



# Gender Equality Action Plan 2022-2025



# Acknowledgement of Country

The Victorian Institute of Sport acknowledges the Traditional Custodians of the land we live and work on, the people of the Kulin Nation and recognise their continuing connection to this land and waterways.

We pay our respects to their Elders, past and present and extend this to all Aboriginal and Torres Strait Islander People.



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# 1. Key Terms and Definitions

**Gender** - The socially constructed differences between women, men [and people of diverse genders], as distinct from 'sex', which refers to their biological differences<sup>1</sup>.

**Gender equality** - Is defined as the equal rights, responsibilities and opportunities of women, men, trans and gender-diverse people. Equality does not mean that women, men, trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender<sup>1</sup>.

**Gender equity** - Entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances<sup>1</sup>.

**Gender norms and structures** - Ideas about how people should be and act according to the gender they are assigned or identify with. We internalise and learn these 'rules' early in life. This sets up a life-cycle of gender socialisation and stereotyping<sup>1</sup>.

**Gender stereotypes** - Simplistic generalisations about gender attributes, differences and roles<sup>1</sup>.

**Intersectionality** - A methodology that recognises the causes of disadvantage or discrimination do not exist independently, but intersect and overlap with gender inequality, magnifying the severity and frequency of the impacts while also raising barriers to support. People may experience overlapping forms of discrimination or disadvantage based on attributes such as Aboriginality; age; disability; ethnicity; gender identity; race; religion; and sexual orientation<sup>2</sup>.

<sup>1</sup>Victoria State Government, Safe and Strong: A Victorian Gender Equality Strategy, 2021.

<sup>2</sup>Victoria State Government, Commission for Gender Equality in the Public Sector: Applying Intersectionality, 2022.



## 2. A message from the CEO

The Victorian Institute of Sport (VIS) supports gender equity and diversity in the workforce and is committed to creating an inclusive workplace. As part of this commitment, we have developed our first Gender Equality Action Plan 2022-2025 which I am pleased to endorse. This is another step towards identifying areas where we can reinforce good practice and importantly where we can do better.

We acknowledge this is a longstanding complex issue and challenge to overcome social attitudes, behaviours and systems that prevents people, particularly women, from fully participating in society and the workforce. In developing our Plan there has been broad consultation and enthusiastic engagement across the VIS which represents the commitment of individuals and the management team to not only making organisational change, but also each of us doing the small things every day which contribute to a more inclusive and safer community.

The Vision of our plan is “We are committed to creating and reaffirming a gender inclusive culture that empowers our people and encourages diversity within our organisation. We aim to be an employer of choice for equal opportunity and inclusion and will strive to improve the opportunities, experiences and outcomes for all women, men and gender diverse people”.

The VIS Gender Equality Action Plan 2022-2025 presents clear strategies for supporting our Vision and the needs and aspirations of people who work with us and our athletes and partners who use our programs and services. We are excited about the role this Plan will play in strengthening our commitment to an inclusive culture for all people.

Finally, I would like to extend my thanks to the VIS across all tiers of the workforce for the outstanding leadership and engagement they have demonstrated throughout this process.



A handwritten signature in black ink, which appears to read 'Anne Marie Harrison'.

ANNE MARIE HARRISON  
Chief Executive Officer

# 3. Background

At the Victorian Institute of Sport (VIS), we are committed to inclusion, the removal of barriers and the creation of opportunities to empower our people to be their best. We recognise that all human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes and restrictive gender norms and practices. Further, we acknowledge gender inequality is a human rights issue that impacts the physical, social, economic, and mental health and wellbeing of women, their children and people of all genders within our workplaces, across the state of Victoria, and throughout the world.

The Gender Equality Act 2020 (the Act) was initiated in Victoria on 31 March 2021, to improve gender equality in the workplace, and requires reporting that includes workplace gender audits, a gender impact assessment for services provided to the community

and ongoing Gender Equality Action Plans (GEAP). The primary aim of this GEAP is to formalise, analyse and measure current values and policies to drive further informed improvement in relation to gender equality, diversity and inclusion.

This approach meets obligations outlined under the Act and is based on recommendations from the 2016 Royal Commission into Family Violence, acknowledging intersectional gender inequality as a key driver contributing to epidemic rates of violence against women and their children within Australia and globally.

The VIS is committed to a diverse workforce and a place where all people feel welcome and valued for the experiences they bring to their role. While this is a Plan to encourage and enable positive benefits for individuals of all genders – women, men and gender diverse people, it is important to acknowledge that specific measures may be necessary

for women, in particular diverse women, to achieve true gender equality. Women have historically experienced discrimination and disadvantage based on sex and gender, which is further compounded based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

The VIS are in a somewhat unique position in sport with women well represented through our Chair and Chief Executive Officer (CEO), the majority of our Board and 55% of our athletes identifying as female, however we recognise we still have work to do. Our participation in developing this GEAP is an example of our commitment to change and will further support our work in ensuring women are afforded opportunities across the organisation.

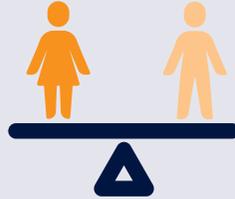
## OUR COMMITMENT SO FAR

### VIS Leadership



- ✓ 71% Female Board Members (quota 40%)<sup>3</sup>
- ✓ Female Chair of the Board
- ✓ Female CEO

### VIS Policy



- ✓ Equal Employment Opportunity Policy
- ✓ Sexual Harassment Policy
- ✓ Whistleblower Protection Policy
- ✓ Flexible Working Policy
- ✓ Parental Leave policy

### In Support of



- ✓ Gender representation on interview panels
- ✓ Female Athlete Health and Performance initiatives
- ✓ Females in Sport 'This Girl Can' campaign<sup>4</sup>
- ✓ Females in Leadership development opportunities
- ✓ Confidential Employee Assistance Program (EAP)

## OUR WORK CONTINUES

### 2021

- Reconciliation Action Plan Working Group established
- Gender Equality Working Group established
- Salary benchmarking process completed
- Workplace Gender Audit
- Gender Impact Assessments

### 2022

- Reconciliation Action Plan underway
- Gender Equality Action Plan underway
- Essential Skills professional development workshops:
  - » Personal Values, Emotional Agility, Celebrating Difference
- Recruitment of Director People and Community and HR Manager underway

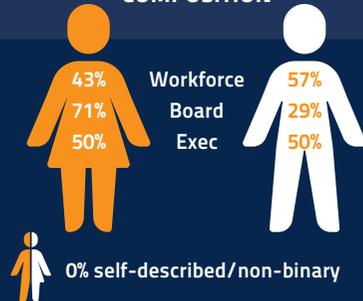
<sup>3</sup> VicSport, Mandatory board Quotas, 2021.

