

2022-2025

PL-2 Gender Equality Action Plan

Gender Equality Action Plan



Workplace Injury Commission



Contents

Our Commitment to Gender Equality – Message from Board Chair.....	3
Acknowledgement of Country.....	4
Language Statement.....	4
About WIC:.....	5
WIC Workforce:.....	5
Key Concepts:.....	5
Gender.....	5
Gender Equality.....	5
Intersectionality.....	5
The Case for a Gender Equality Action Plan.....	7
Our Commitment.....	8
Statement.....	8
Committing to a Gender Equality Action Plan.....	9
WIC - Workplace Gender Equality Audit Data: 2020 - 2021.....	9
Meaningful Consultation and Engagement.....	11
Focus Area 1: Improving data on gender and intersectionality.....	12
Focus Area 2: Building awareness and capabilities.....	13
Focus Area 3: Career development and recruitment.....	14
Focus Area 4: Fostering an inclusive, gender diverse culture.....	15
Leadership and Resourcing:.....	16
Measuring Progress:.....	16
Gender Pay Equity:.....	16
Appendix: WIC – Workplace Gender Equality Audit Data 2020 – 2021.....	17
Indicator 1 – Gender Composition of all level of the workforce:.....	17
Gender composition by employment basis:.....	17
Indicator 2 – Gender Composition of Governing Bodies.....	18
Indicator 3 – Gender Pay Equity:.....	18
Indicator 4 - Workplace Sexual Harassment:.....	19
Indicator 5 - Recruitment and Promotion:.....	19
Learning and Development Opportunities:.....	19
Indicator 6 - Leave and Flexibility:.....	19
Indicator 7 - Gendered Workforce Segregation:.....	20



Our Commitment to Gender Equality – Message from Board Chair

I am pleased to share with you the 2022-2025 Gender Equality Action Plan (GEAP) for the Workplace Injury Commission (WIC).

The principles of fairness and equity are central what we stand for as an organisation. WIC has a proud history of ensuring that women and men have equal opportunities in employment, development and career progression. We ensure pay equality for similar work, and equality of opportunity for women and men in career and promotional opportunities, utilising appropriate strategies to level the playing field. But we recognise we must do more.

To continue to grow and improve, we need to bolster our efforts to become more diverse and inclusive. Injured workers, who seek resolution to disputes regarding their WorkCover claims, should be able to engage with people that they recognise and can identify with. Over coming years, our workforce profile will continue to broaden to best reflect the community we serve, whilst maintaining a focus on the technical capabilities required to administer an alternate dispute resolution service.

Another focus of our Gender Equality Action Plan is to better understand and address concepts of intersectionality. Our priorities will be on listening and learning, then putting steps in place to address the potential for discrimination, and actively remove barriers to participation and achievement.

Although we have been an independent Statutory Authority for less than five years, the WIC has existed for almost 30 years, and we are proud to be an organisation where people want to join and stay. From a workforce profile perspective, as we expand and grow, we aim to balance our profile with people who are at earlier stages of their careers, who can be mentored by our experienced professionals, with a view to becoming our leaders in years to come. For this to succeed, our efforts to ensure genuine inclusion, acceptance and understanding of diversity must continue.

Our progress under this Plan will be public, with our milestone achievements reported annually, and we look forward to sharing further updates.

A handwritten signature in blue ink, appearing to read 'H. Hall', is positioned to the left of the portrait.





Acknowledgement of Country

In the spirit of reconciliation, Workplace Injury Commission acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Throughout this document the term 'Aboriginal' is used to refer to both Aboriginal and Torres Strait Islander people.

Language Statement

Workplace Injury Commission seeks to be inclusive of all employees.

In this document, the use of the words 'our' and 'we' refers to all employees.

We recognise that gender categories should not be limited to the male-female binary and must include trans and gender diverse people, and people who do not identify with any gender.

In this document, references to 'woman/women' or 'man/men' refers to female or male identifying people; this includes transgender people, cisgender people, and others who identify themselves within the spectrum of the gender identity of woman or man. This document also uses the term 'gender diverse people', who may identify as non-binary, trans, agender, genderqueer, genderfluid or with any other term.

The term 'LGBTIQ+' refers to people who are lesbian, gay, bisexual, trans and gender diverse, intersex or queer.

Throughout this document the term 'workforce diversity' is used to describe employees from varied cultural backgrounds and ages, Aboriginal employees, LGBTIQ+ employees, and employees with disabilities.



About WIC:

Workplace Injury Commission (WIC) is a vital part of the Victorian workers compensation scheme, providing conciliation services, at no cost to injured workers. As a statutory authority, WIC operates independently of WorkSafe Victoria, WorkSafe agents, self-insurers, workers, employers, solicitors and unions.

The role of WIC is to ensure independent conciliation services for the purposes of the *Workplace Injury Rehabilitation and Compensation Act 2013* (Vic) (WIRC Act) and the *Accident Compensation Act 1985* (Vic) (AC Act), and to ensure that conciliations are conducted in a prompt and consistent manner. Conciliation facilitates the resolution of disputes by involving all parties in an informal, non-adversarial process to pursue an agreement that is mutually acceptable.

