



THE CITY OF
GREATER GEELONG

GENDER EQUALITY ACTION PLAN

—
2022–25

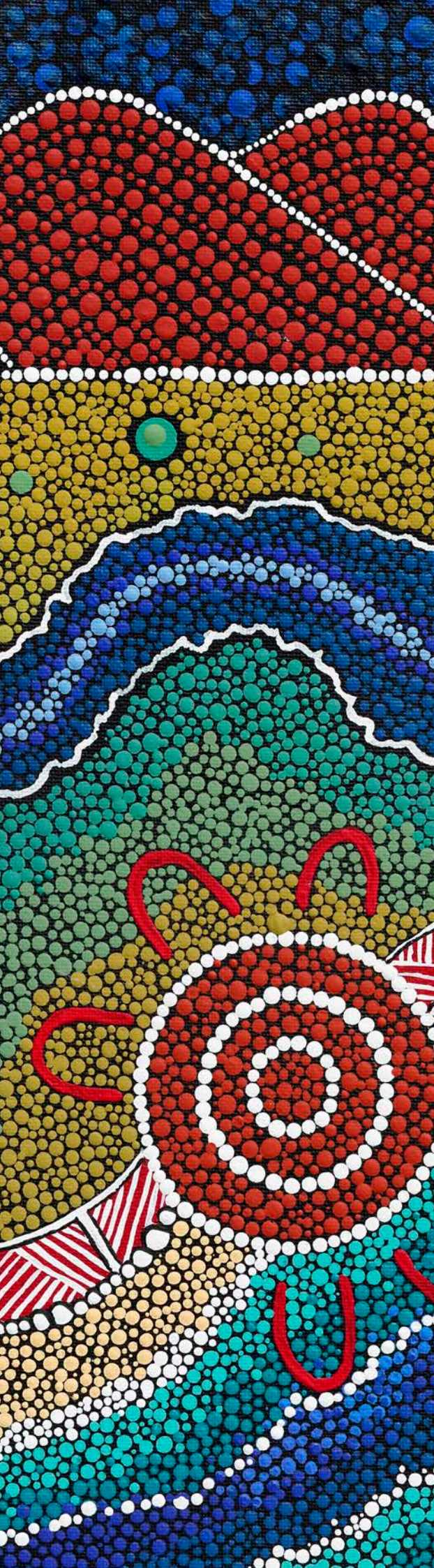


We are on Wadawurrung Country

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present.

We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Artwork entitled *On Country* by Ammie Howell



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MAYOR'S MESSAGE

It's a pleasure to present our *Gender Equality Action Plan 2022–25*, which reflects our commitment to promoting intersectional gender equity within the City of Greater Geelong.

By shaping a more welcoming and diverse workplace, we'll be able to build an inclusive and fairer culture in the community through the City's policies, programs and services.

Greater Geelong has a long history of trailblazing community members who have pushed to improve opportunities for women. Mrs Zillah Crawcour became Geelong's first female councillor in 1957 and, since then, women have remained active in local government, representing the needs of the community.

While we're yet to hit equal representation on Council, the City has reached parity within its senior leadership group and continues to implement primary prevention programs and initiatives at a grassroots level.

In 2019, Council endorsed *Ba-gurrk: A gender equity framework for the Greater Geelong Region* and the organisation has since trialled gender impact assessments and a partial workplace gender audit as part of a Victorian Government pilot.

We have made strong progress but, as we know, there is more to do. We promise not to rest on our laurels.

This action plan maps out an exciting way forward in challenging gender stereotypes and unconscious bias, and removing barriers.

We will continue to create safe places, empower females of all ages and advocate loudly for women.



A handwritten signature in black ink that reads "Stephanie A".

Cr Stephanie Asher

Mayor
City of Greater Geelong



Pictured: Sisters wave goodbye to their mum at one of the City's child care centres.

EXECUTIVE SUMMARY

We have developed this Gender Equality Action Plan in response to the *Gender Equality Act 2020* to promote and foster intersectional gender equity and inclusion at the City.

In this document, we recognise the strong progress we've made to date on (binary) gender equity at the City, while also acknowledging that there is work still to do – particularly with respect to the employment and inclusion of a more diverse cohort of people of all genders. To that end, this plan examines some of the gaps in our data and addresses intersectional equity: it's not all about binary gender equity.

This plan has been developed in line with existing plans and policies in our strategic planning framework, helping us to amplify the impact of our initiatives and minimise duplication.

This plan predominantly focuses on our workforce efforts. However, it is not possible to make material progress on any of these indicators without promoting gender equality, dismantling gendered stereotypes and norms, and addressing structural barriers such as: access to affordable child care; distribution of unpaid domestic duties; mental loads; and inequities across industries.

OUR GENDER EQUALITY ACTION PLAN

Clever and creative vision: By 2047, Greater Geelong will be internationally recognised as a clever and creative city that is forward looking, enterprising and adaptive and cares for its people and environment.

Goal: Undertake reasonable and material action to achieve gender equality across our workforce and the clever and creative ways we care for our people and environment.

Key success factor: A coordinated approach to gender mainstreaming.

Targets

1. Material reasonable progress towards gender equality in the workplace.
2. Promotion of gender equality in the way we develop programs, policies, and services that have a direct and significant impact on the public.
3. Promotion of intersectional gender equality in clever and creative ways.

We are committed to creating an inclusive organisation that supports and encourages its employees to do their best work, with equal access to opportunities and a just working environment.

We make this commitment with our customers and community in mind, knowing that our customers will be better understood and our services more innovative when we are a mature, inclusive and diverse organisation.

The City of Greater Geelong Inclusion and Diversity Roadmap, 2021



Pictured: A member of the City-led Regional Industry Sector Employment (RISE) program.

GENDER EQUALITY INDICATORS AND OBJECTIVES

We have developed a series of objectives designed to address the relevant gender equality indicators (see below). Under each of these objectives sits a range of initiatives we will implement between now and 2025 (see page 26 for more detail).

	Gender equality indicator	Objectives*
Indicator 1	Gender composition of workforce	1.1 Strengthen gender equitable and representational composition of workforce. 1.2 Improve organisational capacity to measure and monitor gender composition and intersectional identifiers of our candidates, recruits and employees.
Indicator 2	Gender composition of governing body	2.1 Increase number of women, gender non-binary people and people from diverse backgrounds nominating for Council elections.
Indicator 3	Gender pay parity	3.1 We will continue to strengthen our commitment to gender equality by delivering on pay parity by 2028.
Indicator 4	Workplace sexual harassment	4.1 Our workplace is free from sexual harassment, bullying and discrimination.
Indicator 5	Recruitment and promotion	5.1 Our organisation is recognised for providing a thriving and inclusive workplace that supports and encourages employees to do their best work, have equal access to opportunities and a just working environment.
Indicator 6	Leave and flexibility	6.1 Equitable leave and flexible working arrangements will support all employees to design working arrangements that best suit their lives and aspirations.
Indicator 7	Gender workforce segregation	7.1 We are recognised as an organisation with a strong culture of inclusion and as a champion for gender equality.

* Refer to page 26 onwards for the initiatives we're planning to implement to address each objective.

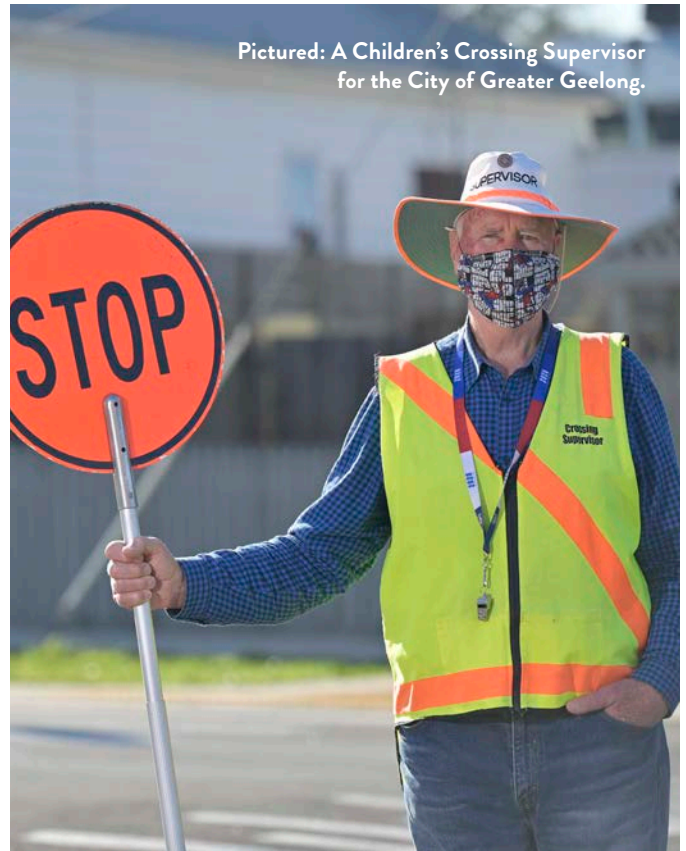
INTRODUCTION

We have developed this Gender Equality Action Plan in response to the Gender Equality Act 2020 to promote and foster intersectional gender equity and inclusion at the City.

This plan aligns strongly with previous work we have undertaken to improve gender equality both within our organisation and community – for example, our commitment to eliminate violence against women and children, gender auditing, strengthening women’s representation in leadership and gender equity.

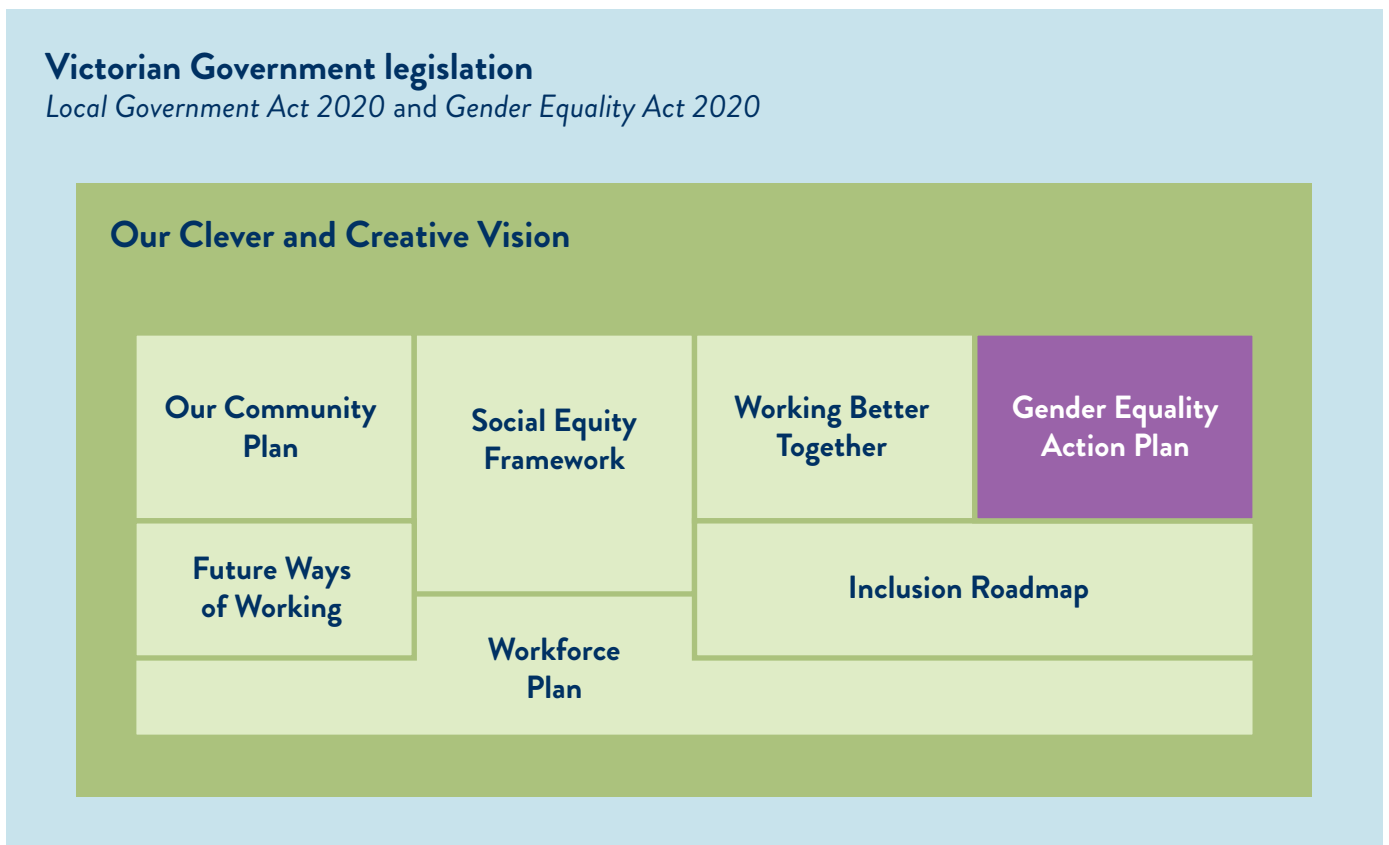
In 2019, prior to the introduction of the Gender Equality Act 2020, our Council endorsed our gender equity framework – *Ba-gurrk: A gender equity framework for the Greater Geelong Region*. Ba-gurrk (which means woman in Wadawurrung language) highlighted our ongoing commitment to promoting gender equality.