<sup>4</sup> Vic Health, This Girl Can, 2015.

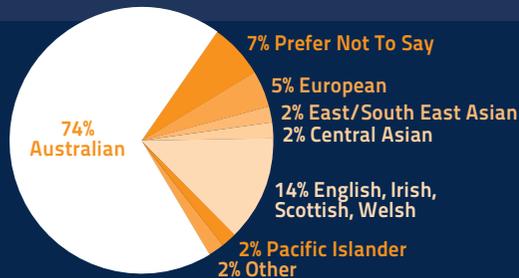
# 4. Plan on a page

## Workplace Gender Audit

### COMPOSITION



### CULTURAL DIVERSITY



0% Aboriginal or Torres Strait Islander

### AGE DIVERSITY



HR System to be adopted in 2022 to help capture diversity data

### Pay Equity by Tenure

	GAP
Overall	1.7%
Full-time (fixed term)	2.9%
Part-time (fixed term)	-7.7%
Casual	11%



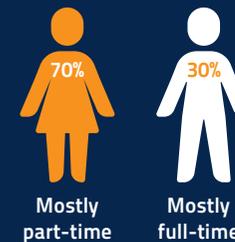
Salary benchmarking process completed in 2021

### Leave & Flexibility



Leave policies to be reviewed with an intersectional lens

### Recruitment and Promotion



20% > 55yrs

HR team to be appointed in 2022

### Sexual Harassment

0% of staff reported experiencing sexual harassment

Encourage staff to speak up about inappropriate behaviour

### Workforce gender segregation

#### TRADITIONAL GENDER STEREOTYPE

**Feminised Roles**  
Engagement, Human Resources, Policy

**Masculinised Roles**  
Surveillance, Investigation Strategy, Risk & IT

#### WORKFORCE GENDER SEGREGATION

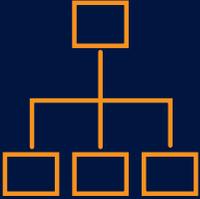
	Female (%)	Male (%)
Managers (CEO, Executive, SMT)	44%	56%
Professionals (Training and development; marketing specialists, doctors)	67%	33%
Technicians and Trades (IT, customer support officers)	0%	100%
Community and Personal Services (Sports development officers)	35%	65%
Clerical and Administrative (reception, Program and project administrators, information officers, account clerk)	62%	38%

Need for review of recruitment and retention strategies, alongside unconscious bias training

# 5. Baseline Data

## WHAT THE EVIDENCE SHOWED US AND WHAT OUR PEOPLE TOLD US.

	Workplace Gender Equality Indicator	Summary of audit findings	Summary of staff feedback
1	 <p><b>Gender composition of all levels of the workforce</b></p>	<ul style="list-style-type: none"> <li>• A higher proportion of staff are male (57%) compared to female (43%) and self-described/non-binary (0%), with greater representation of men at most leadership levels:               <ul style="list-style-type: none"> <li>» Level 0 &amp; 1 (Executive) – 67% male, 33% female</li> <li>» Level 2 (General and Specialist Managers) – 100% male</li> <li>» Level 3 (Head Coaches/Leads/Coordinators) – 47% male; 53% female</li> </ul> </li> <li>• Men and women are both more likely to be in full-time employment than any other employment type (part-time, casual), however women are three times more likely to work part-time than men (72% women; 28% men). In the 2021 People Matters Survey (PMS):               <ul style="list-style-type: none"> <li>» 0% identify as Aboriginal or Torres Strait Islander</li> <li>» 2% identify as living with a disability</li> <li>» 0% identify as gender diverse</li> <li>» 7% identify as sexually diverse</li> <li>» 27% identify as culturally diverse and 7% 'prefer not to say'</li> <li>» 12% are over the age of 55 years</li> </ul> </li> <li>• Intersectional data via payroll was only available for the diversity aspect of 'age'. The majority (54%) of the workforce is between 25-44 years of age. There is under-representation of older employees, who constituted 9% of the workforce, with 8% aged between 55-64 years (100% women) and 1% over the age of 65 years.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff felt there was a lack of overall cultural diversity within the organisation</li> <li>• Strategies needed around retaining staff to support the ageing workforce</li> <li>• "I think cultural days throughout the year are important to celebrate and that all cultures are included"</li> <li>• Promoting the benefits of diversity and educating staff on the barriers to diversity</li> <li>• The development of a diversity and inclusion plan was recommended by staff</li> <li>• Lack of representation of women in leadership positions</li> </ul>
<p><b>Key findings</b></p>		<p>There is underrepresentation of women in leadership and underrepresentation of diversity more broadly across the organisation. Diversity targets and inclusive recruitment and retention practices will be prioritised.</p> <p>Limited diversity data was available from audit data (i.e. payroll) due to processes not being established to collect this information from staff. A greater diversity profile was captured within the PMS. The reasons why PMS respondents have chosen 'prefer not to say' to certain diversity questions may indicate barriers regarding a positive culture regarding diversity and inclusion.</p> <p>There is a need to strengthen data collection around our employee disability status, cultural diversity, non-binary gender identities, religion and sexual orientation.</p>	