WIC Workforce:

WIC has grown significantly over the past 24 months as we implement major changes to our business that support legislative amendments to the WIRC Act. Our cultural profile has changed, and our workforce now numbers over 113 individuals. We pride ourselves on supporting flexibility and encouraging a healthy work-life balance.

We are proud that 69% of our employees and 75% of our Executive Leadership Team (ELT) comprise of women (data as at 30 June 2021). Although there are areas to progress towards, WIC is on the right path to ensuring our employees remain valued, acknowledged and supported.

Key Concepts:

Gender

The socially-constructed differences between men and women, as distinct from 'sex', which refers to their biological differences.

Safe and Strong: A Victorian Gender Equality Strategy – 2021

Gender Equality

Is when people of all genders have equal rights, responsibilities and opportunities. Everyone is affected by gender inequality - women, men, trans and gender diverse people, children and families. It impacts people of all ages and backgrounds.

Gender Equality: What is it and why do we need it – 2021

Intersectionality

A methodology of studying the overlapping or intersecting social identities and related systems of oppression, domination, or discrimination. Disadvantages as a result of intersectional discrimination can be associated with someone's race, Aboriginality, Religion, Ethnicity, Disability, Sexual Orientation, Gender Identity, Age.

Safe and Strong: A Victorian Gender Equality Strategy – 2021



Achieving fair outcomes for workers disputes in a respectful and inclusive manner to enhance the social and economic welfare of people impacted by workplace injuries.

Delivering service excellence in alternative dispute resolution for workplace injuries.

We are guided by an ethos of service to the community and are committed to applying Public Sector values as outlined in the *Public Administration Act 2004 (Vic)*, and associated codes of conduct. We uphold the values in the *Victorian Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

WIC also has a strong set of values that we look to every day to guide our approach in the conciliation environment and in the workplace.

Our organisational values are:

Integrity

Being honest, open and transparent; striving to earn and sustain trust by doing what you say you will.

Impartiality

Making decisions on merit without bias; ensuring independence, understanding and respect; acting fairly by objectively considering all relevant facts.

Accountability

Accepting responsibility for decisions and actions; delivering on commitments; working to clear objectives in a transparent manner.

Respect

Treating others as you wish to be treated; and ensuring freedom from discrimination, harassment and bullying.



The Case for a Gender Equality Action Plan

The Gender Equality Action Plan (GEAP) is WIC's strategic plan to help set out a progressive framework that will strive to deliver on sustainable and systemic behavioural change to achieve our gender equality objectives across our organisation. The plan address and recognises a range of initiatives that will be built on over the next three years and further ahead of the plan's end date of 2025.

The *Gender Equality Act 2020 (Vic)* (the Act) requires Victorian Public Sector, Local Councils and Universities to take positive action towards achieving workplace gender equality, and to consider and promote gender equality in policies, programs and services.

WIC has obligations as a defined entity under the Act that we must comply with, including:

- Complete a Workplace Gender Audit;
- Develop and implement a Gender Equality Action Plan;
- Publicly report on our progress towards workplace gender equality;
- Promote gender equality in policies, programs and services that impact the public; and
- Complete Gender Impact Assessments on all new or revised policies, programs or services which have a direct and significant impact on the public.

Gender inequality affects people of all genders.

Women experience inequality in many aspects of their lives. They tend to undertake a larger share of the domestic work, caring responsibilities, and experience higher levels of family violence. In the workplace, women are often compounded by additional barriers to employment opportunities, promotion and career progression, pay inequality, and experience sexual harassment and discrimination in the workplace more often than men.

Men often carry stereotypical expectations in regards to their strength, emotional and mental resilience and are less likely to take a lead role in caring responsibilities of a household.

Trans and gender diverse people are more susceptible to discrimination and social exclusion, and may feel a need to hide their identity at work for fear of how they are perceived. They often feel unseen, unsafe and unsupported. Other forms of discrimination on the basis of race, religion, gender diversity, sexual orientation, disability, and age can also impact people's experience of gender equality and negatively impact them in the workplace.

WIC is committed to upholding the gender equality principles, as outlined in section 6 of the Act, and have considered their impact in the development of our strategies and measures.

The gender equality principles are:

- 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 equality benefits all Victorians regardless of gender
- Gender equality is a human right and precondition to social justice
- Gender equality brings significant economic, social and health benefits for Victoria
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls Advancing gender equality is a shared responsibility across the Victorian community
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality



Strategies that promote better gender equality benefits all employees. WIC recognises that to achieve intersectional gender equality, we must first create systems that instill trust so that employees can disclose aspects of their personal diversity without fear of negative impacts.

We will build greater awareness and capability in our employees to understand the barriers that diverse people experience, along with support mechanisms that address gender stereotypes and empower employees to understand discriminatory and disrespectful behaviours.


Through conducting our Workplace Gender Audit it became evident that the lack of demographical data WIC has in our payroll system has impacted our ability to analyse inequality under any lens other than gender.

We need to strengthen data collection around our employees' disability status, cultural diversity, Aboriginality, non-binary gender identities, religion and sexual orientation.

Addressing this is a priority action in our GEAP and work is already under way to incorporate functionality for capturing demographical data in a new payroll system due to be implemented in the second half of 2022.

