

# GENDER EQUALITY

ACTION PLAN  
2022-2025



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# Message from the CEO

At the Victorian Building Authority (VBA), we are focusing on building the foundations of an inclusive culture that will drive and contribute to long-term sustainability and ongoing success. An organisation that values everyone's contribution and talent will improve its innovation, collaboration and service delivery, integral to our Strategic Plan.

At the VBA, we build trust by upholding the safety and accountability of the building and plumbing industries to safeguard Victoria's future. Given the vital role that our organisation plays as a regulator across Victoria, the need for gender diversity is crucial to ensure broad and diverse ideas are shared and applied at all levels of the VBA. These ideas are also crucial to further help the way we engage with our users, to instill confidence in our decisions and processes.

We are committed to inclusion, diversity and equity to ensure our people are treated with dignity and respect, have equitable access to employment opportunities and outcomes, and can participate in all aspects of work life to achieve their potential. The VBA has an important leadership role in ensuring that our culture and practices are inclusive for all employees and members of the community.

With the *Gender Equality Act* (Vic) coming into effect, and the establishment of the Commission for Gender Equality in the Public Sector, the Victorian Public Sector must take positive action towards achieving workplace gender equality and promote gender equality in their policies, programs and services. This includes conducting a gender equity audit, conducting gender impact assessments when developing new policies, programs and services (or those under review) that have a direct and significant impact to the public and developing a four-year Gender Equality Action Plan.

Our inaugural *Gender Equality Action Plan 2022-2025* (the Plan) sets out goals and actions over the next four years that will help deliver on priority areas including:

- » continuing to create a safe, accessible, equitable and inclusive environment
- » ensuring equitable access to employment opportunities and outcomes, with a focus on women in the building industry
- » building knowledge competency in gender equity (including pay equity) and intersectionality principles to leverage diversity in key decision making
- » embedding flexible and hybrid ways of working
- » providing an exemplary employee experience
- » reflecting the community.

The Plan will be a key tool for translating our commitment into action. It will provide a framework to enable leaders to develop and implement strategies around employment practices, workplace culture, leadership, and management, and improve gender equity performance according to specific business area needs.

Gender equity and inclusion is a key focus for the VBA, and a driver for improved organisational performance and engagement. It will also be considered in all major planning and decision making and utilised to solve challenges, including through Gender Impact Assessments.

We understand the impacts of the significant disruptions resulting from COVID and working from home, and in particular some of the more pronounced impacts on women, and we are committed to addressing any gender inequity that may arise.

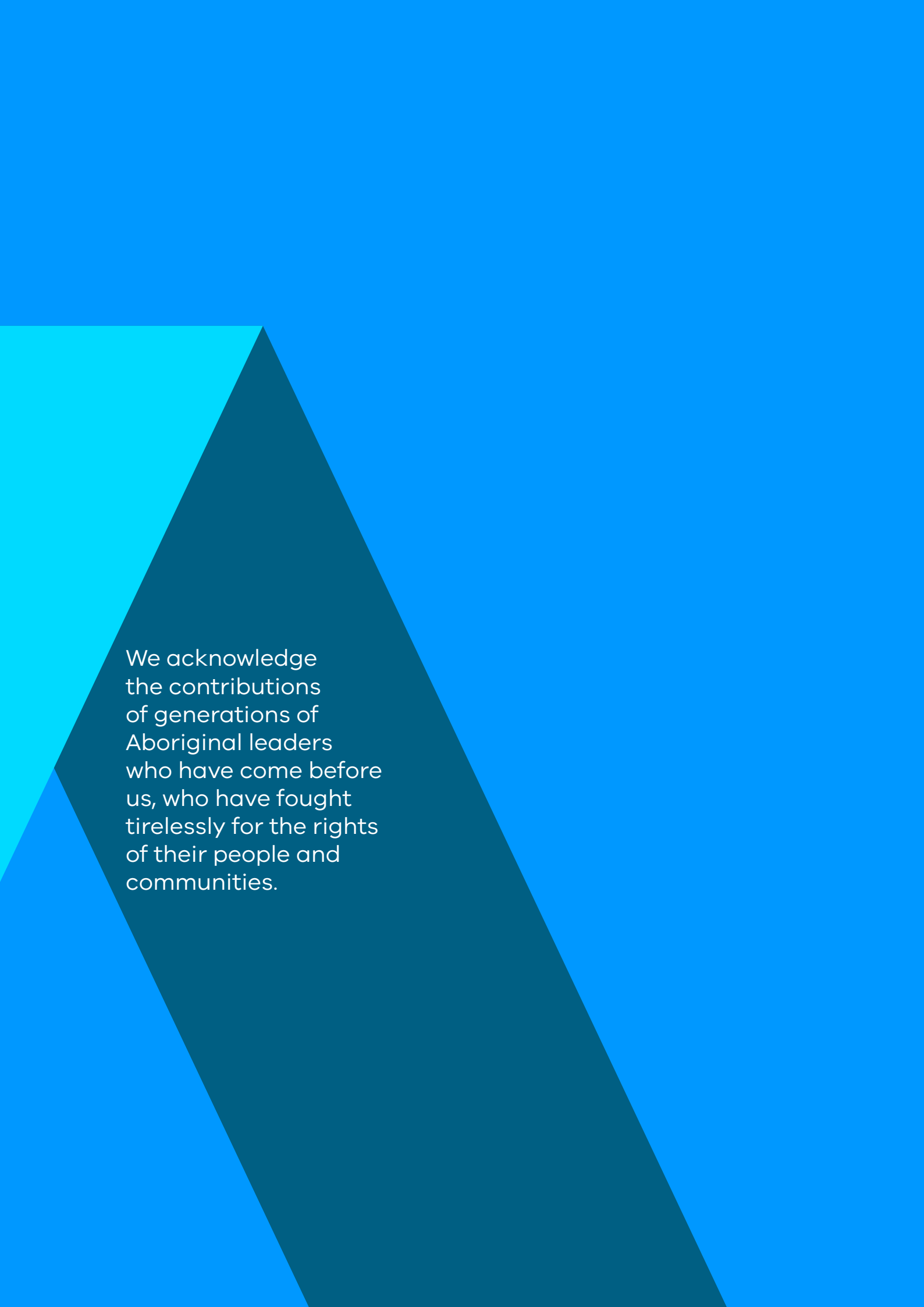
I ask everyone to look for ways to support our goals by looking for ways to be inclusive in all aspects of work. I am pleased to launch VBA's Gender Equity Action Plan 2022-2025.

Because there's a place for everyone at VBA.



**Sue Eddy**  
Chief Executive Officer





We acknowledge  
the contributions  
of generations of  
Aboriginal leaders  
who have come before  
us, who have fought  
tirelessly for the rights  
of their people and  
communities.

## Acknowledgement

We proudly acknowledge Victoria's First Nations peoples and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respect to their Elders past and present.

Victoria's Aboriginal communities continue to strengthen and grow with the ongoing practice of language, lore and cultural knowledge. We recognise the contribution of Aboriginal people and communities to Victorian life and how this continues to enrich our society more broadly. We acknowledge the contributions of generations of Aboriginal leaders who have come before us, who have fought tirelessly for the rights of their people and communities.

We acknowledge Aboriginal self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples, and we commit to working towards a future of equality, justice and strength.

Finally, we acknowledge that there are long-lasting, far-reaching and intergenerational consequences of colonisation and dispossession. The reality of colonisation involved the establishment of Victoria with the specific intent of excluding Aboriginal people and their laws, culture, customs and traditions. Over time, the development of Victorian laws, policies, systems and structures explicitly excluded Aboriginal Victorians, resulting in and entrenching systemic and structural racism.

We acknowledge that the impact and structures of colonisation still exist today. Despite the past and present impacts of colonisation, Aboriginal people, families and communities remain strong and resilient.

# Strategic alignment

As Victoria's principal building and plumbing regulator, we safeguard Victoria's future. Our role helps practitioners and the communities they serve reach their potential by promoting a safe and sustainable built environment and a quality, vibrant industry. We engage, educate and regulate industry to deliver positive social and economic outcomes for Victorians.

We contribute to public health, safety, and amenity by overseeing compliance with regulations, legal requirements and professional standards, and by encouraging continuous improvement. We do so in the interests of consumers and industry participants for the benefit of all Victorians.

Victoria's population is projected to increase by an additional 3 million in the next 30 years. The VBA has experienced extraordinary change over recent years, and the pace of change is set to continue. We are continuously working to enhance our regulatory practices, the way we operate and the way we engage with industry, consumers and key stakeholders.

These incredible drivers for change across Victoria, within the building system and at the VBA influence our strategic choices.

Under our VBA Strategic Plan Vision<sup>27</sup> we have embedded our one-voice one-VBA culture into everything we do. We are one cohesive and diverse organisation and are serious about talent and flexibility. Our people are the foundations of our adaptable, strength-based culture.

Over the next five years, we will invest in building the skills and capabilities within the VBA, empower everyone to build their own career pathways and maximise their positive impact for Victorian communities.

Our vision is supported by three value outcomes, which describe the positive impact we are committed to deliver for Victoria. These public value outcomes underpin our strategic objectives and priorities over the next five years:

1. Safe and resilient buildings - Communities and assets are safe, inclusive, resilient and sustainable
2. Communities reaching their potential - Quality of life for all Victorians is protected for current and future generations
3. A confident and thriving industry - The building industry is active and well-regulated, and attracts a skilled, vibrant and diverse workforce.



## Case for change: Our role in progressing gender equity

As our work contributes to public health and safety, the VBA's position is one of unique influence in both the Victorian community, as well as the building and plumbing sectors. As part of this role, we recognise the need to lead the way toward gender equality. The VBA acknowledges that gender equity and inclusion is a key strategic priority.

Our overarching Diversity and Inclusion Strategy (currently under development) will serve as our roadmap toward a fairer and more equitable culture and experience for our employees, industry and all Victorians. We are prioritising gender equity and inclusion to ensure that the way we work and engage with users instils public and professional confidence in our decisions and processes. The VBA seeks to represent the diversity of the community it serves, and support gender equality not only within the organisation, but within this wider community.