2	 <p><b>Gender composition of governing bodies</b></p>	<ul style="list-style-type: none"> <li>• VIS board is 71% female and 29% male. This includes a female chair.</li> <li>• The diversity profile of Board members was unable to be ascertained due to data collection systems not capturing intersectionality at this level.</li> </ul>	<ul style="list-style-type: none"> <li>• Equal balance of gender at the board level was seen as positive by staff</li> </ul>
<p><b>Key findings</b></p>		<p>Gender Balance in favour of women is exceeded at the Board level, attributable to the introduction of mandatory board quotas for the Victorian Public Sector<sup>5</sup>. This highlights the effectiveness of targets/quotas and the need to consider targets in other areas (i.e. Executive, Management).</p> <p>To effectively monitor and promote inclusive practices at the Board level, data collection systems need to be set-up to support this exercise. It is outside the scope of VIS to influence changes to the Board level.</p>	
3	 <p><b>Gender pay gap</b></p>	<ul style="list-style-type: none"> <li>• The VIS overall workforce median gender pay gap is <b>1.7%</b>, in favour of men.</li> <li>• Gender pay gaps are apparent at different levels and employment classifications (i.e. full-time, part-time, casual):</li> <li>• There is a median gender pay gap of <b>2.9%</b> for fixed term full-time roles (in favour of men)</li> <li>• There is a median gender pay gap of <b>7.7%</b> for fixed term part-time roles (in favour of women)</li> <li>• There is a median gender pay gap of <b>11%</b> for casual roles (in favour of men)</li> <li>• There is a median gender pay gap of <b>8.6%</b> within Level 3 (in favour of men)</li> <li>• There is a median gender pay gap of <b>21.5%</b> within Level 5 (in favour of men)</li> <li>• There was an inability to identify pay gaps for diverse cohort (i.e. within the aboriginal workforce) due to the lack of intersectional data available.</li> </ul>	<ul style="list-style-type: none"> <li>• A lack of confidence was reported by staff when negotiating remuneration increases for their work, skills and expertise.</li> <li>• Staff highlighted that confidence was impacted by gender and cultural factors.</li> <li>• Staff suggested more explicit benchmarks and standards in terms of KPI's would help to make that process more equitable</li> </ul>
<p><b>Key findings</b></p>		<p>An industry salary benchmarking exercise in the second half of 2021 was conducted by Mercer/AIS and used by the VIS to ensure salaries reflected market price. The above pay gaps have now been corrected.</p> <p>Continued monitoring and communication to staff regarding pay gaps is needed.</p>	

<sup>5</sup> VicSport 2019, Mandatory board quotas.

<p>4</p>  <p><b>Workplace sexual harassment</b></p>	<ul style="list-style-type: none"> <li>• Sexual harassment is underreported at VIS</li> <li>• There was a 0% prevalence rate associated with either pathway for disclosing (0% payroll, 0% People Matters Survey)</li> <li>• The prevalence rate (0%) within the PMS was lower than the comparator group (7%)</li> </ul>	<ul style="list-style-type: none"> <li>• Barriers identified to reporting workplace sexual harassment</li> <li>• Awareness measures around sexual harassment and family violence were suggested as a focus area</li> <li>• Contact officers were seen as positive, providing alternative options for reporting, rather than a line manager</li> </ul>
<p><b>Key findings</b></p> <p>Nil disclosures of workplace sexual harassment, formally (i.e. HR, line manager) or informally (i.e. PMS), does not imply workplace sexual harassment does not exist, this may have been the outcome of self-reporting barriers as well as the impact of remote working due to COVID-19 which may have mitigated the risk for sexual harassment as staff where not on-site.</p> <p>Limited diversity data related to workplace sexual harassment make it difficult to identify trends and improve prevention and response to sexual harassment.</p> <p>The PMS was completed by 53% of the workforce (compared to 39% response rate for whole of Victorian Public Sector) - encouragement to participate in the PMS will be important to help monitor workplace sexual harassment.</p>		
<p>5</p>  <p><b>Recruitment and promotion practices</b></p>	<ul style="list-style-type: none"> <li>• Women were overrepresented in recruitment (70%) compared to men (30%).</li> <li>• Women were mainly recruited into part-time fixed term roles, men were mainly recruited into full-time fixed terms roles.</li> <li>• Limited diversity data on recruited staff, except for age.</li> <li>• 20% of those recruited were over the age of 55 years. Of this 100% were women.</li> <li>• 0% of staff recruited were over the age of 65 years.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff highlighted the need for more (equitable) opportunities and pathways to move into management roles and participate in professional development opportunities</li> <li>• More robust recruitment practices to address unconscious bias at every stage of the employment cycle</li> <li>• Staff suggested the need to look at strategies to increase opportunities for a more diverse and inclusive workforce</li> </ul>
<p><b>Key findings</b></p> <p>Over-representation of women recruited into part-time roles reflects broader organisational dynamics where women are three times more likely to work part-time than men.</p> <p>There is under-representation of older employees in recruitment and the workforce in general. While this is not gendered, only 9% of the workforce is over the age of 55 years, of this only 1% is over 65 years. Proactive approaches to recruitment and retention of older employees should be considered.</p>		

6	 <p><b>Flexibility and leave</b></p>	<ul style="list-style-type: none"> <li>• Due to COVID-19 the workforce was working remotely from home on an informal basis, hence no formal flexible leave was accessed.</li> <li>• Parental leave uptake was balanced (50% women, 50% men), however women exclusively accessed 12 weeks paid primary carers leave and men accessed 1 week paid secondary carers leave.</li> <li>• No staff accessed family violence leave.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff highlighted improving general awareness of the policies that currently exist, and the mechanisms to access them</li> <li>• Strengthening of parental leave provisions for secondary carers in line with best-practice or industry standards was suggested by staff.</li> <li>• The equitable formalising of flexible working arrangements</li> </ul>
<p><b>Key findings</b></p>		<p>Greater formalisation or promotion of Flexible Working Arrangements (FWA) is needed to ensure equitable access and access across the workplace and all levels.</p> <p>Despite balanced utilisation of parental leave provision, broader gender and social norms contribute to men accessing secondary carers leave. Revisions to parental leave is necessary to align with industry standards, in particular elevating paid component of secondary carers leave.</p> <p>There is a need to strengthen awareness around family violence and staff entitlements to leave</p>	
7	 <p><b>Gendered segregation of the workplace</b></p>	<ul style="list-style-type: none"> <li>• Occupational segregation exists within the workplace, with distinct male and female dominated work areas.</li> <li>• Technical and trades workers (i.e. telecommunications) is exclusively occupied by men (100%)</li> <li>• A higher proportion of men within community and personal services, specifically 'sports development officers' (65%; 35% women).</li> <li>• A higher proportion of women in clerical and administrative roles such as 'reception' and 'account clerks', with gender balance witnessed for 'project or program administration'.</li> </ul>	<ul style="list-style-type: none"> <li>• Departments in the organisation seem to follow society/industry 'norms' in terms of heavily weighted towards one gender</li> <li>• Underrepresentation of female strength coaches means that junior (and senior) female athletes may be coached by a male regardless of their preference</li> </ul>
<p><b>Key findings</b></p>		<p>Our workplace reflects broader Australian labour market trends; however, the workplace can be creative with recruitment, selection and retention strategies to encourage gender balanced and diverse teams across different departments and divisions.</p>	

# 6. Meaningful Consultation & Engagement

The Key stakeholders captured in the consultation phase and participation rates.  
We would like to thank every single staff member who contributed their thoughts to strengthen our workplace.