Figure 1 shows how this plan fits with our commitment to social, economic, environmental and cultural equity and sustainability, which will inform how we will meet our obligations under the Act.



Pictured: A Children's Crossing Supervisor for the City of Greater Geelong.

Figure 1: How the Gender Equity Plan compliments our strategic planning framework



ABOUT THIS PLAN

The purpose of this document is to:

- share what we have learnt from both the Gender+ Audit and Gender+ Survey
- explore challenges we face in doing this work in our context
- outline how this plan links to work underway more broadly on inclusion, equity and diversity and
- provide a high-level snapshot of the objectives we will employ to promote intersectional gender equity at the City, and how that work will be led.

OUR GENDER EQUALITY ACT OBLIGATIONS

To meet our legislative responsibilities, we will be undertaking a gender mainstreaming approach to embed long-term sustainable change that is aligned to excellence in workforce and customer management.

We will do this by embedding gender impact assessments across our business planning and reviews of our programs, policies and services. We will also aim to make measurable and achievable progress against key intersectional workplace gender equality indicators.

Pictured: A Maternal and Child Health nurse for the City of Greater Geelong.



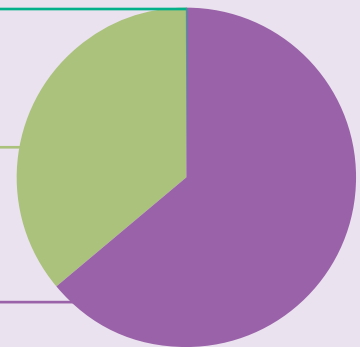
GENDER COMPOSITION OF OUR WORKFORCE

Overall gender composition of the organisation

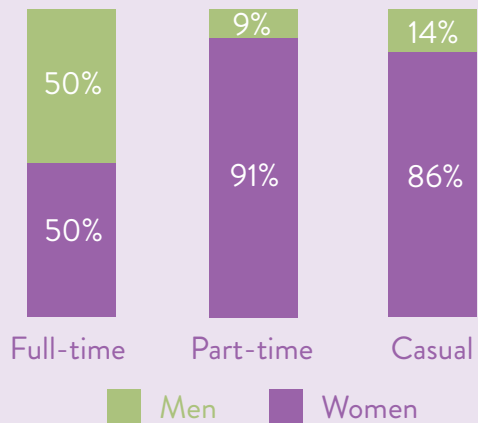
0.04% Self described

36% Men

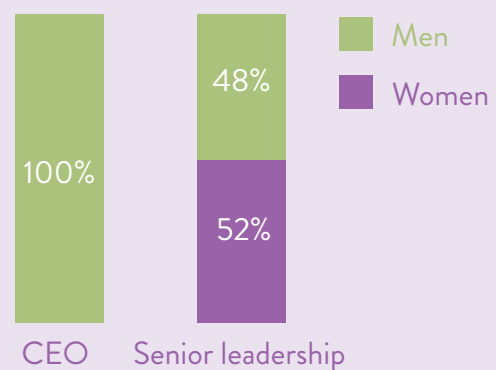
64% Women



Workforce by employment basis (full-time, part-time, casual)



Gender composition of our leadership



ESTABLISHING A BASELINE

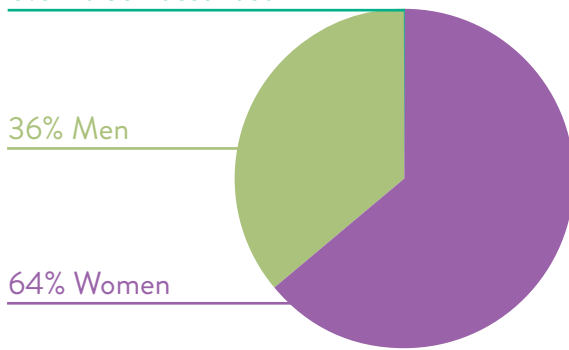
A Gender+ Survey of employee experience of inclusion was conducted in June and July 2021. Key themes from this, and the baseline Workforce Gender Audit, are analysed below.

INTERSECTIONAL INSIGHTS

GENDER BREAKDOWN OF WORKFORCE

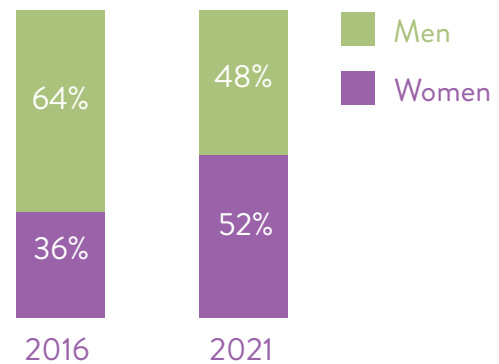
Overall, we employ more women than men – 64 per cent women and 36 per cent men. Employees of self-described gender make up less than 1 per cent of our workforce.

0.04% Self described



Our senior leadership team attained gender parity (52 per cent women) – up from 36 per cent women in 2016.

The increase in women of senior leadership roles

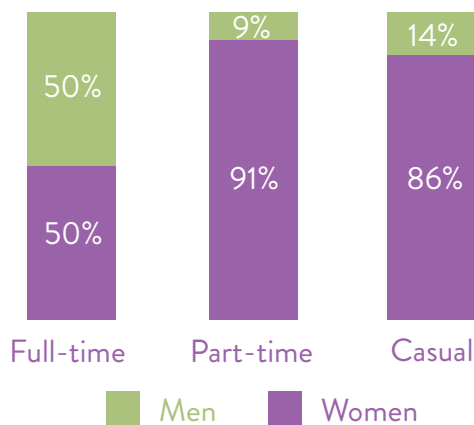


Our Community Life division, which has the greatest number of employees compared to other directorates, employs the largest proportion of women – over 81 per cent. The services provided through this division include roles that would be traditionally defined as 'caring' roles, such as community care and early learning.

This example demonstrates the importance of being able to gain a comprehensive understanding of an organisation and to measure key gender equality indicators in order to set positive targets.

Our overall gender breakdown, excluding leaders, is weighted towards women, who also make up most of our part-time and casual workforce.

Workforce by employment basis (full-time, part-time, casual)



Women’s workforce participation at the City both mimics, and is impacted by, broader societal structural barriers and norms including:

- high rates of part-time work for women
- women’s time out of the workforce due to caring responsibilities, which impacts career progression and opportunities
- women’s disproportionate share of unpaid caring and domestic work.

It is important to note that segregation in workforce participation is embedded in, and reflects, economic and workforce participation in Australia and globally.

There are underlying gendered assumptions and systemic reliance on unpaid domestic duties undertaken predominantly by women contributing to this pattern. Barriers such as cost of childcare, unpaid domestic care and labour, wage differences between masculinised and feminised industries, and capacity to work more hours can pose real challenges for women to access full-time employment opportunities.

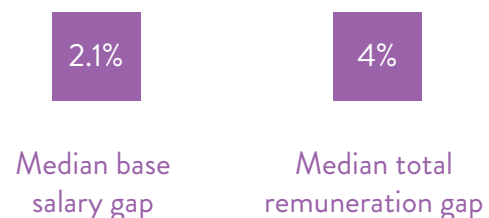
GENDER PAY GAP

The median gender pay gap for our workforce is 4 per cent, which is significantly lower than both the national average and public administration average.

According to Workplace Gender Equality Agency (WGEA) data from 2021, the national gender pay gap in Australia is 14.2 per cent. The national public administration pay gap is 7.3 per cent.

Despite equal pay for equal work and pay parity for our directors, variable pay gaps exist at other levels.

Gender pay gap



We believe that this gap is impacted by the way that different allowances are provided to different workforces across the professions and awards that guide remuneration.



Pictured: Gardeners work to keep one of the City of Greater Geelong's parks maintained.

OBSERVED STRENGTHS

Since 2016, when we conducted our very first internal gender audit, the participation of women in senior leadership roles has increased. What this illustrates is the organisation's ability to look within, learn and make positive changes.

Our capacity to make positive changes by committing to long-term initiatives is evident, and will continue. One of the key themes of the Gender+ Survey was that people in our workforce care about inclusion and diversity, and are eager to support and progress this work.

OBSERVED OPPORTUNITIES

Our overall workforce gender composition has remained stable.

We've observed a minor shift in our part-time workforce from 84 per cent women in 2016 to 85 per cent in 2021. This demonstrates the difficulty of shifting some of these entrenched gender trends.

Our ability to shift structural and societal gender norms will rely on our internal 'gender mainstreaming' and awareness raising across the broader community. We are already addressing this in part by embedding Gender+ Impact Assessments (GIA+) in our business planning cycle, which also gives leaders and teams access to training and support that can build GIA+ capability right across our organisation.

We were unable to capture sufficient intersectional data, including gender diversity, from our audit and survey to be able to report on feedback reliably and in a manner that maintains confidentiality. This means that we have only been able to undertake very limited intersectional analysis. There is an opportunity for us to better capture intersectional data, as well as increase diversity within our workforce.

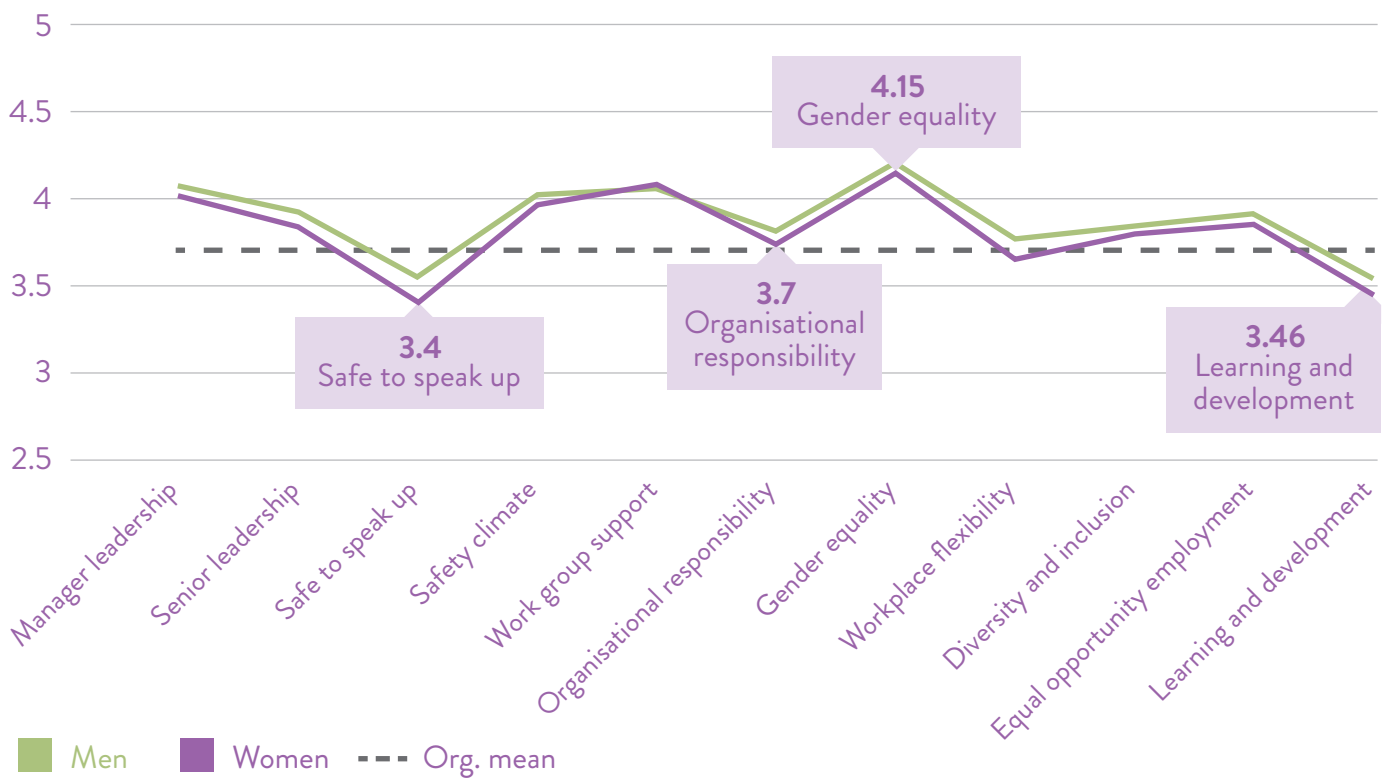


EMPLOYEE FEEDBACK

NOUS Group were engaged to conduct our employee experience survey in June 2021, which we re-branded as the Gender+ Survey. The purpose of the re-branding was to distinguish from our regular employee experience surveys and to highlight intersectionality.

We received 770 responses from employees, or a response rate of 28 per cent. Things like survey fatigue, adequate access to digital platforms, impacts of COVID-19 and time pressures may have contributed to the response rate.

City wide combined Gender+ Survey findings according to themes



The score 3.7 represents the mean for responses (neutral). The higher the score, the more positive the response ('agree' and 'strongly agree'). The lower the score, the more negative the response ('disagree' and 'strongly disagree').

As the graph (left) shows, our Gender+ Survey respondents identified a number of strengths, including senior leadership, manager leadership, peer support and a safe workplace environment. Awareness and sense of gender equality and equal opportunity employment also ranked well above our mean.