A diverse workforce and gender inclusive culture enable us to innovate, effectively problem-solve, make robust partner and customer-focused decisions, and enables:

- » Improved productivity, economic and social outcomes
- » Improved engagement and wellbeing of our staff
- » Increased organisational performance
- » Enhanced ability to attract talent and retain employees
- » Enhanced capacity to innovate in order to solve complex problems during changing conditions
- » Enhanced ability of organisations to engage with Victoria's diverse community.

Increasing the representation of women, including women from diverse backgrounds, is the key to achieving gender equality for the sector as whole. In 2020, estimates suggested that a mere one per cent of technical roles within building and construction were occupied by women<sup>1</sup>. This paucity of women has been identified as a key driver of skill shortages within the sector<sup>2</sup>, as a barrier to productivity, and an inhibitor to economic growth<sup>3</sup>.

Increasing the representation of women within the building and plumbing sectors, as well as ensuring that our people can access and enjoy the same rewards, resources and opportunities, including women from diverse backgrounds, is inextricably linked to the VBA's capacity to deliver on its purpose and mission for all Victorians.

We're one cohesive and diverse organisation, and we're serious about talent and flexibility. Our people are the foundations of our adaptable, strength-based culture, and they are empowered to build their own career pathways and maximise their positive impact for Victorian communities.

<sup>1</sup> Master Builders Association. (2020). Women building Australia.

<sup>2</sup> Callanan, G., & Perri, D. (2020). Constructing construction careers: the case for the building trades. *Education + Training*, 62(3), 201-213.

<sup>3</sup> Afolabi, A., Oyeyipo, O., Ojelabi, R., & Patience, T.O. (2019). Balancing the female identity in the construction industry. *Journal of Construction in Developing Countries*, 24(2), 83-104.

We're a data-driven, evidence and intelligence-led organisation. We create and share knowledge and learn from others to continuously improve our work. The research and data we collect and analyse translates into practical, real-life solutions, facilitates industry innovation, and helps inform government policy.

We know that health and wellbeing, new and flexible ways of work, and skills and professional development are front of mind for our people. We are committed to finding new ways to attract and retain a talented and inspiring workforce.

We expect to see that the implementation of this Plan will help us achieve the following:

- » The CEO and Executives champion and drive gender equity and inclusion at VBA
- » A governance structure established to enable gender equity and inclusion work
- » Raising awareness and building competency of our leaders in gender inclusive practices
- » Fully utilising diversity to create high performing teams and harness diversity of thought,
- » An enhanced employee experience, including increased job satisfaction and career development opportunities
- » Celebrating our diversity and creating a vibrant work environment where people feel that they belong
- » Gender representation across all levels of the organisation at least reflects the community, and leads our industry in building industry type (technical) roles and information technology
- » Comprehensive pay equity analysis conducted to determine gaps, and annual targets introduced to reduce gaps
- » All employees are committed to contribute to respectful and inclusive work environment
- » Contemporary gender inclusive recruitment processes and practices
- » Reimagine our professional development model to empower and support our people to realise their potential.
- » Embedding flexible working ways of working to help employees, including parents and carers, to balance paid work with other responsibilities
- » Parents and carers can balance paid work with other responsibilities
- » Mitigating gender equity impacts of COVID
- » All employees being committed to contribute to an equitable and inclusive work culture to contributing to the well-being of our staff
- » Fully understanding the composition of our workforce and diversity metrics that monitor and help drive change.

## Gender Equality Principles

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.

Gender equity and inclusion support our organisation's commitment to promote full participation in our workplace and community.

This commitment is demonstrated through our gender equity strategies and actions, that help us to:

- » ensure equitable access to employment opportunities and outcomes for all people
- » raise individual consciousness and build competency to work with and manage diversity, inclusion and equity principles
- » engage and reflect the communities we serve.

The Gender Equality Act (2020) contains a number of gender equity principles, including,

- » 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

These principles underpin our gender equity strategies and actions.

## Intersectionality principles

Building organisational awareness is key to gaining employee buy-in, support and engagement with proposed actions to address intersectional gender inequality.

The VBA will address any potential barriers to access, inclusion and equity for people who experience intersectional gender inequality and will be informed by the gender audit data, People Matter Survey results and feedback from consultations with its employees. We have developed strategies and measures relating to intersectional gender inequality in our Plan.

The following principles and practices will be part of building our leader's capability and competency in inclusive practice.

The VBA will:

- » engage employees through initiatives that build organisational awareness of intersectionality, such as celebrating and leveraging commemorative days to create awareness
- » promote understanding of intersectionality and develop an awareness of biases, barriers, disadvantages, and discrimination (systemic and individual) through training programs and workshops
- » review imagery and language in internal and external facing publications. This will communicate widely across the organisation that the entity is inclusive of all people with intersectional attributes
- » promote the voices of employees with intersectional attributes on internal forums (such as Townhalls, Panels of Speakers) and in both internal and external media. This will normalise their visibility and representation and encourage greater inclusion
- » support staff-led networks that provide a safe space for employees who may experience intersectional gender inequality. Ensure employee groups have executive sponsorship and provide adequate funding and other resources if they are a volunteer group
- » highlight the views of employees with intersectional attributes (with their permission) and share widely the de-identified intersectional data collected, to better inform decision-makers on staff's experiences, and guide their responses
- » support executives and leaders to demonstrate their commitment through role modelling inclusive behaviour and actively engaging in actions that make a tangible difference to tackling intersectional gender inequality.

## Definitions


Gender	The socially constructed differences between men and women, as distinct from «sex», which refers to their biological differences.
Gender equality	The equal rights, responsibilities and opportunities of women, men and trans and gender-diverse people. Equality does not mean that women, men and trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender.
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.
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.
Gender stereotypes	Simplistic generalisations about the gender attributes, differences and roles.
Intersectionality	The term intersectionality refers to the interaction between different aspects of our identities and can assist to understand how people's experiences are shaped by (but not limited to) their race, socio-economic background, sex, gender, age, and sexuality (etc.) all at the same time. This overlap or combination of differences makes up a person's unique identity. The point of intersectionality is to understand the variety of privileges or forms of discrimination, disadvantage or exclusion that one may potentially experience simultaneously at any given time (for example, gender and race together).
Intersectional gender inequality	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
Trans and gender diverse:	Transgender (often shortened to «trans») refers to a person whose gender identity, gender expression or behaviour does not align with their sex assigned at birth. In Australia, children are assigned as male or female at birth. Male children are raised as boys and female children are raised as girls. A person classified as female at birth who identifies as a man may use the label trans, transman or man. Similarly, a person classified as male at birth who identifies as a woman may use the label trans, transwoman or woman.
Gender diverse and non-binary	refers to people who do not identify as a woman or a man. In the same way that sexual orientation and gender expression are not binaries, gender identity is not a binary either. It is important to challenge our thinking beyond the binary constructs of male and female.
Intersex:	This refers to the diversity of physical characteristics between the stereotypical male and female characteristics. Intersex people have reproductive organs, chromosomes or other physical sex characteristics that are neither wholly female nor wholly male. Intersex is a description of biological diversity and may or may not be the identity used by an intersex person.
Ref	Safe and strong: A Victorian Gender Equality Strategy <a href="https://www.vic.gov.au/safe-and-strong-victorian-gender-equality#definitions">https://www.vic.gov.au/safe-and-strong-victorian-gender-equality#definitions</a>



## Legislation

The Victorian Government has committed to achieving its long-term vision for inclusion by significantly investing in programs of work that aim to make a more inclusive and equitable society. The relevant laws, standards and guidelines were considered in the development of the Gender Equality Action Plan.

- » *Gender Equality Act 2020*
- » *Fair Work Act 2009* (Cth)
- » *Equal Opportunity Act 2010* (Vic)
- » *Charter of Human rights and Responsibilities Act 2006* (Vic)
- » *Sex Discrimination Act 1984* (Cth)
- » *Workplace Gender Equality Act 2012* (Cth)
- » Safe and Strong: A Victorian Gender Equality Strategy (2021)
- » Pride in our future: Victoria's LGBTIQ+ strategy 2022 - 2033
- » Ending Family Violence - Victoria's Plan for Change 2017 (ten-year plan)

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# Baseline audit analysis

# Baseline audit analysis

## Summary of gender audit

A summary of key workforce data against each gender equality indicator is shown below with detailed data shown in Appendix A.

### Representation

- » VBA's workforce comprised 478 employees including 48.1 per cent (n=230) female and 51.5 per cent (n=246) male, with one person self-described (0.2 per cent) and one person 'preferring not to say' (0.2 per cent).
- » 79.1 per cent of the female workforce were ongoing, compared to 82.5 per cent male. 20.9 per cent of the female workforce were fixed term, compared to 17.5 per cent male. 8.7 per cent of the female workforce worked part-time, compared to 2.0 per cent male.
- » As of June 2021, the VBA Board comprised six females and three males and was under the leadership of a female VBA Chief Commissioner. 53.4 per cent females at VBA were in leadership roles (including classification levels one to three from the CEO).

### Employment

- » Between 1 July 2020 and 30 June 2021, 47.6 per cent of new appointments were female, compared to 46.6 per cent male. Of these, 15 females were recruited into leadership positions compared to 24 males. 52.7 per cent of people who left the organisation were women, compared to 47.3 per cent males. Of these, seven females in leadership positions exited the organisation compared to six males. Equal numbers of females and males were promoted from across the VBA. However, there were only 18.2 per cent female internal secondments.
- » 21.0 per cent of VBA employees took some form of formal flexible working arrangements (fwa), 44 per cent females compared to 56.0 per cent males. 12.9 per cent of VBA employees in leadership positions took some form of formal flexible working arrangements compared to 23.6 per cent of employees in non-leadership positions.

## Pay Equity

- » The base remuneration pay gap at between males and females was 15.1 per cent as at the last main pay run on 30 June 2021. This compares to 10.7 per cent in the Victorian Public Sector and 14.2 per cent in Australia.
- » The total remuneration pay gap at between males and females was 14.9 per cent as at the last main pay on 30 June 2021. This compares to 20.1 per cent in Australia.
- » The gender pay gap is caused by a range of reasons including men often negotiating higher starting salaries and women having more frequent and longer periods of time on extended leave. At the VBA there is also an over-representation of males in technical roles at senior levels (not executive leadership) with a corresponding over-representation of females at the junior classifications.
- » However, pay equity gaps may also be attributed to higher representation of, and remuneration for males in Building and Engineering Technical and Information Technology type roles and females receiving lower remuneration and more concentrated in Clerical and Office Support Workers (administrative 'professional services') roles.

