

# Gender Equality Action Plan

2021–25



VicTrack

## Acknowledgement of Traditional Custodians

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VicTrack acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land and acknowledges and pays respect to their Elders, past and present.

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## Introduction

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The Victorian *Gender Equality Act 2020* (The Act) aims to improve gender equality outcomes in workplaces and in the community. The Act is applicable to the Victorian Public Service and public entities with 50 or more employees. The Act requires all defined entities including VicTrack to take ongoing action to achieve gender equality by undertaking workplace gender audits and gender impact assessments, developing gender equality action plans and publishing progress reports. The Act has also established the office of the Commissioner for Gender Equality in the Public Sector (CGEPS), which has the responsibility to promote, support and oversee compliance with the Act. The Gender Equality Obligations under the Act came into effect in March 2021 with the first Gender Equality Action Plans required by March 2022.

## Contributors to the Gender Equality Action Plan (GEAP)

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Ian Burton	Executive General Manager Project Delivery Group
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Sam Musso	Group Manager Business Integrity & Assurance
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Abraham El-Atm	Capability & Talent Manager
Kerry Yu	Group Manager Internal Engagement & Change

## Advisory groups and committees

The Diversity and Inclusion Steering Committee

Executive team

Future Ways of Working Committee

Diversity and Inclusion focus groups

Remuneration, Human Resources and Integrity Committee



## Executive summary

The *Gender Equality Act 2020* requires VicTrack to:

- address its obligations to promote and progress gender equality in the workplace
- apply a gender lens when developing policies and delivering services to our clients.

To achieve this VicTrack will:

- implement its Gender Equality Action Plan (GEAP)
- continue to support Women in Leadership programs
- conduct gender impact assessments
- report to the Gender Equality Commissioner every two years on the progress of our plan.

Data collected through the workplace gender audit, the People matter survey 2021, and through consultation has highlighted areas in which improvement is required. A gap analysis using the Australian Government's Workplace Gender Equality Agency (WGEA) Diagnostic Tool further highlighted areas for improvement. It was also realised during the data collection phase that data capturing required interventions to improve quality and quantity. Recommendations are outlined in the plan.

Intersectional factors that compound gender inequality formed the foundation of the action plan. These factors include sexual orientation, gender identity, age, race, ethnicity, religion, and disability. Sexual harassment and domestic violence have also been addressed in the plan.

The data collection methods will mature and evolve to align with the data recording and Commissioner's requirements. With the audit data being point-in-time information, our ability to provide more detailed responses will improve and mature over time as we take steps to align our internal reporting mechanisms.

Data from the WGEA audit has revealed that there are pay discrepancies between genders at VicTrack, which will be addressed, as well as a need to work towards greater gender diversity at all levels of the organisation.

## Methodology

CGEPS provided guidelines, tools, and resources for the development of the plan. The workplace gender audit results served as the baseline for our current state of play and formed the foundation of our plan.

In reviewing our current state, we have considered:

- gender pay equity
- gender composition at all levels of the workforce
- gender composition of governing bodies
- workplace sexual harassment
- recruitment and promotion
- gendered work segregation
- leave and flexibility.

Data was received from self-audit, the People matter survey, an Internal VicTrack survey, and the Workplace Gender Audit.

The WGEA made a self-assessment tool available, that was used to develop this plan and can be found in appendix A.

Using our consultation and data, three key themes were identified and aligned to the gender equality principles and indicators.

The themes are Leadership, Talent Acquisition and Advancing Women's careers at VicTrack.



## Meaningful consultation

As part of this process, our team consulted with, and sought input into, the development of the GEAP from the Remuneration and Human Resources and Integrity Committee. This comprised VicTrack Board members, governing bodies, employees, and relevant trade unions and/or their employee representatives.

The following committees were consulted, provided feedback and were in support of our plan.

- Two delegate members of Professionals Australia (our relevant union) were in attendance for the GEAP consultation and were supportive of our plan and our initiatives.
- The Remuneration, Human Resources & Integrity Committee, which included members of the VicTrack Board of Directors, were consulted on the GEAP through a dedicated meeting and were supportive of our plan and initiatives.
- Employee consultation – Approximately 300 employees were consulted as part of the GEAP process. This consisted of area specific focus groups, staff surveys, information drop-in sessions, individual interviews with members who identify as part of the LGBTQI+ community, as well as those with disability. The feedback was noted and incorporated into the action plan
- Executive team – consisting of executive general managers from across all business units.
- Future Ways of Working Committee – consisting of employees and managers and executive managers.
- Diversity and Inclusion Steering committee and focus groups – consisting of external specialists, employees, managers, and executive general managers

For LGBTQI+ and disability, further consultation was undertaken with Michelle Sheppard, Inclusion and Capability Officer, Industry Capability & Inclusion, Victorian Department of Transport. Advice on disability matters was also sought from Michelle Sheppard, which resulted in disability awareness training being offered to select employees. We intend to roll this out to the entire organisation.

VicTrack sought further advice from the Department of Transport Aboriginal working group for the Aboriginal employment strategy, which helped inform our planning to progress Aboriginal employment at VicTrack.

In-depth conversations were held with select members of the organisation who wanted to speak one-on-one. In addition, an anonymous survey was conducted to give all employees the opportunity to be heard and to provide valuable information to help inform our strategy. Approximately 77 per cent of employees took part in the survey.

## Capturing intersectional data

Data was gathered from sources including:

- People matter survey
- WGEA Diagnostic tool – see Appendix A
- Diversity and Inclusion Steering Committee
- Employee survey – see Appendix B
- Research on best practices

VicTrack has limited information on intersectional data. It is, however, acknowledged that intersectional data can significantly aid in understanding our employee landscape and informing our decision-making.

A plan will be put in place to record as much data as possible so we have useful information that can be used to inform our decision-making. The results of our People matter survey did share some insight into race and sexual orientation and will be used to inform part of our strategy and planning.

Intersectional data can be challenging to collect, given that there is no requirement on the individual to disclose the information. In our drive to better understand our demographic and the needs of our employees, multiple avenues for the collection of data will be applied, including:

- at induction
- at performance and development reviews
- through staff surveys (annual/pulse)
- at promotion or secondment
- through 'Service Now' (our online request portal)
- when requesting certain types of leave
- when requesting specific support or reasonable adjustments
- in exit interviews.

A communications plan will be developed to address potential concerns about the collection of this data, to encourage greater participation. This will take the form of FAQs and will include:

- the purpose for which the information is being requested
- how the data will be used
- when and where the data will be used/reported/published
- how the data will be stored
- how privacy and confidentiality will be protected.

VicTrack will capture the following data, to help inform ongoing planning and to get a better measure of success or areas of development.

- Gender and Aboriginal and/or Torres Strait Islander identity
- Gender and cultural and/or linguistic background
- Gender and disability status
- Gender and sexual orientation

Through the People matter survey 2021, we were able to record the following information. Although the data below does not break down into gender, it does offer insight into the intersectionality across the business.

<b>Employee attribute</b>	<b>Number of staff (employees and contractors)</b>
<b>CALD background</b>	221
<b>Trans/Binary/Gender diverse</b>	2
<b>Heterosexual</b>	242
<b>Bisexual</b>	2
<b>Aboriginal or Torres Strait Islander</b>	2
<b>Caring responsibilities</b>	282
<b>Living with a disability</b>	14
<b>Born outside Australia</b>	91

The gender equality principles have been developed to ensure organisations are considering key issues, barriers and processes that may be hindering women to gain equality in the workplace. With those principles in mind, we will:

- strive for equal representation of genders across all job levels
- create the environment that supports and advocates for gender diversity, including Trans and gender diverse people who may need specific support to aid their inclusion
- be an organisation that stands strongly against domestic violence and any form of harassment or bullying
- be a model organisation that leads the way in empowering women and gender diverse employees to reach great heights, by identifying and removing obstacles and systemic issues
- promote economic security for women and gender diverse employees by providing flexible working arrangements
- identify and address the impact of career breaks and other critical points impacting employment outcomes for women across the employee life cycle
- remove unconscious bias in decision-making in relation to recruitment, promotion, appointment and other employment matters
- eliminate discrimination, sexual harassment, and sexism in the workplace.

