## PRACTICE POINTS **- 2025 AWEI EMPLOYEE SURVEY**

- The presence of active allies within the leadership and executive teams increases the likelihood of active allies in all other areas of the organisation.

- Visibility of allies continues to rise, despite a reduction in the overall proportion of active allies, and an increase in passive allies.

- Despite the current geopolitical landscape in relation to LGBTQ+ rights there has not been any increase in respondents who are not allies at all.

- Active allies in combination with a LGBTQ+ network increases communication and visibility of LGBTQ+ initiatives in the workplace

- LGBTQ+ employees are more likely to choose to bring their whole selves to work when active allies are present and known

- A strong culture of allyship increases the feeling wellbeing, engagement and productivity

- Active allies improve wellbeing for all, including non-LGBTQ+ employees

# Edition 4: Impact of Allies in the Workplace

The presence of allies to any diversity group is crucial as they offer support, legitimacy, and can amplify the impact of social movements, initiatives, and even political alliances. This Practice Point looks at the importance of active allyship within organisations and its impact on culture, inclusion, and safety for all employees, particularly LGBTQ+ employees.

This report also considers the impact of allies within the leadership or executive of organisations compared to when allies are within teams and work areas.

In 2025, 29,738 respondents provided insight into their level of LGBTQ+ allyship.

### *Defining an Active Ally*

Understanding what makes an ally is imperative to enable respondents to accurately identify themselves within the ally spectrum and identify allies within organisations.

For our purposes, we define and offer three levels:
- **Active Ally:** someone who actively (not passively) supports an inclusive workplace culture for employees of diverse sexuality and/or gender. All outwardly visible activities are considered active allyship (includes wearing pins, using pronouns on email signatures, attending events, belonging to committees, etc.).
- **Passive Ally:** someone who internally supports the inclusion of LGBTQ+ people, but who does not display visible and obvious behaviours to indicate this.
- **Not an Ally:** someone who does not support LGBTQ+ inclusion to any degree.

It is important to clearly define allyship in this way as passive allies do not contribute, to the same extent, to a culture of inclusion within the organisation due to the lack of visibility.

This year, 85.8% of respondents agreed that they understand why active allies are important, and 74.2% believe they can list several behaviours that would be expected of an active ally.

Unfortunately, this year has seen a further 12.9% reduction in the proportion of respondents advising they are active allies, a 16.0% decrease since 2023.

This is not surprising considering the current geopolitical landscape in relation to LGBTQ+ rights, though it is a concern for all involved in developing inclusive workplaces.

The proportion of passive allies has increased this year by 10.1%, and by 12.2% since 2023.



The proportion of 'not allies' has remained relatively steady from last year, though there has been an 11.1% increase compared to 2023.

## Who are the active allies?

Within the survey, respondents are asked to advise their level of allyship. Understanding the level of allyship individuals feel they bring to the organisation is vital for each organisation to consider within their analysis.

### *LGBTQ+ status and gender identity*

This year, the proportion of active allies has reduced across all LGBTQ+ and non-LGBTQ+ populations and all gender identities and experiences.

LGBTQ+ respondents are 140% more likely to be active allies than non-LGBTQ+ respondents (LGBTQ+: 65.4% vs. non-LGBTQ+: 27.2%).

Within the gender cohorts, the largest difference is within men. LGBTQ+ men are 233.7% more likely to be active allies than non-LGBTQ+ men; LGBTQ+ women are 103.9% more likely than non-LGBTQ+ women.

Non-binary respondents are the most likely to be active allies, at 80.7%, 22.4% higher than LGBTQ+ women and 31.4% higher than LGBTQ+ men.

10.0% of this year's non-LGBTQ+ men are not allies at all, the highest proportion seen across all groups, 355.5% higher than the next group (non-LGBTQ+ women at 2.2%).
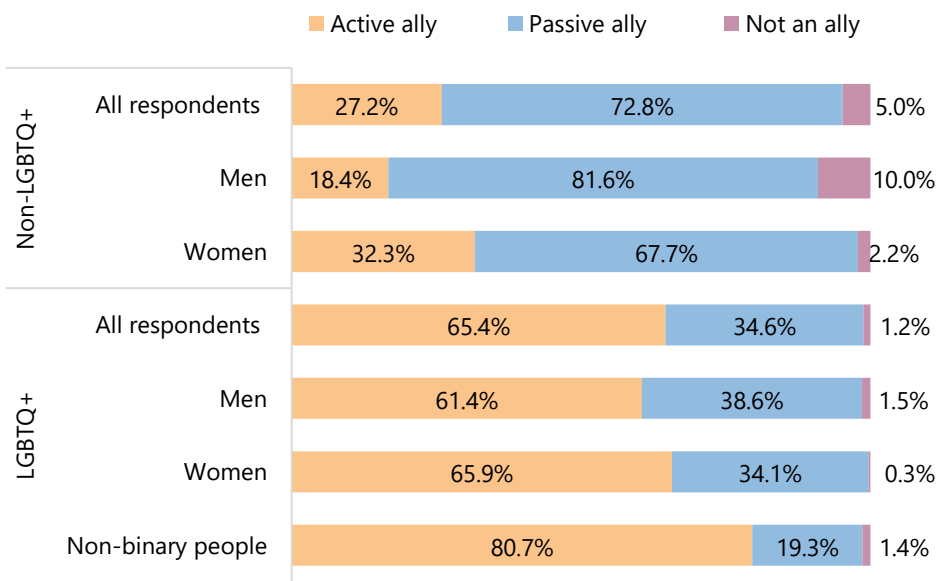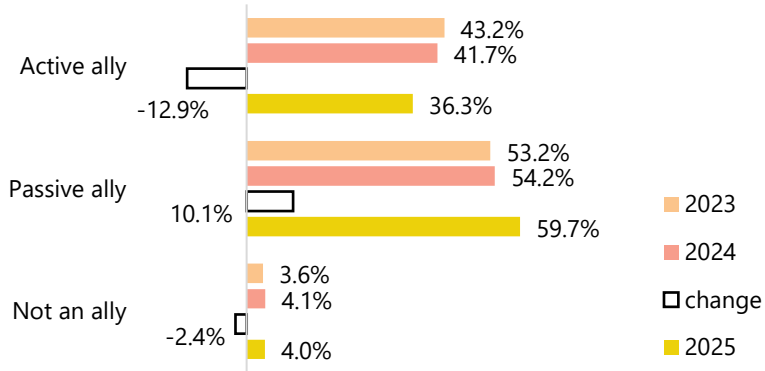
## Other diversities