## Culture survey results

The survey findings show,

- » 68 per cent of employees agree that 'Senior leaders actively support diversity and inclusion in the workplace', compared to 'People in my workgroup actively support diversity and inclusion in the workplace' at 82 per cent
- » 76 per cent of employees agree that 'Gender is not a barrier to success in my organisation'
- » 46 per cent of employees agree that 'My organisation makes fair recruitment and promotion decisions, based on merit'
- » 64 per cent of employees agree that 'Having family responsibilities is not a barrier to success in my organisation'
- » 67 per cent of employees agree that 'Using flexible work arrangements is not a barrier to success in my organisation'
- » 60 per cent of employees agree that 'Having caring responsibilities is not a barrier to success in my organisation'
- » 3 per cent of employees experienced sexual harassment in last 12 months (4 per cent of females, compared to 1 per cent of males)

## Intersectionality Data

28.4 per cent of VBA employees were between 35 and 44 years of age; 27.1 per cent between 45 and 54, and 24.8 per cent between 25 and 34 years; 15.8 per cent between 55 and 64 years; 2.1 per cent between 15 and 24 years; and 1.9 per cent above 65 years of age. The representation of female employees and male employees was similar for every age cohort except for the ages between 55 and 64, where there were 13.9 per cent females compared to 17.5 per cent males.

According to the 2021 People Matter Survey results,

- » 0.4 per cent of employees were Aboriginal and/or Torres Strait Islander
- » 3.7 per cent identified they were a person with disability
- » 6.3 per cent were LGBTIQ
- » 24.9 per cent of employees were born overseas
- » 27.9 per cent had carer responsibilities for children younger than preschool age, preschool aged children and primary school aged children (52.0 per cent were female and 48.0 per cent male)
- » 21.6 per cent had carer responsibilities for a frail or aged person, person with a medical condition, person with a mental illness and person with disability (41.0 per cent were female and 59.0 per cent were male).

## Key focus areas

The [Gender Equality Act 2020](#) contains seven workplace gender equality indicators. They represent the key areas where workplace gender inequality persists and where progress towards gender equality must be demonstrated. VBA will aim to make reasonable and material progress in relation to the workplace gender equality indicators, including:

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



## Gender composition at all levels of the workforce

According to the Workplace Gender Equality Agency, women are underrepresented in key decision-making roles across almost all industries in the Australian workforce. While women make up half of the employees in the 2019-20 WGEA dataset (50. per cent), women comprise only:

- » 32.5 per cent of key management positions
- » 28.1 per cent of directors
- » 18.3 per cent of CEOs, and
- » 14.6 per cent of board chairs.

VBA will aim to ensure that we achieve gender parity in leadership but also engage and utilize the skills and talent available in our diverse community, including women with disability, women from culturally diverse backgrounds and faith, LGBTIQ and older women.

## Gender composition of governing bodies

Governing bodies make important decisions about finances and strategy therefore it is important that there are diverse voices in decision making and that the governing body leverages diversity in decision making to meet the challenges of the future.

They also play an important role in,

- » supporting and championing gender equity and inclusion initiatives
- » having oversight of the strategic direction of gender equity at VBA, and
- » contributes knowledge, expertise and vision set out in this Plan.

## Gender pay equity

VBA will work to understand and take actions on policies and practices that help to strengthen the economic security of women. This also included ensuring that:

- » all employees across all roles receive equal pay for work of equal value
- » we develop a clear understanding of our pay equity gap, and
- » we take action to address any gender pay gaps.

## Workplace sexual harassment

Sexual harassment causes financial, psychological, and physical harm to people experiencing it, as well as significant effects for the organisation as a whole. The VBA will take all reasonable steps to prevent and eliminate sexual harassment, sex discrimination, micro-aggressions, sexism and bullying. Executives, managers and team leaders will take a lead in creating a respectful and inclusive work environment by:

- » engaging in education in the prevention and elimination of sexual harassment
- » making employees feel safe to challenge inappropriate behaviour at work, and
- » genuinely supporting employees experiencing or impacted by family and domestic violence.

## Recruitment and promotion

Gender-related and intersectional biases and stereotypes are known to impact recruitment, promotion and career progression practices in general. For example, research has shown that when women take career breaks between the ages of 28 and 45 to perform caregiver roles to children and/or elderly family members, they can lose the opportunity to take on important and high-profile work engagements during this critical period of their careers, which can in turn negatively impact their future career progression.

VBA will work towards ensuring:

- » any bias is removed in recruitment processes and practices
- » jobs advertised by VBA are welcoming for women, and
- » women, including those from diverse backgrounds, are supported in their career development and can achieve their potential

## Leave and flexibility

VBA is committed to providing flexible working arrangements to all employees, and ensuring that flexibility is embedded and seen as part of business as usual. Flexible working arrangements and leave entitlements including parental leave and family violence leave help employees of all genders balance paid work with other responsibilities. The VBA will aim to make employees feel supported to successfully manage work and life commitments including:

- » systems and processes to ensure that there are appropriate responses to shifting needs in a hybrid working world
- » increased uptake in informal flexible working arrangement by men, including part time work
- » supporting managers to be confident to promote, provide and effectively manage requests for flexible working arrangements, and
- » ensuring all sites have accessible and gender inclusive facilities and that parents and carers are fully supported.

## Gendered work segregation

- » Gendered workforce segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, and as a result women make up a higher proportion of certain occupations and industries, while men are more represented in others. We will explore opportunities to increase the range of clearly signposted and attractive pathways into the building industries for women, including women from diverse backgrounds.



# Strategies, Actions and Measures

# Strategies, Actions and Measures

## INDICATOR 1 - Representation (including intersectionality)

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>1.1 Achieve gender equal representation across all levels of the organisation through a range of recruitment, promotion and retention strategies</b>				
1.1.1 Aim to achieve and maintain 50% representation of women at VBA, currently at 48.1% on 30 June 2021.	Gender parity achieved and maintained at VBA and actively monitored	50% gender balance at VBA	People & Capability (P&C)	2025
1.1.2 Aim to achieve and maintain gender parity in leadership (classification level 1 from the CEO), currently at 42.9% on 30 June 2021.	Gender parity achieved in leadership level 1 from the CEO	50% gender balance at level 1 from the CEO	CEO and Executive with support from P&C	2025
1.1.3 Maintain 50% gender representation of women at all classification levels), Current imbalance is between 35.9% and 59.4%.	Gender parity achieved	50% gender balance at all levels	P&C	2025
1.1.4 Determine gender and diversity composition at each classification level at VBA.	The representation of women from diverse backgrounds is representative of the skills and talent available in the community	Determine the representation of women of diverse backgrounds in the organisation via People Matters and HR records	P&C	2025
1.1.5 Determine gender and diversity composition within each executive portfolio area, especially women in leadership and address any imbalance.	The representation of women from diverse backgrounds is representative of the skills and talent available in the community	Determine the representation of women of diverse backgrounds in each executive portfolio and gender balance is achieved in each portfolio via People Matters and HR records	Executive	2025



## INDICATOR 1 - Representation (including intersectionality)

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>1.2 HR system is able to provide accurate workplace profile data so we can fully understand the composition of our workforce</b>				
1.2.1 Include new fields on the HR system, including Aboriginal and Torres Strait Islander, disability, cultural identity, faith and LGBTIQ (aligned with 1.3.1).	Accurate workplace profile established	HR system can collect intersectionality data	Data Collection Team (P&C)	30 June 2023 and annually
1.2.2 Collect intersectionality data (on Aboriginal and Torres Strait Islander, disability, cultural identity, faith, LGBTIQ, etc.) and determine distribution across all classification levels, including leadership levels.	Accurate workplace profile established against all classification levels including leadership	HR system can collect intersectionality data by classification level	Data Collection Team (P&C)	30 June 2023
1.2.3 Collect intersectionality data (on Aboriginal, disability, cultural identity, faith, LGBTIQ, age, etc.) and determine distribution across employment faction (part-time versus full-time) and employment type (ongoing, fixed term and casual), and address any imbalance.	Accurate workplace profile established against all classification levels including leadership	HR system can capture intersectionality data by employment fraction and type	Data Collection Team (P&C)	30 June 2023
1.2.4 Capture tenure and age data at each classification level to determine average length of service and typical career trajectory of VBA employee.	-	Length of services and age data at each classification level determined	P&C	2025
1.2.5 Set employment targets (aligned with Disability Action Plan) where there is under-representation, including women with disability and women above 55.	There is equal representation of women with disability in VBA with the skills and talent available in the community	Achieve 5% employment of women with disability at VBA. Currently 10 people (3.7%) identify as having a disability at the VBA (PMS 2021).	P&C	2025
1.2.6 Determine and address any over-representation or imbalance of women in fixed term, casual and part time work.	Women from diverse backgrounds are in secure employment.	Data shows no over-representation of women in casual or fixed term work.	P&C	2023

## INDICATOR 1 - Representation (including intersectionality)

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>1.3 The benefits of sharing information to understand our workplace better is understood</b>				
1.3.1 Develop communication campaign and system to increase employee confidence and comfort to share personal information on the HR system.	People feel confident to enter personal information on the HR system with ease	HR system shows complete diversity data sets	P&C	2023
1.3.2 Compare data captured by HR system with data received from anonymous People Matter Surveys and close any gaps.	Intersectionality data captured by HR system are similar to data from anonymous surveys	There is no gap between HR system and anonymous survey data	P&C	Annually post 2023
1.3.3 Increase employee engagement in People Matters Survey to enable the capture of more representative data.	Workplace profile data from anonymous survey helps to provide an accurate workplace profile and key equity data.	The participation rate for People Matter Survey increases 5% year on year, currently at 61%	P&C	2024