With better understanding of our workforce demographics, we can better identify the systemic barriers to access, inclusion and equity they experience.

Our Commitment Statement

A graphic consisting of two concentric circles. The outer circle is a light green color, and the inner circle is a darker green color. The text is centered within the inner circle.

Advancing gender equality is a shared responsibility that benefits all. We are committed to fostering a culture of belonging and inclusion by providing a safe, respectful and equitable workplace.



Committing to a Gender Equality Action Plan

The development of WIC's GEAP commenced with reviewing and conducting a Workplace Gender Audit (WGA). The results were submitted to the Commission for Gender Equality in the Public Sector by December 2021. The WGA collects data on workforce demographic and employee experience. It further represents the key areas where workplace gender inequality persists, and where progress towards gender equality must be demonstrated. It focuses on seven gender equality indicators:

1. Gender composition of all levels of the workforce
2. Gender composition of governing bodies
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered workplace segregation

Under the Act, we are required to complete the WGA every four years. The de-identified data collated through the audit is gender-disaggregated, which means it is broken down separately for women, men and gender diverse people. To an extent, intersectionality is also reflected in the data, which means considering how gender inequality may be compounded by the impacts of disadvantage or discrimination that a person might experience on the basis of other factors such as Aboriginality, age, disability, or ethnicity.

WIC - Workplace Gender Equality Audit Data: 2020 - 2021

Due to the current systems and reporting limitations, WIC was limited in the ability to completely report on intersectionality data formally, however we have explored, where possible, the People Matter Survey demographic data results from 2020 - 2021, as a starting point to discussions and assessments.

Extraction of data against the gender equality indicators from our internal data collection systems (payroll platforms and reporting) has aided the reporting and communications to the broader workforce during exploration of key themes and concepts.

Data results have also formed the basis for the next stage of engaging in meaningful consultation with employees across the organisation and the Community and Public Sector Union (CPSU).

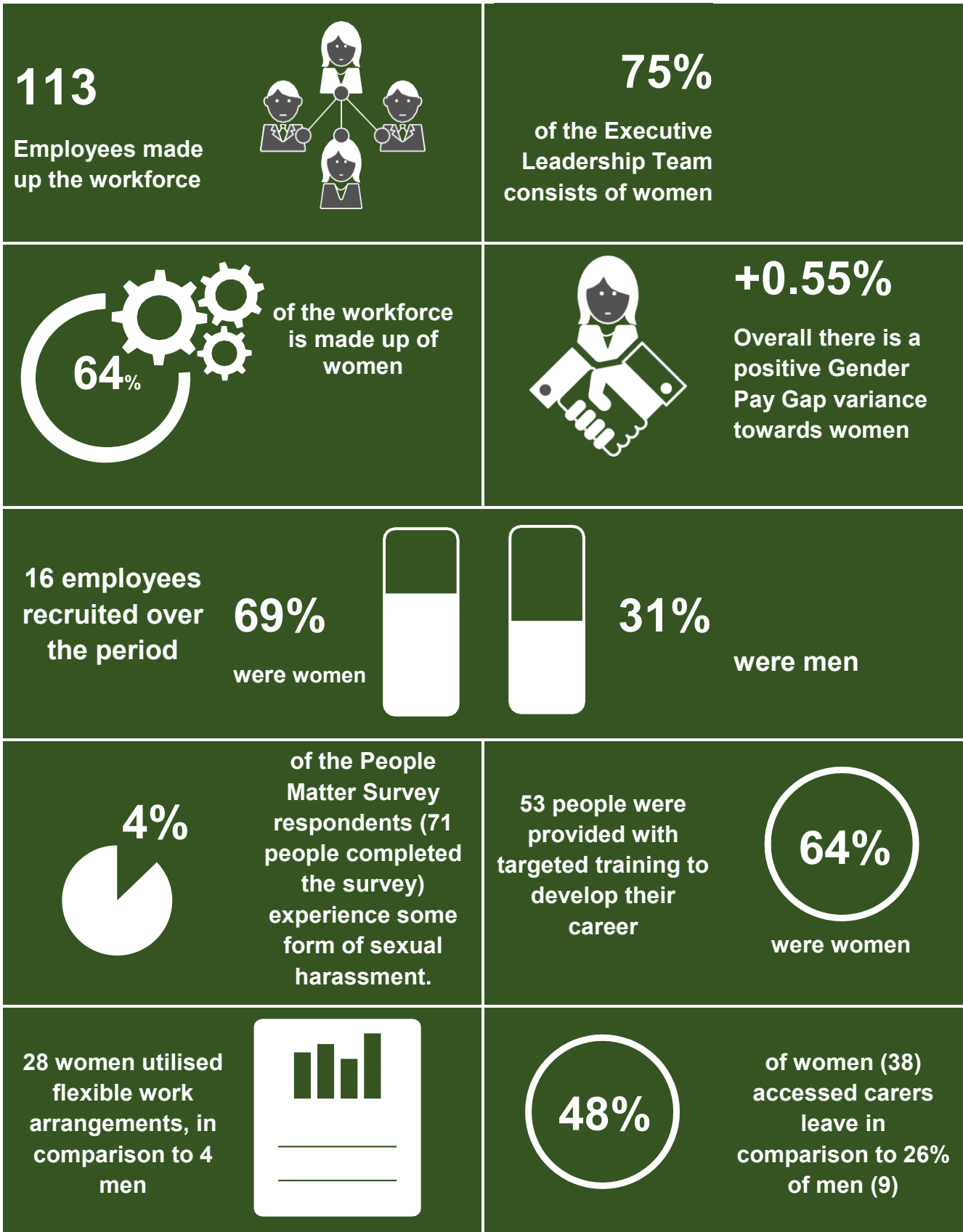
Key Insights

Key insights from WIC's Gender Equality Audit: 2020 - 2021 include:

- Women make up the majority of WIC's workforce at all levels (69%), including the Executive Leadership Team (75%), Managers (67%) and Employees (69%).
- Whilst the number of women and men at WIC

who are employed on part-time vs full-time basis varies greatly, when we compare the numbers by percentage, the data is actually a lot more balanced.

- 76% of women and 74% of men occupy a full-time capacity compared with 24% of women and 26% of men in a part-time capacity.
- Women at WIC have a higher rate of ongoing employment compared to men.
- Overall the total Gender Median Pay Gap variance at 30 June 2021, was positively reflected in favour of women at +0.55%.
- There were no formal sexual harassment complaints in 2020-2021 Financial Year, however 4% of the 71 respondents in the 2021 People Matter Survey indicated that they experienced some form of sexual harassment in the workplace.
- Of the 16 employees recruited during 2020 - 2021 financial year, 11 new employees were women.
- In total, 53 people were provided with targeted training to develop their career, of these, 64% were women and 36% men.
- The uptake of flexible work arrangements for 2020-2021 financial year, indicated a clear uptake by women (28) in comparison to men (4).
- Women had higher rates of absenteeism with sick leave and carers leave when compared to men.





Meaningful Consultation and Engagement

Ensuring a level of engagement that creates opportunity to explore valuable insights and gather feedback from all areas across the organisation has been a crucial step in identifying areas for change. Our consultation and engagement process explored multiple channels in order to gather as much meaningful feedback, insights and information as possible.

Consultation and engagement was conducted using a number of methods:

Communications Focus: Involved organisational wide communications inviting feedback from employees based on the WIC WGA data 2020 - 2021. The WIC internal intranet page was updated with the audit results and listed important information as to why WIC is undertaking this process.

Focus Groups: Employees were invited to attend a number of on-line engagement focus group sessions. An important stage in developing our GEAP is to capture the many different views, insights and experiences of our people. Feedback and 'lived experience' of gender equality, workplace barriers, intersectionality and commentary about the opportunities at WIC was collected and de-identified.

Survey Mechanism: Facilitated by the People and Culture Team, employees had the opportunity to provide anonymous feedback based on the WGA Data 2020 -2021, by completing a Workplace Gender Equality Feedback Survey. This was used as another method of capturing feedback and lived experience.

ELT Engagement: Findings from the focus groups and feedback survey were presented to the Executive Leadership Team for commentary and further input.

Consultation Report: We asked employees where they believed change was needed and how they thought we could best address the issues identified through the audit findings and other engagement and consultation sessions.

Union Interaction:

WIC sought feedback and consulted with the CPSU in relation to the GEAP target areas.

Board Endorsement: The final draft of the GEAP was presented to the WIC Board members for review and endorsement.

Two rounds of consultation seeking ideas, feedback, and any opportunity for questions was conducted. Following the second round of consultation, feedback from the Union was received, reviewed and incorporated into proposed strategies and measures.

This was an important and essential step prior to the finalised draft GEAP being presented to the WIC Board for review and endorsement.

All information that was collected from employees from our Workplace Gender Equality Feedback Survey was anonymous. All focus group commentary and feedback was completely de-identified.

What we heard from employees – overarching focus area themes for change:

- 1) WIC can improve data collection methods when it comes to gender and intersectionality.
- 2) WIC can improve on building awareness and capabilities of our employees right throughout the workforce.
- 3) WIC can invest more resources into career development and recruitment.
- 4) WIC can continue on and fostering an inclusive, gender diverse culture.

Strategies and Measures

Incorporating the feedback Employees have provided through the various consultation and engagement channels, along with the results of our WGA data 2020-2021, we have identified the key focus areas for WIC's first GEAP. They are as follows:

Approximately 15% of employees participated across the Focus Groups and Workplace Gender Equality Feedback Survey



