into action.



Tamara Bryden

Tamara Bryden
Chair, The Gender Index

ABOUT

John Cushing, co-founder, The Gender Index, and Professor Naomi Birdthistle, Griffith University

For the first time, The Gender Index brings business structure, leadership composition and commercial performance together in a single national framework - creating Australia's most comprehensive evidence base for understanding female entrepreneurship and business leadership.

The report examines active businesses across two distinct but connected parts of the economy: Australian Business Number (ABN) sole traders and Australian Company Number (ACN) registered companies. Where leadership gender can be reliably classified, entities are identified as women-led, gender-equal-led or male-led.

This breadth allows the analysis to move beyond headline participation rates. It reveals how gender representation changes across business structures, industries, jurisdictions, stages of development and levels of economic activity. By examining geography, industry, company size, business age, leadership generation and productivity, the report shows where women enter entrepreneurship, the businesses they lead, the value they create - and whether those businesses progress into larger, more economically significant organisations.

The findings expose a critical divide between participation and progression.

Women form a substantial part of Australia's entrepreneurial base, particularly among sole traders and younger businesses. Yet their representation falls as businesses become larger and more established. The pattern is visible across most states, territories and industries, although its scale and characteristics vary considerably.

This is more than a gap in representation. It is a structural loss of women-led businesses throughout the growth cycle.

Crucially, the report also examines whether this decline can be explained by commercial performance. The evidence shows that women-led companies are present across productive business

cohorts and can achieve outcomes comparable with - and in some cases stronger than - their peers once scale is reached.

This reframes the issue. The principal challenge is not a lack of entrepreneurial ambition, capability or business quality, but whether women-led businesses have equitable access to the capital, customers, markets, networks and institutional support required for sustained growth.

The Gender Index consequently establishes a new national benchmark for understanding women's position within the Australian business economy. It transforms previously fragmented evidence into a detailed picture of participation, performance and progression. In doing so, it provides policymakers, financial institutions, industry leaders and business-support organisations with an evidence base against which future change can be measured - and from which more effective action can begin.



John Cushing
Co-founder, The Gender Index



Naomi Birdthistle
Professor, Griffith University

WHY DOES THE SCALING GAP EMERGE?

The Gender Index identifies a clear failure of business progression. Women lead 42.2% of sole traders, but only 15.8% of micro companies, 13.3% of small companies, 8.1% of medium companies and 7.0% of large companies. The evidence points to connected structural constraints that become more pronounced as businesses approach scale.

Support is concentrated before the critical growth point. Entry support is not the same as growth support. Australia offers extensive education, mentoring, startup grants and early-stage assistance, but fewer interventions provide the sustained finance and commercial capability required to employ people and build scalable operating systems. This matters because 86.3% of the opportunity identified by the model lies in improving progression from micro to small business.

Industry determines the pathway available. Women lead more than one-quarter of classified companies in Health Care and Social Assistance and Education and Training, but only around one in ten in Construction, Mining and Utilities. Differences in capital intensity, asset ownership, contract structures and commercial networks directly influence how businesses finance and pursue growth.

Access to customers is not equal. Major and recurring contracts provide the predictable revenue required to employ staff, attract finance and invest with confidence. Women-led companies remain underrepresented in industries where established procurement pathways and large supply-chain contracts frequently support business expansion.

Strong networks open doors to growth. Scaling depends on access to investors, advisers, board members, senior executives and major customers. Australian Government consultation identified weaker professional networks and reduced access to mentors and role models as barriers for female founders. Without these relationships,

viable businesses can remain excluded from the introductions and opportunities that accelerate growth.

The capital gap intensifies as funding requirements increase. Female-only founding teams accounted for 8% of reported Australian startup deals in 2025 but received just 2% of total capital. Venture investment covers only part of the business economy, but the disparity provides a clear warning: women's access to finance narrows as the amount and sophistication of capital required increases.

Investor bias can affect funding decisions. Research by Kanze, Huang, Conley and Higgins¹ found that investors asked male founders more promotion-focused questions about growth, opportunity and market expansion, while female founders were more often asked prevention-focused questions about risk, security and avoiding losses. The study found that these different lines of questioning influenced how founders presented their businesses and contributed to differences in funding outcomes. With women leading only 7.0% of large companies, there are also fewer visible examples, experienced mentors and established pathways for the next generation to follow.

The scaling gap is therefore not a deficit of ambition, capability or business quality. It is the cumulative result of a system that supports women to enter business but provides a less effective pathway through incorporation, first employment, major contracts and external capital. The policy challenge is to move beyond participation and create the conditions for commercially capable women-led businesses to progress into significant employers and enduring Australian companies.

John Cushing
Co-founder, The Gender Index

¹ Kanze, D., Huang, L., Conley, M.A. and Higgins, E.T. (2018), 'We Ask Men to Win and Women Not to Lose: Closing the Gender Gap in Startup Funding', *Academy of Management Journal*, 61(2), pp. 586–614. <https://doi.org/10.5465/amj.2016.1215>. The research examined investor-founder interactions at TechCrunch Disrupt New York between 2010 and 2016.

NATIONAL HEADLINES

1. Women are entering business in record numbers

Across Australia, women account for around two-fifths of sole traders in many jurisdictions, demonstrating strong participation at the entry point of entrepreneurship.