## Approach To Meaningful Engagement & Consultation

### COMMUNICATION

Regular email communications from the **Gender Equality Working Group** were sent out to staff and included an overview of the work being undertaken and the opportunities for staff to be involved in the development of the **GEAP**.

**Communication resources** were developed and distributed to staff including an **infographic** to provide an overview of the **audit data**, and the development of the draft **GEAP strategy**.

### RISK MANAGEMENT

**External consultants** were engaged to support consultation design and implementation and to **maximise the potential** for staff to provide **critical feedback**.

**Online and individual feedback surveys** were promoted to staff throughout the consultation process as opportunity to provide **anonymous feedback**.

## Gender Equality Working Group & Employee Representative Engagement

### VIRTUAL WORKSHOPS

#### Workshop 1

**75% attendance** from the Gender Equality Working Group

#### Workshop 2

**75% attendance** from the Gender Equality Working Group

## Workforce Consultation & Engagement

### VIRTUAL WORKSHOPS

#### Workshop 1

A total of **50 staff members attended**, representing **66% of the workforce**

#### Workshop 2

A total of **33 staff members attended**, representing **45% of the workforce**

### INDIVIDUAL RESPONSE SURVEYS

A further **7 survey responses** were collected from staff.

**The broad engagement** delivered a participation rate of **57.32% of our workforce**, which is outstanding and reflective of our engaged community.

## GENDER EQUALITY ACTION PLAN

## Trust/Executive Consultation & Engagement

### VIRTUAL WORKSHOPS

#### Workshop 1

**100% attendance** from the Executive Leadership Team

#### Workshop 2

**100% attendance** from the Executive Leadership Team

**100% engagement and participation** during consultation from the Executive Leadership Team

## CONSULTATION METHODOLOGY

The approach, ways and means by which the workplace engaged with the workforce to develop the Gender Equality Action Plan.

Consultation Approach	Pre-Consultation Communication Plan	Board/Executive/ Employee representative Consultation	Workforce Consultation	Strategy Drafting
<ul style="list-style-type: none"> <li>• Gender Equality Working Group established and provided input into a consultation approach based on the current dynamics of the workplace (i.e. COVID-19).</li> <li>• External consultant engaged to support consultation design and implementation.</li> <li>• Consultation methodology approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and promotional material outlining details of the consultation process and key dates were reinforced by Senior Management (i.e. emails, zoom meetings).</li> <li>• Development and distribution of promotional material (i.e. infographics based on audit data) sent to staff members via email.</li> <li>• Creation of promotional material (i.e. email communications, infographics) distributed across the organisation by senior management.</li> <li>• Additional resources and support were provided to support the engagement of participants with accessibility requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of audit findings to the Executive Leadership Team.</li> <li>• Presentation of the draft Gender Equality Action Plan to receive feedback from the Executive Leadership Team.</li> <li>• Board updated by CEO during the consultation and development process.</li> <li>• Presentation of the final Gender Equality Action Plan to receive approval from the Executive Leadership Team.</li> <li>• Communication with Union: The VIS does not have any Union represented staff. As such, making Union contact was therefore not applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 x 1 hour virtual consultation workshop (onsite room available for staff) to receive staff input on gender equality priorities based on the audit data.</li> <li>• 1 x 30 minute virtual consultation workshop (onsite room available for staff) to receive staff feedback on the proposed draft strategy.</li> <li>• Breakout rooms available in virtual consultation to support safe spaces to contribute.</li> <li>• Anonymous feedback via survey or individual feedback electronically available for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of draft strategy to Gender Equality Working Group for approval.</li> <li>• Presentation of draft Strategy to Executive Leadership Team.</li> <li>• Presentation of draft Strategy to the Workforce.</li> <li>• Circulation of Draft Strategy to workforce encouraging feedback via survey or individual feedback electronically to our external consultant.</li> </ul>

## CONSIDERING INTERSECTIONALITY IN CONSULTATION

In alignment with the Gender Equality Act Principles, it was important to apply an intersectional gender lens across our consultation approach to enable a safe environment for staff to contribute to the discussion and ensure the Plan developed reflects and is meaningful to all staff.

<b>A mix of consultation methodologies</b>	<p>A mix of consultation methodologies were utilised to support staff to participate in a manner that suited them and create a sense of safety to participate, including:</p> <ul style="list-style-type: none"><li>• Virtual online sessions</li><li>• An on-site 'break out' room to support staff to participate in online consultations, also supporting those with varying levels of digital literacy</li><li>• Anonymous feedback survey's</li><li>• Invitation to confidentially submit feedback directly to our external consultants via email</li><li>• Accessibility support for individual staff members as needed.</li></ul>
<b>Accessible materials</b>	<p>To accommodate literacy and engagement levels throughout consultation a variety of infographics were designed to showcase the 'key data findings' and the 'DRAFT Gender Equality Action Plan.'</p>
<b>Safety and comfort</b>	<p>To create a sense of safety for all staff to offer their thoughts, ideas and feedback on the GEAP during virtual sessions, facilitators ensured:</p> <ul style="list-style-type: none"><li>• the sessions were not recorded, particularly the breakout rooms</li><li>• Smaller discussion groups were held in break out rooms</li><li>• Executive we're not present in the breakout rooms to encourage staff to speak freely</li></ul>
<b>External facilitators</b>	<ul style="list-style-type: none"><li>• Consultations were coordinated, facilitated and managed by our external consultants Women's Health Loddon Mallee and Women's Health Grampians. This was deliberate in order to remove barriers or inhibitions for staff in participating. Outsourcing to external consultants also symbolized the importance of the GEAP is and sent the message to staff that their attendance would be meaningful and that their feedback would likely to be heard and actioned.</li></ul>

# 7. Case for Change

Workplace gender equality is achieved when all people have access to and enjoy the same rights, responsibilities, and opportunities regardless of gender. To achieve this, intersectional gender equality, diversity and inclusion must be adopted and driven as core values of the organisation.