## What we are doing about gender equality and our case for further change

Recent data capture through the WGEA audit, as well as the People matter survey and Diversity and Inclusion Steering Committee, demonstrated that even though we have made positive strides, there is work still needed to close gaps. Further, our strategies and plans need to sustain those outcomes.

The GEAP will look at the variances between genders, such as pay gaps, number of promotions, leave taken and will address them through robust planning, implementation, monitoring, and evaluation.

The GEAP will complement many of VicTrack's current and ongoing strategies that relate to Aboriginality, disability, ethnicity, gender, identity, race, religion, and sexual orientation. VicTrack has a Diversity and Inclusion Strategy and ongoing gender equity actions.

VicTrack is involved with the Department of Transport's Aboriginal Self Determination Steering Committee as well as the department's Aboriginal Employment Working Group. This participation has led to our involvement in scholarship programs, the commencement of our first Reconciliation Action Plan as well as Aboriginal cultural awareness training.

VicTrack also has a long history of being part of the Women in Transport (WIT) initiatives including the Women in Transport Steering Committee, which reports to Victorian Government Ministers, including involvement in the WIT Strategy and Plan 2021–24. Currently, VicTrack has representatives on the following Department of Transport committees:



## **1. Women in Transport Leadership Program, AFLW Employment Program and Male Allies Program**

- Develop recommendations for an appropriate leadership program for the whole of transport.
- Develop recommendations for an appropriate employment program with the AFLW for the whole of transport.
- Develop recommendations for an appropriate Male Allies program for the whole of transport.

## **2. Transport Industry Secondment Program and Outreach Program**

- Develop recommendations for an appropriate secondment program for the whole of transport.
- Develop recommendations for an appropriate secondary school and tertiary institutions outreach program for the whole of transport.

## **3. Gender ethical procurement**

- Develop recommendations for gender ethical procurement policy guidelines for the whole of transport.

## **4. Transport industry standards**

- Develop recommendations for appropriate sector-wide standards for:
  - facilities for frontline women workers
  - workplace flexibility
  - alignment with our industry partners and key influencers about gender equality
  - recruitment practices.

## **5. Transport industry guidelines for gender equality training**

- Develop recommendations for appropriate sector-wide guidelines for:
  - workplace equality and respect
  - managing a diverse workforce
  - bystander action
  - intersectional needs and issues.

## Intersectionality and gender equality

Intersectionality is an understanding that gender is only one part of who we are. Other elements, such as race, religion, age, and ability can create advantage or disadvantage.

Some women are affected by multiple types of bias or discrimination and face additional challenges or barriers to participation. A newly arrived migrant who does not have a great command of the English language would experience much greater disadvantage in seeking employment than a person from their own ethnic group who has English as a first language. In turn they would also face greater disadvantage when compared to a white middle-class job seeker.

Aboriginal women are almost 10-times more likely to die from assault than other women. As First Nations People, Aboriginal Victorians are best placed to address these issues to determine a culturally appropriate path to gender equality.

VicTrack proudly encourages diversity in the workplace, however, in some workplaces these attributes can lead to direct discrimination, or conscious/unconscious bias.

As part of VicTrack's Diversity and Inclusion Steering Committee, an LGBTQI+ focus group was formed. The group meets monthly to discuss issues and initiatives and develop action plans to further VicTrack's mission to be an employer of choice regardless of any intersectional attribute. The LGBTQI+ focus group took part in consultation for the GEAP.

Three out of the 10 committee members identified as being from the LGBTQI+ community. Two of the three members were VicTrack employees. In response to discussion questions, both employees strongly agreed that they felt comfortable being exactly who they are and at no point during their time at VicTrack to date have they felt discriminated against or harassed.

Several members of the focus group made a similar comment regarding not knowing what inclusive language to use when talking about the LGBTQI+ community or issues. Their concerns were saying the wrong thing, or unintentionally offending someone, by not using the right terminology or demonstrating a solid understanding of the individual letters that make up LGBTQI+.

It was agreed during the discussion that VicTrack would partner with the Level Crossing Removal Project (LXRP) to deliver training, as well as develop guides for inclusive language.

The People matter survey shows 53 per cent of our staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTQI+'. For this question VicTrack scored 19 per cent lower than our comparator group. VicTrack has initiated plans that should see this figure rise significantly in the short term.

External consultation was held with LXRP, which has a great maturity on developing programs and initiatives that promote gender equality. The key takeaway from those discussions was that even if you are a culturally supportive and diverse employer, people do not know unless you tell them.

It was then agreed that the People & Culture team would work with the Communications & Engagement team to better promote VicTrack as an equal opportunity employer that provides a safe environment for all people.

There is comprehensive research that clearly indicates that people of Aboriginal and Torres Strait Islander origin find it more difficult to find employment. VicTrack has a dedicated team that will continue to focus on creating employment outcomes for our First Nations people. VicTrack has provided funding for Aboriginal school scholarship programs and will continue to sit on Department of Transport Aboriginal working groups. Further, we have rolled out cultural awareness training and started work on our social procurement strategy, with an emphasis on procuring from registered Aboriginal groups. VicTrack's first Reconciliation Action Plan is underway.

The Victorian Government has set targets for government entities to have at least two per cent Aboriginal employment for staff and one per cent Board representation.

Our figures show that we have met 0.5 per cent of the two per cent target and zero per cent of the one per cent Board target.

The Aboriginal and Torres Strait Islander focus group, which is a subcommittee to the Diversity and Inclusion Steering

Committee, will continue to look at ways to create a safe and attractive working environment for prospective Aboriginal employees.

The People survey indicates that 23 people at VicTrack answered Prefer not to say to the question of 'Are you of Aboriginal descent'? It may well be that VicTrack has several Aboriginal employees who do not feel comfortable in self-identifying. Noting this, VicTrack has embarked on a mission to create a safe environment, so that any Aboriginal employees working for VicTrack will begin to self-identify.

From the People matter survey, 55 per cent of staff agreed that VicTrack has a positive culture in relation to employees who are Aboriginal and / or Torres Strait Islander people. Through the implementation of our reconciliation action plan, cultural awareness training and social procurement, we aim to significantly lift this response rate.

In November 2021, VicTrack launched an Aboriginal cultural awareness online module, created by SBS. Feedback on this module has been positive. During consultation, a significant majority of the group said that we need to run awareness activities more often, to ingrain the importance of this in our employees and to give it the spotlight that is both deserved and required in building a brand that is truly dedicated to offering and progressing careers for our First Nations People. There will be a focus on attracting Aboriginal women into mid-senior level positions.

Of the employees surveyed in the People matter survey, 58 per cent responded positively to the question 'There is a positive culture within my organisation in relation to employees with disability'.

Fourteen employees stated that they have a disability, of which 10 shared their disability status with their manager. Two employees stated their reason for not sharing was that their disability did not impact their work. The two remaining employees stated that the reason for not sharing their disability was because they did not require adjustments and that disclosing may have a negative impact.

The consultation on this topic married up with what the People matter survey data revealed. Two employees felt that they might be discriminated against, especially because of past experiences. This concern has been taken seriously and VicTrack will continue to provide ongoing training around disability awareness. Seventy-five per cent of staff surveyed through the People matter survey agreed that VicTrack provides a positive culture to people of varied cultural background. Eighty-five per cent of respondents to the People matter survey agreed that VicTrack uses inclusive and respectful language and images.