When considering the presence of another area of diversity (regardless of whether the respondent is LGBTQ+, we can see that those who are neurodivergent, living with a disability, and Aboriginal and/or Torr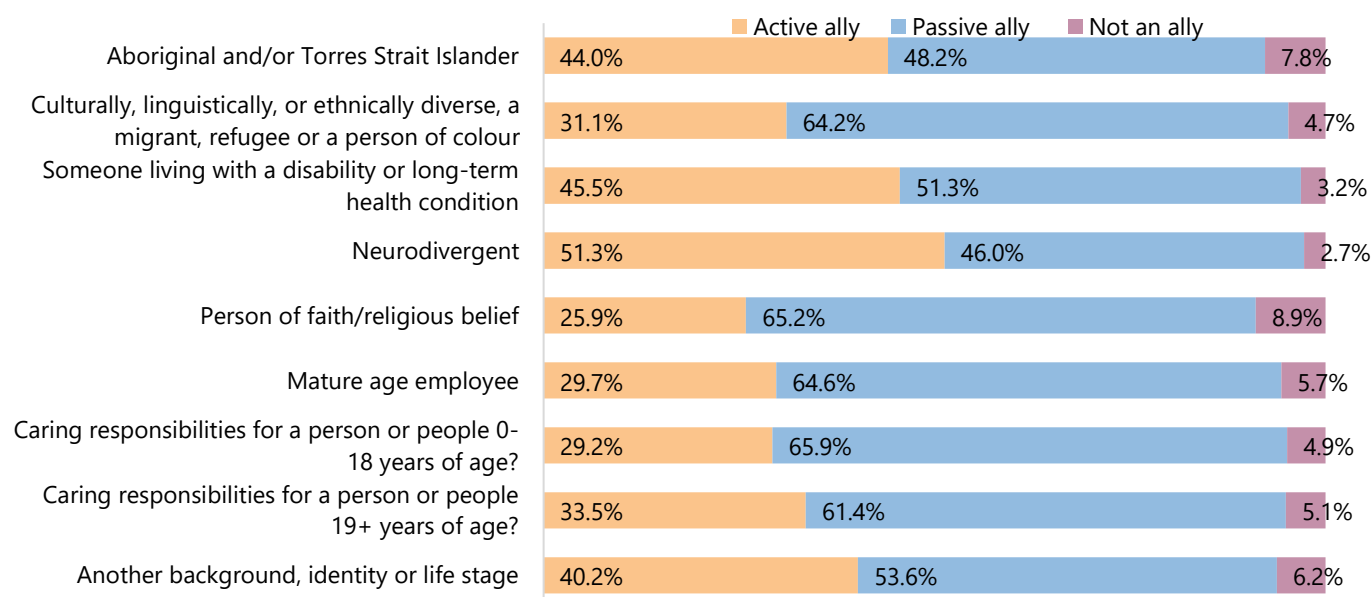es Strait Islander, are more likely to be active allies to LGBTQ+ colleagues. *We will be looking at the intersectionality of diversity and LGBTQ+ experiences in a later practice point.*

Legend: ■ Active ally ■ Passive ally ■ Not an ally

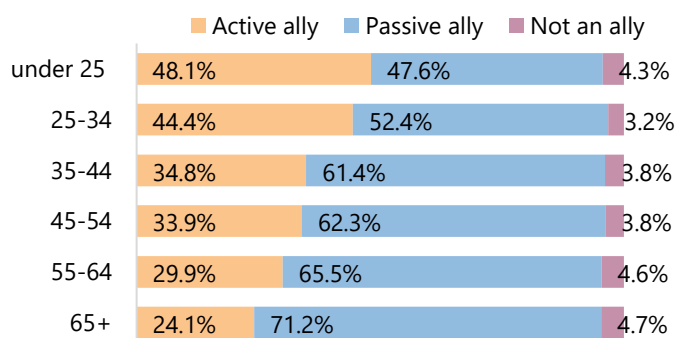| Category | Active ally | Passive ally | Not an ally |
|---|---|---|---|
| Aboriginal and/or Torres Strait Islander | 44.0% | 48.2% | 7.8% |
| Culturally, linguistically, or ethnically diverse, a migrant, refugee or a person of colour | 31.1% | 64.2% | 4.7% |
| Someone living with a disability or long-term health condition | 45.5% | 51.3% | 3.2% |
| Neurodivergent | 51.3% | 46.0% | 2.7% |
| Person of faith/religious belief | 25.9% | 65.2% | 8.9% |
| Mature age employee | 29.7% | 64.6% | 5.7% |
| Caring responsibilities for a person or people 0-18 years of age? | 29.2% | 65.9% | 4.9% |
| Caring responsibilities for a person or people 19+ years of age? | 33.5% | 61.4% | 5.1% |
| Another background, identity or life stage | 40.2% | 53.6% | 6.2% |

## Age

The reduction in active allies this year is seen across all age groups.

The younger our respondents are, the more likely they will be active allies to the LGBTQ+ community.

Last year, 50.9% of respondents under 25 were active allies, dropping 5.5% this year to 48.1%.

Compared to last year, the proportion of non-allies has stayed within 0.5% of last year, with no age group increasing in this area.