Focus Area 1: Improving data on gender and intersectionality

ACTIONS	MEASURES	TIMELINE	INDICATOR
<ul style="list-style-type: none"> Address the gaps identified in the gender equality audit data by exploring improved data extraction methods Commence the formal collection of gender equality and intersectionality data sets, particularly relating to flexible work, recruitment, career progression and development opportunities with a focus on capturing intersectionality data 	<ul style="list-style-type: none"> Improved data collection processes and systems of data extraction Ability to readily access and report on gender equality workforce data 	2022-2023	1, 2,3,4,5,6,7
<ul style="list-style-type: none"> Encourage employees to update personal information in the payroll system Undertake research to understand barriers to self-identification of intersectional data and make recommendations 	<ul style="list-style-type: none"> Increased percentage of staff who report diversity data in the payroll system Intersectionality data is able to be captured and reported on regularly Increase in response to People Matter Survey intersectional questions as a result of more inclusive culture 	2022-2023	1,5,6,7
<ul style="list-style-type: none"> Develop regular analysis and reporting processes for the Gender Equality Workforce Indicators 	<ul style="list-style-type: none"> Workforce composition information captured regularly Detailed reporting available on progress of gender equality in the workplace 	2022-2023	1, 2,3,4,5,6,7
<ul style="list-style-type: none"> Increase staff participation in the People Matter Survey to enable analysis of data against the gender equality audit and GEAP actions 	<ul style="list-style-type: none"> Increased participation in the People Matter Survey year on year, with a target of 80% of employees completing the survey in 2025 Improved communications plan and promotion campaign for People Matter Survey annually, to encourage greater participation GEAP actions updated regularly to reflect People Matter Survey results 	2022-2025	4,5,6
<ul style="list-style-type: none"> Explore and understand the gender composition of our stakeholders and the impact upon outcomes and experience 	<ul style="list-style-type: none"> Improved understanding of the experience of stakeholders and employees when attending our service, and the role that gender plays in this experience. Address issues wherever possible 	2022-2023	1, 3, 5,7



Focus Area 2: Building awareness and capabilities

ACTIONS	MEASURES	TIMELINE	INDICATOR
<ul style="list-style-type: none"> Build competence, capability and commitment around gender, gender diversity and intersectionality within WIC through training to increase awareness of gender inclusion and diversity 	<ul style="list-style-type: none"> Introduce an eLearning module for staff on gender diversity and analysis including the process for undertaking Gender Impact Assessments (GIA) Implement an ongoing communications strategy to increase awareness and understanding of gender equality and intersectionality Audit of visual communications outputs to assess gender and intersectional representation 	2022-2023	4,5,6,7
<ul style="list-style-type: none"> Identify pathways to document and enhance workforce diversity and inclusion, that includes a gendered approach 	<ul style="list-style-type: none"> Ensure a gender lens is applied in the creation of: <ul style="list-style-type: none"> Workforce Diversity and Inclusion Framework Disability Action Plan Reconciliation Action Plan 	2022-2023	1,2,3,5,6,7
<ul style="list-style-type: none"> Develop a framework and guidance for undertaking Gender Impact Assessments 	<ul style="list-style-type: none"> Employees understand how and when to conduct a GIA Increase in number of GIAs being conducted GIAs incorporated into design, implementation and evaluation processes of major change 	2022-2023	1, 7
<ul style="list-style-type: none"> Implement a holistic approach to preventing sexual harassment and gendered violence, including reviewing and monitoring internal complaints systems and processes to understand if there are inherent barriers to people reporting complaints 	<ul style="list-style-type: none"> Implementation of a Sexual Harassment and Gendered Violence Prevention Plan 	2022-2025	4
<ul style="list-style-type: none"> Implement a system for employees to anonymously raise concerns regarding inappropriate workplace behaviours 	<ul style="list-style-type: none"> Improved results in People Matter Survey relating to experience of negative behaviours, and safety in challenging inappropriate behaviour 	2022-2023	4
<ul style="list-style-type: none"> Promote support mechanisms for employees experiencing inappropriate behaviours (Health and Safety Representatives, Peer Supporters, People & Culture) Upskill Health and Safety Representatives, Peer Supporters and People & Culture to equip to have more supportive conversations with employees experiencing inappropriate behaviours 	<ul style="list-style-type: none"> Update intranet and online support resources Review training provided to Health and Safety Representatives, Peer Supporters and People & Culture to ensure it is appropriate and fit for purpose to receive and handle inappropriate behaviour complaints 	2022	4



Focus Area 3: Career development and recruitment

ACTIONS	MEASURES	TIMELINE	INDICATOR
<ul style="list-style-type: none"> Build awareness and understanding in people leaders of inclusive recruitment and development processes Build capability in people leaders to recognise and manage unconscious bias in recruitment, workforce planning and employee development processes 	<ul style="list-style-type: none"> Gender equality principles, diversity and inclusion incorporated into manager essentials training, including recruitment practices, employee development and workforce planning considerations Improvement to People Matter Survey results relating to fair recruitment and promotion, and gender barriers within the organization. 	2022-2023	1, 3, 5, 6, 7
<ul style="list-style-type: none"> Review recruitment resources and assess fairness of recruitment practices, particularly in terms of gender and intersectionality, unconscious bias and gender pay equity Investigate gendered and intersectional experience of employees during professional journey and the impact on professional opportunities 	<ul style="list-style-type: none"> Recruitment resources improved to reflect findings Position descriptions, job advertisements and interview guides assessed for non-gendered language and promote flexible work options (such as job sharing, part-time, hybrid arrangements) 	2022-2023	1, 3, 5, 6, 7
<ul style="list-style-type: none"> Explore opportunities to target and attract more diversity in applicants Promote benefits of flexibility, diversity and inclusion during recruitment campaigns and through the interview process (what you can expect - our culture and environment) 	<ul style="list-style-type: none"> Careers microsite, job advertisements and interview process that demonstrates the organisation's commitment to diversity, equity and inclusion Improve diversity and gender composition of recruitment panels Track shifts in diversity within applicant pools (by level, role and intersectionality) 	2022-2023	1, 2, 3, 5, 6, 7
<ul style="list-style-type: none"> Regular pay gap analysis Monitor pay equity throughout recruitment, hiring and promotion activities Document an internal reclassification process that considers pay equity and the gendered impact 	<ul style="list-style-type: none"> Ongoing reporting of gender pay gap Capturing data on commencement salaries, reclassification outcomes and top of the band payments to better understand gendered impact on pay equity 	2022-2025	1, 2, 3, 5, 6, 7