## Select points of what we have learnt

Using the WGEA organisational self-assessment tool, we were able to identify areas of strength as well as areas that require attention.

## What we are doing well

- Ninety per cent of employees who took part in our employee survey agreed and strongly agreed that VicTrack promotes a respectful culture for women.
- Seventy-four per cent of employees surveyed agreed and strongly agreed that most managers and leaders are well informed about issues surrounding gender equality and violence against women.
- Seventy-eight per cent of employees surveyed agreed and strongly agreed that men and women are equally likely to be recruited into any team or role and are afforded equal opportunity for promotions and secondments.
- Fifty-six per cent of employees surveyed agreed and strongly agreed that VicTrack makes deliberate efforts to promote women and support women in leadership positions.
- Sixty-five per cent of employees surveyed agreed and strongly agreed that the recruitment process is fair and equitable, void of any form of discrimination.

## What we need to improve on

There is a need to link all policies relating to gender equality together and do a complete review to ensure they address any inequalities.

- Establish a keep-in-touch program for employees on carers leave and employees returning from long-term leave.
- Set targets for engagement in flexible work by employees of all genders.
- Through surveys and focus groups, ensure that sexual harassment, bullying and all other forms of negative behaviour is dealt with swiftly, and that the perception of employees is that this behaviour is not tolerated by the organisation. The surveys will give employees the opportunity to express their thoughts and experience on sexual harassment issues at VicTrack. It will aid in identifying issues and also monitoring progress in relation to reporting cases.



- Fifty per cent of employees surveyed agreed or strongly agreed that men are actively encouraged and supported to take up flexible work arrangements.
- The survey revealed that some members of the organisation had experienced sexual harassment.
- Our workforce as of June 2021 was 380 employees, comprising 30 per cent women and 70 per cent men.
- At the team leader level women are underrepresented at 17 per cent, compared with men at 82 per cent.
- A review of women's base salary and remuneration at the level from Chief Executive down, reveals at all levels there exists a pay gap from the median and mean except for at the senior leadership level.
- VicTrack board members consist equal of 50 per cent women and men.
- We need to encourage all genders to look at carer's leave and flexible work arrangements.



## What our employees are saying



VicTrack is a great example of multiculturalism and gender equality culture. Do more to educate everyone on the power of language and the casual sexism that is in everyday speech.



Make it easier for flexible work arrangements going forward for men and women.



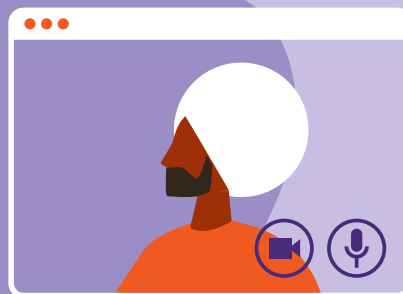
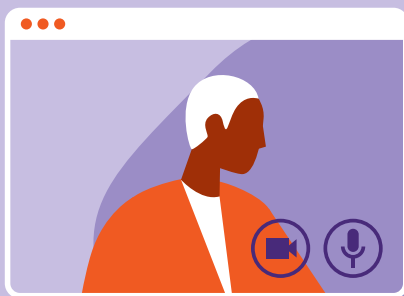
Define flexible working arrangements more concisely and determine if this prevents people from taking on higher leadership roles, how are their teams effectively managed?



I am very pleased to see male senior leaders and EGMs (Executive General Manager) actively demonstrating family caring responsibility through drop off, pick up, carer's leave for sick children, showing children on EGM casts etc, it is seen as a normal activity for men to be involved in caring for children, and this is a positive thing for our society, and our organisation allows/encourages this.



Giving flexibility to return to work with kids as part time or even assisting nursing mums by creating space for them to express when they back to work.



## Gender and pay equality – A global perspective

The Global Gender Gap Report was first published in 2006 by the World Economic Forum. The Global Gender Gap Index is an index designed to measure gender equality. The index is designed to measure gender-based gaps in access to resources and opportunities in countries rather than the actual level of the available resources and opportunities in those countries.

Australia slipped backwards on the Global Gender Gap Index in 2021, with the World Economic Forum ranking Australia at number 50 out of 156 countries. In 2006, Australia was ranked 15th on the gender gap index, which means there has been a massive drop in progress towards gender equality in Australia over the last 15 years.

The gender pay gap measures the difference between the average earnings of women and men in the workforce. It is an internationally established measure of women's position in the economy compared to men, and a result of the social and economic factors that combine to reduce women's earning capacity over their lifetime.

- The national gender pay gap is 14 per cent.
- This is a rise from the previous gender pay gap of 13 per cent
- On average, women working full time earned \$1,575.50 while men working full-time earned \$1,837.00 per week.
- Full-time average weekly earnings difference between women and men is \$261.50.

## The gender pay gap at VicTrack

Level from CEO	Description
0	Chief Executive
-1	Deputy Chief Executive
-2	Executives
-3	Senior Leader (as described by VPSC annual reporting)
-4	Remaining Senior Leaders
-5	Team leaders and managers
-6	Remaining staff

Figure 1: Position level and description reference table

Overall, at VicTrack, the largest pay gaps in base salary for women when compared with the median are found within the age range of 35–44 and 45–54 years of age, indicating a pay gap from the median of 15 per cent and 16 per cent. Additionally, women aged 25–34 years of age see a six per cent pay gap from the median. Employees within the 55–64 age range see a pay gap of one per cent from the median. However, employees who are within the 15–24 and 65+ age ranges saw a negative pay gap percentage of 17 per cent and 10 per cent, indicating that women are being paid more than other genders.

	Median annualised base salary pay gap as %		Median total remuneration pay gap as %		Mean annualised base salary pay gap as %		Mean total remuneration pay gap as %	
	W	S	W	S	W	S	W	S
All employment types	14.10	0	14.10	0	10.80	0	10.70	0
Full-time permanent/ongoing	10.70	0	10.70	0	10.50	0	10.50	0
Full-time contract (fixed-term)	6.70	0	6.70	0	8.60	0	8.40	0
Part-time permanent/ongoing	-39.90	0	-39.90	0	-39.10	0	-39.10	0
Part-time contract (fixed-term)	-26.10	0	-26.10	0	12.70	0	12.70	0
Casual	58.00	0	58.00	0	58.00	0	58.00	0
<b>Level from CEO</b>								
0	0	0	0	0	0	0	0	0
-1	0	0	0	0	0	0	0	0
-2	14.90	0	13.90	0	15.90	0	14.90	0
-3	-8.50	0	-8.50	0	-5.40	0	-5.20	0
-4	4.70	0	4.70	0	9.50	0	9.50	0
-5	11.30	0	11.30	0	4.00	0	4.00	0
-6	10.80	0	10.80	0	9.50	0	9.50	0

Figure 2: The pay gaps at VicTrack

W - Woman, S - Self described

## Remuneration by age and employment type at VicTrack

Figure 3 shows that base salary by employment type indicates a 45 per cent pay gap from the median for women aged 55–64 years with full-time fixed-term employment, this being the largest gap across employment types. This indicates that women aged 35–44 years and employed on a full-time ongoing basis have a pay gap of 19 per cent.

For women in full-time ongoing employment the pay gap by age decreases with age across the 15-24 (15 per cent), 35-44 (19 per cent) and 45-54 (11 per cent) age ranges. However, women employed on a full-time fixed term-basis see an increase in the pay gap across the age ranges of 15-24 (10 per cent), 25-34 (12 per cent) and 45-54 (18 per cent). Women employed in full-time ongoing roles and within the age ranges of 55–64 and 65+ years of age have a negative pay gap of -18 per cent and -6.5 per cent from the median. With full-time fixed-term contract employment having a negative pay gap in the 65+ age range.