Legend: ■ Active ally ■ Passive ally ■ Not an ally

| Age | Active ally | Passive ally | Not an ally |
|---|---|---|---|
| under 25 | 48.1% | 47.6% | 4.3% |
| 25-34 | 44.4% | 52.4% | 3.2% |
| 35-44 | 34.8% | 61.4% | 3.8% |
| 45-54 | 33.9% | 62.3% | 3.8% |
| 55-64 | 29.9% | 65.5% | 4.6% |
| 65+ | 24.1% | 71.2% | 4.7% |

## Location

All states have had a reduction of active allies, although in Tasmania, this is only by 0.7%. The largest change was from Northern Territory residents with a 30.2% decrease (2024: 39.8% vs. 2025: 27.8%)

Half of the states have had fewer non-allies respond this year, and 2 have had slight increases, while the proportion of non-allies has increased by:

Legend: ■ Active ally ■ Passive ally ■ Not an ally

| State | Active ally | Passive ally | Not an ally |
|---|---|---|---|
| TAS | 41.5% | 54.8% | 3.6% |
| VIC | 38.3% | 58.9% | 2.8% |
| ACT | 37.6% | 59.3% | 3.1% |
| NSW | 36.9% | 59.7% | 3.4% |
| QLD | 34.8% | 60.3% | 4.9% |
| SA | 32.7% | 62.0% | 5.3% |
| WA | 31.3% | 60.4% | 8.3% |
| NT | 27.8% | 68.0% | 4.1% |

- 54.1% in Western Australia (2024: 5.4% vs. 2025: 8.3%)
- 24.3% in South Australia (2024: 4.3% vs. 2025: 5.3%)
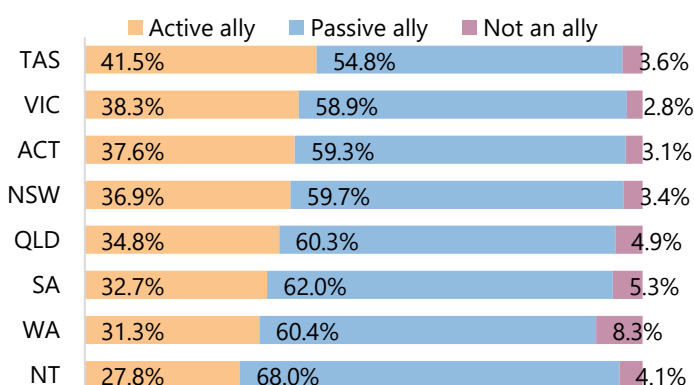
This year, Tasmanian respondents are most likely to be active allies. Northern Territory respondents are least likely to be active allies, but most likely to be passive allies.

## Seniority and management position

Based on our four-level[i] seniority system, we can create an understanding of who feels they are an active ally to their LGBTQ+ colleagues. There are also differences within these groups based on whether they have direct reports or not.

51.7% of level 1 respondents are active allies, 36.9% higher than those in level 2 positions. Respondents in level 1 positions also show the most significant difference in impact relating to having direct reports, where those without direct reports are 19.5% less likely to be active allies.

| | Active ally | Passive ally | Not an ally |
|---|---|---|---|
| **Level 1. Leadership team member** | | | |
| All | 51.7% | 45.2% | 3.0% |
| No Direct Reports | 42.1% | 52.6% | 5.3% |
| With Direct reports | 52.3% | 44.8% | 2.9% |
| **Level 2. Senior staff** | | | |
| All | 37.8% | 59.0% | 3.2% |
| No Direct Reports | 35.1% | 60.8% | 4.0% |
| With Direct reports | 38.6% | 58.4% | 2.9% |
| **Level 3. Employee /Individual Contributor** | | | |
| All | 35.0% | 60.8% | 4.2% |
| No Direct Reports | 34.6% | 61.0% | 4.4% |
| With Direct reports | 35.8% | 60.3% | 3.9% |
| **Level 4. New Workforce entrant** | | | |
| All | 37.9% | 57.3% | 4.9% |
| No Direct Reports | 37.6% | 57.4% | 4.9% |
| With Direct reports | 39.9% | 55.8% | 4.3% |

New workforce entrants are the second most likely to be active allies, but also the most likely not to *be allies* at all. For respondents in level 3 and 4 roles, having a direct report makes less of a difference to allyship.
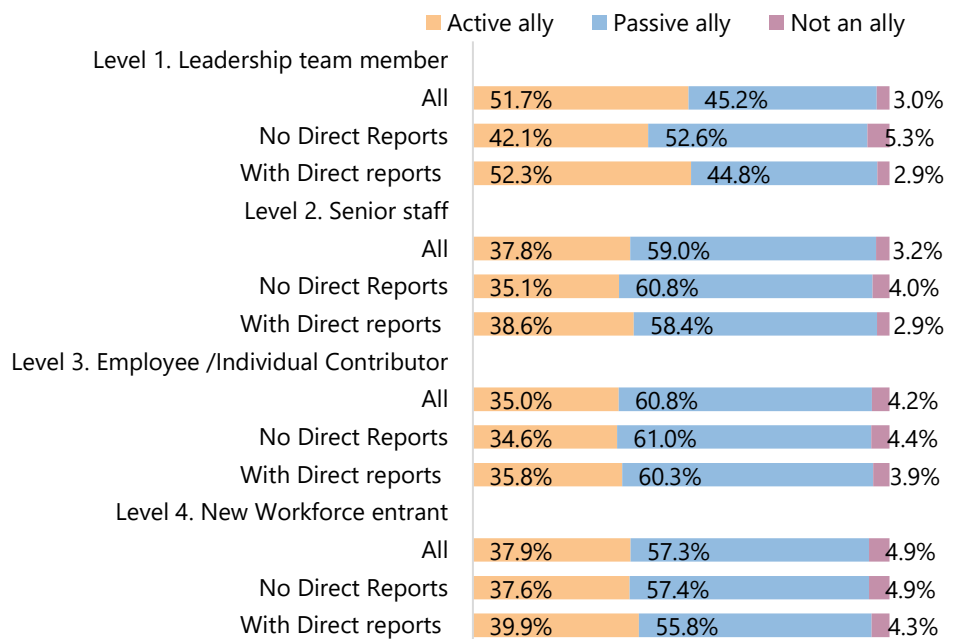
# Awareness of organisation initiatives.