A number of areas were identified as needing improvement, in particular the way we enable employees to speak up and the way we ensure equitable opportunities for career development and growth – in particular, in looking at part-time leadership and job share positions.

"I'd like to see more part-time manager/coordinator type roles to promote gender diversity in management positions."

"Respect those wishing to work part time and provide fair opportunities for work advancement and day-to-day work type opportunities that are consistent across the organisation."

"Supporting parents to work part time in leadership roles. Currently you cannot progress into a leadership role if you are part time or wanting flexible arrangements."

"Create more opportunities for people to network and collaborate."

There has been a decline in the rate of workplace bullying and harassment witnessed and experienced over the past several years. Survey responses indicated that incorporating more of a trauma-informed and person-centred approach to complaint handling would assist complainants to feel more supported.

"Deal with bullying and harassment issues quickly and effectively to stamp out bad behaviour and improve the culture."

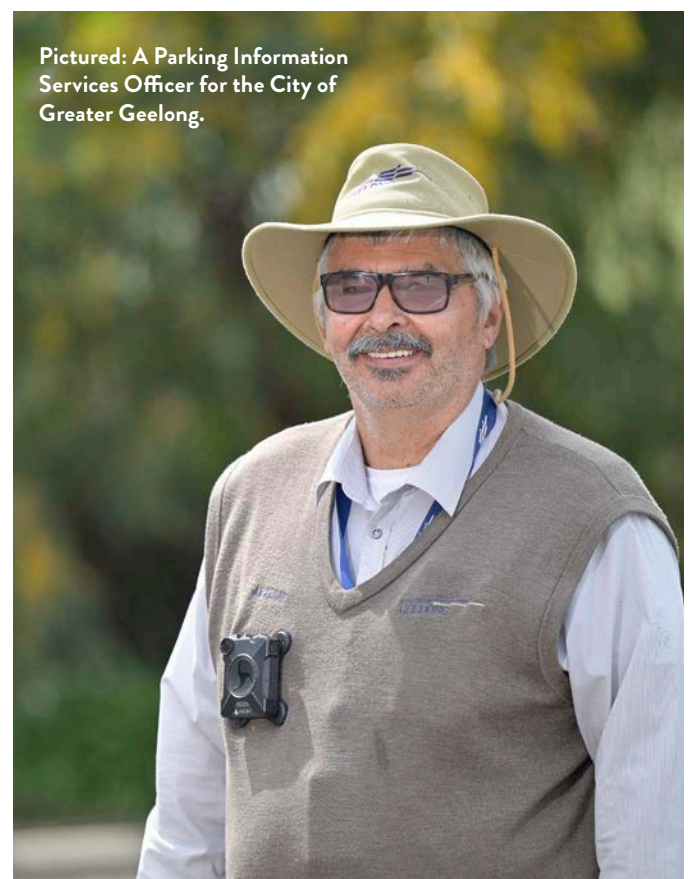
"Ensure employees who experience bullying have support from HR and the organisation."

"Respond to workplace bullying to ensure staff feel safe at work."

Generally, respondents reported their work groups were supportive, but they would look to peers and friends for support in the case of a negative workplace experience. This indicates that we need to continue building responses and a culture that is trustworthy and reliable.

Access to employment options, part-time versus full-time work, and workplace flexibility respondents specified a desire to see and access more part-time and/or job share leadership opportunities. Respondents also expressed a desire for more diverse leave options that consider age, time of life, culture and religion.

Part-time work was identified as a particularly important option by male respondents. Community Life, our largest directorate employing over 1,400 people and more than 80 per cent women, illustrates that a large proportion of our part-time workforce is involved in what are seen as traditionally female or 'caring professions'. We know that there is a desire in our field workforce to have more opportunity for part-time flexibility.



Pictured: A Parking Information Services Officer for the City of Greater Geelong.



Pictured: Wadawurrung Traditional Owner, Corrina Eccles, performs a ceremony at the official opening of Wurriki Nyal, the new civic precinct.

IDENTIFIED CHALLENGES

IMPROVE DATA CAPABILITIES

We have observed some key data gaps, which have limited a more comprehensive intersectional analysis. Specific gaps are highlighted below. The aim is to resolve these with the introduction of a new Human Capital Management System in the 2021–22 financial year.

Our Gender+ Survey was also the first time that intersectional indicators were sought. Most respondents completed the information about different identifiers, but over 6 per cent of respondents did not. This may indicate that they did not feel safe or confident that their information would remain confidential. We anticipate our long-term commitment to cultural development, as part of the Working Better Together initiative and our *Inclusion and Diversity Roadmap*, should improve this over time.

WORKFORCE DIVERSITY

Our current Human Capital Management System does not gather intersectional identifiers of recruits and employees. This has impacted our ability to identify impacts of compounding challenges and biases.

Our Gender+ Survey respondents also indicate that they feel our organisation supports inclusion and diversity. And consultation with stakeholders has confirmed that improving the diversity of our workforce is a valuable opportunity.

"Bring more diversity in senior leadership group and hear all employees and take action accordingly to meet their needs."

"Develop and implement a plan to ensure greater diversity and representation in our leadership teams."

"Ensuring Management/Director level represent diversity. Particularly in regard to showing young women that there are opportunities for them higher up the organisational ladder."

WORKFORCE REPORTING

Our Human Capital Management System is due to be upgraded in 2022. Currently, we use separate platforms for applicants and recruits and, to date, have only asked for limited information about applicant gender and other identifiers. The new system will help us capture more sophisticated information about applicant, recruit and employee identifiers through a more comprehensive and centralised platform. This will significantly enhance our intersectional reporting capabilities.

REPORTING ON GROWTH, LEARNING AND DEVELOPMENT

Currently, growth and development opportunities are captured on an individual level – as part of people's workplans – but are not tracked comprehensively by a Human Capital Management System. The planned upgrade to the system in 2022 will enable us to track regular performance and development reviews and improve our tracking of learning and development activities. This, in turn, will support more robust planning of, and access to, learning and development opportunities for all employees.

ACCESSIBILITY AND INCLUSION REPORTING

The Commission for Gender Equality in the Public Sector workplace gender audit guidelines have not provided a sufficient definition of the types of conditions/disabilities captured under the banner of 'disability' for reporting purposes. The current Human Capital Management System combines employees with disabilities and identified medical conditions in the same category. This will be improved in the new system.

FLEXIBILITY DATA

Workplace flexibility is also another category that is difficult to track. The reporting period occurred during the COVID pandemic, an extraordinary time when most employees were working from home and required to incorporate creative flexible arrangements to undertake home schooling, caring and other responsibilities.

DIGITAL INCLUSION

Digital inclusion is an area that has not been captured by the audit, but identified through consultation with employee networks to have impacted the capacity of some staff to actively participate in the Gender+ Survey.

MEANINGFUL CONSULTATION AND ENGAGEMENT

The table below shows the variety of stakeholders consulted and engaged, and the corresponding approaches taken.

Who we engaged	How
Employees	<ul style="list-style-type: none"> • Regular communication about the Gender+ Survey and Audit via People Connect Channel • Involvement in the Gender Equality Action Plan working group • Cascade of information via leaders and the Leader Hub • Team meetings and consultations
Councillors	<ul style="list-style-type: none"> • Updates provided at council briefings to share learnings and opportunities for councillors to review and provide feedback to work being undertaken.
Executive and Senior Leadership Cohorts	<ul style="list-style-type: none"> • Updates were provided in Executive Leadership Team meetings. This will continue as part of governance arrangements for gender equality work. Our Executive Leadership Team will provide oversight to the implementation of our Inclusion Roadmap and this action plan. • In addition, findings from our Gender+ Survey were socialised across the organisation, utilising a top-down approach, with results being shared with our Executive Leadership Team and Council before sharing with directorates via their leadership teams. • Our focus was on providing an overview of the main themes captured in the survey to stimulate discussion and reflection that would encourage people to commence their own discovery journeys by raising awareness, influencing acceptance and encouraging action.
Other Leaders	<ul style="list-style-type: none"> • Members of this group were invited to be part of the working group. • The online Leader Hub channel has also been used to share information.
Employee Representatives	<ul style="list-style-type: none"> • Updates were provided to union delegates and union representatives via the regular consultation meeting channel.

WORKING GROUP APPROACH

The working groups have been run using a participatory approach to guide conversation and consultation. This supports participants to provide feedback, reflect on approaches and share experiences. Representatives from across the organisation were invited to participate to share diverse views and perspectives, including subject matter experts, union delegates and change managers.





Pictured: A couple walk their dog along the beach in Barwon Heads.

THE CASE FOR CHANGE

Since 2017, we have been working to align our organisation’s work with the 30-year clever and creative vision established by the community.

The vision developed, based on input from 16,000 community members, was: ‘By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive and cares for its people and environment.’

The vision is closely connected to *Our Community Plan 2021–25*, the key council plan that tells our community what our councillors are aiming to achieve during their four-year term. *The Gender Equality Action Plan*, in turn, links to the vision through the following strategic directions in *Our Community Plan*:

- **Strategic Direction 1:** Healthy, caring and inclusive community.
- **Strategic Direction 4:** High-performing Council and organisation.

It also links to our Organisation Strategy and the priority: ‘Our people are our greatest asset.’



Pictured: An Animal Management employee of the City of Greater Geelong.

City of Greater Geelong

FOUR YEAR ORGANISATION STRATEGY

OUR VISION

By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and care for its people and environment.

COUNCIL'S STRATEGIC PRIORITIES

SUSTAINABLE AND LIVEABLE GROWTH

STRONG LOCAL ECONOMY

HEALTHY AND INCLUSIVE COMMUNITY

HIGH PERFORMING COUNCIL AND ORGANISATION

OUR ORGANISATIONAL PRIORITIES



Customer first

- Our customers are everyone we provide value to: socially, economically and environmentally
- We put the experience of our customers first in our decision-making by using engagement, data and research, to deliver fit for purpose customer outcomes



Process second

- We design our work to be efficient, flexible, digitally enabled and financially sustainable whilst always putting out customers first and processes second
- We deliver customer value by making choices about how to deliver services in a financially sustainable way; through providing services directly or through partnerships or advocacy



Our people are our greatest asset

- Our people are our greatest asset by being engagement, empowered and capable
- We hold ourselves and each other accountable by having open and transparent conversations
- Our people have diversity of thinking and backgrounds and thrive in our inclusive culture
- Our health, safety and wellbeing is central to the way we work and we have the resilience to welcome change



We manage the City's money wisely

- We all have information that enables us to understand how we contribute to our financial position
- We make decisions that maximise value for money and considers the organisation context as well as our own
- We sustainably manage the community assets and services we are responsible for
- We have diversified revenue sources through advocacy and partnerships
- Our financial position is resilient

THE BUSINESS CASE FOR CHANGE

The business case for change is clear to us. We confirmed our commitment to diversity, inclusion, equity, and justice through the development of our *Inclusion and Diversity Roadmap* in 2021.

The roadmap states:

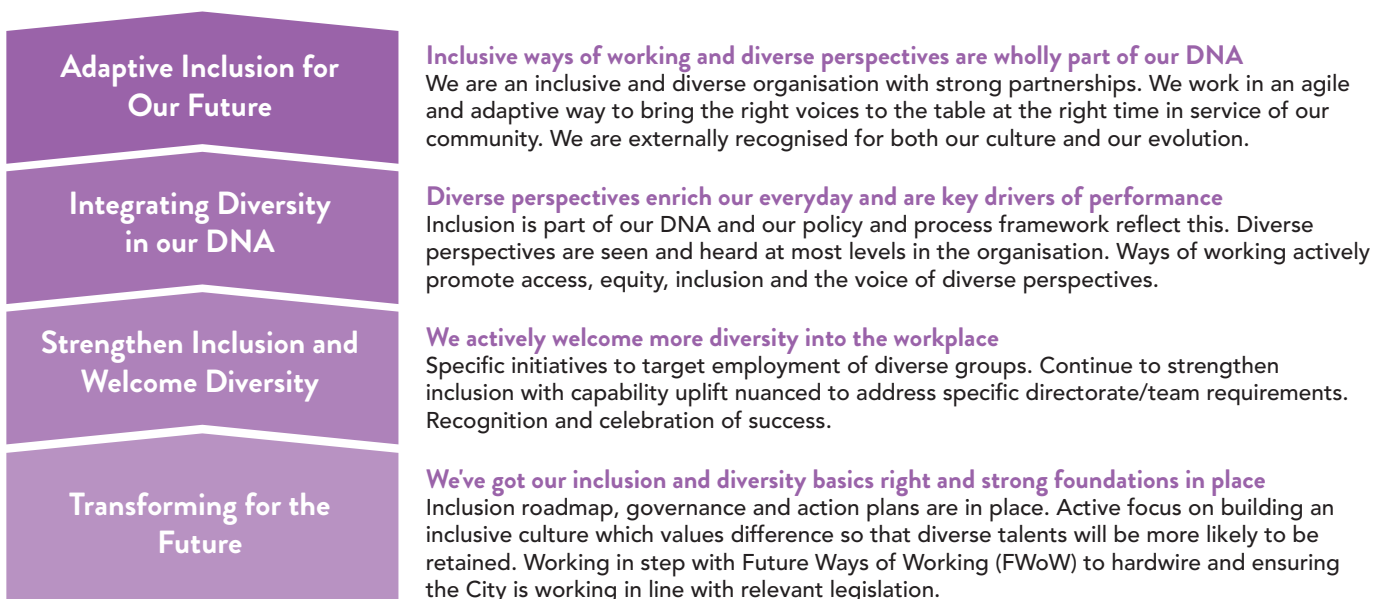
We are committed to creating an inclusive organisation that supports and encourages its employees to do their best work, have equal access to opportunities and a just working environment.