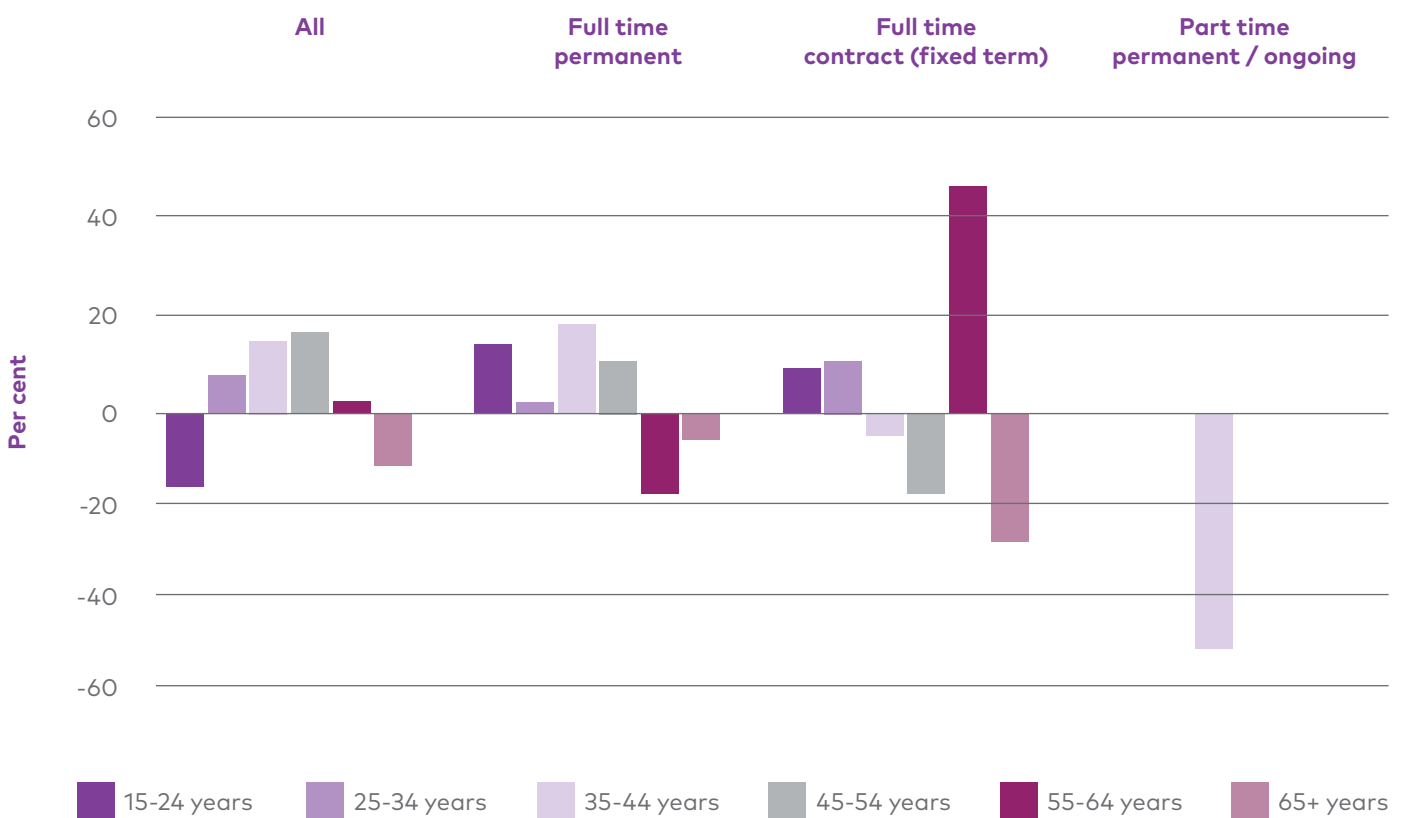


Figure 3: Pay gap remuneration and employment type



## Current state gender composition of all levels of workforce

VicTrack's workforce as of June 2021 was 380 employees, comprising 30 per cent women and 70 per cent men.

Our People matter survey score for gender composition was 66 per cent vs the comparator group, with a score of 71 per cent. At the executive level (-2) women and men were equally represented at 50 per cent. However, at the senior leadership level (-3) women represented 25 per cent and men were 75 per cent. The same can be seen at the senior leadership (-4) level where women represented 26 per cent and men represented 73.68 per cent. It is worth noting that for levels -3 to -4 all employees are hired on a full-time fixed-term basis.

At the team leader/manager level (-5) women were underrepresented at 17 per cent compared with men at 82 per cent. A significant number of employees (82 per cent) within the -5 level were employed on a full-time permanent basis, of those 16.67 per cent were women.

The remaining employees (74 per cent) were at the -6 level. Of these, 33 per cent were women with 67 per cent men.

Across the different employment types, women were underrepresented except for those employed on a part-time permanent basis where 90 per cent were women and nine per cent were men.

Actions aimed at resolving these discrepancies are detailed throughout the action plan objectives, method, and measurement.

The People matter survey response to the question of VicTrack having a positive culture for all age groups, showed 74 per cent of respondents agreed that it does. Through new recruitment strategies, outlined in our plan, we expect that number to lift.

The People & Culture capability team has put together a recruitment strategy to address the recruitment shortages of underrepresented demographics, as well as looking at strategies to retain these employees. These strategies include talent development, mentoring and succession planning.

Level from CEO	15-24 years		25-34 years		35-44 years		45-54 years		55-64 years		65+ years	
	W	M	W	M	W	M	W	M	W	M	W	M
0	0	0	0	0	0	0	0	0	0	1	0	0
-1	0	0	0	0	0	0	0	1	0	0	0	0
-2	0	0	0	0	1	1	2	2	0	0	0	0
-3	0	0	0	0	2	2	3	8	0	5	0	0
-4	0	0	1	0	1	3	1	6	1	5	1	0
-5	0	0	1	1	6	16	2	20	0	5	0	0
-6	2	4	21	19	35	64	28	54	7	43	1	4

Figure 4: Position level, age group and gender

W - Women, M - Men

## VicTrack governing body

VicTrack Board members consist equal of 50 per cent women and men (see tables below). This is in line with the targets announced in March 2015 by the Victorian Premier that women will make up 50% of all new appointments to courts and paid government boards in Victoria. As a result of this target announcement there has been a rise in representation of women from 39 per cent in March 2015 to 49 per cent as of September 2016.

Governing body position	No. of women	No. of men	No. of self described gender
Chair	1	0	0
Other members of governing body	2	3	0
Total	3	3	0
Percentage	50%	50%	0

Figure 5: Governing body headcount and gender

Age	No. of women	No. of men	No. of self described gender
15-24 years	0	0	0
25-34 years	0	0	0
35-44 years	0	0	0
45-54 years	1	0	0
55-64 years	2	2	0
65+ years	0	1	0

Figure 6: Governing body by age group

## Sexual harassment in the workplace

No formal sexual harassment complaints were made during this reporting period, however five per cent of our staff who took part in the People matter survey said they experienced sexual harassment.

Of those who had experienced sexual harassment in the workplace, 64 per cent experienced suggestive comments or jokes that made them feel offended. Forty-three per cent experienced intrusive comments about their personal life. Fourteen per cent experienced other unwelcomed behaviour of a sexual nature. Seven per cent of respondents experienced repeated or inappropriate advances on email, social networking platforms or chat rooms by a work colleague, while seven per cent of respondents experienced inappropriate staring or leering that intimidated them.

The reasons for not submitting a formal complaint were that 71 per cent of respondents did not think it was serious enough and 36 per cent believed there would be a negative consequence for them. Furthermore, 29 per cent of those who experienced sexual harassment did not think it would make a difference or believed there would be a negative consequence for their reputation. Additionally, 21 per cent believed there would be negative consequences on their career, had managed to make the behaviour stop or no longer had contact with the individual.