Organisations can promote active allyship through education (training and provision of educational resources), structural support and role modelling, as well as clearly defined roles through Diversity, Equity, and Inclusion positions.
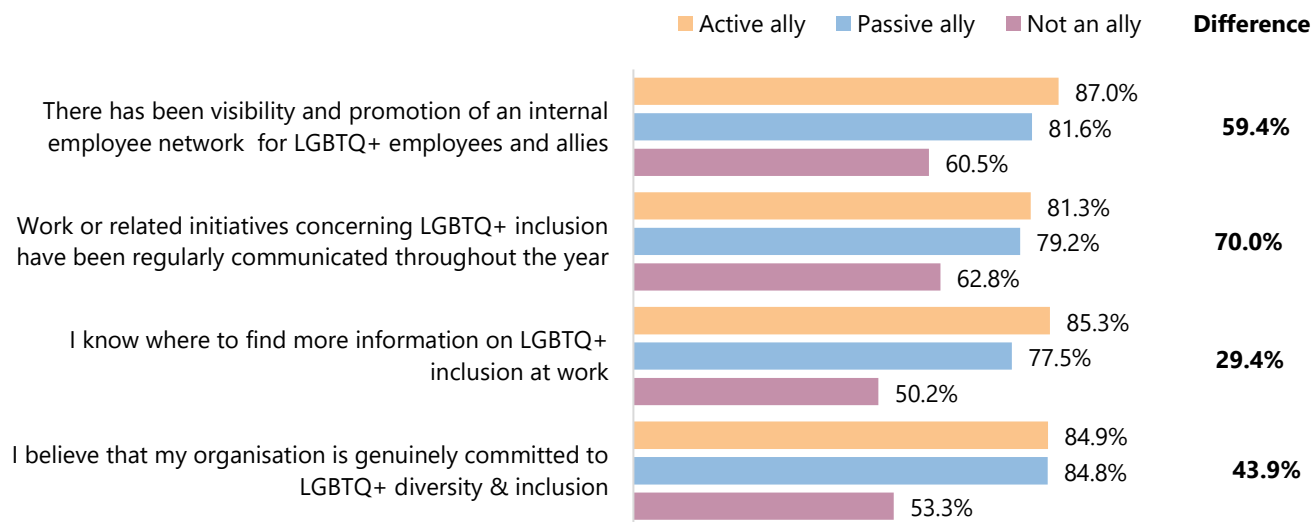
Many organisations have DEI networks focusing on a particular population. These networks are generally developed to drive engagement with and for organisational initiatives. All employees must be given equal opportunity to participate in this engagement.

Overall, 82.0% of respondents agreed there has been visibility and promotion of an internal employee network for LGBTQ+ employees and allies. For respondents who are active allies, this increases to 87.0%. Respondents who are not allies only agreed to this statement 60.5% of the time. Active allies are 110.0% more likely to feel that LGBTQ+ initiatives were regularly communicated.

Active allies agree 70.0% more than non-allies that they have access to material/information on LGBTQ+ inclusion at work. There is no difference in the belief that an organisation is genuinely committed to LGBTQ+ inclusion, between active and passive allies, though non-allies are 37.3% less likely to feel this genuine commitment.

Understanding these statistics within individual organisations may show that allyship is directly linked to network availability, resources, and support. It is also reasonable to believe that the presence of active allies also increases belief in genuine commitment from an organisation to LGBTQ+ inclusion.

| | Active ally | Passive ally | Not an ally | **Difference** |
|---|---|---|---|---|
| There has been visibility and promotion of an internal employee network for LGBTQ+ employees and allies | 87.0% | 81.6% | 60.5% | **59.4%** |
| Work or related initiatives concerning LGBTQ+ inclusion have been regularly communicated throughout the year | 81.3% | 79.2% | 62.8% | **70.0%** |
| I know where to find more information on LGBTQ+ inclusion at work | 85.3% | 77.5% | 50.2% | **29.4%** |
| I believe that my organisation is genuinely committed to LGBTQ+ diversity & inclusion | 84.9% | 84.8% | 53.3% | **43.9%** |

## Who knows the allies?

As discussed previously, having respondents self-identify their allyship is important, as it allows organisations to see how employees view their ability to be an active ally within the organisation.

However, while people may believe they are an active ally, what is more important is the visibility of their allyship to others. As discussed, this visibility is the key difference between active allies and passive supporters. It is also important to understand if there are active allies within the executive level of the organisation, as these allies create the most impact towards workplace culture.



Within the survey, we ask all respondents to reflect on two statements: *I know of active allies within my immediate area,* and *I know of active executive allies or sponsor/s within my organisation.*
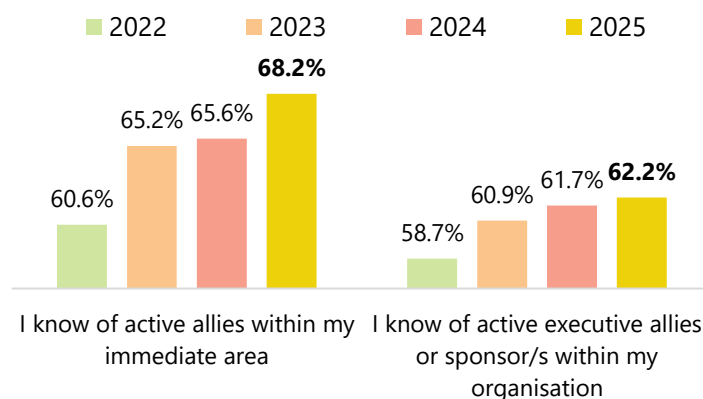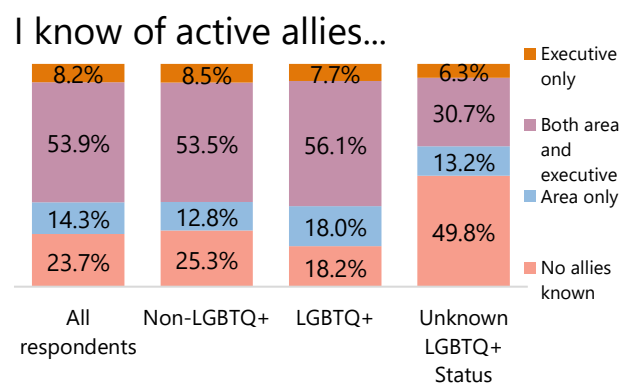
68.2% of respondents have active allies in their areas, and 62.2% have active executive allies. There has been a 12.4% total increase in the proportion of respondents who know area allies in their area, and 6.0% increase in knowledge of executive allies since 2022

This year, 23.6% of all respondents did not know of any allies within their organisation, and just over half of all respondents know of both executive and area allies (noting that this includes executive respondents where their area and executive allies are the same individuals).

Looking further into the data and at different cohorts, we can see where allyship visibility is lacking.

LGBTQ+ respondents are more aware of allies in general, with a 10.5% difference in knowing of area allies and 2.9% of executive allies, compared to non-LGBTQ+ respondents.