## INDICATOR 2 - Governing Body

Priority area - action detail		Outcomes	Success Metric	Responsibility	Completion
<b>2.1 The Governing Board to continues to invest in innovative gender equity and inclusion initiatives and foster relationships with its communities</b>					
2.1.1	VBA Board to continues to proactively foster and strengthening relationships with VBA employees and our diverse community organisations, and visibly promote and champion gender equity and inclusion initiatives, to enhance VBA's reputation, public image and service delivery.	Board members have a reputation for being proactive in gender equity and inclusion at VBA and in the community	Internal and external actions, speaking and community engagements and articles by Board members recorded and published where appropriate	VBA Governing Board (with support from PCC)	Ongoing (Quarterly)
2.1.2	VBA Board members to be invited to speak at annual internal events (and VPS partnered events) and significant days, for example, International Women's Day, Harmony Day, International Day of People with Disability and Pride March and Pride Week.	Clear visibility of the Board members being proactive in gender equity and inclusion at events and forums	A register of speaking engagements and articles by Board members recorded publicly on VBA Web Pages and feedback positive in future culture survey results.	VBA Governing Board (with support from PCC)	On-going
2.3.3	VBA Board to support areas of work to enhance gender equity and diversity, for example (flexibility, job design and pay equity) including supporting research partnerships with universities.	Contemporary practices in gender equity and inclusion based on research are integrated into VBA processes	Reports and guidelines publicised	VBA Governing Board (with support from PCC)	On-going

## INDICATOR 2 - Governing Body

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>2.2 The Governing Board to support and champion areas of gender equity and inclusion work</b>				
2.2.1 The People and Culture Committee (comprising Board members) to periodically invite representatives of the VBA employee reference groups and networks and key people from the organisation, for example, women aspiring to leadership, cadets and new employees to discuss their experiences and any equity issues, challenges and opportunities.	Priority areas of gender equity work are supported and issues and challenges addressed	P&C to document key issues, challenges and opportunities and to incorporate into DEI program of work.	PCC (with support from People & Capability and DEI Lead)	On-going
2.2.2 The People and Culture Committee to invite chairs of organisations such as the VPS Pride, Women of Colour, Enablers Network, Rise Autism, Ada LoveLace and external Women in STEM and Women in Construction networks to discuss latest innovative thinking and practices, that would support VBA's gender equity work.	New and innovative thinking helps to create gender equitable and inclusive environments	Best practice information provided by VPS networks disseminated to VBA employees	PCC (with support from People & Capability and DEI Lead)	On-going
2.2.3 The People and Culture Committee to continue to be across all gender equity metrics and support areas that require greater focus (including resourcing), for example, pay equity, flexibility, and high potential women.	PCC are across gender equity metrics and proactive in addressing any imbalances	Quarterly dashboard data provided to the Board and key personnel supported to deliver outcomes	PCC (with support from People & Capability and DEI Lead)	On-going

## INDICATOR 3 - Pay Equity

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>3.1 Comprehensive pay equity analysis conducted each year to determine gaps</b>				
3.1.1 Conduct a comprehensive pay equity analysis between men and women at the VBA to determine overall pay gap, including base remuneration and total remuneration.	Overall base and total remuneration pay gaps determined	Annual overall base and total remuneration percentages determined	People & Capability (P&C)	Annually post the last pay run before 30 June
3.1.2 Conduct a comprehensive pay equity analysis between men and women at the VBA, at each job classification level and in each division to determine in-band gaps, including base and total remuneration.	In-band base and total remuneration pay gaps determined	Annual in-band, base in-band and total remuneration percentages determined at every classification level	P&C	Annually post the last pay run before 30 June
3.1.3 Conduct a comprehensive pay equity analysis between men and women, against women with disability, cultural identity, LGBTIQ, age cohorts and Aboriginal women, where HR systems are able to capture this data.	In-band base and total remuneration pay gaps determined between different diversity cohorts	Annual overall and in-band base and total remuneration percentages determined in different diversity cohorts	P&C	Implementation of HRIS



## INDICATOR 3 - Pay Equity

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>3.2 Set targets to reduce pay equity gaps to zero percent</b>				
3.2.1 Set target to reduce all in-band pay gaps (base and total remuneration) at every job classification level between men and women by a minimum of 3% every year.	In band pay gaps reduced to 0%	0% pay gap by 2025	P&C	2025
3.2.2 Set target to reduce the overall pay gap (base and total remuneration) between men and women by a minimum of 3.5% year on year. (Currently at 14.9% on 30 June 2021).	Overall pay gaps reduced to 0%	0% pay gap by 2025	P&C	2025
3.2.3 Determine pay gap (base and total remuneration) between men and women, including women with disability, cultural identity, LGBTIQ, age cohorts and Aboriginal women, where data is available.	Overall pay gaps determined and any imbalance addressed	Pay gaps determined annually	P&C	2025
3.2.4 Introduce pay equity outcomes in Executive performance plans to reduce any pay equity gaps in their portfolios.	Reducing pay equity gaps become part of an Executive's performance review discussion	0% pay gaps in each portfolio by 2025, where possible	Executive with support from P&C	2023
3.2.5 Identify if there are women employees are being paid less than their male counterparts doing similar work, and where there are, increase their pay rate	Action taken to increase remuneration of women where there is imbalance	Equitable remuneration provided	P&C	2023

## INDICATOR 3 - Pay Equity

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>3.3 Develop understanding of the causal effects of the pay gap and develop strategies to reduce the gap</b>				
3.3.1 Develop clear understanding of causal effects that impact gender equity, including occupational segregation.	Clear understanding from employees of causal effects that impact gender equity pay gaps and strategies developed to address any gaps	Briefing paper prepared for Executive Group	Executive Group with support from P&C	2023
3.3.2 Ensure all employees in like-for-like roles commence on the same starting pay by establishing a process for reviewing pay decisions for gender bias at the time of recruitment.	Process for reviewing commencement salaries completed and recommendations implemented	Commencement salaries of like roles show no gender equity pay gap	P&C	2023
3.3.3 Apply consistent job analysis and job evaluation methodology to achieve optimal internal equity and external competitiveness to compete in an evolving and diverse talent population.	Job analysis and job evaluation results in actions to ensure equitable pay for men and women	Periodic job evaluation undertaken to compare remuneration with similar industries	P&C	2024
<b>3.4 VBA works to understand and take actions on policies and practices that help to strengthen the economic security of women</b>				
3.4.1 Economic barriers for women associated with pay equity, career breaks and superannuation identified.	Lever affecting women's economic security identified	Briefing paper prepared for Executive Group	Executive Group with support from P&C	2023
3.4.2 Raise awareness and understanding of key levers affecting women's economic security through their lifetime, e.g., pay equity, career breaks, casualisation, and superannuation.	Increased awareness and understanding of the levers affecting women's economic security	Gender equity forums include economic empowerment and security themes for discussion	P&C	2023
3.4.3 Celebrate annual Equal Pay Day, which marks the additional days from the end of the previous financial year that women, on average, must work to earn the same as men earned that year.	Event well attended and feedback shows it was useful	Evaluation of event shows practical information and strategies	Executive Sponsor with support from P&C	Annual from 2023

## INDICATOR 4 - Respectful behaviours including sexual harassment

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>4.1 All employees are committed to contribute to respectful and inclusive work environment</b>				
4.1.1 Key messaging from CEO and executive on preventing sexual harassment and supporting those experiencing or impacted by it (including witnesses).	Employees feel safe and confident to raise complaints or concerns of sexual harassment	Survey results show increase of 5% year on year for employees agreeing that "My organisation encourages respectful workplace behaviours", currently at 80%. Increase of 5% year on year for employees agreeing that, "My organisation takes steps to eliminate bullying, harassment and discrimination", currently at 64%	Executive (with support from P&C)	2023
4.1.2 Executives, managers and team leaders to personally role model respectful behaviours, and take a lead in respectfully challenging unacceptable behaviours, i.e. sexual harassment, sexism and discrimination.	Employees feel safe and confident to raise complaints or concerns of sexual harassment and challenge behaviours	Survey results show >80% agreement that "My organization does not tolerate improper conduct", currently at 67%.	Executive (with support from P&C)	2023
4.1.3 Number of formal sexual harassment complaints lodged, including anonymously reported incidents of sexual harassment, monitored and appropriate interventions taken.	Ensure people feel confident in reporting incidents of sexual harassment, sexism, sex discrimination		P&C	Annually
4.1.4 Number of formal sexual harassment complaints lodged, including anonymously reported incidents of sexual harassment, from diverse backgrounds, including disability, younger employees between 24 and 35, etc, monitored and appropriate interventions taken.	Ensure people feel confident in reporting incidents of sexual harassment, sexism, sex discrimination		P&C	Annually

## INDICATOR 4 - Respectful behaviours including sexual harassment

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>4.2 VBA to implement education campaign on sexual harassment, sexism, sex discrimination and bullying.</b>				
4.2.1 Provided training bi-annually for Executives, Managers and HR leaders in elimination and prevention of sexual harassment, sex discrimination, bullying and sexism including in how to support and respond to concerns and complaints.	Leaders are trained in eliminating and preventing sexual harassment	Ensure 95% completion rate of training every two years	P&C	2023 and 2025
4.2.2 Promote on-going on-line sexual harassment and sexism training to all employees annually through regular eLearning (every-one to two years).	Employees are trained in eliminating and preventing sexual harassment	Ensure 95% completion rate by 2025 every one to two years	P&C	2023 and 2025
4.2.3 Established trained contact officers to be the first point of call to handle sexual harassment concerns and complaints.	Contact Officer's trained and available and adequate staff awareness – 80% awareness rating organisation wide.	Establish trained contact officers	P&C	2024
4.2.4 Provide thorough induction of new staff on sexual harassment processes and contact points.	New employees are clear on their expectations to contributing to respectful workplace and avenues to address any concerns	Every new employee received induction including sexual harassment	P&C	On-going from 1 July 2022
4.2.5 Enhance psychological safety across the organisation through a review of reporting processes, supports and escalation mechanisms for employees who experience sexual harassment, bullying and / or other forms of discrimination, including examining cultural complexities and sensitivities.	People feel safe to raise or report any concerns in relation sexual harassment and bullying	Sexual harassment reporting process reviewed, implemented and relevant training provided to employees	P&C	2024
4.2.6 Engage experts to talk about masculinity and male engagement, and bystander intervention.	VBA sees an increase in men in gender equity initiatives	Masculinity and male engagement, and bystander intervention forums are well attended	P&C	2024