Focus Area 4: Fostering an inclusive, gender diverse culture

ACTIONS	MEASURES	TIMELINE	INDICATOR
<ul style="list-style-type: none"> Reinforce a culture of care through people leaders' actions and role modelling of inclusive behaviours, including flexible work practices 	<ul style="list-style-type: none"> Continue to return positive cultural indicators to People Matter Survey questions relating to Workplace Flexibility 	2022-2025	6, 7
<ul style="list-style-type: none"> Strengthen the skills of the Board, Executive and people leaders to actively support gender quality in the workplace 	<ul style="list-style-type: none"> Participation of the Board, Executive and people leaders in gender equality development and promotion programs and training 	2022-2023	1, 2, 4, 5, 6, 7
<ul style="list-style-type: none"> Embed accountability for workforce gender equality at the Board and Executive level 	<ul style="list-style-type: none"> Include a section in all Board and Executive papers that speaks to any gender impacts of the matter being discussed 	2022	1, 2, 3, 4, 5, 6, 7
<ul style="list-style-type: none"> Review Prevention of Inappropriate Workplace Behaviours training content for gender inclusive language and alignment with recommendations from the Set the Standard report 	<ul style="list-style-type: none"> Prevention of Inappropriate Workplace Behaviours e-learning module has been reviewed and is delivered to all employees upon commencement and refreshed annually All people leaders attend face-to-face refresher training bi-annually 	2022-2025	4
<ul style="list-style-type: none"> Review employee lifecycle processes to ensure they are free from gender bias or barriers including: <ul style="list-style-type: none"> Recruitment process Onboarding methods Parental leave career gaps Providing workplace adjustments Periodical feedback reviews (e.g. Exit interviews) 	<ul style="list-style-type: none"> Review and update the identified processes to ensure they are free from gender bias and organisational barriers including Aboriginality, age, disability, culture and race, religion and sexual orientation 	2022-2023	1, 3, 5, 6, 7
<ul style="list-style-type: none"> Review policies, guidance material and other internal resources to reflect inclusive language and ensure they are free from unintended gender bias or barriers 	<ul style="list-style-type: none"> Internal policies are reviewed and promoted through communication plan, with a consideration of all genders, intersectionality, secondary carers and employees with diverse personal circumstances (i.e. beyond carer and family responsibilities) 	2022-2023	1, 7
<ul style="list-style-type: none"> Promote workplace flexibility options and leave entitlements for all staff, with a focus on targeted promotion to increase men accessing carers' leave and parental leave 	<ul style="list-style-type: none"> Identify opportunities and encourage male leaders to role-model the use of flexible work and additional paid leave entitlements Increase in number of men working flexibly, including part time arrangements and accessing carer's leave Increased number of men accessing the additional paid parental leave entitlements for secondary caregivers assuming responsibility as primary caregiver Maintaining strong People Matter Survey results in regards to the organisation's positive culture in relation to flexibility 	2022-2023	1, 5, 6, 7
<ul style="list-style-type: none"> Improve awareness and support for staff undergoing stage of life experiences that are impacted by intersectionality including menopause, caring responsibilities for elderly and people with disabilities, gender transition and retirement planning 	<ul style="list-style-type: none"> Awareness training for people leaders regarding reasonable adjustments Exploring support options such as leave entitlements that provide better accommodation for staff experiencing menopausal, menstruation and endometriosis symptoms when negotiating the next Enterprise Agreement 	2022-2025	1, 3, 5, 6, 7



Gender Pay Equity:

The Gender Pay Equity Principles as outlined in the *Gender Equality Regulations 2020 (Vic)* have been taken into consideration in the development of our GEAP. These include:

- a) Equal pay for work of equal or comparable value, which refers to work valued as equal or comparable in terms of skill, effort, responsibility and working conditions, including different types of work;
- b) Employment and pay practices are free from bias and discrimination, including the effects of unconscious bias and assumptions based on gender;
- c) Employment and pay practices, pay rates and systems are transparent and information about these matters is readily accessible and understandable;
- d) Employment and pay practices recognise and account for different patterns of labour force participation by employees who undertake unpaid or caring work;
- e) Interventions and solutions are collectively developed and agreed to, sustainable and enduring; and
- f) Employees, employee representatives and employers work collaboratively to achieve mutually agreed outcomes.

In developing our GEAP, we also had regard to legal obligations under other legislation and industrial instruments, including:

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)

Leadership and Resourcing:

WIC's GEAP is supported by our Board and ELT, and requires them, and each employee to take action and commit to advancing gender equality in the workplace.