### I know of active allies…



| | All respondents | Non-LGBTQ+ | LGBTQ+ | Unknown LGBTQ+ Status |
|---|---|---|---|---|
| Executive only | 8.2% | 8.5% | 7.7% | 6.3% |
| Both area and executive | 53.9% | 53.5% | 56.1% | 30.7% |
| Area only | 14.3% | 12.8% | 18.0% | 13.2% |
| No allies known | 23.7% | 25.3% | 18.2% | 49.8% |

25.3% of non-LGBTQ+ respondents, compared to 18.2% of LGBTQ+ respondents, did not know of any active allies.

Most significantly, almost half of all respondents who did not provide demographic information relating to their LGBTQ+ status do not know of any active allies. This shows a correlation between people not answering questions relating to gender and sexuality and a lack of allies within the workplace.

Across all cohorts, fewer respondents know of active executive allies than they do area allies. Overall respondents of diverse sexuality are 9.1% more likely to have area allies and 3.1% more likely to have executive allies than trans and gender diverse respondents.

This aligns with data about respondents feeling that employees of diverse sexuality would be more welcomed and treated the same as everyone else, than trans and gender diverse colleagues (see *Practice Point 3: Trans and gender diverse inclusion* for more information).

I know of active allies...
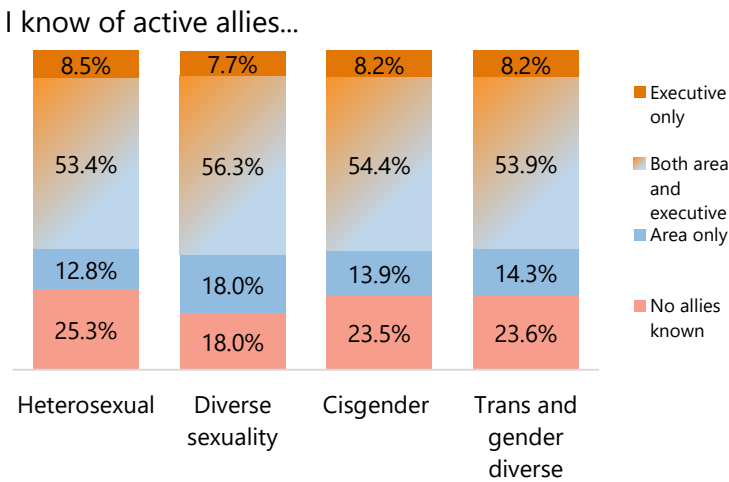


## Creating a culture that supports allies

At a fundamental level, knowing there are active allies within the organisation makes it more likely that a respondent will also be an active ally. Those with area allies are 161.2% more likely to be active allies themselves, and those with executive allies are 69.4% more likely.
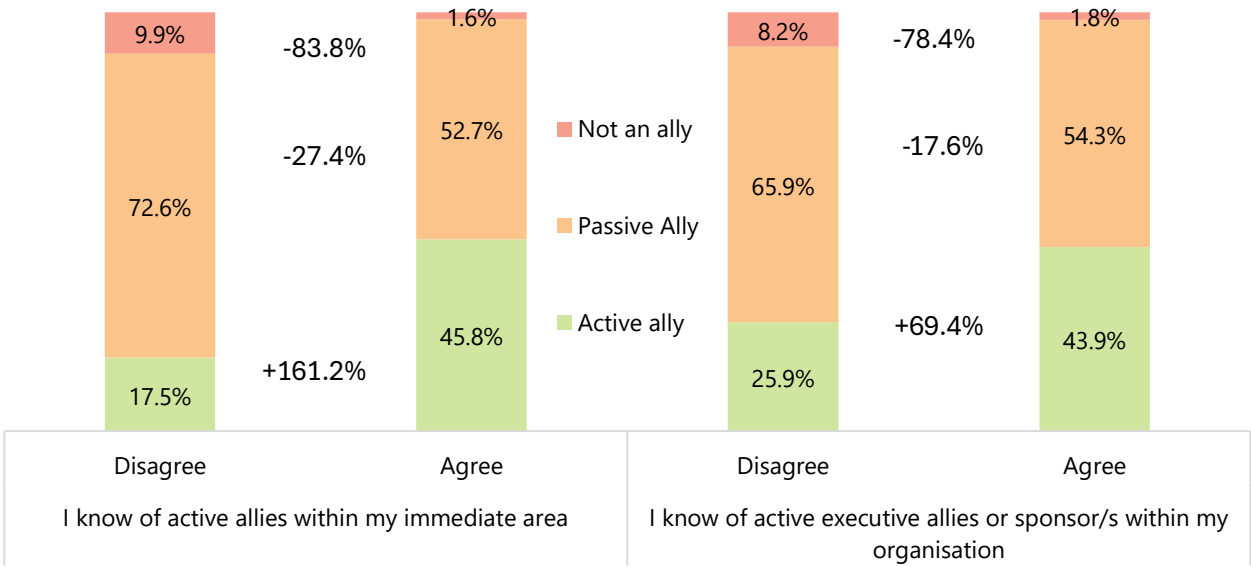


Concerning the visibility and promotion of an internal employee network for LGBTQ+ employees and allies, respondents with known executive allies are 44.3% more likely to know there is a network (executive allies known: 92.6% vs. not known: 64.2%). Those who know of area allies are 33.1% more likely to know of the network (area allies known: 89.9% vs. not known: 67.5%).

While we can see that having allies present increases allyship in general, we can also see that respondents from organisations where allies are known are more likely to be aware of, and attended training.

Active allies are 29.4% more likely to be in organisations where they feel being an ally is supported, are more likely to agree that LGBTQ+ inclusion training is available, and are also most likely to have attended the training in the past year.

Legend: ■ Active ally ■ Passive ally ■ Not an ally   ■ No allies ■ Area only ■ Exec and Area ■ Exec only

**Employees who wish to be allies are supported to do so here**
- Active ally: 84.1%
- Passive ally: 69.8%
- Not an ally: 40.0%
- No allies: 30.3%
- Area only: 62.7%
- Exec and Area: 95.3%
- Exec only: 76.7%

**Awareness or ally training for LGBTQ+ inclusion has been made available throughout the year**
- Active ally: 71.5%
- Passive ally: 64.1%
- Not an ally: 49.5%
- No allies: 39.2%
- Area only: 51.4%
- Exec and Area: 82.1%
- Exec only: 65.9%

**I have attended awareness or ally training here for LGBTQ+ inclusion within the last year**
- Active ally: 55.6%
- Passive ally: 38.2%
- Not an ally: 15.9%
- No allies: 20.4%
- Area only: 30.9%
- Exec and Area: 58.5%
- Exec only: 35.4%

Comparing data from where only executive allies are known to where only area allies are known, the impact of executive allies is increasingly visible

Where only area allies are known respondents are:
- 18.3% less likely to feel allies are supported,
- 22.1% less likely to have had training made available and
- 12.9% less likely to have attended the training.