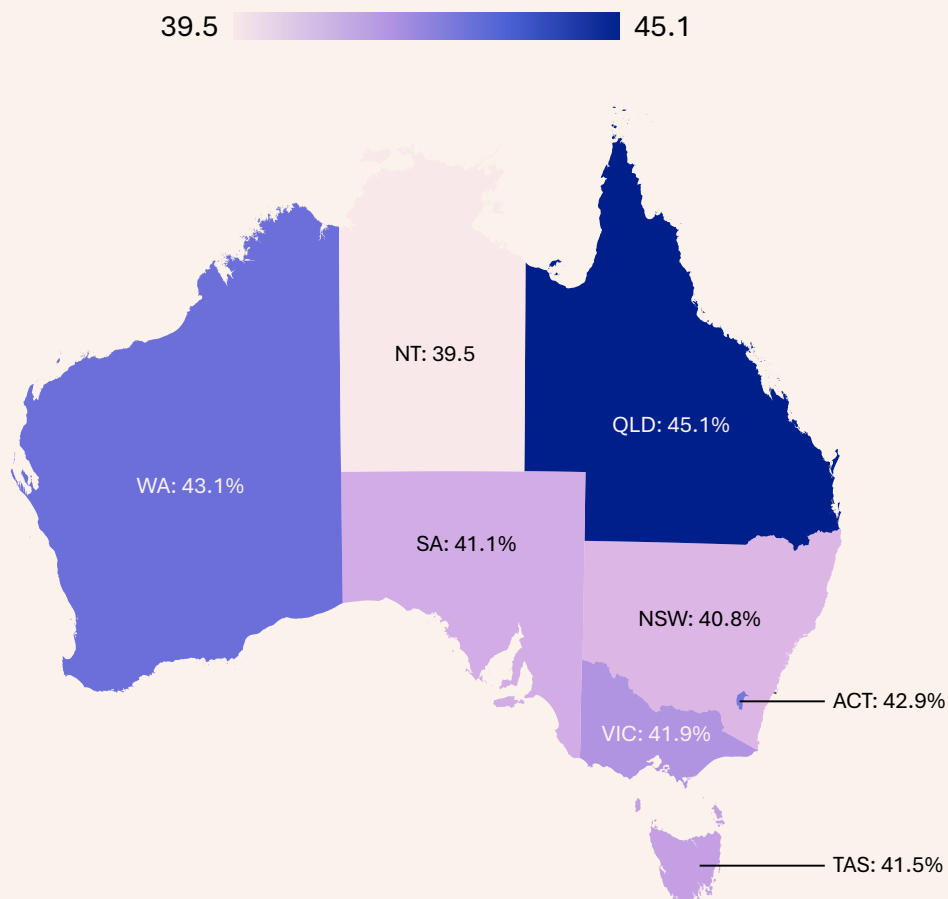
On average, they lead 42.2% of ABN sole traders, compared with only 15.2% of ACN companies ranging from 16.3% in Queensland to 13.1% in Tasmania - a 27 percentage-point participation gap between self-employment and incorporated business leadership. This level of participation suggests that entrepreneurial ambition is strong and the pipeline of female founders is healthy.

See figure 1: The percentage of Sole Trader by State and Gender, 2026

2. Performance isn't the problem

Across Australia, women-led businesses consistently demonstrate strong commercial performance once they reach scale. The report finds women-led businesses are commercially viable, productive and growth capable, with productivity outcomes comparable to – and in some cases stronger than – their peers once scale is achieved. The evidence points to a consistent conclusion: the challenge is not capability, ambition or business quality. Women-led businesses are succeeding when they access larger markets, customers and growth opportunities.

Figure 1: The percentage of Sole Trader by State and Gender, 2026



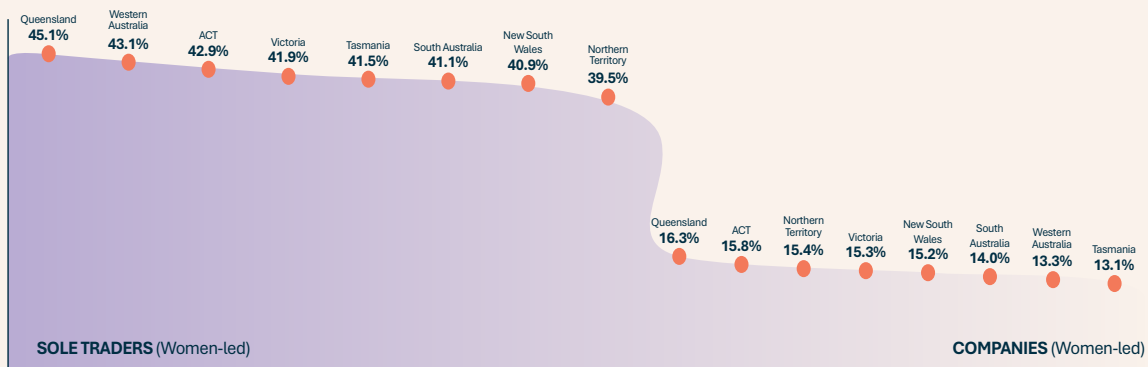
3. Scale is the biggest barrier

Despite strong participation in entrepreneurship, women remain significantly underrepresented in the medium-sized and large businesses that drive employment, productivity and economic growth.

Women lead, on average, 42.2% of sole traders, but only 15.8% of micro companies, 13.3% of small companies, 8.1% of medium companies and only 7.0% of large companies. The evidence in clear - decline is steady at every stage of growth. Women are building viable businesses but the system is failing to provide enough of them with the capital, capability and market access needed to grow.

See figure 2: The scaling cliff.

Figure 2: The scaling cliff



4. The 'missing middle' matters

Medium-sized businesses are the engine room of a high-performing economy. They create jobs, drive innovation, strengthen regional communities and generate much of the productivity growth that underpins long-term prosperity. Yet while Australia has built a strong pipeline of women entering entrepreneurship, too few women-led businesses successfully make the transition from small enterprise to meaningful scale.

By contrast, Male-led businesses progress at 13.68%, more than twice the women-led rate of 6.71%, creating a 6.96 percentage-point gap at the critical point where businesses begin building larger workforces and management capability.

The result is a “missing middle” of women-led growth businesses. This gap limits not only the success of individual founders, but also Australia’s ability to capture the full economic value of female entrepreneurship. Closing the female business scaling gap could support approximately 29,000 additional growth businesses.

5. There are opportunities ahead

Australia has a strong foundation of women participating in business, but the challenge is progression, not entry. By improving access to growth capital, procurement, governance pathways and leadership networks, Australia can build a stronger pipeline of women-led medium, large and listed companies - driving productivity, employment and lasting economic impact.

The prize is significant: closing the female business scaling gap could support approximately 745,000 jobs and A\$79.4 billion in annual wages. This is more than a representation issue; it is a substantial economic opportunity for Australia.

AT A GLANCE

- **Sole Traders:** Queensland recorded the highest proportion of women-led sole traders at 45.1%, followed by Western Australia at 43.1%, the Australian Capital Territory at 42.9%, Victoria at 41.9%, Tasmania at 41.5%, South Australia at 41.1%, New South Wales at 40.9% and the Northern Territory at 39.5%.
- **Companies:** Queensland recorded the highest proportion of women-led companies at 16.3%, followed by the Australian Capital Territory at 15.8%, the Northern Territory at 15.4%, Victoria at 15.3% and New South Wales at 15.2%. Female representation was lower in South Australia at 14.0%, Western Australia at 13.3% and Tasmania at 13.1% **Figure 3: The percentage of women-led companies by State/ Territory, 2026.**
- **Closing the scaling gap could generate approximately A\$24.4 billion in annual government tax revenue.** This comprises income tax, Medicare Levy, payroll tax and company tax. It could also support approximately A\$9.5 billion in additional employer superannuation contributions.