We make this commitment with our customers and community in mind knowing that our customers will be better understood and our services more innovative when we are a mature, inclusive and diverse organisation.

We know that gender equality is good for everybody, and it is key to our success in being able to care for all our people and environment.

Gender equality will help us affirm that people are our greatest asset and, by understanding intersectional gender inequalities, it will increase our capabilities to build an inclusive workplace where everyone can thrive. This in turn will support us in our aspiration to be a high-performing council and organisation.

Inclusion and Diversity Roadmap



The five pillars of social inclusion for the Greater Geelong community and our people

	Diversity	Voice	Access	Participation	Responsibility
Geelong Community	We value people from all walks of life and the different perspectives they bring.	We give people a say in what services they need and how they work, and influence decisions that affect them.	We remove barriers from places, resources or opportunities for all people.	We encourage and support all people to have the skills and ability to engage in social, civil and economic endeavours.	We ask all people take responsibility to make best use of the opportunities available and speak up when they need to.
Our People	Our workforce reflects the diversity of the community we serve.	We harness diversity to improve outcomes.	Our policies and structures enable all our workforce to work where they can be most effective.	We support all employees to participate equally at the City.	Everyone is responsible to support inclusion.

GENDER EQUALITY PRINCIPLES

Below is a summary of how we believe the work we've done links to the Gender Equality Principles.

Principle	Our response and reflections
All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness	<p>We acknowledge that gender equality has not yet been achieved, but are committed as a local government authority to look inward to incorporate gender equality principles, alongside our social equity principles, so that every member of our community can be supported to participate fully, be included, and can live a healthy and fulfilling life.</p> <p>By building a diverse and equitable workplace where all people can thrive, we will be able to provide equitable access to our services and facilities, form partnerships that achieve better health outcomes and harness community knowledge to drive sustainable change and eliminate inequalities.</p> <p>By acknowledging and recognising intersectional gender inequalities, we will also be able to develop special measures as required.</p>
Gender equality benefits all Victorians regardless of gender	
Gender equality is a human right and precondition to social justice	
Gender equality brings significant economic, social and health benefits for Victoria	
Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls	
Advancing gender equality is a shared responsibility across the Victorian community	
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, gender roles or prejudices	
Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes	
Women have historically experienced discrimination and disadvantage based on sex and gender	
Special measures may be necessary to achieve gender equality	

LINKED FRAMEWORKS, STRATEGIES AND ROADMAPS

This action plan references and links to:

- [Greater Geelong: A Clever and Creative Future](#)
- [Our Community Plan 2021–25](#)
- [Organisational Strategy](#)
- [Foundational Workforce Plan 2021–25](#)
- [Sustainability Framework](#)
- [Social Equity Framework](#)
- [Inclusion and Diversity Roadmap](#)
- [Access and Inclusion Plan 2018–22](#)
- [Reflect Reconciliation Action Plan](#)
- [Leadership Capability Framework](#)
- Our culture change program, *Working Better Together*

OUR HISTORY OF GENDER EQUALITY WORK

We have been working to improve gender equality both in our organisation and in the community over many years.

One way we have done this is by incorporating social equity principles into our approach and supporting feminist organisations and campaigns, such as Reclaim the Night and 16 Days of Activism, to raise awareness about violence against women and girls. We have also worked strategically with regional partners through G21 since its establishment. As part of this work, G21 is currently developing and finalising a comprehensive gender equality strategy: *Respect 2040*.

As an organisation, we have implemented a range of gender equity activities, including:

- endorsing the Victorian Local Government Women’s Charter in 1997
- being involved with, and supporting, Women in Local Democracy (WiLD) since 2012
- forming a women’s advisory committee to Council – Women in Community Life Advisory Committee (WiCLAC) in 2013
- International Women’s Day Awards – Women in Community Life Awards since 2015.

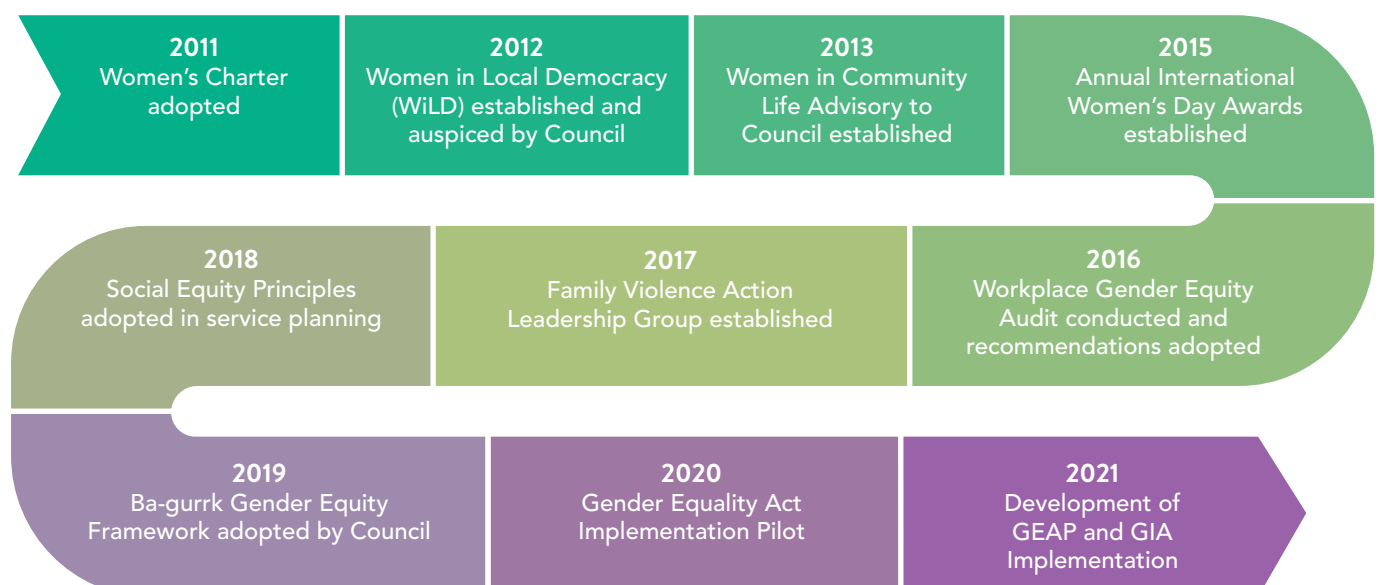
Individuals and groups across our organisation have been proactive in embedding gender equity approaches in their community work, service delivery, development of informal staff networks and departmental initiatives to tackle gendered workforce segregation.

In 2016, we conducted a workforce gender equity audit to get an understanding of how we were doing. Several areas, including women in leadership, workforce segregation, and gender pay parity, were identified as focus areas and have all improved over time. However, some issues persist as our overall workforce composition from 2015 to 2021 has remained virtually unchanged. This is largely due to the pervasive impacts of social conditioning, heteronormative stereotypes, gender norms, and inherent gender inequalities perpetuated by systemic and structural barriers, such as gendered workforce segregation.

Preceding this action plan, we developed [Ba-gurrk: A gender equity framework for the Greater Geelong Region](#). This was used to highlight our internal and external commitment to dismantling intersectional gender disparities and focused on three spheres of influence: leadership; organisational policies and procedures; and community.

We will endeavour to build on these initiatives to further meet our obligations under the *Gender Equality Act 2020* by mobilising gender impact assessments across our work, and building a culture of acceptance and belonging set out in our *Inclusion and Diversity Roadmap*.

Gender equity initiatives over time



OUR PLAN OF ACTION

Our planned objectives and initiatives will help us map a path to strengthening intersectional gender equity and inclusion in our workforce. Care has been taken to align the objectives, initiatives and measures with work already underway.

Our obligations according to the *Gender Equality Act 2020* are clear. We are required to promote gender equality by conducting intersectional gender analysis on the programs, policies and services we deliver that have a direct and significant impact on the public. We also have an obligation to make reasonable and material progress toward workplace gender equality.

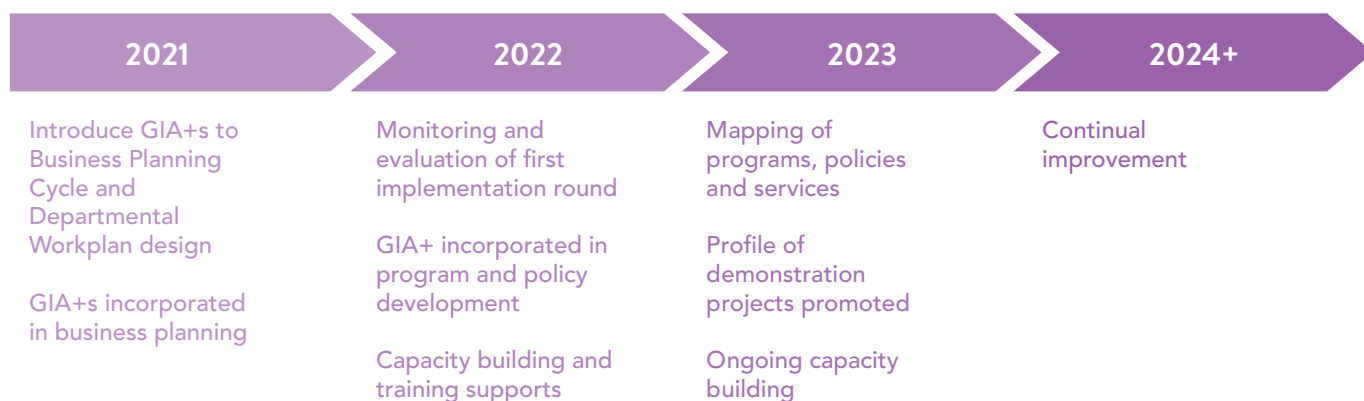
We have already commenced transformational structural and strategic alignment to streamline both our operations and the way we deliver our community’s clever and creative vision, as well as Our Community Plan. This plan will be informed by these transformation programs, and linked to the objectives and frameworks outlined earlier in this document.

Our Target Operating Model (TOM) is a long-term transformation objective comprising of three horizons:

1. Transforming for the future.
2. Adapting to agility.
3. Future proofing.

In order to meet our obligations to ‘consider and promote gender equality’ and ‘take necessary and proportionate action towards achieving gender equality’, we are embedding gender impact assessments (GIA+) into our TOM. This will assure a strategic commitment to intersectional gender equality across all the ways we work together.

GIA+s will support our gender mainstreaming approach, to ensure we design, review and implement programs, policies and services in a way that will support the promotion of intersectional gender equality across our region.



Advanced municipal planning, continuous improvement and data-driven customer experience are some of the things we need to build in order to strengthen the goals of this plan.



Pictured: City of Greater Geelong staff in a meeting

INDICATOR 1:

GENDER COMPOSITION OF WORKFORCE

1.1 BUILD A WORKPLACE THAT MAKES PROGRESS ON GENDER EQUITY AND REFLECTS THE DIVERSITY OF ITS COMMUNITY

Our data continues to show that the majority of our workforce is made up of women. However, the most pronounced disparity is between participation status, in that men are involved predominantly in the full-time workforce, whereas women make up the vast majority of our part-time workforce.

Our gender composition is strongly influenced by the type of work and services we provide. As we deliver over 136 different services, our employees are subject to a variety of awards and industrial conditions, and are employed in industries that are persistently highly gendered. Over time, these patterns have proven difficult to shift.

Our employee survey respondents indicated that we are doing well in our efforts to improve gender equality and diversity. However, this does not mean that there is not scope for improvement.

“Employ more people of different backgrounds.”

Objective 1.1.1 Gender stereotypes and gender norms are actively challenged in all stages of workforce design

In order to make reasonable and material changes to our workforce composition that promotes intersectional gender equality, we will need to challenge attitudes both within our organisation, and the community.

Ref	Workforce Initiative	Lead	Support	Timeframe
1.1.1a	Unconscious bias training provided to leaders and cascaded to whole of workforce	Talent, Capability and Employee Experience	CEO's Office, Executive Leadership Team and Senior Leadership Group	Short
1.1.1b	Review of position descriptions to remove any gendered language	Future Ways of Working (FWoW)	Talent, Capability and Employee Experience	Short
1.1.1c	Look at workforces that are successfully dismantling gender stereotypes and identify how to scale-up and build on internal capacity, expertise and lived experiences	Talent, Capability and Employee Experience, City Services, and Family Services	City Services, Family Services	Medium
1.1.1d	Review our branding and language guidelines to identify use of stereotypes and identify images and language to challenge these norms	Corporate Communications, Enterprise Change Management Office	Talent, Capability and Employee Experience	Short

Timeframe key

Short: 6–12 months

Medium: 2–3 years

Long: 4+ years



Pictured: Two young lifeguards working at a City of Greater Geelong facility.

OBJECTIVE 1.2 IMPROVE ORGANISATIONAL CAPACITY TO MEASURE AND MONITOR GENDER COMPOSITION AND INTERSECTIONAL IDENTIFIERS OF OUR CANDIDATES, RECRUITS AND EMPLOYEES

Having participated in the Gender Equality Act Implementation Pilot in 2020, we were able to identify a need for better employee and recruit data to get a more comprehensive picture of our workforce. Without knowing who we are, it is difficult to identify areas where we could improve.