## INDICATOR 4 - Respectful behaviours including sexual harassment

Priority area - action detail		Outcomes	Success Metric	Responsibility	Completion
<b>4.3 Employees experiencing or impacted by domestic and family violence feel safe and supported at work</b>					
4.3.1	Incorporate information on family violence into employee touchpoints to support employees impacted by domestic and family violence, e.g. induction or other safety training	There is evidence of greater workplace awareness and understanding of the impact of family violence	Information is easily accessible and located in central intranet location	P&C	2023
4.3.2	Mandatory training provided to all executives, managers and team leaders on family violence.	VBA genuinely supports employees those experiencing or impacted by domestic and family violence	95% of managers and team leaders complete training	P&C	2023

## INDICATOR 5 - Recruitment, Promotion, Exit, Career Development, Higher Duties & Secondment

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>5.1 Attraction - Jobs advertised by VBA are welcoming for women in/or aspiring to leadership.</b>				
5.1.1 Broaden search processes to attract and retain women into the building profession and in senior leadership positions particularly in disciplines that have historically had low representation, including people from diverse backgrounds, for example women with disability.	VBA's reputation as a great place to work appeals to our diverse communities	Job application data show application of women from diverse backgrounds increases	Hiring Managers with support from P&C	2023
5.1.2 Utilize and build relationships with professional associations and networks to attract women, including leaders to VBA	VBA's reputation as a great place to work appeals to our diverse communities	Register of networks and associations listed on intranet	ELT with support from P&C	2023
5.1.3 Utilize social media platforms to attract senior women leaders to VBA and enhance our image and reputation as a great place to work.	VBA's reputation as a great place to work appeals to our diverse communities	Develop frequent communication in recruitment campaigns	Hiring Managers with support from P&C	2023
5.1.4 Develop employee value proposition assets that reflect our gender equity and inclusion objectives and promotes VBA as a gender inclusive workplace.	VBA's employee value proposition promotes gender equality and inclusion	Revise the VBA careers website and strengthen the EVP to appeal to our diverse communities	P&C	2023
5.1.5 Ensure our imagery in marketing materials and web pages are reflective of the diverse community.	VBA's reputation as diverse and inclusive workplace appeals to our diverse communities	Revise the VBA careers website and strengthen the EVP to appeal to our diverse communities	P&C	2023
5.1.6 Ensure executive recruitment firms are committed to gender equity in their recruitment processes, including having a visible statement of commitment.	Recruitment firms have reputation for being committed to gender equity and inclusion	Recruitment firms to promote their commitment to gender equity and inclusion	P&C	2022
<b>5.2 Recruitment - processes and practices are fair and equitable</b>				
5.2.1 Recruitment practices ensure an increased participation of women in/or aspiring to leadership, women from diverse backgrounds and women in building industry type roles.	Targeted recruitment practices ensure the participation of senior women leaders in the process	Equal gender representation interviewed for building industry type roles.	Hiring Managers with support from P&C	2024
5.2.2 Assemble shortlisting panels with gender and diversity balance for senior leadership roles, where appropriate.	The recruitment experience for job applicants is positive, equitable and inclusive.	Process and guidelines for assembling shortlisting panels developed	Hiring Managers with support from P&C	2023
5.2.3 Shortlisting lists aim to have equal gender and diversity representation.	The recruitment experience for job applicants is positive, equitable and inclusive.	Composition of shortlists centrally recorded and reported	Hiring Managers with support from P&C	2022

## INDICATOR 5 - Recruitment, Promotion, Exit, Career Development, Higher Duties & Secondment

Priority area - action detail		Outcomes	Success Metric	Responsibility	Completion
5.2.4	Ensure those who are on interview panels at VBA reflect the balance of gender and diversity where appropriate.	The recruitment experience for job applicants is positive, equitable and inclusive.	Composition for interview panels centrally recorded	Hiring Managers with support from P&C	2022
5.2.5	Recruitment panels target qualified female candidates in traditionally 'male dominated' trade based or investigative roles.	Greater representation of women and diversity in 'building industry type' roles.	Record of job applicants recorded centrally	Hiring Managers with support from P&C	2024
5.2.6	Where a shortage of suitably qualified and experienced female candidates applies for 'building industry type' roles, proactive searches will be conducted to ensure there is at least one suitably qualified and experienced female candidate interviewed.	Greater representation of women and diversity in 'building industry type' roles.	Workflow developed and record of actions taken	Hiring Managers with support from P&C	2023
<b>5.3 Career Development and Promotion - there are adequate opportunities for women to develop skills and experience in VBA with similar rates of women and men transitioning into leadership</b>					
5.3.1	Strengthen career planning and investment for women aspiring to leadership, including women returning from career breaks via sponsorship by Executive that includes opportunities for succession planning, professional development and increased responsibilities	Similar rates of women and men transitioning into leadership	Survey results show a year-on-year increase of employees agreeing that, "How satisfied are you with your career development within your current organisation?", currently at 45%	Executive with support from P&C	2023
5.3.2	Explore succession planning strategies e.g. identify women in middle management and mentor and sponsor them as future leaders.	Similar rates of women and men transitioning into leadership	Utilise current and contemporary succession planning strategies, including possible time release for sponsorship activities	Managers with support from P&C	2023

## INDICATOR 5 - Recruitment, Promotion, Exit, Career Development, Higher Duties & Secondment

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
5.3.3 Examine any equity issues in relation to access and frequency of career development opportunities	Opportunity for career progression meets expectation	<p>Survey results show a year-on-year increase of employees agreeing that, "There are adequate opportunities for me to develop skills and experience in my organisation", currently at 42%</p> <p>Survey results show a year-on-year increase of employees agreeing that, "How satisfied are you with your career development within your current organisation?", currently at 45%</p>	Managers with support from P&C	2025
5.3.4 Actively encourage and provide support for women applying for promotion, including part-time staff and women returning from career breaks due to family responsibilities	Opportunity for career progression meets expectation	Survey results show >90% of employees agree that, "Gender is not a barrier to success in my organisation", currently at 76%	Managers with support from P&C	2025
5.3.5 Embed the principles of 'achievement relative to opportunity' in the performance management process and policy, so that people who work part-time, or with parental or carer responsibilities, including community obligations and cultural leave, are rewarded for their quality of output in the time allocated	Similar rates of women and men transitioning into leadership	Survey results show a year-on-year increase of employees agreeing that, "I feel I have an equal chance at promotion in my organisation", currently at 38%	Managers with support from P&C	2025
5.3.6 Conduct in-stay surveys to look at employment experience for women from diverse background, including career development, remuneration, flexibility and inclusive culture.	There are adequate opportunities for women to develop skills and experience	In-stay surveys developed and findings used to inform and address any equity issues	P&C	On-going



## INDICATOR 6 - Flexibility, Parents and Carers

Priority area - action detail		Outcomes	Success Metric	Responsibility	Completion
<b>6.1 Employment Practices - Flexible working arrangements help employees to balance paid work with other responsibilities</b>					
6.1.1	Review Flexible Working Arrangements Policy & Procedure with a gender equity lens and develop guidelines and checklists for managers.	Flexible Working Arrangements practices and equitable gender inclusive	Flexible Working Arrangements Policy & Procedure reviewed	P&C	2023
6.1.2	Continue to enhance existing processes and resources to support flexible working arrangements, including exploring new and innovative ways to embed flexibility.	New contemporary practices in flexibility successfully drive productivity	Survey results show a year-on-year increase of employees agreeing that, "Using flexible work arrangements is not a barrier to success in my organisation", currently at 62%	P&C	2022
6.1.3	Explore lower uptake of part time work by men, including competing priorities, needs and other influencing factors.	Access and uptake of part time work and informal flexible working arrangements by men is supported	There is an increase of men working part-time and uptake of formal flexible working provisions	P&C	2022
6.1.4	Implement the advertising of all positions as flexible with option to work at reduced fractions, part time or jobshare.	Access and uptake of part time work (including requests by existing employees) and informal flexible working arrangements is supported	No roles are advertised without this	P&C	2022
6.1.5	Develop communications to showcase stories of successful flexible arrangements for all people and for any reason, including advertising materials.	VBA visibly supports flexible work arrangements and work/life balance.	Survey results show year on year increase of employees agree that "There is a positive culture within my organisation in relation to employees who use flexible working arrangements, currently at 68%.	P&C	2023

## INDICATOR 6 - Flexibility, Parents and Carers

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>6.2 Competency - There is increased confidence in managing requests for flexible working arrangements</b>				
6.2.1 Support managers to be confident to promote, provide and effectively manage requests for flexible working arrangements, including training.	VBA supports flexible work arrangements where people can manage their work and life responsibilities.	Briefings to manager teams on flexible working arrangements by P&C recorded centrally.	Managers with support from P&C	2022
6.2.2 Managers to consider all requests for flexible working arrangements fairly and equitably and ensure employees are supported in their request and uptake of these arrangements where appropriate.	VBA supports flexible work arrangements where people can manage their work and life responsibilities.	Survey results show >90% of employees agree that, "I am confident that if I requested a flexible work arrangement, it would be given due consideration", currently at 83%	Managers with support from P&C	2022
<b>6.3 Parents and carers - leave entitlements help employees balance paid work with other responsibilities</b>				
6.3.1 Develop a program for new parents, or parents having additional children, to help transition back into the workplace.	New parents are fully supported in their transition into work	Access available resources for keeping in touch programs for new parents	P&C	2023
6.3.2 Provide coaching for employees on returning to work from parental leave.	New parents are fully supported in their transition into work	Take up of EAP service	HSW	2023
6.3.3 Continue to educate employees and people managers on the rights and obligations in the workplace related to parental leave and return to work.	Managers confident in managing employees with parental and carer responsibilities	Year on year survey result increase of employees agree that, "Having family responsibilities is not a barrier to success in my organisation", currently at 64%  Survey results year on year increase of employees agree that, "Having caring responsibilities is not a barrier to success in my organisation", currently at 60%	Managers with support from P&C	2023 and ongoing
6.3.4 Conduct an audit of buildings for gender inclusive facilities and include in new builds.	All sites have accessible and gender inclusive facilities	Conduct audit of facilities and develop action plan to ensure facilities are in place and working	Facilities	2022