Figure 3: The percentage of women-led companies by State/ Territory, 2026

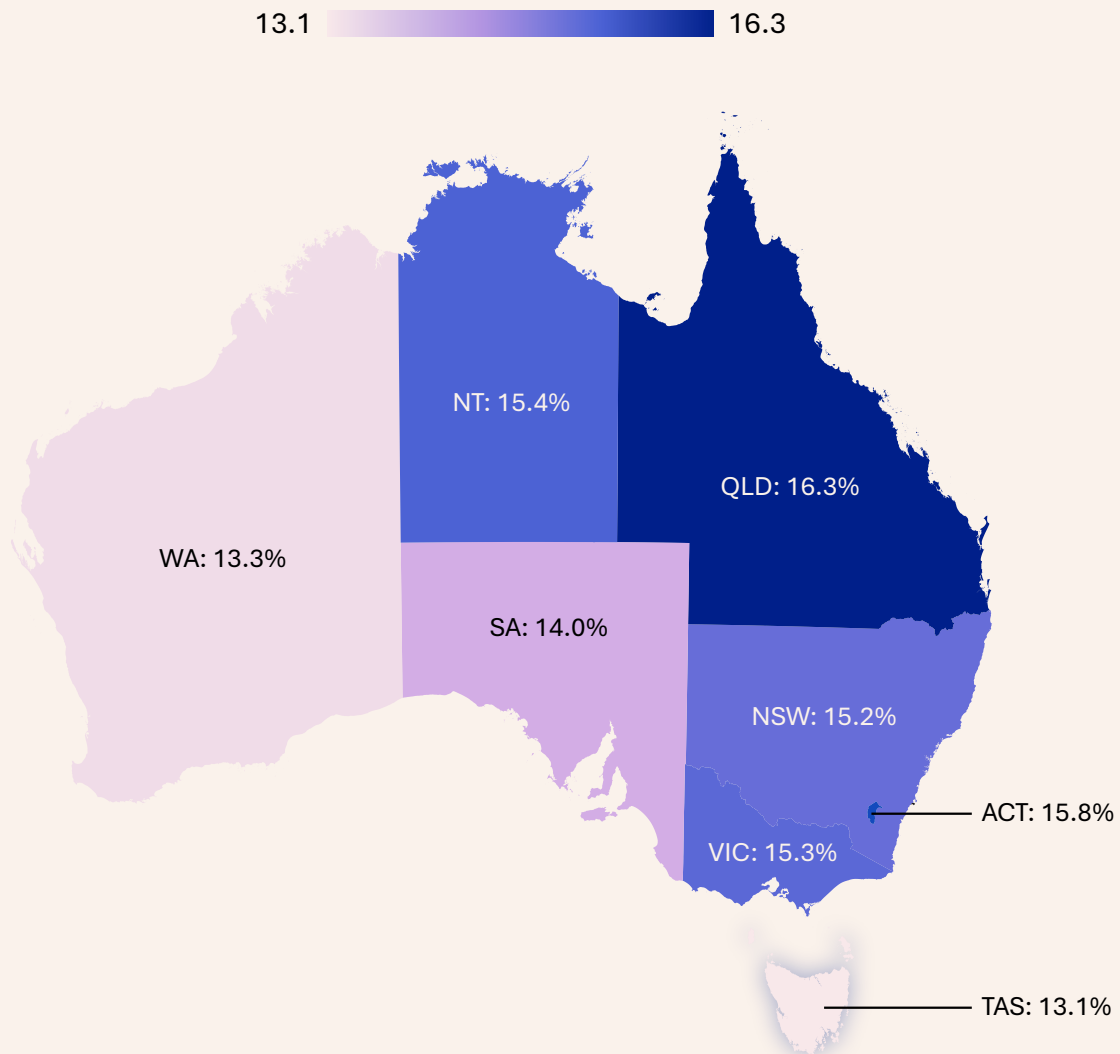


Figure 4: 2026 State & Territory Comparison

State	Sole Traders (ABN)	Companies (ACN)	Scaling*	Comment
New South Wales	40.9%	15.2%		Australia's largest business ecosystem, with female company leadership broadly in line with the national average.
Victoria	41.9%	15.3%		Female participation is close to the national average but scaling remains a challenge.
Queensland	45.1%	16.3%		Australia's strongest female founder pipeline and highest female representation, but participation drops significantly at scale.
South Australia	41.1%	14.0%		Solid participation at entry level but one of the clearest scaling challenges nationally.
ACT	42.9%	15.8%		Strongest all-round performer with high female participation and comparatively better progression into incorporated businesses.
Western Australia	43.1%	13.3%		Strong female entrepreneurship, but Australia's largest drop from founder to company leadership.
Tasmania	41.5%	13.1%		Strong participation among sole traders but the lowest women-led company representation nationally.
Northern Territory	39.5%	15.4%		Lowest participation at sole trader level but the smallest gap between entrepreneurship and incorporated leadership.

● Top-performing jurisdictions ● Around national average ● Below peer jurisdictions

* Scaling is based on the relative decline in female representation from micro-businesses to medium/large businesses, reinforcing the report's central finding that the biggest challenge is growth rather than business formation.

- **The micro-to-small transition represents 86.3% of the total business opportunity.** Of the total additional women-led growth businesses identified by the model, 86.3% would come from closing the progression gap between micro and small businesses. A further 13.4% relates to the transition from small to medium, and just 0.3% from medium to large. Australia's greatest opportunity therefore lies in helping established women-led mi businesses achieve their first meaningful stage of scale.
- **Female representation is strongest among younger companies.** Women lead 17.1% of companies aged 3–5 years and 16.8% aged 0–2 years, but only 12.3% of companies operating for more than 20 years.
- **Queensland has the strongest female company pipeline.** Women lead 16.3% of classified ACNs in Queensland, compared with 15.2% in New South Wales and 13.1% in Tasmania. **See figure 4: 2026 State and Territory Comparison.**
- **Female representation varies significantly by industry.** Women lead more than one-quarter of classified companies in Education and Training and Health Care and Social Assistance, but only around one in ten companies in Construction, Mining and Utilities. These differences demonstrate that industry structure - and access to capital, contracts and established networks-continues to shape women's pathways to business scale.
- **Mining presents a striking contrast.** Despite mining's importance to Western Australia, women lead only 7.2% of classified WA mining companies - the lowest result nationally - compared with 10.6% in Queensland, 10.9% in NSW and 12.3% in Victoria.