VicTrack has a zero tolerance for any form of harassment. Any case of alleged harassment will continue to be dealt with swiftly and seriously.

## Flexibility in the workplace

As shown in the table below, overall, 44 employees (11 per cent) were on a flexible work arrangement with 18 of these women (40 per cent) and 26 men (59 per cent). Of those, 28 were employed on a full-time permanent basis - eight women (28 per cent) and 20 men (71 per cent). Furthermore, 11 were employed on a full time fixed-term basis - six women (54.54 per cent) and five men (45.45 per cent). The remaining five employees were part-time permanent (four women) and part-time fixed-term (one male).

The results from the People matter survey indicated that 77 per cent of employees agreed that VicTrack offered enough flexibility to allow them time for both work and non-work-related activities. Sixty-one per cent of respondents agreed that flexibility was not a barrier to their success.



## Recruitment composition

(Recruitment from 1 July 2020 to 31 March 31 2021)

Figure 7 shows that most of the recruitment was at the –6 level with 40 employees hired across all age groups, (25 men and 15 women). At the –5 level, 14 employees were hired between the ages of 35 and 64 years of age, (11 men and three women). Recruitment at the –3 level was only between 35–44 years of age, with 4 men and one woman hired. The GEAP outlines strategies to increase the number of women hired across all llevels and plans to increase the number of women across all role levels and disciplines.

Level from CEO	15-24 years		25-34 years		35-44 years		45-54 years		55-64 years		65+ years		Total
	W	M	W	M	W	M	W	M	W	M	W	M	
-3	0	0	0	0	1	4	0	0	0	0	0	0	5
-4	0	0	0	0	0	0	0	1	0	1	0	0	2
-5	0	0	0	0	3	4	0	4	0	2	0	1	14
-6	1	0	6	3	5	9	2	3	2	9	0	0	40
<b>Total</b>	<b>1</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>17</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>12</b>	<b>0</b>	<b>1</b>	<b>61</b>

Figure 7: Recruitment composition of level -3, -4, -5, -6 and age group

W - Women, M - Men

## Promotion composition

The composition of employee promotions by employment type, age and gender can be seen in figures 8 and 9, below. Overall, there were 17 promotions within the organisation. Of those 11 were full-time permanent employees, eight were men (72 per cent) and three were women.

	25-34 years		35-44 years		45-54 years		Total
Level from CEO	W	M	W	M	W	M	
-5	0	0	0	0	1	3	4
-6	1	1	3	4	1	3	13
<b>Total</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>17</b>

Figure 8: Promotion by age and position level

W - Women, M - Men

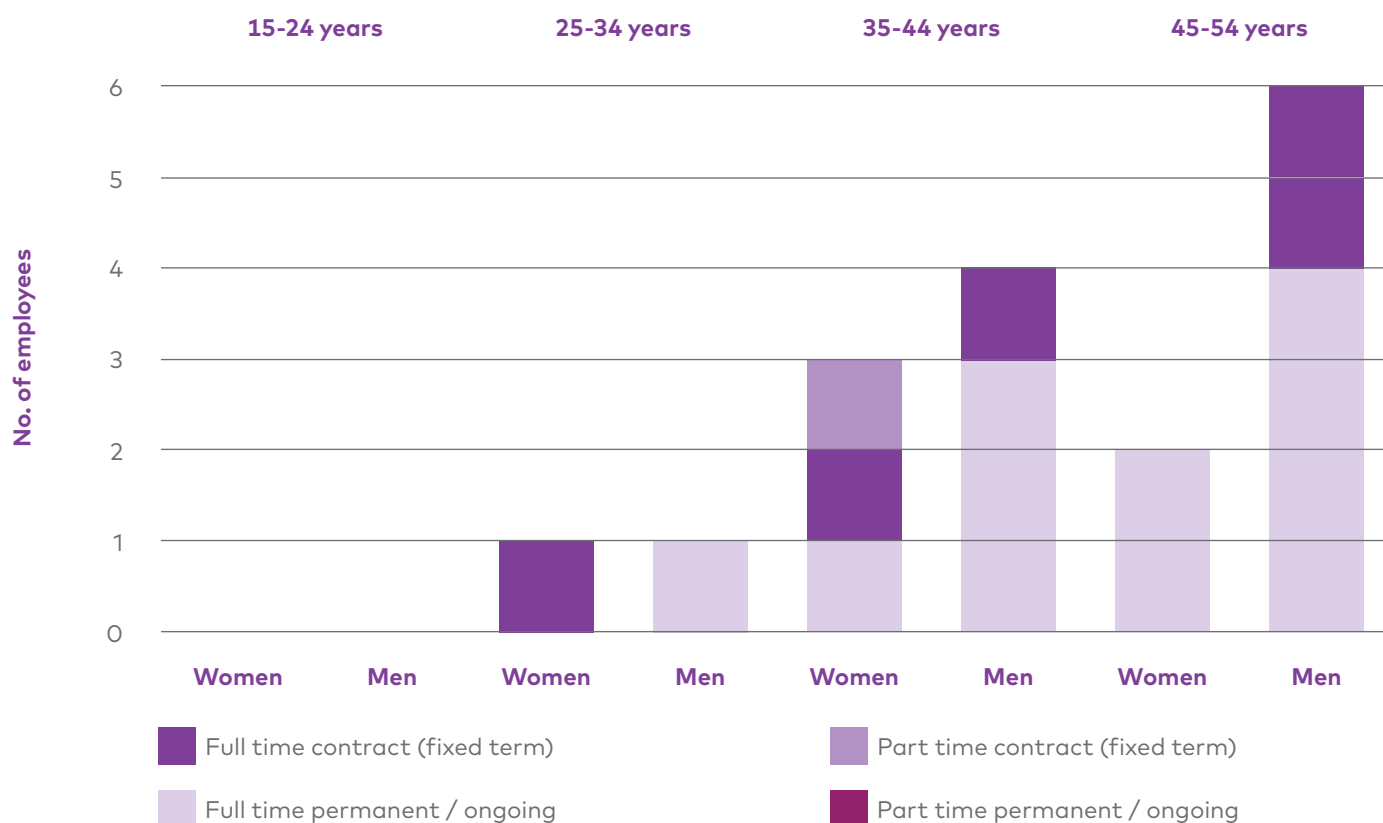


Figure 9 Promotions by employment type and gender

There is a concentration of promotions for women in the 45–54 age group. There are plans in place to increase this across all age groups and employment types.



# The Gender Equality Action Plan

Objective number	Objectives	Proposed actions	Measures	Commence	Responsible
<b>Leadership</b>					
1	Leadership programs for gender inclusivity and participation.	<p>Provide executive mentoring opportunities that are equally accessible for all staff in the organisation.</p> <p>Provide leadership development for women in senior positions, giving focus to those working in underrepresented areas.</p> <p>Develop a framework for succession planning and talent identification to support equitable career development.</p>	<p>Report twice a year on the number of women involved in leadership training or training that will lead to further opportunities.</p> <p>Gender balance is achieved with enrolment in leadership training and other development training.</p> <p>Implement succession planning framework.</p>	2022 – ongoing	<p>People &amp; Culture</p> <p>Executive team</p> <p>Senior Leadership Team</p>
2	Promoting more women.	<p>Hold performance management discussions and make plans which include career development/ progression. Monitor the use of succession plans for gender balance.</p>	<p>Increase quarter on quarter females being promoted internally by a minimum of 30 per cent.</p> <p>Surveys to test whether employees feel that there is no discrimination when it comes to promoting different genders. Achieve a minimum of 50 per cent increase in positive response.</p>	2022 – ongoing	<p>People &amp; Culture</p> <p>Executive team</p> <p>Senior Leadership Team</p>
3	Increased attraction and retention of women, particularly internal promotion of female employees into leadership positions.	<p>Develop a proactive recruitment policy to ensure gender equality objectives are included and recruitment processes monitored, using data on applications received, shortlisting of candidates, and offers accepted by gender and classification levels.</p> <p>Analyse staff exit data to identify gender-related issues and take action to address appropriately.</p>	<p>Shortlists to reflect a 50/50 split of male and female applicants.</p> <p>Interview panels to have one female member present.</p> <p>Data is used to assist in the development of retention strategies.</p>	July – 2022	People & Culture (Capability & Talent)
4	Reducing the level of unconscious bias by delivering training to people leaders.	<p>Hiring managers are trained in managing and reducing unconscious bias, resulting in greater diversity and more female hires, particularly in roles considered to be 'male gendered'.</p>	<p>Achieve an increase in diversity recruitment. Metrics to be compared with those before training was conducted.</p>	September – 2022	<p>People &amp; Culture (Capability &amp; Talent) People &amp; Culture Business Partners</p>