Organisations, including ours, have spent much time and energy minimising the personal information we seek about our customers and employees. However, if we are to meet our workplace gender obligations, improved data collection will be key to measuring our progress.

Objective 1.2.1 Improve our capability to measure intersectional identifiers of our workforce

In order to make reasonable and material changes to our workforce composition that promote intersectional gender equality, we need to challenge attitudes both within our organisation and the community. To do this, we will need to build a more comprehensive picture of who we are. Our overarching aim is to be representative of the community we serve.

Ref	Workforce Initiative	Lead	Support	Timeframe
1.2.1a	Workplace Gender Audit identifiers and indicators incorporated in our new Human Capital Management system data measures	People and Culture Transformation and Shared Services	Talent, Capability and Employee Experience	Short-to-medium
1.2.1b	Gender equality and intersectional workforce composition incorporated into People Dashboards and Annual reporting cycles	People and Culture Transformation and Shared Services	Performance and Research	Short

INDICATOR 2:

GENDER COMPOSITION OF GOVERNING BODY

2.1 INCREASE NUMBER OF WOMEN AND GENDER NON-BINARY PEOPLE NOMINATING FOR COUNCIL ELECTIONS

According to the Victorian Local Governance Association's (VLGA) latest figures, women make up just under 44 per cent of Victorian councillors, compared to a national average of 35 per cent. Our Council currently is made up by 35 per cent women, but the state government is aspiring for 50/50 representation by 2025. We aim to support more women and gender non-binary people to nominate for the next local government election.

Objective 2.1.1 Support and adopt specific programs that aim to increase the number of women and diverse candidates at the upcoming local government election (50/50 by 2025)

We have supported community organisations to build awareness about the role of local governments and democracy, including Women in Local Democracy (WILD). They have undertaken several initiatives designed to support women of all ages to get involved in local democracies by nominating, supporting nominees, and facilitating networks where women of all ages can come together to discuss their aspirations and hopes for the region. We are committed to expanding these efforts to support women and gender non-binary people from underrepresented groups to get involved and have a voice.

Ref	Workforce Initiative	Lead	Support	Timeframe
2.1.1a	Provide community grants for community organisations supporting new candidates	Chief Financial Officer Governance	Community Grants and Partnerships	Long

Objective 2.1.2 Strengthen councillor understanding of intersectional gender inequalities

As our councillors are elected and re-elected, we will continue to provide support, updates, comprehensive induction and professional development opportunities.

By ensuring that our councillors are up-to-date with our progress in incorporating intersectional gender analysis in our programs, policies and services will help them engage with, and champion, equality with our constituents and stakeholders across the Greater Geelong region.

Ref	Workforce Initiative	Lead	Support	Timeframe
2.1.2a	Provide training, support and capacity building for councillors aimed at increasing understanding of intersectional gender equality, diversity and social equity	Talent, Capability and Employee Experience	Mayor and Councillor Support	Ongoing
2.1.2b	Showcase programs, policies and services that have undertaken and incorporated Gender+ impact assessments and recommendations	Talent, Capability and Employee Experience	Organisation Design, Enterprise Change Management	Ongoing



Pictured: City of Greater Geelong Councillors elected for the 2021-25 Council term.

Objective 2.1.3 Improve access to more inclusive and agile systems and supports that enable more women and gender non-binary people to undertake their duties as councillors.

We are currently undergoing transformational organisational change to support agility, creativity, innovation and service excellence. Key activities planned include a systemic and strategic review of departmental structures and processes in order

to embed a new Target Operating Model. This will improve the way we work with each other and the way we serve the community, and will include more inclusive and responsive supports for our councillors.

Ref	Workforce Initiative	Lead	Support	Timeframe
2.1.3a	Undertake future mapping to identify services and equitable supports that will improve councillor work/life balance	Organisation Design, Enterprise Change Management	Mayor and Councillor Support, Talent, Capability and Employee Experience	Long
2.1.3b	Incorporate inclusive supports, in accordance with the Council Expenses Policy, that will assist councillors of all genders and backgrounds to undertake their roles more equitably and flexibly	Governance	Mayor and Councillor Support	Short-to-medium

INDICATOR 3:

GENDER PAY PARITY

3.1 WE WILL CONTINUE TO STRENGTHEN OUR COMMITMENT TO GENDER EQUALITY BY DELIVERING ON PAY PARITY BY 2028

Our data demonstrates that we still have not achieved pay parity. It currently sits at 4 per cent – well ahead of the national median gap for our sector (7 per cent). According to Workplace Gender Equality Agency, the national gap is 20 per cent. In our survey, employees commented on the importance of pay parity also.

“ I would recommend that the most important thing to do to eliminate gender inequality would be to immediately eradicate gender pay gaps across the organisation. Target a more culturally diverse cross-section of community in its job advertising, and deliberately employ First Nations people proportional to population percentage.”

Our audit data has shown the gender pay gap is most pronounced when comparing banding levels and workforce participation status. We have identified that this disparity can be attributed to the effect of additional allowances. Comparing salaries across

banding levels, which include a mix of office-based employees (no additional allowances) with outdoor and field employees, who receive additional allowances, this pay disparity becomes visible. The gap is also evident across our workforce from ages 15–45 years – the ages that women tend to drop out of the workforce to have, and care for, children.

Objective 3.1.1 Critically review, and comprehensively map and analyse the impacts of varying allowances on our gender pay gap

We have identified that there are some greater disparities when we compare participation and remuneration across bandings and different professional categories.

Ref	Workforce Initiative	Lead	Support	Timeframe
3.1.1a	Review and comprehensively analyse the impact of allowances for different professional groups to our gender pay gap	People and Culture Transformation and Shared Services	Talent, Capability and Employee Experience, Enterprise Change Management, Union delegates	Long
3.1.1b	Analyse the impacts of our remuneration policy and process for senior leaders on our gender pay gap	People and Culture Transformation and Shared Services	Talent, Capability and Employee Experience, Enterprise Change Management, Union delegates	Medium



Pictured: An early childhood educator for the City of Greater Geelong helps a child with a baking activity.

Objective 3.1.2 Improve our capacity to track pay parity in order to identify ongoing or emerging issues in accordance with intersectional measures

By harnessing and advancing our digital reporting capabilities, we will be able to improve the way we can track and measure any deviations in our gender pay gap.

Ref	Workforce Initiative	Lead	Support	Timeframe
3.1.2a	Ensure intersectional gender equality indicators are included in our Human Capital Management system to ensure improved ongoing pay parity analysis capabilities	People and Culture Transformation and Shared Services	Talent, Capability and Employee Experience	Medium

INDICATOR 4:

WORKPLACE SEXUAL HARASSMENT

4.1 OUR WORKPLACE IS FREE FROM SEXUAL HARASSMENT, BULLYING AND DISCRIMINATION

In the last 12 months, we have not had any complaints of sexual harassment at the City. Incidents of workplace bullying shared via our Gender+ Survey were, in the most part, incidents of incivility. However we acknowledge that not all issues will be reported.

“Act on harassment and bullying and follow up on incidents, be they small or large, and make sure the victim is ok and feeling supported all the way through the process, even if they don't feel comfortable making a formal complaint.”

We are committed and invested in building a safe and inclusive workplace for all employees. Despite having no incidents of sexual harassment, we will continue to ensure appropriate training and supports to maintain a preventative approach to sexual harassment and all forms of gender-based harassment, bullying and discrimination in the workplace.

Objective 4.1.1 Keep building and improving our whole-of-organisation commitment to eliminate all forms of harassment, bullying and sexual harassment in the workplace.

We have achieved measurable progress when it comes to eliminating workplace bullying and harassment since we acknowledged and accepted the findings of The Commission of Inquiry into the Greater Geelong Council in 2015. However, we are committed to continuing to improve our organisation's culture.

Ref	Workforce Initiative	Lead	Support	Timeframe
4.1.1a	Bullying and harassment training continues to be undertaken as part of induction of all employees, including an annual refresh for all employees	City-wide	Talent Capability and Employee Experience	Ongoing
4.1.1b	Implement and promote our sexual harassment prevention policy, procedures and guidelines	Talent, Capability & Employee Experience	Union delegates	Ongoing



Pictured: A City of Greater Geelong customer service employee helps a local with her enquiry.

Objective 4.1.2 Build capacity and raise awareness across our workforce of the impacts of gender-based violence and violence against women and their children

Family violence and gender-based violence are still prevalent across our community. Undoubtedly, many of our employees may know someone who is experiencing such violence, or are currently experiencing it themselves. As such, we want to ensure that our organisation is responsive, understanding and supportive.

Ref	Workforce Initiative	Lead	Support	Timeframe
4.1.2a	Offer family violence and gender-based violence compliance training	Talent Capability and Employee Experience		Long
4.1.2b	Promote our family violence leave policy and employee supports	Talent Capability and Employee Experience	Union delegates	Ongoing

INDICATOR 5:

RECRUITMENT AND PROMOTION

5.1 OUR ORGANISATION IS RECOGNISED FOR PROVIDING A THRIVING AND INCLUSIVE WORKPLACE THAT SUPPORTS AND ENCOURAGES EMPLOYEES TO DO THEIR BEST WORK, HAVE EQUITABLE ACCESS TO OPPORTUNITIES AND PROVIDES A JUST WORKING ENVIRONMENT

Respondents to our survey indicated that we have some entrenched practices that lack agility to move to more flexible and creative job solutions. Our quantitative audit shows that we do not have the systems to be able to track and measure internal promotions, secondments and growth opportunities.

“Workload needs to be prioritised and reconsidered otherwise this impacts on the perception of an inclusive workplace. People feel that they cannot bring their true selves to work as they are expected to manage it all, their work life and home life, and if you can't this impacts on your ability to be able to apply for a promotion as expectations and workload would be even higher.”

Objective 5.1.1 Improve our recruitment practices and employee experience in order to improve recruitment of men, women and gender non-binary people from more diverse backgrounds

Through extensive workplace consultation, we have developed a cultural framework called Working Better Together. It acknowledges key values and behaviours that build a collaborative, respectful, inclusive and high-performing organisation that is attractive to new recruits and internal candidates, and provides career and development opportunities.

A key finding from our Gender+ Survey was that our workforce feel positive about diversity, however we aren't as diverse as we aim to be.

Ref	Workforce Initiative	Lead	Support	Timeframe
5.1.1a	Build our brand as an inclusive employer on our strengths	Talent Capability and Employee Experience	Employee Communications and Engagement	Medium-to-long
5.1.1b	Build FutureFlex values and principles in all our job advertisements	Talent Capability and Employee Experience		Short
5.1.1c	Provide equitable access to Jobs of the Future including STEM, traineeships, and new Graduate program	Talent Capability and Employee Experience	City-wide	Ongoing
5.1.1d	Review recruitment processes and artefacts to ensure inclusive language and ways of working	Talent Capability and Employee Experience	Marketing, Corporate Communications	Short-to-medium



Pictured: A City of Greater Geelong Care worker with her client.

Objective 5.1.2 Ensure our employee learning, development and promotion processes are more inclusive and value difference

We have developed a comprehensive Leadership Capability Framework that includes 'Inclusion and Diversity' capacity building, with leaders having identified that they would like to build more capability around 'valuing difference'. We know that greater diversity leads to better decision-making. Through the identification of biases and systemic barriers that make it difficult for people of different genders, backgrounds and life stages to access opportunities, we hope to mitigate and incorporate more flexible and innovative ways of working.

Ref	Workforce Initiative	Lead	Support	Timeframe
5.1.2a	Harness our digital technologies to map and track horizontal and vertical promotion opportunities and learning and development goals	Digital Transformation	Talent Capability and Employee Experience	Medium
5.1.2b	Include career growth and opportunity indicators in employee opinion surveys	Talent Capability and Employee Experience		Short
5.1.2c	Strengths-based inclusion capability training and coaching embedded across talent, capability, and employee experience	Talent Capability and Employee Experience		Medium

INDICATOR 6:

LEAVE AND FLEXIBILITY

6.1 INCLUSIVE LEAVE AND FLEXIBLE WORK OPTIONS SUPPORTING EMPLOYEES' WORK LIFE BALANCE AND WELLBEING

Our workplace gender audit results demonstrate a gap in our ability to monitor the usage of flexibility and leave arrangements currently available to our employees. The Commission for Gender Equality in the Public Sector is seeking more detailed reporting and analysis than our Human Capital Management System can provide. Additionally, a substantial portion of our workforce have been required to work from home and been redeployed in response to the COVID-related restrictions.

The rapid shifts in ways of working (hybrid and remote) caused by the pandemic have been welcomed by much of our workforce. We have been conducting intermittent pulse surveys to gauge how our employees have been adjusting to new ways of working, in particular working from home and flexible work.

Employees have identified a desire to incorporate different types of leave into our policies. We included gender affirmation and cultural leave in the 2021

Enterprise Agreement, ratified in early 2022, as part of a suite of additions to improve leave options and support flexibility. The comment below was provided as part of our Gender+ Survey in June 2021. The organisation remains committed to incorporating inclusive approaches into our workforce policies and agreements.

"Show leadership in D&I policy. We should have things like gender affirmation leave and Aboriginal cultural leave built into our Enterprise Agreement."