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Closing the female business scaling gap could support approximately 745,000 jobs and A\$79.4 billion in annual wages. This is more than a representation issue; it is a substantial economic opportunity for Australia

TWISTED HEALTHY TREATS

Defying the stats to scale Australia's only female-founded frozen dessert manufacturer



Founder Cass Spies and her business Twisted Healthy Treats stand out as a rare exception to the “missing middle” of female-founded scale-up businesses in Australia.

Twisted Healthy Treats is the country's only female-founded frozen dessert brand with its own manufacturing operation, running a purpose-built production facility in Ingleburn, Sydney. Cass started the business after struggling to find a frozen treat her family could enjoy without compromise.

Fifteen years on, Twisted Healthy Treats employs over 80 people, supplies Woolworths, Coles, ALDI and Costco, and reaches 85% of Australian school canteens.

In doing so, the business has done something remarkably few female-founded businesses in Australia manage: it has scaled. As this report shows, women lead 42.2% of sole traders nationally, but that number falls away sharply as businesses grow, down to just 8.1% of medium-sized companies and 7% of large ones.

A long road to scale

Spies started the business with a food technology degree and no established players making better-for-you frozen treats that also tasted good. However, growth was not immediate. “You don't get economies of scale; you don't get buying power the way the big players do. It's a long, long road from startup to scale-up, and it doesn't happen efficiently.”

As the business grew, Cass recognised the need to invest in leadership: the management team has grown from two people to ten. “We were at a point in the growth cycle where I could see the people around me had too much on their plate.”

Setbacks, breakthroughs, and economic impact

The path to scale has included setbacks, including a probiotic ice cream launched ahead of consumer demand, which was pulled from supermarket shelves

within 12 months. The breakthroughs, including being stocked in all four major grocery retailers, moved Twisted Healthy Treats from a niche producer into a business with national distribution and order volumes to justify further investment in production.

Export growth into the US and, more recently, Southeast Asia, opened a second growth channel beyond the domestic retail market, one Cass sees as significant given Australia's reputation for high-quality dairy.

Owning the factory, owning the quality

Investing in her own manufacturing facility, rather than sharing production lines, has given the business full control over quality and the flexibility to scale for large export orders. The factory is also completely nut-free; a decision central to winning school canteen business, an institutional channel.

Overcoming the representation gap

Working in manufacturing and dairy, Cass has faced scepticism, including from a truck driver who laughed when she answered the door, looking for “the boss”. She has focused on building a reputation for consistency: “We do what we say we're going to do, we're super focused on ensuring we deliver on time, in full, and we've surrounded ourselves with the right partners.”

Looking ahead

“We want to continue to grow market share, continue to dominate the better-for-you category, continue to create beautiful tasting products, and conquer China and Southeast Asia given the incredible Australian dairy we manufacture with.”

Cass' willingness to invest ahead of demand: in leadership, in manufacturing, in allergen-safe production, and in export markets, shows what it takes for a female-founded business to convert early product success into lasting scale.

And it's a template the broader economy has an interest in replicating, with this research estimating that closing the female business scaling gap nationally could support around 745,000 jobs and \$79.4 billion in annual wages.

NORTHERN TERRITORY

The Northern Territory occupies a distinctive position within the Australian economy. Its strategic location, proximity to Asian markets and concentration of defence, energy, mining and public-sector activity give it national significance disproportionate to its population. At the same time, its small domestic market, highly dispersed communities, workforce shortages and substantial transport and service-delivery costs create a demanding operating environment for local businesses.

The 2024 Budget funded equality scholarships, support for women entering construction and engineering, childcare subsidies, employment pathways for young mothers and gender-equality grants. It also reported that 62% of successful Screen Territory applications in 2023–24 were awarded to women or women-owned companies.

Mainstream business programs also provide pathways to growth. The Business Growth Program offers between \$2,000 and \$10,000, reimbursing 50% of the cost of professional services intended to improve business performance, sustainability and profitability. The new Ignite program, launched in July 2026, provides a \$2,000 planning voucher and mentorship for early-stage innovators, with up to \$15,000 available to develop a minimum viable product. For businesses with substantial growth potential, the Local Jobs Fund can provide loans, guarantees and equity co-investment of up to \$10 million.

National research by Indigenous Business Australia and the Australian National University found that First Nations women were the fastest-growing business-owner demographic between 2016 and 2021. Women represented 36% of First Nations business owners in 2021 and contributed 41%

of the sector's overall growth. However, they represented only 31% of Indigenous Business Australia's business-loan customers, suggesting a gap between participation in business and access to finance.

Procurement reforms introduced in October 2025 increased the threshold for simplified direct purchasing from Territory businesses and created a Territory Procurement Champion. More significantly, all government contracts worth \$50,000 or more are now published with information identifying whether the supplier is a Territory enterprise, an Aboriginal business enterprise or a women-owned business.

Including women-owned status in contract disclosures is a notable step beyond the procurement reporting adopted by many other jurisdictions. It creates the infrastructure needed to measure the number and value of contracts reaching women-owned companies. However, disclosure alone does not guarantee increased participation. Its value will depend on consistent completion of the ownership field, an appropriate definition of women-owned business, aggregate reporting and the development of measurable objectives.

In this context, The Gender Index Australia can test whether women-led businesses are sharing in the Territory's projected economic growth. Particular attention should be paid to the difference between GSP growth and locally experienced business growth; the progression from non-employing enterprise to employer; women's representation in major-project supply chains; access to innovation and growth finance; and the performance of women-led businesses across Darwin, Central Australia and remote regions.