Objective number	Objectives	Proposed actions	Measures	Commence	Responsible
<b>Talent acquisition</b>					
5	Improve the acquisition of specialist skills through innovative initiatives	<p>Gender equality principles are integrated into strategic workforce planning (talent attraction, development, and retention).</p> <p>Identify select positions that are male biased in composition and support them through flexible work arrangements.</p> <p>Explore the feasibility of reforming/extending our parental leave provisions (e.g., explore incentives for female staff to return to work sooner, encourage non-birth parents to take leave (that is referenced in the GEAP) and redefine primary/secondary caregiver application.</p>	<p>Strategic workforce plan looked at through a gender lens and thought given to staff needs such as caring responsibilities, or the need to work part time or job share.</p> <p>There is an increase of 50 per cent positive responses through surveys on flexibility.</p>	March 2022 – ongoing	<p>People &amp; Culture Executive team</p> <p>Senior Leadership Team</p>
6	Reviewing recruitment content to remove all language with traditionally masculine or feminine connotations.	<p>Ongoing review to ensure language and images in VicTrack's recruitment documents and materials are diverse and use inclusive language.</p> <p>Use gender neutral job advertisements, interview invitations, specific recruitment and selection criteria and structured interviews.</p> <p>Continue to implement language that is gender-neutral and inclusive (gender decoder) when writing/reviewing position descriptions and advertisements.</p> <p>Review recruitment practice and content to ensure gender neutrality.</p>	100 per cent compliance met	Current – ongoing	People & Culture (Capability & Talent)
7	Introducing unconscious bias training for recruitment panels, with a priority focus on panels assessing senior or executive positions and above.	A select group of potential interview panel members to undergo online training or sit the Harvard Implicit Association Test.	At all times have at least one panel member who is trained in unconscious bias.	September 2022	People & Culture (Capability & Talent)

Objective number	Objectives	Proposed actions	Measures	Commence	Responsible
8	Conducting a trial of 'blind recruitment'.	Pilot a select job and hide sex, gendered name, name of university or school, race, religion.	Increase in diverse recruitment, with an increase in gender balance.  Metrics to be compared quarterly.	October 2022	People & Culture (Capability & Talent)
9	Ensure the VicTrack Employment Value Proposition (EVP) focuses on attracting candidates across a more diverse range of backgrounds, with unique needs, and through different mechanisms.	The EVP will include an aspect dedicated to increasing the diversity of women, with an emphasis on women with intersectional attributes that may result in underrepresentation in the business.  Conduct facilitated training sessions for all employees for LGBTQI+ and awareness training.	We receive an increased number of applications from women, LGBTQI+, people with disability, CALD backgrounds, diverse genders and age groups.	July – September 2022	People & Culture (Capability & Talent)

Objective number	Objectives	Proposed actions	Measures	Commence	Responsible
<b>Advancing Women at VicTrack</b>					
10	Seek exemption from VCAT under the Equal Employment Opportunity Act 2010 to establish women only positions.	<p>Review the strategic workforce plan with a gender lens. Identify vacancies that can be offered to woman only.</p> <p>Trial positions where woman is underrepresented.</p> <p>Utilise social media channels to promote non-traditional female roles.</p>	<p>Increase in gender balance. Increase in women in non-traditional female roles.</p> <p>Non-traditional roles to be mapped out.</p>	2022 – ongoing	<p>Group Manager Employee Relations</p> <p>Capability &amp; Talent</p>
11	Maintain a workplace free from discrimination, sexual harassment, and bullying.	<p>Continue to monitor cases. Continue to promote a zero tolerance for bullying, harassment and discrimination.</p> <p>Further promote the consequences and effects of bullying and harassment.</p>	Achieve a decrease in reporting of incidents relating to sexual harassment and bullying and discrimination.	Current – ongoing	People & Culture
13	Increase gender and intersectionality awareness via training and communication.	<p>In collaboration with the LXP Industry Capability &amp; Inclusion, specialist employment services groups, Indigenous committees, and women's groups, promote, train and support the business to better understand the impacts of intersectional attributes combined with gender.</p> <p>Communicate and consult with people with physical disabilities, vision impairment, hearing impairment, intellectual disability, mental health issues, and people with communication or speech difficulties.</p>	<p>Greater voluntary reporting of intersectional data.</p> <p>Greater recruitment and retention of female employees with additional intersectional attributes, such as age, race, disability, gender.</p> <p>Sessions to be run by Training for the future</p>	Current – ongoing	<p>People &amp; Culture team</p> <p>Communications &amp; Engagement team</p> <p>Current-ongoing</p>
19	An increase in the number employees who identify as LGBTQI+ feeling supported in the workplace.	Work with the LGBTQI+ focus group to raise cultural awareness and better promote VicTrack as an employer who supports the LGBTQI+ community.	An increase in the number of employees identifying as LGBTQI+.	Current – ongoing	<p>LGBTQI+ focus group</p> <p>Communications &amp; Engagement</p>
20	Develop a gender affirmation policy.	Work with LGBTQI+ focus group and P&C to develop a gender affirmation policy.	Survey results indicate more self-reporting on gender and more people feeling supported by the organisation.	June 2022	P&C, LGBTQI+ focus group

## GEAP Resourcing plan

Objective number	Objectives	Allocated resources/groups	Estimated time allocation	Budget
1	Leadership programs for gender inclusivity and participation.	People & Culture team	Programs will be ongoing throughout the year.  Given we have relationships with providers, there is minimal set up time.	Costed on an as needed basis.
2	Promote more women.	People managers, People & Culture	Continuous activity, resources allocated as needed.	No additional cost.
3	Increased attraction and retention of women, particularly promotion of internal female employees into leadership positions.	People & Culture team, Communications team	Talent Acquisition and Communications will allocate time when required.	Costed on an as needed basis.
4	Reducing the level of unconscious bias of hiring managers and recruitment panel members, through training.	People & Culture team	The online training and Harvard implicit test require approximately one hour from the recipients.  Set up can be achieved in one business day.	Costed on an as needed basis.
5	Pilot initiatives to recruit specialist skills under flexible working arrangements.	People & Culture team  Communications & Engagement team	"This initiative will require consultation with the business, job analysis and promotion.  It is expected that this will be a three-month project and will commence in quarter 3.	Costed on an as needed basis.
6	Reviewing recruitment content to minimise language with traditionally masculine or feminine connotations.	People & Culture team  Communications & Engagement team	This is an ongoing initiative which requires approximately 30 minutes per day.	Costed on an as needed basis.
7	Introduce Unconscious Bias training for Recruitment panels, with a priority focus on panels assessing senior or executive roles positions and above.	Capability & Talent team	Program to be delivered over a six-month period commencing late 2022. Resources allocated as required.	Costed on an as needed basis.
8	Conducting a trial of 'blind recruitment'.	Capability & Talent Manager  Senior Recruitment Specialist  Senior Leadership team	Three-month project commencing late 2022. Resources allocated as required.	Costed on an as needed basis.
9	Ensure the VicTrack Employment Value Proposition (EVP) focuses on attracting candidates across a more diverse range of backgrounds, with unique needs, and through different mechanisms.	People & Culture Business Partners  Capability & Talent Manager	Six-month project to commence Mid 2022	Costed on an as needed basis.