The People and Culture team will be responsible for developing a work plan to ensure that identified actions in the GEAP are undertaken within the proposed timeframes. ELT will play a key role in sponsoring various strategies and collaborating with People and Culture as they seek engagement and involvement from employees and leaders throughout the business to ensure cross-functional teams can collaborate and contribute to the GEAP implementation.

As the GEAP is a living document that is expected to evolve as the organisation does, the strategies are likely to change over the lifetime of the plan.

Resourcing needs will be reviewed annually to ensure they are appropriately meeting the requirements of the work plan.

Measuring Progress:

To ensure we maintain progress towards our GEAP commitment, we will undertake regular monitoring of implementation of actions and measures including the following reporting commitments:

- 1) Report to ELT and Board on progress towards GEAP measures in June of each year;
- 2) Publish GEAP implementation progress in WIC's Annual Report;
- 3) Report to ELT highlighting key movements in Workplace Gender Audit indicators in January of each year;
- 4) Diversity, Equity and Inclusion pages on the intranet updated regularly to include GEAP implementation achievements and milestones, including annual progress report updates; and
- 5) Submit progress report to the Commission for Gender Equality in the Public Sector every two years, as required by the Act.

Regular reporting will allow us to track progress and update our GEAP actions as necessary to ensure currency of strategies, and keep us accountable towards achieving our GEAP



Appendix: WIC – Workplace Gender Equality Audit Data 2020 – 2021

The workplace gender equality audit results help identify areas for improvement in relation to the workplace gender equality indicators. In part, this information has helped inform the strategies and measures previously outlined. All data is at 30 June 2021 and includes all employees during FY 2020 - 2021.

Indicator 1 – Gender Composition of all level of the workforce:

POSITION LEVEL	MEN	WOMEN	TOTAL
Executive Leadership Team (ELT)	2	6	8
Managers	5	10	15
Employees	28	62	90
Total	35	78	113

The 2021 People Matter Survey data indicated that 80% of the 71 survey respondents agreed that there is a positive culture at WIC in relation to employees of different sexes/genders, whilst 14% of respondents neither agreed nor disagreed, 3% disagreed and 3% did not know.

MEN	POSTION LEVEL	WOMEN
31%	All Employees	69%
25%	ELT (Based on 8 employees during reporting period)	75%
33%	Managers (Based on 15 employees during reporting period)	67%
31%	Employees (Excluding: ELT and Managers)	69%

The 2021 People Matter Survey data indicated that 74% of the 71 survey respondents agreed that gender is not a barrier to success at WIC, whilst 14% of respondents neither agreed nor disagreed, 9% disagreed, and 3% did not know. These statistics are on par with the Public Sector average.

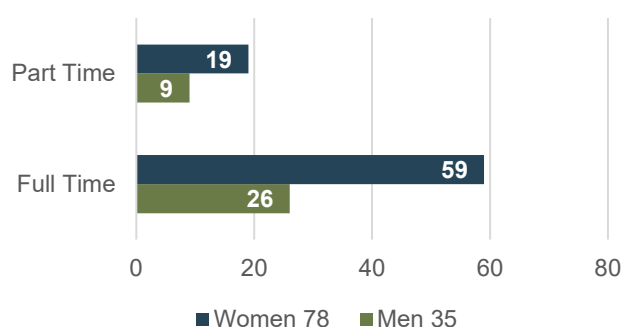
Gender composition by employment basis:

Whilst the number of women and men at WIC who are employed on part-time versus full-time basis varies greatly, when you compare the numbers by percentage, the data is actually a lot more balanced:

76% of women occupy a full-time capacity compared with 24% women in a part-time capacity.

74% of men occupy a full-time capacity compared with 26% men in a part-time capacity.

Full time vs Part time

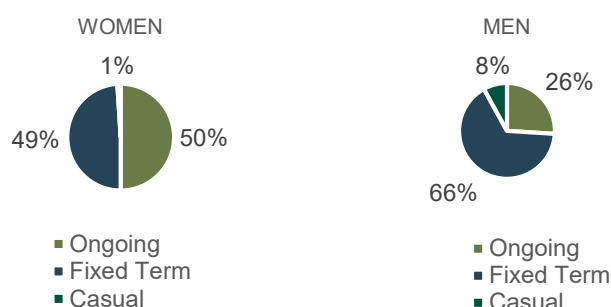




Gender composition by employment basis: continued

When comparing fixed-term, ongoing, and casual employment, women have a higher rate of ongoing employment at 50% (39 employees) compared with 26% (9 employees) for men.

The percentage of women and men in fixed term positions is higher, due mainly to the Conciliation Officers' previous fixed term employment contracts.



Indicator 2 – Gender Composition of Governing Bodies

As at 30 June 2021, WIC's Board of Directors comprised of five women (70 per cent) and two men (30 per cent). Women are well represented within WIC's governing body.

There is currently no recorded data on disability, cultural identity, religion or sexual orientation. The lack of intersectional data means that we are unable to determine the diverse representation of women who comprise the Governing Body.