KEY FINDINGS

Business size

- The NT's commercial sector is predominantly concentrated in incorporated companies (82.7%), indicating that, even in a small and geographically dispersed economy, incorporation is the dominant organisational form for commercial activity. This reflects the NT's reliance on formally structured businesses to manage higher operating costs, regulatory requirements, and exposure to economic volatility associated with remote and resource linked markets.
- Sole traders represent 17.3% of commercial entities, a relatively larger share than in several other states and territories. This highlights the important role of individual operators and micro-businesses in the NT. Sole trading provides flexibility and lower upfront risk, making it an accessible pathway for entrepreneurship in a small and dispersed market. **See figure 19: Traffic light comparison of Women-led company size by State/ Territory, 2026.**

Figure 19: Traffic light comparison of Women-led company size by State/ Territory, 2026

State	Micro	Small	Medium	Large	Scaling*	Comment
New South Wales	● 85.07%	● 12.87%	● 0.93%	● 0.10%	●	A broadly balanced profile, with comparatively strong representation in both medium and large companies.
Victoria	● 86.44%	● 11.71%	● 0.78%	● 0.08%	●	Some relative strength at large-company level, but a weaker small-to-medium pipeline and high micro concentration.
Queensland	● 85.77%	● 12.56%	● 0.68%	● 0.04%	●	A mid-table micro and small-company profile, but progression weakens sharply at medium and large scale.
South Australia	● 84.08%	● 13.55%	● 1.05%	● 0.05%	●	The strongest medium-company share and a strong small-company pipeline, although the large-company share remains mid-table.
ACT	● 86.44%	● 11.32%	● 0.83%	● 0.04%	●	High concentration at the earliest stages, including the lowest small-company share and joint-highest micro share.
Western Australia	● 86.23%	● 11.72%	● 0.81%	● 0.07%	●	A comparatively high micro concentration, with limited progression into small and medium companies.
Tasmania	● 83.95%	● 14.01%	● 0.82%	● 0.17%	●	The strongest all-round scaling profile, combining the highest small and large shares with the lowest micro concentration.
Northern Territory	● 84.15%	● 13.94%	● 0.93%	● 0.00%	●	A strong small-to-medium pipeline, but the large-company share is materially lower than all other States/ Territories.

* Scaling combines micro, small, medium and large: blue = average relative score of at least 2.5; red = 1.5–2.49; purple = below 1.5. Higher small, medium and large shares are positive; a lower micro share is positive. Colours compare jurisdictions with one another and are not absolute performance targets.



The NT has Australia's smallest structural gap between female representation among sole traders and ACN companies

- The absence of women-led large or listed companies in the NT highlights a systemic challenge in business progression. Without addressing these constraints, gender disparities seen at smaller business levels are likely to become even more pronounced at the upper end of the corporate landscape.
- The NT has Australia's smallest structural gap between female representation among sole traders and ACN companies. Women represent 39.5% of classified sole traders - the lowest jurisdictional result - but 15.4% of classified ACN companies, slightly above the national 15.2%. Its 24.2 percentage-point sole-trader-to-company gap is the smallest in Australia. This is not a tracked conversion rate, but it is a meaningful structural comparison.
- Women lead 16.4% of classified micro companies. Micro-businesses form 82.6% of the women-led portfolio, compared with 75.4% of the male-led portfolio. The 7.1 percentage points difference shows how much more heavily women-led activity remains concentrated at the smallest scale.
- The overall women-led portfolio remains less scaled. Small, medium and large businesses collectively represent 16.1% of women-led companies, versus 23.1% of male-led companies. The difference is 7.0 percentage points. Medium and large firms together make up 1.4% of the women-led portfolio, compared with 3.2% of the male-led portfolio.
- Women lead 19.5% of companies producing \$50,000–\$100,000 per employee, 16.3% in the \$100,000–\$250,000 band and 14.8% in the \$250,000–\$500,000 band. Against the jurisdiction's overall female ACN share of 15.4%, the differences are 4.1 percentage points, 0.9 percentage points and -0.6 percentage points.

Age

- Companies aged up to five years represent 39.4% of the women-led portfolio and 35.6% of the male-led portfolio. The female share is 3.8 percentage points higher.
- Among companies with a known age, 39.4% of women-led firms are no more than five years old, compared with 35.6% of male-led firms. This is the second-highest female result nationally and virtually level with the ACT.
- The NT also has Australia's strongest female Millennial profile. Millennials represent 34.2% of known female business leaders, compared with 32.0% of male leaders. Generation X remains the largest female cohort at 38.8%, while Boomers account for 22.6% and Generation Z 2.3%.

Industry

- Healthcare is a genuine NT strength. Women lead 30.2% of classified Health Care and Social Assistance companies - the highest result in Australia - compared with 45.7% that are male-led. There is also a strong health pipeline at entry. Women account for 64.0% of classified health-care sole traders. Health represents 8.0% of the women-led company portfolio versus 3.3% of the male-led portfolio.
- The NT leads Australia in female professional and technical representation. Women lead 18.3% of Professional, Scientific and Technical Services companies - the highest jurisdictional rate. Professional services also represents 17.0% of the NT's women-led portfolio versus 14.3% of the male-led portfolio.

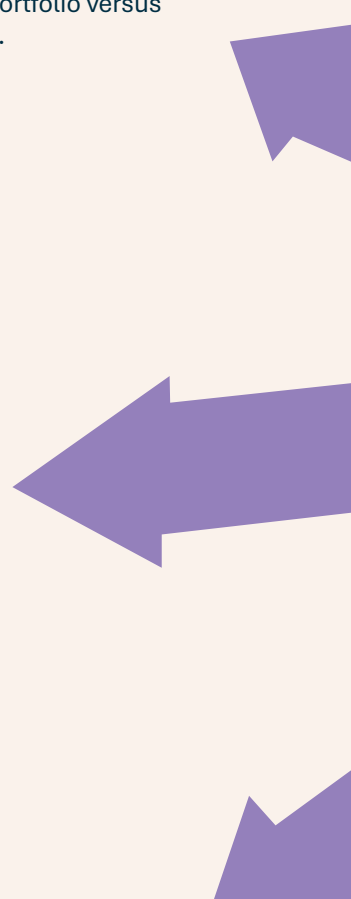
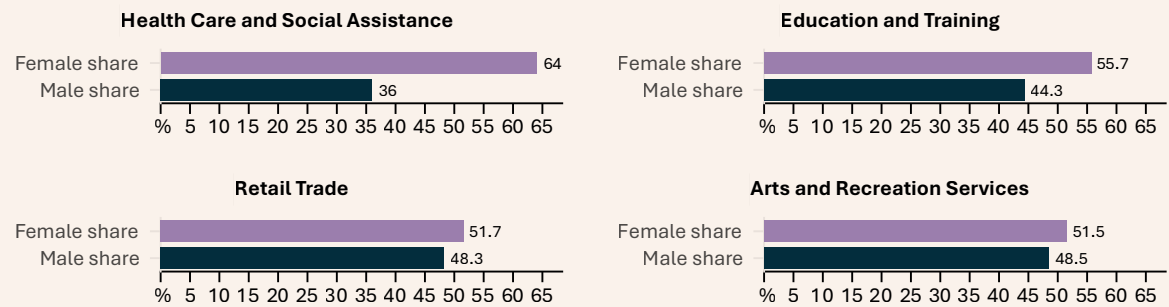