Australia currently sits at number 50 out of 156 countries on the Global Gender Gap<sup>6</sup>, a report that documents how far a country is from achieving a gender- equal society. The gender pay gap in the Australian workforce is still prevalent with women on average earning 13.8% less than men<sup>7</sup>. Women still dominate caring and unpaid labour roles at a rate double to that of men and are less likely to advance in their careers, as a result retiring on average with 23.4% less superannuation<sup>8</sup>. At the same time, men continue to have less access to family-friendly policies such as parental leave or flexible working arrangements, inhibiting their ability to take up those caring roles and allow for women's greater participation in the workforce.

Achieving gender equality is important for workplaces on a global scale as it is also linked to a country's overall economic performance. Workplace gender equality is associated with:

- Improved productivity, economic and social outcomes
- Improved engagement and wellbeing of your staff
- Increased organisational performance
- Enhanced ability of organisations to attract talent and retain employees
- Enhanced ability of organisations to engage with Victoria's diverse community
- Enhanced organisational reputation

The VIS Gender Equality Action Plan priorities for the next 4 years reflect the key principles outlined in the Gender Equality Act 2020 and integrate the feedback we received through our successful workforce consultation process, together with an ongoing commitment to include staff in the conversation to build a healthy and equitable work culture.

<sup>6</sup> World Economic Forum, Global Gap Report: Insight Report, 2021.

<sup>7</sup> Workplace Gender Equality Agency, Australia's Gender Pay Gap Statistics, 2022.

<sup>8</sup> Workplace Gender Equality Agency, Australia's Gender Pay Gap Statistics, 2022.





The VIS has a number of initiatives in place that support gender equality in the workplace that will now undergo a process of review through the lens of intersectional gender equality. These include majority female representation at Board level and policies such as Equal Opportunity, Sexual Harassment, Flexible Working Arrangements and Parental Leave. A primary focus now is on quality and systematic data collection in order to evaluate the effectiveness of such initiatives and to drive further informed improvement in relation to intersectional gender equality, diversity and inclusion.

The VIS Workplace Gender Audit showed that while workforce composition appears relatively balanced (57% men, 43% women, 0% self-described), it also highlighted some gaps in female representation in senior management and potential gender segregation at different levels and departments across the organisation. While our overall Gender Pay Gap of 1.7% is relatively low in comparison to the average Victorian Gender Pay Gap of 12.2%, this figure varies across different levels of the organisation. This outlined the need for a deeper look into the recruitment and promotion trends of women and develop a more targeted recruitment approach.

Another major finding was our lack of diversity data, emphasising the need to adopt better systems to capture the diversity profile of the organisation. A key element of our recent organisational restructure is the commitment to developing a Human Resources division, including the appointment of a Director People and Community, HR Manager and adoption of a more formal HR System. This strategy will be fundamental to the implementation of the overall Gender Equity Vision of the VIS.

The VIS also acknowledges that gender equality is a precondition for social justice and the prevention of family violence and other forms of violence against women and girls. Sexual harassment and family violence are systemic issues, and while we received no reports of either during the reporting period, we understand the barriers to reporting and are committed to breaking down these barriers, strengthening response systems and promoting uptake of sexual harassment leave and family violence leave.

Another focus of this GEAP is the integration and promotion of diversity and inclusion frameworks and policies and celebration of inclusive events and initiatives to better support cultural safety and diversity. The VIS acknowledges that gender inequality can be magnified when other factors such as Aboriginality; race; ethnicity; age; religion; sexual orientation and physical ability intersect. This can cause further disadvantage, discrimination, and inequity and therefore, strategies that acknowledge and highlight the impact of intersectionality are key in supporting people who are marginalised. The VIS understands the importance of advocating for gender equality to work towards creating positive cultural change and action in areas that improve the health and wellbeing of all staff including the provision of safer and more inclusive workplace and work practices.

The priorities of this GEAP provide a road map to achieving the VIS Gender Equality vision for the next four years and we look forward to celebrating our learnings and achievements as we walk this important path together.

# 8. Strategies & Measures

To achieve our vision for gender equality we will focus on four focus areas. Strategic actions within each focus area also align with and address the seven key indicators outlined in the Act.

## FOCUS AREA FOR ACTION

1 Organisational Culture & Diversity

2 & 3 Gender Equality in the Workforce

5 & 7 Recruitment & Promotion

6 & 4 Corporate Policies & Procedures

## INDICATOR FOR ACTIONS TO ADDRESS

1  Gender composition of all levels of the workforce

2  Gender composition of governing bodies

3  Gender pay gap

4  Workplace sexual harassment

5  Recruitment and promotion practices

6  Flexibility and leave

7  Gendered segregation of all levels of the workforce

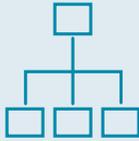
# 1 ORGANISATIONAL CULTURE & DIVERSITY

Strategic Action	Indicator	Measure	Accountability	Timeline
<p><b>1.1</b> Establishing quality and systematic data collection systems and strengthening pre-existing systems to capture intersectionality data (i.e. diversity data) within both the permanent and casual workforce</p>		<p><b>1.1</b> Report on measures and progress of the implementation of a completed HR system incorporating diversity measures to complete the data set for future audits and provide better insight into VIS workforce intersectionality</p>	<p><b>1.1</b> Director of People and Community (DPC)</p>	
<p><b>1.1.1</b> Include diversity questions as part of the onboarding/recruitment process for new staff</p>		<p><b>1.1.1</b> Report on incorporated diversity measures such as capturing data on cultural identity, gender identity, sexual orientation, disability</p>		
<p><b>1.1.2</b> Disseminate a mini survey to permanent/existing staff to update diversity data</p>		<p><b>1.1.2</b> Mini census conducted and sent to existing staff that includes specific questions to capture intersectionality data. HR system updated to include this data</p>		
<p><b>1.1.3</b> Consider innovative uptake strategies of the PMS (e.g. work relief/work credit, completion of survey during a team meeting, dissemination of PMS comms to include alignment to organisational intersectional gender equality values and messaging) to maximise participation in these surveys</p>		<p><b>1.1.3</b> Implement at least 1 innovative uptake strategy for the PMS. 5% increase in response rate across all staff at 2 years, 10% at 4 years</p>		
<p><b>1.1.4</b> Integrate questions that capture intersectionality data into already existing staff surveys that complement the PMS every other year</p>		<p><b>1.1.4</b> Report on additional intersectional questions included in existing staff surveys (when such surveys are conducted in place of the PMS). Include detail of response rates.</p>		<p><b>1.1.4</b> Gender Equality Working Group</p>