## INDICATOR 6 - Flexibility, Parents and Carers

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>6.4 Identify gender equity impacts of COVID-19 in the last two years</b>				
6.4.1 Understand impacts on COVID-19 on employees with carer responsibilities and flexible working arrangements with a gender lens	Unique and varied challenges of parents and carer understood.	Develop strategy to address and identified equity issues	Executive Sponsor with support from P&C	2023
6.4.2 Explore unique challenges and impacts of COVID-19 for all genders, disability, different age cohorts, employees from culturally diverse backgrounds, including faith, associated with parental and carer responsibilities and address barriers.	Unique and varied challenges of flexibility on our diverse communities understood.	Identify range of challenges that are used to inform further strategies to address any equity issues	Executive Sponsor with support from P&C	2023
6.4.3 Understand impacts on COVID-19 on employees in relation to working from home, preferred ways of working, wellbeing, workloads and job security.	Unique and varied challenges and impacts of working from home understood.	Identify range of challenges that are used to inform further strategies to address any equity issues	Executive Sponsor with support from P&C	2023

## INDICATOR 7 - Job Segregation

Priority area - action detail	Outcomes	Success Metric	Responsibility	Completion
<b>7.1 Understand and address any issues and impacts of job segregation</b>				
7.1.1 Ensure advertising and job selection criteria for any building type roles are gender inclusive, and look at possible job-redesign where appropriate that can accommodate, health issues, field type work, flexibility and carer and parental responsibilities	Advertising and job selection criteria for 'building industry type' roles are inclusive	Review of advertising and job selection criteria for 'building industry type' roles undertaken with a gender lens	Executive/s in relevant portfolio area with support from P&C	2023
7.1.2 Examine recruitment techniques and processes for any potential gender bias (including women from diverse backgrounds), especially in building industry type roles in the VBA.	Recruitment techniques and processes for 'building industry type' roles are inclusive	Review of recruitment techniques and processes for 'building industry type' roles undertaken with a gender lens	Executive/s in relevant portfolio area with support from P&C	2023
7.1.3 Actively selecting women for technical training programs to increase their skills and movement into higher grade technical roles, including those at lower grades.	Increasing women's technical capability	Technical training provided to a cohort of women a year who would like to increase their technical skills	P&C	2023

## INDICATOR 8 - Inclusive Workplace Culture

The VBA provides an environment that is welcoming, safe, flexible, accessible, fair and inclusive, where all people feel valued. VBA will commit to building awareness around policies, processes and systems that promote gender equity to ensure inclusive practices throughout the employment life cycle and provide staff with resources and guidance around how to do this practically, and as a standard “business as usual” practice. Inclusive practice will be seen as a key management attribute.

Action detail and rationale	Outcomes	Success Metric	Responsibility	Completion
<b>8.1 All employees are committed to contribute to an equitable and inclusive work culture</b>				
8.1.1 Review policies, processes and systems that promote gender equity to ensure inclusive practices throughout the employment life cycle, applicable to recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development and end of employment	Identify potential gender equity barriers to retention	Policies and practices show no barriers to success for women	P&C	Annual
8.1.2 Examine and identify any potential barriers or equity issues in relation to <ul style="list-style-type: none"> <li>career breaks and career advancement</li> <li>impact of COVID on parenting, caring, working from home, wellbeing, etc</li> <li>unconscious bias</li> <li>workloads</li> <li>women in building industry type roles</li> <li>sexual harassment, sexism, sex discrimination and intersection with bullying</li> <li>male engagement in gender equity initiatives</li> <li>creating cultural and psychological safety</li> <li>intersection of gender with other dimensions of diversity, such as cultural identity, age, disability, LGBTIQ, etc.</li> </ul>	<p>All employees are committed to contributing to a respectful and inclusive work environment</p> <p>There is a heightened awareness and understanding of diversity, inclusion and equity principles</p> <p>Key gender equity issues are identified, and any barriers addressed</p>	<p>Survey results show Year on year increase of employees agree that “There is a positive culture within my organisation in relation to employees of different sexes/ genders”, currently at 72%</p> <p>Survey results show Year on year increase of employees agree that “People in my workgroup actively support diversity and inclusion in the workplace”, currently at 82%</p>	Managers with support from P&C	Annually

## INDICATOR 8 - Inclusive Workplace Culture

8.2 Promote VBA's image and reputation as an inclusive organisation that supports and values diversity					
8.2.1	Utilize social media platforms to celebrate, promote and reinforce our achievements in fostering gender equity outcomes	VBA is an inclusive and gender equitable workplace	Frequent social media posts to promote gender equity at VBA	P&C	2023
8.2.3	Showcase women's achievements through publications and mainstream media and provide role models for people contemplating careers at VBA	VBA is an inclusive and gender equitable workplace	Targeted communications showcasing women at VBA published in mainstream media	P&C	2024
8.3 Examine the gender impacts on Covid on employees					
8.3.1	Explore and identify the impacts of the significant disruptions resulting from COVID to support the identification and develop strategies to ensure mitigating any gender inequity that may arise.	Longer term gender equity impacts of Covid acknowledged and addressed	Brief developed on longer term gender impacts of Covid for PCC	P&C	2023

## INDICATOR 9 - Leadership and Accountability

VBA has an important leadership role in ensuring that our culture and day to day practices are as inclusive as possible for all employees, where:

- » Gender equity initiatives are championed by CEO and senior leaders,
- » Gender equity is seen as a key business and strategic focus and a driver for improved organisational performance and engagement,
- » Manager and team leaders have good proficiency in gender equity knowledge and confidence to practice, self-initiate and implement effective gender equity strategies, and,
- » VBA is perceived as an Employer of Choice organisation for gender equity.
- » The actions to support these are outlined in the table below.

Action detail and rationale	Outcomes	Success Metric	Responsibility	Completion
<b>9.1 CEO champions and take action to drive gender equity and inclusion</b>				
9.1.1 CEO to make a statement in every year to all employees confirming their commitment to achieving gender equality and inclusion.	CEO is a champion in gender equity and inclusion	Statement of commitment to gender equity to all employees communicated at least once a year	CEO	Annual
9.1.2 CEO to participate in public speaking engagement related to gender equality.	CEO is a champion in gender equity and inclusion	Public speaking engagement related to gender equity attended at least once a year	CEO	Annual
9.1.3 CEO to make a public external statement demonstrating their commitment to achieving gender equality and benefits of gender equity on internal or external social media platforms.	CEO is a champion in gender equity and inclusion	Public statement of commitment and benefits of gender equity communicated at least once a year	CEO	Annual
9.1.4 CEO to make a statement to all employees within the organisation declaring their commitment to gender pay equity.	CEO is a champion in gender equity and inclusion	Statement of commitment to gender pay equity to all employees communicated at least once a year	CEO	Annual
9.1.5 CEO to proactively promote their own flexible working arrangements to employees.	CEO is a champion in gender equity and inclusion	Examples of personal FWA shared with employees	CEO	
9.1.6 CEO and Executive to participate in annual International Women's Day event.	CEO is a champion in gender equity and inclusion	Attendance and participation in annual IWD event	CEO	
9.1.7 CEO to chair gender equity working group with gender and diversity representation.	CEO is a champion in gender equity and inclusion	Gender Equity Council established	CEO	
9.1.8 CEO to report annually on their gender equity actions to the VBA Governing Board	CEO is a champion in gender equity and inclusion	Gender Equity by actions reported to Governing Board annually	CEO	

## INDICATOR 9 - Leadership and Accountability

9.2 Governance structure is established at VBA to drive and enable gender equity and inclusion work					
9.2.1	Establish Diversity, Equity and Inclusion Council (Working Group) chaired by the CEO and comprising the Executive Leadership Team to provide strategic oversight and drive gender equity initiatives across VBA.	Tangible actions by Diversity, Equity and Inclusion Council result in sustained gender balance in leadership and an inclusive culture	Survey results show a year-on-year increase of employees agreeing that, "Senior leaders actively support diversity and inclusion in the workplace", currently at 68%	CEO and Executives	2023 and ongoing
9.2.2	Council (Working Group) to meet to discuss key gender equity issues, performance and opportunities and provides an environment that supports and enables team leaders to progress local initiatives.	Senior leaders proactively support gender equity and inclusion at VBA	Survey results show a year-on-year increase of employees agreeing that, "Senior leaders actively support diversity and inclusion in the workplace", currently at 68%	CEO and Executives	2023
9.2.3	Mandate gender equal committees and working groups and decision-making committees, including women from diverse backgrounds	Gender parity at decision-making committees	Address any imbalance on decision making committees	P&C	2024
9.3 Executives meet expectations to drive areas of gender equity and inclusion work at VBA					
9.3.1	Establish Executive Sponsors and develop Executive Champions to drive areas of gender equity and inclusion work at VBA.	There is increased visible leadership and accountability to drive and accelerate equity initiatives	Executive Sponsors established	Executives	2023
9.3.2	Executive Sponsors to complete agreed gender equity actions (from this Plan) that will drive and progress gender equity <b>in their portfolio</b> , and broader gender equity and inclusion actions to drive change <b>across the VBA</b> .	Executives have confidence to practice, self-initiate and implement effective gender equity and inclusion strategies.	Executives complete the actions in this Plan every year to progress gender equity in their portfolio and across VBA	Executives	Annual
9.3.3	Gender Equity performance is included in the Performance Plan) for each Executive to support representation of women and diversity in leadership in their portfolio address any reduce any pay equity gaps.	Executives have confidence to practice, self-initiate and implement effective gender equity and inclusion strategies.	Executives to support the achievement of gender parity of women in leadership in their work are	Executives	2023
9.3.4	Executives to report annually on their gender impact assessments to CEO as part of their performance plans	Executives deliver on their gender equity and inclusion actions	Executives report on their gender equity actions to CEO as part of the performance evaluations	Executives	Annual
9.4 VBA is considered as an Employer of Choice for gender equality					
9.4.1	Implement actions and strategies to meet the criteria and benchmark standard of the Workplace Gender Equality Agency's Employer of Choice for Gender Equality citation	VBA meets all the criteria and standards in the WGEA's Employer of Choice for Gender Equality citation	Assessment matrix of criteria developed and tracked against VBA strategies and actions	P&C	2025



## INDICATOR 10 - Measuring Progress

VBA will commit to the ongoing collection, analysis and dissemination of intersectional gender equality data and insights, to help continue to progress our understanding of gender equality within our organization. Part of this commitment will entail an assurance that VBA collect workforce data on key intersectional attributes to ensure that we can better address any systemic barriers that are experienced by our employees and create a more gender equitable workplace for all.