## The impact of allies in the workplace

### *Workplace wellbeing*

61.8% of LGBTQ+ respondents agree that active allies have positively impacted their sense of inclusion. Respondents with executive and area allies have a 39.0% higher agreement than those with only area allies, and a 71.7% higher agreement than those with only executive allies.

**Active allies have positively impacted my sense of inclusion here**
- Area only: 57.2%
- Exec and Area: 79.5%
- Exec only: 43.6%
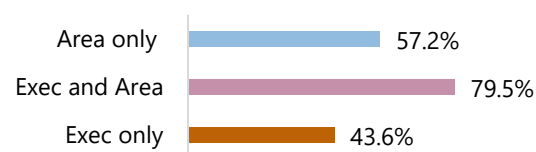
Knowing of allies in the workplace increases wellbeing on every measure, and the impact of knowing active allies is not just visible within the LGBTQ+ respondents.

For non-LGBTQ+ respondents, those with active allies known to them have between 13.8% and 27.3% greater workplace wellbeing measures. This increases significantly within the LGBTQ+ population, with between 28.5% and 66.9% higher wellbeing measures.

These differences are also seen within employee productivity and engagement measures.

Where active allies are known, productivity is 32.1% higher for LGBTQ+ respondents, and 17.5% higher for non-LGBTQ+, while engagement is 51.3% and 24.1% greater, respectively.

## I feel…..

**...safe and included within my immediate team**
- Not LGBTQ+ With Allies: 91.5%
- Not LGBTQ+ Without Allies: 71.2%
- LGBTQ+ With Allies: 94.1%
- LGBTQ+ Without Allies: 82.6%

**...mentally well**
- Not LGBTQ+ With Allies: 76.0%
- Not LGBTQ+ Without Allies: 53.9%
- LGBTQ+ With Allies: 82.4%
- LGBTQ+ Without Allies: 68.5%

**...I can be myself**
- Not LGBTQ+ With Allies: 80.1%
- Not LGBTQ+ Without Allies: 50.6%
- LGBTQ+ With Allies: 86.3%
- LGBTQ+ Without Allies: 71.7%

**...a sense of belonging**
- Not LGBTQ+ With Allies: 76.6%
- Not LGBTQ+ Without Allies: 45.9%
- LGBTQ+ With Allies: 83.2%
- LGBTQ+ Without Allies: 65.4%

**...accepted for who I am**
- Not LGBTQ+ With Allies: 82.8%
- Not LGBTQ+ Without Allies: 55.7%
- LGBTQ+ With Allies: 89.3%
- LGBTQ+ Without Allies: 75.1%

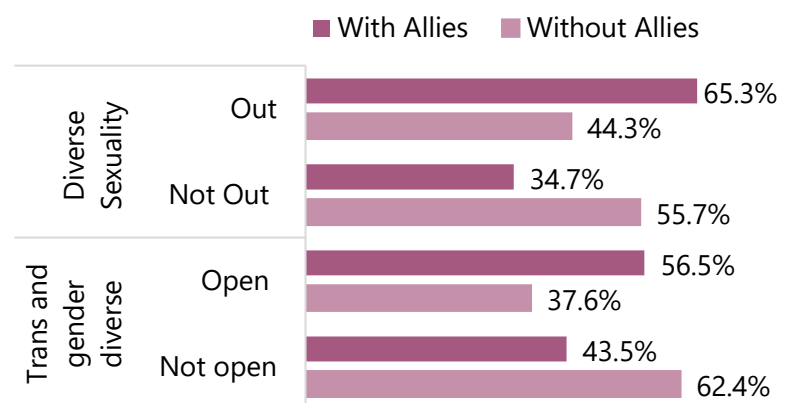**... productive here**
- Not LGBTQ+ With Allies: 88.5%
- Not LGBTQ+ Without Allies: 75.3%
- LGBTQ+ With Allies: 84.9%
- LGBTQ+ Without Allies: 64.3%

**... engaged with the organisation and my role**
- Not LGBTQ+ With Allies: 84.6%
- Not LGBTQ+ Without Allies: 68.2%
- LGBTQ+ With Allies: 79.7%
- LGBTQ+ Without Allies: 52.7%

Legend:
- ■ Not LGBTQ+ With Allies
- □ Not LGBTQ+ Without Allies
- ■ LGBTQ+ With Allies
- ■ LGBTQ+ Without Allies

The comfort level of LGBTQ+ people being "out" or "open" in the organisation also shows significant differences.

All LGBTQ+ respondents with known allies are less likely to be out or open in workplaces without known allies, with respondents of diverse sexuality 20.6% less likely to be 'out', and trans and gender diverse respondents are 39.8% less likely to be 'open'.

**With Allies / Without Allies**

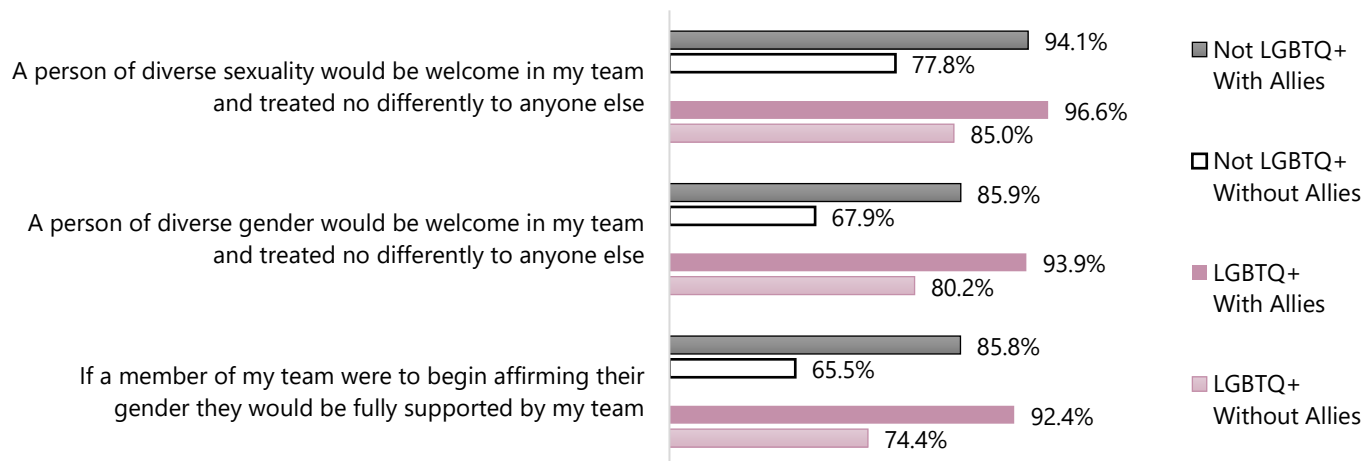| | | With Allies | Without Allies |
|---|---|---|---|
| Diverse Sexuality | Out | 65.3% | 44.3% |
| Diverse Sexuality | Not Out | 34.7% | 55.7% |
| Trans and gender diverse | Open | 56.5% | 37.6% |
| Trans and gender diverse | Not open | 43.5% | 62.4% |