# 1 ORGANISATIONAL CULTURE & DIVERSITY

Strategic Action	Indicator	Measure	Accountability	Timeline
<p><b>1.2</b> Integration of diversity and inclusion in plans, frameworks, strategies, policies, procedures and rules as these documents are drafted or reviewed including;</p> <p><b>1.2.1</b> Development, promotion and implementation of an Inclusion and Diversity policy</p> <p><b>1.2.2</b> Development, promotion and implementation of a Gender Equity policy</p> <p><b>1.2.3</b> Review the VIS motto, vision, mission and values to incorporate diversity and inclusion</p>		<p><b>1.2</b> Report on development or review of two policies each year utilising an intersectional lens. Include detail of process, promotion and implementation</p>	<p><b>1.2</b> DPC To be reviewed by GE Working Group prior to final approval</p>	<p><b>1.2 Two per year</b></p>
<p><b>1.3</b> Promote and celebrate diversity through events (i.e. NAIDOC week), programs (e.g. Rainbow Tick Accreditation) and inclusive initiatives (e.g. Reconciliation Action Plan, cultural awareness training) to support cultural change and enable staff to feel comfortable to disclose personal and sensitive information</p>		<p><b>1.3</b> Three additional events added to the yearly calendar. Include detail on rationale, process, implementation and engagement.</p> <p>Cultural awareness training delivered. Include details on what, when, who, engagement.</p>	<p><b>1.3</b> HR manager</p> <p>GE Working Group</p> <p>Performance Lifestyle team</p>	<p><b>1.3</b> One year</p> <p>Year Two Cultural awareness training</p>
<p><b>1.4</b> The appointment of a Gender Equality Action Plan Working Group to lead this work across the organisation</p>		<p><b>1.4</b> EOI distributed to the workforce to engage representatives/ key influencers from all levels across the workforce. Report on response.</p> <p>Outline the gender balance, terms of reference and FTE assigned to the working group.</p> <p>Monthly working group meetings established. Report on attendance, actions and achievements.</p>	<p><b>1.4</b> GE Working group</p> <p>HR Manager</p>	<p><b>1.4</b> Three months</p>

## 2 & 3 GENDER EQUALITY IN THE WORKFORCE

Strategic Action	Indicator	Measure	Accountability	Timeline
<p><b>2.1</b> Periodically provide the Minister with up-to-date skills matrices - including gender and diversity information, and recommendations in relation to VIS board appointments that will meet both the business needs of the organisation and gender and diversity policy requirements of government</p>		<p><b>2.1</b> Provide overview of report to minister and details on when this was completed and submitted</p>	<p><b>2.1</b> Chair/CEO</p>	<p><b>2.1</b> Every two years following GEAP progress report</p>
<p><b>3.1</b> Reviewing the process (collection, upload, extrapolation) for completing the CGEPS reporting template to ensure gender pay gap data is valid. As part of this conducting a gender pay gap analysis across employment classifications and levels to understand the factors contributing to pay differences</p>		<p><b>3.1</b> A completed integrated HR system has been implemented. Include details on review process and analysis</p>	<p><b>3.1</b> DPC  Executive Leadership Team (ELT)</p>	<p><b>3.1</b> Twelve – Eighteen months</p>

## 5 & 7 RECRUITMENT & PROMOTION

Strategic Action	Indicator	Measure	Accountability	Timeline
<p><b>5.1</b> Unconscious bias training for HR department and leadership to address unconscious bias at every stage of the employment cycle (job advertisements, descriptions, composition of interview panels, shortlisting and appointment processes)</p>		<p><b>5.1</b> Where, when and how was training rolled out Attendance and feedback. How are the learnings being integrated?</p>	<p><b>5.1</b> DPC HR Manager Line management (for PD reporting)</p>	<p><b>5.1</b> Eighteen months</p>
<p><b>5.2</b> More (equitable) opportunities, support and pathways for staff to move into positions of management and higher responsibility</p>		<p><b>5.2</b> Report on measures and progress</p>	<p><b>5.2</b> DPC HR Manager Line management (for PD reporting)</p>	<p><b>5.2</b> Four years</p>
<p><b>7.1</b> Reviewing recruitment and retention strategies in work areas where occupational gender segregation is pronounced, and implement innovative measures to attract women, men and gender-diverse candidates to all roles including:</p> <p><b>7.1</b> Improving the visibility of women and gender diverse individuals as coaches and adopt mentorship programs or similar to support female professional development in this area eg. adopt mentorship program for women in Coaching and S&amp;C, and men in Nutrition; Promotion of AIS and Vic Gov Female in Sport scholarship and mentor programs.</p> <p><b>7.1.2</b> Meet with universities and other relevant peak bodies to develop a recruitment pathway for women and gender diverse people into high performance sport</p>		<p><b>7.1</b> Include captured gender data of applications and how this is being monitored over time. Report on changes</p> <p><b>7.1.2</b> Share report with universities and relevant peak bodies to promote mentorship programs. Include details of this deliverable</p>	<p><b>7.1</b> Director High Performance (DHP)</p>	<p><b>7.1</b> Two years <b>7.1.2</b> Four years</p>

## 6 & 4 CORPORATE POLICIES & PROCEDURES

Strategic Action	Indicator	Measure	Accountability	Timeline
<p><b>6.1</b> Formalising, promoting and monitoring all forms of flexible working arrangements. Review existing flexible leave policy and strengthen opportunities for flexible options. Promote updated policy and guidelines to applicable staff members.</p>		<p><b>6.1</b> Detail on review and internal awareness raising process</p>	<p><b>6.1</b> DPC GE Working Group ELT</p>	<p><b>6.1</b> Two years</p>
<p><b>6.2</b> Prioritise the organisation's focus on family violence prevention and response through:</p>		<p><b>6.2</b> Internal promotion of 16 Days of Activism Against Gendered Violence and Week Without Violence</p>	<p><b>6.2</b> DPC  GE Working Group  ELT</p>	<p><b>6.2</b> Two years</p>
<p><b>6.2.1</b> The provision of workplace-wide bystander training and education to understand the link between gender inequity and family violence</p>		<p><b>6.2.1</b> Details of training. Who, When, Where. Engagement and feedback</p>		
<p><b>6.2.2</b> Training for managers, HR and other key staff on how to respond to disclosure and support an employee experiencing family violence</p>		<p><b>6.2.2</b> Details of training. Who, When, Where. Engagement and feedback</p>		
<p><b>6.2.3</b> Awareness raising campaigns to increase staff knowledge of family violence leave provisions</p>		<p><b>6.2.3</b> Details on campaign</p>		