Objective 6.1.1 Incorporating a 'discovery model' we will work with our community-facing workforce to identify and trial flexible work options

We were able to pivot during the COVID pandemic to enable our office-based workforce to shift to 'working from home' arrangements. However, our workforce is diverse and employees that undertake community-facing work have indicated a desire to find ways to incorporate more flexibility into the way they work. This is an opportunity for us to improve efficiencies across our diverse organisation.

Ref	Workforce Initiative	Lead	Support	Timeframe
6.1.1a	Work with remote workforce to identify and trial different flexible arrangements to improve equitable access to flexible working arrangements	Talent Capability and Employee Experience	Organisation Design & Strategic Workforce	Medium-to-long
6.1.1b	Incorporate an inclusive intersectional lens into the way we provide leave and flexible working arrangements that enable employees to feel included and valued	Talent Capability and Employee Experience	Organisation Design & Strategic Workforce	Short
6.1.1c	Build understanding of person-centred focus for optimal incorporation of FutureFlex amongst people leaders	Talent Capability and Employee Experience	Executive Leadership Team and Senior Leadership Group	Ongoing



Pictured: A nature volunteer and City of Greater Geelong employee working together to plant trees

INDICATOR 7:

GENDER WORKFORCE SEGREGATION

7.1 WE ARE RECOGNISED AS AN ORGANISATION WITH A STRONG CULTURE OF INCLUSION AND AS A CHAMPION FOR GENDER EQUALITY

Our data confirms that we are not immune to persistent gender workforce segregation, in line with the sort of gender segregation that is observable across not only our job market, but across most Western countries.

Overall, we have reached our goal of gender parity within our senior leadership group. However, we do provide a large number of 'care' based services – child care, early learning, nursing, and aged care workforces to list a few – with highly feminised workforces. This is not unique to our organisation and our rates of gender breakdown broadly mirror the gender breakdown of our national labour force.¹

According to the Workplace Gender Equality Agency, the majority of Australian employees work in jobs dominated by one gender. Movement in this field is slow and is influenced by a complex network of structural and social barriers. This is a challenge

that our workplace will only be able to impact in so far as to improve participation and retention rates within the segregated workforces. However, capacity to impact societal norms and the way in which we financially reward modes of work traditionally defined as 'masculine' and 'feminine' will require ongoing advocacy with government, industry, unions, private sector and civil sector actors.

Objective 7.1.1 Acknowledge and accept a long-term view and investment in workforce gender segregation mitigation activities

By acknowledging the complexity and persistent nature of workforce gender segregation, we can take a long-term view that supports sustainable improvements through evidence-based practices, building strategic partnerships, dismantling of stereotypes and gender norms, and advocating for systemic and structural societal change.

Ref	Workforce Initiative	Lead	Support	Timeframe
7.1.1a	Embed inclusive practices and culture across our organisation, through implementation of our Inclusion Roadmap	Talent Capability and Employee Experience	Organisation design and Future Ways of Working (FWoW) Program	Medium-to-long
7.1.1b	Establish our gender equality Change Champion Network with representatives from our gender segregated workforces, union representatives, senior leaders and interested employees.	Talent Capability and Employee Experience	Organisation design and Future Ways of Working (FWoW) Program	Short



Objective 7.1.2 We will champion gender equality and inclusion across our regional leadership and advocacy approaches, network participations, community and economic development platforms, programs, policies and services, to challenge stereotypes, gender norms and biases

We will raise awareness of our obligations according to the *Gender Equality Act 2020*, including the promotion of intersectional gender equality through the way we work with each other and our community. Whether this is by implementing gender impact assessments across our programs, policies and services, or embracing our role as a regional leader and change-maker, we will adopt a broad, long-term and positive approach.

Ref	Workforce Initiative	Lead	Support	Timeframe
7.1.2a	Raise awareness among employees about different objectives and practices that support people to manage a better gender balance at home, and lessen disparities in how 'unpaid domestic duties' are distributed	Talent Capability and Employee Experience	Employee Communications and Engagement	Medium-to-long
7.1.2b	Participate in regional advocacy network/group to continue to advocate for gender equality in the workplace	Talent Capability and Employee Experience	Policy and Workplace relations	Short
7.1.2c	Work with regional partners to raise awareness of the value of 'unpaid domestic labour' to social and economic prosperity across our region	City-wide	Strategy, Commercials and Partnerships, and Economic Development	Medium
7.1.2d	Support organisations that advocate for, and work towards, achieving intersectional gender equality and eliminate discrimination	Community Grants & Partnerships	Talent Capability and Employee Experience	Ongoing

LEADING AND RESOURCING

LEADING

It is a privilege to lead our organisation and workforce as we undergo continuous improvement in all aspects of our operations.

Our employees and volunteers have embraced ambitious goals to meet the challenges and opportunities ahead, and have committed to building an inclusive culture that embeds equitable and sustainable approaches to our people and environment.

Supported by Victorian legislation, the *Gender Equality Act 2020*, we strive to build an inclusive and enviable organisation comprising a highly talented workforce that will achieve clever and creative outcomes for all our residents and visitors.

As a leader, it is important to embrace different ideas and ways of working and recognise the benefits that gender equality, inclusion, and diversity can bring. We will be able to design better programs, policies and services if we draw on data, knowledge and the lived experiences of people from a diverse range of backgrounds. By celebrating and embracing different lived experiences, we will create an environment with more equitable workplace practices and a more

inclusive and collaborative culture.

As CEO, I am committed to gender equality and inclusion. While we've achieved gender parity across our senior leadership team, we'll continue to look for new ways to break down gender stereotypes and make material progress towards achieving gender equality.

Not only will this help us build an incredible workplace and workforce, but it will also help us make better decisions that will benefit the broader community overall.



A handwritten signature in black ink, appearing to read 'Martin Cutter'.

Martin Cutter
CEO
City of Greater Geelong

EMBEDDING SOCIAL EQUITY

We first adopted Social Equity Principles in 2017 to incorporate evidence planning and design based on demographic data to address socio-economic imbalance in the region.

This work has been further strengthened with identification of six Social Equity Enablers as part of a new Social Equity Framework (currently in draft). We expect this work will provide a solid basis for gender analysis to be embedded within both workforce planning and service design.

RESOURCING

The Talent Capability and Employee Experience Department, within the Strategy, People and Performance Directorate, will lead the implementation of the Gender Equality Action Plan, embedding the identified initiatives into our systems and ways of working by working collaboratively across all directorates.

Embedding GIA+ will require resources from 2021 to mid-2023. These resources will be used for training and capacity building and, where necessary, engaging external consultants via the Gender Equality Commission Public Sector panel of providers. The panel provides services to assist with training and the execution of GIAs.

Talent, Capability and Employee Experience is focused on organisational capacity building and has roles specifically focussed on talent, leadership, culture and inclusion and diversity. These include:



Pictured: City of Greater Geelong Animal Management employees

Manager, Talent Capability and Employee Experience

The manager will provide oversight of our organisational commitments to embed inclusion and intersectional gender equality into our organisational culture and practice.

Senior Lead Inclusion and Diversity (workforce focus)

The senior lead will oversee the implementation of our organisation's comprehensive Inclusion Roadmap. The Roadmap is designed to ensure that key plans, such as our Sustainability Framework, include inclusion and gender equality outcomes.

Our senior lead will oversee the implementation of this Gender Equality Action Plan and GIAs into our Target Operating Model.

Gender Equality Consultant (workforce development)

This officer will work with key stakeholders across the organisation to ensure that our Gender Equality Action Plan is successfully implemented, and work with key stakeholders across the organisation to build capacity in gender analysis and conducting GIA+s

Enterprise Change Management Office

Our Enterprise Project Management Office will oversee our program and projects, ensuring that an intersectional gender lens is applied to all programs, policies and services by conducting GIA+s.

Executive Leadership Team

The Executive Leadership Team will make sure their teams include relevant objectives in their work plans and conduct GIA+s on all relevant programs, policies and services.

APPENDIX 1

AUDIT DATA

The Commission for Gender Equality in the Public Sector released additional guidance relating to the audit data that should be included in this action plan. The Commission provided guidance for minimum standards and requirements as well as a guide for additional information. The data below will be broken down according to these standards.

Gender+ Survey

64% of all respondents were women, 33% of all respondents were male. When reading our response rates to the survey questions, please keep in mind that results have been provided as both a proportion of total respondents, as well as a proportion of two major gender groups.

1. GENDER COMPOSITION OF OUR WORKFORCE

1.1 Overall gender composition of the organisation

Women	Men	Self described
64%	36%	0.04%

1.2 Workforce by employment basis (full-time, part-time, casual)

Employment basis	Women	Men
Full-time	50%	50%
Part-time	91%	9%
Casual	86%	14%

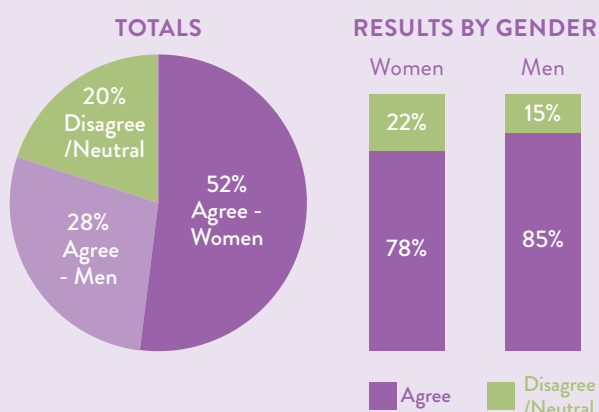
1.4 Gender composition of the workforce by level to CEO

Level	Women	Men
CEO		100%
-1	52%	48%
-2	60%	40%
-3	45%	55%
-4	59%	41%
-5	70%	30%
-6	78%	22%

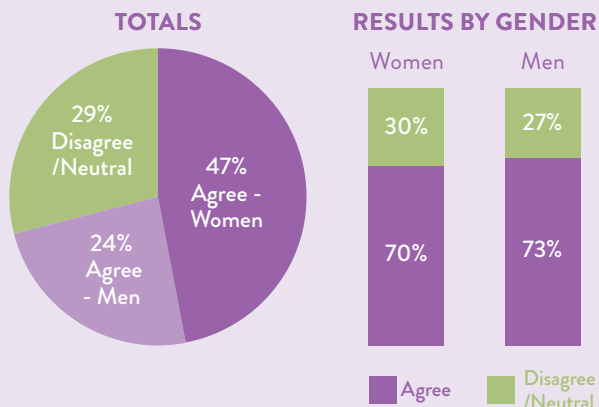
1.5 Workforce by employment basis (full-time, part-time, casual)

Employment basis	Women	Men
Full-time	50%	50%
Part-time	91%	9%
Casual	86%	14%

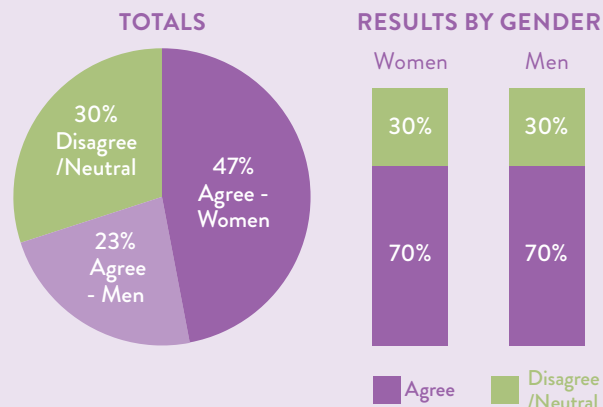
1.3 There is a positive culture within my organisation in relation to employees of different genders/sexes



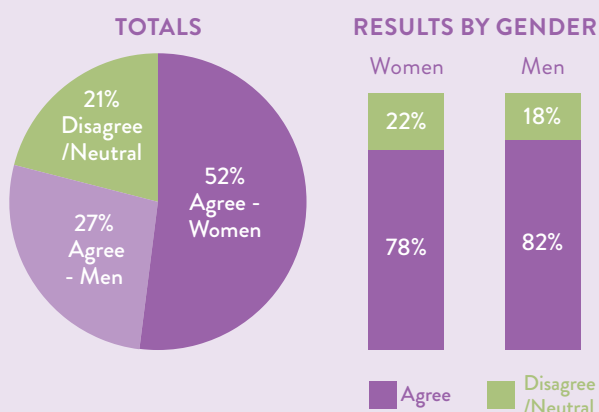
1.6 There is a positive culture within my organisation in relation to employees who are Aboriginal and/ or Torres Strait Islander



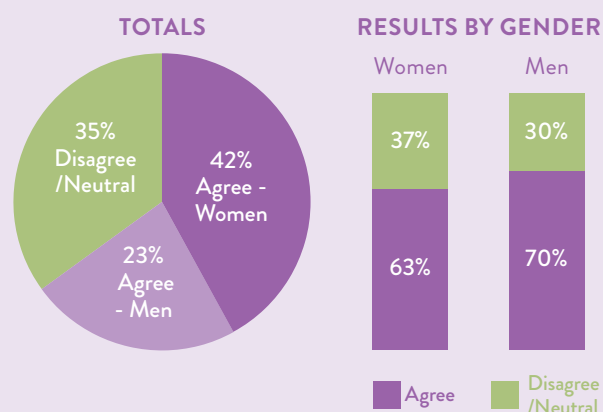
1.9 There is a positive culture within my organisation in relation to employees who identify as LGBTIQ



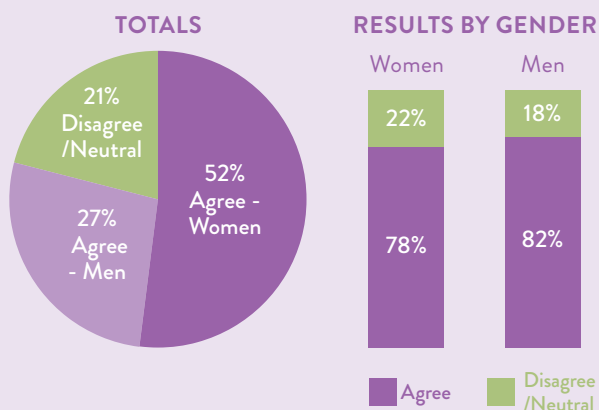
1.7 There is a positive culture within my organisation in relation to employees from varied cultural backgrounds



1.10 There is a positive culture within my organisation in relation to employees with disability



1.8 There is a positive culture within my organisation in relation to employees of different age groups



Overall, we have a strong agreeance from our Gender+ Survey respondents about our organisations positive culture, however respondents have identified areas that could be improved and they are in regard to employees from an Aboriginal and Torres Strait Islander background and employees with disabilities.