Figure 20: The top four industries for women-led sole traders in the NT by gender



- A broader digital and technical proxy strengthens the finding. Combining Professional, Scientific and Technical Services with Information Media and Telecommunications shows 18.1% of classified companies across this cluster - the highest result nationally - compared with 57.2% that are male-led. The cluster accounts for 18.4% of the women-led portfolio versus 15.9% of the male-led portfolio. Whilst significant, it should be noted that the small number of entities within the NT does create an unintended bias.
- Several local service economies are already female-majority at entry. Women represent 64.0% of health-care sole traders, 55.7% of Education and Training, 51.7% of Retail Trade and 51.5% of Arts and Recreation Services. **See figure 20: The top four industries for women-led sole traders in the NT by gender.**



WHAT COMES NEXT: TURNING EVIDENCE INTO ACTION

The Gender Index establishes a new national evidence base for understanding the progression of women-led businesses. TGI's continuing role will be to strengthen that evidence, identify where further analysis is required and provide decision-makers with the data needed to develop effective responses.

In the coming weeks, appointments to the Gender Index Australia Advisory Board will bring together the specialist knowledge and practical experience needed to build on this report. Members will be recruited for their expertise in business data, financial services, investment, procurement, entrepreneurship and company growth, alongside direct experience of establishing and scaling women-led businesses.

The Board will help TGI refine its research priorities, identify gaps in the available data and determine where deeper analysis can provide the greatest value to government, industry and financial institutions. Its initial areas of focus will be:

- **Access to finance:** developing a clearer evidence base around business lending, investment and growth capital, including where gender-disaggregated information is currently unavailable.
- **Business progression:** examining the critical transitions from sole trader to company and from micro to small, medium and large business, with greater attention to employment, customers, capability and market access.
- **Measurement and collaboration:** identifying consistent indicators through which investment, programs and business outcomes can be assessed over time, while engaging the organisations that hold relevant data or influence the conditions for growth.

The long-term target is clear: close the gap of approximately 29,000 missing women-led growth businesses, support around 745,000 additional jobs and unlock more than A\$100 billion in combined annual wages and government tax revenue for the Australian economy.





Backing the next generation of female founders

Westpac is proud to be the Foundation Partner of The Gender Index Australia, supporting a national data-led initiative that will help build a clearer picture of female entrepreneurship across the economy.

This partnership builds on a long-standing commitment to women in business.

\$1 billion

lent to women-led businesses, a commitment achieved in 2026

Over 2000

female start-up and scale-up businesses funded since 2023

Start-Up & Scale-Up

non dilutive funding pathways to support founders with their growth ambitions

Recognising and supporting women at every stage of growth

In 2026, Westpac achieved its commitment to lend \$1 billion to women-led businesses, supporting thousands of businesses across Australia. Reaching this milestone is an important moment, but not the finish line.

To celebrate the achievement and continue backing the next generation of women in business, the inaugural Westpac Female Founder Awards were launched to recognise and support women building businesses at every stage of growth.

An alternative pathway to funding and growth

Access to finance remains one of the biggest challenges facing founders. Westpac is the only major Australian bank offering lending to eligible startups based on the strength of their business plan and cash flow forecast, providing an alternative pathway to funding and growth.

Building a stronger, more inclusive innovation ecosystem

Together with initiatives such as The Gender Index Australia, these programs help drive meaningful conversations about the opportunities, barriers and practical actions needed to improve outcomes for female founders.

By supporting founders from the earliest stages of their journey through to scaling and growth, Westpac is helping build a stronger and more inclusive innovation ecosystem for Australia.

Official Data and Analytics Partner



Highlighting the Gaps Experienced by Australian Women in Business

Driven by our purpose to help people live their financial best, Equifax in Australia is proud to sponsor The Gender Index, delivering ongoing data insights into the national landscape for women-led businesses.

We have long recognised the importance of financial inclusion and believe all Australians deserve fair access to financial opportunities. Together, we are raising awareness and highlighting the gaps experienced by women in business across the country.

24 Countries

Operating globally across 24 countries to help people gain equal access to financial services

50+ Years

Building on over 50 years of credit reporting history in Australia to enable better financial outcomes

Empowering through knowledge

Equifax believe that richer insights and greater visibility can help unlock growth for women-led businesses

Identifying Barriers and Driving Informed Action

The Gender Index Australia shows that commercial disparities for women-led businesses stem from key structural conditions, including access to capital, procurement opportunities, commercial networks and governance pathways. This creates a scale gap, where women-led enterprises face systemic hurdles to reaching their full economic potential.

Strengthening the evidence base around their experiences is vital to building pathways that support women in business through every stage of growth.

Financial Inclusion for All

At Equifax, our core purpose is to help people live their financial best. We are dedicated to fostering economically healthy communities through equal opportunity and inclusive growth.

Supporting The Gender Index directly reflects this commitment. By bringing greater visibility to women-led businesses, we aim to leverage our insights to help highlight the barriers and advocate for economic equality.

“At Equifax, we believe that positive economic change starts with a single financial opportunity. Our commitment to financial inclusion is deeply embedded in our purpose: to help people live their financial best.” — **Melanie Cochrane, Group Managing Director Australia & New Zealand, Equifax**

Helping Australians Live their Financial Best

By highlighting the challenges facing female business progression, Equifax is proud to support initiatives like The Gender Index to help promote financial inclusion and support women in business to build long-term economic security.

Delivering data insights for economic inclusion

Through The Gender Index Australia, Equifax is committed to providing the insights and visibility needed to understand and support women-led businesses across the country.

By combining data, evidence and collaborative partnerships, we can help create pathways to economic opportunity and long-term growth for women entrepreneurs.