## 6 & 4 CORPORATE POLICIES & PROCEDURES

Strategic Action	Indicator	Measure	Accountability	Timeline
<p><b>4.</b> Improving response measures to sexual harassment through:</p> <p><b>4.1</b> Increasing the options available to workers to make a report of workplace sexual harassment (eg. Worksafe anonymous reporting chat line)</p> <p><b>4.1.2</b> Prioritising worker wellbeing and the provision of support to workers (i.e. promotion of 1800RESPECT, Employee Assistance Programs, workplace officer roles)</p> <p><b>4.1.3.</b> The provision of workplace training in sexual harassment (prevention and response) for key staff, in particular line managers, HR and Executive</p> <p><b>4.1.4</b> Improving the collection of data at a workplace-level to better understand the scope and nature of sexual harassment in the workplace</p>		<p><b>4.</b> Detail the measures that have been put into place and the process around implementation and promotion.</p> <p><b>4.1</b> Workplace officer roles appointed and trained. Number of staff accessing this support</p> <p><b>4.1.2</b> Number of staff reporting</p> <p><b>4.1.3</b> 100% of nominated staff participated in training</p> <p><b>4.1.4</b> Details of promotion of relevant policies during cultural/diversity celebrations and via internal comms.</p>	<p><b>4.</b> DPC ELT</p>	<p><b>4.</b> Two years ongoing</p>

# 9. Resourcing

A snapshot of our organisational approach for the continued preparation and implementation of the GEAP



# 10. Measuring Progress

How we will keep track of and communicate our journey.



# 11. Acknowledging our team and partners

The Victorian Institute of Sport would like to acknowledge our Action for Gender Equality partners (AGEP) Women's Health Loddon Mallee and Women's Health Grampians, our consultants who worked to build the capacity of the VIS to complete this work and who provided practical guidance and advice on planning and preparing our Gender Equality Action Plan (GEAP).

The Victorian Institute of Sport Executive would also like to acknowledge and thank the entire staff for their participation in the GEAP consultation process. In particular the VIS Gender Equality Working Group: *Sylvie Withers, Simon Gardam, Ebonie Rio and Mohsen Salehi* who have led and supported the organisation through this process.



# Appendix 1

## WORKPLACE GENDER AUDIT DATA

A summary of the workplace gender audit data is at [Key workplace gender audit 2021 results](#).

The main data sources used to inform the baseline analysis (also known as workforce gender audit) included:

- **Workforce data (via payroll)** – refers to data extracted from internal data collection systems (payroll) and presents data related to the workplace indicators outlined in the Act. Workforce data encompassed the entire workforce employed at the time of the reporting period (n=73 staff).
- **Employee experience data (via People Matters Survey)** – complements the workforce data to help provide greater insight into gender equality for our organisation and is extracted from the People Matters Survey (PMS). The response rate for the PMS was high with 53% of the workforce (n=42) completing the survey. The PMS was only available to the permanent workforce (n=68) and not the casual workforce (n=5), however is still a good representation of the workforce diversity profile.

These data sources captured the reporting period of 1 July 2020 to 30 June 2021. We know that gender inequality is compounded by other forms of discrimination and disadvantage. The results of our workplace gender audit alerted us that we need to strengthen data collection around our employee disability status, cultural diversity, non-binary gender identities, religion and sexual orientation. We are committed to improving data collection so that we can identify and address inequities experienced by all our diverse staff. Data from diverse groups is provided where available, including data around different age groups.

Although the GEAP developed will be implemented between 2022-2025, the expectation is for the Plan to address the gaps identified and emerging from this time point. Our GEAP reflects the gaps identified in the reporting period, which were further validated and relevant during consultation, with progress related to improving these inequities occurring since the end of the reporting period (30 June, 2021).

It is important to ensure the privacy and confidentiality of our workforce is maintained throughout the workplace gender audit process, including when publishing data as part of Gender Equality Act requirements. In recognition of this fact, there may be some instances where data has been de-identified or specific data not included to prevent breaching confidentiality.

Below is a summary of the diversity profile of our organisation according to the two different data collection systems/datasets.

#### VIS overall diversity profile:

In the 2021 People Matters Survey (PMS) <sup>1</sup> :	In the 2020–2021 Payroll dataset <sup>2</sup> :
<ul style="list-style-type: none"> <li>• 0% identify as gender diverse</li> <li>• 7% identify as sexually diverse</li> <li>• 2% identify as living with a disability</li> <li>• 0% identify as Aboriginal or Torres Strait Islander</li> <li>• 27% identify as culturally diverse (7% prefer not to say)</li> <li>• 12% are over the age of 55 years</li> </ul>	<ul style="list-style-type: none"> <li>• 0% identify as gender diverse (i.e. self-described, non-binary)</li> <li>• 0% identify as sexually diverse (i.e. gay or lesbian, bisexual, pansexual, asexual) (less than 3% prefer not to say)</li> <li>• 0% identify as living with a disability (less than 2% prefer not to say)</li> <li>• 0% identify as Aboriginal or Torres Strait Islander (1% prefer not to say)</li> <li>• 0% identify as culturally diverse (i.e. other than Australian)</li> <li>• 9% of staff are above the age of 55 years (including 1% over 65 years)</li> </ul>

## INDICATOR 1: GENDER COMPOSITION OF THE WORKFORCE

#### Workforce data audit results

- Overall gender composition of the **workforce**

VIS Staff	% women	% men	% non-binary (self-described)
All staff	43%	57%	-
Executive	33%	67%	-

- Overall gender composition of the workforce, by **employment basis**

Employment Basis	% women	% men	% non-binary	Total
Full time ongoing	3%	-	-	1%
Full time fixed term	43%	81%	-	67%
Part time ongoing	-	2%	-	1%
Part time fixed term	42%	10%	-	23%
Casual	6%	7%	-	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>	-	<b>100%</b>

<sup>1</sup> PMS data is based on a 53% response rate (n=44) and represents a good cross section of the organisation.