These two groups are not represented very strongly in our workforce at present and have been identified as areas of focused improvement.

We will build on this positive culture to improve the inclusion and representation of First Nations people, people from the LGBTIQ community, and people living with disabilities across our workforce and leadership groups.

2. PAY EQUITY

2.1 Gender pay gaps

Median base salary gap	Median total remuneration gap
2.1%	4%

*Note 0.0% would indicate no gender pay gap

2.2 Pay gap according to level from CEO

Level	
CEO	0.0% or N/A
Senior Officer	6.3%
Band 8	6.2%
Band 7	3.3%
Band 6	0.0%
Band 5	0.0%
Band 4	0.0%
Band 3	0.0%
Band 2	0.0%
Band 1	0.0%

2.3 Pay gap according to employment status

Status	Women
All	2.1%
Full-time permanent/ongoing	0.0%
Full-time contract (fixed term)	14.5%
Part-time permanent/ongoing	-4.2%
Part-time contract (fixed term)	4.8%
Casual	0.0%

Note 0.0% indicates no gender pay gap
 Number < 0 denotes pay gap favouring men
 Number > 0 denotes pay gap favouring women

Please note that our pay gap according to employment status is good at only 2.1%. The pay gap favours women in the part-time ongoing space which corresponds to us having such a large female dominated part-time workforce.

Areas for further review and improvement is in the fixed term categories, where it would seem that the disparity could be linked to salary negotiations, gender stereotypes and perhaps additional allowances.

2.4 Median pay gap according to age and level from CEO

Age	15–24y	25–34y	35–44y	45–54y	55–64y	65+
CEO						
Senior Officer			2.4%	9.7%	8.3%	
Band 8		5.5%	0.4%	2.0%	7.1%	-4.5%
Band 7		0.1%	2.8%	0.3%	4.4%	4.7%
Band 6		-0.2%	1.1%	1.1%	7.0%	-0.6%
Band 5	-14.9%	-1.1%	-0.9%	-1.5%	0.6%	1.3%
Band 4	0.3%	-0.4%	-1.3%	-2.6%	0.3%	2.5%
Band 3	0.3%	0.6%	6.6%	0.4%	8.4%	4.5%
Band 2	0.1%	2.7%	4.8%	0.0%	1.4%	3.2%
Band 1				-1.5%	-6.5%	-4.9%

Please note that some of these outlying figures are due to small numbers of people in those age categories, however you are able to observe that there are some persistent disparities from 35+ years of age.

2.5 Median pay gap according to age and employment basis

Age	15–24y	25–34y	35–44y	45–54y	55–64y	65+
ALL	-1.1%	5.3%	9.5%	14.1%	11.3%	3.7%
Full-time permanent/ ongoing	-0.5%	3.6%	0.1%	-0.1%	-4.6%	-10.8%
Full-time contract (fixed-term)		7.6%	-0.6%	15.0%	32.2%	
Part-time permanent/ ongoing	-1.4%	0.2%	4.0%	2.5%	-4.4%	-0.7%
Part-time contract (fixed-term)	9.7%	-10.3%		6.3%		60.8%
Casual	-0.8%	-0.9%	0.8%	-4.9%	-8.6%	-0.8%

Please note that for the pay gap in the 65+ age group 6 employees. The gap arises because 2 of the men were Senior Officers, on salaries above \$150k, while the average salary for the 3 women was \$66k. In total the cohort comprised 3 men and 3 women.

3. SEXUAL HARRASSMENT

3.1 Number of formal sexual harassment complaints

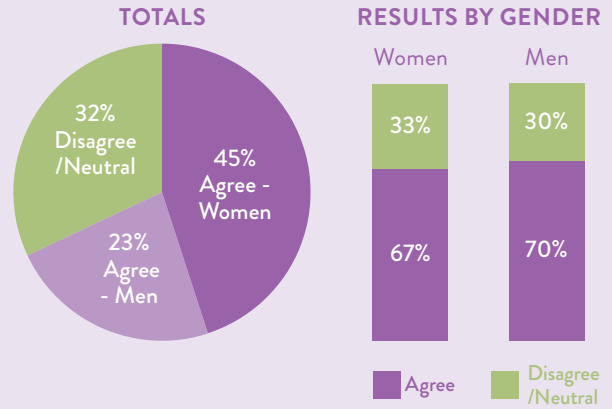
Women	Men	Self described
0	0	0

3.2 Gender+ Survey responses

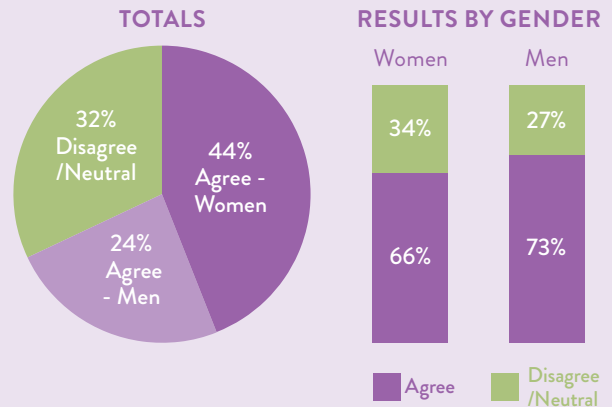
Percentage of respondents in the organisation who experienced sexual harassment by gender	Women	Men
	0%	0%

Please note that we did not have a sufficient cohort of gender non-binary people respond to the survey to include in our survey results.

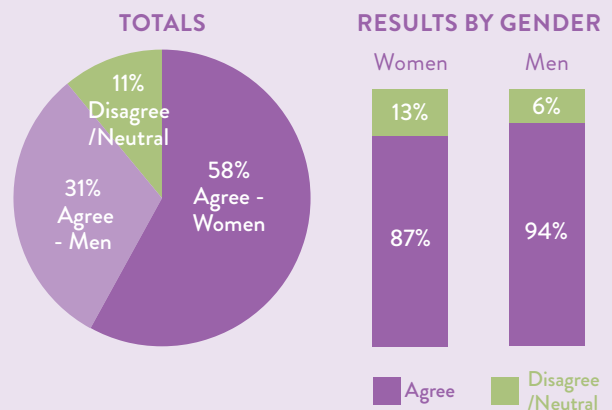
3.3 I feel safe to challenge inappropriate behaviour at work



3.4 My organisation takes steps to eliminate bullying, harassment, and discrimination

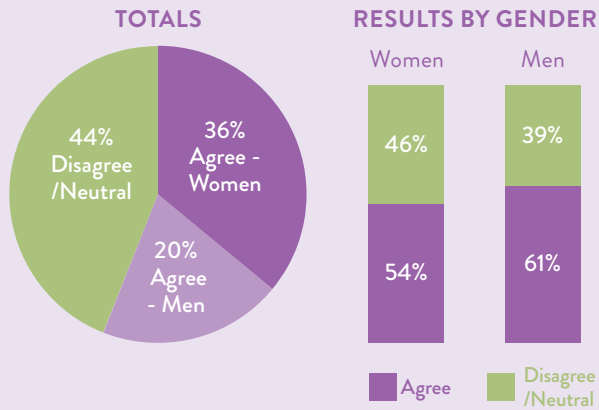


3.5 My organisation encourages respectful workplace behaviours

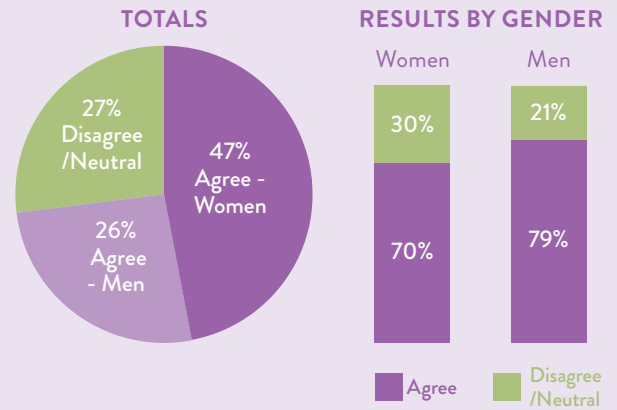


4. RECRUITMENT AND PROMOTION

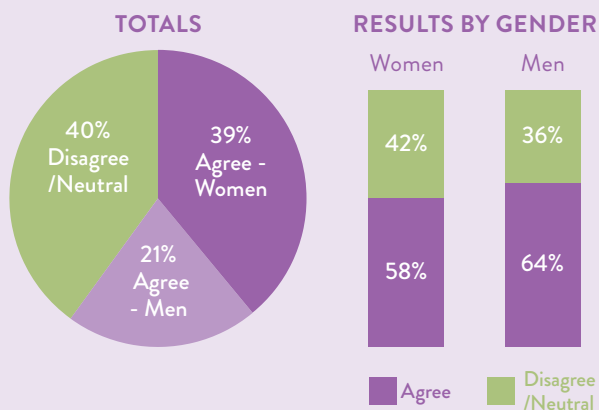
4.1 My organisation makes fair recruitment and promotion decision based on merit



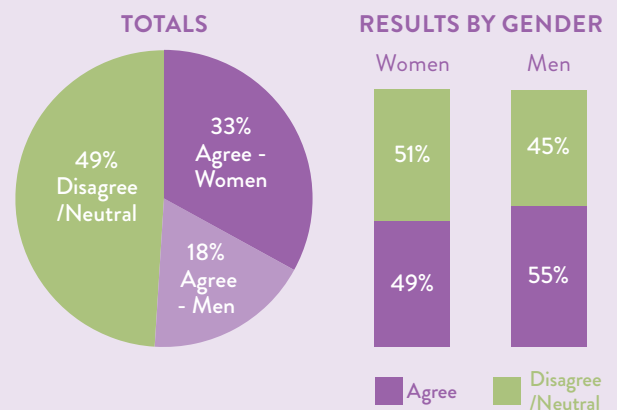
4.3 Gender is not a barrier to success in my organisation



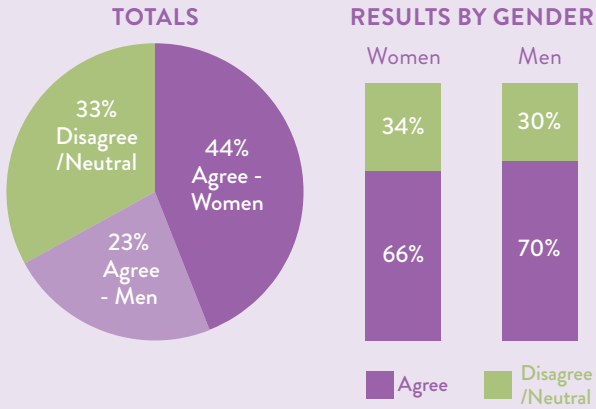
4.2 I feel I have an equal chance at promotion in my organisation



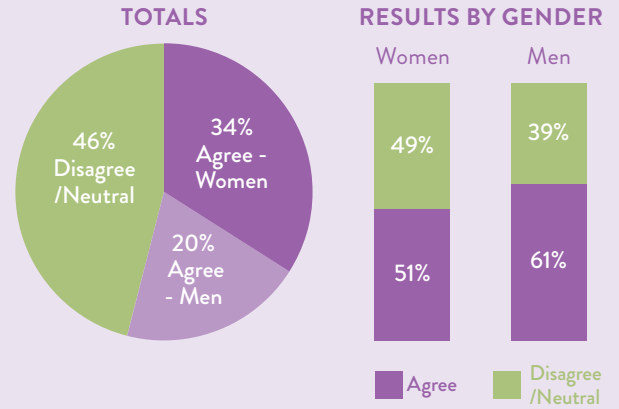
4.4 Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation



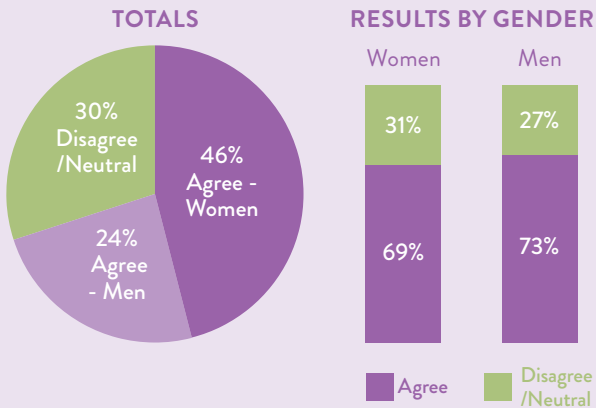
4.5 Cultural background is not a barrier to success in my organisation



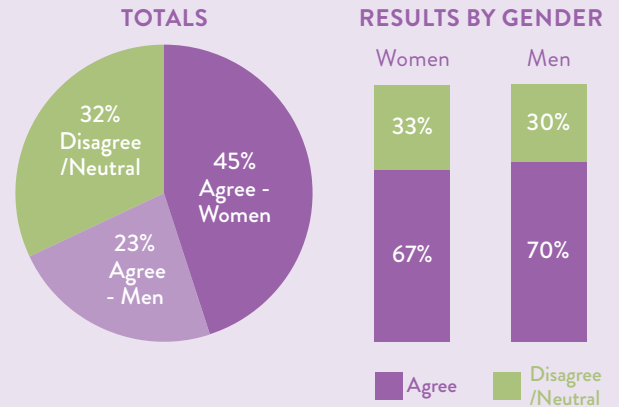
4.7 Disability is not a barrier to success in my organisation



4.6 Sexual orientation is not a barrier to success in my organisation

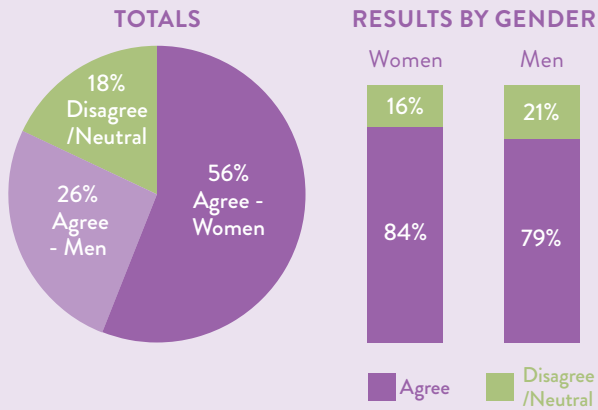


4.8 Age is not a barrier to success in my organisation

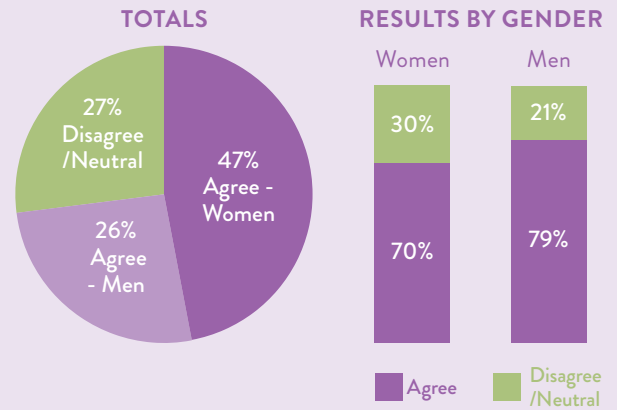


5. LEAVE AND FLEXIBILITY

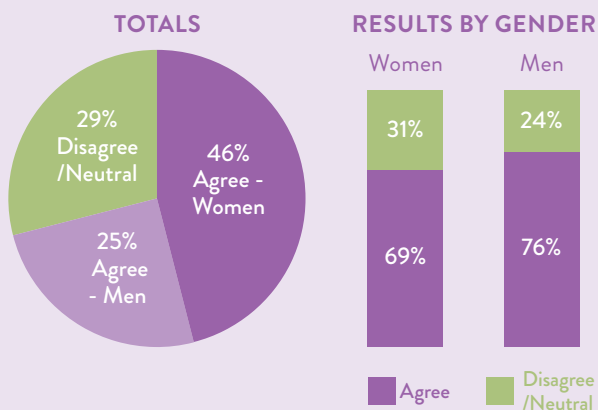
5.1 My organisation would support me if I needed to take family violence leave



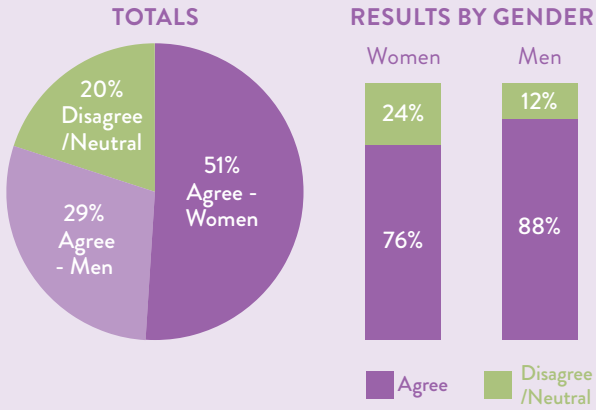
5.3 My organisation supports employees with family or other caring responsibilities regardless of gender



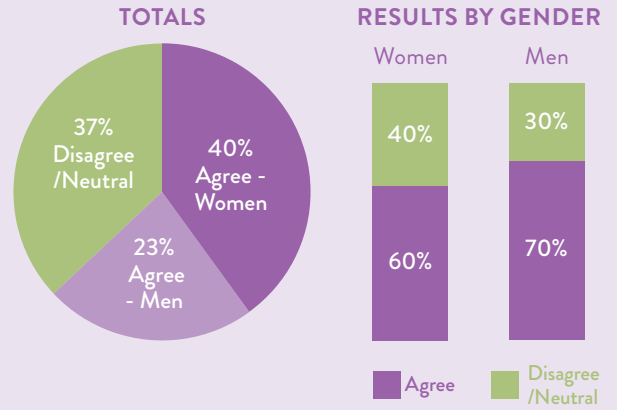
5.2 I am confident that if I requested a flexible work arrangement it would be given due consideration



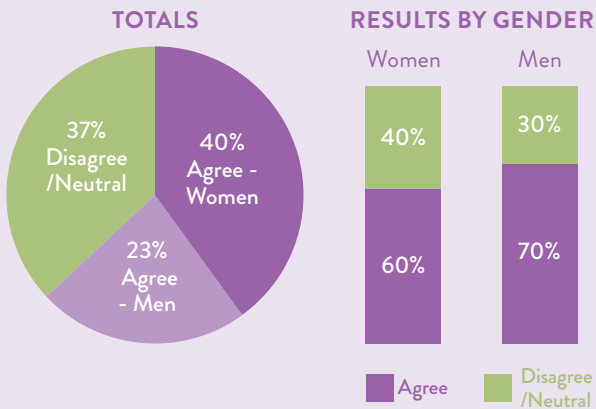
5.4 I have the flexibility I need to manage my work and non work activities and responsibilities



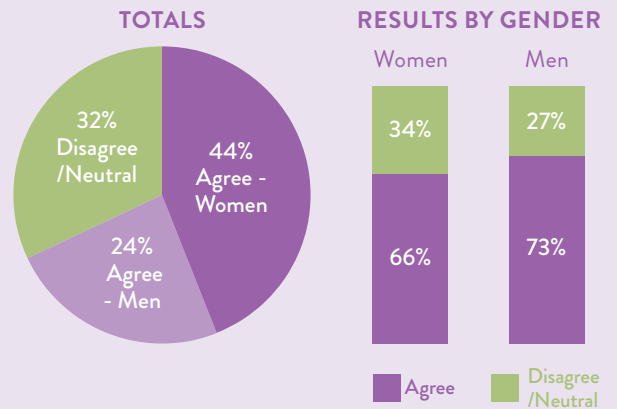
5.6 Having caring responsibilities is not a barrier to success in my organisation



5.5 Using flexible work arrangements is not a barrier to success in my organisation



5.7 Having family responsibilities is not a barrier to success in my organisation



6. GENDERED SEGREGATION

6.1 Gender composition of ANZCO code major groups in organisation

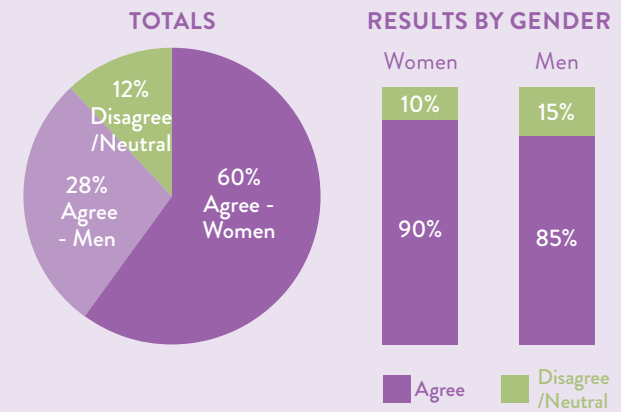
	Women	Men
Managers	47%	53%
Professionals	62%	38%
Tech and trades	16%	84%
Community and personal services	81%	19%
Clerical and admin	80%	20%
Sales workers	91%	9%
Machinery operators	5%	95%
Labourers	52%	48%

Our data shows that our workforce continue to be highly segregated by gender according to different professions. Interestingly two professions, managers and labourers, have the most equal representation.

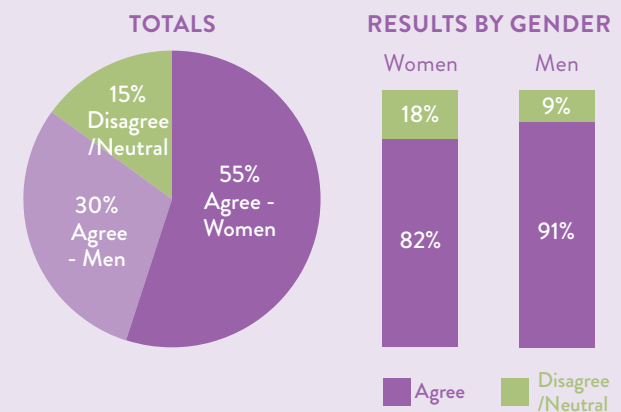
Tech trades national gender segregation is 83 per cent male and 16 per cent female, and we mirror these figures almost exactly. Our professionals, community and personal services, clerical and admin, sales and labourers categories have more women represented than national averages.

Workforce gender segregation is a persistent and sticky contributor to the gender pay gap.

6.2 My organisation uses inclusive and respectful images and language



6.3 In my workgroup work is allocated fairly, regardless of gender



APPENDIX 2

KEY INSIGHTS FROM OUR GENDER SURVEY

Themes	Mean	Org wide	
		M	F
Manager leadership	3.7	4.06	4.01
Senior leadership	3.7	3.92	3.83
Safe to speak up	3.7	3.54	3.4
Safety climate	3.7	4.02	3.97
Work group support	3.7	4.07	4.08
Organisational responsibility	3.7	3.82	3.73
Gender equality	3.7	4.2	4.15
Workplace flexibility	3.7	3.77	3.66
Diversity & Inclusion	3.7	3.84	3.79
Equal opp. Employment	3.7	3.92	3.86
Learning & Development	3.7	3.54	3.46

The score 3.7 represents the mean for responses (neutral). Please note the higher a score the more positive a response (Agree and Strongly Agree) and the lower a score the more negative the response (Disagree and Strongly Disagree).

In the table above we have used a heat map using mean scores, hence green is positive and red is negative.

GLOSSARY

We know that many of the terms used in the action plan may be new to many readers. Below are some definitions to that may help you understand any new words and their meaning.

disability

we use the social model of disability. The social model is a way of viewing the world and has been developed by people with disability. This model acknowledges that people are disabled by barriers in society, such as buildings not having a ramp or accessible toilets, or people's attitudes, like assuming people with disability can't do certain things. This social model helps us recognise barriers that make life harder for people with disability. The removal of these barriers achieves equality and offers people with disability more independence, choice and agency over their lives.

diversity

is the practice or culture of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.

employee

means a person employed by the defined entity on a full-time, part-time, casual or fixed term basis (including an apprentice or trainee) but does not include—

- (a) a contractor or subcontractor; or
- (b) an outworker; or
- (c) a person on a vocational placement; or
- (d) a student gaining work experience; or
- (e) a volunteer;

inclusion

is the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized.

intersectionality

coined by Kimberlé Crenshaw in 1989, intersectionality is "a prism for seeing the way in which various forms of inequality often operate together and exacerbate each other". An intersectional approach shows the way that people's social identities can overlap, creating compounding experiences of discrimination and disadvantage.

gender

is being used inclusively to recognise that gender is more than someone's sex according to their birth or biology but it is about how someone sees themselves and how they feel on the inside. This could be as a girl, boy, or non-binary and self-described gender.

[Click here to watch a video](#)

gender equality

means equality of rights, opportunities, responsibilities and outcomes between persons of different genders

gender equity

recognises that not all people have equal opportunities or access to resources, whether it be because of their gender, race, religion, class, sexual orientation, Aboriginality, or disability and so on.

gender mainstreaming

has been embraced internationally as an objective towards realising gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination.

social equity

is the incorporation of objectivity, fairness and justice for all people in social policy. Social equity considers systemic inequalities to ensure everyone, men, women, gender non-binary people of diverse backgrounds in a community has access to the same opportunities and outcomes.

Please note that when we use the terms man and women that they include both cis- and trans gender people. We recognize that gender is not solely determined by birth and can change over a person's lifetime.

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