VBA will develop an annual gender performance report that will include benchmark data against the seven gender equality indicators. Data will be gleaned from the HR system and People Matter Survey results every year and will form part of a longitudinal benchmark data, including tracking progress against the Plan. The actions are outlined in the table below.

The CEO will report annually on their gender equity actions to the VBA Governing Board. A key summary of achievements, including key equity challenges and opportunities will be communicated to employees. Executive Sponsors are to complete five actions in this Plan every year to progress gender equity in their portfolio and across VBA, reporting these to the CEO as part of the annual performance management.

It is anticipated that gender equity and inclusion actions are weaved into the business area's mainstream operations to and consider the unique challenges of the Executive's portfolio.

Anticipated benefits include,

- » Raising awareness and building competency of our leaders in gender inclusive practices,
- » Fully utilizing diversity to create high performing teams and harness diversity of thought,
- » Enhance employee experience, including increased job satisfaction and career development opportunities,
- » Celebrating our diversity and creating a vibrant work environment where people feel that they belong,
- » Removing unconscious bias in recruitment and decision making,
- » Embedding flexible working ways of working, and,
- » Improving our service delivery.

## INDICATOR 10 – Measuring Progress

Action detail and rationale	Responsibility	Completion
<b>10.1 Develop annual gender performance report for VBA</b>		
<b>GEAP progress</b>		
10.1.1 Report annual gender performance report that shows gender equity data and actions completed in this Gender Equality Action Plan	P&C	Annual
10.1.2 Report quarterly progress against priority actions to PCC, including areas that have gone backwards or require attention	P&C	Annual
<b>Representation</b>		
10.1.3 Monitor and report representation of women in leadership positions each quarter to PCC and executive	P&C	Annual
<b>Sharing Data</b>		
10.1.4 Analyse and identify any equity issues from VBA's People Matters Survey results annually and publish summary of key results to employees	P&C	Annual
10.1.5 Analyse and identify any equity issues from VBA's gender audit results annually and publish summary of key results to employees	P&C	Annual
<b>Pay Equity</b>		
10.1.6 Report gender pay gaps, including organization's overall gap and in-band gaps by classification level, (base and total remuneration)	P&C	Annual
<b>Sexual Harassment</b>		
10.1.7 Monitor rates on sexual harassment through annual auditing and People Matter Survey and table findings VBA, including intersectional data	P&C	Annual
<b>Recruitment</b>		
10.1.8 Monitor gender data on applications received, short-listed candidates, and offers accepted for all leadership positions in levels 1 and 2 from the CEO.	P&C	Annual
10.1.9 Monitor gender data on applications received, short-listed candidates, and offers accepted for all leadership positions.	P&C	Annual
10.1.10 Monitor number of job applicants, short-listed, interviewed successful appointments by gender in the following roles: <ul style="list-style-type: none"> <li>· Building Inspectors</li> <li>· Building Surveyors</li> <li>· Compliance Auditors</li> <li>· Senior Technical Advisors</li> <li>· Building System Technology</li> <li>· Engineers</li> </ul>	P&C	Annual

## INDICATOR 10 - Measuring Progress

Action detail and rationale	Responsibility	Completion
<b>10.1 Develop annual gender performance report for VBA</b>		
<b>Flexibility</b>		
10.1.11 Conduct regular analysis of the take up of formal flexibility working options	P&C	Annual
10.1.12 Monitor uptake of informal flexible Working Arrangements by parents, carers and men through the annual People Matter Survey.	P&C	Annual
10.1.13 Monitor uptake of parental leave, parental LWOP, carers leave and other forms of leave.		
10.1.14 Monitor primary and secondary parental and return from parental leave rates.	P&C	Annual
<b>Family and Domestic Violence</b>		
10.1.15 Monitor family and domestic violence leave rates.	P&C	Annual
<b>Benchmarking</b>		
10.1.16 Utilise external gender equity benchmarks to measure, monitor and drive VBA's progress and achieve its targets, for example the Workplace Gender Equality Agency's Employer of Choice Citation criteria.	P&C	Annual

# Resourcing your GEAP

The VBA has been conscious that an ambitious GEAP such as this one cannot succeed without appropriate resourcing.

## Dedicated Resourcing

The VBA has committed to employing additional dedicated resources to support the implementation of the GEAP. This includes:

- » 1 dedicated senior FTE Diversity Equity and Inclusion specialist
- » 1 dedicated part-time (0.6) adviser to support the work outlined

It should also be noted that other members of the P&C team will implement many elements of this GEAP within their existing HR approaches.

## Training Costs

The VBA has committed to a number of training actions that go over and above our current mandatory compliance training offering. In addition to the development and delivery of these learning offerings involved in Inclusive Workplace Culture and Flexibility Parents and Carers. By making this learning mandatory, the VBA is committing employee time of an additional 2-3 hours each year of the plan and 5-6 hours of leaders' time. This is a significant investment.

## Dedicated Budget

Funding has been included in the People and Culture budget to support

- » women leaders with transition to leadership
- » enhance technical skills
- » mentoring and coaching

Funding has also been committed to ensure that the VBA can engage appropriate experts (e.g. men's engagement facilitators, Job Analysis and Pay Equity Analysis, and to resource the relationship building and additional recruitment and attraction strategies.

## New technology

The VBA is also investing in a new Human Resources Information System (HRIS). This system, is imperative to support the plan to assist with the collection of data, deepen the VBA's understanding of its people and intersectionality and identify trends and themes.



# Appendix:

VBA Gender Equality  
Audit Data

# APPENDIX A: Workplace Gender Audit

## Methodology

The methodology for the Audit is set by the [Commission for Gender Equality in the Public Sector](#) in line with the provisions of the Act through the [Workplace Gender Audit Guide 2021](#).

This Audit Summary Report includes:

- » a snapshot of data showing employee classification levels by gender, employment basis and employment status as at the last main pay run on 30 June 2021
- » pay equity analysis between men and women (base and total remuneration)
- » sexual harassment data and actions the organisation has taken to prevent future incidents of sexual harassment between 1 July 2020 and 30 June 2021
- » a summary of new starters, promotions, higher duties, secondments, parental and other leave, career development opportunities, flexibility and exits between 1 July 2020 and 30 June 2021
- » a summary of gender composition of employees by occupation (gendered work segregation)
- » key culture and engagement survey results.

# Workplace Gender Audit findings

## Indicator 1 - Gender representation

- » VBA's workforce comprised 478 employees including 48.1% (n=230) female and 51.5% (n=246) male, with one self-described (0.2%) and one 'prefer not to say' (0.2%)
- » 79.1% (n=182) of the female workforce were ongoing, compared to 82.5% (n=203) male
- » 20.9% (n=48) of the female workforce were fixed term, compared to 17.5% (n=43) male
- » 8.7% (n=20) of the female workforce worked part-time, compared to 2.0% (n=5) male
- » There was no data collected for disability or Aboriginal and/or Torres Strait Islanders and the HR system is currently being developed to capture this data.

**Table 1a. Number of employees by level to the CEO and gender**

Level to CEO	Female (%)	Female (no.)	Male (no.)	Total (no.)
0	100.0%	1	0	1
1	42.9%	3	4	7
2	53.1%	17	15	32
3	53.9%	41	35	76
4	45.4%	54	65	119
5	35.9%	33	59	92
6	59.4%	41	28	69
7	50.0%	40	40	80
Total	48.3%	230	246	476

*Note: One person is self-described (0.21%), one prefers not to say (0.21%)*

**Table 1b. Number of employees by gender and age**

Age Cohort	Female (no.)	Female (%)	Male (no.)	Male (%)
15-24	8	3.5%	2	0.8%
25-34	60	26.1%	58	23.6%
35-44	67	29.1%	68	27.6%
45-54	60	26.1%	69	28.0%
55-64	32	13.9%	43	17.5%
65+	3	1.3%	6	2.4%

## Indicator 2 - Gender composition of governing body

The percentage of females in the VBA Governing Board was 66.7% as at 30 June 2021, comprising six females and three males (including the Chair).

## Indicator 3 - Pay Equity

This indicator relates to the remuneration for work of equal or comparable value across all levels of the workforce irrespective of gender. The gender pay gap is the difference between female's and male's average full-time base annualised salary earnings, expressed as a percentage of male's earnings.

The formula for the gender pay gap (percentage) is expressed as follows:

$((\text{Salary received by males} - \text{Salary received by females}) / (\text{Salary received by males})) \times 100\%$

The base remuneration<sup>1</sup> pay gap at between males and females was 15.1% as at the last main pay run on 30 June 2021. This compares to 10.7% in the Victorian Public Sector<sup>2</sup> and 14.2% in Australia<sup>3</sup>.

The total remuneration<sup>4</sup> pay gap at between males and females was 14.9% as at the last main pay on 30 June 2021. This compares to 20.1% in Australia.

### References

Base remuneration includes full time annualised salary specified in the relevant Award/ Agreement for the employee's classification, not actual earnings, and includes any packaged or salary sacrificed component, leave loading and penalty rates.  
<https://vpvc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-pay-and-gender-pay/>  
<https://www.wgea.gov.au/publications/australias-gender-pay-gap-statistics>



Total remuneration refers to the base salary plus all bonuses, allowances, superannuation and other payments.

## Indicator 4 - Sexual Harassment

There were no reported complaints of sexual harassment between 1 July 2020 and 30 June 2021.