Objective number	Objectives	Allocated resources/groups	Estimated time allocation	Budget
10	Seek exemption from VCAT under the Equal Employment Opportunity Act 2010 to establish women only positions.	Talent Manager	Time dedicated as required. This will be an ongoing process.	Costed on an as needed basis.
11	Maintain a workplace free from discrimination, sexual harassment, and bullying.	Capability & Talent Manager Communications & Engagement team member	Capability & Talent and Internal Communications to work on a campaign.  Approximately a 4-week project.	Costed on an as needed basis.
12	Increase in the number of people who feel safe reporting discrimination.	Capability & Talent Manager Communications & Engagement team member	Ongoing communications and surveys. Resourcing will be on a needs basis.	Costed on an as needed basis.
13	Increase gender intersectionality awareness via training and communications.	People & Culture Business Partners Communications & Engagement team member	Partnerships are in place with LXRP LGBTQI+ group.  SBS Diversity online training, which will take approximately one hour of a participant's time and can be set up in two weeks.	Costed on an as needed basis.
14	Gather interest in a VicTrack domestic and family violence support network for victims, affected persons.	People & Culture Business Partners Communications & Engagement team member Capability & Talent Manager Future Ways of Working Committee People managers Wellness Committee	This project will be managed through the Wellness Committee, with the aid of the business as required.  This will be approximately a 4-week project.	Costed on an as needed basis.
15	Ongoing promotion of flexible work arrangements, including hybrid home/office arrangements.	Senior Workforce & Systems Specialist Payroll Coordinator Capability & Talent Manager People & Culture Business Partners	Policy exists and is currently being reviewed. The Future Ways of Working Committee will inform changes to policy and then inform the communication of this initiative.	Costed on an as needed basis.

Objective number	Objectives	Allocated resources/groups	Estimated time allocation	Budget
16	Establish a keep-in-touch program for employees on carers leave and/or on-boarding support for workers returning from long term leave.	Senior Workforce & Systems Specialist Payroll Coordinator Capability & Talent Manager People & Culture Business Partners	<p>It is expected that people managers will share this message through individual and group meetings.</p> <p>The remainder of the selected resources will support this through their business-as-usual responsibilities.</p> <p>People &amp; Culture will formalise this program. It is expected this will take eight weeks and will be resourced as required.</p>	Costed on an as needed basis.
17	Close the pay gap.	Executive General Manager People & Culture Capability & Talent Manager Senior Change & Internal Communications Specialist	<p>This will be an ongoing project.</p> <p>The Senior Workforce &amp; Systems Specialist has provided analysis and commentary via the workplace audit.</p> <p>It is envisaged that the allocated resources will form a focus group to address these matters holistically.</p> <p>The discussions have already commenced, and this will be an ongoing process with resources dedicated as required.</p>	Costed on an as needed basis.

Objective number	Objectives	Allocated resources/groups	Estimated time allocation	Budget
18	Increase representation of Aboriginal and Torres Strait Islander employees at VicTrack.	Capability & Talent Manager People & Culture Business Partners Communications & Engagement team	<p>The Executive General Manager People &amp; Culture attends a monthly Victorian Government steering committee on Aboriginal determination.</p> <p>The Capability &amp; Talent Manager attends a monthly Victorian Government Aboriginal employment working group.</p> <p>There also exists an Aboriginal focus group that meets fortnightly to work on advancing Aboriginal employment, cultural awareness, and advancement.</p> <p>The Senior Change &amp; Internal Communications Specialist is actively involved in supporting this initiative as the Chair of the ATSI focus group and would average two hours per week working on this.</p> <p>This initiative will continue, with a greater focus on frequency and avenue of promotion.</p> <p>The Communications &amp; Engagement team will support and deliver a communications campaign.</p> <p>Planning for this initiative will commence in late 2022, with details of expected resource time needed to follow.</p>	Costed on an as needed basis.
19	An increase in the number employees who identify as LGBTQI+ feeling supported in the workplace.	People & Culture, Communications & Engagement	This will be an ongoing process and resourced as needed.	Costed on an as needed basis.
20	Develop a Gender affirmation policy.	People & Culture, Communications & Engagement	This will be an ongoing process and resourced as needed.	Costed on an as needed basis.

# Appendices





# Appendix A

## WGEA Diagnostic Tool – Self assessment and gap analysis

- Does your organisation fulfil the legal requirements with regards to family and caring support?
- Does your organisation have some provisions to support caring, e.g. breastfeeding facilities, advice on carers' support services?
- Does your organisation have a keep-in-touch program for employees on carers leave and/or on-boarding support for workers returning from long-term leave?
- Does your organisation offer paid parental leave?
- Does your organisation have a variety of non-leave measures to support carers, including a childcare referral service, emergency care referral service (elderly and children), holiday care support services?
- Does your organisation offer parental leave and superannuation payments on paid and unpaid leave for all employees?
- Does your organisation have a personal development program in place for parents, including coaching for parents returning to work from parental leave, parenting workshops, targeting parents of all genders?
- Does your organisation have a basic flexible working policy?
- Does your organisation offer manager training on enabling flexible working?
- Is technology available to support flexible working?
- Does your organisation survey employees on whether they feel that they have access to the flexibility they need?
- Do leaders of all genders visibly role model flexible working at your organisation?
- Have targets been set for engagement in flexible work by employees of all genders?
- Is flexible work mainstreamed within your organisation, with clarity that outputs and results are valued rather than visible time spent at a particular time in a particular place?
- Does your organisation have formal policies or formal strategies on sex-based harassment, discrimination, and bullying prevention, with a formal grievance process in place?
- Does your organisation provide workplace training for all employees (including casual and contract staff) on sex-based harassment and bullying prevention at induction and at least every two years?
- Are all managers accountable for ensuring that their employees complete sex-based harassment training and bullying training in accordance with policies?
- Has your organisation monitored your harassment and bullying prevention strategies to ensure they are working effectively?
- Has your organisation analysed information from consultation to determine if employees have concerns about sex-based harassment and/or bullying in the workplace?
- Does your survey, focus group and other consultation data confirm that employees perceive the sex-based harassment and bullying policies and practices to be equitable and effective?
- Does your organisation communicate domestic and family violence as a workplace issue?
- Does your organisation communicate support available to employees?
- Does your organisation equip managers to implement policies on domestic and family violence support?