Indicator 3 – Gender Pay Equity:

Average salaries by gender and classification

Average Salaries broken down by gender and classification framework* (full time equivalent)

CLASSIFICATION	WOMEN (AVG SALARY)	MEN (AVG SALARY)	AVERAGE SALARY	VARIANCE%
B4	\$75,746.00	\$75,929.00	\$75,838.00	-0.24%
B5	\$86,829.00	\$85,085.00	\$85,957.00	2.05%
B7	\$99,794.00	\$98,550.00	\$99,172.00	1.26%
B8	\$111,904.00	\$111,672.00	\$111,788.00	0.21%
B9	\$120,109.00	\$124,072.00	\$122,090.00	-3.19%
B10	\$140,779.00	\$137,537.00	\$139,158.00	2.36%
Conciliation Officers	\$152,831.00	\$152,831.00	\$152,831.00	0.00%
Executive	\$212,756.00	\$209,589.00	\$211,173.00	1.51%
Total	\$125,094.00	\$124,408.00	\$124,751.00	0.55%

The total Gender Pay Gap variance is positively reflected as 0.55%. The data does take into account the entire band classification including respective pay points. Some employees are at the top of their respective band, whereas others will be at other pay points throughout the band, tenure is one factor that contributes towards this variance.

*Some band points are excluded due to insufficient data. Conciliation Officers at the time were not under the classification framework. We have included executive salaries that were previously not incorporated in the



workplace gender equality audit data 2020 - 2021. Executive remuneration is outside the classification framework.

Indicator 4 - Workplace Sexual Harassment:

The collection of data on sexual harassment is limited at WIC due to the complex and confidential nature of managing and responding to these types of behaviours in our workplace. There have been zero incidents of sexual harassment at WIC submitted in the reporting period.

The 2021 People Matter Survey data indicated that 4% of the 71 survey respondents had experienced sexual harassment in the previous 12 months, this was about on par when comparing the data against the comparator group and public sector average.

Of the feedback that was gathered from the People Matter survey questions, themes included:

- Sexually suggestive comments or jokes that made someone feel offended (in either a group or one on one situation)
- Intrusive questions about the private life or comments about physical appearance
- Inappropriate physical contact (including momentary or brief physical contact)

When further analysing the data, 58% of WIC respondents agreed they felt safe to challenge inappropriate behaviour at work. 85% of respondents agreed that WIC encourages respectful workplace behaviours. 70% of respondents agreed that WIC takes steps to eliminate bullying, harassment and discrimination.

Indicator 5 - Recruitment and Promotion:

When analysing the data between 1 July 2020 - 30 June 2021, WIC recruited 16 employees - 69% women and 31% men (data does not include agency temporary contractors).

Of the 16 positions filled during this period all were fixed term positions, 11 new employees were women. The number of fixed term positions reflect various backfill drivers, such as long-term absences (predominately parental leave arrangements), internal movements and limited tenure positions in response to projects.

During the reporting period, 14 employees underwent higher duties arrangements in a different position, of which 11 were women and three were men.

Learning and Development Opportunities:

When analysing the data between 1 July 2020 - 30 June 2021, in total, 53 people were provided with targeted training (as specified by the GEAP guidelines) to develop their career, of these 64% were women and 36% men. Training to support management capability development and career growth was provided to 15 employees for this period.

According to the 2021 People Matter Survey data, 61% of respondents agreed that they were developing and learning in their role at this time, and 41% agreed they were 'satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Indicator 6 - Leave and Flexibility:

At the time of data capture, most employees were either employed under the Victorian WorkCover Authority Enterprise Agreement 2016-2020 or individual executive contracts. Leave provisions included:



Individually flexibility arrangements to vary the Ordinary Hours of Work	Part-time employment
Purchase leave	Flex time (plus access to excess flex leave)
Parental leave – including primary, secondary paid and unpaid leave	Surrogacy leave
Permanent care leave	Community and blood donor leave
Study leave	Foster and kinship care leave, which includes Aboriginal kinship care
Family Violence leave	

According to the 2021 People Matter Survey data, 65% of WIC’s respondents were satisfied with their work-life balance. This is on par with the comparator group and public sector.

When it came to confidence about requesting a flexible work arrangement, 75% of WIC’s respondents agreed that the request would be given due consideration. This is slightly higher than the public sector response of 68%.

For the reporting period, 28 women had flexible work arrangements in place, in comparison to four men. Most flexible work arrangements are taken up by staff categorised as “Employee” (23)

- Four women commenced parental leave, and on average, took 16 weeks paid parental leave
- The amount of unpaid parental leave taken by women averaged six weeks
- 77% of women (60) accessed sick leave in comparison to 54% of men (19)
- 48% of women (38) accessed carers leave in comparison to 26% of men (9)

The data available for this indicator relates to those arrangements which are formally recorded in the payroll system only. The 2021 People Matter Survey data indicated that 89% of respondents agreed that WIC supports employees with family or other caring responsibilities, regardless of gender. This is higher when compared with the comparator group 82% and the public sector 72%.

Indicator 7 - Gendered Workforce Segregation:

We note that due to the size of the workforce and composition, it is difficult for WIC to draw meaningful conclusions from the Australian and New Zealand Standard Classification of Occupations codes for our organisational make up.