## Indicator 5 - Recruitment, Promotion, Exit, Career Development

### Appointments

Between 1 July 2020 and 30 June 2021,

- » 47.6% of all new starters were females compared to 46.6 % males; 48.3% of the workforce were females
- » 23.1% (34) of all new ongoing appointments were females compared to 27.9% (41) males
- » 23.8% (35) of all new fixed term appointments were females compared to 23.8% (35) males
- » 1.4% (2) of females from the total of new starters were appointed on a part time basis compared with 0.7% (1) male
- » 45.6% (67) of females from the total of new starters were appointed on a full-time basis compared with 51.0% (75) males

**Table 2a. New starters by level to the CEO and by gender between 1 July 2020 and 30 June 2021**

Level to CEO	Female	Female	Male	Total
	(%)	(no.)	(no.)	(no.)
0	-	0	0	0
1	25.0%	1	3	4
2	30.8%	4	9	13
3	45.5%	10	12	22
4	41.4%	12	17	29
5	47.1%	8	9	17
6	50.0%	6	6	12
7	58.3%	28	20	48
Total	47.6%	69	76	145

*Note: Two people recruited VBA were self-described*

**Table 2b. Recruitment by gender and age between 1 July 2020 and 30 June 2021**

Age Cohort	Female (no.)	Female (%)	Male (no.)	Male (%)
15-24	6	8.7%	2	2.6%
25-34	22	31.9%	21	27.6%
35-44	24	34.8%	20	26.3%
45-54	10	14.5%	16	21.1%
55-64	7	10.1%	17	22.4%
65+	0	-	0	-
<b>Total</b>	<b>69</b>	<b>100.0%</b>	<b>76</b>	<b>100.0%</b>

## Exits

Between 1 July 2020 and 30 June 2021,

- » 52.7% of all exits were females compared to 47.3% males; 48.3% of the workforce were females
- » 55.6% (20) of all ongoing exits were females compared to 44.4% (16) males
- » 50.9% (28) of all fixed term exits were females compared to 49.1% (27) males
- » 60.0% (4) were female part time exits compared with 40.0% (2) male
- » 51.8% (44) were female full time exits compared with 48.2% (41) male

**Table 2c. Exits by levels to the CEO and gender between 1 July 2020 - 30 June 2021**

Level to CEO	Female	Female	Male	Total
	(%)	(no.)	(no.)	(no.)
0	-	0	0	<b>0</b>
1	0.0%	0	1	<b>1</b>
2	75.0%	3	1	<b>4</b>
3	50.0%	4	4	<b>8</b>
4	75.0%	9	3	<b>12</b>
5	28.6%	4	10	<b>14</b>
6	58.3%	7	5	<b>12</b>
7	53.7%	22	19	<b>41</b>
<b>Total</b>	<b>53.3%</b>	<b>49</b>	<b>43</b>	<b>92</b>

**Table 2d. Exits by gender and age between 1 July 2020 and 30 June 2021**

Age Cohort	Female (no.)	Female (%)	Male (no.)	Male (%)
15-24	1	2.1%	1	2.3%
25-34	10	20.4%	10	23.3%
35-44	18	36.7%	11	25.6%
45-54	12	24.5%	10	23.3%
55-64	8	16.3%	9	20.9%
65+	0	0	2	4.7%
Total	49	100.0%	43	100.0%

## Promotion, higher duties and internal secondments

**Table 2e. Promotion, higher duties, secondments and career development**

Category	Female (%)	Female (no.)	Male (no.)
Promotion	50.0%	7	7
Higher Duties	53.9%	48	41
Internal Secondments	18.2%	18	4

Note:

- 1) People in these classifications were promoted to the next classification level.
- 2) Does not include multiple counts

## Indicator 6 - Flexibility and Parents

- » 21.0% (100) of VBA employees accessed some form of formal flexible working arrangements
- » 12.9% (15) of VBA employees from levels 0 to 3 accessed some form of formal flexible working arrangements compared to 23.6% (85) of employees from levels 4 to 7

**Table 3a. Formal flexible working arrangements by level to the CEO and gender between 1 July 2020 and 30 June 2021**

Level to CEO	Female (%)	Female (no.)	Male (no.)	Total (no.)
0	-	0	0	0
1	-	0	0	0
2	66.7%	2	1	3
3	58.3%	7	5	12
4	50.0%	13	13	26
5	20.7%	6	23	29
6	50.0%	6	6	12
7	55.6%	10	8	18
<b>Total</b>	<b>44.0%</b>	<b>44</b>	<b>56</b>	<b>100</b>

**Table 3b. Parental, carers and F&DV leave by gender between 1 July 2020 and 30 June 2021**

Classification	Female (%)	Female (no.)	Male (no.)
Parental Leave	64.7%	11	6
Family & Domestic Violence Leave	100.0%	2	0

## Indicator 7 - Job Segregation

**Table 5a. Most common job types by gender**

Women	Men
Clerical and Office Support Workers	Building and Engineering Technicians
Information and Organisation Professionals	Miscellaneous Clerical and Administrative Workers
Building and Engineering Technicians	Information and Organisation Professionals
Legal Professionals	Clerical and Office Support Workers
Contract, Program and Project Administrators	Miscellaneous Specialist Managers

## VBA Gender Equity Audit 2021

### Indicator Inclusive Culture People Matters 2021

#### Workplace Profile

The employee experience data provides a snapshot of the VBA workforce as at 2021, based on the Victorian Public Sector Commission's People Matter Survey results. These results provide data on specific attitudes and experiences within the organisation and identify how the VBA is performing in regard to a number of the gender equality indicators.

441 employees were invited to participate in the survey in May 2021. There were 269 responses were received (61% of all employees), compared to 82% in 2019. This compares to 39% participation rate in the Public Sector. A workplace profile was established from the 269 responses received. These figures represent 61% of the workplace. Some data could not be captured as any response rates less than 10 was not provided for confidentiality reasons.

According to the PMS survey results,

- » 0.4% of employees were Aboriginal & Torres Strait Islander
- » 3.7% identified they had a disability
- » 6.3% were LGBTIQ
- » 24.9% of employees were born overseas

Carer responsibilities have been grouped together for the analysis.

- » 27.9% had carer responsibilities for children younger than preschool age, preschool aged children and primary school aged children, of whom 52.0% were females and 48.0% males.
- » 21.6% had carer responsibilities for a frail or aged person, person with a medical condition, person with a mental illness and person with disability, of whom 41.0% were females and 59.0% were males.

#### Woman responses - Caring responsibility

1	Child(ren) - younger than preschool age	11
2	Preschool aged child(ren)	7
3	Primary school aged child(ren)	21
4	Secondary school aged child(ren)	15
5	Person(s) with disability	2
6	Person(s) with a medical condition	7
7	Person(s) with a mental illness	2
8	Frail or aged person(s)	13
9	Other	2
<b>T</b>	<b>Total</b>	<b>80</b>

**Table. Select culture and engagement survey results (% agreed)**

*Women BoS - high rate of PNTS can't analyse data*

*Carer - couldn't analyse*

Questions	Male % agreed (n=115)	Female % agreed (n=114)	Female <35 (n=29)	Total % agreed
<b>Culture of inclusion</b>				
Senior leaders actively support diversity and inclusion in the workplace	72%	75%	79%	68%
People in my workgroup actively support diversity and inclusion in the workplace	84%	89%	90%	82%
My manager treats employees with dignity and respect	83%	89%	93%	81%
Considering everything, how satisfied are you with your current job?	63%	72%	79%	64%
Questions	Male % agreed (n=115)	Female % agreed (n=114)	Female <35 (n=31)	Total % agreed
<b>Culture supportive of gender equity</b>				
There is a positive culture within my organisation in relation to employees of different sexes/genders	76%	78%	86%	72%
Gender is not a barrier to success in my organisation	80%	79%	79%	76%
Sexual orientation is not a barrier to success in my organisation	79%	74%	79%	71%
Disability is not a barrier to success in my organisation	71%	65%	72%	63%
Cultural background is not a barrier to success in my organisation	79%	72%	79%	71%
Age is not a barrier to success in my organisation	69%	72%	76%	67%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	62%	64%	66%	58%

Questions	Male % agreed (n=115)	Female % agreed (n=114)	Female <35 (n=31)	Total % agreed
<b>Indicator 4: Workplace sexual harassment</b>				
My organisation encourages respectful workplace behaviours	86%	84%	90%	80%
My organisation does not tolerate improper conduct	66%	75%	76%	67%
I feel safe to challenge inappropriate behaviour at work	59%	73%	72%	62%
My organisation takes steps to eliminate bullying, harassment and discrimination	63%	74%	66%	64%
I feel culturally safe at work	79%	85%	86%	78%
Discrimination experienced in last 12 months	5%	4%	3%	6% (n=15)
Bullying experienced in last 12 months	12%	10%	10%	13% (n=36)
Violence or aggression in the last 12 months	14%	5%	14%	11% (n=29)
Sexual harassment experienced in last 12 months	1%	4%	7%	3% (n=8)
Questions	Male % agreed (n=115)	Female % agreed (n=114)	Female <35 (n=31)	Total % agreed
<b>Indicator 5: Recruitment and promotion practices</b>				
My organisation makes fair recruitment and promotion decisions, based on merit	45%	51%	59%	46%
There are adequate opportunities for me to develop skills and experience in my organisation	41%	49%	55%	42%
I feel I have an equal chance at promotion in my organisation	34%	44%	45%	38%
How satisfied are you with your career development within your current organisation?	44%	50%	62%	45%
My job allows me to utilise my skills, knowledge and abilities	84%	78%	79%	45%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	45%	55%	62%	46%
Questions	Male % agreed (n=115)	Female % agreed (n=114)	Female <35 (n=31)	Total % agreed
<b>Indicator 6: Leave and flexible working arrangements</b>				
Having family responsibilities is not a barrier to success in my organisation	68%	66%	69%	64%
Using flexible work arrangements is not a barrier to success in my organisation	70%	71%	69%	67%
Having caring responsibilities is not a barrier to success in my organisation	66%	61%	62%	60%



## Meaningful consultation and engagement

Following the analysis of the VBA workforce and employee experience data, a range of staff consultation sessions were conducted across the VBA in order to validate the insights generated, and to provide staff an opportunity to provide context and background to the identified data trends. The insights from these sessions informed the development of the strategies described through pages 39 to 50 of this Action Plan.

The following consultation sessions were held:

- » 2x All Hands sessions with the broader VBA workforce (45 mins each)
- » 1x session with the VBA Leadership Team (40 minutes) with 48 leaders.
  - EY facilitated an insights and co-design workshop with the VBA leadership team, to review key findings, define the VBA's case for change
- » 6x Deep-Dive Interviews with stakeholders nominated by the organisation (60 mins each)
  - Interviews with 4-6 representative VBA stakeholders nominated by the organisation. The deep-dive interviews were targeted (4x women, 2x men in total).
- » 4x Focus Groups to test and validate findings from the gender equity audit analyses conducted and above sessions, with each focus group doing a 'deep dive' into a particular area.
- » 2 x Drop in sessions to review the GEAP strategies and high level summary
- » The CPSU met with their members independently to review the workforce data and formulate initiatives for inclusion in the plan. They also met with the People & Culture team to discuss and review the strategies and actions developed by VBA in February 2022 and conducted a further round of engagement with CPSU member in March.

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