- Does your organisation provide additional paid leave to employees experiencing domestic and family violence?
- Does your organisation provide guidance on dealing with perpetrators via workplace policies?
- Does your organisation regularly evaluate and improve support provided e.g., via external accreditation?
- Does your organisation implement initiatives that reach out to customers, suppliers and community?
- Does your organisation have a basic formal learning and development strategy and/or policy in place?
- Does your organisation include completion of gender equality training in annual performance and development plans? Does your organisation have some mentoring programs available?
- Does your organisation monitor and analyse the number of employees by gender in programs?
- Does your organisation have formal succession planning and women in leadership programs?
- Does your organisation identify and target specific groups, including women, part-time workers and casuals for development, networking, mentoring and sponsorship?
- Are sponsorship and mentorship practice included as key performance expectations for your managers?
- Does your organisation have a basic gender equality policy?
- Does your organisation have some additional policies, e.g., flexible working, parental leave, recruitment, promotion, remuneration?
- Has a gender strategy been developed, linking all relevant policies relating to gender equality together?
- Has your organisation taken action to eliminate gender biases identified in the analysis of your systems and processes?
- Does your organisation regularly conduct policy audits and reviews including recruitment and selection, performance management, remuneration, training and development, talent identification, leadership capability models and career structure?
- Does your organisation regularly engage with peers to determine industry best practices on incorporating gender equality into the development of policies and procedures?
- Does your organisation regularly apply a gender lens to the review and amendment of policies and processes?
- Does your organisation have a formal selection policy/strategy for talent management and/or learning and development?
- Does your organisation analyse and compare the results of performance appraisals by gender?
- Does your organisation have a formal sponsorship or mentoring program and formal succession plan for all critical roles?
- Does your organisation set gender representation targets for talent identification lists, succession plans, career development and leadership training and retention?
- Does your organisation analyse and monitor employees who are offered secondments, project opportunities, research grants and overseas assignments?
- Does your organisation use examples of employees of all genders with career success to show role-models for other staff members?

- Does your organisation support other organisations in seeking gender-balanced talent and succession planning?
- Does your organisation track recruitments/promotions and resignations by gender?
- Does your organisation analyse potential gender biases in job advertisements, selection criteria and appointment process?
- Is data analysed to identify any underlying reasons for resignation or limited pool of applications?
- Does your organisation track data from every stage of recruitment by gender?
- Does your organisation have a requirement for minimum of 50% female representation on shortlists and interview lists for all recruitment?
- Does your organisation use segmented approaches to attract diverse talent?
- Does your organisation's leadership actively and openly promote and encourage recruitment and promotion from diverse talent pools?
- Is your gender equality training focused on awareness of equality legislation, compliance and the responsibilities of staff?
- Does your organisation promote gender equality capability and recognise that there are benefits beyond compliance?
- Is gender equality capability addressed at an individual level, with needs being addressed as they arise?
- Is your organisation on its way to developing the capability required to build and sustain a gender equitable workplace, within a broader approach to leadership development?
- Is your gender equality training mandatory for all management staff, including training on implementing and managing flexible working?
- Is gender equality integrated into all development activity and any new learning programs, modules and in leadership training?
- Is a suite of learning methodologies and content maintained to meet ongoing gender equality development needs of different stakeholders, as they move or progress internally and externally?
- Does your organisation have a gender equality strategy, but one where gender is not incorporated into the overall business strategy or integrated at an operational level?
- Does your organisation acknowledge the impacts gender imbalances can have on the achievement of overarching strategic business goals?
- Is all performance against gender equality goals outlined in the strategy (and any accompanying action plan) tracked and reported to key management personnel?
- Does your organisation demonstrate practical commitment to embedding gender equality targets into business unit goals?
- Does your organisation apply a gender lens during all major decision-making at a business unit level?
- Does your organisation apply a gender lens during the planning, design and budgeting of any project or program implemented at a business unit level?



- Does your organisation undertake a gender impact assessment against projects/programs at an operational level?
- Does your organisation's gender equality strategy include consideration of casual/contract and short-term staff?
- Does your organisation collect data to monitor the gender composition of short-term staff?
- Does your organisation provide access to technology that enables communication to team members?
- Does your organisation check for gender imbalances unique to short-term staff, including pay equity imbalances?
- Does your organisation provide access to development opportunities for short-term and casual staff, including grants, projects and development opportunities?
- Does your organisation enable access to flexible working for short-term staff?
- Does your organisation ensure that clients and/or suppliers are compliant with the reporting requirements set out in the Workplace Gender Equality Act 2012?
- Does your organisation conduct supplier audits to check consistency with gender equality policies and strategy, brand values, and organisational culture, identify anomalies and develop actions to address each one?
- Has your organisation developed procurement principles and terminology, which promote gender equality and integrates these into policies and practices?
- Does your organisation track the value and amount of work provided to independent contractors, by gender?
- Does your organisation review and monitor its own as well as suppliers' advertising and marketing practices for gender-balance?
- Does your organisation have a procurement plan or policy that encourages suppliers to have a policy or strategy, which includes gender equality principles?
- Do your organisation's leaders actively promote gender equality beyond the organisation?
- Does your organisation collect data on redundancies and reskilling, by gender?
- Does your organisation assess jobs and skills that will be needed during and after any merger/acquisition?
- Does your organisation conduct employee surveys at several stages during the merger/acquisition and restructure process?
- Does your organisation collect and analyse data by job and by gender, linked to future needs?
- Does your organisation ensure training offered to employees for upskilling and reskilling is linked to future needs of the organisation?
- Does your organisation implement measures to alleviate stress and promote a positive workplace culture during periods of merger, acquisition or restructure?
- Does your organisation implement strategies that ensure flexible working and other gender equality initiatives remain intact after mergers, acquisitions or restructures?

# Appendix B

## Internal VicTrack employee survey

My workplace promotes a culture of respect for women

Strongly disagree	Disagree	Agree	Strongly agree	Dont know
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

Most managers and leaders are well informed about issues surrounding gender equality and violence against women

Strongly disagree	Disagree	Agree	Strongly agree	Dont know
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

Our leaders publicly promote the organisation's support for gender equality and for preventing violence against women

Strongly disagree	Disagree	Agree	Strongly agree	Dont know
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

Men and women are equally likely to be recruited into any team or role, and are afforded equal opportunity for promotions and secondments

Strongly disagree	Disagree	Agree	Strongly agree	Dont know
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

The recruitment process is fair and equitable, void of any form of discrimination

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Dont know</b>
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

VicTrack makes deliberate efforts to promote women and support women in leadership positions

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Dont know</b>
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

Men are actively encouraged and supported to take up flexible work arrangements

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Dont know</b>
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

Taking up flexible work arrangements would not exclude me from leadership opportunities, nor promotions and secondments

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Dont know</b>
4.10%	2.56%	37.95%	51.79%	3.59%
8	5	74	101	7

# Appendix C

## Definitions

Word	Description
<b>Diversity</b>	In the workplace, diversity means having employees from a range of backgrounds. This can include having employees of different ages, gender, ethnicity, physical ability, sexual orientation, religious belief, work experience, educational background, and so on.
<b>Equality</b>	Equality is achieved when people can access and enjoy the same rewards, resources, and opportunities regardless of their background.
<b>Equity</b>	Recognises that everyone does not begin in the same place in society. Some people face adverse conditions and circumstances making it more challenging with the same effort to achieve the same goals. Equity advocates for those who may have been historically disadvantaged, making it difficult for them to be successful.
<b>Sex and gender</b>	<p>Sex refers to the chromosomal and anatomical characteristics associated with biological sex.</p> <p>Gender is part of a person's personal and social identity. It refers to the way a person feels, presents, and is recognised within the community.</p> <p>A person's sex and gender may not necessarily be the same. Some people may identify as a different gender to their birth sex and some people may identify as neither exclusively male nor female.</p>
<b>Inclusive workplace</b>	An inclusive workplace is one where diversity is embraced, and everyone can succeed in achieving their personal and professional goals.
<b>Intersectionality</b>	<p>Intersectionality refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.</p> <p>Aspects of a person's identity can include social characteristics such as:</p> <ul style="list-style-type: none"><li>• Aboriginality</li><li>• gender</li><li>• sex</li><li>• sexual orientation</li><li>• gender identity</li><li>• ethnicity</li><li>• colour</li><li>• nationality</li><li>• refugee or asylum seeker background</li><li>• migration or visa status</li><li>• language</li><li>• religion</li><li>• ability</li><li>• age</li><li>• mental health</li><li>• socioeconomic status</li><li>• housing status</li><li>• geographic location</li></ul>
<b>Workplace gender audit</b>	A diversity audit is a review of an organisation's workplace culture and employment practices.



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