## Organisational inclusion culture

Data on the perception of the organisation's inclusivity, and the organisation's willingness to address bullying and harassment behaviours, also shows that allies have a positive impact.

When there are no known allies in a workplace:
- Non-LGBTQ+ respondents are 13.6% less likely to agree that a person of diverse sexuality would be welcomed, and LGBTQ+ respondents are 21.0% less likely
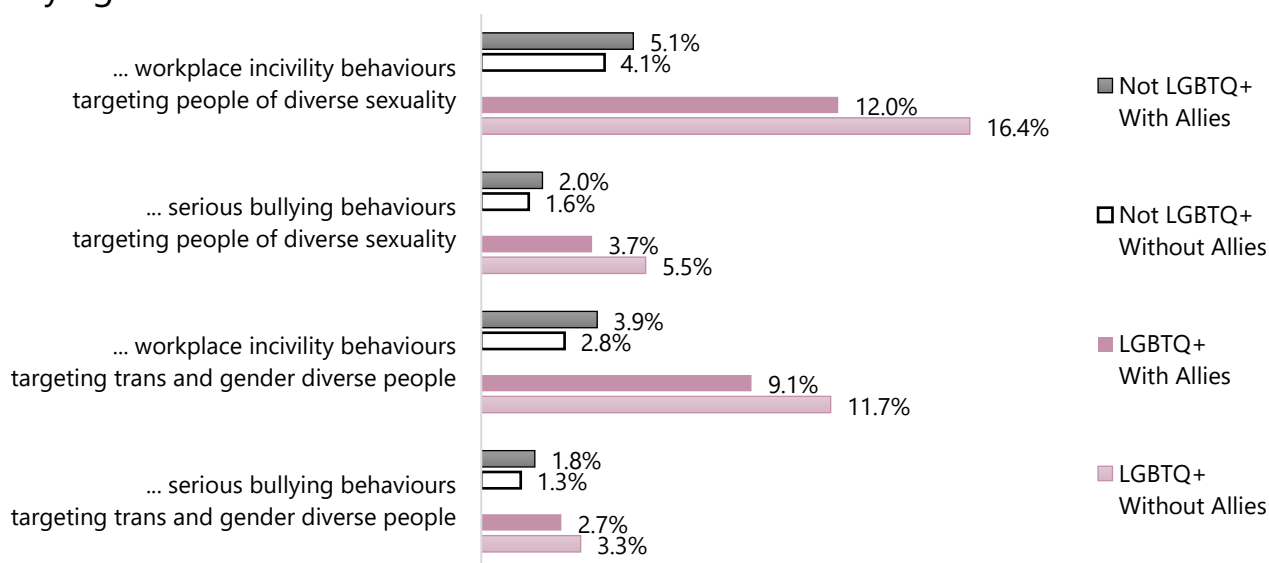- Non-LGBTQ+ respondents are 17.1% less likely to agree that a trans and gender diverse person would be welcomed, and LGBTQ+ respondents are 26.4% less likely
- Non-LGBTQ+ respondents are 24.2% less likely to believe that a person affirming their gender would be supporting in their team, and LGBTQ+ respondents are 31.0% less likely

**A person of diverse sexuality would be welcome in my team and treated no differently to anyone else**
- Not LGBTQ+ With Allies: 94.1%
- Not LGBTQ+ Without Allies: 77.8%
- LGBTQ+ With Allies: 96.6%
- LGBTQ+ Without Allies: 85.0%

**A person of diverse gender would be welcome in my team and treated no differently to anyone else**
- Not LGBTQ+ With Allies: 85.9%
- Not LGBTQ+ Without Allies: 67.9%
- LGBTQ+ With Allies: 93.9%
- LGBTQ+ Without Allies: 80.2%

**If a member of my team were to begin affirming their gender they would be fully supported by my team**
- Not LGBTQ+ With Allies: 85.8%
- Not LGBTQ+ Without Allies: 65.5%
- LGBTQ+ With Allies: 92.4%
- LGBTQ+ Without Allies: 74.4%

For LGBTQ+ respondents, witnessing workplace incivility or serious bullying behaviours targeting LGBTQ+ employees is decreased where allies are known; 26.9% fewer LGBTQ+ respondents witnessed workplace incivility targeting people of diverse sexuality, and 22.6% fewer witnessed incivility targeting trans and gender diverse colleagues. For serious bullying behaviours, 32.6% fewer witnessed behaviours targeting someone of diverse sexuality, and 19.4% fewer targeting trans and gender diverse employees.