Helping female-led businesses understand risk, build resilience and grow with confidence

As an Ecosystem Partner, Howden is committed to supporting female founders and business leaders with the knowledge, insights and expertise they need to make informed decisions about risk.

Force for good

Howden is working to change the insurance narrative - using insurance as a tool to increase resilience

Employee ownership culture

Over 30% of employees own shares so they are growing the business and not just working in it

People first

Howden is a people-first company whose business centres on human relationships

Making risk easier to understand

Insurance and risk management can often feel complex.

Through this partnership, Howden is working to help businesses understand their risks more clearly. By sharing practical knowledge and translating complex risk considerations into straightforward business conversations, Howden empowers female founders to ask the right questions and understand how their risk profile may change as their business evolves.

Building resilient businesses

The Howden Foundation supports businesses and communities globally by using its insurance expertise, funding and partnerships to improve financial resilience, particularly in underserved and climate-vulnerable communities. As part of this broader work, it supports female-led businesses and initiatives that advance women's economic participation.

Confidence to pursue what comes next

As businesses grow, their risk landscape changes. New employees, customers, contracts, technology, locations and markets can all create different exposures.

Howden works with female-led businesses to understand those changes and consider risk in the context of their broader ambitions – helping founders put the right foundations in place for sustainable growth.

Bringing expertise into the female founder community

Howden is there to support through education, insights and conversations designed to make risk management more accessible and actionable.

The goal is simple: to help more female-led businesses understand their risks, strengthen their resilience and move forward with confidence.

METHODOLOGY

The Gender Index (TGI) Australia is the country's first comprehensive, data-led study of female entrepreneurship, designed to provide a consistent, structured and repeatable understanding of women-led businesses across the national economy.

1. Definitions

The following definitions have been used in the production of this data.

1.1 Data authenticity and Source integrity

Core company and director information is sourced via datasets provided by our Data and Insights Partner, Equifax Australia, which aggregates and structures official company records originating from the Australian Securities and Investments Commission (ASIC).

ASIC is the statutory authority responsible for the registration and maintenance of company records in Australia, and therefore represents the single source of truth for corporate entity and officer data.

Methodological Implications:

- Data used within TGI Australia is official, permissioned, and auditable, aligned to regulatory filings and statutory records
- Updates to company and director information are incorporated in line with ASIC release cycles and downstream processing by authorised data providers
- This may introduce a short, natural latency between real-world changes (e.g. director appointments) and their reflection in the dataset

1.2 Data cut off date

The data was produced on the 15th April 2026.

1.3 Dataset coverage

TGI Australia (TGIA) analyses a total of 10,563,531 commercial entities across all States and Territories, spanning both ACN-registered companies and ABN-registered businesses (including sole traders and other entity structures).

1.4 Commercial Entity Definitions

Definition: For the purposes of TGIA, "Commercial

Entity Type" refers to the legal and operational structure through which an entity undertakes business activity. Classification is determined using Australian registration identifiers and structural markers to distinguish between incorporated companies, individual operators, and other business forms.

Classification Categories:

- **Company**
Any commercial entity registered as a company and identified by an ACN. This includes proprietary limited companies and other incorporated company structures registered with ASIC. Where an entity holds both an ACN and an ABN, the ACN classification takes precedence and the entity is classified as a Company.
- **Sole Trader**
Any ABN-registered commercial entity operating through an individual and not associated with an ACN. This category captures self-employed business activity undertaken in an individual capacity.
- **Business (Other Structures)**
Any ABN-registered commercial entity that is not classified as a Company or Sole Trader. This includes structures such as trusts, partnerships, and other recognised business forms that undertake commercial activity but are not registered as companies.
- **Listed**
A subset of company entities identified as large and/or publicly listed, separated analytically to highlight progression across the commercial lifecycle from self-employed activity, to structured business activity, to incorporated company, and then to large-scale corporate enterprise. This is treated as an analytical overlay rather than a separate legal form.

1.5 Gender

Gender refers specifically to the distribution of directors and/or officers associated with an entity. Gender classification is applied at the entity level and is derived from the proportion of identified male and female individuals within the leadership population.

Classification Categories:

- **Female-led:** Entities where 50.1% or more of directors/officers are identified as female.
- **Male-led:** Entities where 50.1% or more of directors/officers are identified as male.
- **Gender Equal:** Entities where there is an equal split of male and female directors/officers (e.g. 1:1, 2:2, 3:3).
- **Unknown:** Entities where director/officer data is present, but gender cannot be reliably determined for one or more individuals, resulting in the entity remaining unclassified.
- **No Directors:** Entities where no director or officer data is available, and therefore no gender classification can be assigned.

Methodological Application:

Classification is calculated using the total number of identifiable directors/officers associated with an entity at the point of analysis. Where gender cannot be determined with sufficient confidence, individuals are excluded from the calculation, and the entity may be assigned to “Unknown” where this impacts classification integrity.

1.6 Company size

Size classification is aligned to thresholds defined by the Australian Taxation Office, with additional segmentation applied to reflect the full breadth of the Australian business population, including entities operating below GST thresholds.

Size Categories:

- **Large** - Entities with annual turnover of \$50 million or more
- **Medium** - Entities with annual turnover of \$10 million to less than \$50 million
- **Small** - Entities with annual turnover of \$2 million to less than \$10 million
- **Micro** - Entities with annual turnover of less than \$2 million, and registered for GST
- **Not Registered for GST** - Entities that are not registered for GST, typically reflecting turnover below the \$75,000 GST registration threshold or entities not required to register under ATO guidelines

- **Unknown** - Entities where revenue data and/or GST registration status is not available, and therefore size cannot be reliably determined

Methodological Application:

- Company size is determined using annual turnover (revenue) as the primary metric
- Where exact revenue figures are available, these are used directly
- Where revenue is provided as a banded range, the midpoint (median) is used and rounded down, consistent with the TGI Australia productivity methodology
- GST registration status is used as a secondary indicator to distinguish between micro-enterprises operating above and below the GST threshold
- Each entity is assigned to a single size category based on these rules

Data Considerations:

Size classifications are based on reported or estimated revenue data, alongside GST registration indicators, sourced via Equifax Australia. As with other financial measures, revenue may in some cases be distributed across multiple entities within a corporate group, which may influence size classification at the individual entity level

1.7 States and Territories

States and Territories refers to the primary administrative and geographic divisions of Australia, used to segment and analyse the distribution and performance of companies across the national economy.