<sup>2</sup> Internal systems, at the time of reporting, were not calibrated to collect diversity data. Strengthening data collection and analytical systems is as a key strategic action in the GEAP.

- Gender composition of total department workforce by **age group**

Age Group	% women	% men	% non-binary	Total
15 to 24 years	50%	50%	-	8%
25 to 34 years	35%	65%	-	23%
35 to 44 years	40%	60%	-	34%
45 to 54 years	33%	67%	-	25%
55 to 64 years	100%	-	-	8%
65 years and above	-	100%	-	1%
<b>Total</b>	-	-	-	<b>100%</b>

### Employee experience data

People Matters Survey question	Total & who agree
There is a positive culture within my organisation in relation to employees of different sexes and genders.	95%
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander	86%
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	93%
There is a positive culture within my organisation in relation to employees of different age groups	93%
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ	90%
There is a positive culture within my organisation in relation to employees with disability	98%

## INDICATOR 2: GENDER COMPOSITION OF THE GOVERNING BODY

### Workplace data audit results

The VIS Board reflects the overall gender composition of the VIS workforce.

- The VIS is 71% women, 29% men and 0% non-binary.
- Other intersectional data on the VIS is not available.

## INDICATOR 3: PAY EQUITY

**Gender pay gap:** the difference between women's or people of self-described gender's and men's average full-time base annualised salary earnings, expressed as a percentage of men's earnings. For the purposes of the workplace gender audit, analysis is focused on the pay gap for each classification. A gender pay gap that is positive (that is, greater than zero) means that the average annualised full time salaries of men are greater than women, while a gender pay gap that is negative (that is, less than zero) means that the average annualised full-time salaries of women or people of self-described gender are greater than men.<sup>3</sup> The median salary is the middle salary from a list of salaries arranged in ascending or descending order. It can be more useful than the mean (average) when there are extreme values in the dataset as it is not affected by extreme values.

### Workplace data audit results

- Overall organisational gender pay gaps
  - » The VIS overall median base salary gap - 1.7% (in favour of men)
  - » The VIS overall median total remuneration gap - 2.3% (in favour of men)

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<sup>3</sup> Commission for Gender Equality in the Public Sector: Workplace gender audit 2021: Guidance for defined entities. <<https://www.genderequalitycommission.vic.gov.au/workplace-gender-auditing>>.

## INDICATOR 4: SEXUAL HARASSMENT

### Workplace data audit results

- There were no formal sexual harassment complaints made between 1 July 2020 to 30 June 2021.

### Employee experience data

- PMS results indicate that sexual harassment is likely under-reported at VIS.
- Data collection issues make it difficult to identify trends and improve prevention and response to sexual harassment.

People Matters Survey question	Total % who agree
Yes, during the last 12 months in your current organisation I have experienced the above [sexual harassment] behaviours at work	0%
I feel safe to challenge inappropriate behaviour at work	86%
My organisation takes steps to eliminate bullying, harassment and discrimination	93%
My organisation encourages respectful workplace behaviours	98%

## INDICATOR 5: RECRUITMENT AND PROMOTION

### Workplace data audit results

- Overall gender composition of **recruitments**

Type of employment	% women	% men	% non-binary
Full-time ongoing	-	-	-
Full-time fixed term	-	20%	-
Part-time ongoing	10%	-	-
Part-time fixed term	40%	10%	-
Casual	20%	-	-
<b>Total</b>	<b>70%</b>	<b>30%</b>	<b>-</b>

- Overall gender composition of staff who **exited the organisation**

Gender	% women	% men	% non-binary
Level -1	-	-	-
Level -2	-	12.5%	-
Level -3	25%	25%	-
Level -4	25%	12.5%	-
<b>Total</b>	<b>50%</b>	<b>50%</b>	<b>-</b>

### Employee experience data

People Matters Survey question	Total % who agree
My organisation makes fair recruitment and promotion decisions, based on merit	76%
I feel I have an equal chance at promotion in my organisation	36%
Gender is not a barrier to success in my organisation	93%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	95%
Cultural background is not a barrier to success in my organisation	98%
Sexual orientation is not a barrier to success in my organisation	98%
Disability is not a barrier to success in my organisation	95%
Age is not a barrier to success in my organisation	95%

## INDICATOR 6: LEAVE & FLEXIBILITY

### Workplace data audit results

- Proportion of the workforce using formal flexible working arrangements

Gender	Total Percentage (%)
Women	0%
Men	0%
Non-binary, use a different term or prefer not to say	0%
<b>All VIS respondents<sup>4</sup></b>	<b>0%</b>

### Employee experience data

People Matters Survey question	Total % who agree
My organisation would support me if I needed to take family violence leave	86%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	95%
My organisation supports employees with family or other caring responsibilities, regardless of gender	88%
I have the flexibility I need to manage my work and non-work activities and responsibilities	93%
Using flexible work arrangements is not a barrier to success in my organisation	88%
Having caring responsibilities is not a barrier to success in my organisation	79%
Having family responsibilities is not a barrier to success in my organisation	86%

- Staff who took **parental leave**
  - » Women: 50%
  - » Men: 50%
  - » Non-binary: 0%
- Staff who **exited the organisation** during parental leave
  - » Women: 0%
  - » Men: 0%
  - » Non-binary: 0%
- Staff who took **family violence leave**
  - » Women: 0%
  - » Men: 0%
  - » Non-binary: 0%

<sup>4</sup> Due to COVID-19 the workforce was working remotely from home on an informal basis, hence no formal flexible leave was accessed.

## INDICATOR 7: GENDER SEGREGATION

### Workplace data audit results

- Gender composition of ANZSCO code major groups in the organisation  
The Australian and New Zealand Standard Classification of Occupations (ANZSCO) is used to assess gendered segregation of labour.

ANZSCO code major groups	% women	% men	% non-binary
1. Managers	44%	56%	-
2. Professionals	67%	33%	-
3. Technicians and trades workers	100%	-	-
4. Community and personal service workers	35%	65%	-
5. Clerical and administrative workers	62%	38%	-

### Employee experience data

People Matters Survey question	% total who agree
My organisation uses inclusive and respectful images and language	90%
In my workgroup work is allocated fairly, regardless of gender	93%