Interestingly, non-LGBTQ+ respondents who know of allies witness fewer behaviours across all four aspects. We suspect this may be because the presence of allies in the workplace increases the understanding and awareness of problematic behaviours.
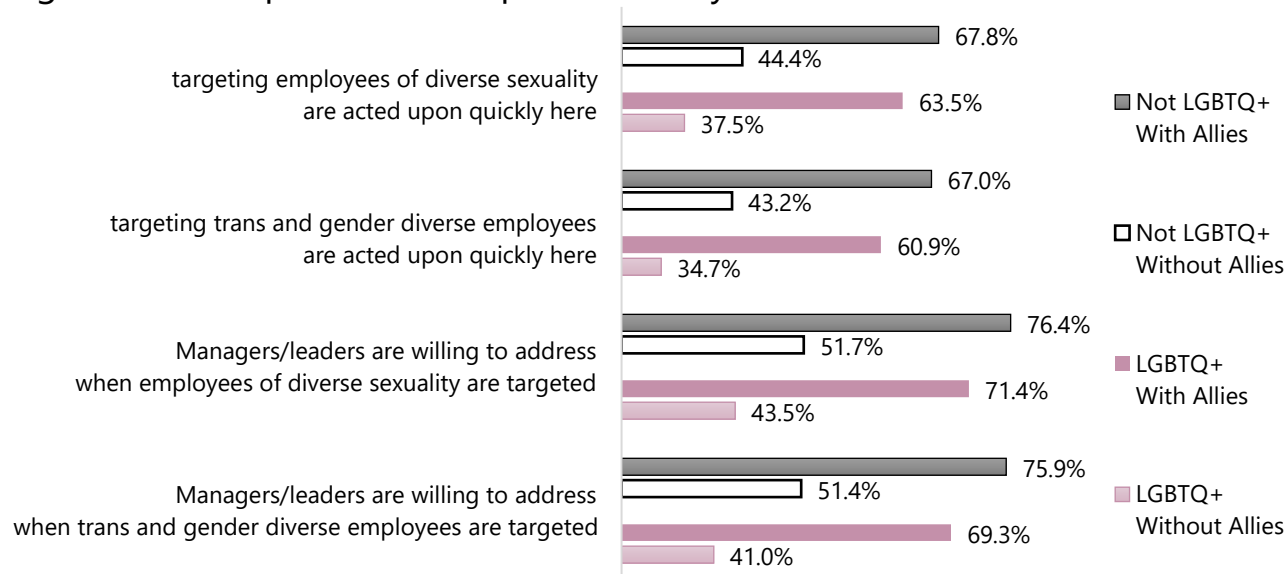
## Bullying and Harrasment - I have witnessed…

**… workplace incivility behaviours targeting people of diverse sexuality**
- Not LGBTQ+ With Allies: 5.1%
- Not LGBTQ+ Without Allies: 4.1%
- LGBTQ+ With Allies: 12.0%
- LGBTQ+ Without Allies: 16.4%

**… serious bullying behaviours targeting people of diverse sexuality**
- Not LGBTQ+ With Allies: 2.0%
- Not LGBTQ+ Without Allies: 1.6%
- LGBTQ+ With Allies: 3.7%
- LGBTQ+ Without Allies: 5.5%

**… workplace incivility behaviours targeting trans and gender diverse people**
- Not LGBTQ+ With Allies: 3.9%
- Not LGBTQ+ Without Allies: 2.8%
- LGBTQ+ With Allies: 9.1%
- LGBTQ+ Without Allies: 11.7%

**… serious bullying behaviours targeting trans and gender diverse people**
- Not LGBTQ+ With Allies: 1.8%
- Not LGBTQ+ Without Allies: 1.3%
- LGBTQ+ With Allies: 2.7%
- LGBTQ+ Without Allies: 3.3%

Lastly, respondents with allies are more likely to believe that workplace incivility targeting employees with diverse sexualities and trans and gender diverse people would be acted upon quickly (75.5% higher for LGBTQ+ respondents, 55.0% higher for non-LGBTQ+ respondents).

The belief that managers are willing to address incivility is also significantly higher for those who know of allies, with over 47% more non-LGBTQ+ and over 64% more LGBTQ+ respondents believing this is the culture of their organisation.

## Organisation response to workplace incivility behaviours

**targeting employees of diverse sexuality are acted upon quickly here**
- Not LGBTQ+ With Allies: 67.8%
- Not LGBTQ+ Without Allies: 44.4%
- LGBTQ+ With Allies: 63.5%
- LGBTQ+ Without Allies: 37.5%

**targeting trans and gender diverse employees are acted upon quickly here**
- Not LGBTQ+ With Allies: 67.0%
- Not LGBTQ+ Without Allies: 43.2%
- LGBTQ+ With Allies: 60.9%
- LGBTQ+ Without Allies: 34.7%

**Managers/leaders are willing to address when employees of diverse sexuality are targeted**
- Not LGBTQ+ With Allies: 76.4%
- Not LGBTQ+ Without Allies: 51.7%
- LGBTQ+ With Allies: 71.4%
- LGBTQ+ Without Allies: 43.5%

**Managers/leaders are willing to address when trans and gender diverse employees are targeted**
- Not LGBTQ+ With Allies: 75.9%
- Not LGBTQ+ Without Allies: 51.4%
- LGBTQ+ With Allies: 69.3%
- LGBTQ+ Without Allies: 41.0%

Legend:
- ■ Not LGBTQ+ With Allies
- ☐ Not LGBTQ+ Without Allies
- ■ LGBTQ+ With Allies
- ■ LGBTQ+ Without Allies

## Actions

1. Allies are essential to DEI progress, and inclusion efforts must actively engage and value their participation. This should be reflected in your communication materials and resources.
2. Specifically invite non-LGBTQ+ employees to be part of pride networks and spread the message. This enhances overall wellbeing for all employees.
3. Establish a proper mechanism to deal with any forms of harassment and bullying, including against diverse sexuality and trans and gender-diverse employees.
4. Encourage employees in all levels of management positions, to join the DEI training that emphasises active allyship as beneficial for everyone and the organisation.
5. Promote that active allyship is not an 'extra' job to do while incentivising active allies who have contributed to the creation of an inclusive workplace (e.g., monthly awards, acknowledgement from senior leaders). Encourage them to tell their ally stories on days of significance, record them, promote them and have them available on your intranet.
6. Have your senior allies be role models who set examples of good ally practices and behaviours.
7. Have visible signs of inclusion available for all allies who want them.
8. Promote and support visible allyship through training, leadership endorsement, and inclusion initiatives to strengthen organisational culture and boost wellbeing, engagement, and productivity for all employees.

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[i] 4 teir employee levels
- Level 1. Leadership team - Leadership/executive team (CEO or equivalent and senior executive reporting to CEO not including EA/PA)
- Level 2. Reporting to level 1 - Senior staff (including EA/PA to Executive team)
- Level 3. Reporting to level 2 - Employees/Individual contributor
- Level 4. Reporting to any level - new workforce entrants