Australia is comprised of six states and two mainland territories:

- New South Wales (NSW)
- Victoria (VIC)
- Queensland (QLD)
- Western Australia (WA)
- South Australia (SA)
- Tasmania (TAS)
- Australian Capital Territory (ACT)
- Northern Territory (NT)

Methodological Application:

Each company within the TGIA dataset is assigned to a State or Territory based on its primary registered address. Where available, this may be supplemented by trading address data to improve geographic accuracy, particularly for entities operating across multiple locations.

1.8 Generations

Generations are defined as follows:

- **The Silent Generation:** Born 1928-1945
- **Baby Boomers:** Born 1946-1964
- **Gen X:** Born 1965-1980
- **Millennials:** Born 1981-1996
- **Gen Z:** Born 1997-2012
- **Gen Alpha:** Born early 2010s-2025
- **NULL:** No date of birth is provided for the director and therefore, no generation is attached to the individual

1.9 Company age

Company Age refers to the length of time an entity has been in existence, measured from its date of incorporation. Company age is used to segment the corporate population into consistent lifecycle stages, enabling analysis of formation, growth, and maturity across the Australian economy.

Age Bands:

Entities are grouped into the following standardised age bands:

- 0–2 years
- 3–5 years
- 6–10 years
- 11–15 years
- 16–20 years
- 20+ years
- Unknown

Methodological Application:

- Company age is calculated using the incorporation date associated with the entity
- Age is measured as the difference between the incorporation date and the point of analysis
- Each entity is assigned to a single age band based on this calculation
- Where an incorporation date is not available or cannot be verified, the entity is assigned to “Unknown”

1.10 Industry classification

Sector refers to the primary industry classification assigned to an entity, based on its core commercial activity. This enables consistent segmentation of the corporate population for comparative analysis across industries.

Regulatory Context:

Unlike some international jurisdictions, industry classification is not mandatorily disclosed or consistently maintained within Australian corporate registry data. As a result, there is no single, complete,

and reliable source of sector information across the full business population.

To address this, Equifax Australia has created and applied a proprietary, technology-driven classification methodology to derive sector classifications.

Methodological Approach:

Sector classification is determined using a combination of:

- **Entity resolution and data aggregation** across multiple structured and unstructured data sources
- **Digital footprint analysis**, including company websites, domain data, and publicly available content
- **Natural language processing (NLP) and machine learning models** to interpret business activity and identify industry signals
- **Semantic matching and classification frameworks**, benchmarking entities against known industry patterns and comparable organisations
- **Human-in-the-loop (HITL) validation processes** for quality assurance in high-value or ambiguous cases

This approach enables the classification of entities at scale while maintaining consistency, auditability, and accuracy.

ANZSIC Alignment:

All entities are mapped to the Australian and New Zealand Standard Industrial Classification (ANZSIC) framework, providing a standardised structure for sector analysis.

ANZSIC provides a hierarchical classification system (Division, Subdivision, Group, Class)

Equifax Australia assigns each entity to an ANZSIC category based on its identified primary activity

Primary Sector Assignment:

- Many entities operate across multiple industries and may legitimately align to more than one ANZSIC classification.
- Where multiple sectors are identified, a primary sector is assigned based on the dominant or most representative commercial activity
- Secondary or additional activities are not used for primary classification to ensure consistency and comparability across the dataset

For example, a diversified organisation may operate across aviation, financial services, and insurance;

however, it will be classified according to its core operating activity for the purposes of TGIA analysis.

Coverage and Limitations:

The methodology achieves ~99% coverage across the commercial entity universe.

In a small number of cases, sector classification cannot be reliably determined due to:

- Limited or absent digital presence
- Insufficient publicly available information
- Ambiguous or highly diversified business activity

Where a sector cannot be confidently assigned, the entity is classified under “Other Services” which ensures full population coverage while maintaining the integrity of classified sectors.

1.11 Productivity (Revenue per Employee)

Productivity refers to the estimated economic output of an entity relative to its workforce size, calculated as revenue per employee. This metric provides a standardised view of operational efficiency across the corporate population and enables comparison across sectors, regions, and entity types.

Source Data:

Productivity is derived using two fields from datasets provided by Equifax Australia:

- Estimated Revenue (Turnover)
- Estimated Employee Count

These fields may be sourced as either disclosed (exact values) or derived (banded ranges) depending on data availability.

Data Normalisation:

To ensure consistency across the dataset, the following standardisation rules are applied:

Employee Count

- Where an exact figure is available, this is used
- Where a range is provided (e.g. 1–4 employees), the midpoint (median) of the range is used and rounded down

Revenue (Turnover)

- Where an exact figure is available, this is used
- Where a range is provided (e.g. \$200k–\$500k), the midpoint (median) of the range is used and rounded down

Sector Considerations

- Sector-level characteristics may influence productivity interpretation

- Analytical adjustments or contextual interpretation may be applied where structural differences between sectors (e.g. digital vs labour-intensive industries) materially impact output per employee

Calculation Method:

Productivity is calculated as:

Revenue ÷ Employee Count

Using either:

- Exact values (where available), or
- Median-derived values from banded ranges

Each entity is then assigned to a standardised productivity band. Productivity Bands:

- Under \$10k
- \$10k – \$50k
- \$50k – \$100k
- \$100k – \$250k
- \$250k – \$500k
- \$500k – \$1m
- \$1m – \$5m
- \$5m – \$10m
- \$10m+

Data Considerations and Limitations:

Productivity is a derived metric and should be interpreted as an indicative measure, rather than a precise financial output. The use of median values for banded data introduces a level of estimation, which is applied consistently across the dataset to maintain comparability.

In certain cases, particularly within large or complex corporate groups, revenue and employee data may be reported across different legal entities within the same group structure. For example, one entity may report high revenue with minimal employees, while another reports significant employee count with limited or no revenue.

This reflects standard reporting and structuring practices, rather than underlying economic distortion. TGIA utilises the data as reported and cannot adjust for internal group allocation methodologies.

Interpretation Guidance:

- Productivity should be viewed as a comparative and directional metric, enabling analysis of relative efficiency across cohorts
- Outliers may occur, particularly in capital-light, digital, or group-structured entities
- The strength of the metric lies in its consistency of application across the full population, rather than precision at the individual entity level

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